

CITY OF LOS ANGELES  
CALIFORNIA



ANTONIO R. VILLARAIGOSA  
MAYOR

September 14, 2009

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LOS ANGELES  
PUBLIC LIBRARY  
ADMINISTRATIVE  
OFFICES  
630 WEST FIFTH STREET  
LOS ANGELES, CA 90071

(213) 228-7515 Phone  
(213) 228-7096 TDD  
(877) 488-4327 TDD  
(TOLL FREE NO.)

MARTÍN J. GÓMEZ  
CITY LIBRARIAN

The Honorable Wendy Greuel  
City Controller  
Room 300, City Hall East  
200 North Main Street  
Los Angeles, CA 90012

**EVALUATION OF THE LIBRARY DEPARTMENT'S RESPONSE TO THE  
CONTROLLER'S PERFORMANCE AUDITS**

Dear Controller Greuel:

We have received your letters dated August 27, 2009 regarding the Library Department's responses to the:

- 1) Controller's Performance Audit of the Library's 2007-10 Strategic Plan;" and
- 2) Controller's Performance Audit of Public Access to the Library's Books and Materials.

We have attached our responses, which include planned implementation dates as well as requested clarifications on specific issues. If additional information is needed, please call us at (213) 228-7515.

Sincerely,

Martín J. Gómez  
City Librarian

Enclosures

Cc: Robin Kramer, Chief of Staff, Office of the Mayor  
Jimmy Blackman, Deputy Chief of Staff, Office of the Mayor  
Miriam Scott Long, Deputy Mayor, Office of the Mayor  
Miguel A. Santana, City Administrative Officer  
Tyree Wieder, President, Board of Library Commissioners  
June Lagmay, City Clerk  
Gerry F. Miller, Chief Legislative Analyst

2009 SEP 15 PM 1:01



**LIBRARY'S RESPONSE TO CONTROLLERS EVALUATION  
OF THE LIBRARY DEPARTMENT'S RESPONSE TO THE  
CONTROLLER'S PERFORMANCE AUDIT OF STRATEGIC PLAN**

**Recommendation #1**

*Ensure that the Strategic Plan is adequately communicated throughout the Department....*

Planned implementation should be completed by end of second quarter of FY 09-10 ending December 31, 2009.

**Recommendation #2**

*Develop a formal process to capture... performance metric data....*

Implementation of this recommendation was completed in July 2009.

**Recommendation #3**

*Annually assess the Strategic Plan to ensure the goals and objectives reflect the organization's current priorities....*

Executive staff is currently implementing this recommendation. Completion is targeted for January 2010.

**Recommendation #4**

*Ensure performance data are collected in a consistent manner to ensure complete, reliable data will be reported.*

Implementation should be completed by end of second quarter, December 31, 2009.

**Recommendation #5**

*Establish a formal, documented review process to ensure data collected are relevant, reliable, and accurate.*

Implementation to be completed by end of second quarter, December 31, 2009.

**Recommendation #6**

*Develop a formal record retention policy that requires staff to maintain source documents.*

Implementation to be completed by end of second quarter, December 31, 2009.

**Recommendation #7**

*Determine the feasibility of information systems retaining historical data....*

Implementation of review will be completed after upgrade to CARL system by December 31, 2009.

**Recommendation #8**

*Determine the feasibility of having the information systems generate reports that automatically compile data to address specific Strategic Plan goals....*

Implementation to determine feasibility will be completed by December 31, 2009.

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KRISTINA MORITA  
INTERIM CITY LIBRARIAN

June 30, 2009

RECEIVED JUN 30 2009

The Honorable Wendy Greuel  
Controller-Elect  
200 N. Main Street, Room 300  
Los Angeles, CA 90012

### LIBRARY DEPARTMENT RESPONSE TO THE "PERFORMANCE AUDIT OF THE LOS ANGELES PUBLIC LIBRARY'S 2007-10 STRATEGIC PLAN"

Dear Ms. Greuel:

The Library Department's response to the "Performance Audit of the Los Angeles Public Library's 2007-10 Strategic Plan" was approved at the meeting of the Board of Library Commissioners on June 25, 2009. The document and the Board Resolution, 2009-38(C-29) are enclosed.

If there are any questions, please contact me at (213) 228-7515.

Sincerely,

Kris Morita  
Interim City Librarian

Enclosures

Cc: Robin Kramer, Chief of Staff, Office of the Mayor  
Jimmy Blackman, Deputy Chief of Staff, Office of the Mayor  
Miriam Scott Long, Deputy Mayor, Office of the Mayor  
Raymond P. Ciranna, Interim City Administrative Officer  
Tyree Wieder, President, Board of Library Commissioners  
June Lagmay, City Clerk  
Gerry F. Miller, Chief Legislative Analyst  
Farid Saffar, CPA, Director of Auditing, Office of the Controller

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KRISTINA MORITA  
INTERIM CITY LIBRARIAN

June 25, 2009

LIBRARY RESOLUTION NO. 2009-38 (C-29)

WHEREAS, the Controller's Office has completed a performance audit of the Los Angeles Public Library (LAPL) 2007-2010 Strategic Plan, which covered activities from July 2, 2007 to June 30, 2008; and

WHEREAS, the audit's primary objective is to assess the Library's development, implementation, and monitoring of its current Strategic Plan. The auditors submitted three findings with recommendations in connection therewith; and

WHEREAS, at the conclusion of the audit, the Controller commended the Library for its efforts in developing a comprehensive strategic plan and for establishing performance measures that are relevant and aligned with the Library's core mission:

RESOLVED, That the Board of Library Commissioners receive and file the report on the Library Department's response to the Controller's Performance Audit of the Library's 2007-2010 Strategic Plan.

This is a true copy:

Gladys L. Senac  
Board Executive Assistant

Adopted by the following votes:

AYES: Chick  
Hirano-Nakanishi  
Walters  
Wieder


NOES: None

ABSENT: Mendoza

LIBRARY DEPARTMENT  
BOARD REPORT

June 25, 2009

TO: Board of Library Commissioners

FROM:  Kris Morita, Interim City Librarian

SUBJECT: **CONTROLLER'S PERFORMANCE AUDIT OF THE LIBRARY'S  
2007-2010 STRATEGIC PLAN**

**RECOMMENDATION:**

THAT the Board of Library Commissioners receive and file the report regarding the Library Department's response to the Controller's Performance Audit of the Library's 2007-2010 Strategic Plan.

**FINDINGS:**

1. The Controller's Office has completed a performance audit of the Los Angeles Public Library's (LAPL) 2007-10 Strategic Plan. The audit's primary objective is to assess the Library's development, implementation and monitoring of its current Strategic Plan.
2. The Controller noted that many City departments lack a documented vision and strategic plan to guide the direction of operations and the utilization of resources. The Library is one of the few City departments that developed a formal strategic plan.
3. The audit covered activities from July 2, 2007 to June 30, 2008. Fieldwork was conducted between November 2008 and March 2009. The goals of the audit were to:
  - Conduct an overall assessment of the Library's performance management processes to ensure relevant, reliable, and accurate data is collected;
  - Determine the relevance of the performance measures to the activities being measured, and how they are aligned with the Library's core mission; and
  - Assess the Library's progress in meeting the strategic plan's goals by verifying the achievement of key performance indicators.
4. At the conclusion of the audit, the Controller commended the Library for its effort in developing a comprehensive strategic plan and for establishing performance measures that are relevant and aligned with the Library's core mission.

5. The auditors submitted three findings with corresponding recommendations, which are outlined below:

*Finding No. 1*

The Library does not have a formalized process to monitor and assess its performance in carrying out its 2007-2010 Strategic Plan.

Controller's Recommendations:

- a. Ensure that the Strategic Plan is adequately communicated throughout the Department
- b. Develop a formal process to capture, monitor and assess performance metric data
- c. Annually assess the Strategic Plan to ensure the goals reflect current priorities
- d. Ensure performance data is collected in a consistent manner.

Library Response:

The Library supports the Controller's recommendations. The Library will communicate the objectives of the Strategic Plan more frequently and formally to staff; improve and formalize methods of collecting data; annually assess the Plan and ensure data collected is consistent and reliable.

*Finding No. 2*

The Library does not ensure data collected are accurately reported and adequately supported.

Controller's Recommendations:

- a. Establish a formal review process
- b. Develop formal record retention policy regarding source data
- c. Determine feasibility of using information systems to retain historical data
- d. Generate electronic reports to compile data.

Library Response:

The Library supports the Controller's recommendations. The Library will establish a formal documented process and will review its retention policies for all source documents (written and electronic). Where possible, the Library will retain such documentation electronically for longer periods of time.

*Finding No. 3*

The Strategic Plan does not provide management with a tool that can be readily evaluated to provide an overall assessment of the Department's core functions.

Controller's Recommendation:

Re-examine current Strategic Plan to ensure the goals and objectives remain relevant.

Library Response:

The Strategic Plan was developed with the assistance of Dubberly Garcia Associates, Inc., a library consulting specialist firm, as well as input from Library management, staff, Board of Library Commissioners, and results of a Customer Satisfaction Survey completed by more than 9,500 City residents. The Library will consider the Controller's recommendations when it develops a future Strategic Plan.

Prepared by: Kyle Millager, Business Manager

Reviewed by: Kris Morita, Interim City Librarian