

Recommendation Status Evaluation

The Library has implemented most of the audit recommendations, but employee concerns remain an issue



Multnomah County Auditor's Office
June 2025



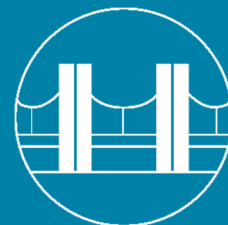
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Report Highlights

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The Library has implemented most of the audit recommendations, but employee concerns remain an issue



Multnomah County
Auditor's Office

What We Found

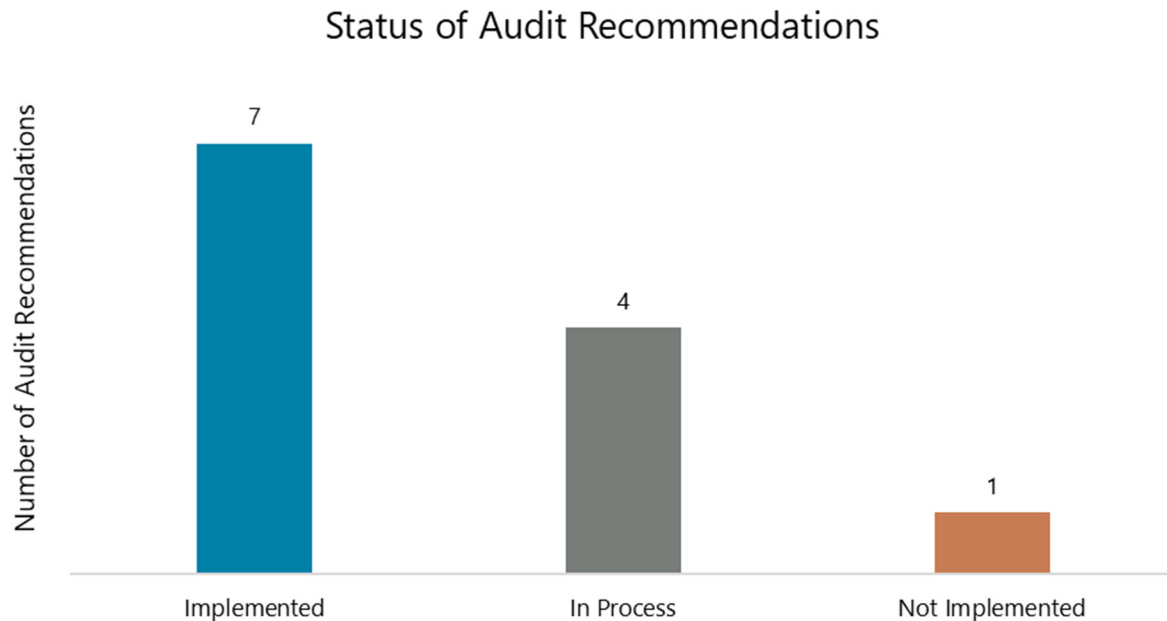
The Auditor's Office follows up on audit recommendations to support county government's accountability.

We consider the Library to have implemented seven of the recommendations from our [2023 Library audit](#), four recommendations to be in process, and one remaining recommendation to not be implemented.

However, through an all-library staff survey, employees expressed continued dissatisfaction with the progress made on recommendations. For example, ten percent of the staff that responded to our survey provided unsolicited feedback that reflected a sense of not feeling valued by leadership. Based on this feedback and other comments, there appears to be a significant disconnect between management's actions and what staff have told us they are experiencing. The low level of positive responses to many of our survey questions indicates that there is still plenty of room for improvement.

What the Statuses Mean

- Implemented – Auditee has fully implemented, or auditee has resolved the issue to meet the recommendation’s intent.
- In Process – Auditee has started implementation.
- Not Implemented – Auditee has not implemented, or does not intend to implement.



Source: Multnomah County Auditor’s Office

About the survey

During this evaluation of the status of recommendations, we surveyed all Library employees to learn about their perspectives of the Library’s implementation of some of these recommendations. The Auditor’s Office received 306 responses which is about 52% of Library employees. We offered multiple opportunities for people who took the survey to provide written comments. We read and analyzed all 572 comments provided by employees.



Library event
**Status of
Recommendations**
HERE

Recommendations Implemented

Recommendation	Auditor Conclusion
1A. Implement corrective actions and processes to ensure safety committees are meeting OSHA standards.	Implemented
2. Coordinate with the County Security Program to complete a Workplace Violence Threat Assessment and Workplace Violence Prevention Plan and communicate the results to all employees.	Implemented (already reported)
4. Revise post-incident protocols to provide more detail, particularly around supporting staff and debriefing, providing guidance on serious but not "critical" incidents, as well as allowing more decision-making at the neighborhood library level.	Implemented
6. Communicate the vision for outreach and engagement to all staff, including expectations on community outreach for staff working in neighborhood libraries.	Implemented
7. Identify and document upcoming changes that will affect employees, which could benefit from focused internal communications. For each change identified, implement a communications strategy that identifies multiple methods of communication, involves an element of staff input, and explains the reasons behind changes.	Implemented
9. Develop a staffing plan for when all construction is complete. In line with the findings in this audit, the staffing plan should solicit employee input during development and address: <ul style="list-style-type: none"> • Security, examining staffing for security and social work personnel including coverage on evenings and weekends. • Adapting the person-in-charge model to meet union agreements. • Staffing for neighborhood libraries, so they stay open. • Community engagement, so programs, outreach, events and engagement can increase, while addressing employee concerns around workload and opportunities. • Cultural and language skill allocation by position and location. • Allowing time to hire for hard to fill positions. 	Implemented
10A. Communicate the staffing plan to library employees and present it to the Board of County Commissioners before all buildings fully reopen. Request budget changes as needed to support the staffing plan.	Implemented

Recommendation #1a: Implement corrective actions and processes to ensure safety committees are meeting OSHA standards.

This was the first of the two recommendations evaluated and reported on in our first recommendation status evaluation report issued in May 2024 and was noted as in process in that report. See results here: [Recommendation Status Evaluation: The Library has implemented one recommendation and is in the process of implementing another.](#) In that report we noted that we would reevaluate this recommendation when we evaluated the remaining recommendations to see how the processes are working.

We re-performed a review of safety committee documentation and trainings and noted significant improvements since the last review.

We reviewed documentation for the period of January 2024 through December 2024 and noted the following:

- Meeting documentation improved. Each safety committee had documentation of their monthly meeting notes and included details of date, attendance, and discussion.
- Meeting frequency improved. Required monthly and quarterly meetings occurred with only a few exceptions and the exceptions were documented.
- Committee membership improved and has begun to stabilize. All committees had required membership and attendance at meetings. Any absences were noted in the minutes.
- Inspection documentation significantly improved with no missing inspections noted. There were some documentation issues for who, when, and where an inspection was performed for a few locations/quarters but we were able to ascertain it based on other identifying information. There were two neighborhood library locations that had all of their inspections for the period reviewed (8 total) performed by persons without Hazard ID training at the time of inspection. However, those committee members have since completed the training as of February 2025.
- Documentation is centralized, tracked, and monitored monthly to check that meeting minutes, reviews, etc. are being loaded into a shared folder.

- Annual comprehensive review completion has improved. All regional and central location reviews were done for 2024.
- We reviewed training compliance as of February 10, 2025 and noted the following:
 - Ninety-six percent of committee members had completed all three trainings (was 64% in prior analysis).
 - Overall, 99% of required trainings were noted as completed (was 77% in prior analysis).
 - Only two committee members had not completed all trainings. They had completed two of the three required trainings that we were testing for.

Recommendation #2: Coordinate with the County Security Program to complete a Workplace Violence Threat Assessment and Workplace Violence Prevention Plan and communicate the results to all employees.

This was the second of the two recommendations evaluated and reported on in our first recommendation status evaluation report issued in May 2024 and noted as implemented.

No additional evaluation was performed as part of this report.

See results here: [Recommendation Status Evaluation: The Library has implemented one recommendation and is in the process of implementing another.](#)

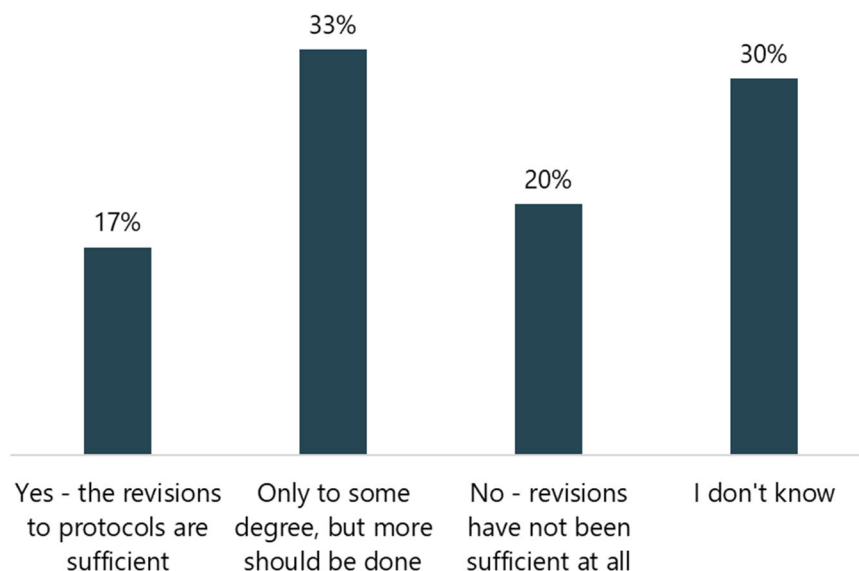
Recommendation #4: Revise post-incident protocols to provide more detail, particularly around supporting staff and debriefing, providing guidance on serious but not “critical” incidents, as well as allowing more decision-making at the neighborhood library level.

We noted that critical procedures were updated and communicated to Library staff in an email on June 5, 2024. Additionally, the post-incident resources were shared with all staff in an email on July 22, 2024, which included a link to support resources and pathways when serious but not “critical” incidents occur. Therefore, we are considering this recommendation implemented.

However, we found low levels of positive responses from staff on their perspective of revisions and guidance being sufficient. As part of the status evaluation for several of the recommendations, we performed a survey to get staff perspectives on the implementation of the recommendations.

Library staff feel more can be done for supporting and debriefing around post-incident protocols

Survey question: Do you feel revisions made to post-incident protocols related to supporting staff and debriefing are sufficient?

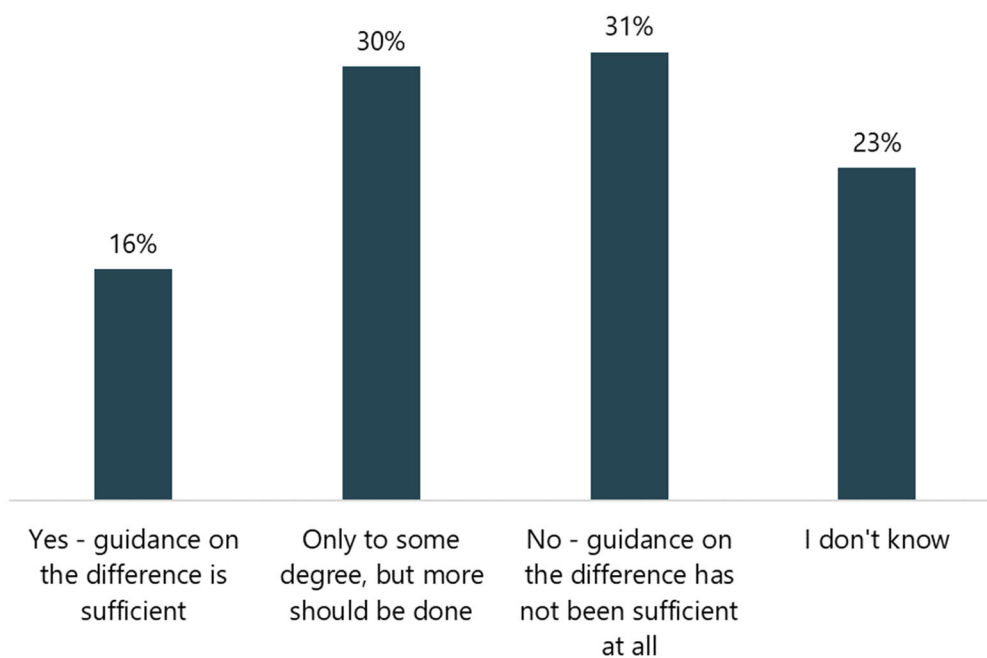


Source: Multnomah County Auditor's Office survey. Results shown are for the 257 survey respondents who indicated that the question applied to their role within the Library.

Several survey respondents shared additional details that indicated either they were unaware of any changes being made, felt no changes had been made, or no support had been felt. Several employees also identified the need for improvement in their comments.

Library staff feel more can be done for post-incident protocol guidance on the difference between serious but not “critical” incidents

Survey question: Do you feel there has been sufficient guidance on the difference between serious but not “critical” incidents?

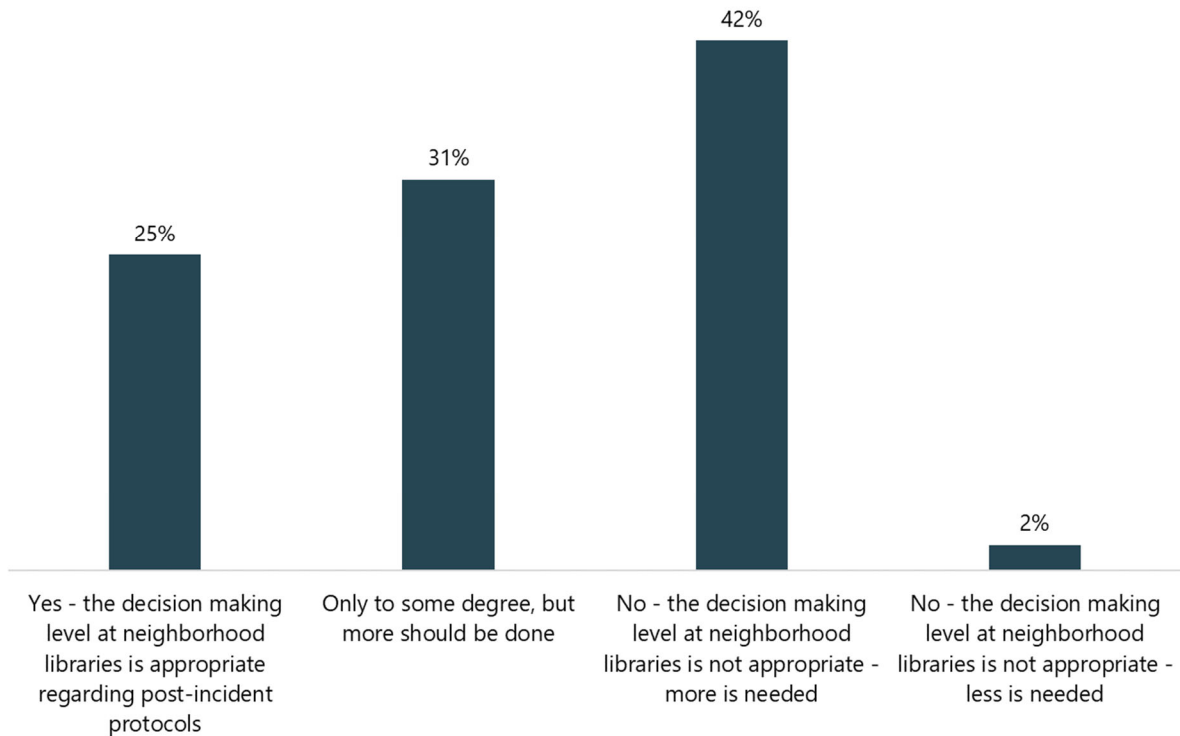


Source: Multnomah County Auditor's Office survey. Results shown are for the 256 survey respondents who indicated that the question applied to their role within the Library.

Several respondents also shared that a distinction is not helpful or that it depends on personal perspective.

Library staff feel there should be more decision-making levels at library locations for post-incident protocols

Survey question: Do you feel there are appropriate decision-making opportunities at the neighborhood library level regarding post-incident protocols?



Source: Multnomah County Auditor's Office survey. Results shown are for the 173 survey respondents who indicated that the question applied to their role within the Library.

For those that provided additional feedback, there were several survey respondents that felt more staff input involvement should be allowed and a couple staff indicated they do not feel valued.

Staff provided 112 responses with examples and feedback for the survey questions related to this recommendation. While we have marked the recommendation as implemented based on the resources and procedures being updated, it is important that Library leadership work to better understand the needs and concerns of Library staff impacted by serious and critical incidents at library locations. The low level of positive responses indicates that there is a need for and still plenty of room for improvement.

Recommendation #6: Communicate the vision for outreach and engagement to all staff, including expectations on community outreach for staff working in neighborhood libraries.

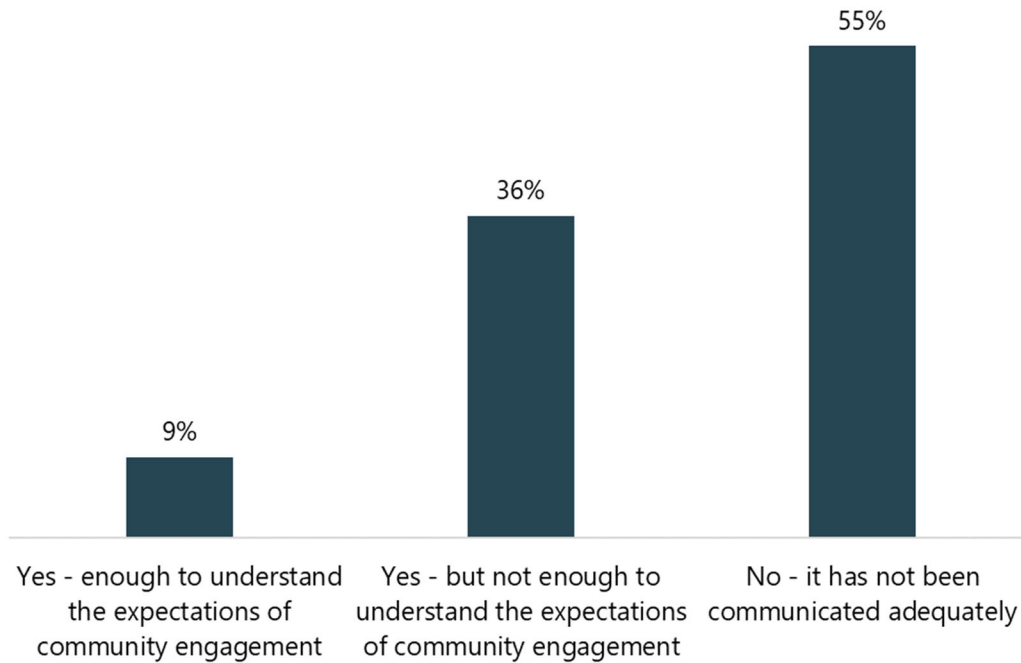
The Library's outreach vision has been documented on the Library's intranet that is available to all Library staff. This includes the Library's community engagement documents and resources such as forms and templates, definitions, descriptions of types of outreach, and guidelines. The intranet resources have been communicated to staff through all-staff emails, once on July 8, 2024 and again on October 14, 2024.

More recently, community services and engagement have been outlined in the Multnomah County Library Staffing Plan that was released in February 2025.

The communication of the Library's outreach vision was incorporated in the Staffing Plan. While we asked staff their perception of this recommendation's implementation prior to the release of the Staffing Plan – we still would have expected staff to be aware of it if leadership was incorporating staff into the development of the Staffing Plan. However, we found that most staff felt it had not been communicated adequately.

Majority of staff felt the Outreach Vision for community engagement had not been communicated adequately

Survey question: Has the Outreach Vision for community engagement been communicated to you (either directly and/or through all-staff emails)?



Source: Multnomah County Auditor's Office survey. Results shown are for the 241 survey respondents who indicated that the question applied to their role within the Library.

We are considering this recommendation implemented due to the release of the Staffing Plan in February 2025, after our survey, since it includes specifics about outreach services and community engagement. However, Library leadership should ensure this part of the Staffing Plan is reaching those it has a direct impact on. See recommendation #9 and #10 below for more information on the communication and release of this Staffing Plan.

Recommendation #7: Identify and document upcoming changes that will affect employees, which could benefit from focused internal communications.

For each change identified, implement a communications strategy that identifies multiple methods of communication, involves an element of staff input, and explains the reasons behind changes.

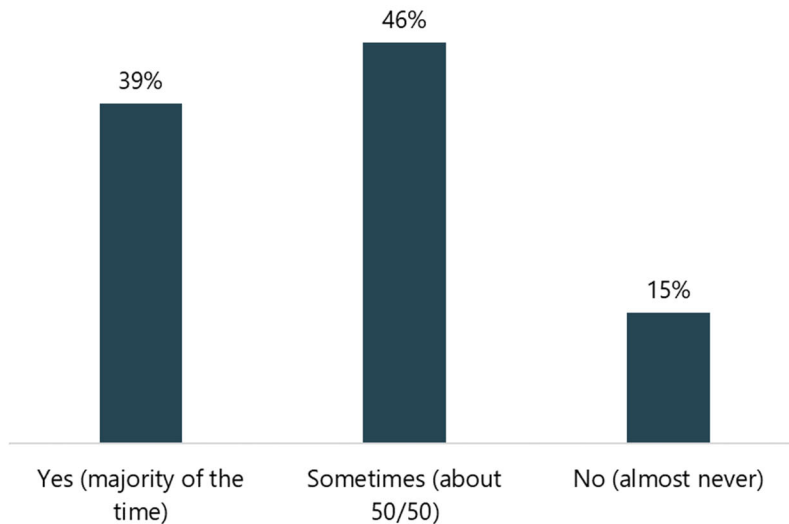
We reviewed several communications from Library leadership to all staff during the calendar year 2024. This included emails, video meetings, and online resources about various changes occurring. A couple of significant communications included the new Staffing Plan (see recommendation #9 and #10 below for more information on the communication and release of this Staffing Plan) and information regarding the opening and closing of library locations as it relates to the Library capital building projects.

While not new, the Library maintains a communications matrix that outlines the different channels for sharing, gathering and discussing information with Library staff. Library leadership shared an example of a recent communication plan used for the Future Staffing Initiative which detailed out the communication plan with a timeline, audience, status, and responsible individual. Additionally, the Library communicates weekly with all staff to communicate information, action items, and events.

As part of our survey, we also sought staff perspectives on the implementation of this recommendation.

Library leadership could do more to keep staff informed about changes that affect employees

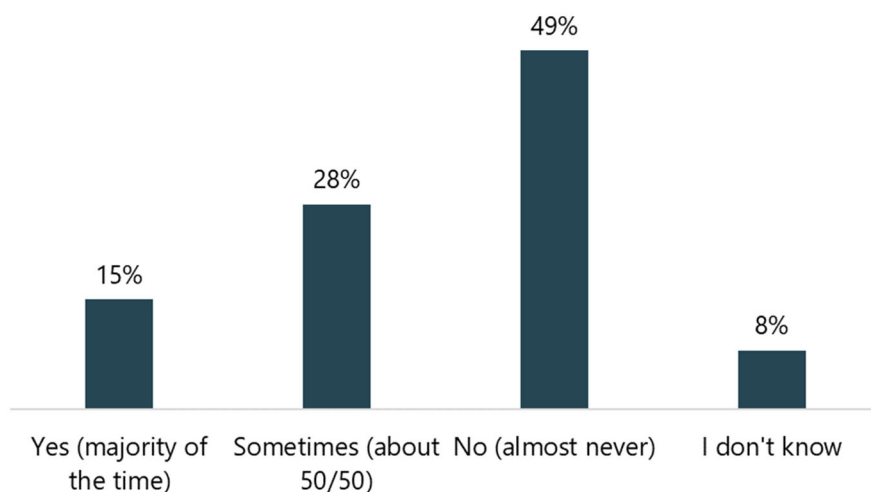
Survey question: From your perspective, has Library leadership kept you adequately informed about changes that affect employees (either directly, through all-staff emails, and/or through the Library Commons page)?



Source: Multnomah County Auditor's Office survey. Results of the 283 survey respondents to this question.

Only 15% of survey respondents felt that Library leadership appropriately involved staff about changes that affect employees

Survey question: Do you feel that Library leadership appropriately involves staff input with regard to changes that affect employees?



Source: Multnomah County Auditor's Office survey. Results of the 286 survey respondents to this question.

While we consider this recommendation implemented due to the amount of communication that is occurring, there is still a lot of room for improvement. The staff perspective continues to be an issue of concern. Responses to our survey included staff expressing that they do not feel they are being involved in changes that affect them. Several staff indicated if their input is asked for they do not feel it is affecting change and many staff find the information provided is vague and/or unclear. Several staff expressed a sense of not feeling valued by Library management. Library leadership needs to continue to look for ways to incorporate staff input into changes that affect Library staff.

Recommendation #9: Develop a staffing plan for when all construction is complete. In line with the findings in this audit, the staffing plan should solicit employee input during development and address:

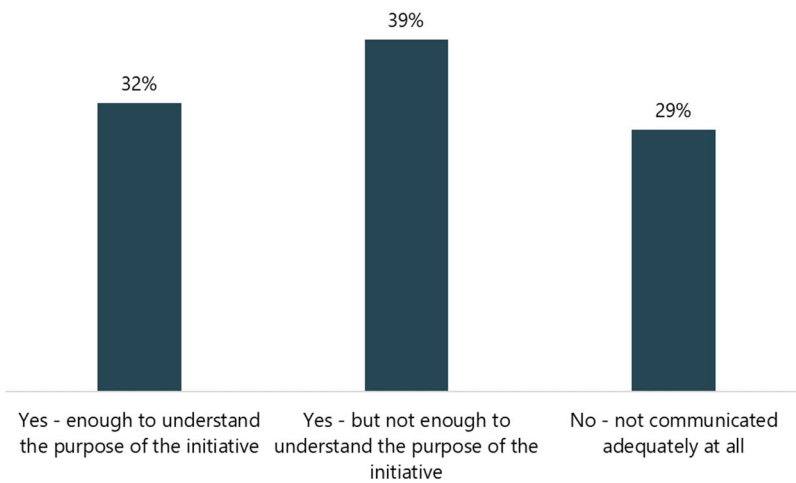
- a. Security, examining staffing for security and social work personnel including coverage on evenings and weekends.**
- b. Adapting the person-in-charge model to meet union agreements.**
- c. Staffing for neighborhood libraries, so they stay open.**
- d. Community engagement, so programs, outreach, events and engagement can increase, while addressing employee concerns around workload and opportunities.**
- e. Cultural and language skill allocation by position and location.**
- f. Allowing time to hire for hard to fill positions.**

A Staffing Plan has been developed and was shared with all staff on February 10, 2025. Library leadership engaged with all staff prior to releasing the final version of the Staffing Plan through on-line meetings, soliciting staff input prior to the meetings through forms and a third-party consultant, and providing email updates through-out calendar year 2024 and into 2025.

We sought Library staff perspectives on this recommendation through our all-library staff survey to learn about the level of employee input in the Staffing Plan.

Majority of staff feel the Future of Staffing Initiative plan is being communicated to them but many see issues with understanding the purpose

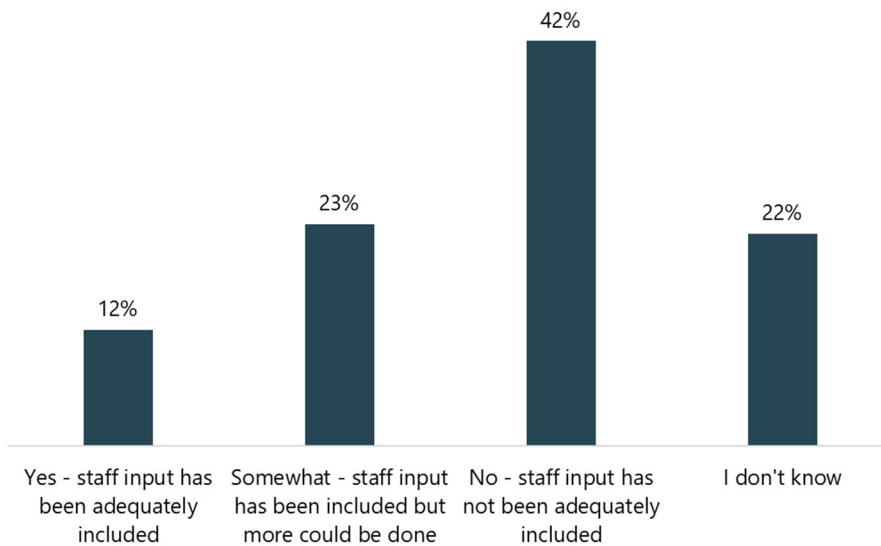
Survey question: Do you feel that the Future of Staffing Initiative has been adequately communicated to you?



Source: Multnomah County Auditor’s Office survey. Results of the 278 survey respondents to this question.

Staff do not feel their input is being adequately included in the Future of Staffing Initiative plan

Survey question: From your perspective, has Library leadership adequately included staff input for the Future of Staffing Initiative plan?



Source: Multnomah County Auditor’s Office survey. Results of the 278 survey respondents to this question.

Staff provided 100 responses with examples and feedback for the survey questions related to this recommendation. Once again, several staff expressed a sense of not feeling valued by Library management. Additionally, staff indicated from their perspective there was a lack of staff input.

We have considered this recommendation implemented because a staffing plan has been developed and did include staff input through the third-party consultant's work. While we have not evaluated the adequacy of the staff's input, we do want to draw Library leadership's attention to the staff feedback in our survey who expressed concern about this. Again, Library leadership should continue to look for ways to incorporate staff input into changes that affect Library staff.

Recommendation #10a: Communicate the staffing plan to Library employees and present it to the Board of County Commissioners before all buildings fully reopen. Request budget changes as needed to support the staffing plan.

The Future Staffing Initiative Plan updates have been communicated to all Library staff several times during calendar year 2024 and into 2025 and prior to it being presented to the Board of County Commissioners. Several communications went out to all staff through email, intranet resources, and virtual meetings with all staff. The Future Staffing Initiative Plan was communicated to the Board of County Commissioners on December 17, 2024. Budget changes are part of the budgeting process throughout the year, with at least one recent budget modification occurring on January 16, 2025 and approved by the Board of County Commissioners.

Recommendations In Process

Recommendation	Auditor Conclusion
3. Create a plan for continuous evaluation of the safety and security program, including: <ul style="list-style-type: none"> a) Evaluating security-related trainings, informed by staff feedback. b) Developing a process to ensure all public facing staff have taken trainings and get refreshers. c) Implementing an incident reporting process that includes data analysis of trends and identifying and documenting corrective actions. 	In Process
5. Communicate to all staff after serious incidents and communicate summaries of incidents and trends.	In Process
8. Develop and communicate a plan for the leadership team to regularly spend time onsite in neighborhood libraries.	In Process
10B. Communicate the staffing plan to library employees and present it to the Board of County Commissioners after reopening. Request budget changes as needed to support the staffing plan.	In Process (due October 1, 2026)

Recommendation #3: Create a plan for continuous evaluation of the safety and security program, including:

- a. Evaluating security-related trainings, informed by staff feedback.**
- b. Developing a process to ensure all public facing staff have taken trainings and get refreshers.**
- c. Implementing an incident reporting process that includes data analysis of trends and identifying and documenting corrective actions.**

The Library is evaluating security-related trainings, informed by staff feedback.

Crisis Prevention Institute (CPI) training is assigned to all staff under the Location Services Director. Based on feedback from leadership, active threat training is provided

to each location yearly and basic Safety Awareness training is assigned to new staff, with a refresher course for current staff.

As of March 2025, the Library is in the process of implementing a new incident reporting software. Based on inquiry with Library leadership, when the new software goes live, they will be able to report and provide data analysis and will develop an appropriate communications plan. The status of this software's implementation was communicated to all staff on February 26, 2025. We are considering this recommendation in process until the reporting software tool is in place and addressing this element of the recommendation.

Recommendation #5: Communicate to all staff after serious incidents and communicate summaries of incidents and trends.

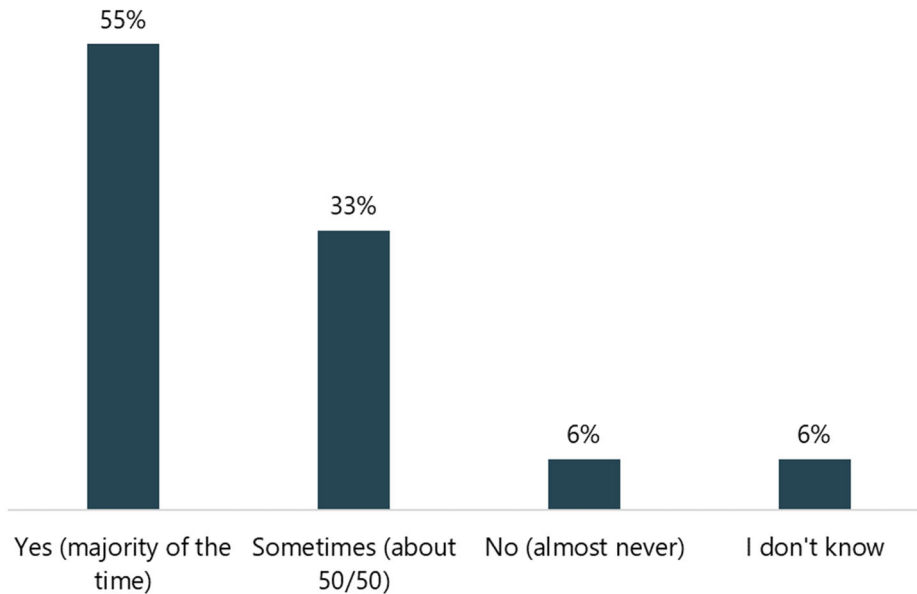
Critical Procedures were updated and communicated to all staff on June 5, 2024. Post-incident resources were shared with all staff on July 22, 2024, which included a link to support resources and pathways when serious but not "critical" incidents occur. Critical Incidents are reported out to all staff throughout the year as they occur. The most recent quarterly security update was communicated to all staff on June 5, 2024. As of March 2025, there have been no more updates provided. Library leadership indicated this is because the security manager position is currently vacant.

This recommendation is considered in process because the Library has paused regular updates due to the security manager position being vacant.

As part of the all-staff survey, we asked staff for their perspective on this recommendation.

Majority of staff feel they are being adequately informed about serious incidents

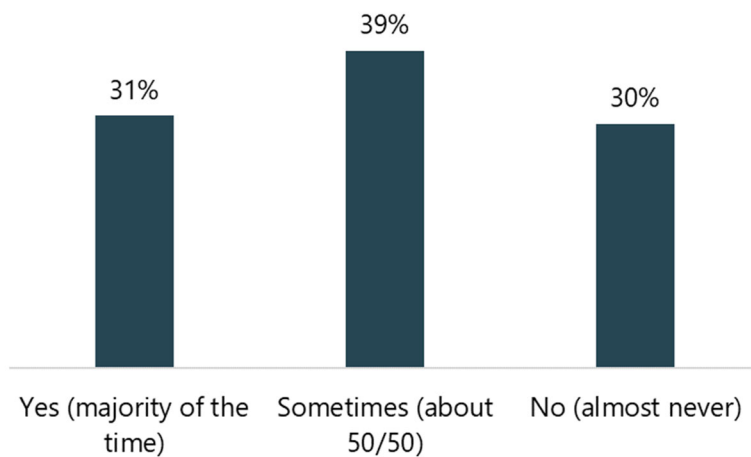
Survey question: Do you feel you are being adequately informed about serious incidents?



Source: Multnomah County Auditor's Office survey. Results of the 298 survey respondents to this question.

Positive response decreases when asked if they are appropriately debriefed after a serious incident

Survey question: Do you feel you are being appropriately debriefed after serious incidents?



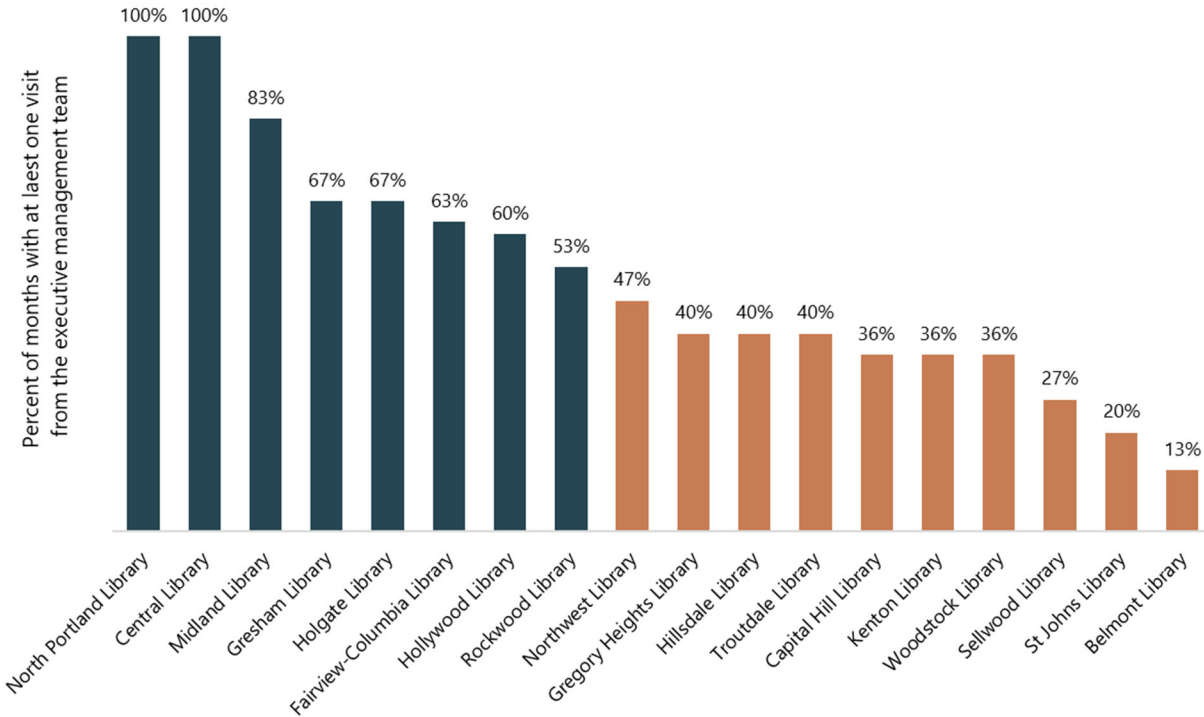
Source: Multnomah County Auditor's Office survey. Results shown are for the 203 survey respondents who indicated that the question applied to their role within the Library. Results shown also do not include survey respondents who indicated that they have never experienced a serious incident.

Recommendation #8: Develop and communicate a plan for the leadership team to regularly spend time onsite in neighborhood libraries.

Based on information provided by Library leadership, it is the expectation that leadership will spend time onsite at library locations at least twice a month. This expectation is communicated with new executive management team (EMT) members during their onboarding/orientation and is communicated in person at EMT meetings. Leadership indicated they were already doing this but implemented a tracking system to formally track EMT members' time spent at neighborhood libraries.

We obtained a copy of the tracking sheet for calendar year 2024 and early 2025 where it was noted that EMT members are tracking their onsite activities on a monthly basis. Based on an analysis of this tracking sheet, it was noted that onsite visits are not occurring at the level of expectation and are not well coordinated. While EMT members have documented visits to library locations, only four of the nine current EMT members have documented two or more visits to a library per month for 60% or more of the months we reviewed (January 2024 through March 2025). Also, several of the library locations have several months with no documented visits. For example, the Sellwood Library had only four out of the 15 months (27%) we reviewed with a documented visit by an EMT member at least one day of the month. This wasn't unusual; a majority of library branches in this period had less than half the months they were open with a monthly documented visit.

Executive Management Team had a monthly documented visit for less than half the months they were open, for the majority of library branches

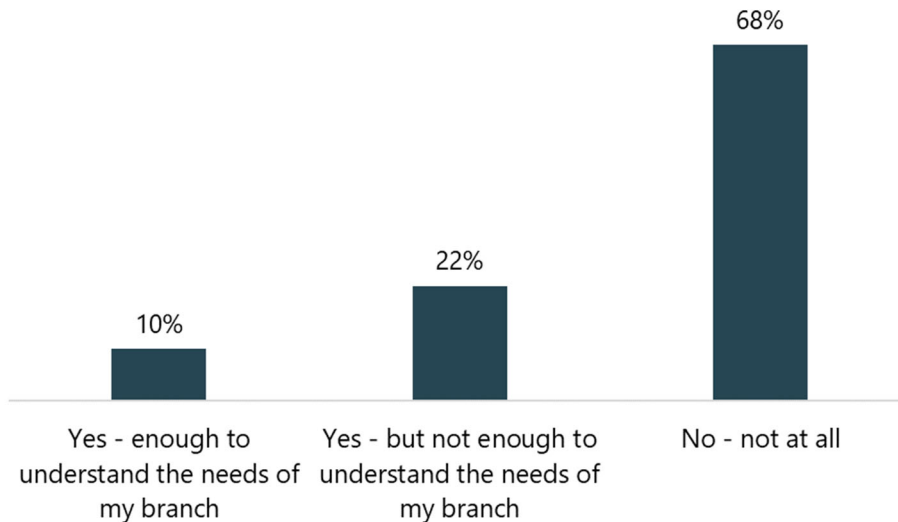


Source: Auditor’s Office analysis of Library’s EMT library visit log for January 2024 through March 2025. Only includes months when the library branch was open. Albina Library was closed during this time period, so it is not included.

We also sought staff perceptions of EMT members’ time spent at neighborhood libraries as part of the all-library staff survey.

Staff do not feel Library leadership is regularly spending time onsite at libraries

Survey question: Do you feel Library leadership is regularly spending time onsite in neighborhood libraries?



Source: Multnomah County Auditor's Office survey. Results shown are for the 200 survey respondents who indicated that the question applied to their role within the Library.

We received over 60 comments related to this recommendation. Several employees made mention that leadership does come onsite but only for special events like reopening ceremonies or after critical incidents and not day-to-day activities. Several survey respondents mentioned they would like to see leadership step in to help keep libraries open when there is a staffing shortage that forces a location to close. Again, staff expressed feedback that reflected a sense of not feeling valued by Library leadership.

While leadership did develop a tracking sheet and communication of expectations to new EMT members we are considering this recommendation in process. This is because visits are not occurring at the level of expectation, as defined by Library leadership, for all EMT members and there also appears to be a disconnect between what management says they are doing and what staff have told us they are experiencing. The analysis of the documented visits reflects an area where leadership has an opportunity to be more intentional and coordinated with their onsite visits in order to provide better coverage

of onsite visits at libraries. Library leadership should further develop a plan that aligns with the Library needs and roles of EMT members and ensure it is communicated out to all staff so everyone has a shared understanding of EMT members' onsite expectations.

Recommendation #10b: Communicate the staffing plan to Library employees and present it to the Board of County Commissioners after reopening. Request budget changes as needed to support the staffing plan. Follow up communication should occur by October 1, 2026.

This recommendation is considered in process as all buildings are not open yet. The current final projects are due to open in 2026. Our office plans to follow-up after October 1, 2026 to determine the status of this recommendation.

Recommendations Not Implemented with No Intention to Implement

Recommendation #1b: Champion safety committees as a place to address security issues.

Library leadership shared with us that they do not intend to implement this part of the recommendation. Library leadership, in consultation with the County Workplace Security Director, do not see the safety committees as a place to address security issues. Other efforts to collaborate between security and safety teams include the creation of a safety committee coordination team. This committee was established to provide better management of safety issues overall and is a place for each of the safety committee leads to meet along with the security manager (currently an unfilled position). This committee meets about quarterly. Additionally, there is a county-wide security group that meets about quarterly. This is a cross-departmental group where safety issues are addressed. The Library has a representative that participates in this group.

Objectives, Scope, & Methodology

The objectives of this evaluation were to determine the status of recommendations from the Library audit that had the following due dates:

- By January 1, 2024 for recommendations 1 and 2
- By June 1, 2024 for recommendations 3 through 8
- By October 1, 2024 for recommendations 9 and 10a
- By October 1, 2026 for recommendation 10b

Audit staff evaluated the status of recommendations based on reviews of documentation and other available evidence, interviews, and the results of a survey sent to Library staff.

As part of this evaluation of the status of recommendations, we surveyed Library staff to understand their perspective on the status of some of the recommendations and to see what had changed since the initial audit. The survey was open between December 20, 2024 and January 15, 2025.

We sent the survey link to all Library staff through an all Library employee email group. For this evaluation's survey, we received 306 responses.

To prevent the perception of a conflict of interest, Auditor Jennifer McGuirk did not supervise this evaluation since her spouse is an on-call employee at the Library. Instead, the supervisor was Audit Director Nicole Dewees.

Updating the Status of a Recommendation

During each audit our office conducts, we develop recommendations intended to improve government operations, particularly with regard to effectiveness, transparency, accountability, and equity. Our goal for evaluating the status of recommendations is to help ensure management implements these recommendations for improvement.

We recognize that after we publish an evaluation on the status of recommendations, management may fully implement a recommendation that we reported was in process or not implemented. Management can then provide evidence to the Auditor demonstrating why the recommendation's status should be changed in the Auditor's future reporting. The final decision on whether to change any recommendation's status rests with the Auditor.

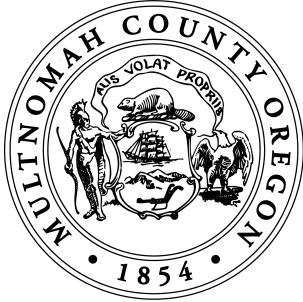
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June 13, 2025

Dear Audit Director Dewees,

We have reviewed the June 2025 Recommendation Status Evaluation report for the 2023 audit recommendations to Multnomah County Library. We appreciate the opportunity to acknowledge the commitment of library management and their diligence in working to implement the recommendations. Of the 11 audit recommendations, seven are implemented, four are in process and nearing completion, and one will not be implemented.

We understand the work is not complete. We also want to acknowledge that there is a gap between the results of the library's actions in response to the audit recommendations and how library employees feel about that work. It's clear that some staff do not feel valued or included in decision making and library leadership will continue taking measures to address the gap.

The staff survey that was used to form this evaluation was fielded in December 2024/January 2025. I want to recognize this was a moment of substantial transition for the library and at a time when the library was poised to announce its Future Staffing Plan within weeks. The questions were asked before library staff had received these updates and clarity about the library's plans to staff its new and expanded locations. Nevertheless, the library is taking the results of the staff survey seriously and will review its practices in areas of concern to make improvements where possible.

By nature, there will always be organizational decisions that happen at an executive or leadership level. This is true of staffing planning and similar resource allocations. While staff would like to be involved in more decision-making, many such decisions involve sensitive personnel or budgetary issues and cannot be reviewed and discussed with staff. Library staff members are represented by AFSCME Local 88 in these labor management matters.

There are many ways staff are involved in decision-making as part of their daily work to provide services for the community. Additionally, the Library engages staff through participation on committees such as the Employee Satisfaction Improvement Team, youth services action teams, Policy Review Committee, Library Labor Management Team, language/cultural KSA teams, and more. This report and survey doesn't reflect the nuance around decision making and what is available and within the scope of their work for decision making.

At the same time, the library is committed to addressing staff concerns and ensuring the library has shared definitions and practices around decision making and employee engagement. In FY '26 library leadership will be working on a project with the Library's Learning & Organizational Development Team to address decision making at the library which will include facilitated support for the Executive Management Team and training for library managers and staff.

The library and the Office of the Multnomah County Chair welcome the following recommendations. Our responses to the in-process recommendations and additional information are included, below.

Recommendation #3: Create a plan for continuous evaluation of the safety and security program, including:

- a) Evaluating security-related trainings, informed by staff feedback.**
- b) Developing a process to ensure all public facing staff have taken trainings and get refreshers.**
- c) Implementing an incident reporting process that includes data analysis of trends and identifying and documenting corrective actions.**

Status: In process

As noted in the evaluation, library leaders have been devoted to implementing a Countywide software solution to analyze data and trends in ways current tools do not allow. Currently, library stakeholders are actively engaged with the Veoci implementation team (comprising equally of exempt and represented staff) to customize the product for our security database. That group has been meeting multiple times a week to give feedback on what has been built, and to request additional modifications to meet the library's needs. The goal is to launch July 1, 2025, but that may be delayed due the technical aspects of integrating Veoci with Origami.

Recommendation #5: Communicate to all staff after serious incidents and communicate summaries of incidents and trends.

Status: In process

As noted in the audit, the library has an established definition for critical incidents and a detailed process for communicating about each of those incidents with library staff. Library leadership also have a flexible set of practices available to debrief and follow up with staff at the affected location after critical incidents occur.

Immediately after such an incident, library leadership works with the Person in Charge at that location to determine what kinds of support and resources staff want. This could be intensive debriefing, professional trauma intervention support, peer support, time away from an assigned station or a shift or other actions. The agency of affected staff to decide what kind of follow up is most appropriate for them is an important measure of autonomy, since not all affected staff want the same kind of support. The staff survey shows the need for continued improvement around incident debrief and support which library leadership will address.

Following up with staff after critical incidents has continued without interruption in the absence of a security manager. We expect to begin a recruitment for the security manager this month. Once that process is complete we expect to resume trend analysis and reporting. We also will use this recommendation to consider other helpful types of communication or support for serious incidents that don't meet the criteria of critical incidents.

Recommendation #6: Communicate the vision for outreach and engagement to all staff, including expectations on community outreach for staff working in neighborhood libraries.

Status: Implemented

The library completed this action February 6, 2025 when it shared its Future Staffing Plan with all library employees. As of January 15, the library had shared the timeline for finalizing decisions and sharing detailed information with staff.

The survey was fielded in January, just before these communications were shared with staff. This was a time when the library was in a period of significant anticipation for the Future Staffing Plan. As we approach Fiscal Year 2026, we remain in a period of transition with the new staffing plan.

We are currently working on a Blueprint Project to determine how we provide some of the standardized systemwide services outlined in our service priorities, taking into account the library's staffing plan and our top priority of keeping libraries open for our patrons and community. This work will further influence how community outreach will be structured in the future.

Recommendation #8. Develop and communicate a plan for the leadership team to regularly spend time onsite in neighborhood libraries.

Status: In process

Library staff members in public locations have long expressed a desire for the library's executive managers to spend more time in those locations. The 2023 audit affirmed that desire and the library is implementing this recommendation. The evaluation states "visits are not occurring at the level of expectation for all Executive Management Team (EMT) members," however the original audit recommendation did not provide a metric or goal.

From January through May of 2025, Executive Management Team members visited locations (or, in select cases, met virtually with decentralized teams) 198 times.

The library director has established recommended guidance for the EMT to schedule at least two location visits per month. While location visits are an important leadership responsibility, and EMT leaders prioritize being in locations as much as possible, they must balance these site visits with the other work for which they are accountable.

There are some additional facts and conditions to note. This audit focused on visits to neighborhood library locations. In addition to staff who work in public facing locations, EMT members support and supervise staff and workgroups who work from the Library Operations Center, directly within the community, or fully remote. The staff members who work on those teams deserve intentional and regular onsite visits as well.

It's also worth noting that some members of the leadership team offer highly specialized administrative expertise that differs from day-to-day library operations, so they are not trained or equipped to provide the same level of frontline service as employees who work in library locations.

Library leadership will continue to prioritize EMT visits to public locations. In doing so, leadership will seek to be more intentional in coordinating the scheduled visits and work with location leaders and managers to share information about when EMT will be onsite.

Conclusion

In closing, I want to thank Audit Director Dewees and the Multnomah County Auditor's Office for their work to raise important issues in the 2023 audit and subsequent follow up evaluation. I also want to thank library leadership for its responsiveness to employee concerns raised and for their work to address each concern.

We agree that further steps and resources will complement the actions the library has already taken or completed. We are committed to a course of continuous improvement and we look forward to revisiting the recommendations and the library's progress toward implementing them in future conversations before the Board of County Commissioners.

Best regards,

A handwritten signature in black ink that reads "Jessica Vega Pederson". The signature is written in a cursive, flowing style.

Jessica Vega Pederson
Multnomah County Chair