



December 5<sup>th</sup>, 2025

Jackie Q. Carter  
Executive Secretary  
City Service Commission  
200 E Wells Street, Room 706  
Milwaukee, WI 53202

Dear Executive Secretary Carter,

Over the past few years, much of Milwaukee Public Library's focus has been on recovery – reactivating our spaces, building community connections, and working toward the goal of returning to pre-COVID numbers. MPL has made incredible progress, and recognize we're at a pivotal moment not just as a library system, but as a public institution meeting patron's evolving needs.

Across the country, patron expectations and needs have evolved and at MPL, we've seen that shift first-hand. People are increasingly turning to libraries for services and resources beyond traditional library functions. Patrons come to MPL for digital access, job seeking, health resources, community connection, and more. In order for MPL to thrive in the 21<sup>st</sup> century, our structure, staffing, and service model must evolve too.

To understand how we can meet those needs and serve Milwaukee more effectively, MPL completed two major studies:

- The Get Loud community survey, where patrons shared what they want from their library.
- A data-driven staffing analysis, conducted with a national consulting firm to examine how our public facing staff are currently deployed, and how that compares to what our patrons actually need.

The goal of the staffing analysis was to support MPL's efficient and effective use of resources while maintaining current service levels. As part of the study there were 73 staff interviews, a survey of 208 employees, review of documents and data, peer benchmarking, and best practice research. A workload analysis was also conducted that included reviewing job descriptions, self-reported time surveys and workload data, calculating factors including desk coverage, patron traffic, patron interaction levels, security incidents, and circulation, to understand workload demands by role and location.

The staffing study shows MPL has the capacity needed to staff operations effectively but only if we adjust how and where positions are allocated. As part of our 2026 budget, MPL has submitted a staffing structure that supports the first steps of this realignment by repurposing and reassigning some roles to better align with service demands, without layoffs.

Circulation staff provide support for traditional library services associated with the circulation of physical library materials and patron services. These duties include staffing public services desks, library account registration, checking out library materials, answering directional and general information inquiries, and materials handling, including checking in, verifying, sorting and shelving library materials. Circulation staff are assigned to all library locations.

Two key recommendations from the staffing study are to reduce the Central Circulation team to align staffing with workload measures, and eliminate the three separate sections of Central Circulation and create a unified Central

Circulation team. Based on the recommendations of the staffing study, MPL's 2026 budget includes the following adjustments:

- Reduce Central Library Circulation Services Representative (LCSR) positions from 25 to 15
- Reduce Central Library Circulation Services Representative-Lead (LCSR-Lead) positions from 4 to 3
- Reduce Central Library Circulation Services Supervisor (LCSS) positions from 3 to 2

Current staff and vacancies of the Central Circulation Unit:

<b>Job Title</b>	<b>Name</b>	<b>Date of Hire in Title</b>
LCSR	Mary Jeske	11/02/1987
LCSR	David Lathrop	03/12/2006
LCSR	Thomas Flynn	04/21/2008
LCSR	Rafael Ruiz	02/23/2009
LCSR	David Beasley	01/22/2012
LCSR	Darrell Butler	06/11/2012
LCSR	Tina Jensen	06/03/2013
LCSR	Malcolm Coleman	05/07/2017
LCSR	Alexa Denk	06/03/2018
LCSR	Aariyon Truss	07/16/2018
LCSR	Sandy MacMurdo	12/18/2019
LCSR	Kathryn Gajewski	05/23/2021
LCSR	Carly Hirmer	02/28/2022
LCSR	Thomas Hughlett	02/28/2022
LCSR	Erin Dickenson	05/30/2022
LCSR	Jenna Jazna	05/10/2023
LCSR	Ryan Morscher	05/14/2023
LCSR	Breanna Weber	10/30/2023
LCSR	Jennifer Langkammer	05/13/2024
LCSR	Christopher Reinos	05/20/2024
LCSR	Naomi Grant	06/03/2024
LCSR	Clarke Kerkman	08/07/2024
LCSR	<i>Vacant</i>	
LCSR	<i>Vacant</i>	
LCSR	<i>Vacant</i>	
LCSR – Lead	Edward Hogan	02/08/2021
LCSR – Lead	Heather McSorley	05/30/2021
LCSR – Lead	Brandie Rayford	05/30/2021
LCSR – Lead	Heidi Harring	11/13/2022
LCSS	Cynthia Barnes	06/20/2005
LCSS	Irene Crivello	03/08/2020
LCSS	Joseph Moretz	04/03/2022

With the final 2026 adopted budget, there are seven vacant LCSR positions in the branches. These vacancies include previously vacant positions, and the conversion of LCSR – Limited Part-Time positions being converted to full-time positions.

As fewer overall staff are assigned to each branch in comparison to Central, staffing shortages in the branches directly impact patron services, staff and patron safety, and in extreme circumstances, the ability to open to the public.

Therefore, in order to better align staffing with service demands and ensure every location and service point has the coverage and support required to meet evolving community facing public services, and to avoid any layoffs, MPL is prioritizing transferring Central Circulation staff to vacant positions in the branches.

MPL posted internal transfer opportunities for Central LCSRs for vacant branch LCSR positions to solicit voluntary staff transfers. Only two Central LCSRs expressed interest in the transfer opportunity. Due to the high number of staff in Central Circulation LCSR positions, MPL based the remaining transfers on seniority, selecting the least senior staff members for transfer.

The group of seven staff members had the opportunity to meet with the five branch managers with vacant positions for both managers and staff to assess best fit and provide rankings of their preferred branch. Human Resources compiled all the information and were able to assign the majority of staff to their first choice of transfer location (lowest choice being third), to be effective PP2, 2026.

Job Title	Name	Branch Location
LCSR	Thomas Hughlett (Voluntary)	Mitchell St.
LCSR	Ryan Morscher	Atkinson
LCSR	Breanna Weber	Villard Square
LCSR	Jennifer Langkammer	Martin Luther King
LCSR	Christopher Reinos (Voluntary)	Bay View
LCSR	Naomi Grant	Martin Luther King
LCSR	Clarke Kerkman	Bay View
LCSR	<i>Vacant</i>	
LCSR	<i>Vacant</i>	
LCSR	<i>Vacant</i>	

In line with the staffing study analysis and recommendation, the three separate sections of Central Circulation are being eliminated and instead a unified Central Circulation team is being created. This approach aligns with best practices observed in other large urban libraries, such as the Carnegie Library of Pittsburgh, Buffalo & Erie County Public Library and Central Library at the Kansas City Public Library.

As part of this shift, the LCSR-Lead positions are being reduced by one position and the LCSS positions are being reduced by one position.

An additional Library Communications Assistant position was created in the Security Unit as part of the 2026 adopted budget to further support the security challenges within the Milwaukee Public Library system. The Library Communications Assistant position and the LCSR-Lead position are in the same pay range, are both located at the Central Library, have similar hours, and the same minimum qualifications.

The LCSS position at Central have a similar counterpart in the branches, the Library Services Supervisor (LSS). There has been an LSS vacancy at the Atkinson branch since May 2025. The LSS supervises circulation services and the LCSRs at the branches. The LSS has two additional job responsibilities: serving as the Person-In-Charge and providing reference assistance as necessary. The minimum qualifications are the same with one additional requirement for the LSS: completion of a three-credit reference course from an accredited school within one year from date of appointment.

MPL posted internal transfer opportunities for the Library Communications Assistant position and the LSS position at the Atkinson Branch to solicit voluntary transfers, however no staff expressed interest. Therefore, the Library opted to conduct interviews with the four staff members in LCSR-Lead positions and the three staff members in LCSS positions to ensure business efficiency and best fit. The interview panels selected the following employees for transfers, to be effective PP2 2026:

Job Title	Name	Transfer
LCSS	Joseph Moretz	Library Services Supervisor
LCSR-Lead	Heather McSorley	Library Communications Assistant

Once the City Service Commission approves this layoff plan, the staff impacted will receive a formal letter informing them of their transfer and effective date. All staff have been verbally notified.

As a final note, due to the circumstances of these transfers, MPL is requesting the probationary periods be waived for the staff members transferred to the Library Services Supervisor (LSS) and Library Communications Assistant (LCA) positions.

Jessica Wolf, Library Human Resources Administrator will be present at the City Service Commission meeting to answer any questions you may have.

Sincerely,



Joan Johnson  
Library Director