January 28, 2010   Agenda Item 4.3: Internal Assessment:
Status of Follow-Up Items

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

FROM: **Rivkah K. Sass, Library Director**

RE: **Internal Assessment: Status of Follow-Up Items**

RECOMMENDED ACTION: Receive and File.

BACKGROUND

Over the past year, Library staff has presented monthly update reports on the Internal Assessment that was received and approved by the Authority Board in January, 2009. These reports provided information regarding actions taken to complete each of the assessment items scheduled for completion in the previous month. The report also listed any additional actions that still needed to be taken to complete the item.

This report is being presented to provide follow-up information on those items that required additional steps to be fully complete. For ease of reference, the items are listed with the next steps as originally indicated followed by a status update in italic print.

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

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

    Next Steps: An evaluation of service and programs by customers and staff is currently being conducted in the form of exit interviews. Staff is also developing an evaluation form to ensure more consistent data gathering and appraisal.

    Status Update: Completed.

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

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

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

Status Update: Completed. The need exists for the position, but it cannot be funded given the current budget.

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

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

Status Update: Completed. The contract has been extended through January 31, 2010 to allow the Library Unit to ratify the terms of the new contract.

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

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.

Status Update: Completed and ongoing.

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

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.

Status Update: Completed.

6. **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. Staff will review the feasibility of issuing a Request for Proposal in January 2010.

    Status Update: A Request for Proposal will be issued in the 3rd quarter FY 2009-2010. The Safety Coordinator has been hired and is working with Human Resources staff on this item.

7. **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**

    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.

    Status Update: Completed. No change.

8. **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**

    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.

    Status Update: Completed.

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

    Next Steps: The Human Resources department is in the first stage of planning an Employee Handbook based on the MOUs and policies/procedures manual. Human Resources staff will continue to update information as it changes and/or becomes available for posting.

    Status Update: All items have been completed except the New Employee Handbook, which will be drafted before the end of FY 2009-2010.

10. **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**

    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.

    Status Update: Completed.

11. **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

    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.

    Status Update: Completed.

12. **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**

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

    Status Update: Completed.

13. **Implement the new Model of Service at all library branches by: Evaluating hours at all locations, and amending open hours, as necessary, within budget constraints.   (Landers - Aug 2009). Recommendation 245g**

    Next Steps: The Model of Service branch plans have not been in place long enough to evaluate the effects or to plan any changes to staffing or hours as a result.   The effects of the branch plans are being reviewed quarterly. Results of the implementation of the plans will be reviewed as part of the budget process for FY 2010/11.

    Status Update: Staffing for branch operations will be reviewed as part of the FY 2011 budget preparation. The Model of Service has ensured maintenance of service levels and customer assistance at a time when libraries are busier than ever, and in the City of Sacramento where branch library hours had to be cut in response to reduction in the budget the effect on customer service has not been as negative as might have been expected with the reduction in staff and hours.

14. **Examine the Homebound Books-by-Mail (HBBM) service as to cost effectiveness, and consider the potential for providing service in an alternative way (Cantin, Feuling - Jan 2009). Recommendation 286**

    Next Steps:
    ▪ Review cost of service as FY 2009/10 budgets are finalized
    ▪ Continue to seek alternative service solutions both internally and externally
    ▪ Review criteria for customers participating in HBBM

    Status Update: This review will be included as part of a broader review of services to people who are unable to visit libraries due to age, disability or distance.   Information on Homebound Books-by-Mail and Bookmobile Services will be included in a report to be completed by April 2010.

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15. **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**

    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.

    Status Update: A plan of service, with costs, is being prepared for consideration by library management for fiscal year 2010-2011. The plan will be completed by the end of January 2010.

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

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

    Status Update: This project is in progress. Two libraries currently have conversation groups, the Rancho Cordova Library and the Franklin Library. By the end of February, two additional locations will be identified and staff/volunteers recruited. Tentatively, training will also occur in February with new programs to begin in April, 2010.

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

    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.

    Status Update: Completed.

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

    Staff will be working with the Information Technology (IT) 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.

Status Update: Completed.

19. **Conduct a feasibility study to determine the most efficient and effective way to reorganize the operations, service points and facilities in order to best implement the new Model for Service in the Central Library by completing the third floor redesign that includes placement of all public internet computers for adults on the third floor, creating a Technology Lab from the former microfilm reader room using grant funds from the Gates Foundation, reducing the size of the large Periodicals Desk to develop a single-point periodical service area (Biddle, Tucker, Calderon - Jan 2009); Recommendation 296a**

Next Steps: Staff will continue to monitor the third floor operations for six months to ensure that staffing and service levels are adequate and effective.

Status Update: Completed.

20. **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, Higgerson, Hernandez - Feb 2009). Recommendation 299c**

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.

Status Update: Completed.

21. **Restructure TELIS (Telephone Information Service and Circulation Help Line) to better serve patrons in a timely manner with the appropriate level of staff by: developing and providing training for the paraprofessional staff in TELIS (Biddle, Higgerson, Owens, Weekley – April 2009). Recommendation 297b**

Next Steps: Staff will identify and outline technological changes and news messaging in preparation for adding LSA staff to the TELIS lines in May 2009. Any additional training needs for the staff will be identified and completed in early May.

Status Update: Completed.

22. **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

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.

Status Update: Staffing review is completed; two Technology Service Assistants successfully staff the third floor. Review and shift of the federal documents collection is completed. Review of state and local documents will be completed by July of 2011.

23. **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, Higgerson - June 2009). Recommendation 296b

Adding face-out display shelving units in Central Express to support improved access and circulation (Biddle, Tucker, Higgerson — June 2009). Recommendation 296c
Downsizing the second and third floor information desks to promote staff mobility and efficiency (Biddle, Tucker, Calderon, Higgerson — 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

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.

Status Update: Cost estimates completed in November 2009 required staff to prioritize the capital project. The first priority is to redesign the first floor circulation desk. A project plan and timeline will be developed in January 2010, and it is anticipated the work will be completed in 2010.

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

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.

Status Update: During 21 of the 60 hours TELIS is operational, Central has increased the number of paraprofessional staff on the phones and freed the number of hours for librarians to pursue other professional activities. Beginning in 2010 one Central librarian will begin full-time coordination of TELIS and will be devoted to training and staff support for the paraprofessionals, with the intent of continuing to enhance this system-wide service.

25.   **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

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

Status Update: Responsibility for this project was shifted to SPL's Emerging Technology Librarian and it is anticipated this trial will get underway in TELIS during the first quarter of 2010.

26. **Strengthen and maintain positive community relationships by: Participating in the California State Library's initiative, "Get Involved: Powered By Your Library," designed to attract Baby Boomers to volunteering in library service (Biddle, Hernandez – Jun 2009). Recommendation 299d**

    Next Steps: Staff will target state workers to volunteer at Central Library for the September 11 National Day of Service, apply for participation in the "Get Involved" program next year if offered again by the State Library, and continue to develop sustainable volunteer opportunities for all age groups at the Central Library.

    Status Update: Completed.

27. **Update Central Library's assistive technology features to ensure access to library resources by customers that are visually or hearing challenged (Biddle, Higgerson – Jun 2009). Recommendation 301**

    Next Steps: Central staff will consult with the County of Sacramento, the Sacramento Disabilities Advisory Commission and Society for the Blind for additional recommendations by September 30, 2009. The Central Library Manager will identify funding sources and develop a phased procurement plan. The CCTV is the highest priority and will be purchased in 2009.

    Status Update: Central Library has received a donation of two lighted reading machines. A modest budget request is being submitted for 2010/11 for purchase of the latest model of a lighted reading machine. Central staff will consult with the advisory groups in 2010, with the goal of enhanced services and equipment for people with disabilities.

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

    Next Steps: The Branch Services office assistant will send quarterly reminders to all branch supervisors reminding them of the need to post all scheduled branch staff meetings on the SPL Branch Services Sharepoint site calendar.

    Status Update: Completed.

29. **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**

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

    Status Update: Completed.

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

    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. 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.

    Status Update: Completed.

31. **Improve the key control for all library access doors by limiting entry to electronic card swipe in order to eliminate access with metal keys to all branch exterior doors (Tucker, Dahlberg - Dec 2008). Recommendation 196b**

    Next Steps: The Facilities Department will conduct periodic spot checks of the branch access records through the card swipe system and will perform an evaluation of the reliability of this new system.

    Status Update: Completed.

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

    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.

Status Update:　Completed.

33. **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**

    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.

    Status Update:　Completed.

34. **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**

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

    Status Update:　A VMware server environment has been identified as the best configuration for a quick business recovery process.　An RFP to install this system is currently out for competitive bidding.　Conversion is planned for spring/summer of 2010.

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

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

Status Update: An emergency preparedness Quick Reference Guide is in the final stages of development. This guide will include emergency response guidance on:

- *Bomb Threats*
- *Civil Disturbances*
- *Earthquakes*
- *Elevator Entrapment*
- *Fire*
- *Flood*
- *Power Outages*

- *Robbery*
- *Toxic/Chemical Spills*
- *Weapons*
- *Explosions*
- *Hostage/Active Shooter*
- *Shelter in Place*

The Quick Reference Guide will be a required document for posting in the branch and will be checked during each branch safety inspection.

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

Next steps include evaluating the cost and feasibility of conversion to a VMware environment, maintaining a redundant ILS servicer, and locating redundant network hardware and circuits at an offsite data center.

Status Update: Conversion of the Library's server structure to VMware is currently out to bid and will be undertaken in calendar year 2010.

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

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

Status Update: Completed.

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

A recommendation for higher room rates and a schedule for implementation will be brought back to the Board as a part of the September Final budget.

Status Update: Completed. Galleria revenue is down 25% for the first two quarters of 2009-10. This weak revenue trend does not indicate a good climate for rental rate increases, so they were not included in the September Final budget recommendations.

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

    Next Steps: Staff will change the look of the web page to more closely align with the Library's new website design. In addition, staff will conduct expanding training and rollout to key staff in June 2009.

    Status Update: Completed.

40. **Merge contract documents into one database (Tucker, Miranda, Puerner – April 2009). Recommendation 216**

    Next Steps: The new file structure and database on the shared drive will be completed by May 31, 2009. Staff will maintain the database on a monthly basis, and will add new contracts and procurement documents as they are executed. All original signed copies will be maintained at the Deputy Director, Administrative Services office.

    Status Update: Completed.

41. **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**

    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.

    Status Update: Completed.

42. **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**

    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.

Status Update: Completed. All designated NIMS team members have been trained via the Federal Emergency Management Administration website. Verification of training is done via certificates of achievement issued by the Emergency Management Administration Website. Contact list of NIMS members will be available on the Quick Reference Guide. Three locations have been identified as Emergency Operation Centers. Locations include the Central library, Rancho Cordova and Valley Hi libraries. Additional planning needs to be done to identify supplies for Emergency Operations Centers (EOC).

43. **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**

    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.

    Status Update: Completed.

44. **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**

    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.

    Status Update: Completed.

45. **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**

    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.

    Status Update: Completed.

46. **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**

    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.

    Status Update: The storage areas at the Central Library continue to be sorted and cleaned about twice per year. In addition, a new draft of the surplus property policy is being developed. The new policy, if adopted, will allow the sale of surplus, unneeded furnishings, alleviating space problems and contributing small amounts of revenue to the Library.

47. **Explore staffing options for day custodial coverage in branches. Current services are pre-opening only, providing no service during open hours   (Nash, Tucker - July 2009). Recommendation 165**

    Next Steps: Staff will continue to seek feedback on the schedule from branch staff and Branch Services Managers. To date the feedback has been overwhelmingly positive. Staff will also post all custodial work schedules on SPL@ and encourage staff to stay informed on their branch's schedule.

    Status Update: Completed.

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

    Further discussion and movement toward a conclusion will be deferred until after the arrival of the new Director because of the wide impact this decision will have on the daily operation of both the Main Library and the Galleria. A meeting with the new Director is scheduled for August 31 to further discuss this issue.

    Status Update: Completed. After further discussion it was determined that the Galleria complex should be focused on revenue generation and not serve as a daily operational entrance to the Central Library.

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

Next Steps: Staff will gather item costs and optimal inventory levels to keep at Central. Staff will also seek funding in future budget cycles to establish this inventory.

Status Update: Completed.

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

Next Steps: Staff will refine design, create a work plan and project schedule to accomplish refurbishment by January 2010.

Status Update: A full update to the Belle Cooledge interior is currently in design phase and will be implemented in spring 2010.

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

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.

Status Update: Completed. Room utilization is down 23% for the first two quarters of 2009-10 and revenue is down 25%. This trend is consistent with room utilization rates throughout the event management industry.

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

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.

Status Update: Completed. In addition to creating a Spanish services print piece, the Library purchased Spanish radio advertisements as part of the Better Every Day! radio campaign, which ran in spring 2009. The library also worked with Spanish media personalities to record Telecuento stories, which patrons listen to over the phone.

53. **Enhance public awareness of Library programming/other services by exploring alternative and additional traditional methods of marketing the library, such as development of a Sacramento Public Library blog to possibly be included in Sac-City group blogs (Sac Rag, Sacramento Metroblog, etc.) (PA 5-3; Shaffer, Biddle, Burns, Scott - Aug 2009). Recommendation 240**

    Next Steps: Staff will compare attendance at posted events to similar One Book events at the same locations last year to gauge increase. Staff will also continue to post and monitor events on area calendars, and continue to engage the community via social networking sites.

    Status Update: Completed.

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

    Next Steps: Included as part of the review and proposals, will be the development of Marketing Guidelines, which will ensure a consistent manner for the recognition of donations and gifts, identification of the communication vehicles for recognition so that the donors, partners/support groups and Library staff will know what to expect. Staff from the Marketing department, the Deputy Director for Public Services and the Executive Director of the Foundation will develop these guidelines by June 30, 2009.

    Status Update: The major vehicle for communication and recognition to Foundation donors was the print Library newsletter that was discontinued late in 2009. The Foundation and the Friends will distribute a combined print newsletter, the first of which will come out in February. This step does not address other avenues for donor recognition and acknowledgement. Meetings with Foundation and Library staff are scheduled to complete this assessment item by the end of March 2010.

55. **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

    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.

    Status Update: Completed.

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

    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.

    Status Update: Action Minutes have been implemented at Management Council and will be implemented at Branch Supervisor meetings effective February 2010.   Once the Branch Supervisor minute-taking procedures are finalized, those will be presented to Circulation Supervisors for adoption.

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

    Next Steps: Julieta will create a six week Spanish language story time series to be simultaneously implemented at a minimum of two Delta locations before December 31, 2009. If successful, staff will continue and expand Spanish language story times in 2010.

    Status Update: Delta-wide Spanish language story times have not yet been implemented, due to staffing shortages.   With funding from First 5 California, Spanish Language story times will be implemented in Walnut Grove this fiscal year.   We plan to implement Delta-wide Spanish Language story times this fiscal year, as well.

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

    Next Steps: Staff will complete purchase orders for the laptops by November 2009, and the program will be implemented no later than January 2010.

    Status Update: Laptop lending program will be implemented on January 15, 2010.

59. **Improve customer service through enhancements to the Millennium customer database software. (Calderon, Smith- Jan 2009) Recommendation 126**

Next Steps: A new search interface leveraging Web 2.0 technology will give customers the option to search the online catalog for materials. The interface is more intuitive and dynamic, and includes social-network concepts such as community tagging. The new interface will be presented to staff on February 11, with an introduction to the public planned for March 1, 2009.

Status Update: Completed.

60. **Utilize the staff intranet more effectively to communicate Information Technology department related information. (PA 3-7; Calderon – Jan 2009). Recommendation 135**

Next Steps: Although the Information Technology Department will continue to use the intranet to promote new services and provide information about projects and other events that have an impact on library services or operations, the intranet is currently under reconstruction in order to make it more user friendly.

Status Update: Completed.

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

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.

Status Update: The search for a Federated Search catalog is delayed due to indexing projects related to the online catalog. However, staff will search for and identify a Federated Search tool, such as the product from Serial Solutions. A set of functional requirements will first be developed and a proposal will be presented to the governance committee within the next three months.

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

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

Status Update: Completed.

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

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

    Status Update: The IT refresh cycle for computer equipment is every four years. The existing equipment inventory database has been modified to include equipment purchase date. This data will soon be migrated to the Eden Asset Management system and will be used to determine the equipment to refresh and costs for budget purposes.

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

    Next Steps: Staff will continue to monitor SolarWinds and the use of protocols to balance bandwidth utilization.   Staff will also develop benchmarks to assess future impacts in planning for new or enhanced programs and services.

    Status Update: Completed.

65. **Establish a Public Services/IT task force as an element of the governance structure to evaluate and recommend new technologies useful in the delivery of public services and to be used as one of many inputs into the IT Strategic Plan (Calderon, Landers, Freeman, Dentan – April 2009). Recommendation 120b**

    Next Steps: The next steps for the Public Services/IT task force will include assessing a prioritized list of library services, establishing the process framework, and identifying and prioritizing a list of emerging technologies used in non-library environments.

    Status Update: The innovation Task Force (ITF) ad hoc team was formed to evaluate and recommend new technologies useful in the delivery of public services. The ITF will submit proposals to be presented to the Information Technology Steering Committee for reviewed and approval of projects. Currently, the ITF team is considering several applications targeting mobile devices, such as Smart cellar phones for users to interact with the online catalog.

66. **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

     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

     Status Update: Completed.

67. **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**

     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.

     Status Update: Completed.

68. **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**

     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.

     Status Update: Completed.

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

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.

Status Update: The ability to create featured lists and RSS feeds of materials in languages other than English is dependent upon available staff and time. Staff from the Information Technology Department will follow-up with the Collection Management Services to further explore this option. Technically, the Millennium Integrated Library System is able to accommodate such features already.

70. **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**

     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.

     Status Update: Completed.

71. **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**

     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.

     Status Update: Completed.

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

     Next Steps: Based on the data presented above, staff will make the recommendation to eliminate paper mailers for holds and overdue notices, and to transition customers to electronic notifications through a strong publicity campaign by the Communications departments and public service staff.

Status Update: The Library will stop sending paper mailers effective January 15, 2010. A savings of approximately $60,000 is expected in paper and postage stamps. As of December 15th, 2009, a campaign was launched to inform library card holdings of the forthcoming change, and to encourage them to receive library notifications electronically by updating their customer records with an e-mail address.

73. **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**

    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.

    Status Update: Completed.

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

Staff will prepare a presentation to the Board for the August 2009 meeting to review the status of funding the required contributions and options for managing the funds to be set aside in a trust versus internally.

Status Update: Completed.

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

    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.

    Status Update: Completed. The Library Board approved the Debt Collection Policy on September 24, 2009.

76. **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**

    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

    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

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.

Status Update: Staff has requested the direct transfer of property taxes, and is currently working with County staff to implement this transfer. Staff is continuing to monitor the need for cash flow financing and will recommend appropriate options when borrowing may be needed. Staff does not recommend borrowing for the current fiscal year.

77. **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**

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

Status Update: Completed.

78. **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**

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.

Status Update: Staff has placed the roll-out of the purchase requisition system on hold, pending absorption of a large number of other process changes by Library staff. Significant recent changes, including comprehensive cash handling processes, have been implemented by branch

staff. The requisition roll-out is planned to occur during summer of 2010 and will include extensive training for branch staff.

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

    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.

    Status Update: Completed.

80. **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

    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.

    Status Update: Completed.

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

    Next Steps: Staff will document the assumptions driving the direction of revenues and expenditures, and prepare the financial plan for review by September 30, 2009. Staff will present the draft plan to the Audit/Budget Committee of the Board in October 2009, and present the complete long range financial plan to the Library Board in November/December 2009.

    Status Update: The plan has been drafted and will be used in conjunction with the preparation of the FY 2010/11 annual budget and will be presented as part of the budget process.

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