

No.

SALARY PROPOSAL REQUEST FORM

INSTRUCTIONS: Submit only one proposal per form. Each proposal should contain specific justification as requested below. Proposals requiring Mayoral review must be submitted to the Human Resources Department by July 16, 2018. All proposals must be forwarded to the Personnel Department no later than July 23, 2018. LATE PROPOSALS WILL NOT BE ACCEPTED. Individual employees cannot submit a proposal for their own position or on behalf of a group of employees or an entire classification.

PROPOSAL: Please indicate the type of salary proposal by placing a check in the appropriate box below.

[X] Special salary adjustment for existing classification(s):

List classification(s) Librarian I, Librarian II, Librarian III, Librarian IV, Supervising Librarian

Current Monthly Salary (Step I) I: \$4,513, II: \$5,190, III: \$5,795, IV: \$6,371, Supv: \$7,331 Percentage of Adjustment

Basis for adjustment: (Check appropriate box(es) below and attach additional pages as needed.)

- [X] Significant change in duties and responsibilities (Please describe in detail.)
[ ] Inappropriate supervisory differential.
[X] Turnover (Indicate the number of individuals who have left along with names, dates, and reasons for leaving, if possible.)
[X] Recruiting problems (Provide a detailed explanation of problems experienced.)
[ ] Other

[ ] New Classification:

Proposed classification title Proposed monthly salary

Basis for request: Explain below why a new classification is necessary and how the duties of the proposed new class differ from those of existing classes.

[ ] Deletion of Existing Classification:

Classification title

Basis for request: Explain below why this classification is no longer needed.

[ ] Title Change:

Current title of classification

Proposed new title

Basis for request: Explain below why the proposed title is more appropriate than the current title.

SUPPORTING JUSTIFICATION FOR PROPOSAL: It is your responsibility to provide detailed and specific documentation to support this request. Unless detailed justification is submitted to support each of the items checked above, the Civil Service Commission may deny the request to study the proposal. Attach additional pages if more space is needed.

Eileen Laborador Proposed by: (Please print name)

Supervising Librarian Title

7/13/2018 Date

MEA Department Head or Employee Organization

Signature

7/13/2018 Date

## **Professional Librarian Salary Proposal**

### **Significant Change in Duties and Responsibilities**

Library services have evolved over the years in the way that libraries interact with the communities around them as well as the way in which libraries, and by association librarians, interact with members of the communities they serve. As this evolution in services and outreach has progressed, the duties and responsibilities of Professional Librarians have also evolved and become far more complex than in the past.

Most Professional Librarian classifications are now acting as Project Managers in Capital Improvement Projects, a duty that was once solely the responsibility of the Deputy Director of Support Services. They are now responsible for managing construction meetings including outside vendors who potentially will service their libraries. From the onset it is the Professional Librarians responsibility in the early planning stages to articulate the needs of the community and assist in the design layout or remodel of a library to meet those needs. This includes all stages of a project of that size be it a new library or a renovation, as the Professional Librarian's responsibilities include closing of branches, coordinating and collaborating with staff from City departments and outside organizations, design and model for community use, monitoring and addressing Punch-list items that arise during the year of warranty that follows the build of a new facility, and continued community involvement on communications regarding the facilities.

Communities are paramount to a successful library program, and that has been recognized by Library Management to the point that they have begun sending Professional Librarians through the Hardwood Institute for certification in Public Innovation. **(ATTACHMENT A)** This 3 day course is followed up with 18 months of continued education for focus specifically on a "community conversation" initiative. The expectation is community outreach to learn the aspirations of the community and removing the silo from the communities served and reporting that information to the Mayor's office for the One San Diego goal. This proactive involvement for services is coupled with a new program in Diversity and Demographic analytics. This program allows Professional Librarians to improve their community engagement and identify groups that don't traditionally visit the library. This allows Professional Librarians to develop resources, services, and programs that meet the needs of their communities, and to be inclusive of underserved populations and those that don't traditionally use libraries.

There has also been a strong push for STEM (STEAM) related programs in some of the most underserved communities. This has pushed Professional Librarians to acquire skills and knowledge in new technologies, equipment and platforms that were never available to the Library. Professional Librarians have and are undergoing 3-20 week training in STEM related fields and technologies being taught by Digital Media Arts San Diego. They are expected to develop, manage, and in some cases instruct in these new technologies and disciplines. They are also required to understand the function, operation, management and maintain the equipment being used in their STEM programs. These include but are not limited to: sound mixing boards, Imovie software, video production, citizen journalism recording studios, silhouette cutters, 3-D printers, and A/V equipment.

As more community members become involved in Library services, especially the underserved members of the community, the Library has taken on a more Health and Human Services role with their patrons. Library staff are now becoming certified in Mental Health First Aid. **(ATTACHMENT B)** This program certifies Library staff in training to provide help to people experiencing mental health problems, such as depression, anxiety disorders, psychosis and substance use disorders.

They have also participated in and completed supplemental training from the Psychiatric Emergency Response Team (PERT) to enhance their knowledge and skills to address behavioral issues of problem patrons and to improve services and programs of patrons that struggle with quality of life issues. **(ATTACHMENT C)**

This Social Services work, pointed mental health social services, is a new obligation for Library Employees in being the "first responder" for assisting someone experiencing a mental health or substance use-related crisis including where someone in that situation can turn for help.

#### **RECRUITMENT & RETENTION**

The Library Department is having difficulties recruiting and retaining qualified staff in the Librarian II Classification. This position is critical not only to provide services to the public, but also as a recruitment position for Librarian III, IV and Supervising Librarian. This position covers Youth Services Librarians, weekend librarians, and staff that cover several service points at the Central Library and in branch libraries. Without proper coverage, the department cannot reach proper staffing levels.

Since the interview process does not produce enough qualified candidates, we are unable to fill all of our open positions. With the rate of pay being lower than other library systems, we cannot recruit enough qualified candidates. Based on the last New Hire Total Compensation Data Librarian II's are compensated at -15.6% of the

median of survey jurisdictions, and Librarian IV's are compensated at -19.0% of the median of survey jurisdictions. (ATTACHMENT D)

All current employees are required to spend more time covering service points due to the lack of staffing. The inability to fill these positions causes service issues including less time to develop and execute programming, to conduct community outreach, and to offer new and innovative services. These shortages affect minimum staffing in all branches and at Central, creating an untenable impact on the changes in duties and responsibilities undertaken by Librarians and Supervising Librarians since 2015.

There are currently 15 vacant positions in this classification.

| Position Job Name | FTE | Position ID | EE Name (Previous employee in position) | Vacancy Began: | Reason Gone           |
|-------------------|-----|-------------|---|----------------|-----------------------|
| Librarian 2       | 0.0 | 30014150    | Idels, Helene                           | 5/19/2018      | Promoted - benefitted |
| Librarian 2       | 0.0 | 30014709    | Korobkin, Marsha                        | 1/16/2016      | (blank)               |
| Librarian 2       | 0.0 | 30014714    | Pucillo, Svetlana                       | 5/5/2018       | Promoted - benefitted |
| Librarian 2       | 0.0 | 30015320    | Xuereb, Bobbie S                        | 1/17/2016      | transfer in house     |
| Librarian 2       | 0.0 | 30019316    | Buell, Elissia                          | 2/17/2018      | Terminated            |
| Librarian 2       | 0.0 | 31002931    | Zamora, Haley                           | 3/26/2016      | Promoted - benefitted |
| Librarian 2       | 0.0 | 31003459    | Gonzalez, Mariana                       | 11/20/2017     | Promoted - benefitted |
| Librarian 2       | 0.0 | 31003604    | Rogers, Jason                           | 3/26/2016      | Promoted - benefitted |
| Librarian 2       | 0.5 | 31007825    | Terzian, Gabriella                      | 5/5/2018       | Promoted - benefitted |
| Librarian 2       | 1.0 | 30006937    | Nowroozian, Dorothy                     | 4/21/2018      | Retired               |
| Librarian 2       | 1.0 | 30006950    | West, Kara                              | 6/9/2018       | Quit - Higher Pay     |
| Librarian 2       | 1.0 | 30006958    | Nanamaker, Benjamin                     | 5/30/2018      | Quit - Higher Pay     |
| Librarian 2       | 1.0 | 30007224    | Tran, Uyen                              | 4/7/2018       | Promotion             |
| Librarian 2       | 1.0 | 30006933    | Wolf, Katherine M                       | 7/8/2018       | Quit - Higher Pay     |
| Librarian 2       | 1.0 | 30007221    | Koldewyn, Cassandra J                   | 6/29/2018      | Quit - Higher Pay     |

The following is an overview of the last two Librarian I/II hiring processes:

On September 12, 2017, the Library Department was issued a certified Librarian I/II list of 132 minimally qualified candidates. From this list we invited 49 candidates to interview for 13 benefitted vacancies (4 Full-time, 9 Half-Time) and 10+ hourly vacancies. Of the 49 candidates invited to interview, 11 declined the opportunity and 38 candidates participated in the interview process. One candidate declined the offer of a half-time benefitted position. Offers were made to and accepted by a total of 14 candidates. Due to the limited number of candidates willing to accept an hourly position without benefits only 1 hourly vacancy was offered and filled.

On December 2, 2016, the Library Department was issued a certified Librarian I/II list of 153 minimally qualified candidates. From this list we invited 77 candidates to interview for 35 vacancies (7 Full-time, 2 Half-time, 26 Hourly). Of the 77 candidates invited to interview, 76 candidates participated in the interview process. Offers were made to 17 candidates, only 15 candidates accepted and 2 candidates declined.

The Library Department is open 7 days a week with morning and evening hours. Since benefitted staff can only work 5 days a week, hourly employees are used to provide coverage during evening and weekend hours; including Sunday hours of which 13 of our libraries provide. Hourly employees also offer staffing flexibility for the department. Unfortunately, these positions have a high degree of turnover because employees frequently move on to more solid employment elsewhere. A recent audit (March 2017) by a paid consultant revealed that library's model reliance on hourly employees creates chronic problems. It was noted that the Library carries many vacancies due to this method of operation. The situation causes chronic problems covering service desks and scheduling. The report stated that this results in a not fully trained staff and causes employee stress, less service to the public, and inhibits the library's ability to successfully implement improvements to services and operations. In the current model, the reliance on hourly employees exacerbates recruitment and retention issues.

The rate of pay is lower than comparable positions in other library systems causing a problem retaining Librarian IIs. Four Librarian IIs have left recently for similar positions elsewhere that pay a higher rate.

The attrition rates show that we continue to lose employees in this classification.

| Fiscal Year 2017                     |                               |                                       |                          |                            |
|--------------------------------------|-------------------------------|---------------------------------------|--------------------------|----------------------------|
| Position Name<br>(by Classification) | Employees at<br>Start of FY17 | Employees<br>Separated<br>During FY17 | New Employees<br>in FY17 | Attrition Rate<br>(Annual) |
| Tutor Learn Coord AMA -<br>Hourly    | 41                            | 14                                    | 10                       | 27.45%                     |
| Librarian 2                          | 81                            | 5                                     | 20                       | 4.95%                      |
| Library Aide                         | 222                           | 47                                    | 67                       | 16.26%                     |
| Library Assistant                    | 74                            | 15                                    | 42                       | 12.93%                     |
| Library Clerk                        | 148                           | 5                                     | 33                       | 2.76%                      |
| <b>FY 2017 Grand Total</b>           | <b>566</b>                    | <b>86</b>                             | <b>172</b>               | <b>11.65%</b>              |

Fiscal Year 2016

| Position Name<br>(by Classification) | Employees at<br>Start of FY17 | Employees<br>Separated<br>During FY17 | New Employees<br>in FY17 | Attrition Rate<br>(Annual) |
|--------------------------------------|-------------------------------|---------------------------------------|--------------------------|----------------------------|
| Tutor Learn Coord AMA -<br>Hourly    | 24                            | 0                                     | 9                        | 0.00%                      |
| Librarian 2                          | 90                            | 18                                    | 16                       | 16.98%                     |
| Library Aide                         | 170                           | 41                                    | 64                       | 17.52%                     |
| Library Assistant                    | 82                            | 6                                     | 20                       | 5.88%                      |
| Library Clerk                        | 120                           | 37                                    | 34                       | 24.03%                     |
| <b>FY 2016 Grand Total</b>           | <b>486</b>                    | <b>102</b>                            | <b>143</b>               | <b>16.22%</b>              |

| Position Name<br>(by Classification) | Employees at<br>Start of FY15 | Employees<br>Separated<br>During FY15 | New Employees<br>in FY15 | Attrition Rate<br>(Annual) |
|--------------------------------------|-------------------------------|---------------------------------------|--------------------------|----------------------------|
| Tutor Learn Coord AMA                | 28                            | 3                                     | 25                       | 5.66%                      |
| Librarian 2                          | 81                            | 6                                     | 12                       | 6.45%                      |
| Library Aide                         | 176                           | 64                                    | 59                       | 27.23%                     |
| Library Assistant                    | 80                            | 9                                     | 2                        | 10.98%                     |
| Library Clerk                        | 98                            | 13                                    | 16                       | 11.40%                     |
| <b>FY 2015 Grand Total</b>           | <b>463</b>                    | <b>95</b>                             | <b>114</b>               | <b>16.46%</b>              |

San Diego Public Library needs to offer a better rate of pay to be competitive with other similar library systems to be able to be more effective at recruiting and retaining employees. The chart below shows the competitive disadvantage we are currently suffering under.

| Name of<br>Municipality  | Minimum<br>Monthly<br>Salary | Maximum Monthly<br>Salary | % Greater than<br>the<br>City of San<br>Diego |
|--------------------------|------------------------------|---------------------------|---|
| City of San Diego        | 4,173.00                     | 5,025.00                  |   |
| County of San Diego      | 4,848.13                     | 5,954.00                  | 15.6%   |
| City of Chula Vista      | 4,687.80                     | 5,695.07                  | 11.8%   |
| County of Los<br>Angeles | 5,114.18                     | 6,706.91                  | 25%   |

*The Harwood Institute for Public  
Innovation*

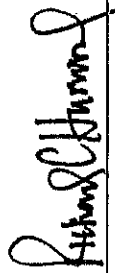
*hereby recognizes*

**Eileen Labrador**

*as a*

**Public Innovator**

*"I alone cannot change the world, but I can cast a stone across the  
waters to create many ripples."*



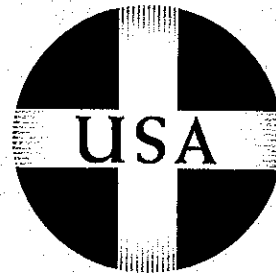
Richard C. Harwood, President



September 30, 2016

Date

ATTACHMENT A



MENTAL  
HEALTH  
FIRST AID®

Certificate

JENNIFER GERAN

has completed the 8-hour course and is now certified in

**Mental Health First Aid USA**

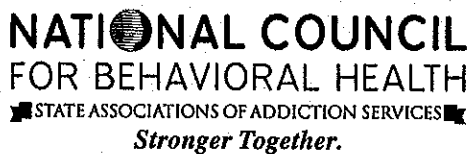
And has been trained to provide initial help to people experiencing mental health problems such as depression, anxiety disorders, psychosis and substance use disorders.

This certificate became effective on: 3/28/2017  
Date

This certificate expires on: 3/28/2020  
Date

Joseph Miesner  
Instructor

Michelle Ruiz  
Instructor



Mental Health First Aid USA is operated by the National Council for Behavioral Health in partnership with the Missouri Department of Mental Health.



*Certificate of Attendance*

**INTRODUCTION TO  
MENTAL HEALTH/PERT**

**Eileen Labrador**

**COURSE: INTRO MENTAL HEALTH/PERT  
HOURS: 8**

**POST # 2400-20906-17-002  
STC # 0071-068864**

*Mark Marvin*

**Mark Marvin, Ph.D  
Director**

**April 10, 2018**



# ATTACHMENT D

Appendix II - MEA  
 City of San Diego  
 New Hire Total Compensation Data  
 Data Effective as of July 1, 2015

| Rank  | Survey Jurisdiction              | Classification Title | Total Monthly Comp | Effective Date | Next Salary Increase | Next % Increase |
|---|----------------------------------|----------------------|--------------------|----------------|----------------------|-----------------|
| 1   | City and County of San Francisco | Librarian II         | \$10,088           | 07/01/15       | 10/10/15             | 3.00%           |
| 2   | City of Los Angeles              | Librarian II         | \$9,520            | 07/01/13       | Unknown              | Unknown         |
| 3   | City of Oakland                  | Librarian II         | \$9,459            | 07/01/14       | Unknown              | Unknown         |
| 4   | City of San Jose                 | Librarian II         | \$8,962            | 06/21/15       | 06/19/16             | 3.00%           |
| 5   | City of Long Beach               | General Librarian    | \$8,909            | 10/01/12       | Unknown              | Unknown         |
| 6   | City of Santa Cruz               | Librarian II         | \$8,566            | 07/04/14       | Unknown              | Unknown         |
| 7   | City of Santa Ana                | Senior Librarian     | \$8,275            | 07/01/13       | Unknown              | Unknown         |
| 8   | City of Glendale                 | Librarian            | \$7,969            | 07/01/15       | 07/01/16             | 3.00%           |
| 9   | City of Stockton                 | Librarian II         | \$7,933            | 07/01/15       | Unknown              | Unknown         |
| 10  | City of Anaheim                  | Librarian            | \$7,929            | 07/03/15       | Unknown              | Unknown         |
| 11  | City of Santa Barbara            | Librarian II         | \$7,858            | 10/04/14       | 01/09/16             | 0.50%           |
| 12  | City of Oceanside                | Librarian II         | \$7,654            | 07/01/15       | Unknown              | Unknown         |
| 13  | City of Carlsbad                 | Librarian            | \$7,652            | 12/31/14       | 12/31/15             | 4.00%           |
| 14  | City of Riverside                | Librarian            | \$7,583            | 07/01/15       | Unknown              | Unknown         |
| 15  | City of Oxnard                   | Librarian II         | \$7,524            | 01/01/14       | Unknown              | Unknown         |
| 16  | County of San Diego              | Librarian II         | \$7,511            | 06/26/15       | 06/24/16             | 2.00%           |
| 17  | City of Escondido                | Librarian II         | \$7,125            | 09/28/14       | Unknown              | Unknown         |
| 18  | City of National City            | Librarian            | \$6,905            | 07/07/15       | Unknown              | 2.00%           |
| 19  | City of Chula Vista              | Librarian II         | \$6,838            | 08/09/14       | Unknown              | Unknown         |
| 20  | City of San Diego                | Librarian II         | \$6,826            | 07/01/10       | Unknown              | Unknown         |
| 21  | City of San Bernardino           | Librarian II         | \$5,837            | 06/19/09       | Unknown              | Unknown         |
|   | City of Fresno                   | N/C                  |                    |                |                      |                 |
|   | City of Irvine                   | N/C                  |                    |                |                      |                 |
|   | City of Modesto                  | N/C                  |                    |                |                      |                 |
|   | City of Sacramento               | N/C                  |                    |                |                      |                 |
| Average of Survey Jurisdictions % City of San Diego Above/Below |                                  |                      | \$8,005            |                |                      | -17.3%          |
| Median of Survey Jurisdictions % City of San Diego Above/Below  |                                  |                      | \$7,894            |                |                      | -15.6%          |
| Number of Matches   |                                  |                      | 20                 |                |                      |                 |

NOTE: All calculations exclude City of San Diego

Appendix II - MEA  
 City of San Diego  
 New Hire Total Compensation Data  
 Data Effective as of July 1, 2015

| Rank                            | Survey Jurisdiction              | Classification Title                   | Total Monthly Comp | Effective Date | Next Salary Increase | Next % Increase |
|---------------------------------|----------------------------------|--|--------------------|----------------|----------------------|-----------------|
| 1                               | City of Los Angeles              | Principal Librarian II                 | \$13,588           | 07/01/13       | Unknown              | Unknown         |
| 2                               | City and County of San Francisco | Librarian III                          | \$10,981           | 07/01/15       | 10/10/15             | 3.00%           |
| 3                               | County of San Diego              | Principal Librarian                    | \$10,874           | 06/26/15       | 06/24/16             | 2.00%           |
| 4                               | City of San Jose                 | Senior Librarian                       | \$10,779           | 06/21/15       | 06/19/16             | 3.00%           |
| 5                               | City of Oakland                  | Librarian, Senior                      | \$10,490           | 07/01/14       | Unknown              | Unknown         |
| 6                               | City of Santa Barbara            | Supervising Librarian                  | \$10,389           | 06/28/14       | Unknown              | Unknown         |
| 7                               | City of Long Beach               | Department Librarian II                | \$10,336           | 10/01/12       | Unknown              | Unknown         |
| 8                               | City of Oxnard                   | Library Services Supervisor            | \$9,932            | 10/11/14       | Unknown              | 2.00%           |
| 9                               | City of Escondido                | Principal Librarian                    | \$9,615            | 12/21/14       | 08/02/15             | Unknown         |
| 10                              | City of Chula Vista              | Principal Librarian                    | \$9,515            | 08/08/14       | Unknown              | Unknown         |
| 11                              | City of Riverside                | Senior Librarian                       | \$9,431            | 07/01/15       | Unknown              | Unknown         |
| 12                              | City of Carlsbad                 | Principal Librarian                    | \$9,415            | 06/30/15       | 12/31/15             | 4.00%           |
| 13                              | City of Anaheim                  | Principal Librarian                    | \$9,246            | 07/03/15       | Unknown              | Unknown         |
| 14                              | City of National City            | Senior Librarian / Principal Librarian | \$9,018            | 07/07/15       | 07/01/17             | 2.00%           |
| 15                              | City of Stockton                 | Supervising Librarian                  | \$8,613            | 07/01/15       | Unknown              | Unknown         |
| 16                              | City of Oceanside                | Senior Librarian                       | \$8,255            | 07/01/15       | Unknown              | Unknown         |
| 17                              | City of San Diego                | Librarian IV                           | \$8,215            | 07/01/10       | Unknown              | Unknown         |
|                                 | City of Fresno                   | N/C                                    |                    |                |                      |                 |
|                                 | City of Glendale                 | N/C                                    |                    |                |                      |                 |
|                                 | City of Irvine                   | N/C                                    |                    |                |                      |                 |
|                                 | City of Modesto                  | N/C                                    |                    |                |                      |                 |
|                                 | City of Sacramento               | N/C                                    |                    |                |                      |                 |
|                                 | City of San Bernardino           | N/C                                    |                    |                |                      |                 |
|                                 | City of Santa Ana                | N/C                                    |                    |                |                      |                 |
|                                 | City of Santa Cruz               | N/C                                    |                    |                |                      |                 |
| Average of Survey Jurisdictions |                                  |  | \$10,030           |                |                      |                 |
| % City of San Diego Above/Below |                                  |  | -22.1%             |                |                      |                 |
| Median of Survey Jurisdictions  |                                  |  | \$9,773            |                |                      |                 |
| % City of San Diego Above/Below |                                  |  | -19.0%             |                |                      |                 |
| Number of Matches               |                                  |  | 16                 |                |                      |                 |

NOTE: All calculations exclude City of San Diego