

Village of Mukwonago
Notice of Meeting and Personnel Committee Agenda

LIBRARY BOARD OF TRUSTEES MEETING
Monday, April 3, 2023

Time: **6:00 pm**

Place: **Mukwonago Community Library, 511 Division St., Mukwonago, WI 53149**

1. Call to Order

2. Roll Call and Introduction of Guests

3. Approval of Minutes

3.a Personnel Committee Meeting Minutes from January 26, 2023

[Personnel Committee Minutes 20230126_unapproved.pdf](#)

4. Discussion/Action Items

4.a 2023 Winter Holiday Closures

Discussion and possible action on examining Library closures for the winter holidays in light of Village Hall's change in closures.

4.b Time Study Analysis

Discussion and possible action on Library Director's analysis and summation of the staff time study conducted in February.

[Mukwonago Community Library Staff Time Study Analysis.pdf](#)

4.c Organization Chart

Discussion and possible action on proposed staffing organization chart prepared by Director Armour.

4.d Staff Compensation

Discussion and possible action on staff compensation and wage ranges.

5. Referral Items

6. Confirm Next Meeting Date

7. Adjourn

It is possible that a quorum of, members of other governmental bodies of the municipality may be in attendance at the above stated meeting to gather information. No action will be taken by any governmental body at the above stated meeting other than the governmental body specifically referred to above in this notice. Please note, upon reasonable notice, efforts will be made to accommodate the needs of individuals with disabilities through appropriate aids and services. For additional information or to request this service, contact the Municipal Clerk's Office, (262) 363-6420.

Village of Mukwonago

**DRAFT MINUTES OF MUKWONAGO COMMUNITY LIBRARY'S
PERSONNEL COMMITTEE MEETING**

Thursday, January 26, 2023

Time: 6:00 pm

Place: Mukwonago Community Library, 511 Division St., Mukwonago, WI 53149

Call to Order

The Vice President Donna Whalen called the meeting to order at 6:03 p.m. located in the Mukwonago Community History Room, 511 Division St., Mukwonago, WI 53149

Roll Call and Introduction of Guests

Committee Members Present

J. Darin
M. Lacock
E. Pautz
D. Whalen

Excused

M. Penzkover

Also Present

A. Armour, Library Director

Comments from the Public

None.

Approval of Minutes

M. Lacock/J. Darin motioned to approve the minutes from the Personnel Committee meeting on June 2, 2023. Unanimously carried.

Discussion/Action Items

Library Director Evaluation Form and Goals

Discussion and possible action on creating the 2023 evaluation form and goals for the Library Director.

D. Whalen noted that this came from the full board. The rating guidelines were discussed at length. Further discussion was held on the individual goals and how a weighting system could potentially be utilized.

D. Whalen/J. Darin motioned to approve the draft submitted by A. Armour with an additional statement requiring an explanation for a rating that is below expectations or exceeds expectations. Unanimously carried.

M. Lacock/E. Pautz motioned to recommend to the board that individual sections of the library director's evaluation form be weighted as follows: Section 1 - 15%, Section 2 - 35%, Section 3 - 50%. Roll Call: "Yes" J. Darin, E. Pautz, M. Lacock. "No" D. Whalen. Motion carried.

Staffing Organization

Discussion and possible action on reviewing staffing organization and capacities per recommendation from Grutzmacher Collection Committee.

E. Pautz gave a background on this discussion item. It was determined that further information was necessary. A. Armour was asked to create an organizational chart with positions and basic duties for the personnel committee to view at the next meeting.

Referral Items

None.

Confirm Next Meeting Date

End of March or beginning of April

Adjournment

M. Lacock/J. Darin motioned to adjourn the meeting. Unanimously carried. Meeting was adjourned at 7:25 p.m.

Mukwonago Community Library Staff Time Study Analysis February 2023
Written by Library Director Abby Armour

Purpose: Gather data in a “snapshot” of the time it takes to run the library. Data will help Library Director and Library Board examine personnel, compensation, and staffing levels in relation to goals of the Strategic Plan and answering how much of our time is going toward helping customers versus collection growth versus simply maintaining the services the Library already provides.

Method: The Library Director determined the data to be collected and built spreadsheets as a data capturing tool. Each staff member filled out their own spreadsheet while they worked with a pre-determined set of categories to allow for task comparisons across all positions. Staff members were instructed to think in “chunks” of time of about 5-10 minutes and categorized what they mainly did during those periods.

Time Period: Monday, January 30, 2023, through Saturday, February 25, 2023. Though obviously not definitive, this is generally a time that is “normal” in the library as programs have re-started after the holidays, it isn’t Summer Library Program yet, and there are no holidays or breaks. It also captured the flow of an entire month for things such as Library Board preparation and programs.

Categories: The staff tracked twelve (12) main categories, and the Circulation Team tracked nine (9) circulation-specific tasks. The Library Director developed the categories to broadly capture the essential duties it takes to run the Library and the Department Heads provided feedback. Staff were directed to select the best category to fit the task they were recording, with advice to consider the spirit of the task they completed (i.e. Was I providing customer service? Was I maintaining a service/collection we already offer? Was I growing our collection?).

The twelve (12) broad categories are:

- Administrative - emails, phone calls, reports, preparing Board packets, attending meetings, etc.
- Break Period - mandatory 15-minute break period for anyone working over 6 hours - do not count break periods you clock out for
- Staff Management - creating schedules, coaching/training staff, handling staff issues
- Programming - including research, prep, setup, doing the program, and takedown
- Collection Development - research, selection, cataloging, covering
- Collection/Service Maintenance - counting and cleaning Thingery items, book repair, refilling tax forms or copier supplies, basic laser machine maintenance
- Circulation Tasks - empty bins, check-in, sorting, lockers
- Shelving - actually putting the items back on the shelf to get them back into circulation
- Customer Service - "front" person at Circulation, Info Desk shifts
- Marketing - creating fliers, posting to Facebook, newsletters, signage

- Growth - marketing and outreach to bring in new customers, brand new programs/collections, working on Strategic Plan priorities that address "big picture" stuff
- Not-Library Stuff - tasks that don't directly contribute to the Library collections or services; may include things like NAGPRA compliance, HVAC/technology troubleshooting, etc.

The nine (9) circulation-specific categories are:

- Picklist – finding and taking items from the shelves to fulfill holds
- Sorting – sorting items to appropriate carts, alphabetizing in preparation for another task or shelving
- Unpacking bins – removing, checking for damage, and sorting the items received in shipment from other libraries in the Bridges Library System
- Packing bins – sorting, bundling, and packing the daily shipment of items to send to other libraries in the Bridges Library System
- Checking in – scanning in items in our system, then sorting to appropriate area for item to fill a hold, get sent to repair/cataloging, go back on the shelf, or be sent to another library
- Holds/Lockers – taking sorted items out to the holds shelf and smart lockers and putting them in order for customers to take; includes entry into the smart locker system
- Opening procedures - tasks to do for opening such as counting money drawers, turning on computers, etc. This is tracked as "Administrative."
- Closing procedures - tasks to do at closing time such as counting money drawers, cleaning, etc. This is tracked as "Administrative."
- ILL (interlibrary loan) – ordering items through the state-wide WisCat, cross-cataloging them upon arrival, checking back in, managing paperwork

Special Considerations: There is no "normal" day in a Library. As a customer service-oriented profession, each day can vary wildly based on the ebb and flow of customer traffic, programming, staff sickness, and more. Additionally, there were factors out of our control during this time. Listed are several notes that should be considered when analyzing this time snapshot.

- **Customer Service at the Info Desk** – Info Desk staff were explicitly told to list only "Customer Service" when they were assigned to work a service desk, even if they were able to complete other tasks for their individual job during that time. This is because customer service is the top priority of being at the Info Desk and the ability to get other work done is completely up to chance based on everything from what time of day the shift is to incoming customer traffic due to the weather. However, this means that some tasks were completed but not recorded. For example, often if there is downtime at the Info Desk, the assigned staff member will shelve DVDs because they are nearby. See more under "Takeaways."
- **Customer Service at the Circ Desk** – Circ Desk requested to track customer interactions rather than assigned staff time on desk. The circulation team does a significant amount

of circulation task work while behind the Circ Desk and they wanted a very accurate record of each individual task time so they could improve their own procedures.

- **Weather** – We had to close all day Thursday, February 16, due to bad weather. We closed early at 12:00 noon on Wednesday, February 22, due to more bad weather. All calculations are based on the actual hours we were open.
 - This means even full-time staff have some weird hours depending on when they were scheduled to work.
 - This also affects circulation and programs, which are customer-oriented duties. It also affects “Administrative” as we spend a significant amount of time notifying staff, communicating out to the public, adjusting automatic door schedules, etc.
 - As I am the only one who is salaried, all other full-time staff needed to use vacation or personal time to offset the closures, which will naturally affect usage of vacation/personal time throughout the rest of the year.
- **Hiring** – We were in the midst of hiring a new Circulation Clerk during this time. Our newest Shelver needed to leave by mid-February and this impacted circulation. However, due to the high turnover of the circulation team, it was not unusual that the Circulation Supervisor had to pick up Circ Desk shifts or that the entire staff had to assist with shelving. That has actually been very normal.
- **Not all labor hours are spent during open hours** – Some staff work outside of open-library hours due to the nature of their job. For example, the Administrative Assistant and I frequently work outside of unopen hours for facility maintenance reasons and for conducting business with Village Hall which opens an hour earlier than the Library.
- **Not all budgeted labor hours were included** – The Library budget accounts for a Seasonal Landscaper (520 hours a year) and a Custodian (1300 hours a year). These hours are not reflected in the time study as the study was intended to capture public service labor hours.

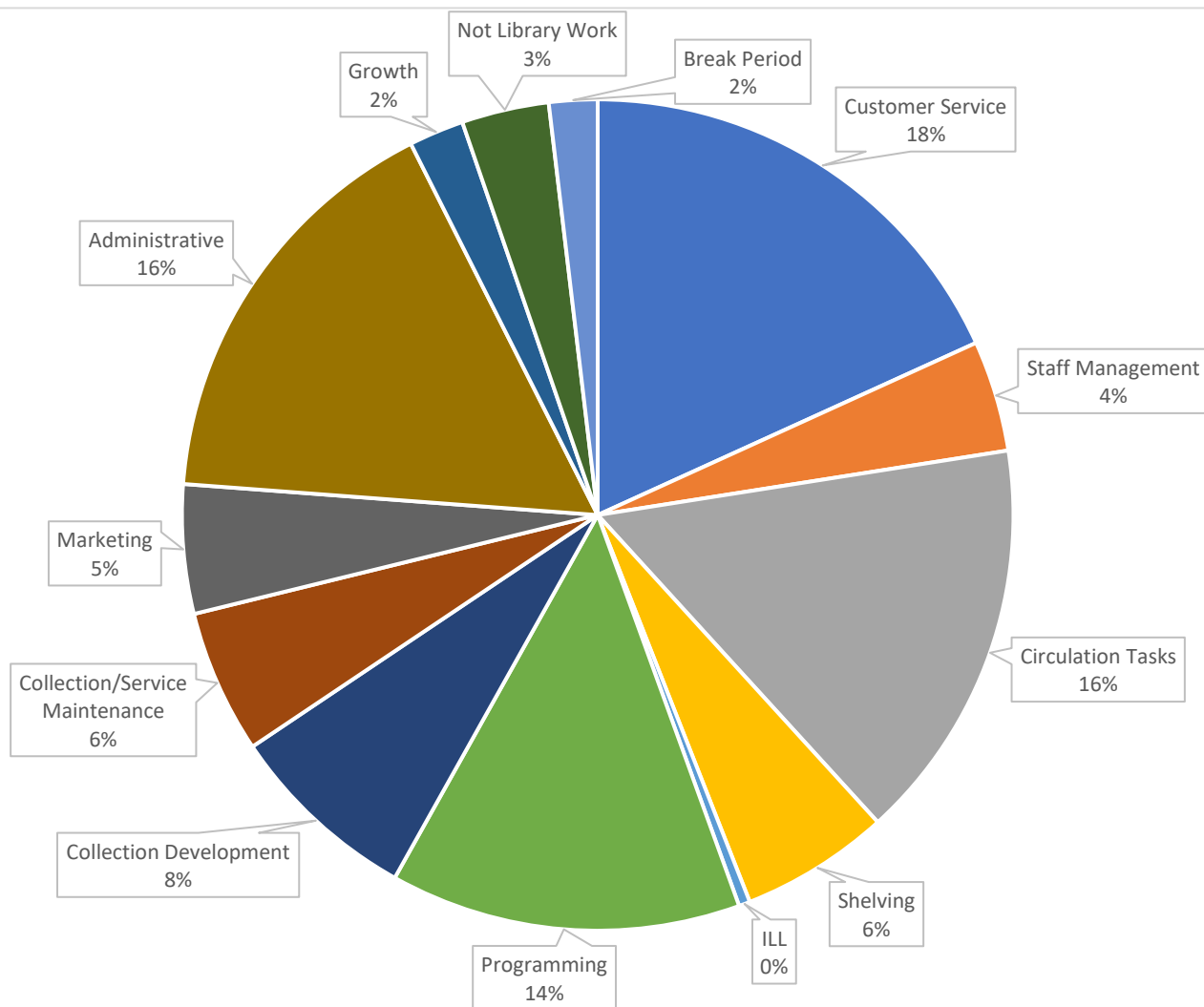
The Data

Total Hours Open During Time Study: 228 hours

Total Labor Hours Invested During Time Study: 2,0002.75

Total Hours Needed to Cover Service Desks: 456 hours

- Info Desk: 228 hours
- Circ Desk: 228 hours



Task	Total Time Spent	Notes
Customer Service	364 hr. 30 min.	
Staff Management	86 hr. 25 min.	
Circulation Tasks	314 hr. 49 min	
Picklist	43 hr. 10 min.	
Sorting	56 hr. 54 min.	
Unpacking Bins	17 hr. 35 min.	
Packing Bins	8 hr. 15 min.	
Checking In	142 hr. 47 min.	
Holds/Lockers	44 hr. 12 min.	
Shelving	116 hr. 15 min.	15:55 shelving done by non-circ staff
ILL	8 hr. 45 min.	Circulation Supervisor had just taken over this duty

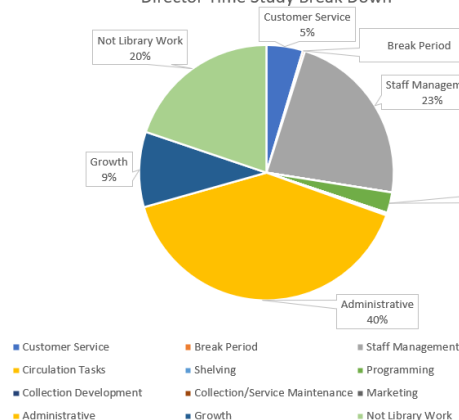
Programming	273 hr. 10 min.	Provided 107:45 hrs of public programs including 34 one-on-one and 4 self-directed reaching 972 people. 39.5% of our total program time actually goes into the publicly presented program, so roughly 2/3 of our time is spent on research, prep, setup, and takedown
Collection Development	149 hr. 46 min.	
Collection/Service Maintenance	111 hr. 45 min.	
Marketing	100 hr. 30 min.	
Administrative	328 hr. 14 min.	
Library Board	34 hr. 0 min.	
Opening	7 hr. 0 min.	
Closing	9 hr. 19 min.	
Growth	42 hr. 50 min.	
Not Library Work	68 hr. 2 min.	Includes technology troubleshooting for printers and smartlockers
Facilities	36 hr. 24 min.	
Grutzmacher	14 hr. 50 min.	
Break Period	37 hr. 43 min.	This number is low as not everyone takes their offered break periods or even their full break period.

Employee Name: Abby Armour

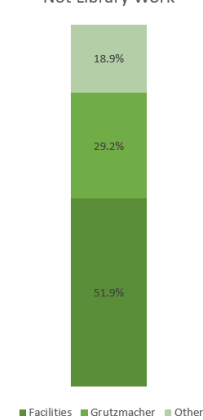
Total Time Spent During Time Study

Customer Service	8:15		
Break Period	0:30		
Staff Management	40:15		
Circulation Tasks	0:00		
Shelving	0:00		
Programming	4:40		
Collection Development	0:00		
Collection/Service Maintenance	0:15		
Marketing	0:20		
Administrative	71:40	Library Board	29:35
Growth	17:00		
Not Library Work	35:20	Facilities	18:20
TOTAL HOURS	178:15	Grutzmacher	10:20

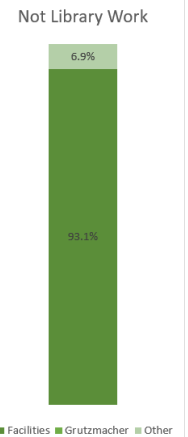
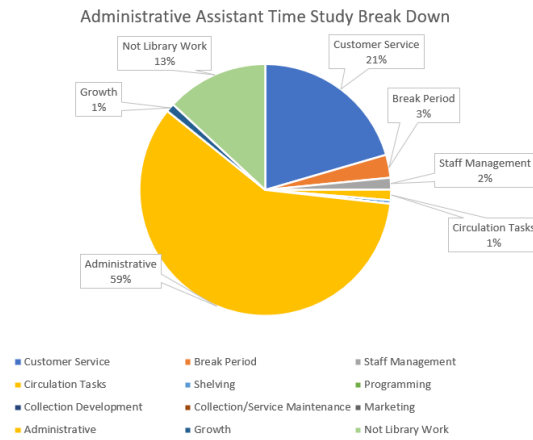
Director Time Study Break Down



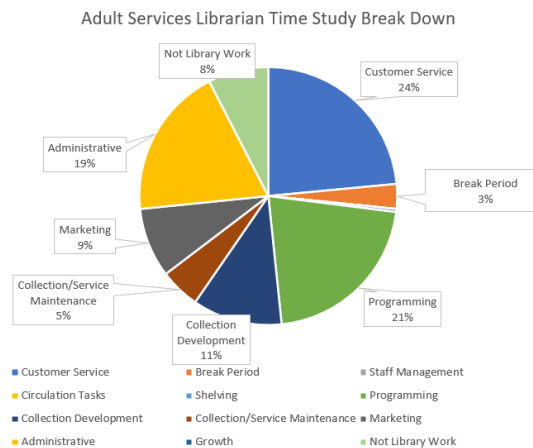
Not Library Work



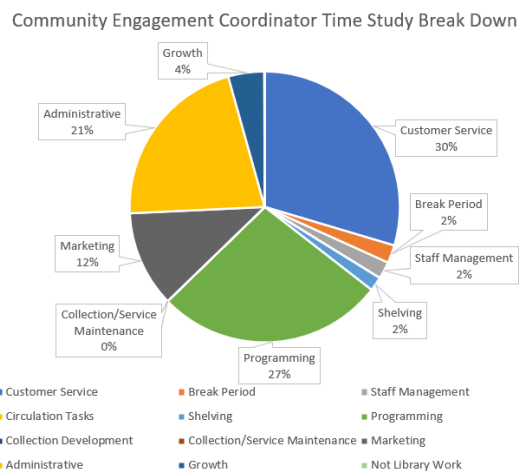
Employee Name: Cathryn Kim			
Total Time Spent During Time Study			
Customer Service	30:20		
Break Period	4:22		
Staff Management	2:15		
Circulation Tasks	2:00		
Shelving	0:40		
Programming	0:00		
Collection Development	0:00		
Collection/Service Maintenance	0:00		
Marketing	0:00		
Administrative	87:21	Library Board	4:25
Growth	1:38		
Not Library Work	19:24	Facilities	18:04
TOTAL HOURS		Grutzmacher	0:00



Employee Name: Chris Stape			
Total Time Spent During Time Study			
Customer Service	30:15		
Break Period	4:00		
Staff Management	0:00		
Circulation Tasks	0:00		
Shelving	0:30		
Programming	27:30		
Collection Development	14:30		
Collection/Service Maintenance	6:30		
Marketing	11:15		
Administrative	24:30		
Growth	0:00		
Not Library Work	9:45	Grutzmacher	4:30
TOTAL HOURS			128:45

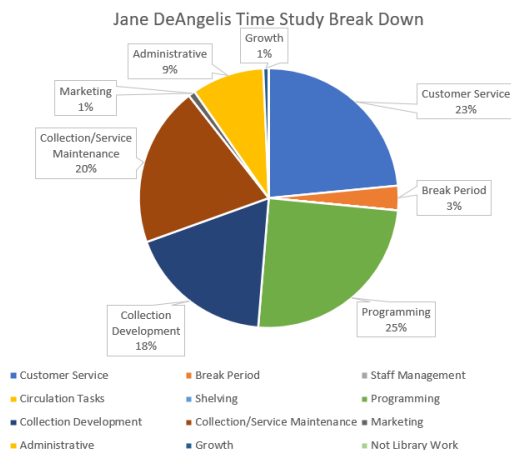


Employee Name: Eric Huemmer			
Total Time Spent During Time Study			
Customer Service	48:05		
Break Period	3:30		
Staff Management	3:20		
Circulation Tasks	0:00		
Shelving	2:45		
Programming	44:20		
Collection Development	0:00		
Collection/Service Maintenance	0:00		
Marketing	18:40		
Administrative	34:45		
Growth	7:00		
Not Library Work	0:05		
TOTAL HOURS			162:30



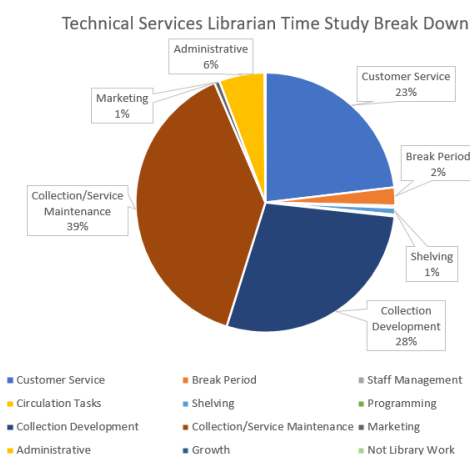
Employee Name: Jane DeAngelis

Total Time Spent During Time Study	
Customer Service	34:30
Break Period	4:30
Staff Management	0:00
Circulation Tasks	0:00
Shelving	0:00
Programming	36:25
Collection Development	26:45
Collection/Service Maintenance	29:20
Marketing	1:15
Administrative	13:15
Growth	1:00
Not Library Work	0:00
TOTAL HOURS	147:00



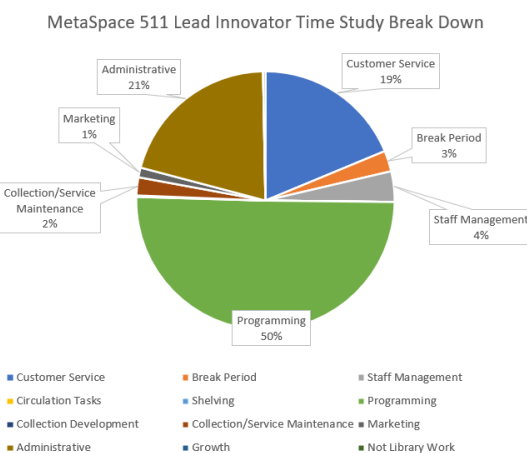
Employee Name: Mary Jo Isely

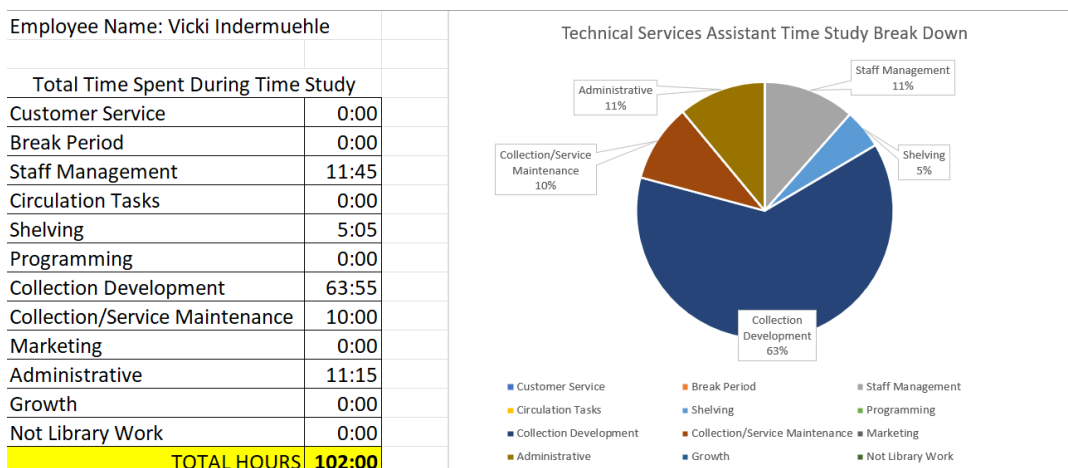
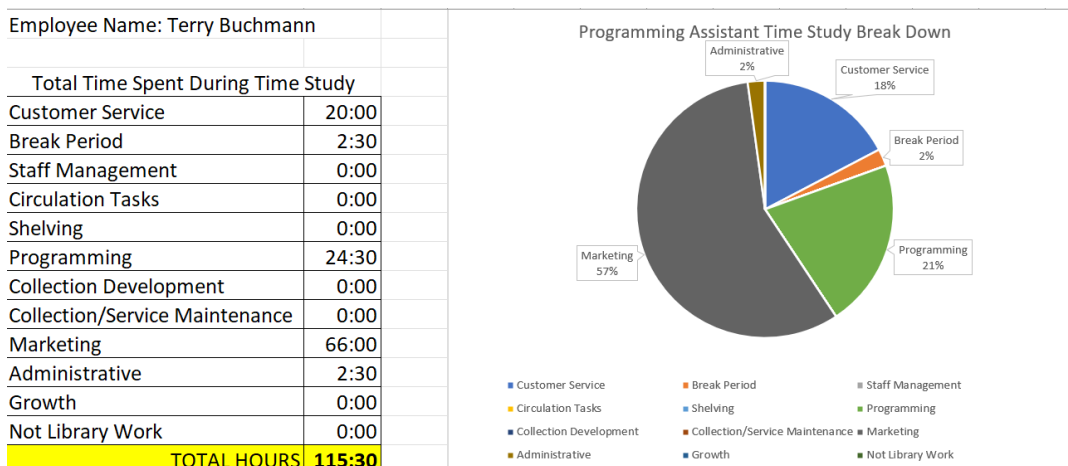
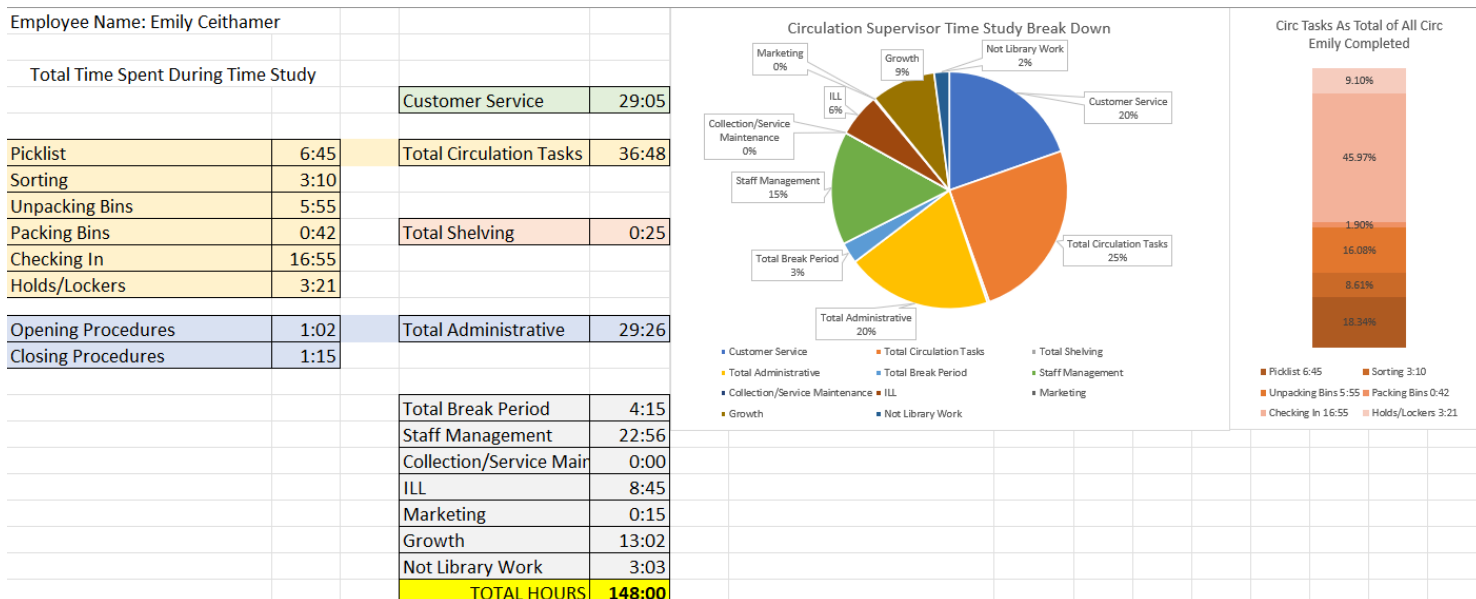
Total Time Spent During Time Study	
Customer Service	36:04
Break Period	3:30
Staff Management	0:25
Circulation Tasks	0:00
Shelving	1:20
Programming	0:20
Collection Development	43:51
Collection/Service Maintenance	60:25
Marketing	1:00
Administrative	8:50
Growth	0:10
Not Library Work	0:00
TOTAL HOURS	155:55



Employee Name: Nancy Aycock

Total Time Spent During Time Study	
Customer Service	27:00
Break Period	3:45
Staff Management	5:30
Circulation Tasks	0:00
Shelving	0:00
Programming	72:25
Collection Development	0:15
Collection/Service Maintenance	3:15
Marketing	1:45
Administrative	29:40
Growth	0:00
Not Library Work	0:25
TOTAL HOURS	144:00

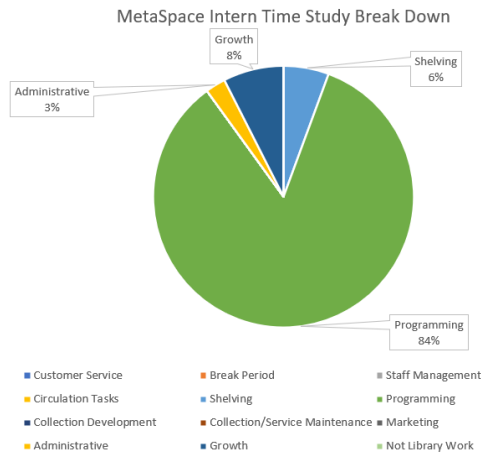




Employee Name: Kendal Schreiber

Total Time Spent During Time Study

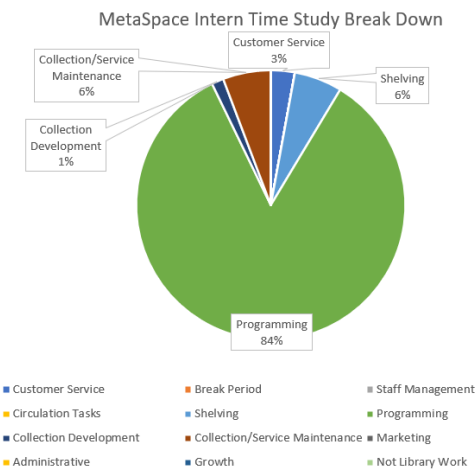
Customer Service	0:00
Break Period	0:00
Staff Management	0:00
Circulation Tasks	0:00
Shelving	2:15
Programming	33:45
Collection Development	0:00
Collection/Service Maintenance	0:00
Marketing	0:00
Administrative	1:00
Growth	3:00
Not Library Work	0:00
TOTAL HOURS	40:00



Employee Name: Jack Schumacher

Total Time Spent During Time Study

Customer Service	1:00
Break Period	0:00
Staff Management	0:00
Circulation Tasks	0:00
Shelving	2:00
Programming	29:15
Collection Development	0:30
Collection/Service Maintenance	2:00
Marketing	0:00
Administrative	0:00
Growth	0:00
Not Library Work	0:00
TOTAL HOURS	34:45

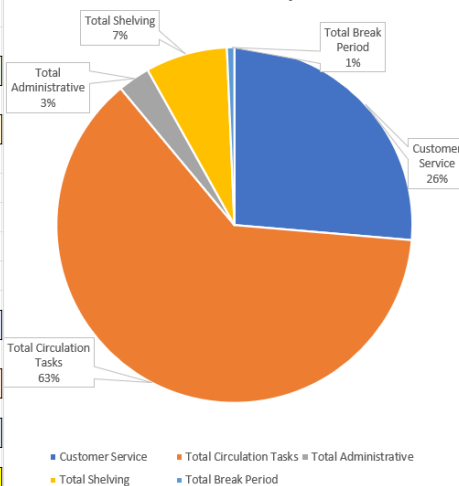


Employee Name: ABBY JEFFERSON

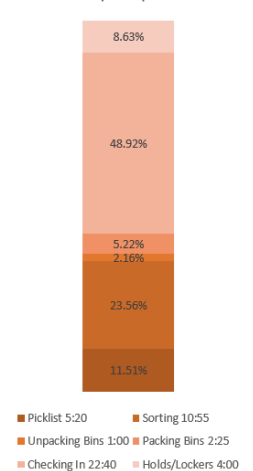
Total Time Spent During Time Study

Customer Service	19:30
Total Circulation Tasks	46:20
Picklist	5:20
Sorting	10:55
Unpacking Bins	1:00
Packing Bins	2:25
Checking In	22:40
Holds/Lockers	4:00
Total Administrative	2:10
Total Shelving	5:30
Total Break Period	0:30
TOTAL HOURS	74:00

Circulation Clerk Time Study Break Down



Circ Tasks As Total of All Circ Abby Completed

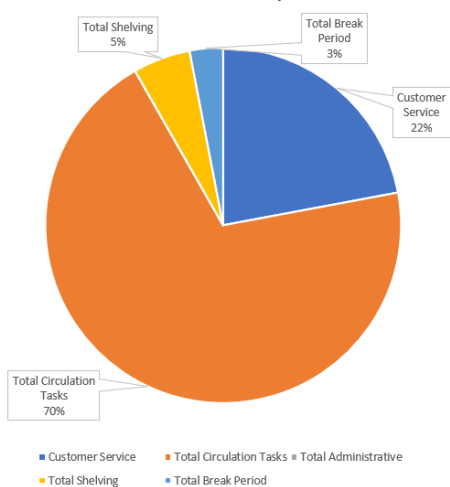


Employee Name: KIM HERZER

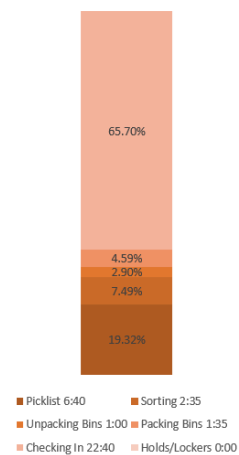
Total Time Spent During Time Study

		Customer Service	10:55
Picklist	6:40	Total Circulation Tasks	34:30
Sorting	2:35		
Unpacking Bins	1:00		
Packing Bins	1:35		
Checking In	22:40		
Holds/Lockers	0:00		
Opening Procedures	0:00	Total Administrative	0:00
Closing Procedures	0:00		
		Total Shelving	2:35
		Total Break Period	1:30
		TOTAL HOURS	49:30

Circulation Clerk Time Study Break Down



Circ Tasks as Total of All Circ Kim Completed

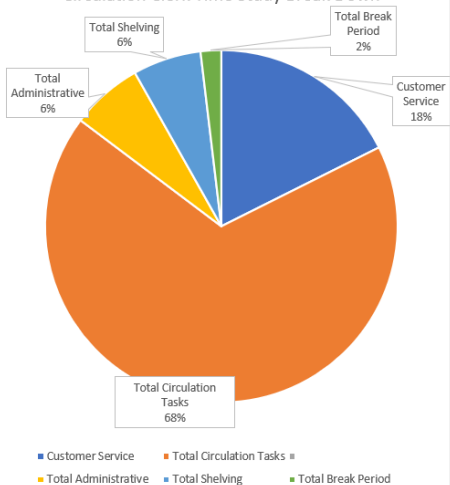


Employee Name: BARBARA HANSEN

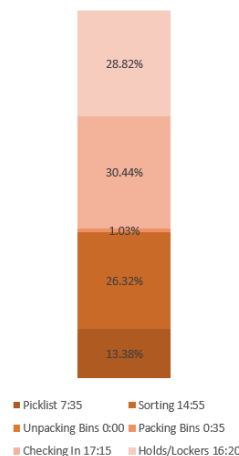
Total Time Spent During Time Study

		Customer Service	14:45
Picklist	7:35	Total Circulation Tasks	56:40
Sorting	14:55		
Unpacking Bins	0:00		
Packing Bins	0:35		
Checking In	17:15		
Holds/Lockers	16:20		
Opening Procedures	3:30	Total Administrative	5:30
Closing Procedures	2:00		
		Total Shelving	5:15
		Total Break Period	1:35
		TOTAL HOURS	83:45

Circulation Clerk Time Study Break Down



Circ Tasks As Total of All Circ Barbara Completed

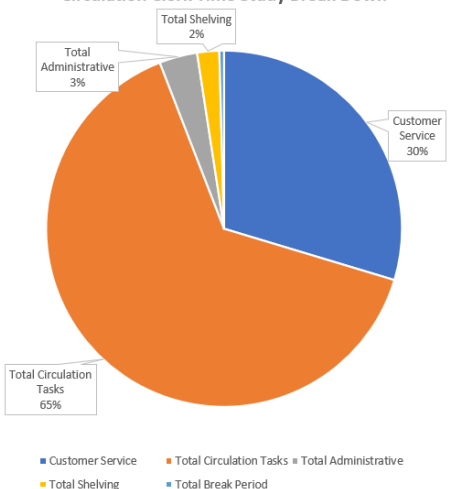


Employee Name: LAURIE FORS

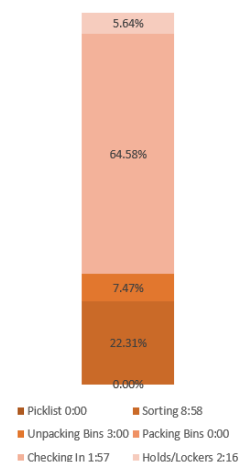
Total Time Spent During Time Study

		Customer Service	18:29
Picklist	0:00	Total Circulation Tasks	40:11
Sorting	8:58		
Unpacking Bins	3:00		
Packing Bins	0:00		
Checking In	25:57		
Holds/Lockers	2:16		
Opening Procedures	0:00	Total Administrative	2:09
Closing Procedures	2:09		
		Total Shelving	1:15
		Total Break Period	0:16
		TOTAL HOURS	62:20

Circulation Clerk Time Study Break Down

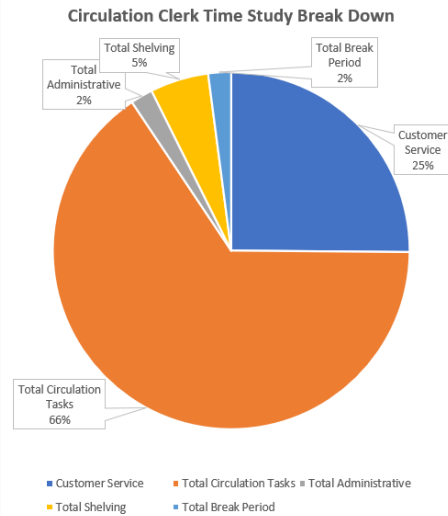


Circ Tasks As Total of All Circ Laurie Completed

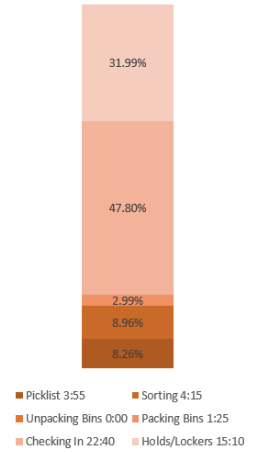


Employee Name: MARIA PETRELLA

Total Time Spent During Time Study			
		Customer Service	18:12
		Total Circulation Tasks	47:25
Picklist	3:55		
Sorting	4:15		
Unpacking Bins	0:00		
Packing Bins	1:25		
Checking In	22:40		
Holds/Lockers	15:10		
Opening Procedures	0:38	Total Administrative	1:28
Closing Procedures	0:50		
		Total Shelving	3:50
		Total Break Period	1:30
		TOTAL HOURS	72:25

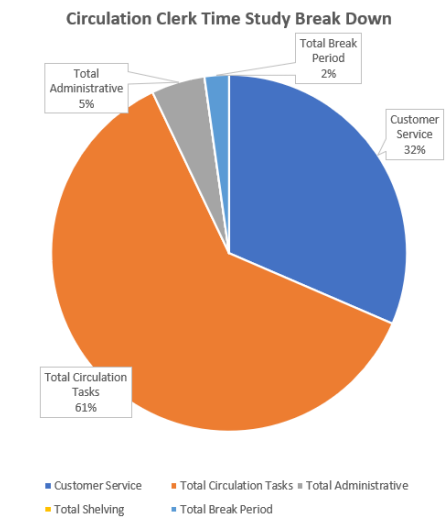


Circ Taks As Total of All Circ Maria Completed

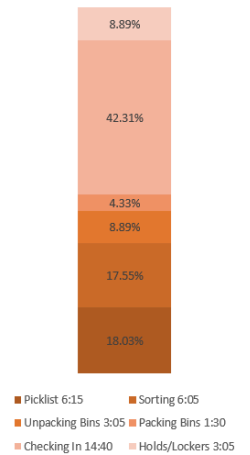


Employee Name: MARY STEINERT-NG

Total Time Spent During Time Study			
		Customer Service	17:45
		Total Circulation Tasks	34:40
Picklist	6:15		
Sorting	6:05		
Unpacking Bins	3:05		
Packing Bins	1:30		
Checking In	14:40		
Holds/Lockers	3:05		
Opening Procedures	0:20	Total Administrative	2:45
Closing Procedures	2:25		
		Total Shelving	0:00
		Total Break Period	1:15
		TOTAL HOURS	56:25

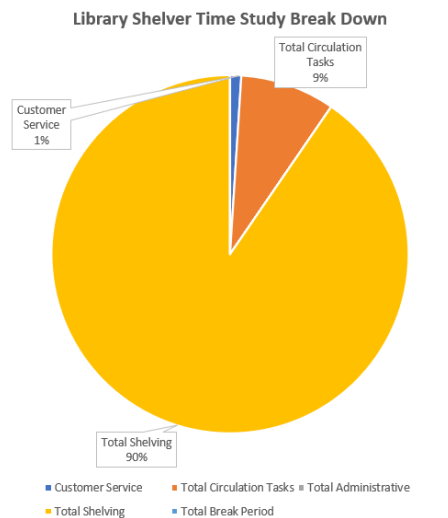


Circ Tasks As Total of Total Circ Mary Completed

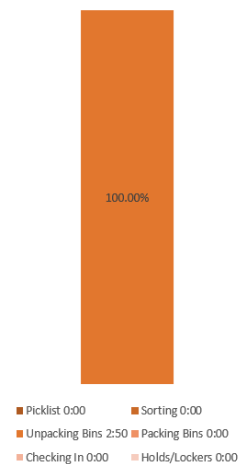


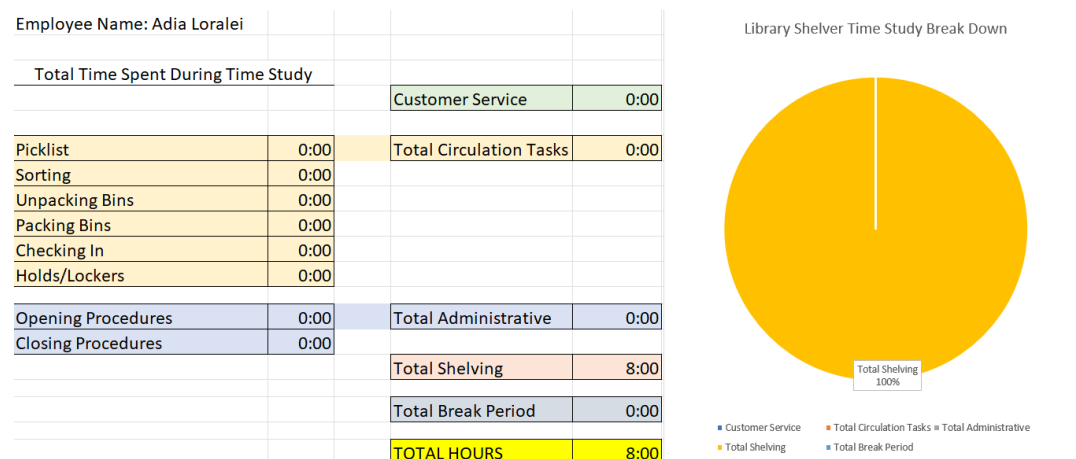
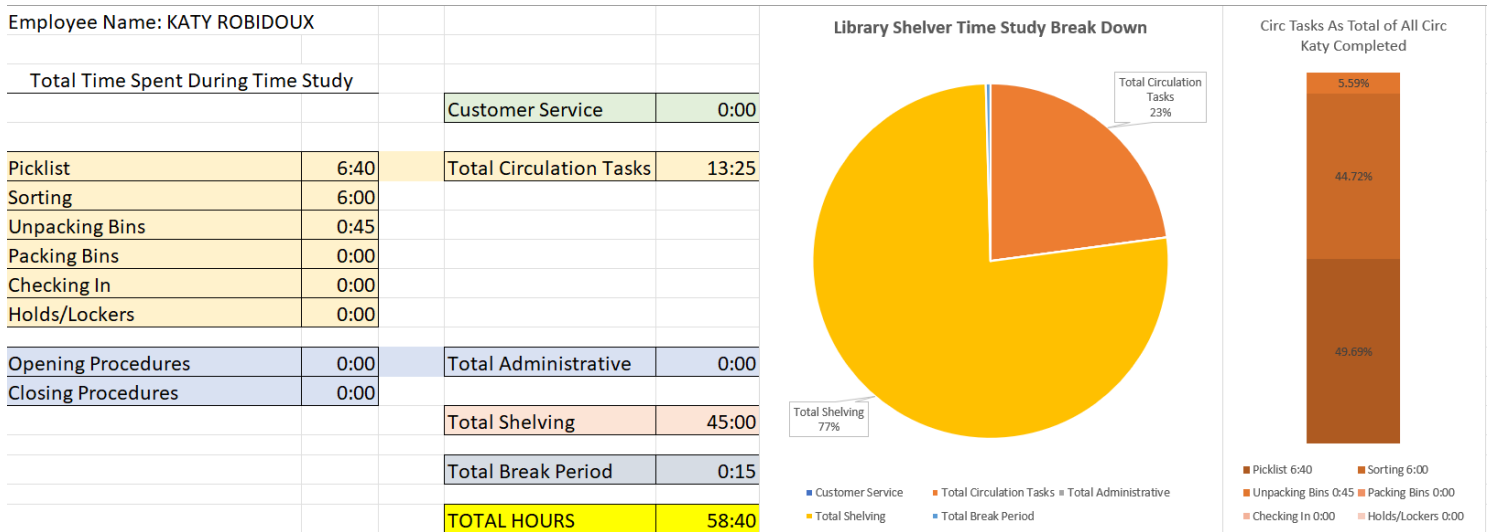
Employee Name: LISABETH HERRICK

Total Time Spent During Time Study			
		Customer Service	0:20
		Total Circulation Tasks	2:50
Picklist	0:00		
Sorting	0:00		
Unpacking Bins	2:50		
Packing Bins	0:00		
Checking In	0:00		
Holds/Lockers	0:00		
Opening Procedures	0:00	Total Administrative	0:00
Closing Procedures	0:00		
		Total Shelving	29:50
		Total Break Period	0:00
		TOTAL HOURS	33:00



Circ Tasks As Total of All Circ Lisabeth Completed





Takeaways: After analyzing the time studies, reading the staff reflections, and conducting my own observations, I have several takeaways from this time study that I believe are important when considering future staffing levels.

- 1) **Too many concurrent tasks** – Almost every staff member in every department commented that they frequently have to do multiple tasks at once. There are many “must complete” types of tasks that absolutely have to get done in a day in a library, such as shelving, helping customers, and checking in items. However, this often means we sacrifice everything that takes sustained and thoughtful effort in favor of simply “getting things done.” This leads me to two conclusions:
 - a. Growth, “big picture” initiatives, and staff management all suffer because staff members don’t have enough time to complete the “must complete” tasks. It’s a race against the clock to simply tick the boxes of the tasks and staff feel guilty and rushed to get to anything beyond that. For managers that means they don’t get time to actually coach and develop their staff. For the circulation team it

means they don't get to time to shelf-read and shift to make it easier for customers to find materials. For programmers it means they don't have time to research new programming ideas to bring to our community.

- b. Mistakes are too common. One Circulation Clerk commented in their reflection "There is A LOT to learn in this position, I think we are constantly being interrupted and maybe that's why mistakes are made." This is common throughout the library with staff rushing to get things done "in time" (for a program, for a meeting, for a deadline) without time to pay attention to doing just one single job well.

2) **Forming, Storming, Norming, and Performing (FSNP)** – This concept was developed in 1965 by American psychologist Bruce Tuckman and describes the psychological development a team goes through as they work toward a goal. Teams move through each stage as they overcome challenges, learn to work together, and eventually focus on accomplishing a shared goal. I think about this constantly because I have been the Director for only 22 months and I have had to hire 22 staff members, ranging everywhere from MetaSpace interns to Department Heads to Seasonal Landscapers.

- a. With high turnover we are constantly stuck in the "forming" stage, building new relationships and learning how each member's strengths can be used. And when my staff is constantly stuck in that stage, we struggle to get beyond the basic day-to-day tasks and get to things like strategic planning goals, reflection on and improvement of large initiatives, and cohesive strategies for things like the customer experience of getting a library card and outreach to underserved communities.
- b. From an administrative standpoint, onboarding and training staff takes a lot of time. From all the paperwork and setup through the Village to training to evaluations, it takes months to get a new staff member up to speed for even a part-time position like Circulation Clerk.
- c. High turnover, bad job market, and historic inflation have made it extremely difficult to attract, build, and maintain a high-quality staff. All of them need to be onboarded, trained, and then continuously coached. I am lucky that I have an amazing staff, but I worry that I can't retain them and that we will constantly be stuck in this cycle.

3) **Inefficiently used staff time** – There are so many "must complete" tasks in a Library and, when not properly staffed to take care of them, bleed up into the librarian's and administrator's jobs. The opportunity cost is hard to measure, but when skilled professionals are unable to do the skilled work they are hired for, the library loses out on collection development, professional education, high-quality standards, and personalized customer service.

- a. We constantly have to ask non-shelvers and even non-circulation team members to help with shelving. Note that over the course of four weeks, the non-circulation staff contributed almost 16 hours of shelving time and we still had at least 50 shelves of items unshelved every day.

- b. Highly trained staff, such as our Tech Services Librarian, are mired in endless maintenance of complex Thingery collections rather than using their education and skills on professional duties. The Technical Services team averages of 80% of their time spent on collection maintenance is devoted to the Thingery—a collection that accounts for 1% of our average monthly circulation.
 - c. Too much time is spent on “not library work.” This includes time spent handling the Grutzmacher Collection and NAGPRA compliance, troubleshooting technology, and dealing with building maintenance. While there is will always be a low level of these types of tasks, the Library Director and Administrative Assistant especially waste many hours a week attending to things that would typically be handled by Village DPW.
- 4) **Succession Planning** – A few key, full-time staff members will be retiring soon. Besides losing a cumulative 50+ years of institutional knowledge in only a couple of years, there are some significant ramifications for the daily operations of the Library.
- a. There are no back-up catalogers. The only other experienced cataloger is the Library Director, but that is not a feasible replacement. The collection developers have been cross-trained on some parts of cataloging, but cataloging complex items—like those in the Thingery—requires the talents of a dedicated cataloger. Prioritizing replacing this expertise and placing that person in charge of overseeing all cataloging is vital to maintaining the high-quality collection and ease of discoverability our community currently enjoys.
 - b. There is no assistant director. The current Administrative Assistant acts as a de facto assistant director, but upon retirement, it would be impossible to find someone to fill the position as it currently stands. With a staff of 20+ people, having an assistant director is imperative to ensure the Library Director does not burn out and that the staff always have a second point of contact when the Library Director is sick or on vacation.
 - c. The Grutzmacher Collection poses a special problem to this Library. It is extremely unusual for a public library to control a special collection the size of the Grutzmacher Collection (about 12,400 items), and it is even more unusual for a public library to control Native American items that need to comply with the federal Native American Graves Protection and Repatriation Act (NAGPRA). As this is a never-ending responsibility of this institution, future Library Directors must be able to handle this responsibility. I am worried that this necessary expectation of the job will make hiring outside candidates very difficult in the future. Having the ability to internally train an assistant director to be prepared for this role would be critical to ensuring this aspect of the community history is properly cared for.
- 5) **Simply running a library is not growing a library** – The Mukwonago area is growing rapidly and the time study shows the Library is ill-prepared to match the needs of that growth and the high expectations of the community.

- a. The average library user expects lots of new books on the shelves and a continuous stream of fresh programs on the calendar, but is unaware of how many hours and how much skill is involved in ensuring that the collections are well curated and that the programs are fun and educational. A concrete example of simply maintaining this status quo is collection development. Ordering new books and covering new books expands our offerings to the public. But when we repair or shelve books, that's just maintaining the collection we already have. We do not have enough labor power to meet basic duties now without sacrificing somewhere else, so we definitely do not have enough labor power to grow along with the community.
- b. We constantly struggle to simply provide coverage for the Info Desk. When a full-time person takes one week of vacation, that leaves a gap of 7-8 hours of Info Desk time that needs to be filled—and another staff member trained on the Info Desk needs to cover, often bringing their customer service shifts that week to 15-16 hours, which naturally detracts from all of their other skilled work. Cross training cannot be the answer; it takes a tremendous amount of time, effort, and communication (not to mention a low turnover and stable leadership) to truly cross-train a staff to the high-quality level of service expected at each specialized desk, and even then that is assuming that all staff members are capable and comfortable with learning all aspects of all parts of the library. It is bad customer service to put someone at a desk without the knowledge or training to help the customers that visit that desk for answers. This is why the fulltime, degreed staff members work on the Info Desk.
 - i. Total amount of vacation/personal time full-time staff have available in 2023: 1,336 hours
 1. That's equivalent to a 25-hour-a-week yearlong position
 2. That's equivalent to 33.4 weeks
 3. If each fulltime person took their paid time off in a row starting January 1, we would not have full Info Desk coverage until August

Conclusion: The time study has provided data for the Library Board, Library administration, and Library stakeholders to consider when making budgetary and personnel decisions. My recommendation is that the Personnel Committee consider the takeaways provided in this analysis and examine the organization structure, job descriptions, and compensation structure of the Library staff and make recommendations to the Library Board on how to begin addressing some of the immediate issues of staffing as well as begin making changes that will ensure sustainability of staffing and operations.