San Mateo County Libraries

Agenda Item IV.

To: JPA Governing Board

From: Anne-Marie Despain, Director of Library Services

Danae Ramirez, Deputy Director of Library Services

Date: November 8, 2022

Meeting: November 14, 2022

Re: Library Workforce Report

Background

As the demand for library services continues to evolve, libraries must adapt to meet community needs now and into the future. San Mateo County Libraries must ensure that the system is robustly staffed to provide exceptional service to the community.

San Mateo County Libraries has seen significant growth over the past five years, three new libraries have opened, including Half Moon Bay, Brisbane, and most recently Atherton. In addition, operation of the North Fair Oaks Library was transferred to our system in 2021. These new libraries have resulted in an additional 29,000 square feet of public space.

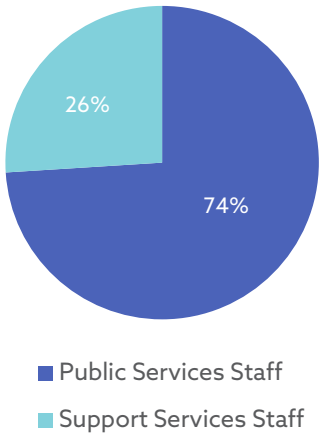
We also have expanded our hours, providing 140 additional hours of library service to the public each week, a 23% increase. In response to the pandemic, we expanded the way the public can use our resources and services. We now offer many new services in addition to our traditional in-library services, including virtual programs, Zoom conferencing for the public, expanded makerspace activities, and curbside pick-up. Additionally, the technology we provide has never been more innovative; over 1,200 hotspots are now available for check out and patrons can engage with advanced technology through our memory and digital lab equipment. All these expansions rely on the talents and expertise of our staff.

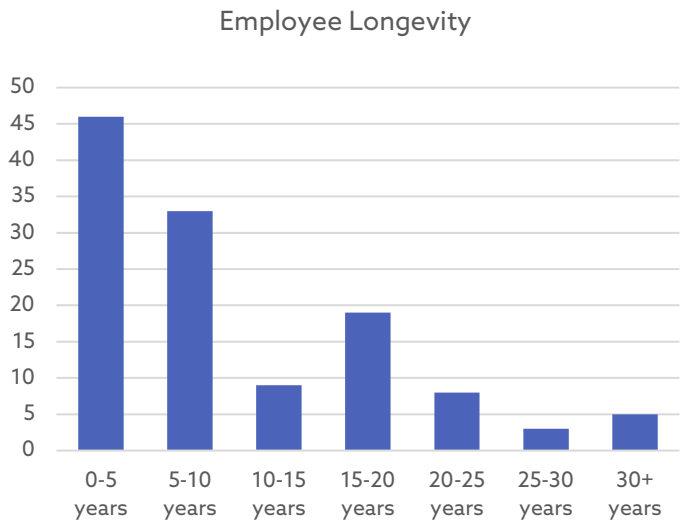
This report provides an overview of the Library's workforce in FY 2021-22, how we are working to support the well-being of our employees, and how we are planning to promote professional growth opportunities to retain and develop our staff.

Discussion

At the close of FY 2021-22, the library had 135 permanent positions, of which 123 were filled, and 183 extra-help employees. In addition to our wonderful public services staff, we have talented employees that work behind the scenes on technology, communications, human resources and finance, as well as those that build our collection and promote our services.

Sixty-two percent of our workforce have over five years of service with the library system. This indicates that the majority of our workforce have shown a significant commitment to San Mateo County Libraries. An equally impressive 13% of our permanent staff had more than 20 years with the organization. Our committed and experienced workforce makes us stronger, and we continue to focus on creating consistency and longevity through succession planning and opportunities for long-term employees to help lead the next generation of staff.

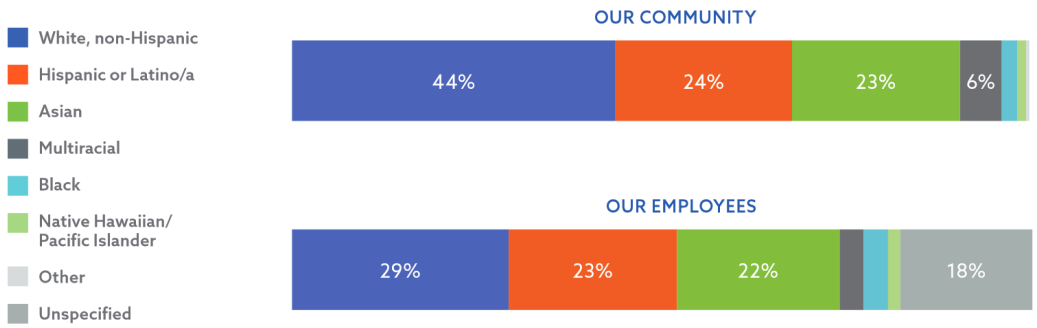




San Mateo County libraries ended the fiscal year with a 9% vacancy rate, which is not extremely high compared to previous years, but like the broader employment market, recruitment is becoming more challenging. During the year, six unique recruitments were opened for permanent positions and ongoing recruitments were completed for Library Assistant and Library Aide classifications. Across all classifications we hired 200 staff into the organization in FY 2021-22. The majority (144) of those hired were short-term to support The Big Lift Inspiring Summers program.

Fifteen of our permanent staff promoted to a higher level or classification. Two of those staff moved into leadership positions within the organization becoming managers at the Pacifica and North Fair Oaks Libraries. In addition to promotions, we consistently offer professional growth opportunities and encourage participation in professional associations and conferences.

San Mateo County Libraries is intentional about striving for a workforce that is diverse and reflects the communities we serve. Bilingual skills are valued so that we can serve all communities in our service area. At the end of the fiscal year, 37% percent of our permanent staff were receiving additional compensation ($70 biweekly salary differential) for their ability to communicate and connect with our patrons in another language.



We will continue to work on equity in the workplace to ensure that all staff reach their full potential. The County of San Mateo also provides supports for staff, including participation in affinity groups, employing equity tools in our work, encouraging equity-focused approaches to community engagement, and supporting ongoing training opportunities.

We know that if our Library Champions have purpose in their jobs and develop their strengths, they are more likely to stay with San Mateo County Libraries and provide the best service to our patrons. One exciting development opportunity we have planned for this year, is a mentorship program to help grow the next generation of leaders for the organization. During the program, mentees will learn from each other, broaden their perspective, draw from tested approaches, and be challenged in their practice of leadership. The first Mentorship Program cohort will begin in January of 2023.

In the FY 2022-23 Budget, the Governing Board approved additional positions and reclassifications to support the growth we have seen throughout our system over the past few years. In the coming year, we will strive to attract qualified applicants utilizing the County's employee referral program, advertisement platforms that reach racially and ethnically diverse candidates, and social media-based recruitment methods.

As a forward-thinking organization, we must evolve and adapt to ensure that San Mateo County Libraries has the staff and skills in place to meet current and future performance and strategic goals. As we approach staffing over the next year, we will continue to evaluate our organizational structure, develop our current library staff, and employ creative recruitment methods to ensure that we attract the best candidates.

Fiscal Impact

There is no fiscal impact associated with accepting the Library Workforce Report.

Recommendation

Recommend Library JPA Governing Board accept the Library Workforce Report. Operations Committee members present for the November 8, 2022 meeting concurred with this recommendation.

Attachment

Functional Organization Chart 2022-23

San Mateo County Libraries
Functional Organization Chart 2022-23

Director
Anne-Marie Despain

Communications
Katie Woods

Public Relations
Marketing
Website

Deputy Director
vacant

Library Services
Atherton Library
Belmont Library
Brisbane Library
East Palo Alto Library
Foster City Library
Half Moon Bay Library
Millbrae Library
North Fair Oaks Library
Pacifica Libraries
Portola Valley Library
San Carlos Library
Woodside Library

Deputy Director
Carine Risley

Access Services
Circulation
Collections
Cataloging

Programming & Outreach
Adult Programming
Adult Literacy
Bookmobile

Youth Services
Youth Programming
Early Literacy

Strategic Partnerships
The Big Lift

Deputy Director
Danae Ramirez

Financial Services
Budget
Procurement
Contracts
Data

Human Resources
Payroll
Employee Relations
Recruitment
Training
Volunteers

IT Services
Technology
Hardware/Equipment
Maker Programming

Special Projects
Facilities

Development
vacant

Foundation/Friends
Grants
Equity