



People & Operational Plan 2026 Budget Request

Department: Library
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Date: July 21, 2025
Position Title/Request: Assistant Director

Background & Justification:

In 2022, the Assistant Director resigned. Their exit interview cited unsustainable workload as a key reason—handling Assistant Director duties, overseeing Youth Services (without a Youth Services Librarian), and assisting with Communications needs. At the time, only two librarians—both in administrative roles—were also covering responsibilities of Youth and Adult Services, creating strain.

The Library Board reallocated the position's salary to hire a Youth Services Librarian and convert a part-time Communications role to full-time. This alleviated concerns regarding workload to move toward the reinstatement of the Assistant Director, as solely Assistant Director.

The position remains listed in the current budget books unfilled. As the Library moves forward with its long-range staffing plan, the Director remains the sole supervisor for a staff of more than 20. In contrast, other City departments—such as Police, Fire, and DPW—have multiple supervisory roles. Without an Assistant Director, no other staff can make administrative decisions when the Director is unavailable, despite the Library operating 61 hours per week and serving an average of 109,000 annual visitors.

Strategic Alignment:

This position enhances the Library's ability to deliver responsive programs, services, and outreach. It also supports community connection—Library door count is already up 5% from January to May 2025 over the previous year. This position also reduces the risk of burnout for the Library Director by sharing leadership responsibilities. Lastly, the position would improve internal support by adding a second supervisor available to both Library and City staff.

Hiring the position back aligns with goals around people management. Following analysis—including findings from the Assistant Director's 2022 exit interview—it was clear that the dual role of Assistant Director and de facto Youth Services Librarian was unsustainable.

This proposed structure supports a healthier work environment and stronger retention. It also enhances the Library's role in supporting a vibrant local economy by providing welcoming, literacy-rich spaces and free community resources.

Operational Benefit:

Adding this position significantly improves communication, culture, and workflow. With the Director currently responsible for all supervision, workload limits the ability to maintain regular staff coaching. A second supervisor ensures more frequent check-ins, better staff development, and more consistent procedures across the organization. An increase in staff also aligns with the Library Strategic Plan.

Risk of Not Funding

Currently, there is no formal designee with managerial authority to represent the Library at Board meetings, City or System Director meetings, or to handle tasks such as performance reviews, payroll, timesheet management, or operational decisions beyond the Director. The Director must personally respond to building issues during all 61 open hours each week.

This has affected the Director's ability to take meaningful time off from work. Even while on vacation or sick, staff reach out due to time-sensitive or incident-driven needs and there are deadlines that must be maintained regardless of vacation/sick status. At times, coverage gaps occur—affecting both internal operations and public service. For example, patron account issues requiring Director review often remain unresolved until their return.

Budget Impact:

The Assistant Director is a fulltime, salary position. Anticipated cost with benefits: \$115,000.

Alternatives Considered: The Library could transition the current Adult and Youth Services positions to Librarian II to add supervisory duties. However, this would increase their workloads without the additional support staff in place to help with programs, collections, and services in their respective department and would not alleviate the number of current direct reports for the Library Director.