City Auditor July 2007 Audit of Library Operations Recommendations

#1: The City should address the significant Library facility problems including overcrowding, poor lighting, and inadequate meeting space.

Original department response: This recommendation is consistent with one of the recommendations in the Library Advisory Commission’s LSMAR report. Staff concurs. Staff and consultants are now engaged in evaluating options for facility upgrades at the Mitchell Park, Main, and Downtown libraries to address these problems, and will bring conceptual design options for facility upgrades to Council in September 2007.

#2: Library facility plans should be analyzed for staffing implications in order to minimize the need for additional staff.

Original department response: Staff concurs and will work with the consultants to develop this analysis as the facility proposals are developed for the library construction bond. Target completion date is December 2007.

#3: The City should fund ongoing, routine replacement of outdated furniture, shelving and minor repairs in Library facilities.

Original department response: This recommendation is consistent with one of the recommendations in the Library Advisory Commission’s LSMAR report. Staff concurs. This recommendation will be implemented as a request through the 2009-11 budget process.

#4: The City should fund and the Library should begin weekend inter-branch deliveries to help manage the Circulation workload and prevent backlogs.

Original department response: This recommendation is consistent with one of the recommendations in the Library Advisory Commission LSMAR report.

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Current status: In process.
Funding to achieve completion: Required.

Council adopted an ordinance in August to place a $76 million library construction bond measure on the November 2008 ballot. If passed, the bond will fund the construction of a new combined Mitchell Park Library and Community Center, renovate and expand the Main Library, and renovate the Downtown Library. An infrastructure project is underway to renovate the College Terrace Library beginning in late FY 2008/09. The renovated and expanded Children’s Library reopened in September 2007. Target date: TBD, depending on the outcome of the November 2008 election.

Current status: Completed.

The November 2006 space study completed to determine the conceptual plans for a new Mitchell Park Library included an analysis of staffing implications of six site and design options. The library consultant who developed the needs assessment for the facility plans determined that the conceptual design selected for the new Mitchell Park Library will require 3 additional library staff. This number may be reduced if automated materials handling equipment is installed in the new facility. After the new Mitchell Park Library opens, the renovation of Main Library will begin. Since staff from Main will be available to work at Mitchell Park, no additional staff will be needed for Mitchell for at least 18 months. This will enable the Library to better gauge the actual staffing needs for Mitchell without immediately increasing staffing. The facility upgrades at Main and Downtown Library will not require additional staff at either facility.

Current status: In process.
Funding to achieve completion: Required.

The additional cost of routine replacement of furnishings and equipment for the three library bond measure projects was included as part of the estimated additional operating expenses for these facilities. The estimate is $25,000 more than the Library’s FY 2008-09 allocation of $24,000. A funding proposal to address this recommendation will be developed as part of the Library’s FY 2009-11 proposed budget. Target date: Jul-2009.

Current status: In process.
Funding to achieve completion: Required.

Library staff submitted a request for the 2008-09 Interim Budget to fund deliveries on Saturdays. Budget staff did not approve including this request.
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Staff agrees that weekend deliveries will help to prevent backlogs on Mondays and Tuesdays when deliveries are made that include materials processed after mid-day on Fridays, thereby resulting in a more even distribution of circulation workload across the seven day operation. Library staff will review options with the Administrative Services Department to implement this recommendation as a request through the 2007-08 mid-year budget.

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as part of the update to the 2008-09 budget. The Library will resubmit this request for the FY 2009-11 budget. Target date: Jul-2009.

#5: The Library should consolidate the current nine schedules into no more than five (one per branch) and should identify ways to minimize managerial and supervisory time spent on scheduling. The Library should develop a template so that schedules are uniform across branches and it is easy to see how many employees system-wide are scheduled at a given time. The schedules should be online or in a shared file for access system-wide.

Original department response: Staff agrees that a more uniform approach to scheduling across the branches would be beneficial and that development of a template is an excellent way to achieve this. Posting all schedules online will facilitate the assignment and analysis of the use of staffing resources. It is probable that a template will also aid in reducing the time spent on scheduling. Currently, non-managers schedule 54% of staff. For example, all hourly library pages are scheduled and assigned work by non-management staff. It is beneficial to have the staff closest to the day-to-day operations assign schedules for work groups, and it has proven to be an important development opportunity for staff interested in acquiring supervisory skills. An online template will enable the schedules of all work groups in each facility to be displayed on one schedule per branch. Implementation of this recommendation will be the responsibility of the Assistant Library Director. Recruitment to fill this position is underway. The target completion date is two months after the new Assistant Library Director is hired.

Current status: Completed.

A uniform schedule form template has been designed and is used by all five branches and the Technical Services unit of the Library. Support staff at each branch create monthly schedules which are posted and edited using the Google docs application. Individual staff report their activities daily using a standard set of work codes. Supervisors review the report of activities at the end of each pay period, make any needed adjustments, and upload the completed time sheets to a network drive for collation into a master spreadsheet.

#6: In order to assess changes in the workload, the Library should annually calculate the workload impact of self-checkout machines, holds, online renewals, inter-branch transfers, new technologies and services such as RFID and LINK+ as well as future technologies and services as they are added.

Original department response: Staff agrees with this recommendation and expects to implement it in FY 2007-08.

Current status: Completed.

Data on the use of self-checkout machines, the number of holds placed, and number of renewals are gathered and reviewed on a regular basis. The number of inter-branch transfers has been collected using sampling techniques. The impact of LINK+ and RFID will be assessed when these technologies are implemented. This data is just one factor the Library uses to determine changes in operations and staffing. For example, the information on holds provides the department with a way to partially assess the impact of the new expired holds fee.
#7: Since check-ins account for most of the Circulation workload, the Library should consider expediting RFID implementation.

Original department response: Staff agrees that installation of an RFID (radio frequency identification) system for inventory control of the library collection will be beneficial, especially in reducing the time spent on checking in returned library materials. A feasibility study, completed in April 2006, for the implementation of RFID and automated materials handling for the Library estimated that between 1,805 and 3,610 staff hours could be reallocated to other tasks. However, a full implementation across the five-system would be costly - over $1 million plus annual costs at $400,000, at the high end. A Technology Fund capital project in the amount of $800,000 has been established for 2008-09.

Regarding the target completion date, it would be most beneficial to establish the implementation schedule after the outcome of the proposed 2008 bond measure for library construction is determined. An important benefit of RFID is that it enables the use of automated materials handling systems. However, all current library facilities have insufficient space for installing this equipment. Adequate space can be planned in new Mitchell Park Library, the branch with the highest circulation in the system. This time frame will also coordinate with the completion of the Library Technology Plan, to be completed in 2007-08, which will provide further direction on the potential of RFID. An added benefit of this timeframe is that several libraries in the area are now installing RFID and different models of automated materials handling systems. The experiences of other libraries will better inform an implementation in Palo Alto.

#8: The Library should continue to reduce the number of magazine back issue, hard copies and replace them with electronic versions.

Original department response: Staff agrees with the recommendation to provide magazines in electronic format, but needs to clarify the current situation. The Library, through its subscriptions to licensed databases, already provides access to thousands of full-text magazines in electronic format. These are available through the Library’s website. With the exception of the Main Library’s magazine collection, back issues of print editions are not kept longer than two years. Main Library’s collection currently contains issues that predate the time when magazines became available in an online format, which was the early 1980's and, more typically, in the 1990's for the majority of titles. Therefore, access to early issues of most magazines is not available in electronic format. However, staff keeps usage statistics by title of the back issue collection at Main Library and knows that the use of this collection has decreased with the availability of electronic versions. Magazine retention periods are now periodically adjusted based on analysis of usage figures as well as availability of titles in electronic versions.

Current status: In process.
Funding to achieve completion: Required.

Staff, the Library Advisory Commission, and a Library Technology Citizens’ Advisory Committee worked with consultants to complete a study that provides an evaluation of the use of automated materials handling systems (AMH) and RFID for the Library. The report recommends implementing RFID across the Library and installing AMH equipment at the three principal libraries. The estimated cost is $1.2 million. The library technology plan working group will begin work on the more comprehensive library technology plan in the fall. Staff anticipates completing this report in 3-6 months. The recommendations of the RFID/AMH report will be considered along with those of the library technology plan with funding proposals developed for the 2009-11 budget. Target date: Jul-2009.

Current status: Completed.

Based on the evaluation of statistics from in-house usage of current and back issues of periodicals and the number of checkouts of circulating titles, 68 subscriptions will not be renewed. This reduction, along with other adjustments, will reduce the number of the Library’s printed subscriptions by 9%.
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Some print editions have been dropped when electronic versions become available. This is an ongoing process, inherent in the management of a library collection that contains print, media, and electronic resources.

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#9: The Library should set a target for minimizing cataloging modifications and explore ideas suggested by Technical Services staff during the audit such as: (1) using Library of Congress subject headings for media rather than local headings currently used and (2) investigating the use of macros to automate changes to records when they are imported.

Original department response: Staff agrees it is beneficial to eliminate cataloging modifications that add only minimal value to facilitating searches of the library catalog. The two suggestions listed are examples of modifications that Technical Services staff has decided should be implemented, and the staff remains open to developing other changes. With the understanding, as pointed out in the Auditor’s report, that modifying cataloging records is standard and Palo Alto’s rate of modification is not higher than those of area libraries consulted, staff will establish a target for the percentage of cataloging records that are modified.

These two changes in current cataloging practice will be implemented by December 2007. This timeframe was established with the knowledge that the Senior Librarian responsible for cataloging will retire at the end of July 2007, and staff anticipates it might take 3-4 months to recruit, hire, and train her replacement. The new Senior Librarian will be assigned responsibility for developing recommendations for cataloging modifications and establishing targets. Staff anticipates that targets will be in place by the start of FY 2008-09.

Current status: Not started.
Funding to achieve completion: Not required.

Implementation of this recommendation has been rescheduled. Due to retirements and challenges in filling the positions, the cataloging staff of the Library was at half strength for eleven months in 2007-08. Priority was placed on processing new materials for the public. Target date: Dec-2008.

#10: The Library should develop timeliness performance measures and periodically sample how long it takes to place new materials on the shelves and the amount of time for each phase of the process to identify potential efficiencies.

Original department response: Staff agrees that these measures would assist in the ongoing analysis of Technical Service operations. A method for sampling will be developed by January 2008 with the intent of conducting two sample measurements before the end of FY 2007-08. This will enable staff to test and adjust the process and, based on the results of these pilot tests, establish performance measures that can be used in FY 2008-09.

Current status: Not started.
Funding to achieve completion: Not required.

Implementation of this recommendation has been rescheduled due to staffing vacancies in 2007-08. The schedule for addressing this recommendation will be moved ahead by one year. The sampling method will be developed by January 2009 and tested in 2008-09. The performance measures will be used the following year. Target date: FY 2009-10.
#11: Establish performance measures for “off-desk” Reference work to track the volume, outcomes, and community impact of this work.

Original department response: Staff agrees to review existing measures for any needed modifications and to develop new ones. Develop measures by January 2008 for testing and modification through June 2008. Implement tracking of new measures in FY 2008-09.

#12: The Library should use the data from analyses conducted based on Recommendations #6 and #11 to continually reassess workload changes and adjust the allocation of staffing between Reference and Circulation accordingly, if appropriate.

Original department response: Staff agrees that use of data to measure workload changes is an important tool for analyzing how to allocate public services staff, and has routinely used such data in making decisions on staffing. In recent years, staff has used this type of data to reallocate regular and hourly staffing among library branches as well as to reallocate some staffing from the Reference to the Circulation operations. This is ongoing.

#13: One goal of schedule changes should be to reduce or eliminate overtime pay on Sundays for full-time employees.

Original department response: Staff will explore the feasibility of this recommendation and would be required to meet and confer with SEIU to make changes in the current practice. It has been the practice to pay overtime for Sunday work by full-time regular staff since 1979. The amount spent by the Library for overtime in a recent twelve-month period was $45,500. This represented 1,155 hours, or approximately 0.55 FTE, with 80% of the total hours worked on Sundays. Elimination of overtime pay on Sundays would result in a loss of approximately 0.4 FTE, and will require the establishment of alternative work schedules. The target completion date is the end of FY 2007-08 to complete feasibility study and establish need to meet and confer with SEIU.

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Current status: Completed.

Performance measures to track the key off-desk assignments of reference librarians and the evaluation of programs offered by the Library have been developed and will be used in 2008-09. Customer satisfaction surveys were created to gauge the community impact of five different service elements of the Library. A schedule of collection of the various measures has been developed. Surveys will be conducted semi-annually and the results will be used to gauge the impact of library programs and services provided by the Library. All of the performance measures established will be used as part of the Library’s ongoing evaluation of programs and services.


The Library has completed the recommendations regarding tracking changes in circulation workload and measuring off-desk librarian work. As noted in the original response to the recommendation, Library administrators review staffing needs annually and make adjustments based on a number of factors. In 2008-09, a 0.5 FTE professional position was converted to a support position in recognition of the changing nature of reference service. Data from the analyses suggested by the City Auditor will be maintained on an annual basis to support future staffing adjustments.

Current status: In process.

Funding to achieve completion: Not required.

Library and Human Resources are reviewing this recommendation. Sundays are staffed with a combination of regular and hourly staff. It is Library policy to have regular staff assigned to work whenever a library is open as they are responsible for the safety of the public, overall operation of the facilities, and ensuring proper cash handling procedures. When full-time employees work on Sundays, it is in addition to their regular 40 hours per week schedule. To eliminate overtime pay for full-time employees would require a reduction in the number of hours that can be worked the rest of the week – typically 5 less hours for each full-time employee working on a Sunday. This would make it difficult to meet the City’s standard work week of forty hours worked within five consecutive days, and on average, there would be 16 hours less per week available to staff all libraries Monday-Saturday. This recommendation will be evaluated along with Recommendation #14 since both involved scheduling. Target date: June-2009.
#14: Before requesting additional staff, the Library should use different approaches to scheduling, including staggering shifts and reducing hours worked while the Library is closed to (1) better correlate staffing patterns to times when the Library is busy (evenings and weekends) and (2) potentially open more hours.

*Original department response:* Staff will explore the feasibility of this recommendation and would be required to meet and confer with SEIU if alternative work schedules are needed to achieve these goals. Staff acknowledges the value of increasing library hours to the public, and this is one of the recommendations of the Library Advisory Commission’s LSMAR report. The LSMAR report recommends adding staffing to support increased hours. The improved ratio of staff to annual hours in recent years has allowed the Library to offer some services it couldn’t in the past, so it will be critical to evaluate the Auditor’s recommendation thoroughly to determine the impact on the current service level now provided by the Library and the department’s ability to move in new directions. It is anticipated that adding hours to the current schedule will increase circulation, resulting in the need to increase paging staff to handle the extra shelving. Additionally, some of the recommendations in this audit will have an impact on staffing and operations which also must be analyzed in light of the suggestion that increased hours can be accommodated. This recommendation will need to be evaluated in combination with Recommendation #13.

The target completion date is the end of FY 2007-08 to complete feasibility study and establish need to meet and confer with SEIU.

#15: The Library should formalize a list and process for substitute employees who can fill in at various branch facilities.

*Original department response:* Staff concurs. Hourly employees provide coverage both for regularly scheduled shifts and for substitute work. The Library maintains lists of hourly staff and contact information that is used to find substitutes to cover unexpected absences. These lists will be reviewed and refined to ensure all needed information is provided. Staff now follows an established process to identify and contact potential substitutes. This process will be reviewed for completeness. The target completion date is September 2007.

*Current status:* Completed.

A list of hourly staff, including the branches where the individuals have been trained to work, is available on the department’s network drive. This is updated regularly. Library supervisors will review it every two months to determine additional training needed to ensure there are enough substitutes trained to work at each branch.

#16: As attrition occurs, the Library should minimize the number of very low-hour positions (less than 0.20 FTE) and convert them, where possible, to at least 0.20 FTE positions.

*Original department response:* Library staff will work with the Administrative

*Current status:* Completed.

A process is in place to review vacancies in low-hour positions as they occur to consider combining two positions into one. In 2007-08, two SEIU hourly positions were created from four limited hourly positions.
#17: The Library should propose a simplified job title structure and Human Resources should assist the Library with its implementation.

**Original department response:** Library and Human Resources staff agrees to review library job titles towards the goals of simplifying the structure and having broader band pay ranges for some positions, while maintaining an adequate career path. As the Auditor points out, changes in job titles or job description will require the City to meet and confer with SEIU. The completion date is to be determined.

#18: The Human Resources Department should complete as soon as possible the 2003 Audit of Overtime Expenditures recommendations #15 regarding an FLSA review of all City job titles and #18 regarding overtime pay to Management employees.

**Original department response:** The Human Resources Department is currently conducting the first phase of the review by way of a Management Classification/Compensation Study. This study will be completed by December 2007 and will provide current job descriptions and a basis for determining the appropriate compensation method. Following the completion of the study, the HR Department in collaboration with the City Attorney will commission an FLSA audit using the data from the study to address and resolve this issue.

Staff agrees to meet and confer with SEIU on this issue by the end of FY 2007-08 and address it through the next round of contract negotiations in 2009.

#19: The Library should set and achieve a target for increasing volunteer hours before expanding the current 0.5 FTE volunteer coordinator position to 1.0 FTE.

**Original department response:** Staff concurs and will set a target for increased volunteer hours that can reasonably be achieved with the support of a 0.5 FTE volunteer coordinator and within the time limitations of the staff in the branches who oversee the work of the volunteers.

Regarding the target completion date, management of the volunteer operation will be one of the responsibilities of the Assistant Library Director. The target date for implementing this recommendation is four months after this position is filled.

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Considerations restrict the ability to convert all limited positions into 0.20 FTE or higher benefited hourly positions.

**Current status:** In process.

**Funding to achieve completion:** Required.

Library and Human Resources staff have met to review the Library’s job title structure. It was agreed that one library specific classification could be eliminated and that the job descriptions of two classifications should be reviewed and updated as needed. The City will meet and confer with SEIU to submit any proposed changes as part of the 2009-11 budget. Target date: Jan-2009.

**Current status:** Not started.

**Funding to achieve completion:** Not required.

Human Resources has been collaborating with the City Attorney’s Office on a work plan and schedule to complete the FLSA study for management positions following completion of the Management Compensation Study. Target date to begin work: Jan-2009.

**Current status:** Completed.

Staff established a target of a 10% increase in number of volunteer hours worked in 2007-08 over 2006-07. The hours increased by 2% to a total of 5,988 in FY 07-08. A total of 152 individuals volunteered at the libraries in 2007-08, including 46 new individuals. However, turnover of volunteers is an ongoing issue for a variety of reasons. While the Library continues to recruit new volunteers and will seek new avenues for recruitment, no request to expand the volunteer coordinator position to 1.0 FTE will be forthcoming in the foreseeable future.
#20: Library branch managers should formalize and oversee the current process in which staff at each branch provides suggestions to the Volunteer Coordinator for tasks that could be performed by volunteers.

**Original department response:** Staff concurs. The Library’s current Volunteer Coordinator has developed a structure to facilitate staff requests for volunteer support. The volunteer manual and a variety of forms, including a Volunteer Request form, are posted on the Library shared network drive. Library managers will review available documentation and make it a goal to ensure their staffs are up-to-date on this procedure and are proactive in identifying volunteer opportunities. Target completion date is September 2007 and ongoing as the Recommendation #19 is achieved.

#21: The Library should recruit additional volunteers to assist staff with pulling materials on hold.

**Original department response:** Staff will explore the feasibility of adding volunteers and may be required to meet and confer with SEIU. Target completion date is June 2008.

#22: The Library should document clear goals for Operation Homebound and consider expanding the program.

**Original department response:** Staff concurs. Target completion date is November 2007.

#23: The City should immediately ensure all volunteers are fingerprinted and a background check is performed in accordance with the City’s enacted Policy 2-28/HRD, or the City should immediately revise Policy 2-28/HRD to provide exceptions as needed.

**Original department response:** The Human Resources Department and City Attorney’s Office concur with this recommendation.

The target completion date is September 2007 for Library volunteers; to be determined for other departments. Currently all Police Department volunteers are fingerprinted.

**Current status:** Completed.

A “Request for a Volunteer” form has been developed so staff can provide suggestions to the Library’s Volunteer Coordinator. Ideas are also discussed at the monthly meetings with branch staff volunteer contacts.

**Current status:** Completed.

A job description was created to assist with the recruitment and assignment of volunteers for this task. All five branches now have volunteers who have been trained to assist with this task. A total of 23 volunteers provide support with the hold service. On average, volunteers spend 21 hours per week on pulling holds.

**Current status:** Completed.

Goals were established to increase by 20% each the number of residents served and the number of volunteers providing the service. Both goals were exceeded. In addition to delivering materials to the homes of individual customers, volunteers now deliver materials to the Palo Alto Nursing Center and Palo Alto Commons.

**Current status:** Completed.

The City’s Fingerprinting Policy was revised in August 2008. It lists exceptions to the fingerprinting requirement.

Regular fingerprinting for Library volunteers began Fall 2007.
#24: The Human Resources department should:
(1) Review the Volunteer Policy and determine what, if any, exceptions will be allowed to the Fingerprinting Policy,
(2) Revise the Fingerprinting Policy to allow exceptions, if any,
(3) Centralize volunteer screening and fingerprinting,
(4) Adopt a Citywide volunteer application that asks about criminal history and advises applicants that they may be required to undergo a criminal background check.

Original department response: The Human Resources Department and City Attorney’s Office concur with this recommendation. The target completion date is September 2007.

Current status: Completed.
A Volunteer Policy was completed in August 2008, and a citywide volunteer form was developed that addresses the recommendations. The City’s Fingerprinting Policy was updated in August 2008, and it identifies exceptions. All library volunteers meeting the criteria have been fingerprinted. The results of background checks on new volunteers are reported to Human Resources who reviews the results with the Library’s Volunteer Coordinator.

#25: To aid in monitoring inventory and detecting unusual losses in the collection, the Library should run more frequent reports on items designated as “missing” and should circulate those reports to librarians for the purpose of identifying trends in losses. The Library should also consider expediting adoption of RFID security features.

Original department response: Staff recognizes the importance of monitoring the collection and determining the status of “missing” items in order to detect losses, as well as to maintain accuracy in library catalog records and promptly replace titles that are important for the collection. Staff has run reports on “missing” items 3-4 times annually since the online catalog was installed in 1985. After determining that the items are no longer in the collection, the reports are circulated to librarians responsible for the development of the collection. Staff can increase the frequency of running these reports to 6 times per year. However, these reports only include those items with a status already set as “missing”; they do not identify items that have not been reported as missing. Staff does conduct inventories in portions of collections where an unusual amount of loss is detected or suspected. This has been useful for identifying unusual losses, and in certain cases, has been instrumental in prosecuting thieves. Ongoing, large scale inventories are extremely time-consuming as well as challenging to conduct when libraries are open and the inventory is in a constant state of flux. For this reason, very few public libraries do such inventories. Staff agrees the RFID provides the potential for improved security and inventory control of the collection.

Current status: Completed.
Reports of missing items are run bi-monthly. The study of the use of RFID and automated materials handling systems evaluated the cost and timing to implement materials security gates with RFID capability. Due to the cost - $210,000 – of installing this equipment, the consultant recommended considering this after RFID is implemented and loss rates can more easily be determined.

#26: As facilities are renovated and expanded, the Library should reconsider whether to continue the laptop lending program.

Original department response: The loaner laptop program began in April

Current status: Completed.
Due to the success of the laptop lending program, the building programs for the proposed renovated and expanded facilities include incorporating this
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<td>2005 with funding through a Cable Co-op grant to the Friends of the Library. This innovative program enables customers 10 years or older to borrow laptops for use in Main and Mitchell Park libraries for up to 2 hours per day. Given the success of this program, this service soon will be offered at College Terrace and Downtown libraries. This has been a space-efficient way to expand the number of computers available in the libraries; and equally important, it has addressed the way that many people prefer to do their computing and access the Internet. Portable devices allow people to use the wireless network anywhere in the buildings, and even on library patios. As library facilities are renovated and expanded, methods of providing computer access will be evaluated. There are no plans to lend laptops when Children’s Library reopens. By the time a new Mitchell Park in built, staff anticipates that the use of portable computing devices will be much higher than it is today, and the types of equipment the Library offers may be different from today’s options. Implementation is ongoing as facilities are renovated.</td>
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| #27: Supervisors or managers at each library should periodically run a report that details transactions in which fees or fines were waived. The supervisor or manager should review the report to ensure the transactions were appropriate and should initial the report to indicate that it was reviewed. |
| Current status: Completed. |
| Reports of fees and fines waived are generated weekly at each library and forwarded to the Manager of Library Circulation to review. Every waived fee or fine is coded with the information indicating which staff member handled the transaction. Information about this process will be added to the Library’s Cash Handling Procedures, when finalized. |

| Original department response: Staff agrees with this recommendation. Staff will develop a format for the report and make needed system configurations to enable tracking of waived fines by individual staff and produce reports on a monthly basis. Target completion date is August 2007. |

| #28: The Library should reconcile the cash registers to the Library computer system daily to ensure that the amount in the cash register corresponds to the amount recorded in the Library’s system. The Library should post signs instructing customers to request a receipt for fees or fines paid. |
| Current status: Completed. |
| As part of the daily revenue deposit procedure at each library, the tapes detailing monies collected through the cash register and via credit card are reconciled with a report from the library circulation system software. If discrepancies are found, detailed transactions reports are run to determine the source of the discrepancies. Reports with discrepancies larger than $5.00 are forwarded to the Manager of Library Circulation for further analysis. Beginning in FY 2008-09, the Circulation Manager will conduct quarterly spot checks of the files at each branch to ensure consistency in conducting this process. Information about this process has been added to the Library’s Cash Handling Procedures. It is Library policy to issue receipts for all fines paid. The recommended signs have been posted at the accounts desks at all libraries. |

| Original department response: Staff agrees with this recommendation and will add this step to the daily cash deposit procedure. The Circulation Manager will develop and document the procedure and train all staff responsible for the daily deposit. The target completion date is September 2007. |

| #29: The Library should periodically review the lists of employees with access to the safes and reassess whether such access is necessary. |
| Current status: Completed. |
| A list of employees with access to library safes is maintained and reviewed on a quarterly basis by the Manager of Library Circulation. |

| Original department response: Access to safes is already limited to regular |
employees who have responsibility for filling and emptying cash registers at the start and end of each day or for handling the daily deposits. Due to the number of libraries and the seven-day operation at most of the branches, all the regular circulation staff and managers require access to the safes at the facilities where they work. Staff agrees to keep current a list of staff requiring access to the safes in each branch. The Library will complete initial review by August 2007 and conduct a quarterly review on an ongoing basis.

#30: Cash handling procedures should be updated to reflect changes in receipt procedures, safe access, waiving of fees and fines, and to identify groups exempt from overdue fines and fees.

Original department response: Staff concurs. The target completion date is September 2007.

#31: The Library should resume sending collection letters and should determine whether uncollected accounts could be sent to a collection agency.

Original department response: Staff agrees and will follow through on this recommendation. The collection letter process was developed many years ago in consultation with the Attorney's Office and Revenue Collections and proved beneficial in recovering many long-overdue items. Following the upgrade to the Horizon library software system in January 2005, the custom program that enabled the generation of these letters no longer functioned. Staff will work with the company that develops customer software programs for the Horizon system to investigate the potential to generate collection letters. Staff will also investigate the feasibility of sending uncollected accounts to a collection agency. The target completion date is December 2007.

#32: The Library should allow payments online by credit card as soon as possible.

Original department response: In process. Staff agrees with this recommendation and plans to provide this capability whenever it is made available in the library system software. Implementation was planned following the release of version 8.0 of the SirsiDynix Horizon software. Following a change in strategic direction of the company, SirsiDynix has announced that it will no longer develop the Horizon line, but will base future releases on a different product. The Library will need to assess whether to upgrade to a different SirsiDynix product or move to another vendor. It is anticipated that this decision will be made on the basis of a full request for proposal process. The timing will be established as the Technology Plan is developed later this year.

Current status: In process.

Current status: In process.
Funding to achieve completion: TBD.

Current status: In process.
Funding to achieve completion: Available.

In 2007-08, the Library received a grant from the City Manager's Innovation Fund to support the implementation of this service. Third party software compatible with the Library's computer system software has been purchased. Library and IT staff are working with the vendor to install and configure the software on a city server. Following successful testing of the software, the service will be offered. Target date: Jan –2009