



WAUKESHA PUBLIC LIBRARY

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Bruce Gay, Library Director
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To: Library Board of Trustees
From: Bruce Gay, Library Director
Re: Library Organizational Structure

Based on the 2018 Strategic Plan, I recommend changing the organizational structure of the library beginning on January 1, 2021. The new organizational structure would have seven units, several of which will be entirely new, and others which represent some significant change.

The units will be:

- Administration. These support staff currently report to the Library Director and will continue to do so: Special Projects Coordinator and Financial Analyst.
- Communications and Marketing. This unit will be given full responsibility for all library marketing and promotional materials, including in-library signs, social media, the library website, advertising, and any marketing campaigns. The unit will have a staff of three: a manager and two 25-hour Library Associates.
- Community Engagement. This new unit will manage all outreach and programming for the library. The unit will seek to work closely with the community to assess needs and aspirations and to learn how the library can best work with them. A Manager, seven Librarians, six Library Associates (a mix of full and part-time), and a part-time Shelver will be part of this unit.
- Materials Collections. This unit will combine the functions of Technical Services with the selection of materials. All decisions and work on the library collection will be overseen by this unit—leading to increased efficiency. A Manager, 5 Librarians, 2 part-time Library Associates, 5 part-time Library Assistants, and 3 part-time Shelves will be in this unit.
- Operations. This unit will function as it has previously, maintaining and cleaning the building and managing the security functions in the library. A Manager, Building Maintenance Coordinator, and 1.5 Custodians will form this unit.
- Public Services. This unit will be responsible for circulation functions and working with the public at our customer service desks. A Manager, two Library Associates, 8 full- and part-time Library Assistants, and 15 part-time Shelves will be in this unit. Though Public Services will be responsible for the service desks, staff from other units will also work public service desks.
- Technology. This unit will be responsible for all library technology, and will work with the public and staff on needed technology training. A Manager, Technician II, Library Associate, and part-time Shelver will be in this unit.

Why make these changes?

- The library's 2018 strategic plan identified a community need to reach out to parts of the community who may not use the library. The Community Engagement unit will lead this work for all ages and parts of the diverse community.

- Also identified was a need for more promotion of what the library does and a more robust technology environment at the library. These needs are directly addressed with the changes.
- With the upcoming renovations, the library will move to a single service desk on the first floor and a great deal more technology for the public and staff. The Public Service department will help unify the library's service to customers. After training, customers at the library will have most questions answered by the first person they ask, without "pinballing" between desks.
- The increased staff resources given to the Technology unit will help ensure the staff and public has access to consistently working equipment and the knowledge to use it, even with new technology in the building.
- The changes mirror what other libraries are doing around the state and country, with a renewed emphasis on community engagement, and reaching beyond the walls of the library to all parts of the community.
- Units will have clear responsibilities, goals and expectations to make the library more successful. More efficient procedures will be the desired outcome.
- Librarians (in particular) will have opportunities to develop deep expertise in an area.

What Won't Change—the library will continue to:

- Offer a top-end selection of books, dvds, cds, and online resources to meet customer demands;
- Provide friendly and welcoming service at every service desk;
- Offer an inviting and diverse set of programs for all ages.
- The number of FTEs will not be changing. Some staff may see job duty changes.

