



# Highlights

## Why OCA Did This Study

In accordance with the Office of the City Auditor's FY 2016 Work Plan, we conducted a performance audit of the efficiency and effectiveness of the San Diego Public Libraries (SDPL). Specifically, we reviewed the resources provided and the assignment of staff to support the 35 branch libraries.

Our audit objectives were to:

- Assess the equity of community resources provided by SDPL branches.
- Assess the economy and efficiency of SDPL library staffing.

## What OCA Recommends

- The SDPL Director should develop an annual resource model to ensure resources are distributed equitably to the branch Libraries.
- Council Policy should be evaluated to consider requiring a percentage of donation matching funds be distributed to the branches with the least amount of resources.
- The SDPL Director should develop a more equitable donation pool distribution model.
- The SDPL Director should establish outcome-based goals and objectives for evaluating Library programs to enhance programming and meet the needs of the branch communities.
- The SDPL Director should develop a data based staffing model to optimally deploy staff to provide the most efficient service to City residents.

Management agreed to implement all recommendations.

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## San Diego Public Library System

Opportunities Exist to Provide a More Equitable Distribution of Public Resources, Improve Management Decisions Related to Program Resources, and Utilize Data to Develop a Staffing Model

## What OCA Found

To determine if there is an equitable distribution of library services to the community, we compared the resources provided each branch by the population of the service areas and assessed the distribution of resources. Based on our review, we found disparities in how resources are allocated throughout SDPL's branch library system. Inequitable distribution of resources to certain branches could potentially disadvantage residents who rely on SDPL to access learning information. The inequities resulted from:

- Management not using available data when making resource allocation decisions;
- Physical size of facilities; and
- The City of San Diego's donation matching fund policy.

Additionally, we reviewed the attendance levels of the library programs offered. The programs offered should be based on market research and community analysis to meet the different needs of the unique communities the SDPL system serves. While many programs are well attended, we found a disproportionately low program attendance at some branch libraries indicating an imbalance between programming offered and community needs. By not using a research driven approach to identify community programming needs, SDPL may be missing opportunities to provide other programs that could be of greater benefit to the community.

Finally, we reviewed SDPL's methodology for making staffing decision at library branches. We found that management was not fully incorporating and analyzing data when making staffing decisions. Decisions related to staffing should be optimized in a manner that maximizes the efficiency and effectiveness of staff resources. SDPL cannot provide the most efficient service to City residents when human resources are not optimally utilized. Without a system-wide staffing analysis, SDPL management may make staffing decisions that do not meet the needs of a specific branch.

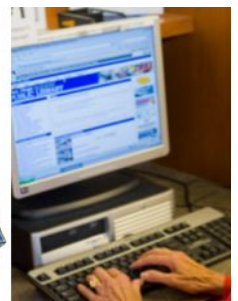


Image Credit: San Diego Public Library