Assistant Director Report
Sarah French
October 2025

- Diane and I are working on the 2026-2027 Budget with the City Finance department. We are also working on changes to position titles and job descriptions, in addition to analyzing work flow in order to be ready for the transition to the new building. Kristyn's position changes to Circulation Assistant effective November 1. See attached report.

- The city migrated to Office 365 and I troubleshooted the changeover with staff.

- I continue to train Hunter.

- We were not accepted to receive the WiLS Ideas to Action fund grant to purchase sensory-friendly items for the children's area. I plan on updating the grant proposal and applying for the Whitewater Community Foundation's fall grant (due 10/31).

- I applied for the Recollection Wisconsin Digitization Initiative: Host Site Application. Trained graduate students will complete digitization work of local history items in our collection if our site is chosen. The collection will also be added to Recollection Wisconsin.

- Worked with Diane, Susan, and Cori to develop a finalized shelving plan for the new library (adult section).

- I continue to write and update staff procedures. This month's procedures:
    - Library Card Registration and Renewal
    - Who to Contact and When
    - Shelving
    - Public Services
    - Check In

Strategic Goals:

Strategic Goal 1 – *Continue to keep the public updated on the progress of the renovation.*

I created marketing for the updated timeline as we finish up the building project. This information went into the library's email newsletter, a press release, several locations on the library's website, and social media. In addition, I created printed flyers that are being given out to everyone via curbside pickup.

Strategic Goal 3 -- *Table at two community events to promote library collections and services.*

I tabled at the Whitewater Pride Rally on Saturday, October 4. I interacted with 167 people and had 2 new library card sign ups. It was a great event!

Collection Development:

- Diane trained me on how to order Audiovisual (DVDs, Blu-Rays, Playaways), Adult Graphic Novels, Adult Spanish books/DVDs and what is popular for Nonfiction.
- We are researching a better solution for displaying CDs in the new library.
- I analyzed the top-circulating Nonfiction books to help inform purchasing decisions.
- Baker and Taylor is closing, I am learning how to use Ingram for ordering.

Programs and Outreach:

9/19: Library Garden Club (4)

9/22: Mini Bookcase Diorama take & make craft for adults (20)

10/4: Whitewater Pride Rally (167)

10/6: Pumpkin Patch take & make craft for kids (36)

10/13: Pet Cents Financial Literacy Game (0)

Upcoming Programs and Outreach:

Monthly take & make kits for children and adults

10/16-10/26: We were selected as one of the libraries to receive 50 Science in a Bag kits from the Wisconsin Science Festival. More info here: https://www.wisconsinsciencefest.org/science-in-a-bag/

October 23 and December 4: Guided Journaling with Katy Wimer

November 8: Family Jams: Music, Movement, and Instrument Exploration for Kids & Families with Noelle Larson

December 5: Somatic Release with Katy Wimer

Meetings:

Weekly management meetings

Weekly Building Project meetings with architect and contractor

9/15, 9/18: Courtney Powers for Community-Based Learning Classes at UW-W

9/15: Jennalee Johnson for Born Learning Trail partnership

9/15: Library board meeting

9/17: Bridges Circulation meeting

9/23: Logo design meeting

9/23: Shelving plan meeting

9/29: WLA Mentorship meeting

10/1: Meeting with Kristyn, Diane, and HR

10/3: Meeting with Diane and City Attorney

10/6: Meeting with Recollection Wisconsin

10/6: Library board meeting

10/9: All-staff meeting with City administration

Professional Development:

Tech Days Wisconsin Sessions:

- What Does AI Mean for Our Future?
- Truth in the Age of Deepfakes: Spotting Misinformation in a Synthetic World

8 Week Library Management Course by Library Journal Professional Development: Fundamentals of staff relationships and management, managing difficult conversations and staff feedback, crisis and incident management, and more. Runs October 1 – November 19.

- Week 1: Foundations of People Management
- Week 2: Foundations of Equity-Centered Leadership
- Week 3: How to Manage People: Team Meetings, Check-ins, Reviews, and Change

2026/2027 Budget & Staffing Goals

October 2025
Presented by Sarah French, Assistant Director

Whitewater Public Library

Budget Narrative

Department/Function

Whitewater Public Library serves people of all ages in Whitewater and surrounding areas and tailors public services based on the needs and requests of the community. Along with books, movies, magazines, audiobooks, music, STEM kits, a Library of Things, and other physical items available for checkout, the library offers dynamic and flexible spaces to learn, play, work, relax, and socialize. Spaces include an early learning area, children's activity room, teen space, makerspace, study rooms, meeting rooms, and social seating. Technological offerings include computers for public use, hotspots for checkout, Wi-Fi, assistance with devices, makerspace equipment including a 3D printer, and online apps and databases, including eBooks and eAudiobooks. The library offers a wide variety of programming and events for all age groups. In addition, the library conducts outreach including home delivery of library items to people who can't physically visit the library, and provides library services off-site at community events. All library materials, programs, and services are free and open to the public. The Whitewater Public Library is open 61 hours per week, Monday through Thursday, 9:00 a.m.-8:30 p.m.; Friday, 9:00 a.m.-5:30 p.m.; and Saturday, 9:00 a.m.-3:00 p.m.

City of Whitewater Fund Balance is designated to be retained for funding of the Library's operational and capital needs under the direction of the Library Board. Primary Funding Source is from four major sources including the City of Whitewater and the Counties of Jefferson, Walworth, and Rock. Audit Classification: Governmental, Non-Major.

The library is governed by a seven-member board of trustees appointed by the City Council to staggered three-year terms. One member of the board is a City Council member and one is appointed as a representative of the Whitewater Unified School District by the district superintendent.

Goals & Objectives
2026-2027 Outlook

Library Expansion & Renovation

Staffing Goals

Library Expansion & Renovation

The library's expansion and renovation project has increased and revitalized the spaces available to the public. 4,420 square feet have been added including a large atrium with social seating and work space, a teen area, and three additional study rooms equipped with AV. The project has also expanded the early learning area, the makerspace, and meeting rooms including upgraded AV equipment and a full kitchen with serving windows. The library is looking forward to welcoming more visitors, providing reservable meeting and study rooms, and offering additional programming and events to ensure that the new library spaces are being utilized to their full potential.

Staffing Goals

The current staffing model allows for very limited help with technology and in-depth reference questions and research requests as staff time is tight. As a result of the library's expansion and renovation, we expect to see an increase in visitors, materials circulation, program attendance, reference requests, computer use and assistance with technology, meeting room use, study room use, makerspace use, and traffic especially in the children and teen areas. In order to meet the needs of our users, changes in staff workflow and an increase in staff hours are needed.

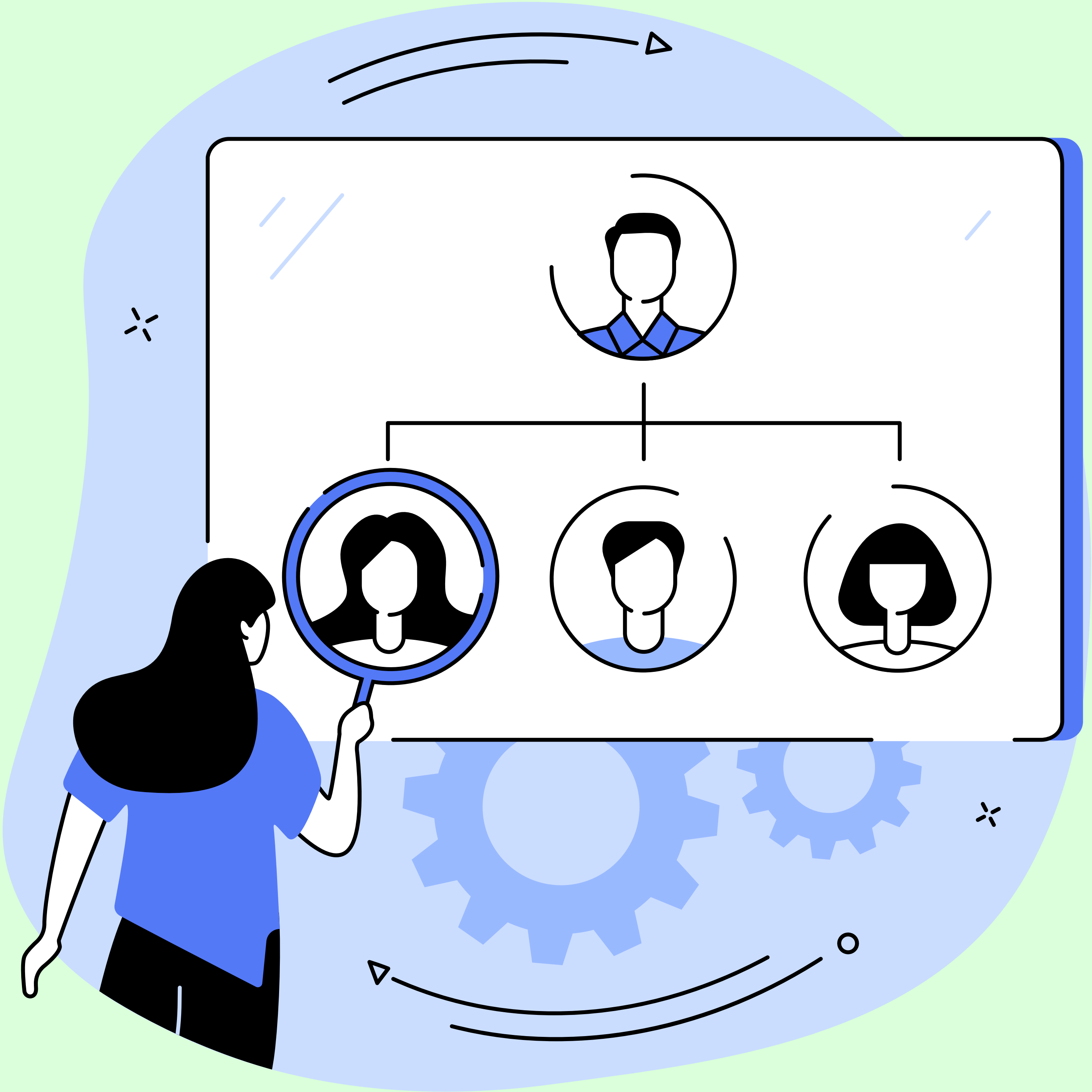
2025 Staffing Accomplishments

Job Titles & Descriptions

As part of the library's strategic plan for 2025, job titles and descriptions were analyzed and edited to better align with the actual work being done and what is expected of each position. We used the Wisconsin Public Library Staff Compensation Report (2023) for guidance when deciding job title changes.

Resulting Job Title Changes:

- Customer Service Specialist to Public Services Clerk
- Outreach Services Specialist to Library Associate
- Technical Services Specialist to Technical Services Clerk



Staff Input

The assistant director conducted one-on-one meetings with each of her direct reports in July 2025 to get input on how each employee feels about their current schedule, number of hours worked, and any preferred changes. This input informed the 2026-2027 staffing and workflow goals.

Position Change

We changed the position of one staff member from Customer Service Specialist to Circulation Assistant in order to better align this individual with their demonstrated abilities. In addition, this change helps the public services staff be more efficient as they do not have to spend as much time on the circulation tasks such as shelving and can spend more time on customer service including interacting with patrons, providing technological assistance, answering reference questions, helping patrons with their accounts, and so on.

Key Staffing Issues

01.

In order to meet the board-directed goal of increasing library programming by at least 20%*, another staff member is needed to provide public programs.

02.

In order to meet the demand of an increase in library visits and cover public services shifts (especially during the lunch hour and on Fridays) additional staff hours are needed.

03.

Part-time staff need at least one hour per week to work off the public-facing desk in order to work on their goals, do focused tasks, and stay up to date on the latest trainings.

04.

Staff time must be allocated to provide security in the expanded building, including monitoring the teen area and the atrium, which are high-risk areas.

*based on 2023 statistics (pre-construction)

Recommendations

The library director and assistant director conducted a workflows study in fall 2025 to determine an effective staffing model for the library moving forward. The study determined the following needs:

- Increase the hours and provide benefits to a staff member who is meeting/exceeding expectations from 17 hours to 23 (per week). She is also one of only two people on staff who is a Spanish speaker, which is a skill that is much needed at the library.

- Add one additional part-time Library Associate position (23 hours/week) that would split their time between public service clerk duties and programming duties. This would provide additional staff for core public services and front desk coverage as well as provide additional programming which is a main objective.

- Allocate staff time to ensure security in the larger library and monitor the expanded areas especially high-risk areas including the teen area and atrium.

- Allocate at least 1 hour per week per part-time employee for focused work, special projects, trainings, and development. This will ensure that our front-line staff continues to stay current with best practices, trends, and technology in order to continue providing excellent library services to the community.

Current Staff Workflow (public services)

As of Dec. 2025

Reflects change of Kristyn's position to Circulation Assistant and increasing Karen's hours by 3/week.

Note lack of lunch coverage on Mondays and Fridays.

Task	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
Reports/Problem Box	Jess	Jess	Hope	Aurelia	Jess	
A.M. Picklist/Unclaimed/Packing	Kristyn	Cori	Aurelia	Kristyn	Jess	
Opening Duties	Jess	Jess	Hope	Aurelia	Jess	Rotation of 3 staff members each
Front Desk 9-12:30	Jess	Jess	Hope	Nancy	Hope	Saturday hours 9am-3pm
Front Desk Check in 9-12	Karen	Karen	Karen	Aurelia	Nancy	
Van Boxes	Karen	Kristyn	Kristyn	Kristyn	Hope	
P.M. Picklist	Karen	Kristyn	Kristyn	Kristyn	Hope	
Front Desk 12:30-4:30	Hope	Nancy	Karen	Karen	Nancy	
Front Desk 12:00-1	Sarah	Karen	Aurelia	Aurelia	Sarah 12-12:30; Jess 12:30-1	
Front Desk Check in 1-5	Jess	Jess	Hope	Nancy	Jess	
Front Desk Check in 4:30-Close	Aurelia	Hope	Nancy	Jess	Nancy	
Front Desk 5-Close	Hope	Aurelia	Suzanne	Karen	Hope	
Closing Duties	Susan (lead)	Nancy (lead)	Suzanne (lead)	Cori (lead)	Cori (lead)	
Shelving	Kristyn	Nancy	Kristyn	Cori	Hope	
Special Assignments	Hope may mend in evening if time	Aurelia restart public computers 4:30		Kristyn-shelving if time		

Future Workflow Goal

Reflects changes of:
No Wed. night for Nancy per request (-3.5 hours)
Add Aurelia to Friday 9-3 (+6 hours)

New person public services/programming (+23 hours/week + Saturday rotation)
Adds project time for public services staff, two public programs per week, covers Nancy's Wednesday nights, front desk coverage including lunches and Fridays, helps with Sat. coverage

Task	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
Reports/Problem Box	Jess	Jess	Hope	Aurelia	Nancy	Rotation of 3 staff members each
A.M. Picklist/Unclaimed/Packing	Kristyn	Cori	Aurelia	Kristyn	Jess	Saturday hours 9am-3pm
Opening Duties	Jess	Jess	Hope	Aurelia	Jess	
Front Desk 9-12:30	Jess	Jess	Hope	Nancy	Hope	
Front Desk 9-12	Karen	Karen	Karen	Aurelia	Aurelia	
Van Boxes	Karen	Kristyn	Kristyn	Kristyn	Hope	
P.M. Picklist	Karen	Kristyn	Kristyn	Kristyn	Hope	
Front Desk 12:30-4:30	Hope	Nancy	Karen (until 5)	Karen	Nancy	
Front Desk 12:00-1	New Person (until 2)	New Person	New Person (until 2)	Aurelia	Aurelia	
Front Desk 1-5	Jess (2-5)	Jess	Hope (2-5)	Nancy	Jess	
Front Desk 4:30-Close	Aurelia	Hope	New Person	Jess	Nancy	
Front Desk 5-Close	Hope	Aurelia	Suzanne	Karen	Hope	
Closing Duties	Susan (lead)	Nancy (lead)	Suzanne (lead)	Cori (lead)	New Person	
Shelving	Kristyn	Nancy	Kristyn	Cori	Aurelia	
Special Assignments	Aurelia/Hope may shelve in evening if time	Kristyn-shelving if time		Kristyn-shelving if time	Nancy-shelving if time	
Project Time	Jess 1-2; New Person 2-3:30	Karen 12-1; New Person 1-3:30	Aurelia 12-1; Hope 1-2		Nancy 9-10; New Person 12:30-5:00	
Program Time	New Person 3:30-5	New Person 3:30-5				

WI Public Library Data Dashboard

We currently have 10.3 FTE employees (412.5 staff hours/week)

Other Wisconsin public libraries of similar size have an average of 13 FTE.

Proposed increase for the 2026-2027 staffing goals would bring us up to 10.9 FTE (437.5 staff hours/week)

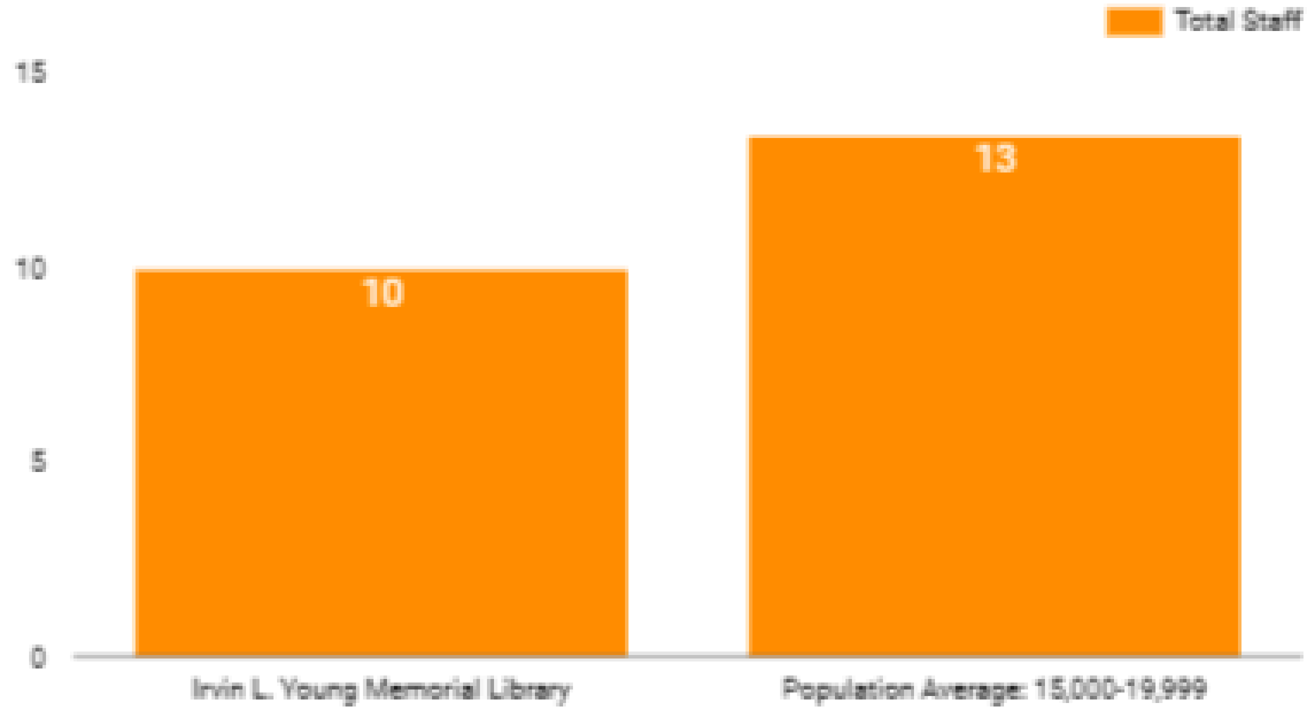
Public Library Data Dashboard
Staff FTE

WPLC

What were my library's FTEs during a specific year?
Directions: Select your library and any peer libraries/cohort averages you wish to see from the list in the "Public Library" filter box. In the "Year" box, select the year of data you want to examine (note that if you select multiple years, the dashboard will add the totals for each year all together into a single sum).

Public Library: Irvin L. Young Memo... (2) ▾

Year: 2024 (1) ▾



Are we staffed appropriately?
Staffing data is complex and goes beyond what is available in the Annual Report alone; however, considering your FTE based on your library's square footage, resident population size, volume of cardholders, and overall staffing budget can provide a starting point for understanding how your library is staffed. Keep in mind that locale, funding structure, and other complex factors intersect here to contribute to differences.

Public Library ▲	Square Feet per FTE	Residents per FTE	Cardholders per FTE	Average Salary per FTE
Irvin L. Young Memorial Libr...	1,490.0	1,601.5	570.7	$48,017.70
Population Average: 15,000-...	2,045.7	1,283.5	734.4	$51,153.17

Note: The "Average Salary per FTE" is calculated by dividing the library's budgeted Salaries/Wages for a year by Total Staff numbers. Total Staff includes all staff types, including full and part-time staff, into a single number. This calculation does not account for differences in library staffing structure.

Future Projections

We will use metrics including library door counts, meeting room, study room, and makerspace use, program attendance, and materials circulation to determine future staffing needs. One area that may not be resolved even with the addition of another part-time staff member is the issue of monitoring the building to ensure security. Depending upon security incidents and needs, we may need to reevaluate. We have created an internal form to record patron behavior incidents in order to gather data. In the meantime, the library's professional staff will take on the extra work of monitoring any areas that the public services staff will not be able to reach during their normal daily work. We will also provide training for staff on how to handle issues such as patrons not leaving the building at closing time and other difficult behaviors.

Thank you!