



October 28, 2010

Agenda Item 6.0: Internal Assessment Update

TO: Sacramento Public Library Authority Board Members

FROM: Rivkah K. Sass, Library Director

RE: Internal Assessment Update

Introductory Note

An assessment of the personnel, fiscal, operational and organizational stabilization needs of the Sacramento Public Library Authority was presented to the Authority Board at its meeting of January 22, 2009. At that time, the Board approved proceeding with more than 300 recommended actions items contained in the assessment and requested that monthly status reports be provided to indicate the progress of meeting the objectives. At this time, staff has completed 98% of the items contained in the assessment report.

RECOMMENDATION: Accept this report that provides information on assessment tasks that were due to be completed between July and September 2010, except for those included elsewhere on the agenda.

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

Completed Tasks: The Robbie Waters Pocket-Greenhaven Library building was turned over to the City in June 2010. Furniture, equipment, and the materials collections ordering began in January 2010. Delivery and installation of the furniture, equipment, and materials began in June and was completed in mid-August. Staff hiring began in April and completed in June. Staff moved into the new branch on July 5th. The Grand Opening of this new library was held August 28, 2010.

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

Completed Tasks: The Robbie Waters Pocket-Greenhaven Library opened on Saturday August 28, 2010. This branch increases the number of library facilities serving the Sacramento community to 28. This is a joint-use site with the library, Sojourner Truth Park, and the School of Engineering and Sciences. The 15,387 square foot facility features a TEENS@ room, a community room for up to 72 people, 2 study rooms, a quiet reading room, a Ready-to-Read room, and adult and children's reading rooms. This newest City branch is scheduled to achieve LEED (Leadership in Energy and Environmental Design) Silver certification.



- 3. Conduct a feasibility study to determine the most efficient and effective way to reorganize the operations, service points and facility to best implement the new Model of Service in the Central Library by:
Creating a space uniquely devoted to teens as seen in branch libraries (Higgerson - Sep 2010). Recommendation 296i**

Completed Tasks: In 2009 a design team was formed to work with Stantec Architecture to plan for a teen space on the second floor. In addition, a teen focus group was convened, from which many ideas were generated. The end result is a plan for a highly functional space that will greatly appeal to teens and serve their diverse needs in using the library. Despite continual efforts to keep costs at a minimum during the design phase, the final design resulted in a proposed cost (approximately \$250,000) exceeding the original budgeted amount. To cut back expenses would compromise the intent and ultimate value of the plan and would not help achieve the goals associated with a new area for teens at the Central Library. Staff therefore decided not to implement the project at this time, and will continue to seek external sources of funding.

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

Completed Tasks: The Galleria and East and West Meeting Rooms can all be accessed in compliance with ADA guidelines through the 9th Street Galleria doors. This existing solution has been viewed as a reasonable accommodation by numerous disabled building users over the past year so no further modifications are recommended for the Library Galleria Complex.

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

Completed Tasks: SPL Facilities staff have met with the City of Sacramento's Facilities staff to review the Investment Grade Audit performed by AECOM. The City Facilities department is taking the lead on designing and implementing the HVAC retrofit project at Central Library. The HVAC project is expected to start construction in September 2011. The City Facilities department is also developing lighting retrofit projects for Clunie Clubhouse/McKinley Library and Central Library. Installation costs for both the HVAC and lighting retrofit projects will be funded by a City-obtained \$1 million grant from the Energy Efficiency and Conservation Block Grant (EECBG), and paid back through realized energy savings.



- 6. Develop a comprehensive system-wide strategic plan that embraces the Library's foundational strengths, implements industry best-practices, establishes a shared vision, and engages all staff (PA 6-1A, 6-1B - July 2010). Recommendation 11**

Incorporate the strategic plan in planning and considering new initiatives (July 2010). Recommendation 11a

Develop system-wide and department key performance indicators (July 2010). Recommendation 11b

Completed Tasks: Staff has postponed the development of a formal system-wide strategic plan with accompanying performance indicators to later in FY 2010-11 into FY 2011-12. The arrival of the Library's new Deputy Director and current planning efforts to apply for Library Journal's Library of the Year in 2013 will both provide immediate progress towards future strategic planning efforts. Additionally, the Library's Staff Day held on October 13, 2010 focused on soliciting staff feedback and developing staff-centered action plans focused on improving services. These plans represent the beginning of the wider planning processes.

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

Completed Tasks: Staff has developed and implemented the following programs to reduce workers' compensation claims and increase safety awareness. These programs were important to reduce our Workers' Compensation insurance cost.

- Updated the Injury and Illness Prevention Program and trained branch supervisors on the revised program.
- Developed a branch safety inspection form; safety inspections are conducted once a quarter and must meet a passing score of 90%.
- Implemented a safety team, which meets once a month; all branches are invited and can join via teleconference.
- Distribute a monthly Safety topic to all employees, which reinforces safety awareness.
- Developed a working relationship with our WC insurance carrier and utilized their services to analyze specific work areas and developed alternative method to current work practices when needed.
- Developed a return to work program and met with hospitals/clinics in our MPN to inform them of our program.



October 28, 2010

Agenda Item 6.0: Internal Assessment Update

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

Completed Tasks: The Library provides a fully paid four (4) week Parental Leave Plan that is above and beyond the current federal and state sponsored Family Medical Leave Act (FMLA) and California Family Rights Act (CFRA). In addition, the Library supports short-term change in schedule to accommodate personal and family related needs on a case-by-case basis. At this time due to financial and staff constraints, it is not feasible to develop a structured work/life balance program.

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

Completed Tasks: Staff has established a committee to review all the job descriptions, to identify similarity in responsibilities, consistency of educational requirements, grades, and equity of pay scale.

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

Completed Tasks: Staff has successfully created internship opportunities with Drexel University and San Jose State University. Through those internship opportunities, the Library has recruited and promoted graduates from both Drexel and San Jose.

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

Completed Tasks: Staff revised the recruitment process to include applicant submission of answers to supplemental questions in addition to an employment application. One of the questions relates to whether the candidate has bilingual skills. This question may weigh slightly more, depending on the position, when reviewing and scoring the candidates' minimum qualifications and related experience required for the position.



October 28, 2010

Agenda Item 6.0: Internal Assessment Update

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

Completed Tasks: As indicated in the Library's final budget presentation, external recruitment and hiring at this time is minimal; therefore, purchasing an applicant tracking system is not required at this time.

13. Establish comprehensive internal control procedures over all finance and accounting functions and document in a comprehensive Accounting Policies and Procedures Manual (PA 1-1A; ML3; Johnson, Espinoza, Teichert - July 2010). Recommendation 29

Develop, document and implement policies and procedures pertaining to cash management, including receipts (e.g. fine and fee revenue) and disbursements (e.g. fine and fee refunds, petty cash payments, etc.) (PA 1-5; ML2; Baer, Finance Staff, Barber - July 2010). Recommendation 29a

Completed Tasks: Staff has begun a comprehensive review of all of the Library's policies and procedures, including those for the Finance department. As part of this review, staff will assess current policies and procedures, identify needed policies and procedures, develop new policies and procedures, coordinate training for all staff, and reorganize the policies and procedures on the Library's intranet site (SPL@). Ongoing updates will be provided as this project develops.

THIS PAGE INTENTIONALLY LEFT BLANK