



Memorandum

TO: HONORABLE MAYOR AND
CITY COUNCIL

FROM: Jill Bourne
Jennifer A. Maguire

**SUBJECT: REVISION TO NEW LIBRARY
SIX DAY MODEL STAFFING**

DATE: June 3, 2015

Approved

Date 06/03/15

REPLACEMENT

RECOMMENDATION

1. Approve the following amendments to the 2015-2016 Proposed Operating Budget:
 - a. Decrease Librarian I/II PT positions by 5.0 positions;
 - b. Increase Librarian I FT positions by 5.0 positions;
 - c. Increase the Library Department Personal Services appropriation in the Library Parcel Tax Fund by \$57,000; and
 - d. Decrease the Ending Fund Balance in the Library Parcel Tax Fund by \$57,000.

BACKGROUND

As directed in the Mayor's 2015-2016 March Budget Message as approved by the City Council, the Library Department developed an efficient and effective staffing model enabling all branch libraries to increase their weekly operating hours from 33/34 hours per week to 47 hours per week, increasing days of service from four days to six-day-a-week service, Monday through Saturday, beginning in July 2015.

This new model reflects key strategies identified in the 2014 audit report *Library Hours and Staffing: By Improving the Efficiency of its Staffing Model, the Library Can Reduce the Cost of Extending Service Hours*, numerous hours of Library staff modeling a variety of scenarios, and proactive discussions with Labor representatives. The 2015-2016 Proposed Budget includes the recommendation to fund the new six day model – which includes the addition of 27.93 library positions – at a cost of \$2.3 million in 2015-2016. The cost of the expansion will be initially funded by both the Library Parcel Tax (approximately 80% of costs) and the General Fund

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(approximately 20% of costs). The General Fund, however, will assume the total cost of this expansion over a five-year period, with an anticipated increase in the General Fund share of 20% per year.

With the plan to open all branches six days a week beginning in July, the Library is already very actively recruiting in order to ensure that the staff necessary to open the branches six days is in place. Library has determined that they will need to fill a total of 100 positions, including positions (full-time and part-time) that are currently vacant and those that will become vacant due to promotions.

With existing vacancies and the new expansion plan, in order to meet the July opening goal, the Library needs to hire 6.0 new full-time (FT) Librarians, and 9.0 new part-time (PT) Librarians (which totals 18.0 part-time staff at 0.50 full-time equivalent (FTE) each). After a national recruitment, the City finds itself challenged with the inability to hire highly qualified part-time Librarian staff in this area; therefore, Library is recommending to convert 5.0 Library PT positions (which totals 10.0 part-time staff) to 5.0 Librarian FT positions to ensure that the quality and level of Library staff is consistent with the standards of the San José Public Library.

ANALYSIS

The national recruitment for the Librarian positions resulted in 171 applicants with 150 people meeting the Minimum Qualifications. Of those candidates screened, 58 people were invited to interviews that were conducted over a three day period. The Library is planning to extend offers to the top six candidates to fill the new 6.0 Librarian FT positions. Finding qualified candidates who are willing to work part-time to fill the 9.0 Librarian PT positions (18.0 part-time staff), on the other hand, proved to be a challenge for the Library. There were a number of viable candidates for the Librarian PT positions, but because the San José area is an expensive area in which to live, it is a challenge for new professionals to afford to live in the area working in a part-time position; the vast majority of candidates can only afford to work at a full-time capacity.

Of the final qualified tier of 18.0 part-time candidates for the 9.0 Librarian PT positions, only eight are willing to accept part-time work. Therefore, the Library will be short 10.0 part-time candidates to fill the remaining 5.0 Librarian PT positions across the system, thus not having the appropriate minimum staffing to open all branches in July. To address the staffing needs, therefore, the Administration is recommending the conversion of 5.0 Librarian PT positions (which totals 10.0 part-time staff) to 5.0 Librarian FT positions. This will ensure positions are filled, trained and ready to go once the new model to open branches six days per week is underway beginning on July 1, 2015. Even with the conversion of these Librarian positions from part-time to full-time, the Library would still have a strong balance of full-time and part-time Librarians across the system.

In order for the Library to feel confident with this slight modification to the staffing plan, the Department:

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- Confirmed twice with potential candidates on their willingness to work part-time;
- Identified the most appropriate branches in which the converted full-time staff would be an added benefit (Berryessa, Evergreen, Tully, Santa Teresa, and Seven Trees Branch Libraries); and,
- Created mock schedules at those branches to ensure that scheduling, coverage, and programmatic needs can and will still be met.

While a bit of staffing flexibility will be forfeited, the long-term success of the Library will benefit from this conversion by ensuring the Department is hiring qualified candidates, reducing its turn-over rate, and increasing employee job satisfaction.

With such an extensive level of outreach, and the specialty of a Library degree, both the Library and Human Resources Departments, whom have both dedicated a great amount of resources to these recruitments, conclude that another round of interviews would not result in a change in the prospective pool.

COST IMPLICATIONS

This recommended change will not change the total proposed position count in the Library's six-day plan, but it would result in an additional cost of \$57,000 due to the conversion to full-time benefits. The use of Library Parcel Tax is recommended to fund the cost of this conversion of \$57,000 in 2015-2016.

COORDINATION

This memo has been coordinated with the Human Resources Department.

/s/
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City Librarian



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Budget Director