

ATTACHMENT 2

**TORONTO PUBLIC LIBRARY
AUDIT RECOMMENDATIONS – NOT FULLY IMPLEMENTED**

Report Title: Fines and Income Review – Toronto Public Library
Report Date: May 29, 2006

No.	Recommendation	Management’s Comments and Action Plan/Time Frame
(4)	<p>The City Librarian consider the implementation of the following features for the proposed Library circulation system:</p> <ul style="list-style-type: none"> - automated controls for limiting waivers and fine overrides in accordance with staff access levels; and - capability of generating more periodic reports related to collections and waivers including fine waivers over certain limits, cumulative fines waived by account, fine waivers by staff identification and the reasons for the waiver. 	<p>Management provided extensive training on fines collections and waiving to front line staff during 2006 and 2007. It also developed benchmarks to help monitor and control the level of waivers by branches. These benchmarks were achieved for the first time in 2007. Management also reviewed options for incorporating automated controls for limiting waivers and fine overrides. It determined that together with system limitations, it is not operationally feasible to incorporate automated controls on limiting waivers and fines overrides.</p> <p>The new integrated library management system (ILS) implemented in February 2008 has greater reporting capability. The cost of additional reports and monitoring will be evaluated against potential benefits during 2008.</p>
(6)	<p>The City Librarian develop and implement a process for more frequent review of fine waivers and the cost of lost materials by branch managers and Library management</p>	<p>As noted in recommendation # 4, the Library uses benchmarks to monitor waivers, and the benchmarks were achieved in 2007. As the new ILS has greater reporting flexibility, the streamlining of quarterly reporting and review of waivers will be explored during 2008.</p>
(13)	<p>The City Librarian should implement a process for verification of collection agency invoices ensuring variances are investigated, and incorrect entries are adjusted accordingly. Reported instances should be investigated and excess payments, if any, made to the collection agency in the past should be recovered.</p>	<p>In February 2008, the Toronto Public Library completed implementation of a new ILS, Symphony. There are certain system issues that IT is working to resolve. The reconciliation process will be initiated during the second quarter of 2008 after system issues are resolved.</p>
(15)	<p>The City Librarian should ensure that outstanding balances for room bookings are recorded in the accounting system and reported in the financial statements.</p>	<p>Management has planned to complete implementation of the centralized room booking system (CLASS) by the end of 2009. The CLASS system will provide information on outstanding balances which will be recorded in the accounting system.</p> <p>Curently, 50% of branches with meeting rooms are on the CLASS system.</p>

(16)	<p>The City Librarian should develop policies and procedures for:</p> <ul style="list-style-type: none"> (a) collecting advance payment for room bookings; (b) ensuring timely follow-up on outstanding room rentals; and (c) maintaining complete records of room bookings and outstanding room rentals by branches not using the centralized room booking system (CLASS). 	<p>Management has planned to implement the following during 2008.</p> <ul style="list-style-type: none"> (a) The revised business practices that will require payment, preferably by credit card, before a confirmed booking. This will improve controls and lessen the number of outstanding and overdue accounts. (b) Develop a procedure for timely follow-up of outstanding payments. This will include access to reports for past due accounts and expired credit cards. (c) Non-centralized branch staff maintain booking information files and routinely follow-up on payment. <p>By the end of 2009, all library branches should be on the centralized booking system, CLASS.</p>
(17)	<p>The City Librarian should maintain and monitor occupancy statistics for room rentals as a tool for planning.</p>	<p>The centralization of room bookings is scheduled to be complete by the end of 2009. This will result in an overall improvement in the management of the inventory of the meeting rooms, and will lead to better planning and utilization, and possibly higher revenues.</p>
(18)	<p>The City Librarian should ensure centralized branch use of the room booking system (CLASS) by the end of 2006.</p>	<p>Centralized booking is in place for 50% of the branches. A business process re-engineering project began in January 2007 and plans are to complete centralization of all branches on CLASS by the end of 2009.</p>
(25)	<p>The City Librarian should reduce the current charge card machine ("Mini-Till") maximum value (currently \$999), and ensure charge card machines and library cards are maintained in a secure location where cards cannot be accessed and charged by persons other than library staff.</p>	<p>The Mini-Till activity is being reconciled to the cash register tapes and reviewed monthly by Accounting. A reminder was sent out to all branches of the need to secure library cards and copy cards.</p> <p>It would cost approximately \$17,000 to reduce the maximum value, currently at \$999, on the current charge card machine ("Mini-Till"). On its own, the change to the mini-till maximum values cannot be justified. However, as the photocopy fleet is being replaced, the mini-tills will need to be reset for the new equipment, and the maximum value will be set below \$999 for no additional cost. Expected date of implementation is by the end of 2008.</p>