

10.2

Report to / Rapport au:

**Ottawa Public Library Board
Conseil d'administration de la Bibliothèque publique d'Ottawa**

November 30, 2023 / 30 novembre 2023

Submitted by / Soumis par:

**Sonia Bebbington, Chief Librarian and Chief Executive Officer / Bibliothécaire en
chef et Directrice générale**

Contact Person / Personne ressource:

*Anna Basile, Division Manager, Corporate Services / Directrice, Services
organisationnels*

(613) 580-2424 x32335, Anna.Basile@BiblioOttawaLibrary.ca

File Number: OPLB-2023-1205-10.2

**SUBJECT: Contracts Requiring Board Approval: Security Services and the
Integrated Library System**

**OBJET: Contrats nécessitant l'approbation du Conseil : Services de sécurité
et Système de bibliothèque intégré**

REPORT RECOMMENDATIONS

That the Ottawa Public Library Board:

- 1. Delegate authority to the CEO to finalize the procurement process (including awarding of contract) for security services, as further described in the report; and,**
- 2. Approve a five-year, \$1,142,717.77 agreement with SirsiDynix for the provision, support, and maintenance of the Integrated Library System, as further described in this report.**

RECOMMANDATIONS DU RAPPORT

Que le Conseil d'administration (C.A.) de la Bibliothèque publique (BPO) d'Ottawa :

- 1. Déléguer l'autorité à la directrice générale pour finaliser le processus d'acquisition (y compris l'attribution du contrat) pour les services de sécurité, comme décrit plus en détail dans le rapport ; et,**
- 2. Approuver un accord de cinq ans, d'un montant de 1 142 717,77 \$ avec SirsiDynix pour la fourniture, le soutien et la maintenance du Système de bibliothèque intégré, tel que décrit plus en détail dans le présent rapport.**

BACKGROUND

In keeping with *The Public Libraries Act, RSO 1990, c.P.44 (the Act)*, public library boards “shall seek to provide a comprehensive and efficient public library service that reflects the community’s unique needs.”

In alignment with this, the Ottawa Public Library (OPL) Board (“the Board”) Policy OPLB-001, Roles and Responsibilities of the Board and Trustees, grants the Board the responsibility to review and approve major strategies, plans, and decisions. This is further refined within Board Policy OPLB-002 Delegation of Authority (“the DOA”) whereby financial authority is delegated to the CEO in some circumstances, with financial authority remaining with the Board in others. Specifically, Item #4 in the DOA states the Board has the authority to consider and approve “...general competitive and noncompetitive operational expenditures as per the City of Ottawa Purchasing By-Law No. 50 of 2000 (as amended from time to time), including, but not limited to: operational expenses...Single or multi-year tenders or contracts (including any contingencies) per vendor...” The DOA identifies that the Board grants authority to the CEO for contracts valued up to \$500,000, with the Board retaining authority for contracts greater than \$500,000. In all cases, this excludes applicable taxes.

The purpose of this report is to seek approval for two independent contracts for which Board authority is required: (1) Security Services; and, (2) the Integrated Library System.

DISCUSSION

Security Services

OPL has employed security services since 2018, with security personnel becoming an integral part in providing a welcoming and supportive environment for both clients and employees in recent years. The existing contract for security services expires on December 31, 2023, and as such it was opportune for staff to revisit security needs in advance of establishing a new contract. As noted in the June 2023 Board Report #OPLB-2023-0613-10.1, Safety and Security, OPL has seen an increase in the frequency and intensity of incidents in all branches over the last five years. While most incidents occur in urban contexts, these issues are not limited to downtown locations.

As per the June 2023 report, the Board directed staff to explore additional security supports and to bring forward any recommended costs to the Board as part of the 2024 budget process. Following the Board's direction, staff identified four (4) branches that would benefit from having security personnel support, based on incident trends and staff feedback: North Gloucester, Greenboro, Sunnyside, and Rosemount branches. Subsequently, staff conducted a Request for Proposals for security services, with the tendered contract including the continued full-time security services for Main and Rideau branches, and the addition of one (1) mobile security personnel for the above-noted branches. Note: OPL has reserved the right to change the locations as may be required from time-to-time.

The tender for security services closed on November 2, 2023, with seven (7) responsive submissions. The proposed period of contract for a new term will be from January 1, 2024 to December 31, 2024. Subject to satisfactory service, terms, and conditions, contingent upon approvals, budget, and at OPL's sole discretion, the contract may be extended for four (4) additional one (1) year periods.

The total potential value of the contract for a five-year term is estimated at \$3M, which exceeds the CEO's delegated authority for multi-year contracts. Staff recommend the Board delegate authority to the CEO to finalize the procurement process (including awarding of contract) for security services.

Integrated Library System (ILS)

The ILS is the backbone of all Library operations and is an integral component of ensuring OPL's management of the physical and digital collection, and client information. OPL's extensive collection of resources includes more than 1.8 million items in both physical and digital formats, with annual circulation exceeding 10.6 million.

The SirsiDynix "Symphony" ILS, in use at OPL since 2010, is the most commonly used ILS among public libraries in Canada; further, more than 9,000 public libraries across North America use this platform. Ongoing availability of the ILS is critical to OPL's daily operations; this enterprise resource-planning tool is used by almost all staff, as well as all clients anytime they enter their barcode and PIN for multiple purposes, including placing and managing holds, effecting self-checkout, and when accessing online collections, public PCs, and public WiFi at Library locations.

As per the OPL Technology Framework, approved by the Board in March 2018 (OPLB-2018-0303), OPL has committed to undertaking a review of major library automated systems on a four-year cycle, in order to evaluate the changing market, determine whether the system continues to meet OPL's requirements, and determine whether OPL needs to go to market to ensure best value for money.

OPL has a five-year agreement in place for the provision, support, and maintenance of SirsiDynix products that will expire at the end of 2023. While going to market at contract close may be appropriate for most technologies, it is not prudent to change the ILS on a four-year cycle given the intention and use of the ILS, the initial investment in its selection, implementation, and management, and its integral nature to OPL's service delivery. The impact on operations which occurs when migrating to a new ILS is so high that a longer-term use horizon is reasonable. For example, migration to a new ILS represents a major technology project and would require a wholesale retraining of OPL staff and retooling of all workflows for the new system. Given that the ILS connects to other vendor products for services such as public WiFi and the public catalogue (BiblioCommons), any migration would also affect integration with these products. Finally, all French-language adaptations that have been programmed within Symphony would need to be replicated in a new system, such as French-language labels for use with BiblioCommons.

In light of this, each term staff conduct an internal assessment to confirm that current SirsiDynix products and services continue to meet client and staff needs.

Considerations as part of the most recent assessment included:

- The addition of Data Control in 2022 gives authorized staff the ability to bulk edit data with ease using a cloud-based interface;
- Flexible configuration options, following system upgrades in both 2019 and 2022, addressed minor concerns, improved the client experience, and streamlined the backend processes for staff;
- Satisfaction levels of the extensive support, including 24/7 vendor customer support, monthly consultations, instructor-led training, access to reporting, and a user-friendly portal to open tickets, view product documentation, and access self-paced online training; and,

OPL's upcoming plans include assessing the feasibility of using a hosted solution, integration of the ILS with cash registers, and optimizing the current list of purchased products.

In light of the expiration of the current contract at the end of 2023, staff recommend that the Board approve the five-year contract at \$1.143M, excluding applicable taxes. This provides the organization with a stable product with extensive integration, mitigates risk, and strengthens the commitment from SirsiDynix.

CONSULTATION

Security Services - The development of this report required consultation with the City of Ottawa's Corporate Security team, and the Recreation, Cultural and Facility Services (RCFS) department. In addition, consultation was conducted internally with Public Service Managers from each branch recommended to receive, or continue to receive, security services. Consultation included a series of workshops to identify and confirm security concerns and confirm requirements.

Integrated Library System – Staff conducted an assessment of the current platform offerings compared to existing and anticipated needs, in consultation with management.

ACCESSIBILITY IMPACTS

Ottawa Public Library complies with the *Accessibility for Ontarians with Disabilities Act, (2005)* in its operations. There are no accessibility impacts associated with this report.

BOARD PRIORITIES

This report aligns with the OPL Strategic Direction is to build organizational capacity, specifically with priorities to enhance the employee experience and increase data-driven decision-making.

The report also aligns with the OPL Value of Integrity: embody the principles of public stewardship, transparency, and accountability in our operations and interactions.

BUSINESS ANALYSIS IMPLICATIONS

Security Services – The contract for services includes performance expectations for security services. Staff will monitor performance throughout the year. In addition, staff will utilize existing data metrics to evaluate the effectiveness of the Mobile Security services and impact as described within the report in addition to conducting internal evaluations with staff and Public Service Managers at the four (4) branches receiving these services bi-annually.

Integrated Library System – The contract includes performance expectations including service level agreement (SLA) and the regular release of product upgrade bug fixes and enhancements. Staff will continue to work with internal stakeholders (Acquisitions, Cataloguing, Finance and Business, and branches) to evaluate services provided and optimize purchased products.

FINANCIAL IMPLICATIONS

If approved, the financial implications of the contracts are as noted below:

Security Services: The total anticipated value of the security services contract is approximately \$3M funded annually from OPL's operating budget. In addition to the initial servicing year, the contract allows for four annual renewals.

Integrated Library System: The value of the commitment with SirsiDynix is approximately \$1.143M over five years, funded annually from OPL's operating budget.

The estimated annual expenditure for this agreement between 2024 and 2028 is as follows:

2024 - \$220,520

2025 - \$224,080

2026 - \$228,343

2027 - \$232,634

2028 - \$237,103

LEGAL IMPLICATIONS

Security Services - Should the Board approve the recommendation, OPL would award the security services contract and enter into a one-year agreement with a security provider with the option to renew for up to four consecutive years.

Integrated Library Services - Should the Board approve the recommendation, OPL would enter into a five-year agreement with SirsiDynix for the provision, maintenance and support of Symphony and associated products.

INDIGENOUS AND GENDER EQUITY IMPLICATIONS

Security Services - OPL's security services are part of a comprehensive approach to incident management in its public spaces, which ensures equitable access to Library services for all, and especially for vulnerable populations¹. OPL's approach to engage security services that use an empathy-driven approach recognizes that vulnerable populations may be more likely to be involved in interactions with security services, although OPL does not collect data regarding ethnicity or gender for incidents involving security services. OPL seeks to ensure a welcoming and supportive environment without discrimination or harassment for all clients by ensuring security providers are trained to mitigate these sensitivities. The new security services contract will continue to be aligned with this commitment.

¹ In October 2022, the OPL Board approved a working definition of vulnerable communities, according to the criteria from the Neighbourhood Equity Index. This includes the five domains of well-being and the associated indicators, as well as equity-deserving groups including racialized people, those who identify as women, those who identify as gender diverse, those who identify as LGBTQI2S, children and youth, older adults, and immigrants. Staff also recognize that, on a smaller scale, there may be "pockets" of other vulnerable groups or communities within individual neighbourhoods. These are identified by branch staff as required.

RISK MANAGEMENT IMPLICATIONS

Security Services – If the recommendation is not approved, existing services will conclude on December 31, 2023. The absence of security personnel at Main and Rideau would expose staff and clients to potential risks to their safety given the frequency and severity of incidents, as previously reported.

Integrated Library System - If the recommendation is not approved, OPL will renew the contract for one year as an interim measure and within the delegated authority of the CEO, with increased costs at a percentage to be determined by the vendor. Additional risk implications are noted in the “Technology Implications” section.

TECHNOLOGY IMPLICATIONS

Security Services – There are no technology implications associated with approving the recommendation in this report regarding security services.

Integrated Library System – If approved, there are no technology implications associated with this report as OPL would maintain the existing ILS, subject to subsequent enhancements over the term of the contract. If not approved, the interim measure would be to retain the current platform for one year. The technology implications would be significant, including:

- Staff time to research, procure, and configure a new ILS, including configuration of third-party integration, and testing;
- Data migration, including client, billing, and collection item information;
- Cost and staff time to train employees on a new ILS;
- City ITS resources to create the network architecture;
- User group testing and procedural updates to accommodate the new workflow;
- “Go live” considerations including potential for system down time resulting in client impacts;
- Loss of product expertise; and,
- Loss of existing ILS customizations.

DISPOSITION

If approved, staff will:

1. Award the new security services contract, inform the Board of the winning proponent, and commence new security services; and,
2. Conclude a five-year agreement for the provision, maintenance, and support of SirsiDynix products, to be signed by the Chief Executive Officer.