



106 Washington Avenue, Oshkosh, Wisconsin 54901-4985

MEMORANDUM

DATE: January 24, 2019
TO: Oshkosh Public Library Board of Trustees
FROM: Jeff Gilderson-Duwe, Director
RE: Proposed changes to table of organization – management structure

During the week of February 25 – March 1, 2019, three members of the library's management team will complete their final day of work before retiring. Each of the three – Assistant Director Vicki Vandenberg, Head of Reference and Adult Services Sharon Schwartz, and Circulation Supervisor Becky Srubas – will expend their earned vacation leave time before formally ending work with the library on April 5, 2019. The departure of these valued colleagues will create a vacuum of experience and judgment which will be felt in the daily operations of the library. In the interest of minimizing this disruption to operations, I wish to propose a plan to reorganize the management structure of the library.

This memorandum will lay out the proposed reorganization plan. An attachment will detail the specific changes to the library's table of organization that are proposed. Board approval of the proposed changes to the organizational structure will give me the authority to carry out the personnel changes (positions; salaries; benefits, etc.) necessary to realize the plan.

My plan is to go forward with two Assistant Directors rather than one: I propose to promote Ruth Percey to the position of Assistant Director for Public Services, and Lisa Voss to the position of Assistant Director for Library Development. With the board's support, I will combine the current Reference and Adult Services Department (RASD) and the First Floor Public Service Department (FFPS) into a single Public Services Department, led by Ruth. To support her management of this larger department, I plan to create two "Operations Manager" positions – one mainly supporting back-of-the-house operations, and one mainly supporting front-of-the-house operations. Ruth will lead the efforts to position the Public Services Department to maintain the kinds of personal assistance that patrons have come to expect, and also to innovate with services that will attract new patrons to OPL as a downtown destination.

"A Library in Every Life"

I plan to take over Facilities Management responsibilities after Vicki's retirement and will seek to transfer some of my current tasks to one or the other of our new Assistant Directors. These task transfers will be identified and accomplished over time. I also plan to continue to supervise directly the managers of the following library departments: Children's and Family Outreach Services, Cataloging / Processing, and Collection Development.

With the support of the board, the promotion of Lisa Voss to Assistant Director level will focus organizational resources and priorities on sections of the strategic plan that have not progressed as well as I might have hoped. Some of these areas include public programming, community engagement, partnership development, and service outreach. Initiatives in these areas often represent departures from the traditional menu of library services. Working with Lisa and Ruth, I hope to detail our plans of action in these areas in the coming weeks in order to produce a "second wave" reorganization proposal for consideration at a future board meeting. I also have in mind exploring the delegation to Lisa of some development-related tasks that I now currently perform.

In summary, this proposal calls for merging all employees who provide public services for teens or adults into a single department managed by Ruth Percey as Assistant Director. It also promotes Lisa Voss to Assistant Director and elevates the idea of Library Development to a higher level of organizational priority. If approved, this plan will create a new top-level management team to lead the library in pursuit of its mission, vision, and strategic goals.

Proposed Changes to Table of Organization

Effective February 24, 2019:

1. Department merger: Combine Reference and Adult Services Department and First Floor Public Services Department into a single department, to be named Public Services Department.
2. Assistant Director for Public Services:
 - a. Create one full-time position in the Administrative Librarian classification, to be named Assistant Director for Public Services;
 - b. Promote Ruth Percey to position of Assistant Director for Public Services, to be compensated at pay grade I, step 5 in the 2019 library pay plan; and
 - c. Eliminate one full-time position in the Managing Librarian classification.
3. Assistant Director for Library Development:
 - a. Create one full-time position in the Administrative Librarian classification, to be named Assistant Director for Library Development;
 - b. Promote Lisa Voss to position of Assistant Director for Library Development, to be compensated at pay grade I, step 5 in the 2019 library pay plan; and
 - c. Eliminate one full-time position in the Managing Non-Librarian classification.
4. Circulation Operations Manager:
 - a. Create one full-time position in the Supervisor classification in the Public Services Department, to be named Circulation Operations Manager; and
 - b. Promote Matthew Schrottky to position of Circulation Operations Manager, to be compensated at pay grade F, step 1 in the 2019 library pay plan.
5. Public Services Operations Manager:
 - a. Create one part-time (0.75 FTE) position in the Supervisor classification in the Public Services Department, to be named Public Services Operations Manager; and
 - b. Promote Kim Hoffman to position of Public Services Operations Manager, to be compensated at pay grade F, step 1 in the 2019 library pay plan.

Effective April 6, 2019:

1. Retiring Assistant Director: Eliminate one full-time position in the Administrative Librarian classification; and
2. Retiring Circulation Supervisor: Eliminate one full-time position in the Supervisor classification.

Effective April 13, 2019:

1. Retiring Head of Reference and Adult Services: Eliminate one full-time position in the Managing Librarian classification.

Total estimated net budget impact of these proposed changes: savings of \$158,200