



## *San Francisco Public Library*

### **SAN FRANCISCO PUBLIC LIBRARY COMMISSION**

#### **Minutes of the Regular Meeting of August 18, 2016**

#### **(Approved at the September 15, 2016 regular meeting)**

The San Francisco Public Library Commission held a regular meeting on August 18, 2016 at the Koret Auditorium, Main Library.

The meeting was called to order at 4:34 pm.

Commissioners present: Lee, Dunning, Mall, Nguyen, Ono and Wardell-Ghirarduzzi

#### **AGENDA ITEM NO. 1 GENERAL PUBLIC COMMENT**

A member of the public said she was a patron of the library. She said she is disappointed that there is no functioning café and she urged the Commissioners to expedite the contract so that the public library can again have a café again.

Larry Ware said thank you to Luis Herrera, Michael Lambert and all the library staff for the wonderful work that they do. He said thank you to the Commissioners for honoring Linda Brooks Burton in the past.

Peter Warfield, Executive Director Library Users Association, said it is too bad the Mayor has not appointed a seventh member but it is nice to see the other Commissioners present. He said Lurilla Harris was a public activist who sometimes appeared before the Commission and she recently died and she will be missed. He said Toni Bernardi retired from the library in June and in many ways she embodied the best of the library. She said her retirement should have been on the agenda at the last meeting. She said the public was not allowed to comment and the Chair owes the public an apology.

Ray Hartz, Director, San Francisco Open Government, said the SFPL and the Commission have committed eight violations of the Sunshine Ordinance as determined by the SOTF. He said he has filed an additional complaint against Luis Herrera and Sue Blackman for violating section 67.34 of the Sunshine Ordinance. He said these matters have not been discussed at the Commission meetings so he assumes that Ms.

Blackman is acting at the direction of the City Librarian or that members of the Commission are holding unlawful meetings to discuss these matters.

*The following written summary was provided by the speaker, Ray Hartz. The content is neither generated by, nor subject to approval or verification of accuracy by the Library Commission.*

The SFPL and LC have committed, as determined by the SOTF, eight violations of the Sunshine Ordinance. I have filed an additional complaint against Luis Herrera and Sue Blackman for violating sections 67.34 of the Ordinance. It reads, in part, as follows: "The willful failure of any elected official, department head, or other managerial city employee to discharge any duties imposed by the Sunshine Ordinance, the Brown Act or the Public Records Act shall be deemed official misconduct." In each and every case LC Sec. Sue Blackman has represented both the SFPL and this commission. It is impossible to determine who is setting policy and directing Ms. Blackman. These matters have not been discussed at LC meetings and, therefore, I believe it fair to assume that she is acting at the direction of City Librarian Luis Herrera. Or are members of this commission holding unlawful meetings to discuss these matters.

## **AGENDA ITEM NO. 2. CONTROLLER'S OFFICE LIBRARY STAFFING ANALYSIS**

Luis Herrera, City Librarian, said the City Performance Unit of the Controller's Office has been working over the last year on public service staffing. He said the team consists of Randle McClure, Inger Brinck and Catherine Omalev.

Randle McClure, Controller's Office, gave the presentation on the public services division staffing analysis. He gave an overview of the process including the goal, objective, focus and outcome. He explained the methodology, the key findings and outcomes. He said the final report will be coming out in a few weeks. He explained the benchmarking research and gave selected quotes from staff and their feeling that they are stretched thin across the system. He said they analyzed the public services division vacancy rates by job class. He said they also looked at coverage rates for each branch. He said they also looked at inequity in staffing.

Catherine Omalev, Controller's Office, explained the qualitative feedback process. She said the finding was that greater alignment is needed between staff's daily tasks, their job descriptions, their PPAR evaluations and SFPL strategic planning goals of service excellence. She said they had developed a Task Prioritization Tool. She said the complete tool includes all 7 job classes and all reported tasks.

Inger Brinck, Controller's Office, described the relative staffing index tool. She said the objective was to develop a dynamic, data-driven tool that measures staffing levels relative to workload and relative to other branches and can assist management with allocating staff equitably across the system. She said the finding was that public services positions can be more equitably distributed throughout the system. She said the Main is an Outlier and it could not be used in the use of the tool. She said the tool is designed to minimize the variance. She gave an example of a re-balancing scenario (without the Main).

Randle McClure, Controller's Office, gave information on the high-level recommendations including task prioritization, staffing and effectiveness. He said the next steps will be presenting to the all staff meeting on September 30 and the final report will be available soon.

### Public Comment

Andrea Grimes, President Librarians Guild, said she wanted to thank the Controller's Office for all their hard work. She said she was disappointed that the Labor Report was not included on the agenda for today's meeting. She said she thinks they could have contributed to the discussion of the item. She said she has heard that the Controller's Office will come and speak with labor at the labor management meeting on September 8.

Ray Hartz, Director, San Francisco Open Government, said he would like to thank the Controller's Office for giving him a truckload of ammunition. He said he sees no indication that the union representing the employees of SFPL had been included in any way. He said there is no indication that full SFPL staff participated in any meaningful way. He said he believes the participants were hand selected by SFPL management with the purpose of circumventing the collective bargaining agreement.

*The following written summary was provided by the speaker, Ray Hartz. The content is neither generated by, nor subject to approval or verification of accuracy by the Library Commission.*

This report mentions "the staff" numerous times, I see no indication that the union representing the employees of the SFPL has been included in any way! I find this particularly egregious, given that an agenda item entitled "Labor Union Report" has for years appeared on this commission's agenda but no longer does! To pretend to include "the staff," while apparently leaving out their union representation, is another of Luis Herrera's cynical machinations! The fact that the members of this LC are knowingly and willfully participating in this charade is truly outrageous! You can use all of the "staff interviews," "job shadows," "survey responses," and "focus groups" you want. This in no way shows that the people most affected by this study, the staff of the SFPL, participated in any meaningful way! I believe all participants were

“hand selected” by SFPL management with the purpose of circumventing the collective bargaining agreement.

Peter Warfield, Executive Director, Library Users Association, said there are no page numbers and he does not consider this a professional report. He said there are a lot of issues that are not directly addressed. He asked about the objective of the report. He said there is a constant turnover of people at the branches. He wanted to know why there is such a high vacancy rate. He said there is no criteria for the peer libraries. He said the other libraries in California have smaller budgets than San Francisco.

#### Commission Discussion

Commissioner Dunning asked about how the factors were weighted,

Inger Brinck, Controller’s Office, said there was only one variable weighted and that was reference questions over directional questions.

Commissioner Dunning asked about how the staff interviewees were chosen.

Randle McClure, Controller’s Office, said that they were given lists of names for each class and then it was first come first serve.

Commissioner Dunning said her concern is over the vacancy rates and it is alarming that there is such a discrepancy between the job descriptions and the tasks.

Luis Herrera, City Librarian, said that the hiring processes is beyond the Library and we are working closely with the Department of Human Resources. He said we have asked the Controller’s Office to help us with an assessment of our own internal hiring process. He said we need to work with staff on aligning the tasks with the job descriptions.

Commissioner Ono asked how this analysis compares with other City Departments.

Randle McClure, Controller’s Office, said they have not done this study for other departments.

Commissioner Mall said this discussion about the vacancies has been going on for several years and asked how that is being addressed.

Luis Herrera, City Librarian, said over the last year there have been over 300 human resources transactions and 159 new employees and 73 promotions as well as other transfers. He said there will be another 27 positions coming in the pipeline.

Michael Lambert, Deputy City Librarian, said our HR Department just received an A+ rating and was recognized as a model example for other city departments to emulate.

Donna Marion, Director Library Human Resources, explained the process for hiring new positions

Commissioner Nguyen said he appreciates the effort by the Controller's Office. He said for such a comprehensive and vast organization 15 staff interviews and 12 shadows seems a bit light.

Randle McClure, Controller's Office, said the one on one interviews were with five people at the Main and seven at the branches. He said the job shadows were four at the Main and eight at the branches. He said there were 541 response to the surveys and it was well distributed. He said the Controller's Office felt like they were getting the story that was needed to be told by the staff.

Commissioner Nguyen said he would like to see the survey.

Randle McClure, Controller's Office, said the survey and the results will be in the final report.

Commissioner Lee said the word inequity sounds very jarring. He said if there are variances there are variances. He said there is nothing about inequity here. He asked if we have a satisfactory score from the point of view of the patron. He asked if the variances are causing an impact to the patrons.

Luis Herrera, City Librarian, said at the end of the day we should keep in mind that any of these recommendations should be for the public good and public service.

Michael Lambert, Deputy City Librarian, said that there is also a City Performance Program Unit in the Controller's Office. He said customer satisfaction is one of those performance measures. He said we have had high score ratings particularly with regards to customer satisfaction. He said the branches rated very highly in that regard.

Commissioner Lee said the benchmarking shows that more staff is not necessarily better. He said he is drawing a different conclusion.

President Wardell-Ghirarduzzi asked about the meaning of PPAR and spoke regarding the meaning of equity and how it relates to this report.

Donna Marion, Director Library Human Resources said that it stands for Planning Performance Appraisal Report.

Commissioner Lee left the meeting at 5:57 pm.

### **AGENDA ITEM NO. 3. LIBRARY FINES AND FEES AMNESTY PROGRAM**

Luis Herrera, City Librarian, said that there is a memo in the Commission packet outlining the process that needs to take place including adoption and recommendation of approval to the Board of Supervisors to approve an amnesty program.

Michael Lambert, Deputy City Librarian, gave the presentation on the Library Fines and Fees Amnesty Program. He gave a background on the program and said SFPL has offered previous fine amnesties in 1998, 2001 and 2009. He gave more details on the 2009 SFPL Amnesty Program. He said the goals are to recover library collections, eliminate barriers to access, welcome back patrons and increase library patronage and usage. He explained benchmarking results of 14 peer libraries, He explained some marketing programs previously held. He showed a video from a past amnesty program. He said the components would forgive outstanding overdue fines and fees for patrons returning overdue or billed items and to waive outstanding overdue fines for any other individuals during the library fee amnesty program. He said the desired outcomes are to lower outstanding liability, recover materials and to restore access to patrons who owe \$10.01 or more. He said the next steps will be for the Library Commission to approve a resolution asking the Board of Supervisors to approve the amnesty program. He said a communication strategy will be developed. He said the Library is working in partnership with the Treasurer and Tax Collector to assist with improved noticing and collections procedures.

#### **Public Comment**

Peter Warfield, Executive Director, Library Users Association, said he advocates for a fine free system for all library users. He said patrons should be held accountable for lost books by means of accountability even for the poorest so that patrons could work off fines and fees. He said he supports this amnesty program. He said what is not mentioned is the patrons who cannot use Interlibrary loan and Link+. He said he supports the amnesty. He said there needs to be a larger discussion at the Commission about fines and fees when the amnesty is over.

Ray Hartz, Director San Francisco Open Government, said he agrees with the amnesty program. He said restoring access to patrons makes the concept even more worthwhile. He said it also allows the public to have access to the recovered material. He said the communications strategy should commence immediately after the Resolution is passed. He said one thing that needs to be considered is whether a patron needs to ask for the amnesty.

*The following written summary was provided by the speaker, Ray Hartz. The content is neither generated by, nor subject to approval or verification of accuracy by the Library Commission.*

First I would like to say that I agree with this amnesty program simply on the numbers provided for 2009. Forgoing \$39,000 of uncollectible fines to recover \$79,000 of library materials is a beneficial outcome for all parties. More importantly, potentially restoring access to over 55,000 patrons who are now unable to use SFPL resources makes the concept even more worthwhile! In addition, all patrons of the library will again have access to recovered materials. While December seems an appropriate time span, I believe the “communication strategy” should start immediately on approval of the resolution and continue through the end of the amnesty. One factor that needs to be considered is whether an individual returning an item must ask for “amnesty?” Or, will simply using any return method result in the forgiveness of the fine/fees? Prior planning prevents poor performance. Remember, “the devil is in the details!”

#### Commission Discussion

Commissioner Ono said she supports the amnesty program and would like to make sure that patrons do not have to ask for the amnesty.

Commissioner Mall said she likes the idea of doing this over a holiday. She said she wouldn't advertise it too far in advance because people might hold off on returning materials.

Luis Herrera, City Librarian, said this will be expedited and it will depend on the timing with the Board of Supervisors.

Commissioner Dunning said she fully supports the amnesty.

President Wardell-Ghirarduzzi said she does support this and she is looking forward to seeing how this will be implemented and she said it is really important to see that people have their dignity intact.

#### **AGENDA ITEM NO. 4 CITY LIBRARIAN'S REPORT**

Maureen Singleton, Chief Financial Officer, gave the presentation on the FYs 17 and 18 budget. She said this is an update to what was presented to the Commission at the June meeting. She said this is the approved budget and includes the additional LPF revenues and enhancements. She showed a graph representation of the budget and budget uses by expenditure type. She said future budget considerations include library system hours assessment, public services staffing study recommendations, establishing fiscal reserve policies, and the capital project feasibility study. She said the next steps for the budget are the FY 18 & 19 budget development, ten-year capital plan development, five-year IT plan development and the City's five-year financial plan development.

Roberto Lombardi, Facilities Director, gave a presentation on the 750 Brannan Street lease including location and proposed uses. He said the

lease was approved by the Board of Supervisors on August 2, 2016 and he explained the terms of the lease. He said the next steps are the final signing of the lease and finalizing the design of tenant improvements. He said the landlord is to complete construction by January 1, 2017 and plan for a January move-in.

### Public Comment

Peter Warfield, Executive Director, Library Users Association, said he appreciates the report on the budget and the page numbers on the report. He said the 750 Brannan Street lease was never discussed or approved at the Library Commission. He said other libraries have donations available to that library but this library will have a book donation center with the materials going to the Friends. He said there is a conflict of interest between the money making goals of the Friends and the library and the library public. He said this lease includes a whole range of subsidies for the Friends.

Ray Hartz, Director, San Francisco Open Government, said he is directing his remarks to page four of the resolution where it states the Friends provide financial support of \$720,000 annually. He said that is a lie. He said the resolution fails to comply with Sec. 67.32 of the Sunshine Ordinance. He said this is a fraud promulgated and perpetuated on the citizens of San Francisco by the Office of the Mayor.

*The following written summary was provided by the speaker, Ray Hartz. The content is neither generated by, nor subject to approval or verification of accuracy by the Library Commission.*

First, I would like to point out on page four of the resolution the LIE that "The Friends" provide financial support of \$720,000 annually! These falsehoods have been reported for years, in that more than half of that amount comes from other sources approved under the resolution by the BOS. This is a LIE because "The Friends" only provided \$320,000 this year! It's a LIE as it deprives all the other groups included in the larger amount credit for their gifts/donations and falsely attributes their donations to "The Friends." The resolution also fails to comply with SEC 67.32 of the Sunshine Ordinance. This resolution also fails to comply with SEC 67.32 of the Sunshine Ordinance. This resolution magnifies a FRAUD promulgated and perpetuated on the citizens of San Francisco by the Office of the Mayor. This FRAUD seems planned to continue to perpetuity! At the last meeting of the SOTF, LC Sec. Blackman stated the SFPL/LC has NO fiduciary responsibility regarding "The Friends!"

Karen Strauss, former Library staff, said she wanted to support this opportunity to be able to secure this location for housing for the Library's incredible collection.

## Commission Discussion

Commissioner Mall asked about the possibility of a purchase of the site.

Roberto Lombardi, Facilities Director, said the Department of Real Estate, does a lot of analysis to insure that the rent is market rent. He said he does not know the value of the property.

Commissioner Nguyen asked about the owner of the property.

Roberto Lombardi, Facilities Director, said it is a local construction company called Oliver and Company and Steve Oliver is the owner. He said he is a pretty well-known builder in the Bay Area.

Commissioner Dunning said this was brought to the Commission earlier describing the space and the opportunity. She said she supports this and it sounds like a good find and meets the library's needs. She said she would like more information about the relationship with the Friends on this property.

Luis Herrera, City Librarian, said the deal with the Friends is not a finality and it will be the Friends' decision to make. He said the Friends need to have further conversations with their current landlord.

Commissioner Dunning asked how the Friends would use the space.

Luis Herrera, City Librarian, said it would be used primarily as office space with the possibility of some retail use. He said the Library could also use the space for our own purposes.

## **AGENDA ITEM NO. 5 APPROVAL OF THE MINUTES JUNE 16, 2016**

### Public Comment

Peter Warfield, Executive Director, Library Users Association, said his comments under public comment for Items 2 and 4 need to be clarified.

Ray Hartz, Director, San Francisco Open Government, said the Library Commission should adjourn the meeting in honor of Mr. James Chaffee. He said Mr. Chaffee is very much alive but the Commission should recognize Mr. Chaffee for his more than three decades of time and energy that he gave to the library.

*The following written summary was provided by the speaker, Ray Hartz. The content is neither generated by, nor subject to approval or verification of accuracy by the Library Commission.*

I would like to adjourn today's meeting by calling to the attention of the public the inestimable contribution to the SFPL by Mr. James Chaffee. This is not "in Memoriam" Mr. Chaffee is very much alive.

I believe it is to the great shame of this LC that Mr. Chaffee, a person who dedicated more than three decades of his time and energy to the SFPL, was treated for all those years with an extreme degree of dismissal and disdain! In my experience, Mr. Chaffee delivered each of his commentaries with the highest level of professionalism and courtesy. Both Mr. Chaffee, and also Peter Warfield have expended more time and energy to the benefit of the SFPL than all of the members of this commission combined! Both gentlemen exemplify the highest level of dedication and prove that citizen involvement is essential to the SFPL and government as a whole.

Motion: By Commissioner Mall, seconded by Commissioner Dunning, to approve the June 16, 2016 minutes.

Action: AYES 5-0: (Dunning, Mall, Nguyen, Ono and Wardell-Ghirarduzzi).

### **AGENDA ITEM NO. 6 ADJOURNMENT**

#### **Public Comment**

Ray Hartz, Director, San Francisco Open Government, said he publicly apologizes for making an error and his comments made under the last agenda item were intended for this item.

Peter Warfield, Executive Director, Library Users Association, said he wishes that the Commission would adjourn in honor of Toni Bernardi by placing the item on the agenda and allowing the public to comment. He said there should also be New Business on the agenda prior to adjourn

Motion: By Commissioner Ono, seconded by Commissioner Mall, to adjourn the regular meeting of August 18, 2016.

Action: AYES 5-0: (Dunning, Mall, Nguyen, Ono and Wardell-Ghirarduzzi)

The meeting adjourned at 6:51 pm.

Sue Blackman  
Commission Secretary

Explanatory documents: Copies of listed explanatory documents are available as follows: (1) from the commission secretary/custodian of records, 6<sup>th</sup> floor, Main Library; (2) in the rear of Koret Auditorium immediately prior to, and during, the meeting; and (3), to the extent possible, on the Public Library's website <http://sfpl.org>. Additional materials not listed as explanatory documents on this agenda, if any, that are distributed to library commissioners prior to or during the meeting in connection with any agenda item will be available to the public for

specification and copying in accordance with Government Code Section 54954.1 and Sunshine Ordinance Sections 67.9, 67.28(b), and 67.28(d).