



MEAD PUBLIC LIBRARY BOARD OF TRUSTEES AGENDA

August 19, 2026 at 5:00 PM

Mead Public Library, Rocca Conference Room, 710 N 8th Street

Notice of the Mead Public Library Board of Trustees' Meeting at 5:00 p.m. Wednesday, August 19, 2026, at Mead Public Library in the Rocca Room, 710 N 8th Street, Sheboygan WI.

Persons with disabilities who need accommodations to attend this meeting should contact Pattie Pilz at the Mead Public Library, (920) 459-3400 extension 2039 as soon as possible. Persons other than commission, committee, and board members who wish to participate remotely shall provide notice to Pattie Pilz at the Mead Public Library at 920-459-3400 extension 2039 at least 24 hours before the meeting so that the person may be provided a remote link for that purpose.

OPENING OF MEETING

1. Call to Order and Determination of Quorum - Barbara Alvarez, President. Trustees may attend the meeting remotely.
2. Pledge of Allegiance
3. Public Comments [5 people at 5 minutes each. Commenters must be City residents or residents of non-libraries areas in Sheboygan County] (Please sign in prior to meeting)
- [4.](#) Approval of Minutes
5. Correspondence, Announcements, and Common Council Reports
- [6.](#) Boldpath Consulting Presentation - Patrick Glynn
- [7.](#) Concorde Facilities Presentation - Hugo Cardenas
8. Facilities Department Update - Hugo Cardenas

CONSENT AGENDA

- [9.](#) Resignation - Julia Hart
- [10.](#) Facilities Report
- [11.](#) Security Update
- [12.](#) Monthly Statistics
13. Monarch Library System - Maeve Quinn
- [14.](#) Mead Library Foundation - Kathie Norman
15. Friends of Mead - Pattie Pilz

COMMITTEE REPORTS

- [16.](#) Review and Possible Action on Payment of Current Expenditures, including Payroll and Special Revenues (Grants, Gifts and Donations). Receive Budget Status Report to Date
- 17. HR Committee

ITEMS FOR DISCUSSION AND POSSIBLE ACTION

- [18.](#) Update Job Descriptions - Garrett Erickson
- [19.](#) Update Table of Organization - Garrett Erickson
- [20.](#) Approve 2027 Budget - Garrett Erickson

DIRECTOR'S REPORT

- [21.](#) Services and Programming

UPCOMING MEETINGS

- 22. Library Board of Trustees, September 16 at 5:00 p.m.

ADJOURN

- 23. Motion to Adjourn

In compliance with Wisconsin's Open Meetings Law, this agenda was posted in the following locations more than 24 hours prior to the time of the meeting:

City Hall • Mead Public Library
Sheboygan County Administration Building • City's website



MEAD PUBLIC LIBRARY BOARD OF TRUSTEES MINUTES

July 15, 2026, at 5:00 PM

Mead Public Library, The Loft, 710 N 8th Street

In-Person: Barbara Alvarez, Erin Bremser, Julia Hart, Kurt Jensen, Susan Kuck, Kathie McNellis, and Maeve Quinn

Virtual: Jeanne Pfeiffer and Andre Walton

Staff: Garrett Erickson and Pattie Pilz

1. Call to Order

President Alvarez determined a quorum and called meeting to order at 5:01 p.m.

2. Pledge of Allegiance

3. Public Comments – none

4. Approval of Minutes

a. Quinn moved to approve the June 17, 2026, minutes. Bremser seconded. Motion passed

5. Correspondence, Announcements, and Common Council Report - none

6. Consent Agenda (Items 6-11)

Quinn moved to adopt the consent agenda. McNellis seconded. Motion passed

- a. Facilities Report
- b. Security Update
- c. Monthly Statistics
- d. Monarch Library System
- e. Mead Library Foundation
- f. Friends of Mead

12. Review and Possible Action on Payment of Current Expenditures including Payroll and Special Revenues

- a. Erickson presented the June financial reports
- b. On track with spending
- c. Donation purchases appear to be overspent but will be balanced upon receipt of Foundation reimbursement check which will be entered on July's financial report
- d. McNellis moved to approve the payment of current expenditures (including payroll), and acceptance of special revenues. Jensen seconded. Motion passed

13. Exclusion Policy Update – Erickson

- a. Policy update highlights
 - i. Extending time for patrons to appeal the decision
 - ii. Clarifying when people are allowed on property during the appeals process after being excluded
 - iii. Removing name of excluded individuals from the agenda
 - iv. Go into closed session to discuss appeal

- b. Modifications requested
 - i. Alvarez asked to clarify statement regarding when patrons are excluded for more than one day, they will receive a letter
- c. Quinn moved to approve the modified Exclusion Policy 10.03 with the amendment citing patrons excluded for more than one day will receive a letter. Bremser seconded. Motion passed.

14. Code of Conduct – Erickson

- a. Red-lined updated policy was reviewed
- b. Policy enforcement by staff will be easier with all key conduct related activity in one document
 - 1. Requested addition
 - a. Exclusions will be entered into the library's incident tracking system and exclusion letters produced when the exclusion is more than 1 day.
- c. McNellis moved to approve the changes to the Code of Conduct Policy 14.01 with the above requested addition. Quinn seconded. Motion passed.

15. Management Structure Study – Erickson

- a. Patrick Glynn will be coming to the August 19 board meeting to give a presentation on his study
- b. Study sources included
 - i. 1/3 staff members were interviewed by Mr. Glynn
 - ii. Peer libraries in Wisconsin were asked to fill out surveys as part of data collection process
 - iii. For those libraries that did not return a survey, Erickson provided Glynn with their Table of Organization, which provided very basic information to compare
- c. Currently Mead is staffed at .79 managers per 10 employees
 - i. Lowest ratio in Wisconsin when compared to peer libraries in study
 - ii. Having three floors to manage adds a layer of management complexity
 - iii. Being the resource library for the 4-county consortium also adds more responsibilities onto management staff
 - iv. Security issues were also mentioned in the report as a constant stressor on staff and management. The city and county lack a coordinated effort in dealing with unhoused, so the library (management team) spends a disproportionate amount of time on the issue compared to other peer libraries
- d. Erickson met with City Administrator Bradley on June 30
 - i. Recommendation by Bradley for upcoming budget preparation
 - 1. Add one additional manager position to 2027 budget
 - 2. Add one lead position to 2027 budget
 - 3. Add an additional manager to 2028 budget
 - ii. Erickson to present draft budget to Board of Trustees at August meeting
- e. Security
 - i. Behavior issues are more prevalent in the evenings
 - ii. Difficulty recruiting for security monitor position
 - 1. Recommend creating new position combining security monitor with library assistant duties
 - 2. New position would be a full-time employee with benefits

16. 2027 Budget Preparation

- a. It is projected that staff will receive a cost-of-living increase and step increase
- b. One new manager and a lead position will be submitted as part of library budget
- c. Board agreed that the Finance Committee will not need to convene to review budget
- d. Budget to be presented to city administration in August, council in September
- e. Human Resources Committee will need to convene to discuss Glynn's recommendations
- f. Discussion on cost of eBooks
 - i. Hart suggested we create an educational tool for patrons, so they understand costs associated with eBooks

- ii. Hill suggested creating a video
- iii. Alvarez stated that Wisconsin Public Library Consortium has marketing resources detailing eBook pricing and will share links with Erickson
- iv. Erickson to talk with staff marketing specialist about putting information on website about eBook pricing for libraries

17. Services and Programming – Erickson

- a. Highlights of report
 - i. Summer reading program in full swing
 - ii. Smoking ban on block now in effect
 - iii. Putting together estimates for new shelving
 - iv. Warschau unit completed now being filled with artifacts
 - v. Hill added we are working on revamping our Experience Collection storage area behind main desk

18. Motion to Adjourn

- g. Meeting was adjourned at 6:02 p.m.

Next Meeting August 19, 2026, at 5:00 p.m. in the Rocca Room.

MEAD PUBLIC LIBRARY

Sheboygan, Wisconsin

Supervisory and Managerial Structure

Findings, Recommendations, and Implementation Plan

Prepared for the Mead Public Library

Section One of the Combined Organizational Assessment

BoldPath Consulting, LLC

Patrick Glynn, Founder and Principal Consultant

June 23, 2026

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Synthesis

This section is the report's lead overview. It previews the conclusions for a reader who may not reach the body and appendices, and it is written to stand on its own for the Library Board and the Common Council. The combined report's unified executive summary, covering both the supervisory and managerial work in this section and the classification hierarchy work in the second section, will be written once both sections are stable.

Mead Public Library has an unusually thin supervisory and managerial layer for an organization of its size, with its three public service floors and its dual role as a City of Sheboygan department and the System Resource Library for the four-county Monarch Library System. Three positions hold management responsibility today: the Library Director, the Deputy Director, and a Circulation Supervisor established in the spring of 2026 (and repurposed from the former Support Services Manager position). Across roughly 38 full-time equivalents (~45 headcount) of library-service staffing, and measured against ten Wisconsin peer libraries on two independent methods, this is the leanest supervisory footprint in the comparison set.

The thinness is no longer absorbed without cost. It shows in the time spent by Director and Deputy Director resolving matters a frontline supervisor should handle, in scarce floor coverage across three distinct floors during open hours, in uncertain authority during evenings and weekends, and in supervisory attention consumed by patron behavior. The Director and the Deputy Director are stretched across several functions at once and over an atypical workweek, including project management for service, technology, and facility changes that only the senior layer can carry out. The Deputy Director, for example, currently works many Saturdays in exchange for a weekday off in order to keep weekend operations covered. After-hours authority was the most frequently cited operational concern in staff interviews. Fiscal responsibility only governs the pace at which the library closes this gap. The need itself is not in question.

The recommended response is a change to roles, reporting lines, and supervisory capacity, not the purchase of software or automation. The need for additional supervisory coverage is undisputed. The precise number of positions is a matter of calibration and judgment rather than a figure produced by a formula. **The ideal-state structure adds three supervisory positions, bringing the management layer to six**, and that number expresses comparability rather than a count derived from a rule. It is the consultant's best reasonable estimate of what it takes to bring Mead to a normal level of supervision for a library of its size and complexity. Even with all three additions, Mead would sit at the center of the normalized peer set and still below the median of the libraries that reported their own structures, not above either. Three is a conservative anchor, and the immediate recommendation is narrower still.

The near-term ask is two added supervisors, presented as a deliberate calibration to fiscal reality rather than the full measure of the need, with the third position documented so it remains available as budget capacity opens in later cycles. Whether the structure ultimately settles at two added positions or three is the open question; that the current layer needs more supervisory coverage is not. Read against the library's own history, even the full three-position ideal restores supervisory capacity that was reduced during the 2014 to 2018 appropriation freeze, rather than building a new administrative layer. The structural need is not in dispute; the open question is the pace at which the City can fund it. The case does not rest on headcount. It rests on three conditions that distinguish Mead from the leanest peers: three physical service floors that create coverage geography no single supervisor can hold; the System Resource Library obligation that loads the management layer; and a behavioral and patron-vulnerability burden that many peers do not carry, or for which other communities have other resources available.

Over the last two years, Mead moved its accounts-payable and related back-office financial work to the City, and its day-to-day building maintenance, including the maintenance staff and their oversight, to the

City's facilities maintenance department, with the maintenance transfer occurring very recently. The library has also accepted a shared wage schedule administered with the City. Wisconsin Chapter 43 vests a library board with substantial independent authority, and many Wisconsin libraries exercise it by keeping themselves separate from city operations, with the tension that separation carries. Mead would be within its rights to do the same and has instead chosen cooperation, a choice that serves the library well. The transfers moved significant portions of the work to the City, which performs it at a scale the library could not match on its own, but they did not remove the library's involvement. The library still budgets, manages patron-level financial transactions, coordinates and liaises on daily maintenance, and leads building development, remodeling, and capital projects. That residual coordination is real work resting on a thin administrative layer. No dedicated business-office or maintenance positions remain, so the library's staffing is now entirely library service, and its thinness sits on core supervision that no general-purpose City department can perform. That record is both a demonstration of lean administration for a budget-conscious reader and the foundation for the partnership in the report's request that the City convene a broader response to homelessness.

The report leads with the need and then stages the response across multiple budget cycles. The first move costs little: stabilize the recently established Circulation Supervisor position to its intended design and confirm that its span is sized correctly. Net-new capacity is what the library actually needs because it places people on the floor; therefore, the two added supervisors are recommended as net-new positions. Reclassification has a narrower role in the plan: it is the tool for the lead layer and for a supervisor-in-waiting designation that bridges a cycle in which the City permits reclassification but not a net-new position. That bridge positions leadership at low marginal cost, but it does not add floor capacity, and granting it without accounting for the work the person continues to carry shifts that work onto the remaining staff. The new supervisory positions sit above the professional Librarian level and at or above the Circulation Supervisor level. Their cost appears in this report only as a planning estimate, because final grade placement will depend on the City's own classification evaluation.

Evening and weekend coverage now relies on the two senior supervisors' availability for phone calls. A Person-in-Charge arrangement could bridge that gap in the interim, assigned when a supervisor is not scheduled or available, rather than fixed every evening and weekend, and only where it carries real authority and training, not a pay differential alone. A defined lead role can serve as a durable, permanent coordination layer when a genuine need exists. However, the structural endgame is enough supervisory positions to staff a sustainable evening and weekend rotation across several roles, so that coverage does not rest permanently on one or two people.

Homelessness appears throughout this report as a structural input that loads supervisory capacity, not as a program for the library to own. The report documents the operational impact and invites a City-convened, multi-stakeholder response. The structural recommendations hold regardless of what happens upstream, because the three-floor coverage geography and the after-hours authority gap are independent of it.

1. Engagement Scope and Methodology

1.1 Engagement and library profile

BoldPath Consulting was engaged by the Mead Public Library to assess the library's classification hierarchy and its supervisory and managerial structure, including coverage models and peer benchmarking. This section addresses the supervisory and managerial structure. The classification hierarchy is the subject of the second section of the combined report.

Mead is a single-site municipal library serving roughly 50,000 city residents and a wider service population of over 64,000. The building has three public service floors and a basement. Circulation and access services occupy the first floor, adult and public services the second, and youth services the third. The basement houses the Director, administrative staff, and the Friends of the Library archives. Mead also serves as the System Resource Library for the four-county Monarch Library System under Wisconsin Chapter 43. The library is the sponsor of this engagement, and the Library Board of Trustees, which governs the library, is the ultimate recipient of the work. The City Administrator, Mayor, and the Common Council hold primary budgetary authority. The library also draws on additional funding sources, including governmental sources such as the library system, the county, and the state, and it is supported by an active and generous donor base and Friends group whose contributions have helped the library maintain infrastructure it could not have sustained on city or system funds alone.

1.2 Functional footprint

Within the last two years, with the maintenance transfer very recent, the library moved its accounts-payable and related back-office financial work to the City, and its day-to-day building maintenance, including the maintenance employees and their oversight, to the City's facilities maintenance department. The library reports satisfaction with both transfers and is not seeking to reverse them. The Board attached a one-year review of maintenance service metrics as a condition of the transfer, so the satisfaction reported here is paired with a deliberate checkpoint rather than a settled assumption. The transfers were partial rather than total. The library retains its budgeting responsibility and patron-level financial transactions, and continues to coordinate daily maintenance and lead building development, remodeling, and capital projects in concert with the City and other stakeholders. What changed was the staffing: the library now has no business manager or business-office positions and no facilities manager or maintenance employees, so its current staffing is dedicated to library service.

The divestiture shifted the bulk of daily operations to the City without eliminating the library's involvement. The City performs that work with the time and scale to do it efficiently, and it can deploy maintenance staff to the library for a large project and redeploy them otherwise. The arrangement is a positive one. The residual coordination, liaison, and capital-project responsibility the library retains is uncounted work resting on a thin administrative layer.

This cooperative posture extends beyond the two transfers. The library also operates on a wage schedule shared with the City. Not every library accepts that arrangement; some boards insist on retaining the full breadth of duties, including setting compensation, which leaves a recurring source of tension. Mead's acceptance of a shared schedule removes that tension. Taken together, the finance transfer, the maintenance transfer, and the shared wage schedule reflect a degree of cooperation between a library and its city that is uncommon. Wisconsin Chapter 43 gives a library board substantial independent authority, including exclusive control of library operations under Wis. Stat. s. 43.58, and many Wisconsin libraries exercise that independence and remain separate from city operations, with the friction that separation carries. Mead would be within its rights to maintain that independence. **It has instead chosen a cooperative direction, and the library is well served by it.**

This footprint matters to the analysis for three reasons.

- First, **peer comparisons require normalization**, because most comparator libraries carry finance and facilities positions inside their staffing totals and their supervisor counts while Mead does not. The defensible comparison strips finance and facilities from both sides and compares library-service supervision to library-service supervision.

- Second, **the normalization sharpens rather than softens the central finding**, because Mead's remaining thinness sits on core library-service supervision that cannot be divested or shared with a general-purpose City department.
- Third, **the divestiture is a demonstrated record of cooperation between the library and the City**, which the report treats both as evidence of lean administration and as the foundation for the homelessness request in Appendix B.

1.3 Evidence base

This assessment draws on a cross-section of staff interviews completed by February 19, 2026, spanning leadership, professional service, public-facing support, technical services, communications, and safety roles. It draws on the current 2026 table of organization, as well as the subsequent management change that established the Circulation Supervisor position. The historical appropriation and staffing figures cited in the findings are drawn from Board-approved Tables of Organization and from Wisconsin Department of Public Instruction municipal appropriation data, provided through the library. That position is filled, and the library is still acclimating the new supervisor; the promotion that filled it created a downstream vacancy to be backfilled.

Peer benchmarking rests on two sources.

- The first is a **survey distributed through the City Library Collective peer network**. Of the twelve peer communities invited, six completed the survey: Kenosha, Appleton, Fond du Lac, La Crosse, Superior, and Waukesha. Mead is the thirteenth library in the set. The library extended a generous completion window. A collective of this kind depends on its members exchanging information for shared learning, and the aggregated results were to be returned to participating members for their own use, so a response from roughly half of those invited is worth recording plainly. Even at that rate, the responses received support reasonable conclusions, and the analysis does not reach beyond what they will bear. This primary, self-reported evidence is presented in Part 1 of Appendix A.
- The second source is **an analysis of the organizational charts of five additional Wisconsin libraries** that were invited but did not respond: Beloit, Eau Claire, Manitowoc, Oshkosh, and Racine. Those charts were provided by Mead and are considered the most recent available. This secondary, inference-tier evidence is presented in Part 2 of Appendix A.

1.4 Methodological commitments

Findings in this report are observed facts and patterns supported by interview, document review, peer comparison, or operational summary, and they are stated with confidence and without hedging; inferences are labeled as inferences with their support visible, and recommendations are calibrated proposals with named assumptions and tradeoffs. The doctrine is data-informed rather than data-driven: the evidence shapes the recommendations without dictating a single mechanical answer where judgment is required. Two commitments follow from that doctrine. Peer comparisons are normalized to library-service functions, disclosed openly here and again where the leanness finding is presented, because disclosure strengthens the analysis. And the deliverable supports appropriate classification differentiation under the City's existing job evaluation framework without assigning specific grades, so the structural logic stays visible while the grading determination remains with the City.

1.5 Limitations

Two limitations bound this analysis. Mead's internal operational data, including multi-year incident logs, staffing time series, and overtime and compensatory-time patterns, was not available for this work, so where the analysis would benefit from it the report notes the absence rather than substituting inference for

measurement. And the organizational charts used for the non-respondent comparators show reporting lines, position counts, and titles, but not whether a titled supervisor carries real supervisory authority, and they are silent on coverage and Person-in-Charge design, which is why the org-chart comparators are labeled secondary and inference-tier throughout.

2. Findings on Supervisory and Managerial Structure

The findings below establish where the structure stands today, how it compares to Wisconsin peers on a like-for-like basis, and what conditions distinguish Mead from the leanest of those peers. They proceed from the current management layer and its spans, through the peer comparison, to the operating conditions that the structure must accommodate.

2.1 The current management layer

Mead operates with three management positions. The Library Director sits at the top of the structure and connects with the Board, the Common Council, the City Administrator, community groups, and the broader community. Together, the Director and the Deputy Director carry cross-functional oversight, professional staff development, and obligations related to the System Resource Library, with the Deputy Director holding the day-to-day coordination responsibilities. The Circulation Supervisor, established in the spring of 2026, oversees the circulation and access-services workforce.¹ The administration team also includes a Marketing Specialist, an Administrative Assistant, and an Information Technology Specialist, none of whom carries supervisory responsibility for staff.

The current distribution of staff across the three teams is as follows. Administration carries 4.0 full-time equivalents. Public Services, reporting to the Deputy Director, carries approximately 19.5 full-time equivalents, including the professional Librarian and Associate Librarian cohort, Library Assistants, the Public Safety Specialist, the Library Security Monitor, and the non-circulation technical services cluster of Catalogers and an Associate Librarian that previously sat under the former Support Services unit. Circulation, reporting to the Circulation Supervisor, carries approximately 14.5 full-time equivalents composed of Library Assistants and Library Clerks. The total is approximately 38 full-time equivalents across ~45 staff.

2.2 Spans of the two managers below the Director

A supervisor's job is to supervise the employees, not only the work. Treating the role as oversight of daily tasks alone ignores the broader obligations a supervisor owes to staff: performance management and measurement, day-to-day supervision, talent development, and ensuring that people have the resources, tools, and training they need to do the work well. Development is critical, but it is not the whole of the obligation. The spans below should be read with that full standard in mind.

The Deputy Director's span is the primary evidence for the leanness finding. Under the current interim structure, the Deputy oversees approximately 19 staff, on the order of 17.5 to 18.5 full-time equivalents, spanning a wide-ranging mix that includes professional Librarians, Associate Librarians, Library Assistants in the public services area, the Public Safety Specialist, the Library Security Monitor, and the technical services cluster. A small number of specialist individual contributors reporting to the Deputy would not be a structural fault. The faultline is that the Deputy serves as the catch-all first-line supervisor for a large and

¹ The Circulation Supervisor position was repurposed from the former Support Services Manager position rather than being created new.

varied group while simultaneously holding cross-functional oversight and the System Resource Library load. Those responsibilities compete for the same hours.

The Circulation Supervisor's span is approximately 13.5 full-time equivalents across roughly 20 staff members, comprising Library Assistants and a predominantly part-time Library Clerk tier. Scheduling and shift coordination for a workforce of this size and part-time intensity is a material management burden in its own right, independent of coaching and performance work. The circulation operation also carries an equipment dimension that adds to the management load. The automated returns system, the locker and drive-through pickup system, and the pest-treatment room built to address infestations are essential circulation equipment, not technical services. Whether the Circulation Supervisor, the Deputy Director, or the Director attends to them, and whether through direct work or vendor coordination, they add a layer of management attention to the circulation operation. The point is the added load, not a claim that the Circulation Supervisor must own the equipment.

Regular one-on-one check-ins are the baseline of supervision, not its substance. They sit beneath the larger obligations of coaching, mentoring, oversight, and development, and they are the floor every supervisor should clear rather than the measure of a supervisor's work. They matter because they are the most basic vehicle through which a supervisor meets the development obligation owed to staff. The Deputy Director has worked to engage staff in one-on-one check-ins, and staff described these as a positive in interviews. Because staff have seen the benefit, the practice should become a defined expectation of every supervisory role rather than the initiative of one person. A once-a-year cadence does not meet that baseline, especially for professional staff and others carrying specific goals; any cadence more frequent than annual is progress, and quarterly is the minimum the structure should hold.

2.3 The Circulation Supervisor in transition

The Circulation Supervisor position warrants a specific note because it is in a transitional state that should not be mistaken for its intended design. The position was filled in early May 2026 through internal promotion from an Associate Librarian role in the former Support Services unit, and it was repurposed from that unit's Support Services Manager position rather than being created anew. The incumbent is currently working a limited number of hours each week on the public desk to backfill the vacancy created by that promotion, in addition to supervisory duties. The position is reasonably presumed to be on track to stabilize once the downstream vacancy is backfilled and the supervisor moves out of temporary desk coverage. The position is a supervisory role with a full supervisory portfolio, moved down from the broader Support Services Manager scope to a Circulation Supervisor scope because the role is narrow and focused. At steady state, the incumbent will have a full plate supervising the division rather than backfilling a desk, though there will be times the role requires working-supervisor effort, rolling up sleeves during a shortage or an overload. The findings that follow distinguish the transitional reality from the intended design, and the recommendations in Section 3 treat confirming this position's span as the first sequenced move.

2.4 Peer benchmarking: Mead carries the leanest supervisory footprint in the set

Two independent comparator methods converge on the same conclusion. The first is the City Library Collective survey, in which six Wisconsin libraries self-reported their structures, normalized here to library-service supervision. The second is a normalized reading of published organizational charts from five non-respondent libraries, detailed in Appendix A, Part 2. Both place Mead below every comparator. Mead's current leanness was imposed by budget history. The municipal appropriation was frozen at \$2,305,741 for five consecutive years from 2014 through 2018; management positions were reduced relative to direct-service positions during that period in order to preserve programming and public service, and the appropriation increases in 2023 and 2024 followed roughly a decade of constrained funding.

The supervisor ratio is supervisory positions per ten full-time equivalents, computed for Mead on the table-of-organization basis of approximately 38 full-time equivalents. That basis is the correct denominator because it already reflects the library-service-only footprint required by the comparison. The roughly four-position gap between the table of organization at 38 and the Department of Public Instruction's reported total of 42 is due to the finance and maintenance staff who moved to the City. Counting the Director through the supervisory tier, Mead's three management positions produce a ratio of approximately 0.79.

The two sets are shown in separate tables so that primary self-reported data and secondary chart inference are not read as a single ranked list. Both are normalized to library-service supervision. The survey set is normalized relative to each library's reported values, and the org-chart set is normalized relative to published charts, with the normalization mechanics and the excluded fifth library detailed in Appendix A, Part 2. Mead's 0.79 anchors both tables.

Survey respondents (self-reported, normalized to library-service supervision):

Library	Supervisors per 10 FTE
Kenosha	2.94
La Crosse	2.68
Appleton	2.01
Superior	1.85
Fond du Lac	1.36
Waukesha	1.33
Mead (current)	0.79

Org-chart comparators, normalized to library-service supervision:

Library	Supervisors per 10 FTE
Oshkosh	1.84
Eau Claire	1.79
Racine	1.45
Manitowoc	1.38
Mead (current)	0.79

Read together, the tables establish the central finding of this report. Mead's 0.79 falls below every comparator in both methods, not merely below the center but below the leanest peer in each set. The lowest comparators, Waukesha at 1.33 and Manitowoc at 1.38, each carry roughly 70% more supervisory capacity per 10 staff than Mead does. Measured against the midpoint of each method, the gap is wider. The respondent median is approximately 1.93, and the mean is approximately 2.03; the normalized comparator median is 1.62. The typical peer therefore operates with between roughly two and two and a half times Mead's supervisory density. The two methods are independent, one self-reported and one normalized from published charts, and they place Mead in the same position, which is the strongest available evidence that the leanness is a real feature of Mead's structure rather than an artifact of either instrument.

The table below shows how additional supervisory positions move Mead up the scale, on the settled 38 full-time-equivalent basis.

Configuration	Supervisory positions	Supervisors per 10 FTE
Mead current	3	0.79
Plus one	4	1.05

Configuration	Supervisory positions	Supervisors per 10 FTE
Plus two (recommended)	5	1.32
Plus three (ideal)	6	1.58

Three additions move Mead to 1.58. That sits below the survey median of approximately 1.93 and at the center of the normalized org-chart set, above Manitowoc and Racine and below Oshkosh and Eau Claire. Against the more apples-to-apples normalized set, three additions rank in the middle of the pack rather than at the top. The honest reading is that three additions lift Mead from the bottom of both comparator sets, where it sits below every peer, to the center of the normalized comparators and still below the survey median. **Three is a conservative anchor.** It is an understatement of the need, not an overreach. This is not a race to the top, and the recommendation does not aim to place Mead among the most heavily supervised libraries in the state. The aim is simply that Mead not remain mired at the bottom.

The number expresses comparability, not a calculation. Neither two nor three comes from a formula that produces a required figure. Three is the consultant's best reasonable estimate, drawn from a wide collection of evidence, of what brings Mead to a normal, comparable level of supervision for a library of its size and complexity.

Both comparator sets are normalized to library-service supervision on the same basis, which is what makes the comparison defensible. For each set, supervisory positions tied to business operations or facilities and maintenance are excluded from the count, and the staff reporting to them are excluded from the full-time-equivalent denominator, leaving library-service supervision measured against library-service staffing. These are the same functions Mead has divested to the City. In the survey set, this adjustment was possible for the three libraries whose responses identified a separable business or facilities function with its own supervisor and staff; the other three reported no such function, so their figures stand as reported. Normalizing in this way raised the survey median and mean rather than lowering them because the removed functions were heavier among staff than among supervisors, and Mead still sits below every comparator in both sets. The leanness finding therefore holds on a like-for-like basis, and normalization sharpens it rather than softening it.

The System Resource Library role is common across this comparison. Five of the six survey respondents are System Resource Libraries, and all five non-respondent comparators are the system resource or central library for their systems. Eau Claire serves as the System Resource Library for the Indianhead Federated Library System (IFLS), which makes it Mead's closest structural analog in the set. At a normalized ratio near 1.79, Eau Claire is a useful target reference, though it is larger than Mead.

2.5 Three conditions distinguish Mead from the leanest peers

Raw ratios are not the sole basis for the recommendation. The basis is three operating conditions that justify Mead landing at a normal level of supervision rather than at the leanest point of the band.

- The first is **building geography**. Mead delivers public service across three physical floors. Coverage of three floors during open hours is not something a single supervisor can manage from one location, and it is a structural requirement rather than a management practice gap. Floor coverage is currently scarce across all three floors during standard operating hours and is effectively absent in the evenings and on weekends, except for the improvised coverage arrangement described in Section 2.7. A related dynamic compounds this: activity on a floor distant from the administrative offices is out of sight and therefore out of mind, not through any deliberate neglect but as a structural property of a tall building with a thin supervisory layer.
- The second is the **System Resource Library obligation**. Mead's role as the System Resource Library for the Monarch Library System places additional workload on the Director, the Deputy Director, and

the circulation and technical services functions, which are already under supervisory pressure. The compensation the library receives for the function is on the order of \$100,000 annually. Of that amount, approximately \$10,000 supports staff compensation, and the remainder is allocated to collection development and other system resources. That staff-compensation share is modest relative to the workload the role concentrates in the management layer. This is a finding about workload concentration. It is not a claim that Mead's system participation burden is categorically heavier than that of peer member libraries, a claim that would require comparative data the engagement did not collect.

- The third is **patron behavior and vulnerability**. The building's use as a daytime refuge is unofficial. The library never asked for the role, and it was never part of any planning at the library or city level. Behavioral pressure does not come only from patrons experiencing homelessness. The city has seen rising acuity in teenage behavior as well, to the point of bus-access denials and the curtailment of some programs, and the library has worked to monitor and address both teen behavior and the needs of patrons experiencing homelessness. Over time, the pattern has shifted toward adult behavioral challenges tied to regional socioeconomic and mental health vulnerabilities, but juvenile behavior remains an ongoing issue rather than a closed chapter. Routine floor-level de-escalation fluctuates seasonally and correlates with the building's use as a daytime refuge during severe weather months. Formal long-term patron exclusions remain statistically rare relative to monthly visitor volume, which indicates that the burden is concentrated in routine de-escalation and supervisory presence rather than in formal disciplinary action. Library administration has worked to mitigate the pressure within its own control.

The community's shelter infrastructure often treats the library as a primary daytime warm space, to the point that the Sheboygan County Warming Center has adjusted its hours to align with the library's. That coordination, and the scale of the population it reflects, are documented in Appendix B. The burden consumes supervisory capacity that not all the leanest peers possess, and Appendix B details its sources.

2.6 The Director and Deputy Director are structurally pulled into operations

Both the Director and the Deputy Director serve as default points of resolution for matters that should be handled at a supervisory layer below them. This operational involvement is forced by insufficient supervisory capacity, not chosen by design. Because portions of the finance and facilities duties now sit with the City, the Director has no direct reports in business or facilities, so the absorption falls specifically on library-service supervision.

On the City's own scale, the Director of Mead Library holds the same grade as the City's other department directors, including Public Works, Finance, Human Resources, Information Technology, and Planning. A department head of equal rank is being pulled into operational supervision, a role the position should not have to carry. The police and fire departments are the closer analogs for the structural point, because their layered, hierarchical commands are built precisely to manage span of control and to keep senior leaders out of routine first-line supervision. The comparison is to that structural logic, not to the stakes of the work; it does not suggest the library's decisions are more consequential than those of public safety. Additional supervisory capacity below the Director is what allows the Director's operational time to be set deliberately rather than dictated by the gaps below.

2.7 After-hours authority is the most repeated operational concern

Across the interview set, evenings and weekends were consistently described as times when staff are least certain about who holds authority, when escalation feels slowest or most ambiguous, and when staff feel least supported during behavioral incidents. The current model often relies on being able to reach a supervisor by telephone. That arrangement keeps operations relatively stable in the short term, but it is not

a sustainable permanent design, and the staff experience of it is the clearest single signal in the qualitative evidence that the structure has thinned past the point of comfortable absorption.

One current arrangement illustrates both the strain and the need. The Deputy Director works many Saturdays and exchanges them for a weekday off, which keeps weekend operations covered through individual initiative. That initiative deserves credit, but it is not a sound standing structure, and it points to the need for additional supervisory or Person-in-Charge bench strength that would give the senior staff genuine reprieve. The arrangement also carries an offsetting cost. The library loses some of the benefit of having the Deputy Director on-site for a full standard workweek, even as the weekend presence helps the Deputy observe operations firsthand and tailor programming. A structure that depends on a senior leader trading away weekdays to hold weekends together is evidence that the supervisory bench is too thin.

2.8 An informal leadership network is filling the supervisory vacuum

Staff has developed an informal peer leadership and support network that keeps daily operations relatively stable. This is a credit to the staff, not necessarily a personnel problem. Its structural consequence is enforcement inconsistency. Each informal leader operates on individual judgment without shared standards or backed authority, which produces differences in how policies are applied across floors and shifts and differences in confidence handling patron behavior. There is a further caution: staff who step up to fill the vacuum do so without the training a supervisory or quasi-supervisory role requires. The point is not to discourage staff from helping, which is holding the operation together, but that leadership should be intentional, uniform, and held by someone trained for escalating complexity. The structural response is to formalize the better elements of that network through defined lead roles where the structure warrants them, not to suppress the network.

2.9 Committee and meeting load competes with supervisory time

Committee and meeting load at Mead is dual-natured. On one side, it is democratizing and participatory, and staff value inclusion and transparency and genuinely appreciate working groups on matters of consequence. On the other side, it displaces supervisory observation, coaching, and floor presence, which are the activities that improve consistency and culture.

Staff also expressed a clear frustration: that decisions are not always made as efficiently as they could be. Extensive communication, committee meetings, and consultation become a source of frustration when, in some cases, staff believe a decision should be made and then communicated clearly through a more reliable channel than a single messaging application.

The finding is not that staff want less consultation; many described the working groups as a strength. It is that staff are hungry for more streamlined decision-making and clearer lines between decisions that belong to management and those that belong to a group. The over-democratization of routine management decisions is worth a gentle caution rather than a directive to end consultation, which would be equally damaging. This connects directly to the communication-governance recommendation in Section 4.5. This report does not make a standalone recommendation on committee governance, which sits outside the engagement's scope. It records the load and the decision-making frustration as findings because they directly reduce the supervisory time the structure has available and shape what staff need from the supervisory layer.

2.10 Critical support functions carry single-point-of-failure exposure

Several support functions, including information technology, technical services and cataloging, safety and security, and communications, are essential to service quality and operate with significant autonomy. They do not require heavy supervision. They require workload boundaries, cross-training, documented continuity, and supporting standard operating procedures and protocols, because the library currently

depends on individual incumbents in ways that create abrupt operational risk if a position turns over or a vendor relationship fails.

- **A single point of failure is not always avoidable.** In a small operation, a single point of failure in a specialized function such as information technology or marketing is often unavoidable, because the organization does not have, and does not need, a second position in that specialty. The information technology function is the clearest case: a single Information Technology Specialist is already a single point of failure, which directly bears on the placement question in Section 3.4. The mitigation is cross-training, documented continuity and procedures, and vendor-relationship resilience, not redundancy in every specialty. Section 4.5 treats the cross-training and documentation practices in one place.
- **The safety and security function carries a specific continuity exposure.** The function depends on its incumbent, who brings a rare and desirable blend of skills to the role. A blend of that kind is difficult, if not impossible, to find in the marketplace, and that rarity, rather than any single credential, is the source of the continuity exposure. The function is well established rather than improvised, having appeared in the table of organization since 2019, which makes its dependence on a single incumbent a longer-standing exposure rather than a transitional one. The library will eventually need to define the function's primary focus and the skill profile it will recruit for, recognizing that the current blend is unlikely to be replicated. The operating direction is clear enough to state: the role's center of gravity is enforcement of the code of conduct, emergency and disaster preparedness, staff training and coaching on de-escalation, and liaison with law enforcement and community partners, rather than direct social services delivery, a distinction Appendix B develops. The library is also moving to a single patron-incident system that routes flagged incidents to the safety function and the supervisory layer for review and any exclusion decisions, thereby concentrating consistency in trained hands. Defining the skill profile the library will recruit for and treating continuity as a succession matter managed before a transition rather than after one follow from that focus. This connects to the coordinated-response discussion in Appendix B.

2.11 Project and change leadership consumes management capacity

Beyond first-line supervision, the Director and Deputy Director carry the project management of organizational change: new services, technologies, and processes, and the planning and execution of facility build-outs and capital projects. This work sits with the management layer because it requires authority, cross-functional coordination, and continuity that a floor supervisor cannot hold, and it is how the library keeps pace with community service demands. It is legitimate work at this level, not work to be pushed down, and it competes directly for the hours that the same two people owe to supervision. Added supervisory capacity below them is what makes this load sustainable, freeing senior time for the change leadership that only the senior layer can carry rather than forcing a choice between moving the library forward and supervising its staff.

3. Recommendations on Structure

The recommendations in this section lead with the need and then stage the response. They open with the ideal-state structure, establish the order of moves, address the one design decision that remains genuinely open, and close with the funding posture and a set of considerations the recommendation should be tested against.

3.1 The ideal-state structure adds three supervisory positions

The need for additional supervisory oversight is immediate. The precise number of positions that meets it is a matter of judgment rather than a figure a formula produces, and reasonable readers can debate two against three. **What is not debatable is that the current three-position layer is too thin for the library's size and conditions.** The ideal-state structure adds three supervisory positions to that layer, producing six management positions in total. As established in Section 2.4, three additions move Mead to a supervisor ratio of approximately 1.58, which sits at the center of the normalized peer set and still below the survey-respondent median. **The number expresses comparability rather than a formula.** There is no magic number for spans or for supervisory density.

The management literature on span of control offers ranges rather than a rule. Traditional guidance clustered around five to seven direct reports, later research widened the workable range, and the figures commonly cited today, on the order of a handful of reports for complex or developmental work and up to roughly fifteen to twenty for routine and standardized work, are explicitly contingent on the nature of the work, the experience of the staff, the degree of coordination required, and how much coaching and development the supervisor is expected to provide. A wider span is defensible only where the work is routine, and the staff is seasoned, and it narrows wherever the work is volatile, developmental, or spread across locations. Applied to Mead, the circulation span sits at or beyond the upper edge of that range while the work carries scheduling complexity, behavioral exposure, and a talent-development obligation, which is the combination the research says should pull the number down rather than up. The research therefore informs judgment rather than dictating a count. Three is the consultant's best reasonable estimate of what brings Mead to a normal, comparable level of supervision, and it is a conservative anchor rather than an overreach.

A supervisory position is justified by the combination of span, coverage geography, programmatic depth, and the responsibilities the role carries beyond direct headcount, not by headcount alone. A span of four direct reports does not, by itself, justify a supervisory position, and a span of fifteen is not ideal either. Neither number settles the question alone. A small span can justify a supervisor when the work is highly volatile, when the positions deal with acute situations, or when the responsibilities carry complexity beyond headcount. Programmatic knowledge matters as well: a supervisor needs enough domain knowledge to guide and develop the staff they oversee. The case for additional supervision is therefore not only about reducing a span to a manageable number, but about segmenting supervisors by domain so that each can confidently develop their people. The three recommended positions are justified by the spans documented in Section 2.2, the three-floor coverage geography, the after-hours authority gap, and the professional-oversight gap identified in the interviews.

3.2 Sequence the moves: stabilize before adding

The first move is not an addition. It is to confirm the Circulation Supervisor position at its intended steady-state design and to verify whether its span is appropriately sized, once the position is out of its transitional desk-backfill state. This is a confirmation of sizing, not a rescue of a position in difficulty. The most probable conclusion is that the Circulation headcount is heavy but that a Circulation Lead at the Library Assistant level, described in Section 3.5, can absorb the Clerk-tier scheduling load (and similar duties) and make the span manageable.

The new supervisory positions are filled in sequence across budget cycles, as described in Section 3.6. Sequencing them is the correct order of operations, not a concession. The library should not staff around a Circulation Supervisor span that has not yet settled, and it should not add the more expensive net-new positions before the inexpensive structural moves have been made and their effects observed. The pace is governed by fiscal responsibility; the need is not in question.

3.3 Form of the second-tier supervision

The form the additional supervision takes is the central remaining design decision, and it belongs to the library's leadership. The data-informed recommendation is a population split. A Public Services or Adult Services supervisor is paired with a Youth Services supervisor, and the technical services cluster is coordinated by a lead worker reporting to the Deputy Director rather than by a supervisor. Three considerations support this path. The Adult and Youth division is the single most common structural choice in the comparator set, appearing at Eau Claire, Oshkosh, Manitowoc, and Racine. It satisfies the stated greatest need: professional oversight of professional staff distributed across the three floors. It also delivers the floor-level supervisory presence the leadership team has prioritized: because the adult and youth populations occupy different floors, a population split places a supervisor in proximity to each main service area rather than concentrating oversight in one location, which is the practical effect of a supervisor-per-floor model without committing the library to a literal floor-by-floor count that the staffing math does not support. And it clarifies the lead-librarian question: once supervisors are placed across populations and floors, a separate permanent lead librarian layer is no longer needed to fill an oversight gap, though a lead layer may still be retained as a durable coordination function where a genuine need exists, as described in Section 3.5.

The library may, of course, develop its own alternative. A functional split that pairs a public services supervisor with a technical services supervisor is one possibility the library could explore, though it would require considerably more conversation and mapping than this engagement undertook, because a defensible technical services supervisor span would have to bundle cataloging, system coordination, and potentially other functions. It is noted here as a path the library may consider, not as a co-equal documented plan. Absent a deliberate decision to develop it, the population split is the cleaner and better-supported choice.

This report uses "supervisor" as a working term for the second-tier positions it recommends. It does not fix whether each is ultimately titled a supervisor or a manager. That title should follow the defined scope of the role when the classification is created and should reflect what the position is actually expected to carry.

3.4 Technical services and information technology placement

The working recommendation is that the technical services cluster is coordinated by a lead worker reporting to the Deputy Director rather than by a supervisor. This is the less costly and more coherent treatment, and it fits the cluster's direct interface with the system library. It is reasonable, and within the spirit of the engagement, to recommend that certain positions currently reporting directly to the Director be relocated into this functionally coherent team, so that the cluster operates with a shared vision and a single coordinative point rather than as scattered reporting lines. This is the leadership team's call.

Information technology is the exception, and its placement is an open question. A single Information Technology Specialist who is already a single point of failure should not report into a non-supervisory lead. The function should therefore stay with the Director or move to the Deputy Director directly. Either placement is defensible; the choice between them is a judgment for leadership about where the function is best supported and least exposed. What the design rules out is placing information technology under the technical services lead worker.

3.5 The lead layer

A Circulation Lead at the Library Assistant level is warranted regardless of the decision in Section 3.3. Its purpose is broader than scheduling. The role relieves the Clerk-tier scheduling and shift-coordination burden beneath the Circulation Supervisor, which is the specific load that makes the Circulation span heavy, and it carries training, guidance, mentoring, pace control, and the continuity of work during evening and weekend shifts when the supervisor is not present. The distinction worth holding in the design is

between owning the schedule and running it. Final scheduling authority, including approving time off and resolving competing requests, remains a supervisory decision, while the lead maintains the day-to-day shift coordination, documentation, and coverage continuity within that frame. Drawing the line there answers the practical concern that a lead who simply absorbs scheduling becomes a supervisor in all but name and pay; the lead coordinates and sustains the work, and the supervisor retains the authority that defines the supervisory role. Some libraries would call this a Circulation Coordinator; this report uses Lead. It remains a lead role, not a supervisory one. It coordinates, models, and maintains pace, and it does not carry hiring, formal discipline, or formal performance-evaluation authority, all of which route to the Circulation Supervisor.

Leads should be created deliberately and only where a demonstrated need exists, and a lead designation should never be granted haphazardly or as a convenience. Where the library is granted latitude to reclassify positions into leads in a budget cycle that will not fund a net-new supervisor, that latitude should be exercised against the same test of demonstrated need, documented justification, and a benchmark check, so that the lead layer remains a disciplined bridge rather than an expanding tier. The structure should not be peppered with lead titles, particularly where supervision is already thin or a supervisor's span is already wide, because a proliferation of leads can blur authority and substitute for the supervision the structure actually needs. The Circulation Lead is warranted by the specific scheduling and coordination burden documented in Section 2.2. Any further lead, including a permanent lead librarian layer beyond Circulation, should be adopted only against the same test of demonstrated need and tested against the benchmarks before adoption. A lead created without clear objectives, backed authority, and a compensation differential will be perceived as cosmetic and will fail, and it will not substitute for genuine supervision where supervision is required. The classification mechanics for these roles, including how lead duties relate to the underlying classifications, belong to the Phase 1 classification report and are kept light here so the two reports remain consistent.

Wisconsin practice supports disciplined use of these titles. Racine distinguishes a Lead Supervisor, which carries supervisory authority, from a Library Associate Lead Worker, which carries coordinative responsibility without it, and Eau Claire reserves the Supervisor title for Circulation only and uses Coordinator elsewhere. Both are inference-tier observations from published charts.

3.6 Funding pathway

- **Net-new capacity is what the library needs.** A net-new position is the only path that adds people where the floor coverage and professional-oversight gap actually exists, so the two added supervisors are recommended as net-new positions rather than reclassifications of existing staff. Because these positions add capacity rather than redistribute existing staff, the sequencing in Section 5 matters as much as the recommendation itself.
- **Reclassification has a proper, limited place in this plan,** and stating it plainly avoids a predictable misunderstanding. Reclassification is the tool for the lead layer and for a supervisor-in-waiting designation, not for creating the two supervisors themselves. The reason is that promoting a contributor into supervision converts a producer into an overseer: if a Librarian is reclassified and the vacated Librarian role is not backfilled, the remaining Librarians absorb that work, which can degrade programming and the services the library is expected to deliver. Reclassification redistributes capacity; it does not add it. That property is exactly why it suits a bridging designation and not the core capacity addition the structure needs.
- **There is a legitimate use of this bridge and a poor one, and the difference matters.** The designation is informal and aspirational by design. It is a way to give a capable lead exposure to higher-level duties and to keep development moving, not a formal track that automatically

advances to supervisor. The legitimate use applies when a budget cycle permits reclassification but not a net-new position. The library may then designate a supervisor-in-waiting at the lead tier, carrying coordination responsibility and a measure of higher-level exposure, with a sincere assessment of the workload the person continues to carry and a genuine plan to backfill or adjust if the combined load proves too heavy. Used that way, the designation is a sound human-resources tool that keeps progress moving across cycles. Two cautions bound it. The poor use treats the designation as a finished substitute for the supervisor, grants it from existing headcount with no regard for overburden or contingency, and assumes the work will simply be absorbed, which is a recipe for failure. The second caution is that neither the library nor the City should ask a supervisor-in-waiting to perform supervisory work, such as hiring, formal discipline, or performance evaluation, without the formal supervisory designation and the pay that accompanies it. The designation should be held to the same demonstrated-need test that governs all lead designations rather than granted as a matter of course.

- **Peer staffing levels also warrant caution when read as a target.** Some peers operate more than one building, and a multi-branch operation raises staffing and supervisory needs in ways a single three-floor building does not. Part of any peer's higher count can reflect that community's choice to run separate sites, including the demands of holding consistent protocols across them, rather than a like-for-like structural comparison with Mead. The leanness finding survives this caution, because Mead sits below even the single-site and normalized comparators, but the point keeps the comparison honest.
- **The cost figures use the City of Sheboygan 2026 non-represented wage scale and the established supervisory level, which is the Circulation Supervisor.** That level sits above the professional Librarian on the City scale. The two new supervisors are modeled at the Circulation Supervisor level for consistency and for planning convenience, because a position supervising professional librarians should not fall below the established supervisory level, which is the Circulation Supervisor, and it normally sits above it.
 - The City's job evaluation system weighs factors such as a position's impact on the organization, the education required for the role, and its problem-solving and decision-making demands. Applied to a role supervising credentialed professional staff rather than the paraprofessional or administrative circulation workforce, that evaluation could reasonably place the position above the Circulation Supervisor level, and whether the role is built to manage or to supervise will further influence where it lands. The report makes no assertion that the evaluation will reach that result; the placement is untested and rests with the City's classification and compensation process.
 - The principle that holds regardless of the resulting level is that there must be sufficient separation to avoid compression: the classification must sit far enough above the staff it supervises to make promotion into it worthwhile and to keep a supervisor from earning only marginally more than the highest-paid person reporting to them.
 - In fully loaded terms, wages and benefits together at a benefit load of 25 to 30 percent, a net-new supervisor at this level exceeds \$100,000 annually. The figure marks the scale of the investment and the budgetary prioritization it will require across cycles rather than a precise placement, which will follow the City's classification evaluation and, for several of these moves, a future budget year rather than 2026.
 - A supervisor-in-waiting designation, by contrast, is a lead-tier coordination differential rather than a move to the supervisory level, and it carries only the marginal cost of a single

lead step, on the order of \$7,000 as a placeholder estimate pending confirmation against the current scale. It positions a candidate without adding the floor capacity a funded supervisor provides.

- **These are planning estimates only, and the final placement and cost will depend on a future classification evaluation conducted by the City or the City's compensation consultant.** Consistent with the standing approach in this report, the cost basis is expressed in dollars and in relational terms, a supervisor positioned above the professional Librarian level and at or above the existing Circulation Supervisor, rather than by grade number.

3.7 Considerations and challenges the recommendation should answer

A recommendation to add supervisory capacity is stronger when tested against the cases for not adding it, and when honest about the challenges it must manage. Five considerations are addressed here. The analysis is kept because visible counter-analysis is what makes the recommendation durable under a skeptical reading, but the intent is a candid discussion rather than a contest.

- **Could committee triage and clarity of decision rights free up enough capacity without adding positions?** Partly, but not enough. Reducing the meeting load and clarifying which decisions are management decisions would return real time to existing managers, and the report recommends pursuing this. It does not fill the structural deficit, because the deficit is not primarily a time-allocation problem. It is a wide and varied Deputy span, a three-floor coverage geography, and an after-hours authority gap, none of which a leaner meeting calendar resolves.
- **Could a well-designed Person-in-Charge model solve the after-hours gap as a sufficient first step?** As an interim measure, yes, and Section 4 recommends exactly that. As a permanent answer, no. A Person-in-Charge is assigned when a supervisor is not scheduled or available; it is not meant to be a fixture on every evening and weekend. A Person-in-Charge who must continually escalate to a supervisor becomes a middle layer that adds process and bureaucracy without adding resolution, and the model fails when it becomes a pay differential attached to a title without the authority and training that are supposed to accompany it.
- **Could the lead librarian layer serve as a substitute for a supervisor?** No. Leads coordinate; they do not supervise. A lead cannot hire, formally discipline, or formally evaluate, and performance-management questions route past the lead to the supervisor above. A permanent lead layer is a legitimate durable element of the structure where a need exists, but substituting a lead for a needed supervisor recreates the authority gap the structure is trying to close, under a title that implies more authority than the role carries. The distinction is reinforced by training: a supervisor must carry management training, either on entry or through a development plan that mentors and prepares the person for the new responsibilities. A lead is not a substitute for a trained supervisor.
- **Is the leanness finding real, or is the peer set simply overstructured?** The peer set is structurally diverse rather than uniformly heavy, so the question is fair. Layering ranges widely across the comparators, and no single model dominates. Manitowoc is a useful test of the leanest end. It is also a multi-floor building, which makes the comparison fair on geography, and it runs flat at roughly 31.5 full-time equivalents, with public services and youth services reporting to an executive director over a materials function and no deputy. That is a reasonable structure for an organization roughly ten full-time equivalents lighter than Mead. Manitowoc demonstrates that a lean, multi-floor structure is workable at a smaller scale; it does not show that Mead should adopt it, because Mead is larger and carries the full combination of three conditions in Section 2.5, of which building geography is only one. The normalized comparator data reinforces the point: on independently

normalized org-chart ratios, Mead at 0.79 sits below every comparator, and even three additions reach only the center of that set. That is the opposite of an overstructured ask.

- **Could upstream work on homelessness remove the structural pressure?** It would relieve a meaningful share of the supervisory load, which is precisely why Appendix B presses for a coordinated community response. It would not remove the structural case. The three-floor coverage geography and the after-hours authority gap exist independently of homelessness, and the recommended structure holds regardless of what happens upstream.

Two further design points belong to this discussion. The three-floor geography is a real management challenge, but it is a bounded one. It is one building reachable by stairs or elevator, not a multi-branch system with a bookmobile, so the coverage problem is serious without being catastrophic. And leads should be considered for the eventual coverage rotation: a voluntary sign-up rotation for evening and weekend coverage lets staff match coverage to their own scheduling preferences, while ensuring daytime hours remain covered, and it avoids a design that drives people out through involuntary weekend assignment.

4. Recommendations on Coverage and Operational Practice

Structure determines who supervises during the core of the day. Coverage determines who holds authority, and who provides leadership presence, when the senior staff are not present. The two are connected: the coverage problem is severe today precisely because the supervisory layer is thin, and it eases as that layer is built out. This section recommends an interim coverage mechanism, the structural endgame that should replace it, and the operational practices that make supervision effective regardless of structure.

4.1 The coverage problem

Floor coverage is scarce across the three public service floors during open hours and is effectively absent in the evenings and on weekends, beyond the improvised arrangement now in place. The gap is not only one of supervisory authority but of leadership presence: during many off-hours, no one on site holds either the authority to resolve a consequential matter or the standing to provide direction. The current reliance on telephone reachability to the two main supervisors is the weakest point in the operating model, as Section 2.7 establishes. A coverage solution is therefore not optional. The question is one of design quality: the scope of authority granted, the training that backs it, the documentation that supports it, and the escalation path behind it.

4.2 Person-in-Charge as an interim stopgap

A Person-in-Charge model is recommended as a stopgap, suited to covering shifts when a supervisor is not scheduled or available, not as a permanent design element. It is the more fragile of the two coverage tools and is harder to sustain than a genuine supervisory rotation. Two predictable ways it breaks should be designed against. The first is the Person-in-Charge designation that becomes a compensation differential attached to a title without the training that is supposed to accompany the authority. The second is the Person-in-Charge who must continually escalate to a supervisor, which turns the designation into a middle layer that adds process without adding resolution.

The model is therefore worth adopting only if it carries genuine decision authority over a defined set of situations and only if it is backed by real training rather than a differential alone. Defined authority, supported by standard operating procedures, protocols, and training, lets a Person-in-Charge decide the routine behavioral and operational matters that arise on evening and weekend shifts without escalation,

with a clear escalation threshold for the consequential situations that genuinely require a supervisor. The common error is to stop at the designation and a small differential and call the work done. That is not success. Training, the right skills, and clear expectations are what make the role effective. Person-in-Charge authority belongs in operational policy with a premium pay differential attached to the duty, not embedded in the classification structure, and it cannot be name-only. Section 4.5 treats the supporting procedures and documentation in one place.

4.3 The structural endgame: a sustainable supervisory rotation

The Person-in-Charge mechanism is a bridge, not a destination. The structural endgame is enough supervisory positions that evenings and weekends draw a real supervisor on a sustainable rotation across three or four supervisory roles, rather than one or two people carrying every night and weekend. The design must avoid two predictable problems that follow from too few supervisors covering too much. The first is supervisors who do not want to remain in their roles because they are constantly assigned evenings and weekends. The second is staff who feel they have no resource available when a consequential issue arises. The new positions recommended in Section 3 are what make a sustainable rotation possible; until they are in place, the interim Person-in-Charge model could carry the gap.

4.4 A standing coordinator as an alternative to a rotation

If a standing coverage position proves cleaner in practice than spreading evening and weekend duty across supervisors, Oshkosh offers a named precedent. Oshkosh staffs a Public Service Operations Coordinator within its Circulation department whose title indicates responsibility for coordinating public service operations across the building, including coverage scheduling and Person-in-Charge designation. This is an inference-tier observation from a published organizational chart and would benefit from direct confirmation of the position's scope and authority through the peer network before it is relied on as a model. It sits at the librarian pay level on the chart and does not appear to be a management position, which is why it does not count toward the supervisory ratio in Appendix A. It is presented as an alternative to a rotation, to be activated if the rotation proves difficult to sustain, not as a competing primary recommendation.

4.5 Operational practices that make supervision effective

Three operational practices bear directly on supervisory effectiveness and should accompany the structural changes. None requires new positions.

- First, **communication should be governed by purpose rather than by platform**, and this is the direct answer to the frustration with decision-making and communication recorded in Section 2.9. The interviews described abundant communication with uneven reinforcement: heavy use of digital channels, channel overload, missed updates, and decisions made without the downstream workflow owners looped in, alongside frustration that decisions are consulted on but not made and communicated. This is a governance problem, not a tooling problem, and switching platforms will not solve it. The remedy is that management decisions are made and then communicated clearly, with a designated source of truth for procedures, a defined expectation of which messages require acknowledgment, and a deliberate mechanism to reinforce procedural changes with off-shift staff through a more reliable channel than a single messaging application. The aim is not to communicate less. It is also worth considering the different ways staff receive and absorb role-relevant information. A frequently asked questions resource or internal wiki, and modern approaches such as short explainer videos or brief audio produced with generative tools, can make internal communications more engaging, with information segmented so that staff can find what

they need. Communication should be governed by purpose and also be considerate of how staff prefer to receive and absorb it.

- Second, **shared standards should be attached to the lead and supervisory roles** so that the staff self-sufficiency culture, which is a genuine strength, produces consistency rather than divergence. The informal leadership network described in Section 2.8 currently operates on individual judgment. Formalizing the better elements of it through defined lead roles, and reinforcing shared standards through the supervisory layer, converts peer reliance into reliable practice.
- Third, **cross-training should be treated as a planned and periodically refreshed expectation** rather than as informal management practice. This protects against the single-point-of-failure exposures identified in Section 2.10 and gives the coverage model the depth it needs to function when key individuals are absent. The same discipline supports the documentation the operation relies on. Not everything reduces to a standardized form, but to the extent that it does, standard operating procedures, protocols, and reference material give staff a reliable place to turn, and generative tools can streamline the creation of that material for staff stepping into new or infrequent roles such as Person-in-Charge.

5. Implementation Plan

The need for additional supervisory oversight is immediate, and the plan below moves toward the three-position ideal as fiscal capacity allows. Budget priority decisions do not rest with any single office. They involve the City Administrator, the Mayor, the Common Council, and the Library Board, and even a supportive Board may choose to invest in community services or programming ahead of supervisory capacity in a given cycle. The plan is therefore paced realistically across multiple budget cycles. Each tier leads with the need and then states the cost. The early moves are low-cost or no-cost structural changes; the funded positions follow in later cycles in priority order. All figures are expressed in 2026 dollars and will rise over time with wage and benefit growth. The plan is a long-term roadmap, not a single budget request, and it shows plainly where the recommended path stops short of the ideal and why.

5.1 Immediate moves (low or no marginal cost)

The following moves can be made without a net-new position and should precede any funded addition. They stabilize the existing structure and establish the operating practices the later additions depend on.

- Confirm the Circulation Supervisor position at its intended steady-state design by completing the circulation staffing that currently requires desk backfill, then verify whether the span is appropriately sized.
- Establish a Circulation Lead at the Library Assistant level to relieve the Clerk-tier scheduling and shift-coordination burden beneath the Circulation Supervisor, with training, guidance, mentoring, pace control, and continuity of work during evening and weekend shifts, while final scheduling authority remains with the Circulation Supervisor. The role is defined and trained rather than name-only.
- Stand up an interim Person-in-Charge model for evenings and weekends, with defined decision authority, a clear escalation threshold, real training, supporting procedures, and a premium pay differential attached to the duty in operational policy.

- Relocate the technical services cluster under a lead worker reporting to the Deputy Director, and settle whether information technology stays with the Director or moves to the Deputy Director directly, keeping it out of the technical services lead's line.
- Establish regular one-on-one check-ins as an expectation of every supervisory role, at a minimum quarterly cadence.
- Clarify decision rights and escalation thresholds, and establish a governed source of truth for procedures, so that supervisory time is protected for observation and coaching and so that decisions are made and communicated rather than only consulted on.

The span point is worth making concrete. A single supervisor responsible for roughly 20 bodies across the Associate Librarian and Library Clerk classifications is very likely to have an overburdened span of control. The full-time-equivalent figure falls quickly once part-time staff is counted, but each body still requires scheduling, guidance, coordination, and training, and some require coaching or discipline. A Circulation Lead at the Library Assistant level is a strong consideration to relieve this burden, and, as Section 3.5 describes, the lead carries more than just scheduling and shift coordination.

The check-in expectation includes a workload dimension that itself warrants adequate supervisory staffing. With roughly fifteen direct reports and monthly check-ins, even thirty-minute meetings, plus the thirty minutes of preparation and follow-up that a real check-in requires, consume a large share of a supervisor's month. Proper check-ins are not free, and the capacity to do them well is part of the case for adding supervisory positions.

These low-cost moves should be stated with appropriate confidence: they genuinely help, and they should be made first. They are not, however, a replacement for the supervisory capacity the structure needs, and many moving pieces remain to be worked through as the structure is built out.

5.2 Building toward the ideal: net-new supervisory capacity

The need is for net-new supervisory capacity, because that is what adds people on the floor and closes the professional-oversight and coverage gaps. The near-term ask is two added supervisors, presented as a deliberate calibration to fiscal reality, with the third documented in this plan as the upper end of the need so it remains available as capacity opens in a later cycle. Whether the structure settles at two or three is a judgment the City and the Board can make as budgets allow; that the current layer needs more than it has is settled. Add the supervisory positions as net-new full-time roles in priority order across budget cycles, leading toward the three-position ideal. Each net-new supervisor at the established supervisory level exceeds \$100,000 fully loaded as a planning estimate, with several of these moves falling in a future budget year rather than 2026. Lead each cycle's request with the specific gap the position closes before stating its cost.

5.3 The supervisor-in-waiting bridge

Where a budget cycle permits reclassification but cannot yet support a net-new position, the library can designate a supervisor-in-waiting rather than leave the development gap idle. This is an informal, aspirational lead-tier designation, not a formal track to supervisor. It carries coordination responsibility and gives a capable candidate exposure to some higher-level duties at the marginal cost of a single lead step, on the order of \$7,000 as a placeholder planning estimate pending confirmation against the current scale. It is a lead differential expressed relationally, above the base professional level and below the supervisory level, not a placement at the supervisory level.

The designation must be paired with a genuine accounting of the work the candidate continues to carry, through backfill or an explicit decision about what the library will stop doing, because layering coordination

duties onto an existing role without that accounting shifts work onto the remaining professional staff and can degrade programming and services. It must also stay within the lead tier in practice: neither the library nor the City should assign supervisory work, such as hiring, formal discipline, or performance evaluation, to a supervisor-in-waiting without the formal supervisory designation and the pay that accompanies it. Used with a sincere workload assessment and a real contingency, as described in Section 3.6, the designation is a sound tool that keeps progress moving across cycles. It redistributes and positions capacity; it does not add it. The plan should make plain that this step stops short of the net-new capacity the structure ultimately needs, and the designation should be held to the same demonstrated-need test that governs all lead designations rather than granted as a matter of course.

5.4 Ongoing: convert interim coverage to a sustainable rotation

As the new positions come online, convert the interim Person-in-Charge stopgap into a sustainable evening and weekend rotation across the supervisory and lead roles. The primary expectation should be supervisory coverage in as many off-hours situations as possible. Supervisory coverage will sometimes be impossible because of illness, training, or other obligations, and the Person-in-Charge role remains available for those gaps. Evaluate the standing-coordinator alternative described in Section 4.4 if the rotation proves difficult to sustain. Retain or test a permanent lead layer as a durable coordination function, where a genuine need exists, as described in Section 3.5, defined and trained rather than name-only.

5.5 Rough-order cost summary

The figures below are planning estimates, not definitive costs, expressed in 2026 dollars. They use the City's 2026 non-represented wage scale, a band around the control point, and a benefit load in the range of 25 to 30 percent. They are expressed in annual, fully loaded terms and in relational terms rather than by grade number, and the final grade placement will depend on a future classification evaluation conducted by the City or the City's compensation consultant.

Move	Method	Rough-order annual cost (all-in)
Circulation Lead (Library Assistant level)	Reclassification or internal designation; modest differential	Low; differential plus load
Interim Person-in-Charge differential	Premium pay differential attached to duty in policy	Low; differential plus training
Supervisor-in-waiting (informal lead-tier bridge, only when a net-new position is deferred)	Lead-tier coordination differential, above the base professional level and below the supervisory level	About \$7,000 at the margin (placeholder, pending confirmation)
Supervisor by reclassification (existing professional elevated to the supervisory level)	Reclassification to the established supervisory level; redistributes capacity rather than adding it (see Section 3.6)	About \$14,000 to \$15,000 at the margin (placeholder, pending confirmation)
Supervisor by net-new position (adds floor capacity)	Net-new full-time position at or above the established supervisory level; adds floor capacity	In excess of \$100,000 all-in (fully loaded)

The established supervisory level is the Circulation Supervisor level, which sits above the professional Librarian level on the City's scale. A supervisor of professional librarians is normally placed above it, a determination that is made through the City's classification and compensation process. The three supervisory cost points above describe different mechanisms rather than competing prices for the same role. The lead-tier bridge of roughly \$7,000 positions a candidate at a coordination level below that of a supervisor without adding capacity. Carrying that same professional the rest of the way to the supervisory level brings the marginal cost to roughly \$14,000 to \$15,000 above the base professional level, so the

bridge is the first increment of that move rather than money spent and lost; either path is a reclassification, and a reclassification redistributes capacity rather than adding it. A net-new position in excess of \$100,000 fully loaded is the only path that places a new body on the floor, which is why Section 3.6 recommends net-new for the two added supervisors and confines reclassification to the bridge. The \$7,000 and the \$14,000-to-\$15,000 figures are placeholders pending confirmation, and all of these figures should be refined against the current scale and the City's classification evaluation before they are presented as budget numbers.

5.6 Configuration decisions for the leadership team

Three configuration decisions shape the final structure and should be settled by the library's leadership as the plan is adopted. Each can be resolved without reopening the core finding that additional supervisory capacity is warranted.

- The form of the additional supervision: the recommended population split, with a Public Services or Adult supervisor and a Youth Services supervisor, and technical services held by a lead worker. Because the adult and youth populations occupy different floors, this split also delivers the floor-level supervisory presence the leadership team has prioritized. The library may instead choose to develop a functional split, which would require additional mapping as described in Section 3.3. Titling each second-tier position as a supervisor or a manager is part of this decision and should follow the position's defined scope rather than precede it.
- Whether a permanent lead librarian layer beyond the Circulation Lead is retained as a durable coordination function, adopted only against a demonstrated need and tested against the benchmarks.
- Whether information technology reports to the Director or to the Deputy Director, given that it should not report to the technical services lead worker.

Appendix A: Peer Benchmarking Summary

This appendix presents the peer benchmarking evidence in two clearly separated parts. Part 1 reports the six libraries that completed the City Library Collective peer survey; this is primary, self-reported evidence. Part 2 reports five additional libraries analyzed from their organizational charts; this is secondary, inference-tier evidence. The two are kept separate to preserve the distinction between what libraries reported about themselves and what can be read from a chart. No recommendation rests on a single chart. Individual survey responses are treated as confidential and are presented here by library rather than by respondent.

A.1 Survey respondents (primary, self-reported)

The table below reports the core structural indicators for the six respondents. Supervisor counts and ratios are self-reported and then normalized to library-service supervision. Positions tied to business operations or facilities and maintenance, along with the staff reporting to them, are excluded from both the supervisor count and the full-time-equivalent total. This adjustment was possible for the three libraries whose responses identified a separable business or facilities function; for the other three, no such function was reported, so their total and library-service figures coincide. The full-time-equivalent denominators are as reported by each library, because the survey did not break out finance and facilities staffing to remove. The final column records whether the library operates from a single building or from a central library plus branches.

Library	FTE	Library Service FTE	Library Service Sups	Sups/10 FTE	PIC	SRL	Sites
Kenosha	73.2	61.2	18	2.94	Always	Yes	Multi-site
La Crosse	49.8	44.8	12	2.68	Always	Yes	Single-site
Appleton	54.8	44.8	9	2.01	Never	Yes	Single-site
Superior	16.2	16.2	3	1.85	Never	Yes	Multi-site
Fond du Lac	36.9	36.9	5	1.36	Always	No	Multi-site
Waukesha	45.0	45.0	6	1.33	Never	Yes	Single-site

The respondent median ratio is approximately 1.93, and the mean is approximately 2.03. Three patterns bear on Mead. Five of the six respondents are System Resource Libraries, confirming that the dual municipal and system role is common in the peer network and not an exotic condition unique to Mead. The Person-in-Charge practice is evenly split: three respondents always designate a Person-in-Charge and three never do, indicating that there is no single dominant model for after-hours authority and that Mead's interim Person-in-Charge stopgap is within accepted practice. And three of the six respondents, including Kenosha at the top of the set, operate a central library plus one or more branches. Multi-branch operation raises both staffing and supervisory needs because each building requires its own coverage, and the system requires consistent protocols across sites. Kenosha's self-reported count of twenty supervisors, the highest in the set, includes branch managers and branch librarians that a single-building library would not carry. Part of a peer's higher supervisor count can therefore reflect a community's decision to operate more than one building rather than a like-for-like comparison with Mead's single three-floor structure. Reported security models vary across the set, from no dedicated security function to in-house and contracted security staff, and reported incident frequency ranges from a few incidents per week to more

than twenty, which underscores that behavioral load is real and variable across Wisconsin libraries of comparable size.

A.2 Org-chart comparators, normalized (secondary, inference tier)

The five libraries listed below were invited to participate in the survey but did not respond. Each maintains an organizational chart that the library produced and published itself. These charts are authoritative for what they show, including reporting lines, position counts, and titles, and they are silent on what they do not show, including whether a titled supervisor carries true supervisory authority and how coverage is handled outside core hours. All figures in this part are inference tier.

This part presents a second, independent comparator method built on these charts and normalized to library-service supervision. A position is counted as supervisory only where it carries actual supervision of staff, as determined by direct reports and supervisory functions rather than by title. Finance, business-office, and facilities supervisory positions are stripped from the count, and the corresponding finance and facilities full-time equivalents are stripped from the denominator, so the comparison is library-service supervision against library-service staffing. This matches Mead, which has divested finance and facilities and whose staffing is therefore entirely library-service. The Director or Executive Director is counted, consistent with the Mead count of three.

Library	Total FTE	Library-service FTE	Library-service supervisors	Sups per 10 lib-service FTE
Eau Claire	50.2	~50.2	9	1.79
Manitowoc	31.5	29.05	4	1.38
Oshkosh	39.5	38.0	7	1.84
Racine	44.35	~41.35	6	1.45
Beloit	Excluded	Excluded	Excluded	Chart insufficient

The median of the four computable comparators is approximately 1.62. Mead at 0.79 on the table-of-organization basis is below every comparator. Three additions reach 1.58, which lands at the center of this normalized set, above Manitowoc and Racine and below Oshkosh and Eau Claire, and below the survey respondent median of approximately 1.93. The two comparator methods triangulate: the leanness finding holds for both self-reported survey data and independently normalized org-chart data.

All five comparators are the system resource or central library for their respective systems, confirming that Mead's system role is common rather than exotic. Eau Claire is the System Resource Library for the Indianhead Federated Library System, making it Mead's closest structural analog, useful as a target reference at a normalized ratio near 1.79, though larger than Mead. Eau Claire serves Indianhead, Oshkosh serves Winnefox, Manitowoc serves Manitowoc-Calumet, and Racine and Beloit serve Prairie Lakes.

The per-library judgment calls are summarized here rather than reproduced in full. Beloit is excluded because its chart is a flat functional matrix that does not permit a reliable supervisory count and does not state total full-time equivalents. Eau Claire counts the Director, two Deputy Directors, five Managers, and the Circulation Supervisor as nine, excluding the Technology Manager, who has no direct reports, and the various Coordinators, who read as senior individual contributors or lead workers on the chart. Manitowoc counts the Director and three Managers as four, stripping the Facilities Manager and the part-time Business Office Coordinator and reducing the denominator accordingly. Oshkosh counts the Director, five Heads, and the Circulation Operations Manager as seven, stripping the Maintenance Engineer and facilities, keeping Library Development as library service, and excluding the Public Service Operations Coordinator, which sits at the librarian pay level and does not appear to be a management position. Racine counts the Executive Director, the Deputy Director, and four operational unit leads as six, stripping the combined finance-and-facilities Business Manager role and its associated full-time equivalents, and

excluding the Library Associate Lead Worker, which is coordinative rather than supervisory, the Social Worker, a clinical and liaison role supervising only an intern, and the two non-operational heads of Business Development and of Digital Services and Innovation.

The dominant pattern across the full set is structural diversity rather than a single best model. Layering ranges from three reporting levels at Manitowoc to six at Eau Claire, and supervisory counts vary widely once normalized. The implication is that Mead should not mimic any single peer. It should select the specific structural choices that address Mead's specific conditions, which is what the recommendations in Section 3 do.

Appendix B: The Library's Role in Addressing Homelessness

This appendix is written from the library's perspective and from the operational impact homelessness has on the library's capacity to operate. It is not a proposal for the library to own the community response. It documents the pattern, states the impact, identifies the need for designated leadership outside the library, and extends an invitation to a coordinated community effort. The structural recommendations in the body of this report hold regardless of what happens on the matters in this appendix; the appendix exists because addressing those matters upstream would relieve a load the library now absorbs.

B.1 The pattern

The library sits at the center of downtown, in a central and accessible location. That location draws congregation regardless of intent, because the building is a warm, public, no-cost indoor space at the heart of the city. During open hours, and especially during the winter months and other periods of severe weather, the library functions as a de facto daytime refuge for people experiencing homelessness and for individuals experiencing behavioral health and substance-related challenges. This is a predictable seasonal pattern rather than an occasional occurrence. The incident pattern described in Section 2.5 has shifted over time toward adult behavioral challenges tied to regional socioeconomic and mental health vulnerabilities, and routine floor-level de-escalation rises during the colder months in correlation with this use of the building. Juvenile behavior remains an ongoing issue alongside this pattern, not a closed phase. Teenagers and even younger patrons present their own behavioral challenges, and the pressures associated with homelessness amplify the overall pressure on staff.

B.2 The impact on the library

The operational impact falls on supervisory and floor capacity. Routine de-escalation, monitoring of the entry zone and public floors, and support for staff during behavioral incidents consume time that would otherwise be allocated to coaching, programming, and service. The burden focuses on the supervisory layer, which this report has already identified as the thinnest part of the structure. It also falls on the first floor. The entry and first floor are where this use of the building is most concentrated: it is where individuals enter, where some congregate, where some seek to rest in periods of severe weather, and, in the more serious instances, where drug-related activity has occurred in the restrooms, including a fatal overdose on the premises in 2019. The staff stationed at the entry and on the first floor, in the ordinary course of their work, are among the least prepared to handle situations of that kind, which strengthens the case for trained supervisory presence near the point of entry. There is also a patron-experience and attendance dimension: entry-zone conditions and perceptions of the building affect some patrons' willingness to enter and use in-building services. Formal long-term exclusions remain statistically rare relative to monthly visitor volume, which suggests that the cost is borne through continuous low-level supervisory presence rather than through formal action.

The library is meant to be a place where people of all economic backgrounds, races, sexes, and genders can gather and use it for its intended purposes. There is a difference between that use and the building's use as a shelter. The distinction the report draws is on the function and the building's capacity to serve its purpose, not on any population. The community's shelter infrastructure already treats the library as a primary daytime warm space. The Sheboygan County Warming Center has adjusted its hours to align with the library's, remaining open until the library opens, closing while the library is open, reopening when the library closes, and operating around the clock on days the library is closed, serving roughly 60 people on

one such day.² That coordination demonstrates the scale of the population overlapping with the library's daytime hours and the extent to which the daytime burden has settled on the library by default.

B.3 The need for designated leadership outside the library

The conditions presenting at the library are a community-level matter that exceeds what library policy and staffing can or should resolve. The library can and should strengthen what is within its control, including incident protocols, the coverage and Person-in-Charge model recommended in Section 4, environment management, and staff training. The library is also moving from a more permissive posture toward clearer behavioral expectations.

The earlier approach relied on targeted social resource programming as a proactive mitigation measure, which was appropriate within the library's control but never a substitute for a coordinated community response. Moving to clearer expectations and a more assertive stance is a significant change that requires time, consistent reinforcement, and proper support, possibly including external support, and it carries an employee-relations and procedural-justice dimension: a tightening of behavioral expectations should be documented, applied consistently, and communicated clearly so that enforcement is fair and defensible.

The library considered and set aside a social-work service model for sound operational reasons, and naming them strengthens the case for leadership outside the library. Referral-based help proved difficult to deliver from within the library: privacy constraints limit what library staff can appropriately learn and act on, the volume of completed referrals was low relative to the effort, and the receiving agencies are themselves stretched thin and in some cases losing funding, so the library spent time pursuing contacts and callbacks for little throughput.

The library refers patrons to services at a basic level, as any public institution does, but it is not positioned to act as a case manager or clinical provider, and attempting to do so would divert scarce capacity from library services without resolving the underlying need. Sustainable improvement therefore requires designated leadership outside the library to own the broader response, because the underlying drivers of housing instability, behavioral health, and crisis response sit with agencies whose missions are built for them, including the county health, human services, public health, veterans services, and aging and disability functions that carry the professional staff and the mandate for this work.

B.4 An invitation to a coordinated effort

The request is for a coordinated, multi-stakeholder effort convened at the City level. Someone at the level of city leadership, whether the Mayor, the City Administrator, or the Common Council acting as a body, should take charge and direct that the issue be addressed. The framing is a shared community responsibility rather than assigning blame to any single office, and it builds on the demonstrated record of cooperation between the library and the City, as reflected in the finance and facilities transfers. A coordinated response is necessary, not optional, because the underlying need does not disappear if the library narrows or loses its role as a daytime space. People who rely on the building for daytime warmth and a place to be will still need somewhere to go, and that need will surface elsewhere in the community rather than resolve on its own. Deliberate planning for it is more effective and more humane than letting it go unaddressed. The library's role is to serve as the daytime recipient of the impact and as a partner, not to

² WHBL, Kevin Zimmermann, "First Arctic Blast Reveals Degree of Demand for Shelter Services in Sheboygan," December 15, 2025, <https://whbl.com/2025/12/15/first-arctic-blast-reveals-degree-of-demand-for-shelter-services-in-sheboygan/>, together with the Warming Center's public communications.

lead the effort or to staff the community's response from its own budget. Stakeholders whose missions touch this work include, but are not limited to, the following.

- City leadership as convener: the Mayor, the City Administrator, or the Common Council acting as a body.
- Applicable county departments or agencies, such as health and human services, public health, veterans services, the aging and disability resource center, and similar bodies.
- Law enforcement, including the city police department and the county sheriff's office, as appropriate and applicable, especially relevant where people experiencing homelessness are transported into the city from outlying communities because the city holds the resources.
- Organizations or departments dealing with housing, which would be viable participants and stakeholders in the effort.
- Local shelters and community organizations, including the Sheboygan County Warming Center.
- The library, as the daytime recipient of the impact and a partner at the table.

The library also carries a continuity exposure relevant to this work. As noted in Section 2.10, the safety and security function depends on an incumbent whose skill set is difficult to replicate. The library should plan deliberately to ensure the continuity of that function, because the coordinated effort described here will depend, in part, on the library retaining its specialized capacity.

B.5 A contingency, not a recommendation

If a coordinated multi-stakeholder effort does not materialize, one Wisconsin peer offers a contingency model. Racine staffs a one full-time-equivalent Social Worker who reports directly to its Executive Director and supervises a Social Worker intern, with duties including direct social services assistance, staff consultation, and community organization liaison. This is genuine Wisconsin precedent, and it is recorded here only as a reluctant contingency. Staffing the function internally is the opposite of pushing ownership upstream and runs counter to the operational reasons the library set aside a social-work model in the first place, as Section B.3 describes. It should be considered only if the coordinated community response does not form, and even then with clear eyes about the privacy, throughput, and capacity limits that make an internal model a poor substitute for the agencies whose mission this work is. The funding source, credentialing requirements, and operational scope of the Racine position are not visible on its organizational chart and would need to be confirmed before the model could be evaluated for Mead.

Summary Report



City of Sheboygan Mead Public Library Facility Condition Assessment

Sheboygan, WI

May 12, 2026

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1. INTRODUCTION

PURPOSE

The intent of the City of Sheboygan Mead Public Library Facility Condition Assessment (FCA) was to provide a visual inspection of the existing conditions for all physical assets integral to the 88,000 square foot facility. The information gathered from the assessment was compiled to document and create a working digital dashboard for ongoing capital repair and replacement. The working digital capital planning dashboard, referred to as ConcordVue, includes detailed information about each asset from the assessment, an estimated cost of replacement and repair, and a sortable plan that can be filtered down by priority year, asset, and work type. The information provided within this report and in ConcordVue can assist in avoiding costly emergency repairs or other unplanned renovations. The data developed during the FCA process should be used to provide the basis for evaluating immediate replacement and repair costs, establishing a baseline condition for each facility, and providing the information necessary for capital planning.

Although the information presented in this report and ConcordVue is based on thorough research, sound evaluation, and deep data analysis, it should be used only as a guide by stakeholders as they build plans that will best serve the interests of City of Sheboygan. Likewise, all dollar values provided in this report are budgetary estimates and are not intended for use as final costs for project implementation. All inspections conducted as part of this facility condition assessment are based on visually detectable conditions and should not replace legally mandated inspections, including – but not limited to – fire and life safety, ADA compliance, or asbestos and lead contamination.

ASSESSMENT APPROACH

The FCA completed at the Mead Public Library was an in-depth inspection of the current conditions of building structure, systems, and equipment and is used for making recommendations for repairing, replacing, and upgrading assets. It involves a review of documentation such as building plans, maintenance records, and lists of equipment with known deficiencies, which help build baseline familiarity with current facility and system conditions. The assessment also involves interviews with on-site maintenance staff. The FCA team surveys the entire facility to capture data on the severity of repairs or replacements of equipment, systems, and architectural and structural components needed.

The specific project scope of work followed the ASTM Uniformat II Standard and encompassed the inspection of all foundations, superstructure, exterior enclosure, roofing, interior construction, stairs, conveying, plumbing, HVAC, fire protection, electrical, and security assets, and a high-level ADA review following ASTM standards. After the interviews and on-site inspections were complete, The Concord Group utilized in-house estimating to prepare cost estimates of replacement and repair along with recommendations for prioritization based on the most substantial needs and likely equipment failures or safety hazards.

Furthermore, the data was uploaded to a digitized, interactive tool, referred to as ConcordVue which presents the assessment results in a manageable deliverable. This delivery method includes asset locations, descriptions, estimated action years, and estimated replacement costs. The result allows future updates to be performed in accordance with an interactive capital improvement plan.

The Facility Condition Assessment was executed to provide the client with the option to repair or conduct creative maintenance in order to further defer replacement and incurred costs of the asset or system. Each individual asset and system with an associated repair cost should be evaluated to determine if the client budget allows for a full replacement versus deferring the

replacement by performing repairs or maintenance. The Concord Group intends to review these specific items with the client at the final project meeting.

COST ESTIMATING METHODOLOGY

The Concord Group provided an in-house cost estimate based on unit rates that have been generated from current material/labor rates, historical production data, and discussions with relevant subcontractors and material suppliers. The unit rates reflect current bid costs in the area. All unit rates relevant to subcontractor work include the subcontractors' overhead and profit.

Since The Concord Group has no control over the cost of labor, material, equipment, or over the contractor's method of determining prices, or over the competitive bidding or market conditions at the time of bid, this statement of probable construction cost is based on industry practice, professional experience, and qualifications, and represents The Concord Group's best judgment as professional construction cost consultants familiar with the construction industry. However, The Concord Group cannot guarantee that the proposals, bids, or construction cost will not vary from opinions of probable cost prepared by said contractors.

The Concord Group uses an all-digital platform for estimate preparation, leveraging the latest in estimating and BIM technology to prepare detailed and accurate estimates. This methodology involves the utilization of a software platform consisting of On-Screen Take-Off (OST) by On Center for quantity take-off, Assemble for extraction of estimating data from 3D models, and Interactive Cost Estimating (ICE) by RIB. Using OST for quantity take-off from digital documents allows us to be more accurate in take-off and removes the potential for human error in math calculations. This program also allows us to accurately document our take-off in a digital format for easy use in reconciliation and quantity comparison exercises.

This organized and conditioned data allows us to generate estimates for building components directly from the model, resulting in much more accurate and efficient estimate preparation. Quantities are then entered into the ICE system, which generates the unit cost based on several factors that are pre-loaded into the estimate. These factors are wage rates, crew size/makeup, productivity factors, material cost, equipment cost, and all mark-ups, etc. The major benefit of using this system is that we can easily drill down to show what is in the make-up of any unit rate applied in the estimate. We maintain a database of actual bid information to use as a historical reference source for future projects. We also maintain a cost database of construction materials, equipment, and labor costs that we update on a regular basis. The primary tools and processes we use to achieve this objective are as follows:

1. Feedback for the almost weekly bid results we receive and the analysis of overall and specific trade variances.
2. Analysis of the detailed cost information related to materials, equipment, labor, overhead, and profit submitted by contractors and their subcontractors to substantiate major change-order requests.
3. Monitor and adjust for recent and planned labor cost increases based on local union wage agreements, which tend to closely track the prevailing wage rates used on all local projects.
4. Monitor, on a local, national, and international basis, material pricing trends for major construction materials, such as, but not limited to steel, concrete, lumber, gypsum drywall, petroleum-based products, copper, aluminum, etc.
5. Monitor respected construction cost publications from sources such as ENR, Means, etc., and factor their findings into our cost models. Trends identified in these publications can be particularly helpful when predicting possible future cost increases that should be factored into budgets/estimates for projects planned to be bid in the future.

Project-specific estimating includes 15% Design Contingency, 25% General Conditions/Bond/Insurance, and 10% Contractor Fees. All unit costs are priced in today's dollars in the ConcordVue asset management planning tool. The current costs and escalated costs are shown in this report only, at a rate of 4% compounding on an annual basis. The costs in the ConcordVue application should be updated annually to reflect changes due to inflation. The estimated costs do not include Soft Costs such as design fees, permitting, insurance fees, legal fees, and other pre- and post-construction expenses.

PROJECT OVERVIEW

The specific project scope of work followed the ASTM Unformat II Standard and encompassed the inspection of all foundations, superstructure, exterior enclosure, site, roofing, interior construction, stairs, conveying, plumbing, HVAC, fire protection, electrical, and security assets. Photographs were collected of evaluated assets and are attached to data points in ConcordVue. Project team members were responsible for respective disciplines across the building to provide expert evaluation of the current condition of the building.

Firm	Responsibilities
The Concord Group	Project Management Interior Finishes Conveyance Fire Protection
IBC Engineering	Mechanical Electrical Plumbing Fire Alarm Security Systems
ZS Architectural Engineering	Building Envelope Structure

The assets were broken down into each level of the Mead Public Library and broken down further by Location ID. Additionally, the assets were categorized using the level 1 ASTM Unformat II Standard and given a descriptive Asset Type to assist in breaking down the data for capital planning.

The assessment consisted of identifying the installation year of the asset, quantifying the asset, listing the recommended work type, scoring the asset condition, and identifying an appropriate action year.

All assets were evaluated using a standardized methodology to ensure consistency across assessments. Each asset underwent an evaluation based on three key criteria: Asset Condition, Time to Failure, and Potential Consequences.

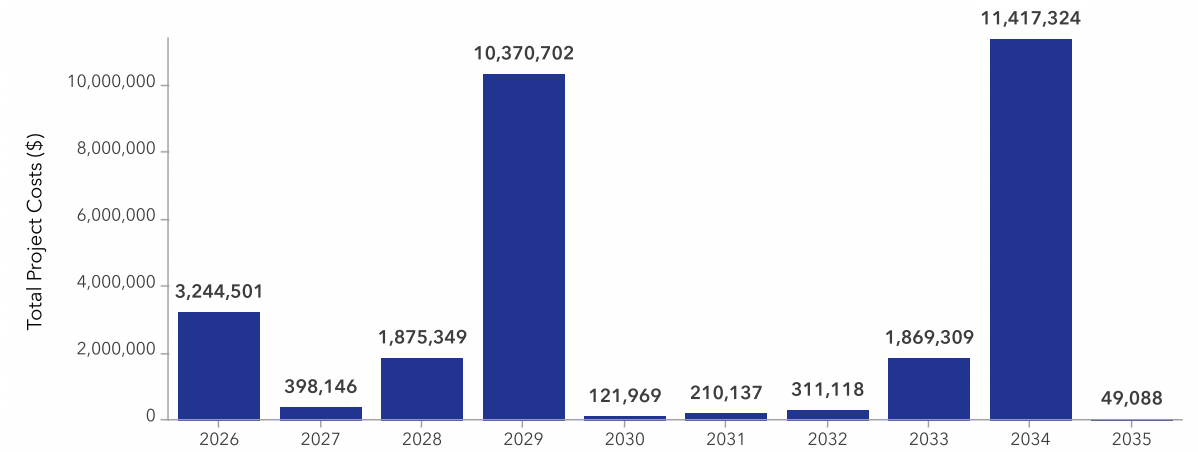
2. CAPITAL COST PROJECTIONS

In summary, 203 assets and systems were evaluated at Mead Public Library on May 13 and 14, 2025. These evaluated items are assets that were grouped based on deficiency or separated for specific attention. The facility was evaluated to have an estimated \$3,244,500 in deferred maintenance and a cumulative 10-year capital needs cost of \$29,867,640 or an average of \$2,986,764 per year. These values are in today's dollars and do not include inflation.

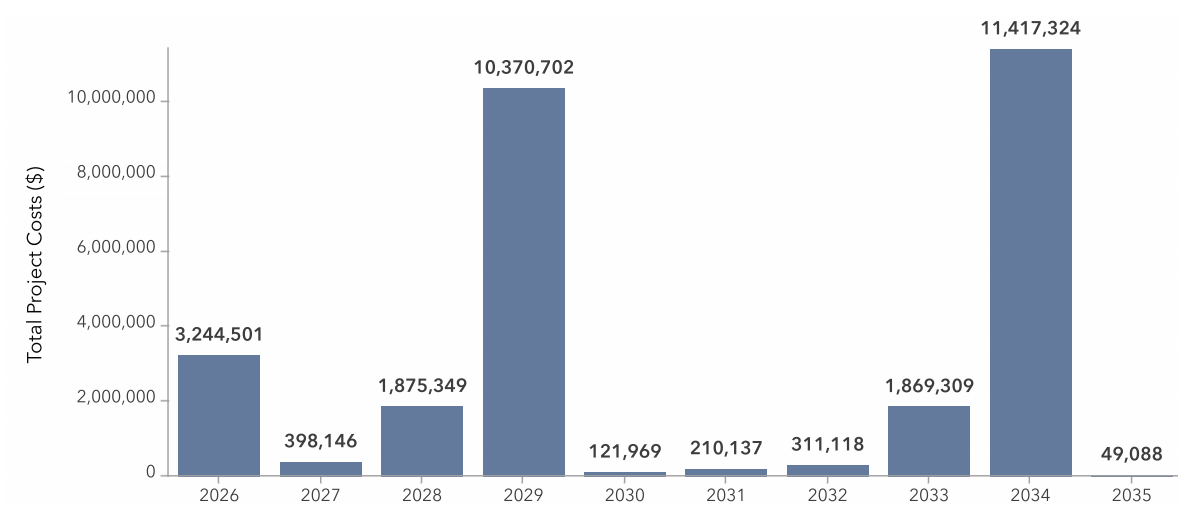
A 10-year Capital Improvement Plan (CIP) was created, as shown in ConcordVue, from the accumulated information gathered during the site visits and cost estimates generated to reflect the associated repair or replacement costs. The CIP should be utilized to prioritize work over the next 10 years and avoid unforeseen costly repair projects. A summary of the data is captured in the figures below.

Mead Public Library

Projected Capital Costs Per Year (2026-2035)

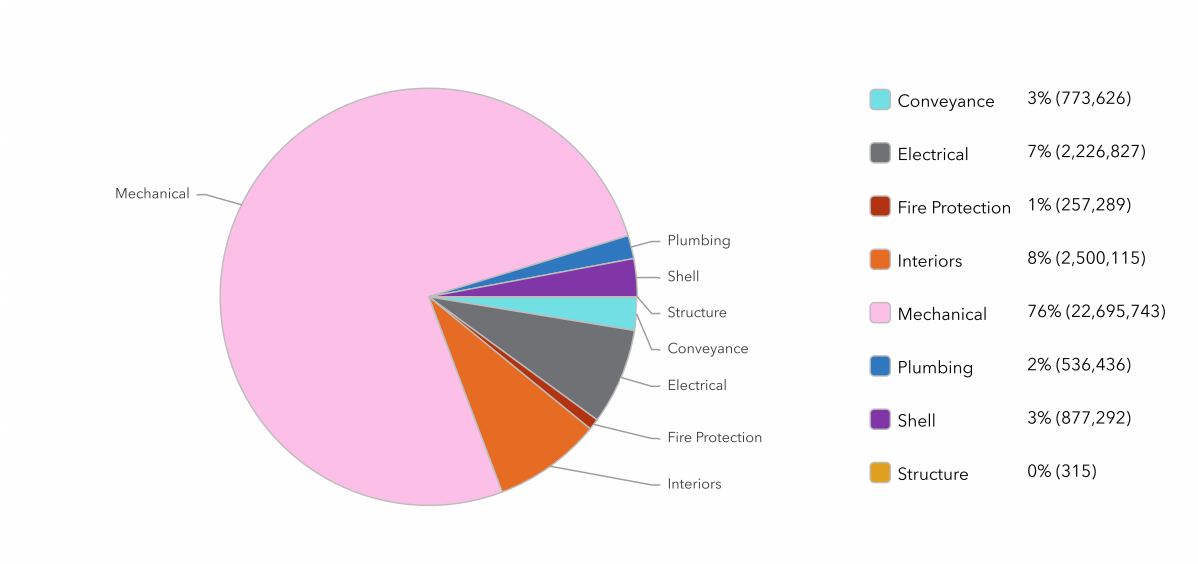


Original FCA Results - Estimated Project Costs Per Year (2026-2035)

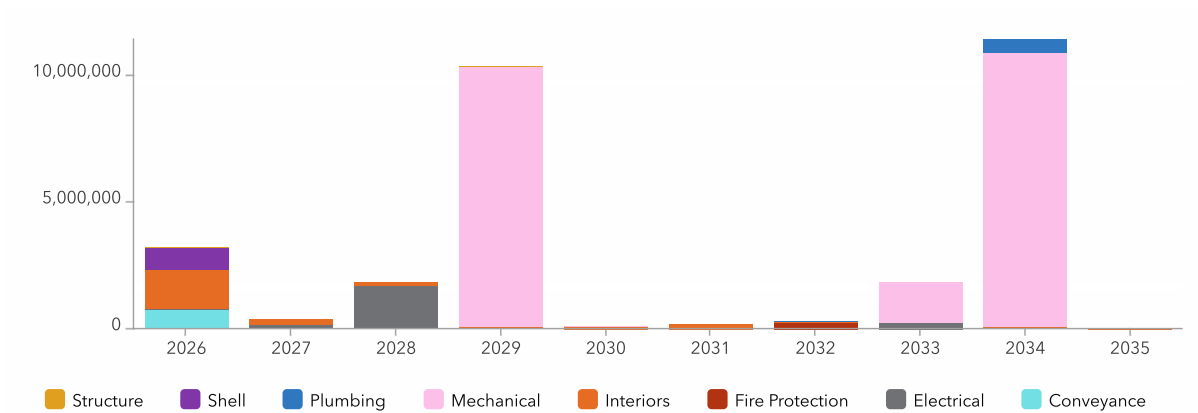


Mead Public Library

Cost Breakdown by Discipline (2026-2035)



Cost Breakdown by Discipline Per Year (2026-2035)

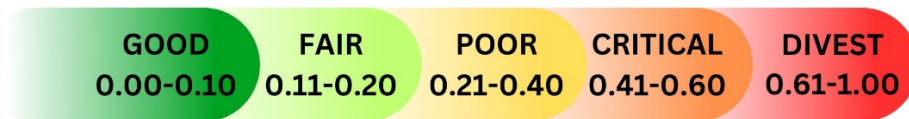


3. KEY METRICS

FACILITY CONDITION INDEX

Facility Condition Index (FCI) is a metric used to understand the relative condition of a building. It's the ratio of the estimated cost of deferred repairs and replacements over the next year to the estimated replacement value of the building, as shown in Equation 1 - Facility Condition Index. The current building replacement value was determined through current average price data for this type of building construction and use. This figure only encompasses hard construction costs and should be utilized only as a guide. The FCI represents the current condition of the building at the time of the assessment. This metric is a key reference point for organizations to evaluate and compare the overall condition of their facilities.

A high FCI (typically 0.41 or higher) indicates the building is in critical condition and requires a significant capital investment. This can result in increased maintenance costs, reduced safety, reduced functionality, and decreased financial viability. When the FCI score becomes too high, it may indicate that ongoing maintenance costs outweigh the benefits of continued investment, prompting consideration of renovation, repurposing, or full replacement. Other variables such as facility planning, strategy and additional factors should be considered by the owner in this decision. A low FCI (typically 0.2 or less) indicates the building is in good condition. The overall Facility Condition Index was calculated to be 0.06. The FCI score details are shown in Table 1 – Facility Condition Index.



$$\text{Facility Condition Index} = \frac{\text{Deferred Maintenance}}{\text{Current Replacement Value}}$$

FACILITY MAINTENANCE RENEWAL INDEX

The Facility Maintenance Renewal Index (FMRI) is a composite metric designed to support holistic capital planning by combining both current deferred maintenance and future projected capital needs. It is calculated as the sum of the Facility Condition Index (FCI) and the anticipated capital needs over the next four years relative to the building's replacement cost. In general, a lower FMRI indicates a better overall condition of the facility, both currently and in the near future. The overall Facility Maintenance Renewal Index was calculated to be 0.08. The FMRI score details are shown in Table 1 – Facility Condition Index.

Table 1 – Facility Condition Index

Facility	Size	Current Replacement Value (CRV)	Deferred Maintenance	FCI Score	FMRI Score
Mead Public Library	88,000 SF	\$57,200,000	\$3,244,501.00	0.06	0.28

PROJECT PRIORITIZATION

All assets were evaluated using a standardized methodology to ensure consistency across assessments. Each asset underwent an evaluation based on three key criteria: Asset Condition, Time to Failure, and Potential Consequences.

Asset Condition

- 1 - No Action Needed
- 2 - Normal Wear is Experienced
- 3 - Functions but has Reasonable Deterioration
- 4 - Major Deterioration, Unacceptable Built Environment, or Far Beyond Exceeding Life Cycle Expectancy
- 5 - Asset has Failed or is a Hazard/Safety Issue

Time to Failure

- 1 - Rare, estimated time to failure is approximately > 10 years
- 2 - Unlikely, estimated time to failure is approximately < 10 years
- 3 - Possible, estimated time to failure is approximately < 5 years
- 4 - Likely, estimated time to failure is approximately < 3 years
- 5 - Certain, estimated time to failure is approximately < 1 year

Potential Consequences

- 1 - Insignificant
- 2 - Minor
- 3 - Moderate
- 4 - Major
- 5 - Catastrophic

Potential Consequences Matrix

Rating	Health & Safety	Regulation	Business	Operational/Building/ Engineering
1 - Insignificant	No injury. No breach of guidance or procedures.	No or minimal impact with breach of guidance or procedures.	Unlikely to cause complaint. Litigation possibility remote. Minimal reputation loss.	Minimal or no impact. Minimal or no disruption.
2 - Minor	Minor injury or ill health (first aid or self treatment).	Breach of legal requirements.	Possible complaint. Litigation unlikely. Loss of reputation. Widespread internal awareness.	Localized impact. Short term disruption to normal services.
3 - Moderate	Moderate injury or ill health.	Single breach of legal requirement. Improvement notice issued.	Probable complaint. Possible litigation. Loss of reputation. National paper reporting.	Moderate impact. Extended disruption to normal services.
4 - Major	Major/significant injury or long-term incapacity/disablement	Multiple breaches of legal requirements. Prohibition notice issued.	Citations. Litigation expected. Damage to reputation. National news reporting.	Major/significant impact. Severe disruption to normal services.
5 - Catastrophic	fatality or permanent incapacity/disablement	Multiple breaches of legal requirements. Prosecution expected.	Citations. Litigation certain. National adverse publicity.	Critical impact. Service closure.

RISK SCORE

This evaluation produced a critical classification: **Risk Score**—which reflects both the likelihood and severity of potential failure. Projects are evaluated based on useful life and estimated time to failure. The Risk Score is used to determine the priority of projects designated each fiscal year. The **Risk Score** is calculated by multiplying two subcategories: **Probability of Failure** and **Potential Consequences**. The **Probability of Failure** is determined by the average of **Time to Failure** and **Asset Condition**. Therefore, the score can range from 1 to 25.

		Probability of Failure Average of Asset Condition and Time to Failure				
		1 - Rare	2 - Unlikely	3 - Possible	4 - Likely	5 - Certain
Potential Consequences	1 - Insignificant	1	2	3	4	5
	2 - Minor	2	4	6	8	10
	3 - Moderate	3	6	9	12	15
	4 - Major	4	8	12	16	20
	5 - Catastrophic	5	10	15	20	25
		Low	Moderate	Significant	High	
		1-6	7-10	11-16	17-25	

Total Cost Summary by Risk Category (2026-2035)



4. ASSESSMENT OVERVIEW

BUILDING OVERVIEW

The Mead Public Library, located at 710 N 8th St. in Sheboygan, Wisconsin, is a four-story library encompassing approximately 88,000 square feet. Originally constructed in 1974, the facility includes a basement level and three levels of public library space. A renovation was completed in 1997 and included some equipment replacements, additions, and interior finish renovation has been completed since the original construction date.

Key infrastructure includes a 208/120V, 1200-amp electrical service supported by emergency backup power via an uninterruptible power supply (UPS) and a natural gas generator. The HVAC system consists of a hot water system served by gas-boilers and a chilled water system consisting of two rooftop-mounted air-cooled chiller. Conditioned air is distributed through air handling units and terminal devices. The building is equipped with a wet pipe fire sprinkler system that serves the 3rd floor and a small room in the administration space on the 1st floor.

The building's exterior envelope features a combination of brick and concrete facades. Windows throughout are aluminum-framed curtainwall systems, and doors are metal systems. The roof is finished with built-up roofs and metal roof systems. Interior finishes include ceramic, vinyl, and carpeted flooring, wooden doors and some interior storefronts help to divide interior spaces.

ASSESSMENT SUMMARY

There was a total of 203 assessments completed during the FCA through the building. Each item includes a replacement value with the addition of recommendations for repairs to subsidize total capital replacement costs within the next 10 years. A total of 122 items were deemed to need attention within the next 10 years.

The building was constructed in 1974. A repair to some assets may prolong the asset lifespan and defer total replacement costs. These options for repairs have been included as an alternative option for capital planning. Photos of each asset are provided in the asset management planning tool, ConcordVue.

CONVEYANCE

The onsite conveyance systems include three elevators and a dumbwaiter serving all floors of the library. One elevator was added in 1997 and is in good condition. It is recommended that all elevators are included in a modernization project within the next 10 years to ensure all components are functional and systems do not become obsolete.

ELECTRICAL & LIGHTING

The normal electrical distribution system is original to the building. The generator, and associated transfer switches and panels were installed in 2017. The normal and emergency distribution equipment, including the generator, appears to be in good working condition..

The lighting in the facility has recently undergone a large scale retrofitting process in which fluorescent lamps are being replaced by LED as they reach end of their useful life. This process is still ongoing and is the short term plan for maintaining the lighting system according to building staff. These retrofits began in 2018 and will continue until all lamps are changed over or a major renovation for lighting is implemented. The exterior lighting has all undergone this renovation. The interior controls are almost exclusively toggle switches with dimming in select areas. The Rocca Room is noteworthy in terms of controls as it was observed to behave strangely if the lights were turned on and off quickly, causing a flashing effect and momentarily unresponsive fixtures.

Stairwells should be reviewed to ensure they operate in a code compliant manner with regards to their control in emergency mode. Exterior lighting is controlled via photocell. Interior lighting should be reviewed for code compliance and especially at egress stairs it should be improved to meet code requirements as it is noticeably deficient at present. In addition to the emergency lighting, the exit signage appears to have illumination levels that are too low and require improvement (the lettering isn't bright enough to be clearly visible).

A controls system should be added to the building as required by code or when energy savings is desired. Emergency deficiencies should be addressed as required by code. Existing fixtures should be replaced with LED at end of useful fixture life.

FIRE PROTECTION & FIRE ALARM

The building's fire suppression system was installed in 1997 and is approaching the end of expected useful life within 10 years. Some valves and system components have been replaced in 2025 and the system may last beyond lifespan due to replacement components.

The Fire alarm system was recently updated in the 2023 renovation project. The equipment is in good working condition. Notification, detection and the smoke evac system equipment appears to be code compliant.

SECURITY & CARD ACCESS

The Access Control System in the facility was recently updated, appears to be in good working condition and does not require any changes or replacements.

The AXIS CCTV Cameras were also updated and appear to be in good working condition. Upon conversation with (Chase) the IT manager for the site it was stated that the NVR / RAID Server was noisy, unreliable and problematic. Chase stated that the unit should be replaced ASAP.

The AiPHONE Intercom appears to be in good working condition and does not require any changes or replacement.

INTERIOR FINISHES

The interior finishes of the facility are in fair condition as durable materials have been used. However, carpeting should be replaced within the next few years, prioritizing the first-floor spaces. Casework throughout the facility has experienced heavy wear and should be considered for replacement.

MECHANICAL

Three air handling units serve the Mead public library with most of the ductwork installed during the original 1974 construction with some ductwork replaced during the 1997 addition/renovation. Two of the air handling units are original to the building with one air handling unit serving the lower level and first floor and the other air handling unit serving the 2nd floor. A third rooftop air handling unit was installed as part of the 1997 addition and serves the third floor. The three air handling units all have hot and chilled water coils and serve approximately 60 VAV boxes, booster coils, and fan power boxes throughout the building. The booster coils are original to the building and the VAVs and fan powered boxes were installed as part of the 1997 addition/renovation project. The ductwork, air handlers, and air terminal units all appear to be in good working condition.

The chilled water system includes two rooftop cooling towers, indoor chiller, pumps, and chemical feed loop. The chilled water equipment was replaced within the last ten years with significant replacement of chilled water piping at that time. Chilled water piping serve the three building air handling units. The hot water system includes three boilers, pumps, air separator, and buffer tank. Two boilers installed in 2017 serve as the primary heating source with a third boiler installed in 2011 operating as an emergency backup only. The boilers serve various fin tube, cabinet heaters, air terminal units, and the three building air handling units. The hot water piping is mostly original the building. The hot water and chilled water systems appear to be in good working condition.

PLUMBING

The Mead Public Library plumbing fixtures were all in good working condition, with some apparent variance in installation years. All public fixtures are clean. Exact quantities are estimated based off of existing plans.

Fixtures that appear older are assumed to be original to the 1974 construction, whereas third floor fixtures are assumed to be installed in 1997. All urinals are older floor-mounted units, and there is a combination of floor and wall mount for water-closets. Significant variance in flush valve types, some are typical flushometer and some are Sloan sensor-types. Mixture of 3.5 gpf and 1.6 gpf water closets, with 3.5 gpf indicating older units and 1.6 gpf indicating a flush-valve or fixture swap at some point in the last 15-20 years. Recommend eventually switching to more water-conservative 1.6 gpf for all fixtures eventually.

All stainless-steel sinks and lavatories were clean with operational hot water. Sinks vary in basin-size and faucet type. Electric water coolers show newer units on upper floors with bottle fillers, and older units in the basement. New gas-fired water heater installed last year is in excellent condition. All plumbing piping distribution in decent shape with typical wear-and-tear to be expected.

SHELL AND STRUCTURE

The Mead Public Library roof consists of 10 separate areas, accessible via doors and roof ladders. All roof areas are in very good condition. Existing sloped roof sections were replaced in 2025 during the building renovation, and new roof areas were added at that time with the addition. The original roof areas feature built-up roofing systems over tapered insulation adhered to the existing concrete roof structure. Roofs over the new addition utilize built-up systems over tapered insulation mechanically fastened to a metal deck. No issues were observed on any roof areas.

The existing exterior facade is composed of red brick masonry with limestone accents. No issues were noted with the exterior walls.

Windows throughout are aluminum-framed curtainwall systems, and doors are steel systems. No issues were observed with either.

The basement floor is fully built out, and structural elements are not exposed. No concerns were noted related to structural walls, columns, beams, foundations, or the slab-on-grade. There are no signs of structural deterioration or safety concerns, and no repairs are currently needed. The Mead Public Library building is in excellent condition. No assets were observed that would need to be replaced or repaired in the next 10 years.



Mead Public Library

Building Summary Report

Fiscal Year(s): 2026 - 2035

Report Created:

05/12/2026

**385 | Casework - Base Cabinets - Replacement**Risk Score: **10.50** Cost: **\$9,772**

Project Year: 2026 Age: 52 Useful Life: 25

**392 | Casework - Base Cabinets - Replacement**Risk Score: **10.50** Cost: **\$10,261**

Project Year: 2026 Age: 52 Useful Life: 25

**466 | Radiant floor manifold - Replacement**Risk Score: **10.50** Cost: **\$6,515**

Project Year: 2026 Age: 2,026 Useful Life: 0

**434 | Pump - Hot Water, Inline - Replacement**Risk Score: **10.00** Cost: **\$4,072**

Project Year: 2026 Age: 29 Useful Life: 15

**358 | Acoustic Ceiling Tiles - Replacement**Risk Score: **8.00** Cost: **\$130,295**

Project Year: 2026 Age: 52 Useful Life: 40

**378 | Acoustic Ceiling Tiles - Replacement**Risk Score: **8.00** Cost: **\$130,295**

Project Year: 2026 Age: 52 Useful Life: 40

**390 | Floor Finish - Vinyl and Laminate Coverings - Replacement**Risk Score: **8.00** Cost: **\$18,078**

Project Year: 2026 Age: 52 Useful Life: 25

PROJECT LIST – Top 270 Projects – Year ↑, Risk ↓ (Within Each Year)

Showing 15 of 122 results

1. 391 | Risk Score: 12 | Remaining Useful Life: -40 | Project Year: 2026 | Project Cost: \$125,409
Floor Finish - Carpeting-Replacement | Mead Public Library |

2. 385 | Risk Score: 10.5 | Remaining Useful Life: -27 | Project Year: 2026 | Project Cost: \$9,772
Casework - Base Cabinets-Replacement | Mead Public Library |

3. 392 | Risk Score: 10.5 | Remaining Useful Life: -27 | Project Year: 2026 | Project Cost: \$10,261
Casework - Base Cabinets-Replacement | Mead Public Library |

4. 466 | Risk Score: 10.5 | Remaining Useful Life: -2026 | Project Year: 2026 | Project Cost: \$6,515
Radiant floor manifold-Replacement | Mead Public Library |

5. 434 | Risk Score: 10 | Remaining Useful Life: -16 | Project Year: 2026 | Project Cost: \$4,072
Pump - Hot Water, Inline-Replacement | Mead Public Library | Circ-1

6. 358 | Risk Score: 8 | Remaining Useful Life: -12 | Project Year: 2026 | Project Cost: \$130,295
Acoustic Ceiling Tiles-Replacement | Mead Public Library |

7. 378 | Risk Score: 8 | Remaining Useful Life: -12 | Project Year: 2026 | Project Cost: \$130,295
Acoustic Ceiling Tiles-Replacement | Mead Public Library |

8. 390 | Risk Score: 8 | Remaining Useful Life: -27 | Project Year: 2026 | Project Cost: \$18,078
Floor Finish - Vinyl and Laminate Coverings-Replacement | Mead Public Library |

9. 402 | Risk Score: 8 | Remaining Useful Life: -27 | Project Year: 2026 | Project Cost: \$29,316
Floor Finish - Vinyl and Laminate Coverings-Replacement | Mead Public Library |

10. 284 | Risk Score: 7.5 | Remaining Useful Life: -27 | Project Year: 2026 | Project Cost: \$488,606
Elevator - Hydraulic, Passenger-Replacement | Mead Public Library |

11. 285 | Risk Score: 7.5 | Remaining Useful Life: -27 | Project Year: 2026 | Project Cost: \$285,020
Elevator - Hydraulic, Passenger-Replacement | Mead Public Library |

12. 286 | Risk Score: 7.5 | Remaining Useful Life: -27 | Project Year: 2026 | Project Cost: \$0
Elevator - Hydraulic, Passenger-Elevator Modernization | Mead Public Library | Elevator #3

13. 296 | Risk Score: 7 | Remaining Useful Life: 28 | Project Year: 2026 | Project Cost: \$237
Slab-On-Grade - Standard-Major Repair | Mead Public Library |

14. 386 | Risk Score: 7 | Remaining Useful Life: -27 | Project Year: 2026 | Project Cost: \$10,261
Casework - Upper Cabinets-Replacement | Mead Public Library |

15. 397 | Risk Score: 7 | Remaining Useful Life: -32 | Project Year: 2026 | Project Cost: \$6,091
Counters - Plastic Laminate-Replacement | Mead Public Library |

PROJECT LIST

Showing 30 of 122 results

16. 406 | Risk Score: 7 | Remaining Useful Life: -27 | Project Year: 2026 | Project Cost: \$5,863
Casework - Upper Cabinets-Replacement | Mead Public Library |

17. 494 | Risk Score: 7 | Remaining Useful Life: -27 | Project Year: 2026 | Project Cost: \$10,261
Casework - Upper Shelving-Replacement | Mead Public Library |

18. 496 | Risk Score: 7 | Remaining Useful Life: -27 | Project Year: 2026 | Project Cost: \$17,101
Casework - Full Height Cabinets-Replacement | Mead Public Library |

19. 266 | Risk Score: 6 | Remaining Useful Life: -22 | Project Year: 2026 | Project Cost: \$7,166
Panel - Power Supply -Replacement | Mead Public Library | Panel F

20. 267 | Risk Score: 6 | Remaining Useful Life: -22 | Project Year: 2026 | Project Cost: \$11,727
Panel - Power Supply -Replacement | Mead Public Library | Panel D

21. 275 | Risk Score: 6 | Remaining Useful Life: -7 | Project Year: 2026 | Project Cost: \$7,492
Panel - Load Center-Replacement | Mead Public Library | Panel VS

22. 278 | Risk Score: 6 | Remaining Useful Life: -22 | Project Year: 2026 | Project Cost: \$11,727
Panel - Power Supply -Replacement | Mead Public Library | Panel B RIGHT

23. 353 | Risk Score: 6 | Remaining Useful Life: -4 | Project Year: 2026 | Project Cost: \$12,541
Casework - Full Height Cabinets-Replacement | Mead Public Library |

24. 375 | Risk Score: 6 | Remaining Useful Life: -27 | Project Year: 2026 | Project Cost: \$80,457
Interior Personnel Doors-Replacement | Mead Public Library |

25. 376 | Risk Score: 6 | Remaining Useful Life: -22 | Project Year: 2026 | Project Cost: \$94,057
Glazed Partitions-Replacement | Mead Public Library |

26. 394 | Risk Score: 6 | Remaining Useful Life: -17 | Project Year: 2026 | Project Cost: \$11,727
Interior Door - Aluminum-Replacement | Mead Public Library |

27. 396 | Risk Score: 6 | Remaining Useful Life: -17 | Project Year: 2026 | Project Cost: \$8,469
Interior Door - Aluminum-Replacement | Mead Public Library |

28. 399 | Risk Score: 6 | Remaining Useful Life: -17 | Project Year: 2026 | Project Cost: \$35,180
Interior Door - Aluminum-Replacement | Mead Public Library |

29. 400 | Risk Score: 6 | Remaining Useful Life: -27 | Project Year: 2026 | Project Cost: \$193,488
Interior Personnel Doors-Replacement | Mead Public Library |

30. 461 | Risk Score: 6 | Remaining Useful Life: -22 | Project Year: 2026 | Project Cost: \$9,772
Bathroom Stall - Standard-Replacement | Mead Public Library |

PROJECT LIST

Showing 45 of 122 results

31. 462 | Risk Score: 6 | Remaining Useful Life: -22 | Project Year: 2026 | Project Cost: \$9,772
Bathroom Stall - ADA-Replacement | Mead Public Library |

32. 463 | Risk Score: 6 | Remaining Useful Life: -22 | Project Year: 2026 | Project Cost: \$7,329
Bathroom Stall - Standard-Replacement | Mead Public Library |

33. 350 | Risk Score: 5 | Remaining Useful Life: -4 | Project Year: 2026 | Project Cost: \$7,329
Casework - Base Cabinets-Replacement | Mead Public Library |

34. 384 | Risk Score: 5 | Remaining Useful Life: -32 | Project Year: 2026 | Project Cost: \$17,443
Counters - Plastic Laminate-Replacement | Mead Public Library |

35. 493 | Risk Score: 5 | Remaining Useful Life: -22 | Project Year: 2026 | Project Cost: \$7,818
Lockers-Replacement | Mead Public Library |

36. 365 | Risk Score: 4 | Remaining Useful Life: -22 | Project Year: 2026 | Project Cost: \$156,354
Glazed Partitions-Replacement | Mead Public Library |

37. 370 | Risk Score: 4 | Remaining Useful Life: -22 | Project Year: 2026 | Project Cost: \$41,043
Glazed Partitions-Replacement | Mead Public Library |

38. 395 | Risk Score: 4 | Remaining Useful Life: -17 | Project Year: 2026 | Project Cost: \$8,632
Interior Door - Aluminum-Replacement | Mead Public Library |

39. 398 | Risk Score: 4 | Remaining Useful Life: -12 | Project Year: 2026 | Project Cost: \$234,531
Acoustic Ceiling Tiles-Replacement | Mead Public Library |

40. 401 | Risk Score: 4 | Remaining Useful Life: -27 | Project Year: 2026 | Project Cost: \$82,086
Other Interior Specialties-Replacement | Mead Public Library |

41. 421 | Risk Score: 4 | Remaining Useful Life: -22 | Project Year: 2026 | Project Cost: \$13,030
Locker - Metal-Replacement | Mead Public Library |

42. 304 | Risk Score: 3 | Remaining Useful Life: -37 | Project Year: 2026 | Project Cost: \$5,700
Meter - Electrical, Utility-Replacement | Mead Public Library | 470004524

43. 329 | Risk Score: 3 | Remaining Useful Life: -11 | Project Year: 2026 | Project Cost: \$4,886
Acoustic Wall Panel-Replacement | Mead Public Library |

44. 497 | Risk Score: 2 | Remaining Useful Life: -17 | Project Year: 2026 | Project Cost: \$215,475
Window - Aluminum-N/A | Mead Public Library |

45. 498 | Risk Score: 2 | Remaining Useful Life: -17 | Project Year: 2026 | Project Cost: \$297,561
Window - Aluminum-N/A | Mead Public Library |

PROJECT LIST

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46. 499 | Risk Score: 2 | Remaining Useful Life: -17 | Project Year: 2026 | Project Cost: \$153,911
Window - Aluminum-N/A | Mead Public Library |

47. 500 | Risk Score: 2 | Remaining Useful Life: -17 | Project Year: 2026 | Project Cost: \$210,345
Window - Aluminum-N/A | Mead Public Library |

48. 354 | Risk Score: 7 | Remaining Useful Life: -12 | Project Year: 2027 | Project Cost: \$201,306
Acoustic Ceiling Tiles-Replacement | Mead Public Library |

49. 276 | Risk Score: 6 | Remaining Useful Life: -1 | Project Year: 2026 | Project Cost: \$11,727
Panel - Power Supply -Replacement | Mead Public Library | Panel SM

50. 277 | Risk Score: 6 | Remaining Useful Life: -1 | Project Year: 2026 | Project Cost: \$11,727
Panel - Power Supply -Replacement | Mead Public Library | Panel B

51. 280 | Risk Score: 6 | Remaining Useful Life: -1 | Project Year: 2026 | Project Cost: \$7,166
Panel - Power Supply -Replacement | Mead Public Library | Panel C

52. 282 | Risk Score: 6 | Remaining Useful Life: -1 | Project Year: 2026 | Project Cost: \$11,727
Panel - Power Supply -Replacement | Mead Public Library | Panel A

53. 316 | Risk Score: 6 | Remaining Useful Life: -1 | Project Year: 2026 | Project Cost: \$11,727
Panel - Power Supply -Replacement | Mead Public Library | Panel G

54. 318 | Risk Score: 6 | Remaining Useful Life: -1 | Project Year: 2026 | Project Cost: \$11,727
Panel - Power Supply -Replacement | Mead Public Library | Panel H

55. 321 | Risk Score: 6 | Remaining Useful Life: -1 | Project Year: 2026 | Project Cost: \$11,727
Panel - Power Supply -Replacement | Mead Public Library | Panel J1

56. 322 | Risk Score: 6 | Remaining Useful Life: -1 | Project Year: 2026 | Project Cost: \$11,727
Panel - Power Supply -Replacement | Mead Public Library | Panel J2

57. 332 | Risk Score: 6 | Remaining Useful Life: -1 | Project Year: 2026 | Project Cost: \$11,727
Panel - Power Supply -Replacement | Mead Public Library | Panel K

58. 334 | Risk Score: 6 | Remaining Useful Life: -1 | Project Year: 2026 | Project Cost: \$11,727
Panel - Power Supply -Replacement | Mead Public Library | Panel L

59. 338 | Risk Score: 6 | Remaining Useful Life: -1 | Project Year: 2026 | Project Cost: \$7,166
Panel - Power Supply -Replacement | Mead Public Library | Panel N

60. 340 | Risk Score: 6 | Remaining Useful Life: -1 | Project Year: 2026 | Project Cost: \$11,727
Panel - Power Supply -Replacement | Mead Public Library | Panel N

PROJECT LIST

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61. 345 | Risk Score: 6 | Remaining Useful Life: -1 | Project Year: 2026 | Project Cost: \$11,727
Panel - Power Supply -Replacement | Mead Public Library | Panel Q

62. 346 | Risk Score: 6 | Remaining Useful Life: -1 | Project Year: 2026 | Project Cost: \$20,847
Panel - Power Supply -Replacement | Mead Public Library | Panel R

63. 347 | Risk Score: 6 | Remaining Useful Life: -1 | Project Year: 2026 | Project Cost: \$20,847
Panel - Power Supply -Replacement | Mead Public Library | Panel R1

64. 349 | Risk Score: 5 | Remaining Useful Life: -9 | Project Year: 2027 | Project Cost: \$6,274
Counters - Plastic Laminate-Replacement | Mead Public Library |

65. 306 | Risk Score: 10.5 | Remaining Useful Life: -17 | Project Year: 2028 | Project Cost: \$133,046
Floor Finish - Carpeting-Replacement | Mead Public Library |

66. 422 | Risk Score: 9 | Remaining Useful Life: -40 | Project Year: 2028 | Project Cost: \$9,704
Stair Nosing Strip-Replacement | Mead Public Library |

67. 470 | Risk Score: 7.5 | Remaining Useful Life: 2 | Project Year: 2028 | Project Cost: \$388,917
Retrofit Light Fixtures-Replacement | Mead Public Library |

68. 472 | Risk Score: 7.5 | Remaining Useful Life: 2 | Project Year: 2028 | Project Cost: \$552,222
Retrofit Light Fixtures-Replacement | Mead Public Library |

69. 473 | Risk Score: 7.5 | Remaining Useful Life: 2 | Project Year: 2028 | Project Cost: \$297,727
Retrofit Light Fixtures-Replacement | Mead Public Library |

70. 474 | Risk Score: 7.5 | Remaining Useful Life: 2 | Project Year: 2028 | Project Cost: \$4,838
Retrofit Light Fixtures-Replacement | Mead Public Library |

71. 475 | Risk Score: 7.5 | Remaining Useful Life: 2 | Project Year: 2028 | Project Cost: \$26,955
Retrofit Light Fixtures-Replacement | Mead Public Library |

72. 476 | Risk Score: 7.5 | Remaining Useful Life: 2 | Project Year: 2028 | Project Cost: \$22,765
Retrofit Light Fixtures-Replacement | Mead Public Library |

73. 477 | Risk Score: 7.5 | Remaining Useful Life: 2 | Project Year: 2028 | Project Cost: \$5,140
Retrofit Light Fixtures-Replacement | Mead Public Library |

74. 471 | Risk Score: 6 | Remaining Useful Life: 2 | Project Year: 2028 | Project Cost: \$434,035
Retrofit Light Fixtures-Replacement | Mead Public Library |

75. 330 | Risk Score: 12.5 | Remaining Useful Life: -12 | Project Year: 2029 | Project Cost: \$7,698,442
Piping - Heating Hot Water Distribution, Carbon Steel-Replacement | Mead Public Library |

PROJECT LIST

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76. 302 | Risk Score: 10 | Remaining Useful Life: -12 | Project Year: 2029 | Project Cost: \$2,562,784
Piping - Chilled Water Distribution, Carbon Steel-Replacement | Mead Public Library |

77. 388 | Risk Score: 9 | Remaining Useful Life: -17 | Project Year: 2029 | Project Cost: \$53,391
Sliding Door - Aluminum-Replacement | Mead Public Library |

78. 426 | Risk Score: 9 | Remaining Useful Life: -40 | Project Year: 2029 | Project Cost: \$10,465
Stair Nosing Strip-Replacement | Mead Public Library |

79. 459 | Risk Score: 9 | Remaining Useful Life: -32 | Project Year: 2029 | Project Cost: \$16,017
Handrails - Wood-Replacement | Mead Public Library |

80. 464 | Risk Score: 7.5 | Remaining Useful Life: 1 | Project Year: 2029 | Project Cost: \$3,559
Air Terminal Unit - VAV, Hydronic-Replacement | Mead Public Library | VAV

81. 297 | Risk Score: 6 | Remaining Useful Life: 28 | Project Year: 2029 | Project Cost: \$78
Slab-On-Grade - Standard-Major Repair | Mead Public Library |

82. 408 | Risk Score: 6 | Remaining Useful Life: -32 | Project Year: 2029 | Project Cost: \$20,271
Counters - Plastic Laminate-Replacement | Mead Public Library |

83. 420 | Risk Score: 2.5 | Remaining Useful Life: -22 | Project Year: 2029 | Project Cost: \$5,695
Locker - Metal-Replacement | Mead Public Library |

84. 377 | Risk Score: 9 | Remaining Useful Life: 4 | Project Year: 2030 | Project Cost: \$120,985
Floor Finish - Carpeting-Replacement | Mead Public Library |

85. 383 | Risk Score: 9 | Remaining Useful Life: 4 | Project Year: 2030 | Project Cost: \$544
Floor Finish - Carpeting-Replacement | Mead Public Library |

86. 465 | Risk Score: 6 | Remaining Useful Life: -9 | Project Year: 2030 | Project Cost: \$440
Fin Tube Radiation-Replacement | Mead Public Library | FP

87. 403 | Risk Score: 9 | Remaining Useful Life: -40 | Project Year: 2031 | Project Cost: \$20,769
Floor Finish - Carpeting-Replacement | Mead Public Library |

88. 355 | Risk Score: 7.5 | Remaining Useful Life: 5 | Project Year: 2031 | Project Cost: \$186,921
Floor Finish - Carpeting-Replacement | Mead Public Library |

89. 456 | Risk Score: 5 | Remaining Useful Life: -40 | Project Year: 2031 | Project Cost: \$2,447
Stair Nosing Strip-Replacement | Mead Public Library |

90. 283 | Risk Score: 7.5 | Remaining Useful Life: 6 | Project Year: 2032 | Project Cost: \$257,289
Sprinkler System - Wet Pipe -Replacement | Mead Public Library |

PROJECT LIST

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91. 341 | Risk Score: 7.5 | Remaining Useful Life: -37 | Project Year: 2032 | Project Cost: \$11,668
Sump Pump-Replacement | Mead Public Library | Submersible pump

92. 425 | Risk Score: 7.5 | Remaining Useful Life: -27 | Project Year: 2032 | Project Cost: \$19,603
Stair Finish - Vinyl and Laminate Coverings-Replacement | Mead Public Library |

93. 351 | Risk Score: 5 | Remaining Useful Life: -4 | Project Year: 2032 | Project Cost: \$8,751
Casework - Upper Cabinets-Replacement | Mead Public Library |

94. 328 | Risk Score: 4 | Remaining Useful Life: 4 | Project Year: 2030 | Project Cost: \$3,666
Interior Windows - Hollow Metal-Replacement | Mead Public Library |

95. 348 | Risk Score: 3 | Remaining Useful Life: 4 | Project Year: 2030 | Project Cost: \$9,349
Interior Windows - Hollow Metal-Replacement | Mead Public Library |

96. 481 | Risk Score: 16 | Remaining Useful Life: 7 | Project Year: 2033 | Project Cost: \$48,484
Emergency Lighting System-Replacement | Mead Public Library |

97. 451 | Risk Score: 10 | Remaining Useful Life: 1 | Project Year: 2033 | Project Cost: \$1,602,464
Air Handling Unit - Built-Up, Custom-Replacement | Mead Public Library | RAH-1

98. 480 | Risk Score: 7.5 | Remaining Useful Life: 7 | Project Year: 2033 | Project Cost: \$202,016
Lighting Controls - General-Replacement | Mead Public Library |

99. 373 | Risk Score: 5 | Remaining Useful Life: -9 | Project Year: 2033 | Project Cost: \$16,345
Counters - Plastic Laminate-Replacement | Mead Public Library |

100. 290 | Risk Score: 10 | Remaining Useful Life: -22 | Project Year: 2034 | Project Cost: \$3,920,028
Air Handling Unit - Built-Up, Custom-Replacement | Mead Public Library | AC-1

101. 323 | Risk Score: 10 | Remaining Useful Life: 8 | Project Year: 2034 | Project Cost: \$1,586,596
Building Automation System-Replacement | Mead Public Library | BAS

102. 324 | Risk Score: 8 | Remaining Useful Life: -27 | Project Year: 2034 | Project Cost: \$2,642,140
Ductwork-Replacement | Mead Public Library |

103. 331 | Risk Score: 8 | Remaining Useful Life: -27 | Project Year: 2034 | Project Cost: \$2,642,140
Ductwork-Replacement | Mead Public Library |

104. 344 | Risk Score: 6 | Remaining Useful Life: -22 | Project Year: 2034 | Project Cost: \$5,158
Domestic Water System - Backflow Preventor-Replacement | Mead Public Library |

105. 374 | Risk Score: 5 | Remaining Useful Life: -12 | Project Year: 2034 | Project Cost: \$41,263
Acoustic Ceiling Tiles-Replacement | Mead Public Library |

PROJECT LIST

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106. 387 | Risk Score: 5 | Remaining Useful Life: -17 | Project Year: 2034 | Project Cost: \$24,758
Sliding Door - Aluminum-Replacement | Mead Public Library |

107. 409 | Risk Score: 5 | Remaining Useful Life: -32 | Project Year: 2034 | Project Cost: \$9,119
Counters - Plastic Laminate-Replacement | Mead Public Library |

108. 437 | Risk Score: 5 | Remaining Useful Life: -22 | Project Year: 2034 | Project Cost: \$125,441
Lavatory-Replacement | Mead Public Library | L-1, L-2

109. 315 | Risk Score: 4 | Remaining Useful Life: 8 | Project Year: 2034 | Project Cost: \$13,411
Water service meter and sprinkler assembly-Replacement | Mead Public Library |

110. 366 | Risk Score: 4 | Remaining Useful Life: -2 | Project Year: 2034 | Project Cost: \$17,331
Fixed Partitions - Metal-Replacement | Mead Public Library |

111. 433 | Risk Score: 4 | Remaining Useful Life: -22 | Project Year: 2034 | Project Cost: \$93,874
Sink - Utility-Replacement | Mead Public Library | SS

112. 435 | Risk Score: 4 | Remaining Useful Life: -22 | Project Year: 2034 | Project Cost: \$85,828
Water Closet-Replacement | Mead Public Library |

113. 447 | Risk Score: 4 | Remaining Useful Life: -22 | Project Year: 2034 | Project Cost: \$50,548
Sink - Stainless Steel-Replacement | Mead Public Library | Sink

114. 450 | Risk Score: 4 | Remaining Useful Life: -22 | Project Year: 2034 | Project Cost: \$34,661
Urinal-Replacement | Mead Public Library | UR

115. 439 | Risk Score: 2.5 | Remaining Useful Life: -32 | Project Year: 2034 | Project Cost: \$24,758
Shower-Replacement | Mead Public Library | SH

116. 410 | Risk Score: 2 | Remaining Useful Life: -22 | Project Year: 2034 | Project Cost: \$19,806
Other Partitions-Replacement | Mead Public Library |

117. 443 | Risk Score: 2 | Remaining Useful Life: -37 | Project Year: 2034 | Project Cost: \$80,464
Water Cooler-Replacement | Mead Public Library | EWC

118. 292 | Risk Score: 8 | Remaining Useful Life: 9 | Project Year: 2035 | Project Cost: \$26,563
Pump - Chilled Water, Base Mounted-Low to No Cost Deficiency | Mead Public Library | P-2

119. 299 | Risk Score: 7.5 | Remaining Useful Life: 1 | Project Year: 2035 | Project Cost: \$0
Dumbwaiter-Elevator Modernization | Mead Public Library |

120. 342 | Risk Score: 6 | Remaining Useful Life: 9 | Project Year: 2035 | Project Cost: \$9,350
Panel - Power Supply -Replacement | Mead Public Library | Panel R1

PROJECT LIST

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121. 469 | Risk Score: 4 | Remaining Useful Life: -9 | Project Year: 2035 | Project Cost: \$10,625
Meter - Natural Gas-Replacement | Mead Public Library |

122. 352 | Risk Score: 3 | Remaining Useful Life: 6 | Project Year: 2035 | Project Cost: \$2,550
Interior Windows - Hollow Metal-Replacement | Mead Public Library |

A RESOLUTION in recognition of the service of **Julia Hart** to Mead Public Library.

WHEREAS, **Julia Hart** was first appointed to the Mead Public Library Board of Trustees in April 2024, and served in that role until August 2026, and

WHEREAS, **Julia Hart** served as Chair of the Arts and Facility Committee and participated diligently as a member of the Marketing Services Committee, and Building Committee, and

WHEREAS, **Julia Hart** helped promote Mead Public Library's vision of creating a vibrant, informed and cohesive community, and

WHEREAS, **Julia Hart** served as a model for the conduct of the responsibilities of a Library Trustee in a well-informed and reasoned manner, and

WHEREAS, **Julia Hart** took seriously her responsibilities as a board member and worked conscientiously for the benefit of the citizens of Sheboygan, and

NOW THEREFORE BE IT RESOLVED that the Mead Public Library Board does hereby publicly commend **Julia Hart** for the time and attention she so generously devoted to her responsibilities as a Trustee. The Board thanks her for her commitment in serving as a Mead Public Library Trustee and recognizes her service. The Mead Public Library wishes her all the best following her service to Sheboygan residents as a Library Trustee.

Dated 19th day of August, 2026

Garrett Erickson
Mead Library Director

Barbara Alvarez
Mead Library Board of Trustees President

Library Facilities Projects – Library Trustee Report August 2026

In Process

- **Community Landscape Project** – Starts week of August 1)
- **Window Sealing** (3rd Floor) - Getting quote
- **Rocca Room Remodel Drawings** - Working with architect (Foundation Funded)
- **Sensory Room** – Construction scheduled to start 8/24/26 (Foundation Funded)
- **Loft/Rocca Microphone Upgrade** –Scheduled for 8/25/26 (Foundation Funded)
- **Study Rooms** (2nd Floor) - Construction scheduled 8/24/26 (Foundation Funded)
- **Bathroom remodel study** – Working with engineering firm to create drawings for cost estimate (50% Foundation/50% City funded)

Future Projects

- **Shelving Replace** - Obtaining quotes (will ask Foundation for funding 2027)
- **Rocca Room Reno** - Obtaining quotes (will ask Foundation for funding in 2027/28)
- **Additional Outside Landscaping** (2027 City CIP process via Facilities Department)

Completed Projects

Jan 2026

- **3D printers** installed on 3rd floor (Foundation Funded)
- **Automated Material Handling System** (AMH) installed
- **Countertop stool replacement** (Foundation Funded)
- **Fish tank installation** in youth services area (Foundation Funded)
- **Snow Removal** - coordination with Facilities and Operations

Apr 2026

- **Additional cameras** added/moved as requested
- **Additional outlets** installed by city electrician to Imaginarium
- **Carpeting** fixed on second floor (Warranty work)
- **Community Resources Office** (Foundation Funded)
- **Library movements** – moved collections around on 1st and 2nd floor
- **Phone booths** on first and second floor (Foundation Funded)
- **Youth Services Entrance Doors** – (City funded)

May 2026

- **Anti-slam doors** installed
- **Computer** - added to locker room area for staff
- **FOB access hardware** installed and tested on main electrical door

- **Furniture Added Power** – (Foundation Funded)
- **Roof Replacement** (50% Library Reserve fund/ 50% City ARPA Grant)

June 2026

- **Window Blinds/Shades** (June) – Used up funds for this project. Have a few areas to go if 2027 funding is approved (Foundation Funded)

July 2026

- **Furniture moved** in preparation of study room construction
- **JMKAC Mural Renovation** (on South side of building)
- **New trash bins** purchased and installed
- **No smoking signs installed**
- **Outside landscaping** added mulch
- **Warschau Display Units** – (Foundation / Restricted Donation funded)

Aug 2026

- **Cabinets** installed in Children's Activity Room

Disruptive Patron Interaction Report July 2026							
		Monthly			Year To Date		
	Age	July 2025	July 2026	Monthly 2025 vs 2026	Year-to-date 2025	Year-to-date 2026	YTD 2025 vs 2026
Reported Incidents	Adult	36	43	19%	259	321	24%
	Teen	6	6	0%	53	37	-30%
	Total	42	49	17%	312	358	15%
Exclusions Over 10 Days		3	0	-100%	32	55	72%
Emergency Services Called		2	3	50%	23	11	-52%

Volunteer Report - July 2026

Type	Total Hours	Volunteer Count
Adult	197	24
Teen	18	5
Grand total	215	29

		Monthly			Year To Date		
Type	Name	July 2025	July 2026	2025 vs 2026	2025	2026	2025 vs 2026
Circulation Transactions	Adult Materials	17,682	15,121	-14%	121,859	109,258	-10%
	Teen Materials	1,020	919	-10%	7,486	6,945	-7%
	Children's Materials	14,218	14,030	-1%	86,190	78,758	-9%
	Total Adult/Teen/Children's Materials	32,920	30,070	-9%	215,535	194,961	-10%
Materials Shared With Other Libraries	Items provided to other libraries from Mead	10,954	11,285	3%	75,583	75,990	1%
	Items received for Mead patrons from other libraries	4,824	4,572	-5%	33,360	31,499	-6%
	Total Interlibrary Loans (Transits)	15,778	15,857	1%	108,943	107,489	-1%
E-Content Checkouts	Books and audiobooks (Libby, Hoopla)	8,011	8,128	1%	56,554	56,134	-1%
	Music (Hoopla)	49	33	-33%	269	263	-2%
	Video (Hoopla, Kanopy)	606	724	19%	5,607	4,771	-15%
	Magazines (Libby)	1,221	1,231	1%	8,792	9,485	8%
	Total E-Content Checkouts	9,887	10,116	2%	71,222	70,653	-1%
Library Visits	Gate count	22,641	21,365	-6%	146,232	145,195	-1%
Research Inquiries	Research Inquiries	3,062	3,314	8%	24,449	18,761	-23%
Internet Usage Provided	Library Workstation Sessions	2,365	2,421	2%	15,813	14,994	-5%
	Wireless Sessions	6,890	6,464	-6%	48,212	43,113	-11%
Number of Library Card Holders	Sheboygan Residents				28,675	29,415	3%
	Non-Sheboygan Residents				6,363	6,421	1%
	Total Number of Library Card Holders				35,038	35,836	2%
Classes, Seminars, Workshops, Events	Children (0-11) Quantity	32	24	-25%	228	263	15%
	Children (0-11) Participants	809	716	-11%	7,710	7,393	-4%
	Teen (12-18) Quantity	11	11	0%	31	44	42%
	Teen (12-18) Participants	224	296	32%	806	2,217	175%
	Adult (18+) Quantity	19	23	21%	166	250	51%
	Adult (18+) Participants	183	181	-1%	1,893	2,178	15%
	Total number of Classes, Seminars, Workshops, Events	62	58	-6%	425	557	31%
	Total number of Participants	1,216	1,193	-2%	10,409	11,788	13%
Conference Room Utilization	Rocca Meeting Room	44%	0%	-44%	43%	47%	4%
	Loft Meeting Room	42%	0%	-42%	32%	37%	5%
	Public Conference Room #1	24%	49%	25%	34%	40%	6%
	Public Conference Room #2	44%	45%	1%	41%	36%	-5%
Study Rooms Utilization	Study Rooms Hours Used	738	786	7%	5274.5	5625.25	7%
	Percent Utilization	54%	58%	4%	57%	61%	4%

10% or Higher

-10% or lower

August 2026
Board of Trustees Foundation Liaison Report
Prepared by Kathie Norman

In 2026, the Foundation was privileged to support the Library with a grant totaling approximately \$233,500. The Foundation's support is an essential part of what makes Mead Public Library exceptional. Without it, the library simply could not offer the same extraordinary level of programs, resources, and services that make it such a stellar institution. The 2026 "Wish List" grant includes the following items:

- The construction of a Sensory Room in the Children's Library;
- The construction of 2 additional Study Rooms on the 2nd floor;
- All furnishings for the 2nd floor Study Rooms, including floor-wide tables with integrated power and comfy seating;
- Adult programming, including Lil Rev, Literature & Poetry programs, sidewalk poetry, Great Decisions series, WinterGreen, and ComicCon;
- Youth programming, including the summer library program, family Storytimes, and after school educational programs;
- Tablet workstations for the Imaginarium;
- Public Recording Studio equipment updates and furnishings;
- Professional development (PLA in Minneapolis and ALA in Chicago);
- Staff & Volunteer appreciation events;

The donor wall near the elevators has been updated to include recent donors; the goal is to update this on an annual basis.

The Foundation continues to provide scholarships for Library employees, up to \$5,000 per year, for tuition. We have had up to 3 Library employees working on degrees at the same time. At the current time, there is one employee receiving a scholarship.

The Foundation is working on a new policy called the "Funding Scope and Request Policy." This policy will help define what Foundation funds can be used for. It will spell out priorities and specify how the Foundation makes decisions regarding funding.

Mead Public Library - Financial Statement for June 30, 2026

ORG	OBJ	ACCOUNT DESCRIPTION	ORIGINAL APPROP	TRANFRS/ADJSMTS	REVISED BUDGET	YTD ACTUAL	ENCUMBRANCES	AVAILABLE BUDGET	% USED
255	411100	PROPERTY TAX LEVY	(3,117,913.00)	-	(3,117,913.00)	(2,314,742.08)	-	(803,170.92)	74.20
255	437200	MONARCH - SHEBOYGAN COUNTY	(932,458.00)	-	(932,458.00)	(932,457.54)	-	(0.46)	100.00
255	437210	MONARCH - OZAUKEE COUNTY	(32,793.00)	-	(32,793.00)	(32,792.90)	-	(0.10)	100.00
255	437220	MONARCH - RESOURCE	(100,000.00)	-	(100,000.00)	(101,838.50)	-	1,838.50	101.80
255	437230	MONARCH - ADJACENT COUNTIES	(45,787.00)	-	(45,787.00)	(45,786.48)	-	(0.52)	100.00
255	451915	PATRON FEES	(7,000.00)	-	(7,000.00)	(3,079.51)	-	(3,920.49)	44.00
255	461000	PHOTOCOPIES	(8,000.00)	-	(8,000.00)	(12,792.24)	-	4,792.24	159.90
255	469100	VENDING/CONCESSION SALES	(600.00)	-	(600.00)	(183.66)	-	(416.34)	30.60
255	481100	INTEREST INCOME	(50,000.00)	-	(50,000.00)	(25,466.45)	-	(24,533.55)	50.90
255	485000	CONTRIBUTIONS/DONATIONS	(70,000.00)	-	(70,000.00)	(343,334.23)	-	273,334.23	490.50
255	489000	MISCELLANEOUS REVENUE	(2,000.00)	-	(2,000.00)	(483.91)	-	(1,516.09)	24.20
TOTAL REVENUE			(4,366,551.00)	-	(4,366,551.00)	(3,812,957.50)	-	(553,593.50)	87.30
255511	510110	FULL TIME SALARIES - REGULAR	2,377,235.00	-	2,377,235.00	812,443.06	-	1,564,791.94	34.20
255511	510111	FULL TIME SALARIES - OVERTIME	-	-	-	2,265.56	-	(2,265.56)	100.00
255511	510120	PART TIME SALARIES - REGULAR	-	-	-	139,570.87	-	(139,570.87)	100.00
255511	520310	FICA	143,995.00	-	143,995.00	56,193.35	-	87,801.65	39.00
255511	520311	MEDICARE	33,673.00	-	33,673.00	13,141.95	-	20,531.05	39.00
255511	520320	WI RETIREMENT FUND	162,710.00	-	162,710.00	65,813.91	-	96,896.09	40.40
255511	520340	HEALTH INSURANCE	494,155.00	-	494,155.00	237,328.68	-	256,826.32	48.00
255511	520350	DENTAL INSURANCE	30,046.00	-	30,046.00	14,220.93	-	15,825.07	47.30
255511	520360	LIFE INSURANCE	4,188.00	-	4,188.00	1,962.81	-	2,225.19	46.90
255511	520400	WORKERS COMPENSATION	847.00	-	847.00	847.00	-	-	100.00
255511	531100	CONTRACTED SERVICES	163,027.00	-	163,027.00	80,099.63	-	82,927.37	49.10
255511	531110	FINANCIAL SERVICE FEES	6,435.00	-	6,435.00	4,204.74	-	2,230.26	65.30
255511	531206	INSURANCE PREMIUMS	24,150.00	-	24,150.00	12,576.57	-	11,573.43	52.10
255511	531400	ADVERTISING & MARKETING	9,400.00	-	9,400.00	4,380.46	-	5,019.54	46.60
255511	531800	PROGRAM SERVICES	10,000.00	-	10,000.00	13,774.22	-	(3,774.22)	137.70
255511	533105	IT SERVICE FUND CHARGES	57,746.00	-	57,746.00	57,746.00	-	-	100.00
255511	533106	SOFTWARE MAINT & SUBSCRIPTIONS	30,000.00	-	30,000.00	26,384.89	-	3,615.11	87.90
255511	536125	EMPLOYEE DEVELOPMENT	8,500.00	-	8,500.00	1,786.57	-	6,713.43	21.00
255511	537100	VEHICLE & PARKING EXPENSES	19,440.00	-	19,440.00	4.35	-	19,435.65	0.00
255511	540100	OFFICE SUPPLIES	11,700.00	-	11,700.00	3,463.97	-	8,236.03	29.60
255511	540130	POSTAGE & DELIVERY	7,000.00	-	7,000.00	4,654.18	-	2,345.82	66.50
255511	540205	DISPLAYS	1,000.00	-	1,000.00	873.99	-	126.01	87.40
255511	540222	JANITORIAL SUPPLIES	-	-	-	-	-	-	0.00
*Janitorial Supplies expense budgets and actuals covered by Building and Grounds Department starting in 2025									
255511	548001	DONATION PURCHASES	70,000.00	-	70,000.00	103,737.61	181,809.73	(215,547.34)	407.90
255511	548002	MATERIALS - ALL CATEGORIES	370,767.00	-	370,767.00	126,427.26	-	244,339.74	34.10
255511	548003	OTHER CONTENT	150,102.00	-	150,102.00	208,617.61	-	(58,515.61)	139.00
255511	550110	BUILDING MAINT & REPAIR	-	-	-	-	-	-	0.00
*Building Maint & Repair expense budgets and actuals covered by Building and Grounds Department starting in 2025									

Mead Public Library - Financial Statement for June 30, 2026

ORG	OBJ	ACCOUNT DESCRIPTION	ORIGINAL APPROP	TRANFRS/ADJSMTS	REVISED BUDGET	YTD ACTUAL	ENCUMBRANCES	AVAILABLE BUDGET	% USED
255511	555100	UTILITIES	148,835.00	-	148,835.00	72,909.33	-	75,925.67	49.00
255511	555120	PHONES	4,000.00	-	4,000.00	-	-	4,000.00	0.00
255511	560255	TOOLS & SMALL EQUIPMENT	3,100.00	-	3,100.00	513.50	-	2,586.50	16.60
255511	631200	BUILDING IMPROVEMENTS	-	124,737.05	124,737.05	129,199.55	-	(4,462.50)	103.60
255511	652200	IT EQUIPMENT	24,500.00	-	24,500.00	25,836.74	-	(1,336.74)	105.50
TOTAL EXPENSES			4,366,551.00	124,737.05	4,491,288.05	2,220,979.29	181,809.73	2,088,499.03	53.50
TOTAL REVENUE LESS EXPENSES			-	124,737.05	124,737.05	(1,591,978.21)	181,809.73	1,534,905.53	

Mead Public Library - Accounts Payable June 1st, 2026 through June 30th, 2026

VENDOR NAME	ACCOUNT	ACCOUNT DESC	AMOUNT	DATE PAID	CHECK NO	INVOICE	FULL DESC
CHARTER MEDIA	255511 531100	CONTRACTED SERVICES	159.98		0	2010165373	MONTHLY INTERNET
FACEBK *LSVZ8TDCP2	255511 531400	ADVERTISING & MARKETING	7.67		0	2010165383	AD COST - MEAD CON EVENT
GAMEBOARD, THE	255511 531800	PROGRAM SERVICES	199.00		0	2010165863	RODNEY PRINSEN FUND-PUZZLE CONTEST
WP*WORDPRESS 2B9X16V	255511 533106	SOFTWARE MAINT & SUBSCRIPTIONS	96.00		0	2010165372	WORDPRESS.COM PREMIUM
ANTHROPIC: CLAUDE TE	255511 533106	SOFTWARE MAINT & SUBSCRIPTIONS	125.00		0	2010165374	TEAM PLAN - STANDARD
ZOOM.COM 888-799-966	255511 533106	SOFTWARE MAINT & SUBSCRIPTIONS	53.77		0	2010165378	ZOOM PRO MONTHLY
ADOBE INC	255511 533106	SOFTWARE MAINT & SUBSCRIPTIONS	179.30		0	2010165379	CREATIVE CLOUD & ADOBE STOCK
FS *JITBIT.COM	255511 533106	SOFTWARE MAINT & SUBSCRIPTIONS	699.00		0	2010165384	HOSTED HELPDESK STARTUP YEAR
AMERICAN LIBRARY ASS	255511 536125	EMPLOYEE DEVELOPMENT	297.00		0	2010165380	ALA MEMBERSHIP DUES
USATODAY CO DIGITAL	255511 536125	EMPLOYEE DEVELOPMENT	6.99		0	2010165382	MONTHLY SUBSCRIPTION
UW MADISON SOE PLACE	255511 536125	EMPLOYEE DEVELOPMENT	150.00		0	2010165608	PLAY MAKE LEARN CONFERENCE - ALISON
UW CONT ED REG CENTE	255511 536125	EMPLOYEE DEVELOPMENT	165.00		0	2010165865	UW MADISON REGISTRATION CENTER-MOLLY G.
DISPLAYS2GO	255511 540205	DISPLAYS	873.99		0	2010165381	LITERATURE FLOOR STAND
OLIVU426	255511 548001	DONATION PURCHASES	50.00		0	2010165385	ACUITY FUND-ADULT SUMMER READING PROGRAM-GIFT CARD
TST* SLO FOOD MARKET	255511 548001	DONATION PURCHASES	100.00		0	2010165386	ACUITY FUND-ADULT SUMMER READING PROGRAM-GIFT CARD
SQ *CHICORY ROOT TAT	255511 548001	DONATION PURCHASES	100.00		0	2010165387	ACUITY FUND-ADULT SUMMER READING PROGRAM-GIFT CARD
VICTORY GAMES	255511 548001	DONATION PURCHASES	100.00		0	2010165607	ACUITY SUMMER READING FUND-ADULT SUMMER READING PR
QGV*MILWAUKEE JEWISH	255511 548001	DONATION PURCHASES	75.00		0	2010165609	EXPERIENCE PASSES
LAKESHORE LEARNING M	255511 548001	DONATION PURCHASES	72.97		0	2010165610	FOUNDATION WISHLIST-PROGRAMMING
BOOKWORM GARDENS	255511 548001	DONATION PURCHASES	250.00		0	2010165611	EXPERIENCE PASSES
BOOKWORM GARDENS	255511 548001	DONATION PURCHASES	250.00		0	2010165612	EXPERIENCE PASSES
SP AUNT FLOW	255511 548001	DONATION PURCHASES	344.00		0	2010165859	FRIENDS FUND-CARTRIDGE PADS
UW CONT ED REG CENTE	255511 548001	DONATION PURCHASES	50.00		0	2010165860	FOUNDATION WISHLIST-PROFESSIONAL DEV.-FUNDAMENTALS
PICK N SAVE #432	255511 548001	DONATION PURCHASES	104.94		0	2010165862	FOUNDATION WISHLIST-TEEN SNACK ATTACK
LS WORDHAVEN BOOKHOU	255511 548001	DONATION PURCHASES	155.01		0	2010165864	FRIENDS FUND-SUMMER READING
AB KIDS	255511 548001	DONATION PURCHASES	750.00		0	2010165866	EXPERIENCE PASSES
UW CONT ED REG CENTE	255511 548001	DONATION PURCHASES	-165.00		0	2010165867	FOUNDATION WISHLIST-CANCELLED CLASS- REFUND
LIVE365 INTERNET RAD	255511 548001	DONATION PURCHASES	1,340.00		0	2010165868	FOUNDATION WISHLIST-BROADCAST 2 NO ADS 5/14/26-5/1
FARM WISCONSIN DISCO	255511 548001	DONATION PURCHASES	103.00		0	2010165869	EXPERIENCE PASSES
FARM WISCONSIN DISCO	255511 548001	DONATION PURCHASES	103.00		0	2010165870	EXPERIENCE PASSES
ZOO MILWAUKEE	255511 548001	DONATION PURCHASES	1,000.00		0	2010165871	EXPERIENCE PASSES
SSP*FRIENDSOF SCHLITZ	255511 548002	MATERIALS - ALL CATEGORIES	200.00		0	2010165861	EXPERIENCE PASSES
JAMES LEASING	255511 531100	CONTRACTED SERVICES	3,937.17	06102026	372045	27446	ACCT #MP00 MAY/JUNE BILLING & APR/MAY OVERAGES
ENGBERG ANDERSON INC	255511 531100	CONTRACTED SERVICES	86.14	06102026	372033	21339602-15	MEAD PL EXTERIOR & AMH RENO - PROJECT 213396.02
ENGBERG ANDERSON INC	255511 531100	CONTRACTED SERVICES	2,040.00	06102026	372033	21339603-2	MEAD PL - STUDY & SENSORY ROOMS-PROJECT 213396.03
ENGBERG ANDERSON INC	255511 531100	CONTRACTED SERVICES	1,092.50	06102026	372033	21339605-1	MEAD PL SHELIVING PLANNING STUDY-PROJECT 213396.05
WISCONSIN NEWSPRESS	255511 531400	ADVERTISING & MARKETING	175.00	06102026	372122	158126	ADVERTISER #1017 - AD -MEAD LIBRARY - ORDER #57444
GT GRAPHICS OF SHEB	255511 531400	ADVERTISING & MARKETING	294.10	06102026	7552	53207	BOOKMARKS & TRI-FOLD BROCHURES - MEAD
CHANCE2DANCE, LLC	255511 531800	PROGRAM SERVICES	225.00	06102026	372023	JUNE/JULY/AUG 2026	RODNEY PRINSEN FUND - BALLROOM DANCE JUNE/JULY/AUG
AMAZON CAPITAL SERVI	255511 548001	DONATION PURCHASES	81.92	06102026	7533	1CMW-QDX3-6RGC	ACCT #A2JXVCVZU4S49M FOUND. WISHLIST-PROGRAMMING
AMAZON CAPITAL SERVI	255511 548001	DONATION PURCHASES	19.99	06102026	7533	1QRQ-CKVH-6PY3	ACCT #A2JXVCVZU4S49M FOUND. WISHLIST - PROGRAMMING
AMAZON CAPITAL SERVI	255511 548001	DONATION PURCHASES	11.99	06102026	7533	1JXL-4HXH-VMMR	ACCT #A2JXVCVZU4S49M FOUND. WISHLIST-PROGRAMMING
AMAZON CAPITAL SERVI	255511 548001	DONATION PURCHASES	46.94	06102026	7533	1K77-RLF6-XRMD	ACCT #A2JXVCVZU4S49M FOUND. WISHLIST - PROGRAMMING
AMAZON CAPITAL SERVI	255511 548001	DONATION PURCHASES	115.96	06102026	7533	16DY-KYQD-FTQP	ACCT #A2JXVCVZU4S49M FOUND. WISHLIST - PROGRAMMING
AMAZON CAPITAL SERVI	255511 548001	DONATION PURCHASES	14.24	06102026	7533	1XJW-WLXT-RMVJ	ACCT #A2JXVCVZU4S49M FOUND. WISHLIST-FARMERS EXP.
AMAZON CAPITAL SERVI	255511 548001	DONATION PURCHASES	176.39	06102026	7533	14QF-7YM9-7VWJ	ACCT #A2JXVCVZU4S49M ACUITY FUND-COOL PICKS SUMMER
AMAZON CAPITAL SERVI	255511 548001	DONATION PURCHASES	1,684.74	06102026	7533	1RHF-GR7Y-91KV	ACCT #A2JXVCVZU4S49M ACUITY FUND-COOL PICKS SUMMER

Mead Public Library - Accounts Payable June 1st, 2026 through June 30th, 2026

VENDOR NAME	ACCOUNT	ACCOUNT DESC	AMOUNT	DATE PAID	CHECK NO	INVOICE	FULL DESC
AMAZON CAPITAL SERVI	255511 548001	DONATION PURCHASES	15.99	06102026	7533	171F-9YRF-HQ3N	ACCT #A2JXVCVZU4S49M FOUNDATION WISHLIST-COMICON
AMAZON CAPITAL SERVI	255511 548001	DONATION PURCHASES	50.97	06102026	7533	1M7G-16JQ-TYTR	ACCT #A2JXVCVZU4S49M FOUNDATION WISHLIST-COMICON
AMAZON CAPITAL SERVI	255511 548001	DONATION PURCHASES	15.99	06102026	7533	1X19-HXFH-JGQD	ACCT #A2JXVCVZU4S49M FOUNDATION WISHLIST-COMICON
MIDWEST TAPE	255511 548002	MATERIALS - ALL CATEGORIES	879.99	06102026	7566	508892490	ACCT #2000015656 MATERIAL PURCHASE
MIDWEST TAPE	255511 548002	MATERIALS - ALL CATEGORIES	58.66	06102026	7566	508892413	CUST #2000016317 MONARCH GRANT/PROJECT
MIDWEST TAPE	255511 548002	MATERIALS - ALL CATEGORIES	1,156.60	06102026	7566	508925074	CUST #2000015656 MATERIAL PURCHASE
INGRAM LIBRARY SERV	255511 548002	MATERIALS - ALL CATEGORIES	44.30	06102026	7557	96794282	ACCT #20W8082 MATERIAL PURCHASE
INGRAM LIBRARY SERV	255511 548002	MATERIALS - ALL CATEGORIES	61.66	06102026	7557	96688862	ACCT #20X7192 MONARCH GRANT/PROJECT
INGRAM LIBRARY SERV	255511 548002	MATERIALS - ALL CATEGORIES	131.31	06102026	7557	96749860	ACCT #20W8082 MATERIAL PURCHASE
INGRAM LIBRARY SERV	255511 548002	MATERIALS - ALL CATEGORIES	2,987.68	06102026	7557	96749859	ACCT #20W8082 MATERIAL PURCHASE
INGRAM LIBRARY SERV	255511 548002	MATERIALS - ALL CATEGORIES	155.52	06102026	7557	96886239	ACCT #20W1532 MATERIAL PURCHASE
INGRAM LIBRARY SERV	255511 548002	MATERIALS - ALL CATEGORIES	55.95	06102026	7557	96886240	ACCT #20W8082 MATERIAL PURCHASE
INGRAM LIBRARY SERV	255511 548002	MATERIALS - ALL CATEGORIES	711.38	06102026	7557	96902056	ACCT #20W8082 MATERIAL PURCHASE
INGRAM LIBRARY SERV	255511 548002	MATERIALS - ALL CATEGORIES	55.56	06102026	7557	96814535	ACCT #20X7192 MONARCH GRANT/PROJECT
AMAZON CAPITAL SERVI	255511 548002	MATERIALS - ALL CATEGORIES	14.12	06102026	7533	1NCH-D4MJ-6PCQ	ACCT #A2JXVCVZU4S49M MATERIAL PURCHASE
AMAZON CAPITAL SERVI	255511 548002	MATERIALS - ALL CATEGORIES	588.89	06102026	7533	1GM3-PG94-K77M	ACCT #A2JXVCVZU4S49M VIDEO GAMES
AMAZON CAPITAL SERVI	255511 548002	MATERIALS - ALL CATEGORIES	370.39	06102026	7533	1J3T-YWJ7-6LPW	ACCT #A2JXVCVZU4S49M MONARCH GRANT/PROJECT
AMAZON CAPITAL SERVI	255511 548002	MATERIALS - ALL CATEGORIES	16.89	06102026	7533	1LF6-NQF6-RY1G	ACCT #A2JXVCVZU4S49M MATERIAL PURCHASE
AMAZON CAPITAL SERVI	255511 548002	MATERIALS - ALL CATEGORIES	88.78	06102026	7533	1QQQ-9TJ4-TK4F	ACCT #A2JXVCVZU4S49M MONARCH GRANT/PROJECT
AMAZON CAPITAL SERVI	255511 548002	MATERIALS - ALL CATEGORIES	8.81	06102026	7533	16LN-3MJG-RH19	ACCT #A2JXVCVZU4S49M COLLECTION SUPPLIES
AMAZON CAPITAL SERVI	255511 548002	MATERIALS - ALL CATEGORIES	249.95	06102026	7533	1DHF-X1RD-7JQM	ACCT #A2JXVCVZU4S49M VIDEO GAMES
SHOWCASES	255511 548002	MATERIALS - ALL CATEGORIES	640.48	06102026	7576	332043	COLLECTION SUPPLIES - MEAD PUBLIC LIB
WAUKESHA PUBLIC LIBR	255 451915	PATRON FEES	11.97	06242026	372230	3371757	ILL ITEM- ID #IWPL0010802040 - MEAD PUBLIC LIB
STEPHANIE NOGUEZ	255 451915	PATRON FEES	12.49	06242026	372204	9001233157	PATRON REFUND
JAYNE HEUN	255 451915	PATRON FEES	28.95	06242026	372202	9000958472	PATRON REFUND
JENNIFER MCKNIGHT	255 451915	PATRON FEES	17.46	06242026	372203	9001278825	PATRON REFUND FOR FELICITY MCKNIGHT
HELLA M WILLIS	255 451915	PATRON FEES	22.08	06242026	372200	9001045656	PATRON REFUND
AT&T CORP	255511 531100	CONTRACTED SERVICES	90.02	06242026	372148	6312594111	ACCT #831-001-4630 820 MAY BILLING MPL BROADBAND
AT&T	255511 531100	CONTRACTED SERVICES	414.74	06242026	372147	920283020005MAY26	ACCT#920 Z83-0200 109 8 MAY TELEPHONE EXPENSE
AMAZON CAPITAL SERVI	255511 531800	PROGRAM SERVICES	619.61	06242026	7588	1H3W-9LX6-XMGJ	ACCT #A2JXVCVZU4S49M RODNEY PRINSEN FUND-PROGRAM
AMAZON CAPITAL SERVI	255511 540100	OFFICE SUPPLIES	372.42	06242026	7588	1PND-6VK6-DD1N	ACCT #A2JXVCVZU4S49M OFFICE SUPPLIES
AMAZON CAPITAL SERVI	255511 540100	OFFICE SUPPLIES	48.99	06242026	7588	16CT-4PNC-L47P	ACCT #A2JXVCVZU4S49M PRINTER PAPER
PITNEY BOWES GLOBAL	255511 540130	POSTAGE & DELIVERY	416.31	06242026	372208	3322688145	ACCT #0013152143 APR-JULY 2026 BILLING-POSTAGE
AMAZON CAPITAL SERVI	255511 548001	DONATION PURCHASES	58.69	06242026	7588	164W-YNLR-GTYW	ACCT #A2JXVCVZU4S49M FOUNDATION WISHLIST-PROGRAM
AMAZON CAPITAL SERVI	255511 548001	DONATION PURCHASES	5.99	06242026	7588	1P7J-CDXM-66J1	ACCT #A2JXVCVZU4S49M FOUND. WISHLIST-PROGRAMMING
AMAZON CAPITAL SERVI	255511 548001	DONATION PURCHASES	114.33	06242026	7588	1F3H-YWR4-3TPJ	ACCT #A2JXVCVZU4S49M FOUND. WISHLIST-ART/AQUARIUM
AMAZON CAPITAL SERVI	255511 548001	DONATION PURCHASES	64.99	06242026	7588	1NPN-D7F9-7KX3	ACCT #A2JXVCVZU4S49M FOUND. WISHLIST-PROG.STEAM
THE GAMEBOARD	255511 548001	DONATION PURCHASES	200.00	06242026	372205	JUNE 16 2026	ACUITY - KICK OFF CARNIVAL ACUITY COOL PICKS
MIDWEST TAPE	255511 548002	MATERIALS - ALL CATEGORIES	359.11	06242026	7618	508956448	CUST #2000015656 MATERIAL PURCHASE
MIDWEST TAPE	255511 548002	MATERIALS - ALL CATEGORIES	706.82	06242026	7618	508990393	CUST #2000015656 MATERIAL PURCHASE
INGRAM LIBRARY SERV	255511 548002	MATERIALS - ALL CATEGORIES	1,330.45	06242026	7611	97028895	ACCT #20W8082 MATERIAL PURCHASE
INGRAM LIBRARY SERV	255511 548002	MATERIALS - ALL CATEGORIES	162.06	06242026	7611	97059248	ACCT #20X7192 MONARCH GRANT/PROJECT
INGRAM LIBRARY SERV	255511 548002	MATERIALS - ALL CATEGORIES	130.40	06242026	7611	97059247	ACCT #20W8082 MATERIAL PURCHASE
INGRAM LIBRARY SERV	255511 548002	MATERIALS - ALL CATEGORIES	183.73	06242026	7611	97028894	ACCT #20W1532 MATERIAL PURCHASE
INGRAM LIBRARY SERV	255511 548002	MATERIALS - ALL CATEGORIES	356.38	06242026	7611	97190135	ACCT#20X7192 MONARCH GRANT/PROJECT
INGRAM LIBRARY SERV	255511 548002	MATERIALS - ALL CATEGORIES	20.52	06242026	7611	97246952	ACCT #20X7192 MONARCH GRANT/PROJECT
INGRAM LIBRARY SERV	255511 548002	MATERIALS - ALL CATEGORIES	92.35	06242026	7611	97216812	ACCT #20W8082 MATERIAL PURCHASE

Mead Public Library - Accounts Payable June 1st, 2026 through June 30th, 2026

VENDOR NAME	ACCOUNT	ACCOUNT DESC	AMOUNT	DATE PAID	CHECK NO	INVOICE	FULL DESC
INGRAM LIBRARY SERV	255511 548002	MATERIALS - ALL CATEGORIES	79.08	06242026	7611	97261101	ACCT #20X7192 MONARCH GRANT/PROJECT
INGRAM LIBRARY SERV	255511 548002	MATERIALS - ALL CATEGORIES	-18.75	06242026	7611	97207379	CREDIT MEMO FOR INV #96427856 ACCT # 20W8082
INGRAM LIBRARY SERV	255511 548002	MATERIALS - ALL CATEGORIES	3,580.92	06242026	7611	97190134	ACCT #20W8082 MATERIAL PURCHASE
AMAZON CAPITAL SERVI	255511 548002	MATERIALS - ALL CATEGORIES	25.68	06242026	7588	1Q3L-MGDH-CGK7	ACCT #A2JXVCVZU4S49M MATERIAL PURCHASE
AMAZON CAPITAL SERVI	255511 548002	MATERIALS - ALL CATEGORIES	17.99	06242026	7588	1YPC-VCJH-TCPW	ACCT #A2JXVCVZU4S49M MATERIAL PURCHASE
AMAZON CAPITAL SERVI	255511 548002	MATERIALS - ALL CATEGORIES	16.99	06242026	7588	17LC-7W1W-6J1P	ACCT #A2JXVCVZU4S49M MATERIAL PURCHASE
AMAZON CAPITAL SERVI	255511 548002	MATERIALS - ALL CATEGORIES	36.98	06242026	7588	13PV-L3TF-X73K	ACCT #A2JXVCVZU4S49M COLL. SUPPLIES - PLAY AREA
AMAZON CAPITAL SERVI	255511 548002	MATERIALS - ALL CATEGORIES	924.54	06242026	7588	1H3W-9LX6-DG3N	ACCT #A2JXVCVZU4S49M COLL. SUPPLIES - PLAY AREA
AMAZON CAPITAL SERVI	255511 548002	MATERIALS - ALL CATEGORIES	9.95	06242026	7588	1MQX-RRCH-4MNT	ACCT #A2JXVCVZU4S49M IMAGINARIUM SUPPLIES
AMAZON CAPITAL SERVI	255511 548002	MATERIALS - ALL CATEGORIES	59.58	06242026	7588	1PNT-913P-WR79	ACCT #A2JXVCVZU4S49M MATERIAL PURCHASE
AMAZON CAPITAL SERVI	255511 548002	MATERIALS - ALL CATEGORIES	30.55	06242026	7588	14RJ-1M76-1V3Y	ACCT #A2JXVCVZU4S49M MATERIAL PURCHASE
AMAZON CAPITAL SERVI	255511 548002	MATERIALS - ALL CATEGORIES	37.49	06242026	7588	1DLF-GWXG-TXF7	ACCT #A2JXVCVZU4S49M VIDEO GAMES
AMAZON CAPITAL SERVI	255511 548002	MATERIALS - ALL CATEGORIES	108.18	06242026	7588	1GRD-MHNV-WM1P	ACCT #A2JXVCVZU4S49M COLLECTION SUPPLIES
AMAZON CAPITAL SERVI	255511 548002	MATERIALS - ALL CATEGORIES	6.64	06242026	7588	1YXF-Q6Q1-VYK4	ACCT #A2JXVCVZU4S49M EXPERIENCE COLL SUPPLIES
AMAZON CAPITAL SERVI	255511 548002	MATERIALS - ALL CATEGORIES	33.00	06242026	7588	1Q44-9WHQ-JDW9	ACCT #A2JXVCVZU4S49M MONARCH GRANT/PROJECT
AMAZON CAPITAL SERVI	255511 548002	MATERIALS - ALL CATEGORIES	31.90	06242026	7588	161T-XHTN-4XMC	ACCT #A2JXVCVZU4S49M MATERIAL PURCHASE
COX SUBSCRIPTIONS	255511 548002	MATERIALS - ALL CATEGORIES	11,628.50	06242026	372160	3165470	ACCT #2033144 PRINT SERIALS
MIDWEST TAPE	255511 548003	OTHER CONTENT	47.50	06242026	7618	508946799	CUST #20000142 OTHER CONTENT
MIDWEST TAPE	255511 548003	OTHER CONTENT	478.90	06242026	7618	508966999	CUST #2000014274 OTHER CONTENT
MIDWEST TAPE	255511 548003	OTHER CONTENT	107.98	06242026	7618	508978194	CUST #2000014274 OTHER CONTENT
AMAZON CAPITAL SERVI	255511 652200	IT EQUIPMENT	950.87	06242026	7588	1H99-P9CV-G74Y	ACCT #A2JXVCVZU4S49M DESKTOP COMPUTERS
ALLIANT ENERGY	255511 555100	UTILITIES	8,019.39	063026DD	372391	05272026-MPL	MAY BILLING-ACCT #5498700000
WISCONSIN PUBLIC SER	255511 555100	UTILITIES	1,584.40	063026DD	372400	5949497520	MAY BILLING-ACCT #0403257315-00031

Library Assistant – Technical Services

Item 18.

Current Title: Library Cataloger
Proposed Title: Library Assistant – Technical Services
Direct Supervisor: Deputy Director
Department: Mead Public Library
Version Date: August 5, 2026
Salary Grade: 7
FLSA Status: Non-Exempt, Not Represented



Position Summary:

The primary purpose of this position is to work as part of a team to reach the organization's stated goals and objectives. Technical Services library assistants may be asked to perform multiple, distinct roles in both public-facing and back-office environments. Individuals in these positions must be comfortable with change and be team players. Work is performed under the direction of the Deputy Director.

Essential Responsibilities:

1. Performs general day-to-day technical services duties, including but not limited to:
 - a. Bibliographic database entry and maintenance
 - b. Copy cataloging of all formats of library materials to facilitate their identification, access and use
 - c. Collection ordering, receiving, processing and mending
 - d. Invoice preparation for payment
 - e. Interlibrary loan and collection distribution systems
 - f. Processes and distributes mail and other deliveries
2. Provides excellent customer service by linking patron needs to library and community resources in a friendly, inclusive, and respectful manner.
3. Interprets, explains, and applies library policy and procedures to respond to customer concerns
4. Directly addresses Code of Conduct enforcement and behavioral issues in the library alongside managers and the public safety/community resource specialist
5. Manages patron accounts and the circulation of library materials using the library's Integrated Library System (ILS), while maintaining patron confidentiality
6. Handles/counts cash and performs cash transactions
7. Offers technology assistance to patrons
8. Provides input to managers in the improvement of library policies, plans and goals and participates in staff committees
9. Upholds the American Library Association's [Library Bill of Rights](#) and [Freedom to Read Statement](#)
10. Attends library trainings, conferences, and workshops
11. Reports building malfunctions, safety, and security matters to management, safety specialist and/or maintenance staff
12. Provides emergency duties and resources as needed in times of a City emergency in conjunction with the Director and in accordance with the City's emergency plan
13. Performs other related work as assigned by the Director or Manager

Education & Experience:

1. High school diploma or a GED Certificate recognized by the WI Department of Public Instruction
2. Computer literacy including email, software and hardware proficiency, and navigating the internet
3. Three to five years of experience using current Integrated Library System (ILS) software

Qualifications & Skills:

1. Knowledge of library services and procedures and [ALA Professional Code of Ethics](#)
2. Ability to work collaboratively and develop and maintain effective relationships with staff, library users and community partners
3. Ability to work independently in a fast-paced environment with frequent interruptions, be self-directed, problem-solve and set priorities in order to meet assignment deadlines
4. Ability to communicate ideas and information effectively both in written and oral form; effectively read and understand written information
5. Ability to remain professional and courteous while interacting with library patrons
6. Ability to be resilient and adaptable with a willingness to learn and remain flexible when faced with changing situations and an ambiguous work environment
7. Proficiency with computers and other technology is required, including, but not limited to:
 - a. Mastering the library's Integrated Library System (ILS)
 - b. Using a web browser and conducting basic web searches
 - c. Navigating a Windows environment and use of standard Microsoft software, email and calendars
 - d. Using a variety of web-based resources such as Office 365, Monarch Catalog, Libby, Hoopla, Kanopy, and more
 - e. Monitoring and responding to multiple communications streams concurrently (e.g. email, Teams, phone calls)
 - f. Assisting library users with the use of technology including performing common troubleshooting for computers, laptops, printers, fax, meeting room tech (sound and projection), and more

Post Job Offer Requirements:

Job offers for this position are contingent on the individual passing a pre-employment drug screen and background check.

Work Environment:

The work environment and physical demands characteristics described here are representative of those an employee encounters while performing the essential functions of this job. Reasonable accommodation may be made to enable qualified individuals with disabilities to perform the essential functions.

1. Sitting, standing, walking, climbing and stooping
2. Bending, twisting and reaching

3. Communicating using the telephone, reacting to alarms and call buttons, and navigating multiple distractions
4. Lifting and carrying 50 pounds or less
5. Pushing and pulling objects on wheels weighing 60-100 pounds
6. Handling, processing, picking up and shelving library materials
7. Travel to meetings outside the library

The job description does not constitute an employment agreement between the employer and employee and is subject to change by the employer as the needs of the employer and requirements of the job change.

My signature below is both an acknowledgement of my understanding of the job description for this position, as well as my commitment to uphold and promote the mission, vision, and core values of the City of Sheboygan, and work to fulfill the six values of the City's Strategic Plan.

Employee

Date

Department Head

Date

Human Resources Director

Date

City Administrator

Date

Revision Dates:

May 2, 2022

June 28, 2023

August 5, 2026

CLERK LEAD

Direct Supervisor	Circulation Supervisor
Department	Mead Public Library
Version Date	August 19, 2026
Salary Grade	5? -TBD
FLSA Status	Non-Exempt, Not Represented



Department Summary:

The Mead Public Library provides quality services, resources, and lifelong learning opportunities to meet the needs and interests of our diverse community. The function of the Mead Public Library is to serve our customers in a way that establishes a relationship of mutual gratitude – our gratitude for our customers’ patronage, and our customers’ gratitude for the quality and value they receive. This position is expected to perform all job duties with respect, integrity, objectivity, and in the best interest of the City of Sheboygan. It requires discretion when working with the public and handling confidential or sensitive information. All City employees are expected to conduct themselves with honesty and integrity.

Position Summary:

The purpose of this position is to ensure that library materials are checked in, sorted, and shelved in a timely and accurate manner so library patrons can quickly locate items of interest, while also serving as a team lead within the Clerk Department. In addition to performing standard clerk duties, the clerk lead strengthens departmental operations by supporting the circulation supervisor with day-to-day problem solving, helping maintain workflow in the workroom when staff are absent or unavailable, and helping bridge communication between clerks on the floor and the circulation supervisor. This position will also guide patrons to individual items or collections, or walk them to the appropriate staff resource, as needed.

Essential Responsibilities:

The job description includes essential responsibilities of the position and is not to be construed as all-inclusive. Duties listed below are intended only as illustrations of the various types of work that may be performed. The omission of specific essential responsibilities does not exclude them from the position if the work is similar, related, or is a logical assignment to the position.

1. Performs general day-to-day duties which include but are not limited to:
 - a. Check in returned materials and process holds
 - b. Sort and reshelv materials
 - c. Inventory and shelf read collection
 - d. Process new materials for circulation
 - e. Inspect materials for damage
 - f. Assist patrons with basic informational questions
 - g. Perform miscellaneous clerical duties
2. Serves as the primary backup to the circulation supervisor

- a. Schedule
 - b. Manage schedule adjustments
 - c. Fill behind gaps in coverage
 - d. Ensure all tasks have appropriate coverage
3. Provides workflow oversight when a clerk calls in absent or becomes unavailable
4. Redistributes scheduled tasks to other staff when needed
5. Assists the circulation supervisor with training new clerks
6. Serves as a point-of-contact for clerks
 - a. Assist with on-the-spot clerk questions
 - b. Bridge communication between clerks and circulation supervisor
7. Partners with the circulation supervisor
 - a. Support department projects
 - b. Assist with planning and delegating project tasks
8. Reports library safety and security matters to administration or facilities staff
9. Performs duties independently without direct supervision
10. Offers ideas for improving operational effectiveness or efficiency to the management team

General Responsibilities:

- Covers the public service desk as needed and provides patron account assistance
- Serves on internal committees as needed
- Travels to meetings, trainings, conferences, or other work activity as needed
- Attends evening meetings or events as needed
- Performs other related work as assigned by the director, manager, or circulation supervisor

Education & Experience:

- High school diploma or equivalency is required
- Library clerk experience or equivalent library clerical experience is preferred
- Proficient with Windows and Microsoft software (email and calendars)
- Proficient with the use of the library's integrated library system (ILS)
- Proficient with the use of the internet to conduct basic web searches
- Six months of experience in a high-volume, customer-service position preferred
- Be familiar with library services/procedures and ALA Professional Code of Ethics

Knowledge, Skills and Abilities:

- Strong interpersonal, communication, and organizational skills
- Employ appropriate techniques to meet service needs
- Adapt to changes in the library profession
- Operate standard office equipment and computer equipment
- Perform repetitive hand movements and tasks requiring fine motor skills
- Type, write, file, label, sort, shelf and process materials

CLERK LEAD

- Negotiate and handle stressful situations positively
- Work independently in a fast-paced environment with frequent interruptions
- Work collaboratively and develop/maintain relationships with staff and patrons
- Work effectively with culturally diverse patrons
- Problem solve and make sound judgments
- Set priorities to meet assignment deadlines
- Communicate ideas and information effectively both in written and oral form
- Remain professional and courteous while interacting with library patrons
- Lead, train, and support fellow staff in a positive and constructive manner
- Assist with delegating and coordinating project tasks among staff
- Fairly and consistently apply the library's policies
- Exercise sound judgment when addressing scheduling and workflow issues in the absence of the circulation supervisor
- Uphold the American Library Association's Library Bill of Rights and Freedom to Read Statement

Other Duties:

The job description includes the essential responsibilities of the position and is not to be construed as all-inclusive. The duties and responsibilities listed above are intended only as illustrations of the various types of work that may be performed and may change at any time with or without notice. The omission of specific essential responsibilities does not exclude them from the position if the work is similar, related, or is a logical assignment to the position.

Work Environment:

The work environment and physical demands characteristics described here are representative of those an employee encounters while performing the essential functions of this job. Reasonable accommodation may be made to enable qualified individuals with disabilities to perform the essential functions.

- Stand, walk, sit, talk, hear, bend, climb, twist, stoop, and reach
- Process, pick up and shelve library materials
- Lift and carry materials weighing up to 50 pounds
- See clearly at distances ranging from 20 inches to 20 feet
- Push and pull objects on wheels weighing 60-100 pounds

Post Job Offer Requirements:

Job offers for this position are contingent on the individual passing a pre-employment background check and drug screen.

Acknowledgement:

This job description does not constitute an employment agreement between the employer

and employee and is subject to change by the employer as the needs of the employer and requirements of the job change.

My signature below is both an acknowledgement of my understanding of the job description for this position, and my commitment to uphold and promote the mission, vision, and core values of the City of Sheboygan, and work to fulfill the six values of the City's Strategic Plan.

Employee

Date

Department Head

Date

Human Resources Director

Date

City Administrator

Date

Direct Supervisor	Deputy Director
Department	Mead Public Library
Version Date	August 5, 2026
Salary Grade	7-TBD
FLSA Status	Non-Exempt, Not Represented

Position Summary:

The primary purpose of this position is to work as part of a team to reach the organization's stated goals and objectives. Library assistants with a security focus may be asked to perform multiple, distinct roles in both public-facing and back-office environments. Individuals in these positions must be comfortable with change and be team players. Work is performed under the direction of the Deputy Director.

Essential Responsibilities:

1. Provides excellent customer service by linking patron needs to library and community resources in a friendly, inclusive, and respectful manner.
2. Interprets, explains, and applies library policy and procedures to respond to customer concerns.
3. Conducts routine, non-intrusive walkthroughs of the library and exterior property to maintain visibility and deter disruptive behavior.
4. Monitors activity, observes patron conduct, and employs de-escalation techniques to ensure compliance with library policies in a calm and respectful manner.
5. Provides timely reports of incidents, concerns, or unsafe conditions to supervisory staff and/or emergency responders when needed.
6. Documents incidents factually and clearly using standardized reporting procedures.
7. During critical incidents, effectively manages high-stress situations, coordinates emergency services, and ensures the safety and security of all personnel and property.
8. Supports a positive public environment by building respectful relationships with patrons from all walks of life.
9. Collaborates with staff when assistance is requested, offering a steady and reassuring presence during challenging interactions.
10. Uses the library's Integrated Library System (ILS), manages patron accounts and the circulation of library materials while maintaining patron confidentiality.
11. Handles and counts cash and performs cash transactions.
12. Offers technology assistance to patrons.
13. Provides input to managers in the improvement of library policies, plans, and goals and participates in staff committees where appropriate.
14. Upholds the American Library Association's Library Bill of Rights and Freedom to Read Statement.
15. Attends library trainings, conferences, and workshops.
16. Performs emergency duties and provides resources as needed in times of a City emergency in conjunction with the Director and in accordance with the City's emergency plan.
17. Performs other related work as assigned by the Director or Manager.

Education & Experience:

1. High school diploma or equivalency is required.
2. Computer literacy, including email, basic software and hardware proficiency, and navigating the internet is preferred.
3. Six months of experience in a high-volume, customer-service position is preferred; familiarity with public spaces, community centers, or library environments is a plus
4. One year of recent experience in maintaining, supporting working in safety and/or security environment is strongly preferred.
5. Three to five years of experience using the library's current Integrate Library System (ILS) software is preferred.

Qualifications & Skills:

1. Knowledge of library services and procedures and ALA Professional Code of Ethics
2. Broad cultural competency knowledge and skills, and ability to work effectively with a culturally diverse community.
3. Ability to problem-solve and make sound judgments.
4. Ability to fairly and consistently apply library's policy on appropriate library use.
5. General knowledge of standard safety practices.
6. General knowledge of Trauma-Informed Care practices.
7. Ability to solve problems, negotiate and handle stressful situations positively.
8. Ability to work collaboratively and develop and maintain effective relationships with staff, library users and community partners.
9. Ability to work independently in a fast-paced environment with frequent interruptions, be self-directed, problem-solve, and set priorities in order to meet assignment deadlines.
10. Ability to communicate ideas and information effectively both in written and oral form; effectively read and understand written information; and monitor and respond to multiple communication streams concurrently (e.g. email, Teams, phone calls)
11. Ability to remain professional and courteous while interacting with library patrons.
12. Utilize independent judgment and take independent action within the scope of responsibilities.
13. Proficiency with computers and other technology is required, including, but not limited to:
 - Mastering the library's integrated library system (ILS)
 - Using a web browser and conducting basic web searches
 - Navigating a Windows environment and using standard Microsoft software, email, and calendars
14. Comfortable with light walking and standing.

Post Job Offer Requirements:

Job offers for this position are contingent on the individual passing a pre-employment drug screen and background check.

Work Environment:

The work environment and physical demands characteristics described here are representative of those an employee encounters while performing the essential functions of this job. Reasonable accommodations may be made to enable qualified individuals with disabilities to perform the essential functions.

1. Scheduling requires availability during any library operating hours, including evenings and weekends. Although a weekly schedule is established, the needs of the library may require scheduling changes and flexibility.
2. Frequent communication; use of the telephone, reacting to alarms and call buttons navigating multiple distractions
3. Sitting, standing, walking, climbing and stooping
4. Bending, twisting and reaching
5. Lifting and carrying 50 pounds or less
6. Pushing and pulling objects on wheels weighing 60-100 pounds
7. Handling: processing, picking up and shelving library materials
8. Traveling to meetings outside the library

Department Summary:

The Mead Public Library provides quality services, resources, and lifelong learning opportunities to meet the needs and interests of our diverse community. The function of the Mead Public Library is to serve our customers in a way that establishes a relationship of mutual gratitude – our gratitude for our customers' patronage, and our customers' gratitude for the quality and value they receive.

Acknowledgment:

The job description includes the essential responsibilities of the position and is not to be construed as all-inclusive. The duties listed above are intended only as illustrations of the various types of work that may be performed. The omission of specific essential responsibilities does not exclude them from the position if the work is similar, related, or is a logical assignment to the position.

The job description does not constitute an employment agreement between the employer and employee and is subject to change by the employer as the needs of the employer and requirements of the job change.

My signature below is both an acknowledgment of my understanding of the job description for this position, and my commitment to uphold and promote the mission, vision, and core values of the City of Sheboygan, and work to fulfill the six values of the City's Strategic Plan.

Employee

Date

Department Head

Date

Human Resources Director

Date

City Administrator

Date

Youth Services Manager

Direct Supervisor	Deputy Director
Department	Library
Version Date	7/21/2026
Salary Grade	15
FLSA Status	Exempt
Position Status	Budgeted for January 2027



Department and Position Summary:

Mead Public Library's Youth Services Department serves as a vital community hub for early literacy, learning, and family engagement, providing children, teens, and caregivers with high-quality programs, curated collections, and welcoming spaces that spark curiosity and a lifelong love of reading.

The youth services manager provides forward-thinking leadership for this department, supervises staff, and oversees programming, and collection development for children and teens while ensuring the department's goals align with the mission, vision, and strategic priorities of Mead Public Library. This position works collaboratively across the library to support staff, enforce library policy consistently and fairly, and champion a progressive, innovative vision for youth services that reflects best practices in early literacy, child development, and community engagement. It is imperative that job duties are performed with respect, integrity, objectivity, and in the best interest of the City. This position requires discretion while working with the public and a high level of professional judgment. All City employees are expected to be honest and truthful at all times.

Essential Responsibilities:

- Supervise, schedule, train, mentor, and evaluate Youth Services staff, including librarians, paraprofessionals, and part-time staff, providing the consistent, hands-on guidance this team requires.
- Recruit, hire, onboard, and develop department staff in partnership with library administration and Human Resources; address performance concerns and administer progressive discipline as needed.
- Direct the planning, design, and evaluation of programming and services for children (birth–age 12) and teens, ensuring offerings are research-based, developmentally appropriate, and responsive to community needs.
- Oversee collection development for youth and teen materials across all formats, including selection, weeding, budgeting, and ensuring the collection reflects diverse, inclusive, and current community interests.
- Set and communicate a progressive, forward-thinking vision for the Youth Services Department that anticipates emerging trends in early literacy, digital learning, and family engagement.
- Align department goals, programming, and services with the mission, vision, and strategic plan of Mead Public Library and the City of Sheboygan.
- Partner with members of the library's leadership team to interpret, apply, and consistently enforce library policy across all service points.

Youth Services Manager

- Build and sustain partnerships with schools, early childhood organizations, social service agencies, and community partners to extend the library's impact on literacy and school readiness.
- Develop, monitor, and manage the department's operating budget, including programming, materials, and supply expenditures.
- Prepare reports, statistics, and grant applications related to Youth Services outcomes and community impact.
- Respond to and de-escalate patron concerns, behavioral incidents, and other service challenges within the department, escalating to Library Administration when appropriate.

General Responsibilities:

- Provide direct public service at the Youth Services desk, including readers' advisory, reference assistance, and technology help for children, teens, and caregivers.
- Represent the library at community events, outreach visits, school partnerships, and off-site programming.
- Participate in library-wide committees, planning teams, and professional development initiatives.
- Support data entry, statistics tracking, and other administrative tasks related to department operations.

Education & Experience:

- Master of Library and Information Science from an ALA-accredited institution required.
 - Minimum of three (3) years of supervising, training, and mentoring Youth Services staff is preferred.
 - Demonstrated knowledge of child development, early literacy practice, and age-appropriate programming for children and teens required.
 - Possession and maintenance of a valid driver's license and auto insurance in accordance with State of Wisconsin law required.
- ### Knowledge, Skills, and Abilities:
- Strong working knowledge of early literacy, child and adolescent development, and family engagement best practices.
 - Demonstrated ability to supervise, coach, and develop a team with varying levels of training and experience, fostering a collaborative and accountable department culture.
 - Skilled in collection development principles, including selection, budgeting, weeding, and evaluating materials across print, digital, and multimedia formats for children and teens.
 - Ability to design, implement, and evaluate innovative, research-based programming which anticipates the changing needs of children, teens, and families.
 - Ability to interpret and consistently apply library policy, exercising sound judgment and professional discretion.
 - Excellent interpersonal, written, and verbal communication skills, with the ability to build relationships with staff, patrons, schools, and community partners.
 - Ability to align department planning and goals with organizational mission, vision, and strategic priorities.
 - Proficiency with integrated library systems, standard office software, and emerging technologies relevant to Youth Services.
 - Ability to manage a department budget responsibly and to prepare clear reports on programming outcomes and community impact.
 - Commitment to intellectual freedom, equitable access, and inclusive service to all children, teens, and families in the community.

Youth Services Manager

Post Job Offer Requirements:

Job offers for this position are contingent on the individual passing a pre-employment background check.

Other Duties:

Please note this job description is not designed to cover or contain a comprehensive listing of activities, duties, or responsibilities that are required of the employee for this job. Duties, responsibilities, and activities may change at any time with or without notice.

Work Environment:

Work is performed primarily in a library setting, with regular movement between public service desks, program spaces, offices, and storage/workroom areas.

Employee frequently must stand, walk, sit, talk, hear, and reach with hands and arms while supervising staff and delivering or overseeing programs for children and teens. Employee occasionally must lift, bend, stoop, and retrieve books, materials, and program supplies weighing up to 25–30 pounds. Position requires the operation of office and program equipment, as well as repetitive hand movement and fine coordination to operate computer equipment. Employee may be required to travel to other locations for meetings, trainings, conferences, school visits, and community outreach. Occasional attendance at evening or weekend programs and meetings may be required. Reasonable accommodations may be made to enable qualified individuals with disabilities to perform the essential functions.

Acknowledgement:

This job description does not constitute an employment agreement between the employer and employee and is subject to change by the employer as the needs of the employer and requirements of the job change.

My signature below is both an acknowledgement of my understanding of the job description for this position and my commitment to uphold and promote the mission, vision, and core values of the City of Sheboygan, and work to fulfill the six values of the City's Strategic Plan.

Employee

Date

Department Head

Date

Human Resources Director

Date

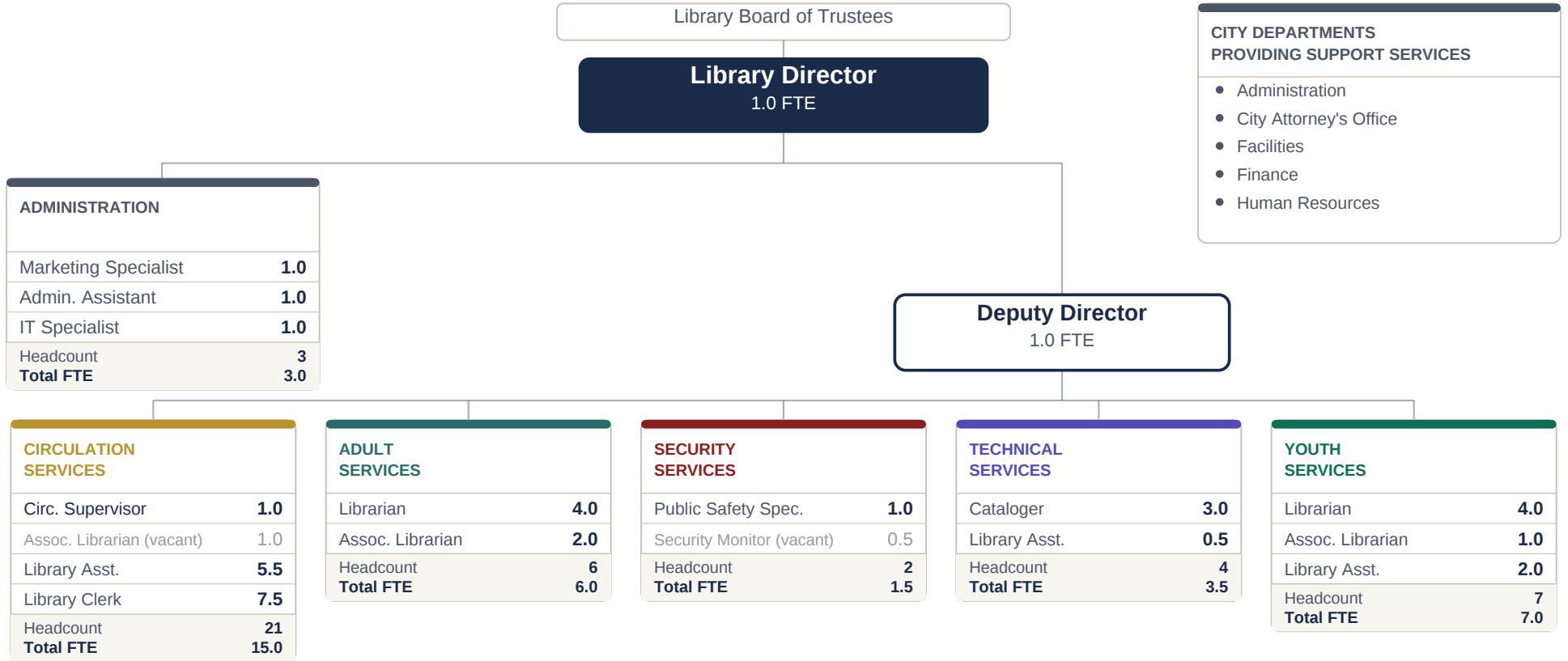
City Administrator

Date

Mead Public Library

City of Sheboygan

Item 19.



Organization summary

Team	Full-time		Part-time		Total	
	Count	FTE	Count	FTE	Count	FTE
Administration (incl. Director & Deputy Dir.)	5	5.0	—	—	5	5.0
Adult Services	6	6.0	—	—	6	6.0
Circulation Services (1 vacancy)	6	6.0	14	8.0	21	15.0
Security Services (1 vacancy)	1	1.0	1	0.5	2	1.5
Technical Services	3	3.0	1	0.5	4	3.5
Youth Services	7	7.0	—	—	7	7.0
Organization total	28	28.0	16	9.0	45	38.0

● FTE based on scheduled hours (80 hrs = 1.0 FTE, 40 hrs = 0.5 FTE).

Revision date: 8/14/2026
Board approval date: 8/19/2026
Effective date: 8/19/2026

Mead Public Library

City of Sheboygan

Item 19.

Library Board of Trustees

Library Director

1.0 FTE

City Departments Providing Support Services

- Administration
- City Attorney's Office
- Facilities
- Finance
- Human Resources

ADMINISTRATION

Marketing Specialist	1.0
Admin. Assistant	1.0
IT Specialist	1.0
Headcount	3
Total FTE	3.0

Deputy Director

1.0 FTE

CIRCULATION SERVICES

Circ. Supervisor	1.0
Assoc. Librarian	1.0
Library Asst.	5.0
Library Clerk	7.5
Headcount	20
Total FTE	14.5

ADULT SERVICES

Librarian	4.0
Assoc. Librarian	2.0
Library Asst.	1.0
Headcount	7
Total FTE	7.0

SECURITY SERVICES

Public Safety Spec.	1.0
Library Assistant/Security Monitor (vacant)	1.0
Headcount	2
Total FTE	2.0

TECHNICAL SERVICES

Cataloger	2.0
Library Assistant - Technical Services	1.0
Library Asst.	0.5
Headcount	4
Total FTE	3.5

YOUTH SERVICES

Librarian	4.0
Assoc. Librarian	1.0
Library Asst.	1.0
Headcount	6
Total FTE	6.0

Organization summary

Team	Full-time		Part-time		Total	
	Count	FTE	Count	FTE	Count	FTE
Administration (incl. Director & Deputy Dir.)	5	5.0	—	—	5	5.0
Adult Services	7	7.0	—	—	7	7.0
Circulation Services	7	7.0	13	7.5	20	14.5
Security Services (1 vacancy)	2	2.0	—	—	2	2.0
Technical Services	3	3.0	1	0.5	4	3.5
Youth Services	6	6.0	—	—	6	6.0
Organization total	30	30.0	14	8.0	44	38.0

● FTE based on scheduled hours (80 hrs = 1.0 FTE, 40 hrs = 0.5 FTE).

Mead Public Library

City of Sheboygan

Item 19.

Library Board of Trustees

Library Director

1.0 FTE

**CITY DEPARTMENTS
PROVIDING SUPPORT SERVICES**

- Administration
- City Attorney's Office
- Facilities
- Finance
- Human Resources

ADMINISTRATION

Marketing Specialist	1.0
Admin. Assistant	1.0
IT Specialist	1.0
Headcount	3
Total FTE	3.0

Deputy Director

1.0 FTE

**CIRCULATION
SERVICES**

Circ. Supervisor	1.0
Assoc. Librarian	1.0
Library Asst.	5.0
Library Clerk	6.5
Lead Library Clerk	1.0
Headcount	20
Total FTE	14.5

**ADULT
SERVICES**

Librarian	4.0
Assoc. Librarian	2.0
Library Asst.	1.0
Headcount	7
Total FTE	7.0

**SECURITY
SERVICES**

Public Safety Spec.	1.0
Library Assistant/Security Monitor (vacant)	1.0
Headcount	2
Total FTE	2.0

**TECHNICAL
SERVICES**

Cataloger	2.0
Library Assistant - Technical Services	1.0
Library Asst.	0.5
Headcount	4
Total FTE	3.5

**YOUTH
SERVICES**

Youth Services Manager	1.0
Librarian	4.0
Assoc. Librarian	1.0
Library Asst.	1.0
Headcount	7
Total FTE	7.0

Organization summary

Team	Full-time		Part-time		Total	
	Count	FTE	Count	FTE	Count	FTE
Administration (incl. Director & Deputy Dir.)	5	5.0	—	—	5	5.0
Adult Services	7	7.0	—	—	7	7.0
Circulation Services	7	7.0	13	7.5	20	14.5
Security Services (1 vacancy)	2	2.0	—	—	2	2.0
Technical Services	3	3.0	1	0.5	4	3.5
Youth Services	7	7.0	—	—	7	7.0
Organization total	31	31.0	14	8.0	45	39.0

● FTE based on scheduled hours (80 hrs = 1.0 FTE, 40 hrs = 0.5 FTE).

Organization	Object	Account Description	2027 DEPARTMENT Budget	2026 Projected Actuals	2026 Revised Budget	2026 Actuals	2025 Actuals	Notes
255	411100	PROPERTY TAX LEVY	(3,293,850.00)	(3,117,913.00)	(3,117,913.00)	(3,117,913.00)	(3,150,004.00)	5% increase in tax levy to account for position changes
255	433000	FEDERAL GRANTS - OTHER	-	-	-	-	-	and wage increases
255	435700	STATE LSTA GRANT	-	-	-	-	-	
255	436900	STATE GRANTS - OTHER	-	-	-	-	-	
255	437005	LOCAL GRANT	-	-	-	-	-	
255	437200	MONARCH - SHEBOYGAN COUNTY	(945,190.00)	(932,458.00)	(932,458.00)	(932,457.54)	(929,859.48)	
255	437210	MONARCH - OZAUKEE COUNTY	(15,178.00)	(32,793.00)	(32,793.00)	(32,792.90)	(13,112.64)	
255	437220	MONARCH - RESOURCE	(100,000.00)	(101,839.00)	(100,000.00)	(101,838.50)	(100,000.00)	
255	437230	MONARCH - ADJACENT COUNTIES	(49,076.00)	(45,787.00)	(45,787.00)	(45,786.48)	(52,151.00)	
255	451915	PATRON FEES	(7,000.00)	(7,000.00)	(7,000.00)	(3,823.45)	(5,451.37)	
255	461000	PHOTOCOPIES	(12,000.00)	(23,000.00)	(8,000.00)	(16,085.35)	(23,696.91)	50% increase to bring budget more in line with 5 year average
255	469100	VENDING/CONCESSION SALES	-	(184.00)	(600.00)	(183.66)	(902.02)	100% decrease. Vending machines removed from MPL
255	481100	INTEREST INCOME	(50,000.00)	(50,000.00)	(50,000.00)	(25,466.45)	(96,825.70)	
255	485000	CONTRIBUTIONS/DONATIONS	(70,000.00)	(343,334.00)	(70,000.00)	(343,334.23)	(220,304.62)	
255	489000	MISCELLANEOUS REVENUE	(2,000.00)	(2,000.00)	(2,000.00)	(621.26)	(2,680.22)	
255	492000	INTERFUND TRANSFER IN	-	-	-	-	-	
255	493000	FUND EQUITY APPLIED	-	-	-	-	-	
255511	510110	FULL TIME SALARIES - REGULAR	2,552,060.00	1,759,255.00	2,377,235.00	1,026,073.62	2,343,630.88	3% cost of living adjustment estimate, step increases,
255511	510111	FULL TIME SALARIES - OVERTIME	-	3,000.00	-	2,680.18	4,022.16	and additional position changes
255511	510120	PART TIME SALARIES - REGULAR	-	302,438.00	-	176,329.95	-	
255511	510130	TEMPORARY SALARIES - REGULAR	-	-	-	-	-	
255511	520310	FICA	158,228.00	127,979.00	143,995.00	71,160.87	138,190.66	
255511	520311	MEDICARE	37,005.00	29,931.00	33,673.00	16,642.47	32,318.86	higher benefits due to increase in budgeted salaries/wages and
255511	520320	WI RETIREMENT FUND	185,024.00	148,621.00	162,710.00	83,252.00	156,184.94	newly created positions
255511	520340	HEALTH INSURANCE	517,033.00	469,661.00	494,155.00	273,969.24	489,830.66	
255511	520341	RETIREE BENEFITS	-	-	-	-	-	
255511	520350	DENTAL INSURANCE	31,212.00	28,193.00	30,046.00	16,446.47	28,705.78	
255511	520360	LIFE INSURANCE	4,188.00	4,188.00	4,188.00	2,356.58	4,386.90	
255511	520400	WORKERS COMPENSATION	847.00	847.00	847.00	847.00	847.00	
255511	520410	UNEMPLOYMENT COMPENSATION	-	-	-	-	-	
255511	531100	CONTRACTED SERVICES	112,200.00	173,027.00	163,027.00	104,356.18	142,986.72	31% decrease due to removal of previously budgeted building related services
255511	531110	FINANCIAL SERVICE FEES	10,485.00	9,615.00	6,435.00	5,424.52	10,730.08	63% increase to bring budget more in line with prior year actuals
255511	531206	INSURANCE PREMIUMS	2,666.00	24,366.00	24,150.00	12,576.57	26,610.53	
255511	531400	ADVERTISING & MARKETING	9,400.00	9,400.00	9,400.00	5,862.51	7,295.10	
255511	531800	PROGRAM SERVICES	10,000.00	15,000.00	10,000.00	14,235.22	10,796.24	
255511	533105	IT SERVICE FUND CHARGES	57,746.00	57,746.00	57,746.00	57,746.00	51,944.00	Line item not final, dependent on IT Budget.
255511	533106	SOFTWARE MAINT & SUBSCRIPTIONS	31,500.00	31,015.00	30,000.00	31,014.05	35,013.16	5% increase to account for additional software subscriptions
255511	536125	EMPLOYEE DEVELOPMENT	8,500.00	8,500.00	8,500.00	6,576.02	13,052.50	
255511	537100	VEHICLE & PARKING EXPENSES	13,000.00	15,000.00	19,440.00	754.35	12,300.62	33% decrease to bring budget more in line with actual employee
255511	540100	OFFICE SUPPLIES	11,700.00	11,700.00	11,700.00	5,157.02	13,482.62	count and parking needs
255511	540130	POSTAGE & DELIVERY	7,000.00	8,000.00	7,000.00	4,654.18	9,243.51	
255511	540205	DISPLAYS	1,000.00	1,000.00	1,000.00	873.99	54.91	
255511	540222	JANITORIAL SUPPLIES	-	-	-	-	-	
255511	548001	DONATION PURCHASES	70,000.00	150,000.00	70,000.00	155,554.25	172,725.08	
255511	548002	MATERIALS - ALL CATEGORIES	370,767.00	370,767.00	370,767.00	180,098.04	338,483.31	
255511	548003	OTHER CONTENT	156,106.00	220,000.00	150,102.00	212,095.51	183,525.53	4% increase to account for rising digital content costs
255511	550110	BUILDING MAINT & REPAIR	-	-	-	-	-	
255511	555100	UTILITIES	154,527.00	148,835.00	148,835.00	84,938.26	124,070.01	9.54% increase to natural gas, 2.09% increase to electricity utilities
255511	555120	PHONES	4,000.00	4,000.00	4,000.00	2,489.69	646.88	
255511	560255	TOOLS & SMALL EQUIPMENT	3,100.00	2,000.00	3,100.00	513.50	848.71	
255511	599999	FUND EQUITY INCREASE	-	-	-	-	-	
255511	631200	BUILDING IMPROVEMENTS	-	129,200.00	124,737.05	4,462.50	335,075.65	
255511	652200	IT EQUIPMENT	25,000.00	25,712.00	24,500.00	26,831.56	25,351.13	
255511	652500	OFFICE FURNITURE/FURNISHINGS	-	-	-	-	-	

255511	659200	EQUIPMENT REPLACEMENT	-	-	-	-	210,916.20
255511	811100	INTERFUND TRANSFERS OUT	-	-	-	-	-

Account Type	Organization	Object	Project	Detail Type	Year	Line	Quantity
R	255	411100		A	2027	10	1
R	255	437200		A	2027	10	1
R	255	437210		A	2027	10	1
R	255	437220		A	2027	10	1
R	255	437230		A	2027	10	1
R	255	437230		A	2027	20	1
R	255	437230		A	2027	30	1
R	255	437230		A	2027	40	1
R	255	451915		A	2027	10	1
R	255	461000		A	2027	10	1
R	255	469100		A	2027	10	1
R	255	481100		A	2027	10	1
R	255	485000		A	2027	10	1
R	255	489000		A	2027	10	1
E	255511	531100		A	2027	10	0
E	255511	531100		A	2027	20	1
E	255511	531100		A	2027	30	0
E	255511	531100		A	2027	40	1
E	255511	531100		A	2027	50	12
E	255511	531100		A	2027	60	1
E	255511	531110		A	2027	10	1
E	255511	531110		A	2027	20	12
E	255511	531110		A	2027	30	1
E	255511	531206		A	2027	10	1
E	255511	531206		A	2027	20	1
E	255511	531400		A	2027	10	1
E	255511	531800		A	2027	10	1
E	255511	533105		A	2027	10	1
E	255511	533106		A	2027	10	1
E	255511	533106		A	2027	20	12
E	255511	536125		A	2027	10	1
E	255511	537100		A	2027	10	1
E	255511	540100		A	2027	10	1
E	255511	540130		A	2027	10	1
E	255511	540205		A	2027	10	1
E	255511	548001		A	2027	10	1
E	255511	548002		A	2027	10	1
E	255511	548003		A	2027	10	1
E	255511	555100		A	2027	10	1
E	255511	555100		A	2027	20	1
E	255511	555100		A	2027	30	1
E	255511	555100		A	2027	40	1
E	255511	555120		A	2027	10	1
E	255511	560255		A	2027	10	1
E	255511	652200		A	2027	10	1

Amount	Project String Type	Project String
#####		
(\$945,190.00)		
(\$15,178.00)		
(\$100,000.00)		
(\$816.00)		
(\$45,648.00)		
(\$1,241.00)		
(\$1,371.00)		
(\$7,000.00)		
(\$12,000.00)		
\$0.00		
(\$50,000.00)		
(\$70,000.00)		
(\$2,000.00)		
\$0.00		
\$43,200.00		
\$0.00		
\$22,000.00		
\$45,000.00		
\$2,000.00		
\$0.00		
\$7,200.00		
\$3,285.00		
\$2,666.00		
\$0.00		
\$9,400.00		
\$10,000.00		
\$57,746.00		
\$30,000.00		
\$1,500.00		
\$8,500.00		
\$13,000.00		
\$11,700.00		
\$7,000.00		
\$1,000.00		
\$70,000.00		
\$370,767.00		
\$156,106.00		
\$1,540.00		
\$1,760.00		
\$38,975.00		
\$112,252.00		
\$4,000.00		
\$3,100.00		
\$25,000.00		

Description

PROPERTY TAX LEVY
 MONARCH - SHEBOYGAN COUNTY
 FEES RECEIVED FROM OZAUKEE
 MONARCH - RESOURCE LIBRARY FEES
 MONARCH ADJACENT COUNTY FEES - WASHINGTON COUNTY
 MONARCH ADJACENT COUNTY FEES - MANITOWOC COUNTY
 MONARCH ADJACENT COUNTY FEES - FOND DU LAC COUNTY
 MONARCH ADJACENT COUNTY FEES - CALUMET COUNTY
 LOST BOOK PENALTY REVENUE
 PUBLIC USE OF THE PRINTER/COPIERS
 VENDING MACHINE COMMISSION
 INTEREST INCOME
 DONATIONS RECEIVED
 ITEMS PURCHASED & REIMBURSED
 WELLS FARGO - MBM - PITNEY BOWES
 NAVIANTMONARCH LIBRARY SYSTEM
 OUTSOURCED GRANT WRITING
 CONTRACTED SERVICES
 JAMES LEASING
 CHARTER INTERNET
 BANK FEES
 MERCHANT CC SERVICE FEES
 BAKER TILLY FINANCIAL FEE ALLOCATION
 CVMIC BOILER & MACHINERY PREMIUMS
 MPIC PROPERTY INSURANCE EXPENSE
 VARIOUS MONTHLY EXPENSES
 MONTHLY PROGRAM SERVICES EXPENSE
 IT FUND SERVICE CHARGE
 SOFTWARE MAINTENANCE
 CLAUDE AI MONTHLY SUBSCRIPTION
 STAFF TRAINING/CONFERENCES/ETC.
 STAFF PARKING EXPENSE
 MONTHLY OFFICE SUPPLIES EXPENSE
 POSTAGE & SHIPPING COSTS
 MONTHLY DISPLAYS EXPENSE
 DONATION PURCHASES EXPENSE
 MATERIALS & PROGRAM SUPPLIES
 MAGAZINES & INTERNET INCLUDED
 SEWER EXPENSE
 QUARTERLY WATER EXPENSE
 GAS UTILITY
 ELECTRIC EXPENSE
 TELEPHONE
 TOOLS/SMALL EQUIPMENT
 IT EQUIPMENT

Justification

Request Group

User Defined

LIBRARY REMOVING VENDING MACHINES IN 2026

4% INCREASE TO DIGITAL SERVICES

Support & Public Services Report to the Mead Library Board of Trustees

Submitted by Cheryl Nessman & Aleah Hill

August, 2026

Staffing:

- Interviews for the Library Assistant – Technical Services position were held and we hope to announce the successful candidate soon.
- New Library Assistant has started on the First Floor Circulation Department!

Programming/Exhibit/Outreach Highlights:

- Working with the Case Manager and Therapists employed through Catholic Charities on having informational tables in regard to community resources and mental health help as well as future programs around parenting, mental health, housing, etc.
- If you visit Bookworm Gardens, you may notice Mead's GO BIG: Wild Wisconsin Reading Lists throughout the area. They contain staff-recommended lists of children's books that help them explore Wisconsin's natural wonders.
- Upcoming programs:
 - Aug. 17th: Carnivorous Plants 101 (adult)
 - Aug. 18th: Preschool Playshop: School Readiness
 - Aug. 20th:
 - Bottle Cap Mural Building (part of STEMist in Residence program) (all ages)
 - Build Your Own 3D Printed Dragon (kids & tweens)
 - Food Preservation (teen & adult)
 - Aug 21st: Ballroom Dance – Waltz (teen & adult)
 - Aug. 27th: Seed Saving (teen & adult)
 - Aug. 28th: Sheboygan County Memory Cafe (adult)
 - Aug. 31: Autumn Gardening (adult)
 - Sept: return of kids' storytimes, now including a **sensory storytime** for those who find traditional storytimes overwhelming.
- Preliminary Summer Reading Program Stats:
 - Children's Stats**
 - Registered- 843
 - Readers who have logged minutes- 712
 - Mins read total: 707,151

Teen's Stats

Registered- 658

Readers who have logged minutes - 269
Mins read total: 366,711

Adults' Stats

Registered- 538
Readers who logged minutes - 436
Mins read total: 777,183

All SRP mins read: 1,851,045

Children's Math Challenge Stats

Registered- 404
Kids who completed activities- 61

Patron Services:

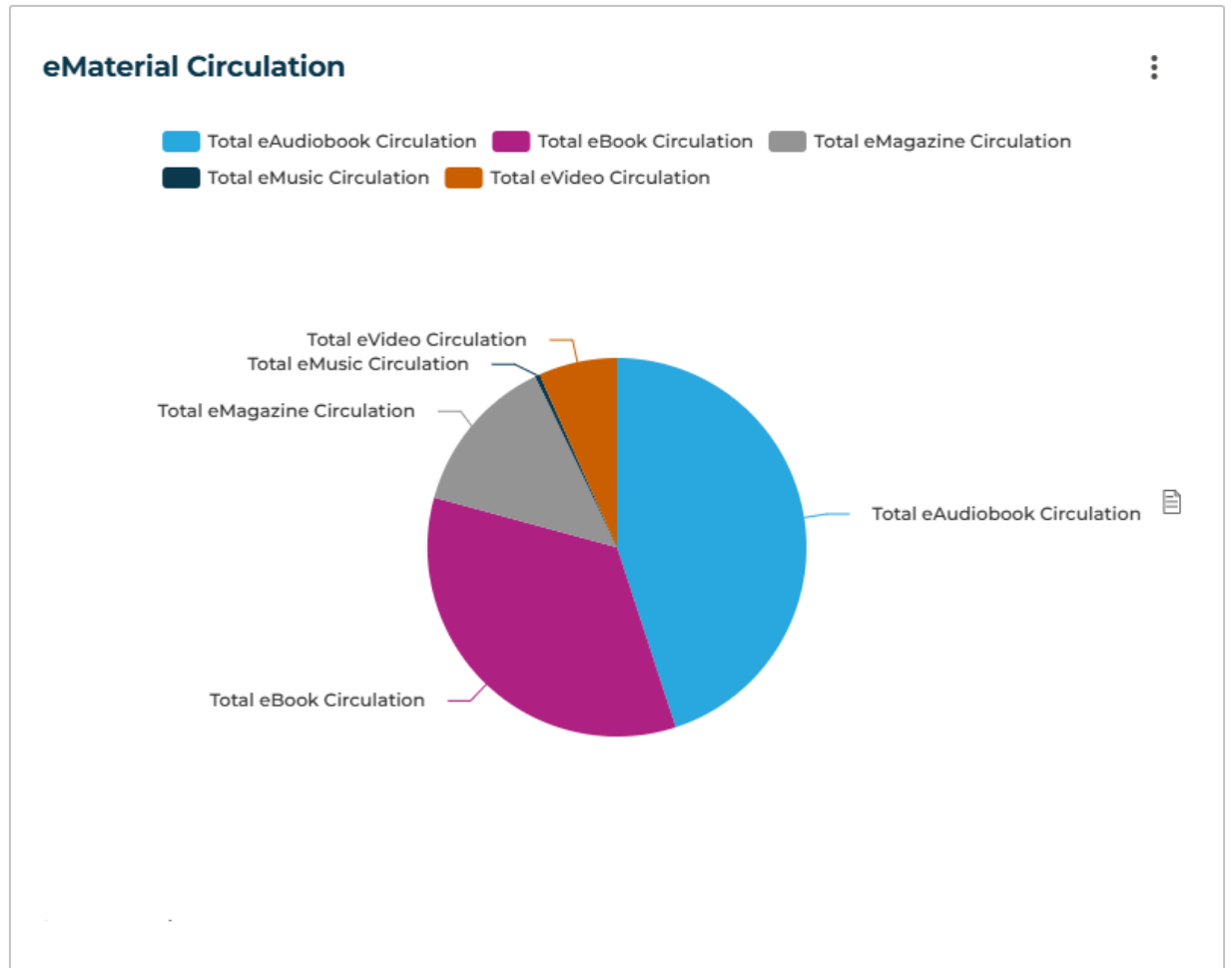
- A slow rollout of the Bags, Backpacks & Personal Items and the no sleeping portion of the updated Code of Conduct began on Aug. 3rd with full enforcement going into effect the week of Aug. 10.
- We are holding off on enforcing the cart/wagon portion of the Code of Conduct, as some issues were discovered during the slow rollout. Our Safety and Welcoming group will be meeting to discuss.

Collections:

- New Jan-June 2026 stats pulled from LibraryIQ:



(Books, AV, Kits, etc.)



(Hoopla, Kanopy, Libby)