

CITY OF PHILADELPHIA PENNSYLVANIA

OFFICE OF THE CONTROLLER

Promoting honest, efficient, and fully accountable government

FREE LIBRARY OF PHILADELPHIA

Review of Building Maintenance Operations

November 2011



City Controller
ALAN BUTKOVITZ



CITY OF PHILADELPHIA

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Deputy City Controller

December 5, 2011

Siobhan A. Reardon, President and Director
Free Library of Philadelphia
1901 Vine Street
Philadelphia, PA 19103-1189

Pursuant to Section 6-400(d) of the Home Rule Charter and in response to a media report about a building maintenance employee of the Free Library of Philadelphia that had on several occasions abused his time during paid working hours, the City Controller's Office conducted a performance audit to establish why the apparent abuse was able to occur. A synopsis of the results of our work, which was performed in accordance with *Government Auditing Standards*, is provided in the executive summary to the report.

We discussed our findings and recommendations with you and your staff at an exit conference and included your written response to our comments as part of the report. We believe that our recommendations, if implemented by management, will improve the efficiency and effectiveness of the Library's buildings maintenance department. Our recommendations have been numbered to facilitate tracking and follow-up in subsequent years.

We would like to express our thanks to you and your staff for the courtesy and cooperation displayed toward us during the conduct of our work.

Very truly yours,

A handwritten signature in blue ink, appearing to read "Alan Butkovitz".

ALAN BUTKOVITZ
City Controller

cc: Honorable Michael A. Nutter, Mayor
Honorable Anna C. Verna, President
and Honorable Members of City Council
Members of the Mayor's Cabinet



Free Library of Philadelphia Review of Building Maintenance Operations

Executive Summary

Why The Controller's Office Conducted The Examination

A Philadelphia news organization reportedly observed a building maintenance employee of the Free Library of Philadelphia (Library) engaged in activities unrelated to his job while in active city pay status. These activities included performing private painting work, walking a dog, and repairing the roof of his personal residence. In response to the news report, the City Controller's Office performed this audit to determine how the apparent abuse could occur without being detected by management in the course of performing its normal supervisory duties.

What The Controller's Office Found

The Controller's Office found that management's oversight of personnel working in the Library's buildings maintenance department was weak and ineffective. Management had failed to design and adopt appropriate procedures to monitor the work of its employees. There was no effective work-order system which tracked maintenance or repair requests, provided an estimate of necessary labor hours and materials, required a formal approval process, and accounted for the cost of each job. Neither were there formal policies and procedures that prescribed how maintenance operations were to be controlled, supervised, and accomplished. Consequently, these conditions create an opportunity for Library maintenance employees to abuse and waste their time, and possibly commit fraud without detection. Of even more importance, however, the weak and ineffective oversight of employees may lead to higher operating costs, eroding the ability of Library management to accomplish its mission of advancing literacy, guiding learning, and inspiring curiosity.

During the audit, the Controller's Office also observed that Library management:

- improperly paid stand-by pay to two maintenance employees in violation of city civil service regulations;
- did not have an adequate system to document the authorization of overtime; and
- failed to implement time recording procedures in the buildings maintenance department to accurately account for employee work time.

What The Controller's Office Recommends

Management must take immediate action to correct conditions that allowed at least one and perhaps more Library employees to abuse work time. We recommend that Library management (1) implement a work-order system that provides greater accountability over staff productivity; and (2) develop and place into operation formal written policies and procedures that clearly define the required workday, as well as the authority and responsibility for each position, and provides guidance on how certain tasks are to be performed. These and other recommendations are discussed more fully in the body of the report.

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INTRODUCTION

BACKGROUND

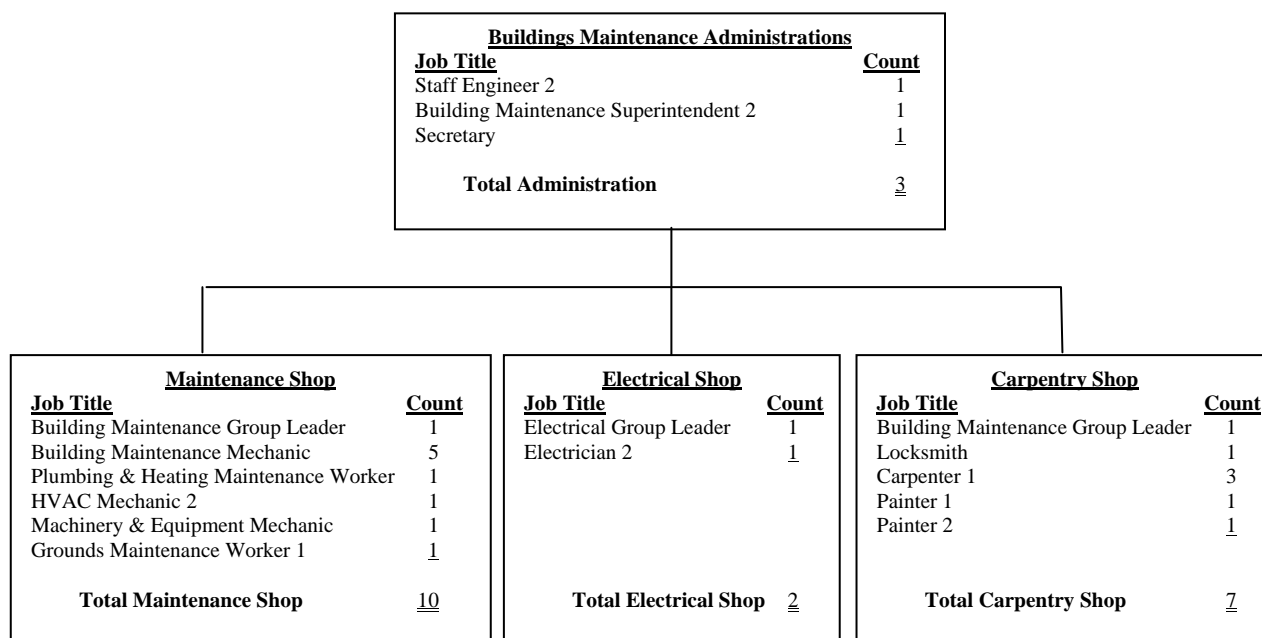
Operations

The Free Library of Philadelphia (Library), initially created through private donations, was formed as a nonprofit corporation under state law in 1891. In 1894, the City of Philadelphia established a public library system as a branch of city government. The system is governed by the Board of Trustees of the Free Library of Philadelphia (Board of Trustees).

The Library operates a central library, 3 regional libraries, a special library for the blind and handicapped, and 49 branch libraries that reportedly serve over 6.6 million patrons annually. A president/director, who is appointed by and serves at the discretion of the Board of Trustees, oversees and directs a staff which at the end of fiscal year 2011 approximated 730 employees. Virtually all staff members of the Library are civil service appointees.

For most maintenance and repairs to its more than 50 facilities, the Library uses an in-house buildings maintenance department located at the central library. As of September 1, 2011 the buildings maintenance department employed 22 maintenance staff as shown in Table 1 below.

Table 1: Organizational Chart of Library Buildings Maintenance Department



Source: Prepared by the City Controller's Office based on information provided by the Library

When management of the buildings maintenance department considers a repair job too large or requires specialized skills, the Library will contract out the work. During fiscal year 2011, the Library's buildings maintenance department had expenditures slightly greater than \$1.2 million. These expenditures are shown by type in Table 2.

Table 2: Fiscal Year 2011 Buildings Maintenance Department Expenditures by Type Within Shop

<u>Expenditure Type</u>	<u>Shop</u>				<u>Total</u>
	<u>Administration</u>	<u>Maintenance</u>	<u>Electrical</u>	<u>Carpentry</u>	
Personal services	\$206,736	\$435,135	\$123,633	\$166,679	\$ 932,183
Repair, maintenance, and other services	255,794	2,313	0	133	258,240
Materials and supplies	<u>12,215</u>	<u>20,763</u>	<u>5,161</u>	<u>8,638</u>	<u>46,777</u>
Total	<u>\$474,745</u>	<u>\$458,211</u>	<u>\$128,794</u>	<u>\$175,450</u>	<u>\$1,237,200</u>

Source: Prepared by the City Controller's Office based on information provided by the Library

Media Investigative Report

A local media organization recently broadcast a report that its investigative news team made multiple observations of an employee of the Library's buildings maintenance department engaged in activities unrelated to his city employment while in active pay status. Between July 6, 2011 and August 5, 2011 the news team followed the employee, a painter for the Library, for ten days. On nine of those days the news team reported the painter was either at home, on the road, working at a private painting job, or engaged in some other non-work related activity.

Dates and observations specifically cited by the news team included:

- July 8 — the news team reported observing the painter either at home or on the road, but not at work, for three hours. Also, the team observed the painter, while on his lunch break, returning to a Library van after leaving a wine and spirits shop on Girard Avenue.
- July 13 — the news team observed the painter at home from 10:30 a.m. to 1:00 p.m. (two and one-half hours), and again from 3:40 p.m. to 4:52 p.m. (one hour and twelve minutes). During this last period of time, at 4:45 p.m., the team observed the painter walking a dog. At 5:17 p.m. the news team observed that the painter, who was paid overtime for this day, returned to the Library's Central Branch.
- July 22 — at 11:05 a.m. the news team observed the painter being picked-up at his home by an unidentified Library employee (employee #1). From 11:50 a.m. until 1:45 p.m. (one hour and 55 minutes) the team observed the painter performing private painting work at a clothing store in the Chestnut Hill section of the city. At 1:45 p.m. employee #1 picked-up the painter in Chestnut Hill, and the painter returned to the Library's Central Branch at 2:15 p.m.

- Unspecified date — the news team observed the painter working on the roof of his personal residence while another unidentified Library employee (employee #2) assisted the painter.

In a follow-up report, the news team identified employee #1 as the painter's supervisor on the day the painter performed private painting work at the clothing store in Chestnut Hill. The team also identified employee #2 as a mechanic in the Library's buildings maintenance department.

POOR OVERSIGHT OF THE LIBRARY'S BUILDINGS MAINTENANCE DEPARTMENT YIELDED SIGNIFICANT OPPORTUNITIES FOR FRAUD, WASTE, AND ABUSE

Library management's oversight of personnel working in the agency's buildings maintenance department was weak and ineffective. Management had failed to design and adopt appropriate procedures to monitor the work of its employees. There was no effective work-order system which tracked maintenance or repair requests, provided an estimate of labor hours and materials needed, required a formal approval process, and accounted for the cost of each job, which is necessary for management to measure the department's efficiency. Neither were there formal policies and procedures that prescribed how maintenance operations were to be controlled, supervised, and accomplished. Consequently, these conditions allow the opportunity for Library maintenance employees to abuse and waste their time, as well as possibly commit fraud. Of even more importance, however, the weak and ineffective oversight of employees may lead to higher operating costs, eroding the ability of Library management to accomplish its mission of advancing literacy, guiding learning, and inspiring curiosity.

Ineffective Work-Order System

Despite spending \$1.2 million last fiscal year to maintain 54 aging buildings, the Library's buildings maintenance department did not use an effective work-order system to manage maintenance or repair work. Instead, the department's management relied on an in-house developed database, which functioned primarily as a repair request log. This log listed the employee who requested the project, provided a brief description of the request, as well as the type of work (maintenance, locksmith, painting, etc.); indicated the location of the needed repair or maintenance work; showed the date the request originated, the date the data file was created, and the date the job closed.

Unlike a true work-order system, however, the maintenance department's database was not designed to generate specific job work orders that provided detailed information on the project. There was no record of the specific maintenance employees assigned to the job, work target completion dates and times, or actual employee hours worked on the job. Moreover, the existing database did not keep record of the parts and materials needed and actually used on a project.

We also determined that the database could not provide basic management reports. For example, it could not generate summary reports that measured the average time maintenance staff spent performing a particular type of repair job, that identified all the work orders completed by a particular employee, or that listed the types of maintenance and repair jobs worked on during a given period.

Even simple informational inquiries were difficult or impossible to extract from the system. For instance, to ascertain a specific work assignment that a particular employee performed on a given date required significant manual effort. When we asked maintenance management to provide us with the specific project that the employee in the investigative news broadcast had been assigned to on July 13, 2011, management had to start with a hand completed form referred to as a "call sheet." This document (see Appendix III) lists an abbreviated handwritten notation of where each maintenance staff is supposed to be working, but fails to indicate any description of the

assignment. To isolate the specific assignment, maintenance supervisors must scan the database for a project listed as closed near to the date of the “call sheet.” Piecing together historical details about a particular project is made more complicated because the Library only maintains the manual call sheets for a few months, and then destroys them. Once the call sheets are destroyed, there is no straightforward method to determine from the records, the employee that worked on any particular job.

Selecting July 13, 2011 as a test date,¹ we attempted to account for the project(s) the painter in the investigative report was supposed to be assigned to on that date. His daily attendance record for July 13 (see circled entry on Appendix II) shows he logged in fourteen and one-half hours from 6:30 a.m. until 9:30 p.m. with a half-hour lunch break, resulting in six and one-half hours overtime earned for the day. The attendance record also indicates he was an acting group leader and did not use any personnel leave time during the day.

From the buildings maintenance “call sheet” on July 13, we isolated his only work location for the day was supposed to be at the Frankford Library located at 4634 Frankford Avenue, which is approximately 8.4 miles from the buildings maintenance department situated at the Central Library on 1901 Vine Street. Normal travel time for this distance is about 16 minutes. Library records did not provide information as to what time of day the painter left for the Frankford branch.

Buildings maintenance management’s scan of the repair request database identified only one painting job completed at the Frankford branch around July 13. The description of the job in the database read “Clean or repaint ceiling of men’s public restroom – graffiti burnt into ceiling with a cigarette lighter.”

The general description of the project shown in the database made it difficult to ascertain specific details of the job. Our site visit to the Frankford branch’s public restroom revealed a single person bathroom with a drop-type ceiling and what appeared to be a newly painted L-shaped soffit measuring about 44 square feet in area. Figures 1 and 2 on the next page depict the ceiling and freshly painted soffit. We observed no evidence that the drop ceiling tiles were new or had been replaced.

Our review of buildings maintenance department records and inquiries of management revealed there was no information to ascertain the extent of the work or the time required to repair the damaged ceiling. Records suggest that the painter was to be working at this location for the entire day on July 13. A review of the “call sheet” for the following day indicated that the same painter along with another painter were assigned to both the Frankford branch, and the Roxborough branch. But the records show no indication of how many hours were needed to complete the repair at either branch. There was also no hint of the need for any prep work such as scrapping, spackling, and or sanding, and no indication of what materials and supplies were needed.

¹ We selected this date because it was one of the dates specified in the investigative report of the local news organization.

Lastly, our inquiries and observations revealed the Library's makeshift work-order system failed to document an approval process. In a good work-order system, part of management's responsibility is to evaluate each repair request, approve it, and create a work order. This process allows management to provide guidance, and if necessary, change or modify a request for maintenance (for an example, see Appendix IV) and convert it to an approved work order (for an example, see Appendix V) ready for assignment based on assessed priority. The system in place at the Library simply takes maintenance requests, informally assigns a priority, and gives the request to the appropriate shop for completion.

Figure 1: Men's Public Restroom Ceiling at Frankford Branch



Source: Office of the City Controller

Figure 2: L-shaped Soffit in Men's Public Restroom at Frankford Branch



Source: Office of the City Controller

No Formal Policies and Procedures for Maintenance Operations

The buildings maintenance department also did not have formal, written policies and procedures that describe maintenance operations, and how those operations should be accomplished. Formal policies and procedures provide guidance to personnel on how organizational objectives are intended to be met. For routine tasks, policies and procedures define the required work day, what employees are allowed and expected to do, and provide instructions so that tasks are completed in a consistent and timely manner. Clearly written policies and procedures are an essential element for establishing individual responsibility.

Additionally, management of the buildings maintenance department informed us that no logs, notes, or records were maintained documenting a supervisor's review of the work performed by the buildings maintenance staff. While management indicated that supervisors performed spot checks of maintenance employees working at branch locations, the Library could provide no evidence that these spot checks were performed.

We further observed that the individual who performed data entry of work requests from manually prepared log sheets regularly entered incorrect information about the request into the database fields. The employee was unaware of the inaccuracies being entered, and the errors were not detected by the employee's supervisor. A clear policy supported by appropriate procedures would have made it clear how the information was to be entered, and verified.

Additionally, we noted that records from the maintenance request system, such as the call sheets mentioned in the previous comment, are discarded. The effect is that management loses important information about a repair job's history. A proper retention policy for all documents would ensure the information is available to management for as long as it is still useful.

Opportunities for Fraud, Waste, and Abuse

We believe that significant opportunities exist for maintenance employees to fraudulently report their work locations, and abuse their work time. These opportunities result from (1) an ineffective work-order system that does not provide proper accountability over employees' time and assignments, (2) a lack of written policies and procedures on how work is to be accomplished and supervised, and (3) a lack of standards on how long specific tasks should take. Furthermore, this can lead to wasted spending on maintenance operations which could jeopardize the Library's ability to keep all 54 library locations operating in a safe condition and open to the public, and ultimately impedes upon the ability of the Library to advance literacy, guide learning, and inspire curiosity.

Recommendations:

Between fiscal year 2009 and 2010, the Library's appropriations from the city's general fund decreased by \$7 million. With reduced financial resources available to the Library it is essential that Library management immediately develop adequate procedures to ensure maintenance operations are performed in an efficient and cost-effective manner. At a minimum, management needs to implement a work-order system that includes keeping detailed records, either manually or by computer, which tracks costs, and provides information on employee productivity [205212.01]. Library management also needs to

develop formal policies and procedures that prescribe how maintenance operations are to be controlled, supervised, and efficiently accomplished [205212.02]. This should include, for example, unannounced visits to work-sites and other supervisory methods to ensure maintenance personnel are at their assigned locations.

OTHER MATTERS REQUIRING MANAGEMENT'S ATTENTION

As part of our audit work on this engagement, we observed certain other conditions that either violated city regulations or can contribute to the ability of buildings maintenance personnel at the Library to waste and abuse their time or possibly commit fraud. These conditions included:

- the inappropriate payment of stand-by pay to Library employees;
- the failure of Library management to properly document advanced authorization of overtime; and
- the use of poorly controlled employee attendance records.

Each of these conditions is discussed more thoroughly below.

Stand-by Time Paid in Violation of Civil Service Regulations

Stand-by time is a special pay category used by the city to compensate certain employees who remain available to work if an emergency occurs during their non-scheduled work hours. Specifically, the Civil Service Regulations state employees, “who, in accordance with a pre-arranged or emergency authorized schedule, are required to be available to report to work following regular working hours or on days when employees are not normally expected to work and who are required to wear a beeper or pager, carry a cellular phone, or leave word with the appointing authority specifying where they may be reached, may be compensated...”.

The Civil Service Regulations restrict the allowance of this pay category to employees in specific units of city departments. The regulations further state that employees not in the specified units are not eligible for stand-by duty compensation.

Although the Library contains no units that are eligible for stand-by pay according to the Civil Service Regulations, the two employees in-charge of the maintenance department have alternated covering weekend hours since October 1999. Further, the city payroll system’s controls did not prevent these ineligible employees from being compensated. The value of this compensation amounted to approximately \$14,100 in fiscal year 2011, and \$3,400 to the end of September in fiscal year 2012.

The Library asserts the use of stand-by duty is necessary due to the vulnerability of its more than 50 locations throughout the city to building emergencies such as fire and security alarm activation, plumbing issues, air conditioning / heating issues, power failures, roof leaks, and any other issue occurring over the weekend. The Library noted that 20 plus branches are open on Saturdays, and the Central and Northeast Regional Libraries are open seven days a week. During the audit, Library management stated that the buildings maintenance staff do not work on weekends; however, at an exit conference, we were informed that one building maintenance mechanic is scheduled to work from Tuesday through Saturday.

Recommendations:

We recommend that Library management take the following steps:

- Cease paying ineligible employees for stand-by duty immediately [205212.03].
- Schedule a building maintenance mechanic to work both weekend days – Saturday and Sunday - on a rotating basis [205212.04].
- Develop specific protocols for the building maintenance mechanic, who is assigned to work on weekends, to follow in the event of a serious emergency [205212.05].

Advance Authorization of Overtime Was Not Properly Documented

The authorization of overtime should be documented in advance, the reason for its use should be stated in appropriate detail, and the amounts of hours authorized noted. By following such a procedure, management provides evidence the overtime was necessary, sets expectations for job completion, and documents a history for its use of overtime.

Evidence that management is properly controlling and authorizing overtime for the Library's buildings maintenance department was not observed during our review. The only document providing a record of overtime worked in the maintenance department is the sign-in sheet indicating each employee's hours worked. We were informed that the manager's signature on the sign-in sheet is also the authorization of overtime, but the approval occurs after the overtime has been worked. Our review of the comment line on sign-in sheets from July and August 2011 revealed no useful descriptions indicating why the overtime was authorized.

We reviewed the sign-in sheets for the dates that media reports indicated they observed a library painter performing activities unrelated to city duties on city time. We noted six and one half hours of overtime was listed as earned for that individual on July 13th, one of the dates in the report. We further observed that on that date, the painter's superior was out on vacation leave.

These observations indicate controls for overtime are lax, and raise concern that all overtime paid may not be necessary. By not maintaining the details regarding duties performed on overtime, management's oversight can not be evaluated, and therefore, their performance is suspect at best.

Recommendation:

We recommend that the Library require documentation indicating all overtime hours are approved in advance, the reason needed, and the details of the work to be performed [205212.06].

Sign-In Procedures Can Be Strengthened

The Library buildings maintenance department uses a daily, pre-printed sign-in sheet to record employee time worked. Each employee's name is already printed on the sheet, so the employee does not have to sign their name, and the employee simply needs to enter their starting time, ending time, and lunch break.

A blank sign-in sheet template that requires employees to fill in their name on the attendance record provides stronger control over time reporting as a chronological order of arrival is established. The order that employees are listed on the sheet should reflect the order of their arrival at work, and no employee further down on the list should have a start time earlier than any employees above them. For example, if the last employee signed-in at 7:00, the next employee's starting time must be 7:00 or later.

The blank sign-in sheet limits opportunities for employees to commit time fraud, and, in our opinion, its use is more likely to bring honest time reporting errors to management's attention. Further, supervisors are able to mark the sheet (e.g., draw a red line) to indicate any employees arriving after a given time are late. Management simply needs to review the sign-in sheet prior to authorizing for processing by payroll to determine whether any issues, such as employee lateness, are affecting their department.

Recommendation:

In prior departmental reports we recommended the Library implement a swipe card system to more accurately control employee time. Until that system is implemented we recommend that the Library use a blank sign-in sheet template to document daily attendance, instead of the form containing pre-printed employee names [205212.07]. We further recommend management adequately review the attendance record for propriety prior to signing [205212.08].

APPENDIX I: OBJECTIVES, SCOPE, AND METHODOLOGY

A recent media report indicated that a city employee of the Library's buildings maintenance department was misusing his time by performing non-city related activities while in city pay status. In response to the report, the Controller's Office initiated this review to ascertain what procedures or lack of procedures allowed the employee the opportunity to exploit and misrepresent his actual city work time.

To gain an understanding of the Library's building maintenance operations, we:

- Interviewed management, including personnel in-charge of supervising the maintenance department regarding the Library's process for assigning, controlling, and monitoring maintenance requests.
- Made inquiries concerning how management monitors employee time during the workday; in particular, time spent working at off-site locations.
- Reviewed relevant city regulations about accounting and controlling employee work time.
- Obtained a copy of the Library's building maintenance work-order records for jobs completed during the period July 1, 2011 through September 23, 2011.
- Obtained and reviewed manual documents related to the work-order system for the same period, and we requested all policies and procedures related to managing maintenance operations.
- Acquired and scrutinized selected employee daily attendance records (sign-in-sheets) for the buildings maintenance department.
- Inspected, photographed, and measured the painting work done on July 13, 2011 at the Frankford branch.
- Haphazardly selected and examined data entries made into the city's payroll accounting system from the daily attendance records.

We performed our work from September through October 2011 in accordance with *Government Auditing Standards* issued by the Comptroller General of the United States. Those standards require that we plan and perform the audit to obtain sufficient, appropriate evidence to provide a reasonable basis for our findings and conclusions based on our audit objectives. We believe that the evidence obtained provides a reasonable basis for our findings and conclusions based on our audit objectives.

APPENDIX II: JULY 13, 2011 TIMESHEET

W 2/11/2011

Free Library Of Philadelphia Daily Time Report				Division : CENTRAL				Date: 7-13-11			
Attn: Kyle O'Connor				Department: Buildings Maintenance				Payroll Code: FA-31-05			

Code: Absence With Pay		ET- Training Leave		Absence Without Pay		X- Off Payroll		1/2 Hour	
AL- Annual Admin. Leave	FL- Funeral leave	A- AWOL	Z- Suspension	R1- 1 st day off	HL- Holiday Lost			Equals	
EJ Jury Duty	Hol- Holiday	L- Lateness	R2- 2 nd day off					1/16 of a	
HC- Holiday Comp	M- Military	T- Unpaid sick					8 Hour Day		
FS- Family Sick									

Paid Leaves Show Hours In Sixteenths				Emp Y. Initial	PR#	Status	Job Title	IN	LUNCH		OUT	Total Hours Worked	OVERTIME Show Hours At Sixteenth		COMMENTS
SICK	VAC	AL	OTHER						Out	In			x1-1/2	x2	
						FT	Bldg.Mt.Sp2 (8)								VAC
						FT	Mch.Eq Mech (8)	6:30	11:30	12:00	9:30	14 1/2	13 1/16		Working Gap Program Leads 7/11/06
						FT	Eng.Spec. (7-1/2)	10:30	12:00	12:30	2:30	3 1/2			SICK - Not e
						FT	Mnt.Grp.Ldr. (8)	6:30	11:30	12:00	3:00	8			Acting Buildings Maint Supt (TH63)
						FT	GMWI (8)	6:30	11:30	12:00	3:00	8			
						FT	Bldg Mt.Mec (8)								VACATION
						FT	Secretary (7-1/2)	8:45	1	1:15	5	7 1/2			
						FT	HVAC Mech (8)	6:30	11:30	12:00	3:00	8			
						FT	Bldg.Mt.Mec. (8)	6:30	11:30	12:00	9:30	14 1/2	13 1/16		WORKED PROGRAM
						FT	Bldg Mt Grp Ldr (8)								VACATION
						FT	Painter 2 (8)								VACATION
						FT	Bldg. Mt. Mec (8)	6:30	11:30	12:00	3:00	8			
						FT	Locksmith (8)	6:30	11:30	12:00	3:00	8			
						FT	Painter 1 (8)	6:30	11:30	12:00	9:30	14 1/2	13 1/16		Acting group leader (TH63)
						FT	Carpenter 1 (8)								VACATION
						FT	Bldg. Mt. Mec. (8)	6:30	11:30	12:00	3:00	8			
						FT	Electrician (8)								Retired

This is to certify that the information on this sheet is correct to the best of my knowledge.

Signature: _____

Source: Library Buildings Maintenance Department

Note: Names of Library personnel were blacked out by the Controller's Office.

FREE LIBRARY OF PHILADELPHIA
BUILDINGS DEPARTMENT - DAILY SHEET

DATE: 7/13/11

MAINTENANCE SHOP

* VAC

BUILDINGS ENGINEER

 E.N.G.

 Zink/Sheriff

H.V.A.C. MECHANICS

 TAZ

BUILDING MECHANICS

 AV

 MINT/HAD

 a

 VAC

PLUMBING & HEATING MECHANIC

 SPB/WYN

GARDENER

 LON/LoG/LOV

ELECTRICAL SHOP

ELECTRICIANS

 WYN

 WYN/GRO

Hoi/TAC

ROD.N

CARPENTER SHOP

 SHOP, Central, Acting Supt

CARPENTERS

 N.E.R.L.

 AL. Day

 - VACATION

PAINTERS

 ERKED Acting Graphader

 VACATION

LOCKSMITH

 ROX, Lovett, central.

Source: Library Buildings Maintenance Department

Note: Names of Library personnel were blacked out by the Controller's Office.

MAINTENANCE SERVICE REQUEST FORM

YOUR INFORMATION

Last Name

First Name

E-Mail Address

Work Phone Number

Department

SUPERVISOR'S INFORMATION

Supervisor's Last Name

Supervisor's First Name

Supervisor's E-Mail Address

Supervisor's Phone Number

LOCATION WHERE SERVICE IS REQUESTED

Zone Number

Building

Floor (If Applicable)

Room (If Applicable)

TYPE OF WORK REQUESTED

Approved By

Work Order Number

Source: Prepared by the Office of the City Controller

WORKORDER FORM

INFORMATION ABOUT THE REQUESTOR

Last Name

First Name

E-mail Address

Work Phone Number

Department

INFORMATION ABOUT REQUESTOR'S SUPERVISOR

Supervisor's Last Name

Supervisor's First Name

Supervisor's E-Mail Address

Supervisor's Phone Number

LOCATION WHERE SERVICE IS REQUESTED

Zone Number

Building

Floor (If Applicable)

Room (If Applicable)

TYPE OF WORK REQUESTED

PLANNING INFORMATION

Workorder Number

Crew Member(s) Assigned To Job

Supervisor / Group Leader Assigned To Job

Estimated Time To Complete Job

Priority Level

REVIEW OF WORK PERFORMED

Date Completed

Dates That Work Was Performed

Total Number Of Labor Hours Used

Materials Used

Notes about difficulties, delays, or unusual circumstances related to job

Source: Prepared by the Office of the City Controller



CITY OF PHILADELPHIA

THE FREE LIBRARY OF PHILADELPHIA
1901 Vine Street
Philadelphia, PA 19103-1189

December 5, 2011

Alan Butkovitz
City Controller
City of Philadelphia
1230 Municipal Services Building
1401 John F. Kennedy Boulevard
Philadelphia, PA 19103-1189

Dear Alan:

Thank you for the opportunity to respond to your recent review of the Free Library's building maintenance operations. We appreciate the care and sensitivity that your staff brought to this task. While prompted by an unfortunate situation, the recommendations that the Controller's office has made will assist the Free Library in improving a number of practices and procedures.

Overall, the Free Library agrees with the recommendations in the review. In fact, as soon as the problems were uncovered, we instituted a number of changes. These include new overtime forms, which ensure that overtime is approved in advance. (In the case of emergencies, approval is obtained over the phone and forms completed after the fact.) We are sending supervisors into the field on a more regular basis to check on employees and the status of work. Lastly, we have been examining our existing database to determine if it will allow us to incorporate specific job work orders and information on the status of a project. If the current system cannot accommodate these additional accountability measures, we will look into the software system that the Controller's office recommended. The Free Library is also addressing other issues raised in the report, including requesting time on the Civil Service Commission agenda to discuss eligibility to pay employees stand-by pay.

Again, our appreciation for the recommendations made.

Sincerely,


Siobhan A. Reardon
President and Director

City Controller's Office Contact

Harvey Rice, First Deputy City Controller, (215) 686-8849, harvey.rice@phila.gov

Staff Acknowledgements

In addition to the individual named above, Gerald Micciulla, Post Audit Deputy Controller, John Zoltowski (Audit Administrator), Eugene McQuary (Senior Auditor), Carlyn Gavaghan and Ralph Kaplan (Staff Auditors), and members of the Controller's Office Fraud and Special Investigations Unit made key contributions to this report.

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