



Memorandum

TO: HONORABLE MAYOR AND
CITY COUNCIL

FROM: Jill Bourne
Margaret McCahan

SUBJECT: LIBRARY DEPARTMENT
MANAGEMENT
REORGANIZATION

DATE: July 24, 2018

Approved

Date

7-25-18

RECOMMENDATION

Approve the following position changes in the Library Department effective September 1, 2018:

- a. Add 2.0 FTE Deputy Director (U) (1640) positions; and
- b. Eliminate the following positions:
 - 1) 1.0 FTE Assistant Director (3548); and
 - 2) 1.0 FTE Senior Librarian (6235).

OUTCOME

Approval of the recommended actions will allow the Library Department to fill essential leadership positions and implement an organizational structure that provides enhanced support for essential public services, systems and infrastructure, and education and digital literacy efforts.

BACKGROUND

The Library Department has a management team of seven positions reporting to the City Librarian/Director, including: Assistant Director, Chief of Staff (Assistant to the Director), Administrative Officer, Public Information Representative II, and three Division Managers. This team oversees all operations in 24 facilities with a staff of approximately 364 full-time equivalent (FTE) positions (600 staff members) and significant assets in areas of public technology infrastructure, physical and digital purchasing and distribution, major partnerships, and a fleet of vehicles.

The Department has experienced significant turnover of management level staff due to retirements, relocations, and promotions. Of the current seven-member team, five have been in their positions for fewer than two years. The only remaining vacancy, the Assistant Director

position, has presented a recruitment challenge due to the broad span of responsibility, necessary experience and expertise, and the cost of living in the Bay Area and San José.

ANALYSIS

Due to the range and complexity of Department activities, the size of the Department (number of staff and direct public interaction), and the need to expand efforts to facilitate implementation of remaining Library Bond funds, the Department would be better served by developing two Deputy Director positions that would divide oversight of system-wide functions. This solution alleviates the need to identify a single position with the skills and experience to function as the Assistant Director, provides additional capacity for the Library's management team, and will hopefully lead to more sustainable leadership for the Department.

In the transition from an Assistant Director to two Deputy Directors, the responsibilities of the Assistant Director are divided among the two deputies and reorganized to ensure continuity and opportunities for maximum efficiency. In the proposed framework, the organizational responsibilities will be divided into two roles: operations and public services. Those roles are discussed more thoroughly below.

With City Council approval of the Education & Digital Literacy (EDL) Strategy, the Instruction and Programming Services work unit was reorganized to align Library programming with the goal of the EDL strategy to increase educational outcomes for participants. The reorganization resulted in the determination that the unit's existing Senior Librarian vacant position could be eliminated to complete the department restructure without adversely impacting system-wide goals.

Proposed Positions and Functions

The proposal to add two Deputy Director positions would effectively divide oversight of Library activities into two areas: Operations that support system functions, important assets, and critical Department infrastructure; and direct Public Services units. Each Deputy would oversee ongoing activities, as well as current and emerging City priorities, as follows:

Deputy Director of Operations

The units that are organized in the Operations section support the function of citywide Library services to the public and essential assets, including:

- Business Operations & Administrative Services (30%) – The Administrative Officer oversees the budget and finance office, contracts management, personnel, hiring, and staff development and engagement.
- Public Engagement (20%) – The Public Information manager oversees communications functions, marketing and graphics, language translation, community volunteer and Library Friends' engagement, as well as online service provision through the Library's website.
- Capital & Facilities (35%) – Two Program Manager level leads oversee 1) the planning, development, and execution of utilizing capital funding remaining from the Library Bond

July 24, 2018

Subject: Library Department Management Reorganization

Page 3

Program; and 2) ongoing facility maintenance and projects, coordination with San José State University (SJSU) for the MLK Library.

- Fleet and Security (15%) – A portion of the Facilities Program Manager’s time will be utilized to oversee branch security staff and processes, and the inter-branch delivery fleet.

Deputy Director of Public Services

The Public Services section encompasses the direct service units managed by three (3) librarian Division Managers, as follows:

- Education & Innovation (33.4%)– This division organizes system-wide public units that provide literacy and education-based programs and direct services to all ages, particularly youth in the Children’s Center and TeenHQ. As the division responsible for the implementation of the Education and Digital Literacy Strategy, their work is currently evolving quickly and they provide leadership and support to all public service units.
- Collections & North Branches (33.3%) – One of two divisions that oversee the direct services units in the branch libraries, as well as system-wide Collection Development activities and preservation activities in the California Room at the MLK Library.
- King Library and South Branches (33.3%) – This Division Manager oversees branches and the largest MLK Library units that support Access Services (system-wide circulation) and King Public Reference and Resources (KPRR).

EVALUATION AND FOLLOW-UP

The Library’s organizational structure and its functional effectiveness will be reviewed annually as part of regular work plan setting, performance review, budget development, and staff engagement processes.

PUBLIC OUTREACH

This memorandum will be posted in accordance with procedures for the August 7, 2018, City Council meeting.

COORDINATION

This memorandum has been coordinated with the Human Resources Department.

COMMISSION RECOMMENDATION/INPUT

This memorandum was not coordinated with any board or commission.

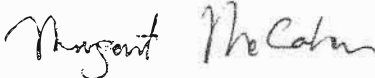
COST SUMMARY/IMPLICATIONS

The addition of two Deputy Director positions offset by the elimination of one Assistant Director position and one Senior Librarian position is estimated to create an ongoing cost increase of approximately \$55,000. The Assistant Director position is currently funded 90% by the General Fund and 10% by the Library's Construction and Conveyance Tax Fund. The Senior Librarian is currently 100% funded by the General Fund. The added Deputy Director of Operations will be funded 65% by the General Fund and 35% by the Library Construction and Conveyance Tax Fund, and the Deputy Director of Public Services will be 100% funded by the General Fund. Taken together, these staffing adjustments will have a net-zero impact on the General Fund in 2018-2019. On an ongoing basis, the funding allocation for these positions will be reevaluated during the normal budget development process.

CEQA

Not a Project, File No. PP17-010, City Organizational & Administrative Activities resulting in no changes to the physical environment.

/s/
JILL BOURNE
Director, Library Department


MARGARET MCCAHAN
Budget Director

For questions, please contact Ann Grabowski, Chief of Staff, at (408) 808-2170.