



N64W23820 Main Street
Sussex, WI 53089-3122
(262) 246-5180
phplonline.org

Agenda

**Pauline Haass Public Library Board of Trustees
Wednesday, May 20, 2026, 6:00 p.m.
Library's Quad/Graphics Meeting Room, off lobby**

- 1) Roll call
- 2) Consideration of, and possible action on minutes of:
 - a) April 15, 2026 Board meeting
 - b) May 1, 2026 Nomination Committee Meeting
- 3) Comments from citizens present
- 4) Communications received by Board members or Director
- 5) Financial report
- 6) Action on bills
- 7) Director's report on library services, legislative issues, staffing, funding, system services, continuing education, building issues, library users, technology, planning, Friends of the Library and Foundation activities, legal issues, and budget.
- 8) New Business:
 - a) Report of Nominating Committee
 - b) Election of officers
 - c) Annual review of PHPL Board bylaws: discussion and possible action
 - d) Review of Trustee Essential 7: The Library Board and Library Personnel
 - e) Time Study Findings: presentation and discussion
 - f) Motion (with roll call vote) to convene into Closed Session pursuant to Wisconsin Statute 19.85(1)(c) Considering employment, promotion, compensation or performance evaluation data of any public employee over which the governmental body has jurisdiction or exercises responsibility, with respect to semi-annual performance evaluation discussion with Library Director
- 9) Items for future agendas: discussion
- 10) Adjournment

Lisa Bougie, President

Adele Loria, Library Director

Attendees: Please note that, upon reasonable notice, efforts will be made to accommodate the needs of disabled individuals through appropriate aids and services. For additional information or to request this service, contact Adele Loria at 262-246-5180.

**Minutes of April 15, 2026 Board meeting
Pauline Haass Public Library**

Called to order: 6:04 p.m.

Roll call: Bougie, DeLonge, Jilling, Kojis, Roubik, Schultz, Vande Hei, Wegner, Zoellick present; Hacker absent. Also present: Library Director Loria.

Approval of minutes from previous meeting(s):

Bougie/Kojis motion to approve minutes of March 18, 2026 Board meeting; motion carried.

Comments from citizens present: none.

Communications received by Board members or Director: Loria shared a letter from a patron expressing her family's appreciation for the Nightlight Storytime program.

Financial report:

Revenue and Expenditure Guidelines for March 2026; Vande Hei/DeLonge motion to accept as presented; motion carried.

Action on Bills: Prepaid bills in the amount of \$0, P-card bills in the amount of \$2,792.21, Bills in the amount of \$8,663.17, March 2026 Expenses in the amount of \$94,393.38; Vande Hei/Schultz motion to approve as presented; motion carried.

Director's report: Loria reviewed items in her written report and other items as followed by the agenda.

New Business:

President Bougie appointed Roubik and Vande Hei to the nominating committee for Board elections.

Following a review of the revised library standards as part of the proposed Waukesha County Library services plan 2027-2031; Bougie/Kojis motion to endorse; motion carried.

Following a review of the revised Remote Work policy, Kojis/Jilling motion to approve as presented; motion carried.

Following a review of the revised Inclement Weather policy (addendum to Personnel Policy), Bougie/DeLonge motion approve as presented; motion carried.

Following the discussion of the Allowable Costs Worksheet, Vande Hei/Schultz motion to approve as presented; motion carried.

Meeting adjourned at 6:41 p.m. by Roubik/Jilling motion.

Respectfully submitted,
Adele Loria
Director

Minutes prepared by Lisa Ponto, Administrative Services Manager



N64W23820 Main Street
Sussex, WI 53089-3122
(262) 246-5180
phplonline.org

Minutes of May 1, 2026 Nominating Committee meeting at Sussex Hamilton High School

Called to order at 6:47 AM.

Roll call: Roubik and Vande Hei present.

The committee met to select a slate of officers to present for consideration at the May 20, 2026 board meeting.

No further action was taken.

Meeting adjourned at 6:48 AM.

Respectfully submitted,

Adele Loria
Library Director

Minutes prepared by Lisa Ponto, Administrative Services Manager

May 20, 2026
Director's Report to Library Board

Agenda Items

Report of Nominating Committee: The committee met on Friday, May 1, and will present their report nominating a slate of officers for president and vice president. The floor will be open to additional nominations at this time.

Election of officers: Provided the nominees accept, there will be a vote taken to elect officers. Committee appointments will be distributed at the June meeting.

Review of PHPL Board Bylaws: This is an annual event to refresh memories about the bylaws and provide an opportunity for changes or additions. The bylaws are included in your packet.

Review of Trustee Essential 7: The Library Board and Library Personnel: I've included this Trustee Essential in your packets because we will also be reviewing the time study analysis this month. Discussions of organizational structure, role design, and staffing capacity can raise questions that sit at the boundary between board governance and operational management. Reviewing TE7 together helps ensure we enter that conversation with a shared understanding of each party's role.

Time Study Overview and Findings: As part of Action Item 3.3 of the Year 1 Action Plan, staff completed a structured time study this spring to identify workload pressure points and inform the ongoing organizational structure evaluation (Action Item 3.4). All staff working 600 or more hours annually participated, logging their activities over periods ranging from two weeks (frontline staff) to five weeks (management). A summary of the methodology and findings is included in your packet. We will review the results in more detail together at the meeting and discuss implications for organizational structure.

Closed Session for Midyear Review: The Board will meet with me in closed session to discuss progress on this year's goals and other performance areas.

Non-agenda Items

Civic Center Flooding & Recovery Efforts: Severe weather in April caused significant flooding at the Civic Center, resulting in a temporary closure of the building after power was shut off on April 17. Civic Center staff were temporarily relocated to the Public Safety Building. The closure also displaced groups renting the Civic Center for private events as well as Parks and Recreation programs. The library accommodated a number of these groups in our meeting rooms and other available spaces when possible. This served as another reminder of the high demand for flexible community meeting space within both buildings; because our meeting rooms were often already occupied, we also used the KidsLab and large study room to accommodate groups. In several cases, we authorized temporary flexibility around normal meeting room restrictions and hours to help Civic Center programming and planned private events proceed during the closure.

Since that time, restoration efforts have progressed significantly. Civic Center staff have now returned to their offices, and the building has reopened. Unsurprisingly, the worst-affected areas were in the basement, including the library's storage space. ServPro has completed cleanup work in the affected areas and disposed of a substantial number of water-damaged materials. Staff continue to assess losses, reorganize storage areas, and move items back into place as restoration work wraps up. Because some needed materials may not be replaced through the insurance process quickly enough to meet operational timelines, we have already begun replacing certain high-priority items, including Summer Reading Program supplies.

Communications Position Opening at the Village: The Village's Communications Coordinator retired in April after many years in the role. Because the position evolved significantly over time, Village administration used this transition as an opportunity to reevaluate and redesign the role, including converting it into a full-time position. Since the previous Communications Coordinator already collaborated with library staff on recurring projects such as the Activity Guide, and because Village administration is aware of the marketing and communications capacity needs identified in our Strategic Plan, they approached the library about participating in a shared arrangement for a portion of the position's responsibilities.

Although this opportunity arose before completion of the library's time study and organizational structure review, I felt it was important to explore while the position was being redesigned. I have been working with Village administration to discuss what the library's portion of the role could look like and have also served on the hiring committee, reviewing applications and interviewing candidates alongside Village staff.

While no hire has been finalized yet, and this shared arrangement would not fully meet all of the library's marketing and communications needs, it could help relieve some of the pressure currently absorbed by non-marketing staff while adding professional expertise in this area. I'll keep you updated on any new developments.

Library website: A committee of staff members (Lisa Ponto as Project Lead, Emily Bolwerk, Teresa Douglas, Jennie Bahnaman, and Adele) working on the Library Market (LM) website

redesign project met with LM Project Manager, Dustin Willis, for a kickoff meeting on April 21. Committee members have been reviewing websites designed by Library Market and giving detailed written feedback of likes and dislikes. Additionally, staff members from every department gave feedback on websites during a small group exercise at Staff Development Day. They ranked the intuitiveness of three library websites for finding information like library services, FAQs, donating to the library, explore passes, policies, and more. We are sending a patron survey out this week to learn more about how patrons use the current site and library.

Professional Development and Continuing Education: Jennie Bahnaman attended a virtual workshop through the **Wisconsin Library Association Leadership Development Institute**. The session focused on advocacy and was presented by Peter Loeffel, Director of the Wauwatosa Public Library and the chair of the WLA Library Development & Legislation Committee, and Kris Adams Wendt, a semi-retired Local and State Advocacy Consultant for Wisconsin Valley Library System and an active member of the WLA Library Development & Legislation Committee. The presenters explored real-world advocacy strategies, challenges, and successes related to influencing city councils, county boards, state legislatures, and other decision-making bodies. The workshop also emphasized that advocacy is embedded in all aspects of library work, including the everyday interactions frontline staff have with the community.

Maura Flanagan attended the **Wisconsin Association of Public Libraries Conference and presented on the importance of gaming in public libraries**. She discussed TTRPGs (tabletop roleplaying games), passive games, and take-home games as tools for fostering community, learning, creativity, and social connection.

Tiny Art Show: In April and May, we were pleased to host another Tiny Art Show, sponsored by the Friends of Library. Beginning in March, miniature 4" by 4" canvases were distributed to community artists while supplies lasted, and finished pieces were returned to the library for display. Artists were free to work in any medium, as long as their creations fit within the 4" by 4" format and could be displayed on a mini easel.

All submitted artwork was on display from April 13 through May 15. We received 107 children's entries, 9 teen entries, and 72 adult entries. Once again, we've been amazed by the creativity of our community, and we're grateful to everyone who shared their talent and imaginative ideas with us!



Jennie Bahnaman, Assistant Director, reports on recent Adult and Teen Services activities:

Adult Programs & Services

On Tuesday, April 28, Nick Schmudlach (Adult Services Librarian) led his first **Make It program**, where attendees created **fairy garden jars**. We reopened registration for Make It programs so participants can reserve a spot in advance if they prefer, while keeping supplies available for drop-in attendees. Providing the option for registration seemed to help increase attendance; we had 54 people register, with 46 attending.

Due to the flooding at the Civic Center, the program was moved back to the library's Quad Room. Accommodating a group of that size was challenging, as we needed space for tables and chairs, craft supply stations, and refreshments. The room felt crowded once everyone arrived and warmed up quickly. To help manage the temperature, we turned off the HVAC system to stop the supply of warm air and brought in several fans to keep the air circulating.



We received a great deal of positive feedback after the program. Attendees enjoyed the craft itself as well as the opportunity to connect with others.



Emily Bolwerk (Youth Services Librarian) continued sharing her sewing expertise with adult library patrons by offering another session of **Machine Sewing 101**. This two-part series was held in KidsLab using the library’s sewing machines, though some participants also brought their own machines from home. The class helped many attendees gain the confidence to begin sewing independently and made sewing machines feel far less intimidating, making future projects seem more approachable. A special thank you also goes to Emily’s mom, Theresa, for volunteering her time to assist with teaching these classes.



Nick attended the **2027 Bridges Database Meeting** in April. At this meeting, attendees reviewed and discussed our current database subscriptions and ranked them to help directors, during the 2027 budget process, make decisions on which databases to keep.

Collections and Cataloging

To create additional space in the Biography section of Adult nonfiction, Nick proposed reclassifying the smaller 920 biography subsection into more appropriate areas of the nonfiction collection. These titles primarily consist of group or collective biographies focused on specific topics (e.g. women during World War II) which are often more useful to patrons when shelved alongside related subject materials. Integrating these items into the broader nonfiction collection allowed us to expand space for the main biography area, which sees frequent use and regular updates due to the steady publication of new biography titles.

Teen Programs & Services

Maura (Adult & Teen Services Librarian) hosted a **Teen Hangout** in April which is an after-school program where teens can spend time enjoying games, crafts, and snacks. Monthly passive programs included Make It Teen, Teen Taste Tests, Guess the Book, and a Teen Area whiteboard prompt.

Maura also attended a webinar entitled **Teen Engagement Blueprint: Outreach That Works**. The presenter discussed creative ways to connect with schools, youth organizations, and community partners to promote library services and create meaningful programs for teens. They also discussed partnership-building, community needs assessment, and outreach strategies designed to reach teens where they are.

Teresa Douglas, Youth Services Manager, reports on recent YS Department activities:

Programs

In April, **PHPL welcomed our first “Kid Librarian,”** Eddy! This opportunity was one of the exciting prizes available to children who completed the Iditaread Winter Reading Program. Eddy was selected from the pool of Iditaread completers and spent a day behind the scenes helping with real library work: processing books, assisting with storytime, checking out materials, and more. Programs like Kid Librarian give young readers a hands-on look at how the library operates, build confidence and a sense of ownership, and strengthen their connection to the library as an active, welcoming community space.



In the middle of April, the annual **Bunny Scavenger Hunt** was held. Eight paper bunnies were hidden around the library and throughout the next week and a half, 219 participants used a set of clues to track them down. Each finisher was able to enter for a chance to win one of three bunny themed prizes.

On Thursday, April 23, we welcomed 22 stuffed animals to spend the night at the library for **Stuffed Animal Sleepover**. This is a family favorite each year where kids bring a stuffie to the library, participate in a craft activity (name necklaces for the stuffies), and tuck them in for a night at the library. Of course, the stuffies always get up to shenanigans when the owners leave... Monica Weis was in charge of the stuffed animals and hilarity ensued as the animals ate snacks, played with toys, visited all the areas of the library, and tried to escape out to the park! The families follow along through the evening as photo updates are posted on Facebook.



Regular Programs

- **Family Storytime** finished its 12-week spring storytime session in April, with 5 sessions bringing 203 participants together for songs, stories, and early literacy activities.
- **Baby Storytime** also ended its spring session in April, with 50 babies and grown-ups joining us for our final two sessions.
- **Nightlight Storytime**, held in the evening on April 6, had 52 attendees.
- **Toddler Time** welcomed 151 active kids and families getting their wiggles out on Tuesday mornings.
- 23 young builders attended **LEGO Club** on Wednesday, April 9.
- **Advanced Adventurers** met on April 13, where participants competed in a jellybean STEM challenge to see who could build the tallest tower, using a select number of jellybeans and toothpicks.
- **Early Explorers** met on April 27 to create painted “worry stones,” transforming smooth stones into adorable animal characters and designing small homes for them.
- **Make it! Junior** offered its second of three spring craft projects featuring butterfly cones.

- A final spring **Sew XO** was held for 4 sewists who created spring garlands.

Jennifer Steffes, Circulation Manager, reports on recent department activities:

Jennifer Steffes and Adele recently completed a comprehensive **Library Page Training Guide**, developed with input from department managers and librarians. The guide was created to improve training consistency, provide clearer expectations and troubleshooting guidance, and serve as an ongoing reference resource.

While primarily designed for pages, the manual has evolved into a broader onboarding tool that will now be incorporated into orientation for all new staff. Adult Services Librarian Mykah Snyder has been utilizing the guide during training, as well as spending time in the Circulation department learning about the ILS and patron accounts. Our goal is to provide new employees with a more thorough understanding of how the library operates as a whole, helping staff feel more confident and connected across departments from the beginning of their employment.

Adult and Youth Reference	Totals
Youth Reference Ques.	203
<i>Youth Information Ques.</i>	55
Adult Reference Ques.	354
<i>Adult Information Ques.</i>	84
One-on-One Tech Help	34
Study Rooms use	177
Faxes	9
YS Book Bundles (bundles assembled)	62
YS Book Bundles (items checked out)	305
1000 Books Before Kindergarten total books read:	1,755
YS Coloring pages	860
Teen volunteer hours:	18.75

Children's Programs	# of events (in-person)	In-person Attendance	Self-Led (Passive)
<i>*all-ages events</i>			
1,000 books before Kindergarten new registrations			8
Firsties Visits			38
Firsties video views (April)			36
Firsties other video views (past + parent videos)			39
Storytime	5	203	
Storytime craft (2 crafts)			200
Toddler Time	4	151	
Baby Storytime	2	50	
Nightlight Storytime	1	52	
LEGO Club	1	23	
Early Explorers	1	27	
Advanced Adventurers	1	8	
Sew XO	1	4	
Make It Junior			100
Bunny Scavenger Hunt	1	219	
Stuffed Animal Sleepover	1	22	
Tiny Art Show (kids)			103
Outreach	3	119	
	21	878	524

Adult Programs	# of events (in-person)	In-person Attendance	Self-Led (Passive)
<i>*all-ages events</i>			
Tuesday Afternoon Book Club	1	4	
Mystery Book Club	1	9	
Books To The Future	1	5	

April 2026 Program Statistics

Reading between the spines	1	8	
Machine Sewing 101	2	12	
Make It: Fairy Garden Jars	1	46	
Tiny Art Show (Adults)			72
Total	7	84	72

Teen Programs	# of events (in-person)	In-person Attendance	Self-Led (Passive)
*all-ages events			
Guess The Book			3
Make It Teen			33
Whiteboard Prompt			89
Teen Hang Out	1	3	
Teen Advisory Board	1	7	
Tiny Art Show (Teens)			9
Total	2	10	134

STATISTICS FOR MONTH OF APRIL 2026

	April 2026	April 2025	YTD	YTD 2025	% change
ALL CIRCULATION	32535	33428	132488	134998	-1.9%
PHYSICAL MATERIAL CIRCULATION	27563	28480	111656	114926	-2.8%
E-MATERIAL DOWNLOADS	4972	4948	20832	20072	3.8%
HOURS OPEN	254	246.5	989.5	998.5	-0.9%

		YTD
HOLDS FILLED FOR PHPL BY OTHER CAFÉ LIBRARIES: -	3003	13340
HOLDS FILLED FOR OTHER CAFÉ LIBRARIES BY PHPL : +	2126	8975
Crossovers to PHPL from other library communities: +	5594	23850
Crossovers from Sussex to other CAFE libraries: -	954	4473
NET LENDING: 3763		15012

	PHYSICAL CIRC:	Sussex	Other	TOTAL	2025
		10425	17138	27563	28480

Cards issued:	111
Reference questions answered:	557
Informational questions answered:	139
Library visits this month:	10,869
Materials purchased:	731
(year to date total:)	2447
Study Room usage:	177
One-on-one technology lessons:	34
Fax Service:	9
In-person programs:	30
In-person attendees:	972

Meeting Room Use:

Quad Room:	29
Small meeting room:	20

INTERNET USE*:	310 sessions
TOTAL HOURS**:	197.40
AVG. SESSION**:	38.21 minutes
WEBSITE VISITS:	7,028 sessions
**wired access only	

Bylaws of Pauline Haass Public Library

Article I Identification

This organization is the Board of Trustees of the Pauline Haass Public Library, located in Sussex, Wisconsin, established by the Wisconsin municipality of Sussex, according to the provisions of Chapter 43 of the Wisconsin Statutes, and exercising the powers and assuming the duties granted to it under said statute.

Article II Membership

Section 1. Appointments and Terms of Office. Appointments and terms of office are as provided by the relevant subsections of Wisconsin Statutes Sections 43.54, and 43.60.

Section 2. Meeting Attendance. Members shall be expected to attend all meetings except as they are prevented by a valid reason. Failure to attend two meetings in any rolling 6-meeting timeframe, without valid reason, will result in the Board President discussing the issue with the trustee. If the absences continue, the Board President may recommend to the appointing body the removal of the trustee from the Board.

Article III Officers

Section 1. The officers shall be a president and vice president elected from among the appointed trustees at the annual meeting of the Board. No member shall hold more than one office at a time. Vacancies in office shall be filled by vote at the next regular meeting of the Board after the vacancy occurs.

Section 2. A nominating committee shall be appointed by the president 2 months prior to the annual meeting and shall present a slate of officers for election at the annual meeting. Additional nominations may be made from the floor at that time.

Section 3. Officers shall serve a term of one year from the annual meeting at which they are elected and until their successors are duly elected.

Section 4. The president shall preside at meetings of the Board, authorize calls for special meetings, appoint all committees, execute all documents authorized by the Board, and generally perform all duties associated with the office of president.

Section 5. The vice president, in the event of the temporary absence or disability of the president, or of a vacancy in that office, shall assume and perform the duties and functions of the president.

Article IV Meetings

Section 1. Regular Meetings. The regular meetings shall be held each month, the date and hour to be set by the Board at its annual meeting.

Section 2. Annual Meeting. The annual meeting, which shall be for the purpose of the election of officers, shall be held at the time of the regular meeting in May of each year.

Section 3. Agendas and Notices. Meeting agendas and notices shall indicate the time, date, and place of the meeting and indicate all subject matters intended for consideration at the meeting.

Section 4. Minutes. The library director or a member of the staff may be designated by the Board to keep true and accurate minutes of all meetings of the Board, and shall issue notice of all regular and special meetings, and perform other duties as deemed necessary by the Board. Minutes of all meetings shall, at a minimum, indicate board members present, all items of business, all motions (except those that were withdrawn) with the name of the trustee making the motion, and the result of all votes taken. Current approved board minutes shall be posted in the library and on the library website.

Section 5. Special Meetings. Special meetings may be called at the direction of the president and shall be called at the written request of 6 members, for the transaction of business as stated in the call for the meeting. Except in cases of emergency, at least 48 hours notice shall be given. In no case may less than two hours notice be given.

Section 6. Quorum. A quorum for the transaction of business at any meeting shall consist of a majority of the members of the Board, who must be present in person or by pre-arranged video conference call. There can be no meeting without a quorum.

Section 7. Open Meetings Law Compliance. All Board meetings and all committee meetings shall be held in compliance with Wisconsin's open meetings law (Wisconsin Statutes Sections 19.81 to 19.98).

Section 8. Parliamentary Authority. The rules contained in *Robert's Rules of Order*, latest revised edition, shall govern the parliamentary procedure of the meetings, in all cases in which they are not inconsistent with these bylaws and any statutes applicable to this Board.

Article V Committees

Section 1. Standing Committees. The following committees: Building and Grounds, Finance, Personnel, and Strategic Planning, shall be appointed by the president promptly after the annual meeting and shall make recommendations to the Board as pertinent to Board meeting agenda items.

Section 2. Nominating Committee. (See Article III, Section 2.)

Section 3. Ad Hoc Committees. Ad hoc committees for the study of special problems shall be appointed by the president, with the approval of the Board, to serve until the final report of the work for which they were appointed has been filed. These committees may also include staff and public representatives, as well as outside experts.

Section 4. No committee shall have other than advisory powers unless, by action of the Board, it is granted specific power to act.

ARTICLE VI Duties of the Board of Trustees

Section 1. Legal responsibility for the operation of the Pauline Haass Public Library is vested in the Board of Trustees. Subject to state and federal law, the Board has the power and duty to determine rules and regulations governing library operations and services.

Section 2. The Board shall select, appoint, and supervise a properly certified and competent library director. The Board shall determine the duties and compensation of the director and review the duties and compensation of all other library employees as needed.

Section 3. The Board shall approve the budget and make sure that adequate funds are provided to finance the approved budget.

Section 4. The Board shall have exclusive control of the expenditure of all moneys collected, donated, or appropriated for the library fund and shall audit and approve all library expenditures.

Section 5. The Board shall supervise and maintain buildings and grounds, as well as regularly review various physical and building needs to see that they meet the requirements of the total library program.

Section 6. The Board shall study and support legislation that will bring about the greatest good to the greatest number of library users.

Section 7. The Board shall cooperate with other public officials and boards and maintain vital public relations.

Section 8. The Board shall approve and submit the required annual report to the Division for Libraries, Technology, and Community Learning, and the Sussex Village Board.

Article VII Library Director

The library director shall be appointed by the Board of Trustees and shall be responsible to the Board. The library director shall be considered the executive officer of the library under the direction and review of the Board, and subject to the policies established by the Board. The director shall act as technical advisor to the Board. The director shall be invited to attend all Board meetings (but may be excused from closed sessions) and shall have no vote.

Article VIII Conflict of Interest

Section 1. Board members may not in their private capacity negotiate, bid for, or enter into a contract with the Pauline Haass Public Library in which they have a direct or indirect financial interest.

Section 2. A board member must remove him/herself from the room for board discussion, deliberation, and vote on any matter in which the board member, an immediate family member, or an organization with which the board member is associated has a substantial financial interest. The minutes will note the absence of this member for that section of meeting. A board member with a conflict of interest on a matter will not contact other board members outside of board meetings regarding the subject in which they have a conflict.

Section 3. A board member may not receive anything of value that could reasonably be expected to influence their vote or other official action.

Article IX

General

Section 1. An affirmative vote of the majority of all members of the Board present at the time shall be necessary to approve any action before the Board. The president may vote upon and may move or second a proposal before the Board.

Section 2. Any rule or resolution of the Board, whether contained in these bylaws or otherwise, may be suspended temporarily in connection with business at hand, but such suspension, to be valid, may be taken only at a meeting at which two-thirds of the members of the Board are present and two-thirds of those present so approve.

Section 3. These bylaws may be amended at any regular meeting of the Board by majority vote of all members of the Board, provided written notice of the proposed amendment shall have been mailed or e-mailed to all members at least ten days prior to the meeting at which such action is proposed to be taken.

Adopted by the Board of Trustees of the Pauline Haass Public Library on the 15th day of June, 2025.

TE7: The Library Board and Library Personnel

The most important determinant of library service quality is the training, experience, attitude, and motivation of the library staff. Developing and maintaining a high-quality library staff requires careful decision-making and cooperation by both the library board and the library director.

Role of the Board / Role of the Director

The most direct personnel responsibility of the library board is the hiring and supervision of the library director (see [Trustee Essential 5: Hiring a Library Director](#) and [Trustee Essential 6: Evaluating the Director](#)), but the board's responsibilities extend to issues that affect all library staff. It is the library director who hires and supervises all other library staff, but the library board has the legal responsibility for establishing the duties and compensation, as well as the personnel policies, for all library staff.

While both the library board and the library director have significant personnel responsibilities, the library will operate most effectively if the two parties cooperate and communicate on important personnel matters, while avoiding intrusion into each other's area of responsibility. Keep in mind that:

- The library director can and should recommend personnel policy changes, but can implement only policies officially approved by the board.
- The library director has the authority to hire staff to fill positions authorized by the library board and to supervise those staff, but should keep the library board informed of important personnel issues and consult with the board, if possible, before making significant personnel decisions.
- The library board's unsolicited intrusion into the director's responsibility to select and supervise staff can undermine the authority of the director and create discord and disorganization in library operations.

Staff duties and compensation are another area where cooperation is essential. While the library board has the legal responsibility for establishing staff duties and compensation, your library will run most effectively if the library board delegates to the director the responsibility for the day-to-day assignment of staff duties and supports the recommendations of the director for changes in staff compensation (within the policies established by the board).

Lines of Communication

While trustees will want to know the individuals who comprise the staff and what they think about the library and its policies, services and collections, trustees must be very careful to avoid undermining the authority of the director if he/she is going to be able to manage effectively. Trustees should direct staff members who have complaints about the director, policies, or materials to discuss the situation with their supervisor or the director. If that does not resolve the issue, the staff should be encouraged to follow the library's grievance or complaint procedure provided in the library's personnel policy. Only in extreme situations should staff complaints go directly to the board.

Because the library board may want input from the staff on certain issues, the board should solicit such input through the director. In addition, the library board may decide to obtain library staff input on the director's performance as part of a formal evaluation process. (See [Trustee Essential 6: Evaluating the Director](#) for more information about the evaluation process.)

Except in unusual circumstances, communication between the library board and library staff about library business should be carried on through the library director. Going behind the director's back undermines the trust necessary for effective and orderly operation of the library.

Staff Compensation Levels

The ability to attract and retain high-quality staff depends partially on competitive and fair wages and benefits for library staff. Compensation for library staff should be competitive with compensation provided by similar-sized libraries in Wisconsin and nationwide (see the Sources of Additional Information section below for sources of this data). Compensation for library staff should be in line with other community positions that require similar training and responsibilities.

Personnel Policy

It is the responsibility of the library board to approve a personnel policy for library staff that formally establishes compensation and benefit policies, rules and conditions of employment for library staff, etc. It is important for these policies to be gathered into a written personnel handbook available to all library staff. These written policies ensure that all staff are treated according to the same rules.

Many state and federal laws govern the relationship between employer and employee, and it is essential that the library's personnel policy comply with these laws. Your municipality or county may have personnel department staff that keeps up to date on these laws. Knowledgeable individuals should review all proposed changes in the personnel policy. To simplify maintenance of their personnel policies, many library boards

adopt the personnel policy of their municipality as the library personnel policy, subject to those changes approved by the library board.

The library board should also approve a salary schedule that covers all staff positions and written job descriptions that list the essential job duties of each staff position, any educational and experience requirements, the physical and mental requirements of the job, and the salary range. Carefully prepared job descriptions will help the library comply with Title I of the Americans with Disabilities Act (ADA), which deals with employment issues. For more information about the employment-related requirements of the ADA including a sample job description, see [Trustee Essential 5: Hiring a Library Director](#).

Library Employee Unions

The right to bargain collectively is guaranteed by federal and state law. The library board must not take actions that interfere with library employees' legal collective bargaining rights. Note: Under 2011 Wisconsin Act 10, collective bargaining for most public employees (including library staff) was sharply curtailed.

In Wisconsin, collective bargaining practices are subject to rulings of the Wisconsin Employment Relations Commission (WERC). The WERC has ruled on a number of occasions that the library board (and not the municipality) is considered the "employer" of library employees for collective bargaining purposes. Therefore, it is the library board (or a designee of the library board acting under library board supervision) that negotiates with any union(s) representing library employees. An individual familiar with Chapter 43, library board concerns, and collective bargaining law should handle all labor negotiations on behalf of the board. Knowledgeable individuals should assist in the development of library board collective bargaining strategy. The library board must ratify any union agreements involving library employees.

The library board may not abrogate or delegate its legal responsibilities for establishing library policies and personnel policies or for determining the duties and compensation of all library staff. In addition, the library board may not take away the library director's legal authority to hire and supervise all other library staff.

Personnel Records and Board Meetings on Personnel Issues

Wisconsin's public records law provides special rules for the handling of staff personnel records, and Wisconsin's open meetings law has special rules for library board proceedings involving collective bargaining and other personnel issues. See [Trustee Essential 14: The Library Board and the Open Meetings Law](#) and [Trustee Essential 15: The Library Board and the Public Records Law](#) for more information.

Continuing Education for Library Staff

Library staff members, regardless of their level of employment, should have the opportunity to continue to expand their knowledge of library practice, communication skills, and library technology related to their job responsibilities through participation in workshops, conferences, and other continuing education activities. It is recommended that the library adequately budget for staff continuing education and professional activities, including paid work time for attendance, registration fees, and travel costs. Wisconsin library directors must participate in continuing education as required by Wisconsin librarian certification and recertification rules. (See [Trustee Essential 19: Library Director Certification](#).)

Discussion Questions

1. How can the library board help attract and retain high-quality library staff?
2. How can the library board help promote the professional growth of library staff?
3. What is the library board's role in disciplinary action concerning a library staff member?
4. How can the library board promote orderly functioning of library operations?

Sources of Additional Information

- Your regional library system staff
- Your municipal attorney and municipal personnel staff.
- Annual nationwide Public Library Data Service Statistical Report (available from the Public Library Association)
- Wisconsin Association of Public Libraries Sample Library Position Descriptions (contact WLA or your library system)
- [Wisconsin Department of Workforce Development Equal Rights Division](#)
- [Federal Laws Prohibiting Job Discrimination: Questions and Answers](#)
- Great Lakes ADA Center, 1640 W. Roosevelt Road, Room 408, Chicago, IL 60608, (312) 413-1407 or (800) 949-4232, www.adagreatlakes.org

Staff Time Study: Overview & Initial Findings

PURPOSE

In March 2026, the library launched a structured time study as part of Action Item 3.3 of the Year 1 Action Plan: *conduct workload and time audits to identify pressure points and reduce low-impact tasks*. The purpose of the study was not to evaluate individual productivity or performance, but to inform the ongoing evaluation of the library's organizational structure: rather than relying on anecdotal accounts of where time goes, we hoped to surface patterns across roles and departments that could support evidence-based decisions about staffing and structure.

METHODOLOGY

All staff working 600 or more hours annually participated. Managers logged their time over a period of three to five weeks to capture the full monthly cycle of their roles, which include responsibilities that do not recur every week. Circulation, reference, and technical services staff logged for two weeks. For this reason, the analysis focuses primarily on the share of time spent in each category rather than comparing raw hours across individuals or departments.

Each staff member recorded their activities using a standardized list of task categories tailored to their department, and those activities were mapped to major, library-wide, functional areas as defined below.

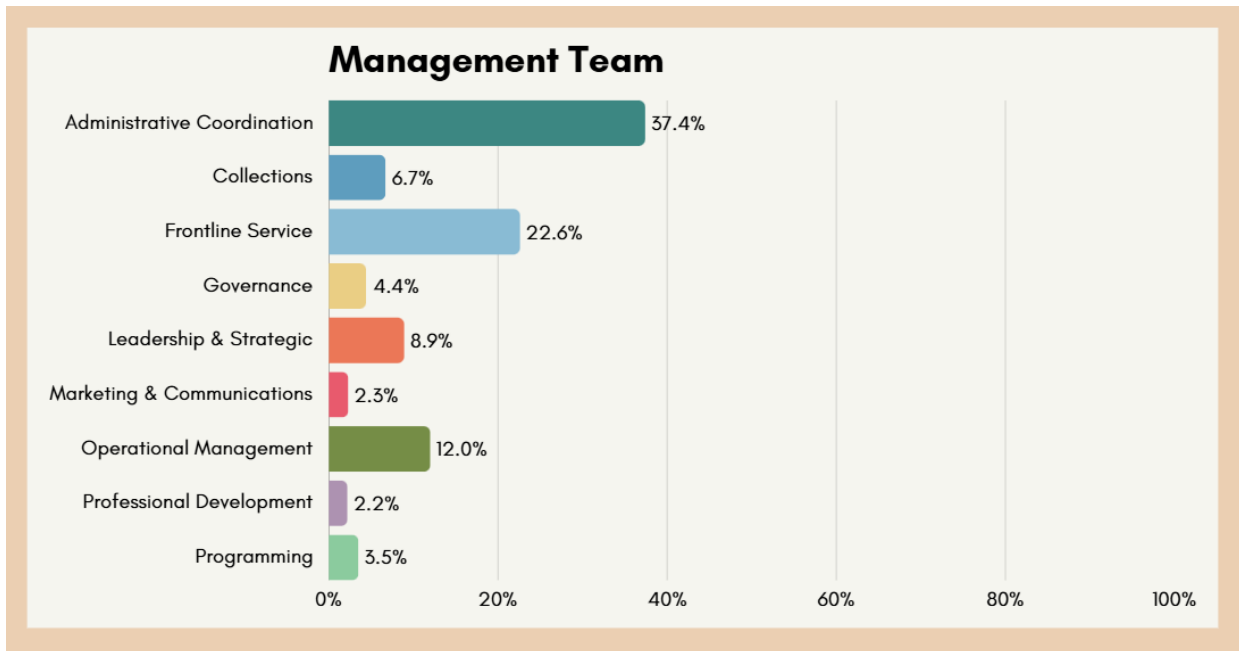
CATEGORY DEFINITIONS

Frontline Service	Direct patron-facing work: service desk coverage, circulation tasks, holds, shelving, transit bins, home delivery, and related physical tasks.
Programming	Program delivery and all planning/preparation time for programs and outreach.
Collections	Collection development, selection, maintenance, and cataloging.
Operational Management	Day-to-day people management: staff supervision, scheduling oversight, and frontline training delivery.
Administrative Coordination	Email and administrative tasks, internal meetings, facilities/building issues, technology troubleshooting (internal), and miscellaneous coordination.
Professional Development	Staff's own training and professional development. Separated to make visible the investment in staff learning as a distinct share of time.
Leadership & Strategic	Strategic projects and initiatives, HR/policy work, budget and financial administration. Work requiring management-level judgment or oversight that shapes the organization's direction.
Marketing & Communications	All marketing and communications work, including social media content.
Governance	Board, Friends, and Foundation liaison and support work.

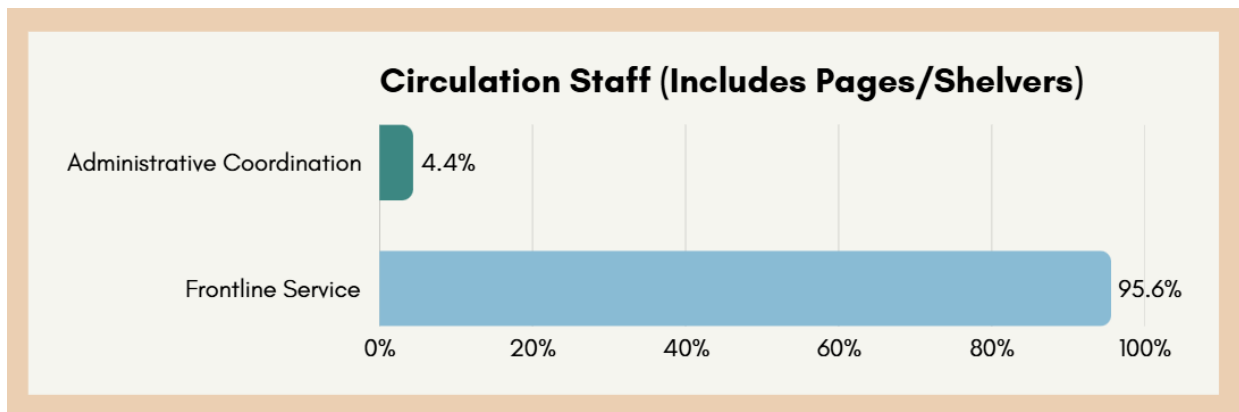
KEY FINDINGS

At a high level, the results show distinct patterns by department. For the management team, the most striking finding is that administrative coordination and frontline service consume the majority (60%) of available management time. Collectively, less than 9% of logged management time falls into the leadership & strategic category, and that is concentrated in one or two positions. These functions,

which the Strategic Plan most depends on, are either crowded out by other demands or happen outside of normal working hours. This is not a reflection of individual managers' priorities or effort; it reflects a structure in which the volume of frontline coverage, administrative coordination, and operational responsibilities leaves insufficient time within a normal schedule for the planning and organizational development work the library needs.

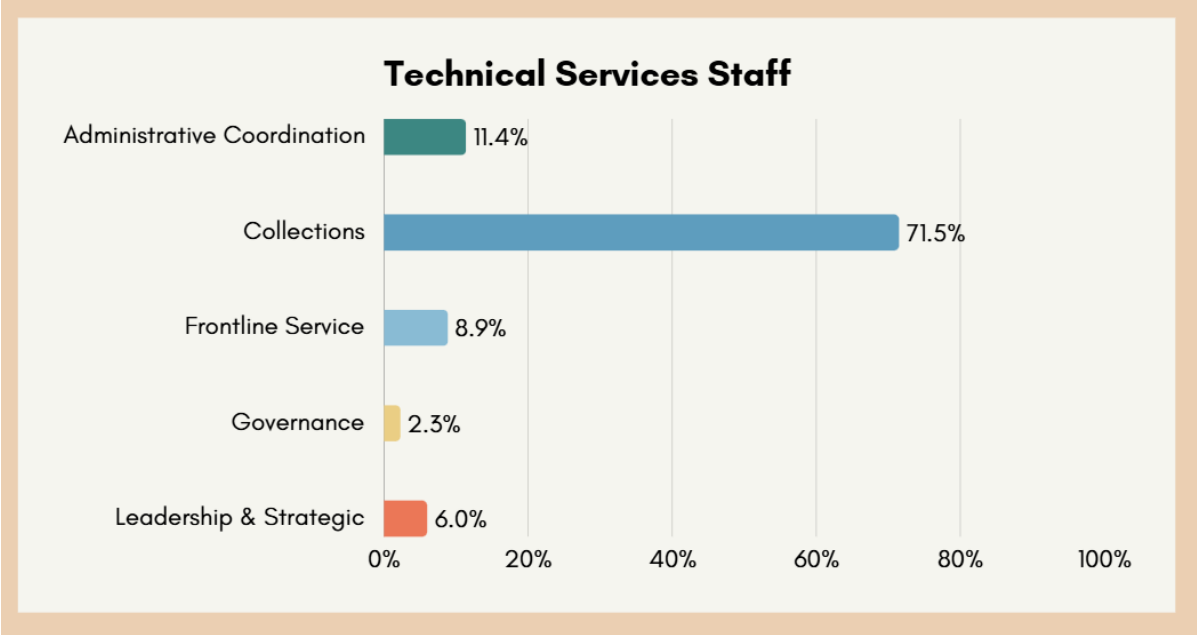


Circulation staff time is concentrated overwhelmingly in frontline service work, reflecting the department's coverage-dependent role in maintaining daily operations. Much of this work must happen in real time during open hours: assisting patrons, checking materials in and out, managing holds and transit, answering phones, shelving, and keeping materials moving through the building. This concentration demonstrates that Circulation is the library's operational backbone, but it also means there is very little flexibility built into the schedule. When staffing is reduced or unexpected disruptions occur, the impact is felt quickly in wait times, shelving backlogs, and the need for managers or other staff to shift into frontline support.



Technical services staff are heavily concentrated in collections work (72%), reflecting the department's specialized role in making materials discoverable, accessible, and ready for public use. Though small, the governance and leadership/strategic categories are worth noting: both reflect the work of one staff

member whose role has expanded over time to include administrative and governance support. This hints at a pattern described in the Strategic Plan: specialized and administrative functions are being absorbed informally by whoever has capacity and aptitude, rather than through deliberate role design.



Reference staff data, which includes Adult/Teen and Youth Services librarians as well as associates, reflects a blended professional service model. Frontline patron service accounts for the largest share of staff time, but programming and collections work also represent substantial commitments. This highlights that public-facing services such as programs, reader’s advisory, and collections require significant behind-the-scenes planning, preparation, development, and coordination. The same informal absorption pattern appears here as well: marketing and communications accounts for 4.6% of department time despite not being a formally assigned function — and when individual positions are examined, the concentration is more apparent than the department composite suggests.

