

Appleton Public Library

2013 Appleton Public Library Strategic Plan



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APL150 | The Process

We believe that the Appleton Public Library ("APL") has continued to play a vital role in our community. With annual circulation of well over a million volumes, a growing number of e-book uses now in the tens of thousands per year, and tens of thousands of participants in library programs each year, we have striven to be responsive to the changing demands of our service population.

Almost two years ago, the Board of Trustees and the Friends of APL ("Friends") decided that we should globally analyze the demands which our community is likely to place on the library as we approach our 150th anniversary in 2047. Our plan is to take all of our research and investigation into consideration in judging how our facility can be adjusted to meet the changing demands.

Our investigation has been rigorous and as comprehensive as we could plan. It started in April 2012, when we began a series of what we called Community Conversations. These 20 focus groups called together diverse members of our community to address what were their hopes and aspirations for our library in the future.

In March 2013, we brought in an urban planner, Tony Nelessen, who gave a well attended public presentation on the future of cities like Appleton, and the role an institution like our library is likely to play.

In April 2013 we brought another speaker, a futurist named Gary Golden, who more specifically looked at the likely future functions of a public library. This presentation was also well attended by the public.

Over the last year we have also visited libraries that are known for providing high quality, 21st century library service.

The staff at APL made very impressive presentations of what they believe the future holds for the services for which they are responsible.

Finally we convened a 10 member Community Advisory Committee which met several times over the summer months, brainstorming over the future of the library and the nature of the immutable services we provide. This volume provides the fruits of our last year and a half of labor.

Personally, one conclusion I have reached is that the core of the library is as a community asset to promote lifelong learning. My other principal conclusion is that, although it might be difficult to define what the specific demands on the library will be in twenty-five years, whatever our 21st century library becomes, it must be designed to be responsive to rapidly changing technology and environments. It should also be a facility that stirs the public imagination and leads by example.



It has been a very interesting and exciting time for those of us involved, and we hope this material allows our Board of Trustees, the City of Appleton, Outagamie County, and our patrons to plan for the future of the Appleton Public Library.

John Peterson
President | APL Board of Trustees



John Peterson

A letter from the Mayor

The City of Appleton's mission statement states that we are dedicated to meeting the needs of community and enhancing the quality of life. The Appleton Public Library plays a key role in the City's ability to meet that mission. This year the Appleton Public Library has undergone a strategic planning process in a very deliberate way that focused on community input. This new plan reflects the will of the community and speaks directly to some of our greatest strengths in the City of Appleton.

The City is on the verge of a new wave of investment in the downtown and the Appleton Public Library is one of those major investments. It is our responsibility to make sure that the Appleton Public Library is a vibrant regional asset that is poised to serve today's and tomorrow's community members.

With all of the changes happening in public libraries, I applaud the work done by the library Trustees, the library staff and the community. This is a plan that looks to the future...and that's exciting!



Mayor Hanna

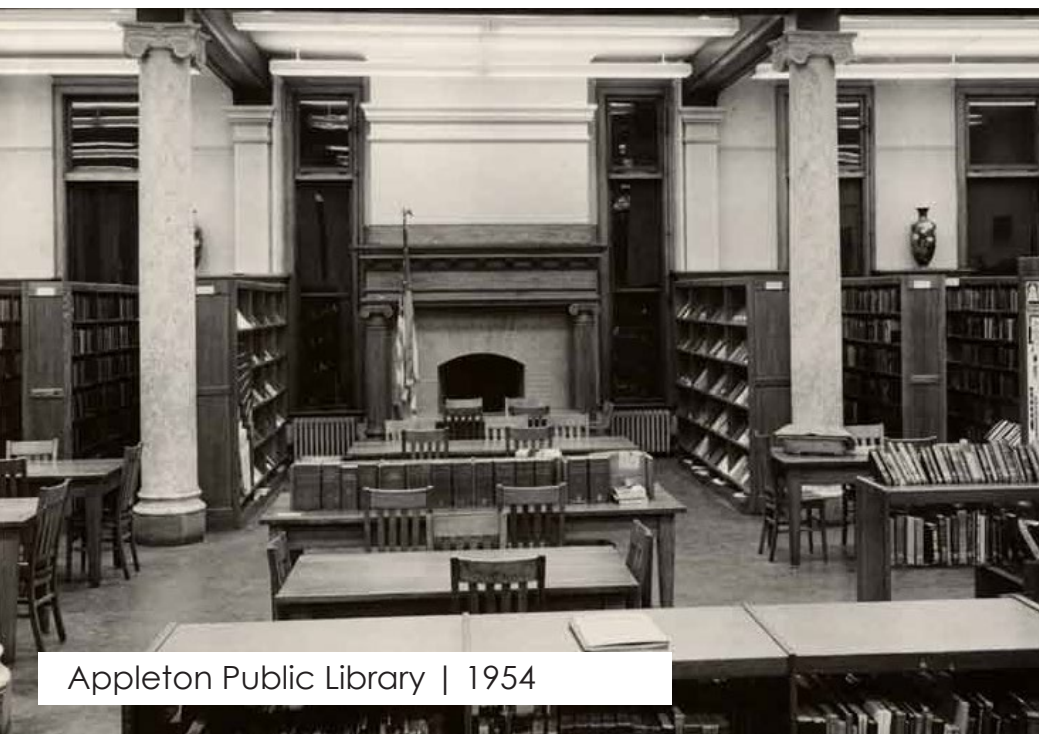
A handwritten signature in black ink, appearing to read 'Timothy Hanna', written in a cursive style.

Timothy Hanna
Mayor | City of Appleton





Appleton Public Library | 1887



Appleton Public Library | 1954



Appleton Public Library | 1981

Looking to the Future



Colleen Rortvedt

This is an ambitious plan that aims to reach toward the 150th anniversary of the Appleton Public Library in 2047. That is admittedly a long way off and no one involved in the process realistically thought that we could predict that far into the future with flawless accuracy. Our intention was to create a plan whose mission, vision and services would be flexible and responsive to community needs long into the future by setting the goal this far, to our sesquicentennial, would serve as a constant reminder to Trustees, staff and the community that we are thinking not only about how the library is used today or how it will be used in a few years, but that we are developing a plan of service that we hope will be responsive to the hopes and dreams of the future members of our community who may not even be born yet.

The seven strategies developed through our community-centered process with our advisory committee serve as the building blocks of the services we will offer for years to come. In this document, we have provided local voices that speak to each strategy in hopes that they will help bring them to life. I have to thank the extensive work of the APL staff, our APL Board of Trustees, the Mayor and our city leadership, the Friends of Appleton Public Library, our Community Advisory Committee and the hundreds of you who have been willing to add your voice to this plan either through participating in Community Conversations, our public survey or our Library Futures presentations. Finally, I want to thank the local leaders who contributed directly to this document. Your perspectives and personal experiences speak in a meaningful way that broadens the understanding of each strategy.

Public Libraries are inherently local institutions and we are fortunate in this great community to have an abundance of dedicated community members who expect a great library. I am confident that by following these strategies we will look back and say that we have realized the library's new vision to transform our community's potential into reality.

A handwritten signature in black ink that reads "Colleen Rortvedt". The signature is fluid and cursive, with a long horizontal stroke extending from the end.

Colleen Rortvedt
Director | APL

A Special Thank You

APL 150 is designed to create a path to the successful future of the Appleton Public Library. There was a great deal of input from the community and data from the library world to consider. Once all of this information was collected, a group of leaders needed to get together and determine what to do with all of this feedback. The Community Advisory Committee was this group of leaders. They took on this challenge with intensity and a clarity of focus that was inspiring. Countless hours of preparation and contemplation from a group that went above and beyond what was asked of them. They took ownership of the process and wouldn't rest until they had reached the outcomes that would setup APL for success far into the future.

I was honored to be involved in the process and proud of the work that was accomplished. I believe the CAC will look back on this experience knowing they made a significant impact on the lives of everyone connected to the library and the Fox Valley community.



Ben Fauske
CAC Facilitator

Community Advisory Committee

Carolyn Desrosiers

Harmony Cafe

Jennifer Edmondson

Friends of APL

Tony Gonzalez

United Way - Fox Cities

Melody Hanson

APL Staff Rep

Alderperson Joe Martin

City of Appleton District 4

Debbi Natali

AASD/Einstein Middle School

Mark Priddis

AT&T

MaryKate Schneider

APL Board of Trustees - Teen Rep

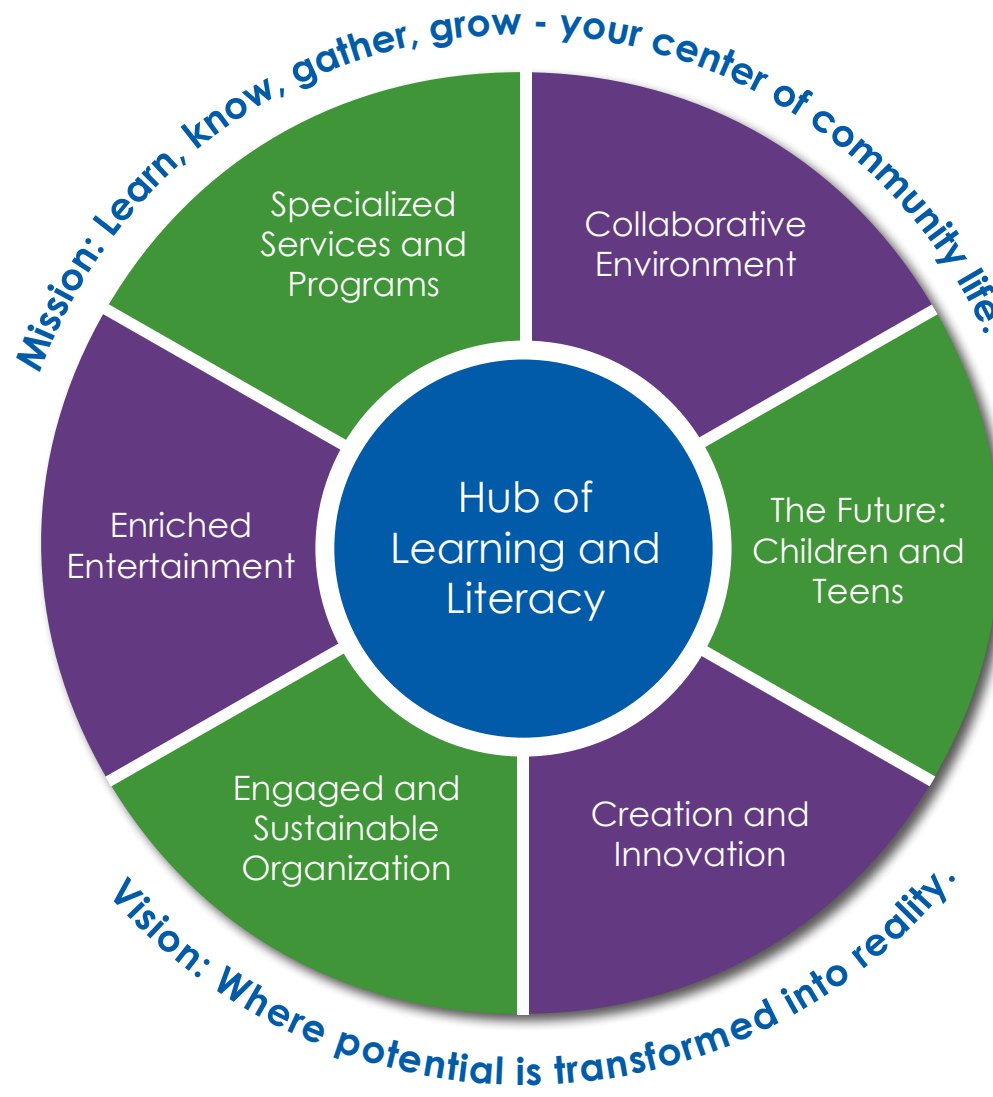
Jennifer Stephany

ADI, Inc.

Liz Witek

APL Board of Trustees

APL150 Strategies





Don Hietpas

Just as public schools are seen as the centers of learning in our society for children and young adults of school age, so are public libraries the centers of life-long learning from birth to old-age.

Beginning with young children brought to the library by parents and families, continuing through school years and into adulthood, age appropriate resources and support are available and everyone is welcome. A love of learning, connections to literature, opportunities for discourse, ability to research, analyze, and think critically are paramount to an educated, engaged society which, in turn, is critical to a community in order to progress, grow, and thrive.

Libraries gather some resources and provide access to others and make them available to everyone in the community. The available literature, technology, media, programs, etc., connect people to learning opportunities and contribute to this critical life-long learning process. No other place in the community fills this role to the extent that the library does and nobody does it better.

The Appleton Public Library is truly the “Hub of Learning and Literacy” for the greater Appleton community.

Don Hietpas
Appleton Area School District

APL Board of Trustees
Friends of APL Board



Hub of Learning and Literacy

We connect members of our community with opportunities for growth, self-instruction and inquiry. We recognize reading as the heart of the library's mission and also expand beyond it to offer our community additional ways to improve and develop.

- We serve as a leader in our community, a place for continuous learning to connect people with books, literature and resources that motivate and help them grow. We provide resources to support a love of literature to patrons in all stages of life.
- We provide resources and support for learning and literacy.
- We recognize that literacy is more than just reading and includes a wide range of skills needed for success.
- We develop services and collections by positioning our staff as partners with our community.
- We provide a continuum of high-quality programming for all life stages working with cross-sector community partners to showcase local experts in areas of interest to the community.
- We serve as a bridge to technology offering digital content and guided assistance.
- We provide an agenda-free space for our community to come together.
- We believe equal access is essential to our democratic society and we provide that access to our community.

Collaborative Environment

We celebrate our diverse community, serving as a place where understanding can grow. We work with many partners, allowing our entire community to benefit from shared knowledge and information.

- We are a community-centered institution and strive to develop policies and services that respond to community needs and interests.
- We develop policies, collections and public services that include diverse representation from the community through the Library Board of Trustees, staff, volunteers, patrons and community-at-large.
- We play a key role in resource sharing within the library system and throughout the state.
- We serve as a place of discovery, inspiration, learning, discussion and gathering.
- We create a platform where librarians, community members and organizations can exchange knowledge on topics of interest to the community at large.
- We work with neighbors and the community as a whole to ensure that we offer a safe and welcoming environment.



Libraries of the 21st Century are places where books, as well as programs, policies and services, help people of all ages make sense of and enjoy their world.

Librarians have always been good listeners, responding to the interests and needs of those who visit the library, but librarians of the 21st Century are expanding their roles by getting out into the community, and developing programs and services that reflect the dreams, concerns and desires of the community.

Using the resources of the library, librarians can then address these dreams, concerns and desires, gathering people of diverse skills, talents and backgrounds to share knowledge, create solutions and even entertain.

Along with helping visitors navigate the collection at the library, collaborating with the community to develop meaningful programs and services is an additional responsibility of the 21st Century librarian, and one that the librarians of the Appleton Public Library are eager to embrace.



Renee Boldt

Renee Boldt
Library Advocate

President, Friends of APL Board



MaryKate Schneider

I am currently fifteen years old; a high school student. When the library reaches its 150th anniversary, I will be 49.

APL has been such a catalyst for change in my life, a place in my community where I have felt welcomed and at home. For my little sister's sixth birthday, I took her to get her first library card. I want her, and all other children, to be able to walk into their library and feel like it belongs to them, that they will have the drive to learn and explore and create. I want that for the children I may have.

By being a part of APL I have had the opportunity to meet incredible peers and mentors. I have been able to actually make friends and have fun, something I missed out on when I was younger. Our library has done so much for me, and I have it on good record that I am not the only kid it's made a difference for. I fought for this to be a key part in our plans for the future because we need every child to grow up and feel like they can be something great, which I hope the library helps them achieve.

**MaryKate Schneider
Student**

APL Board of Trustees -
Teen Representative



The Future: Children and Teens

We provide youth of all ages in our community with programs and services that are age-appropriate, dynamic and inspiring. We ensure that children from all backgrounds find a supportive place at the library for their futures.

- We provide resources from birth through adolescence to inspire a love of learning and literature.
- We provide crucial learning and literacy programs and services for infants, children, teens and their parents.
- We provide a safe, open and engaging environment that is developmentally appropriate for youth in their pursuits of learning and leisure.
- We provide instructional programs and services to offer parents tools and resources to be their child's first teacher.
- We support educational curricula through collaboration with educators and relationships with parents, caregivers and other service providers.
- We participate in community-wide efforts to equalize opportunities for all youth ensuring that collections, services and programs are accessible to the diverse community we serve.

Creation and Innovation

We honor imagination, invention, and inspiration. We implement spaces, collections and programs to encourage discovery, development and originality.

- We provide spaces and community connections which bring creative people together encouraging innovation and collaboration.
- We work with collaborators to instruct, inspire, create and innovate.
- We provide access to resources in a variety of formats including physical materials, digital content, community experts and technology.
- We create spaces and resources for experimentation with creative endeavors and technology.
- We work with the community and local organizations to create, preserve, organize and disseminate local events, history and culture.



The scientist and essayist, Stephen Jay Gould, once said, "My talent is making connections."

The Fox Valley is filled with creative and innovative people like that -- people who make connections -- and the Library is the place for those people to make those connections: with each other, with ideas, with the tools and resources for the creative, innovative things they want to do.

The Library's the place for adults, kids, families, students -- everybody -- to make connections in order to discuss, to learn, to have fun, to create new knowledge.

I'm delighted that Appleton Public Library has decided to make these connections a priority. Our Library is well suited to tackle changing and emerging technologies and to help the rest of us make the best use of them.

Peter Gilbert
Lawrence University
Friends of APL Board
President, OWLS Board



Peter Gilbert



John Larson

The Appleton Public Library has a history of combining public and private funding to provide the community with a very valuable resource that is more than just a traditional collection of books and reference materials. The staff, library volunteers, and Friends of the Appleton Library organization are making every effort to continue the Library's tradition of excellence.

The needs of the Appleton community are changing, partly driven by technological developments, and the library has been and continues to adjust to the new needs.

As the Appleton community grows, the staff and volunteers want the library to grow accordingly as a source of education and enjoyment. Community support, both public and private, is required to ensure our Library meets the needs of our growing community.

We have one of the busiest libraries in Wisconsin by many measures. The terrific groups of people working and volunteering at the Library are diligently striving to maintain a top-quality and vibrant Library for the future.

John Larson
Robert W. Baird & Co.
Friends of APL Board



Engaged and Sustainable Organization

We maintain a knowledgeable and creative staff that represents and aids our diverse community. We work closely with many organizations and partners to benefit those we serve.

- We place a priority on recruiting, developing and investing in an engaged staff who reflect the personality and diversity of the community we serve.
- We maximize the potential of our community's public investment with private support and advocacy through Friends of Appleton Public Library and through recruitment of dedicated and engaged volunteers.
- We share resources and expertise with the library system in a mutually beneficial and integrated partnership.
- We develop cross-sector community partners in a manner that enhances library and partner resources.
- We provide a responsive, flexible, environmentally-friendly facility that can adapt to community priorities.

Enriched Entertainment

We embrace the important role of entertainment in the lives of our community members and its ability to enhance and enrich our lives. We maintain a collection that covers the breadth of changing interests, technologies and formats.

- We are a community-centered institution and strive to develop policies and services that respond to community needs and interests.
- We develop policies, collections and public services that include diverse representation from the community through the Library Board of Trustees, staff, volunteers, patrons and community-at-large.
- We play a key role in resource sharing within the library system and throughout the state.
- We serve as a place of discovery, inspiration, learning, discussion and gathering.
- We create a platform where librarians, community members and organizations can exchange knowledge on topics of interest to the community at large.
- We work with neighbors and the community as a whole to ensure that we offer a safe and welcoming environment.



Over many years of law practice, friends have asked me to talk to their children who seemed interested in becoming attorneys. I've often surprised them with the question "When you can steal away 10 minutes in a hectic day to do something strictly for pleasure, what do you do?" If they respond that they sneak in some reading, I tell them they might be OK going to law school and becoming a lawyer.

In my experience, the common denominator among successful, happy lawyers is that they love reading for pleasure and diversion...it helps keep them sane.

No matter one's walk of life, leisure reading can be a thing of daily joy. We need a thriving public library to make that joy available to all who desire it!

Jeff Riester
Godfrey Kahn
Local Reading Enthusiast



Jeff Riester



Kathy Flores

The Appleton Public Library is known as a welcoming and inclusive environment for our diverse community.

Their strategy of Specialized Services and Programs is an example of how they serve the needs of people from all different backgrounds in a compassionate, innovative and inclusive manner.

Working with individuals from varied backgrounds, APL continues to help people share their experiences and their stories with others to create opportunity for learning and real community interaction both inside the Library and in the community at large. APL staff understands that while diversity is something that happens naturally in a community, it is the action verb of inclusion that requires us to think outside the “box” or to even do away with the concept of the “box” altogether.

As the community continues to evolve and change in demographics, I am certain that the Appleton Public Library will keep up with those changes and continue to be seen as a leader in honoring diversity and inclusion.

The strategy of Specialized Services and Programs isn't just good business sense, it is imperative to the survival of community libraries.

Kathy Flores
City of Appleton
Diversity Coordinator



Specialized Services and Programs

We support and sustain learning for all ages. We address the varied needs within our community by offering targeted assistance for different populations.

- We provide specialized services and dedicated programs for diverse user groups.
- We provide resources to support a continual love of learning to patrons in all stages of life.
- We support adult education and learning.
- We work with individuals of all backgrounds and interests to create a forum where people can share their experiences and engage in community dialog.
- We participate in community-wide efforts to equalize opportunities for all ages and backgrounds.



Supporting Information

Community Conversations

What are your hopes and dreams for Appleton? This question is central to Appleton Public Library's future since our library is an important key to Appleton's future.

From March 2012 through April 2013, we created a community-driven planning process with community members sharing their hopes for Appleton's future and how APL might play a role. First we facilitated 10 public meetings in aldermanic districts, and every participant's voice was heard and recorded. Then we sought out 10 more special focus groups to ensure we heard all perspectives: teens, the millennial generation, moms, dads, entrepreneurs, creatives, diverse populations, business interests and those who weren't afraid to tell us the truth.

What we learned spanned these Conversations, and is reflected in this APL150 plan:

Appleton's Future

- Continue our strong local sense of community, caring, and quality of life
- Retain economic vitality while embracing change and diversity
- Sustain our essential institutions – for environmental and economic health

How APL can shape Appleton's hopes and dreams for future decades

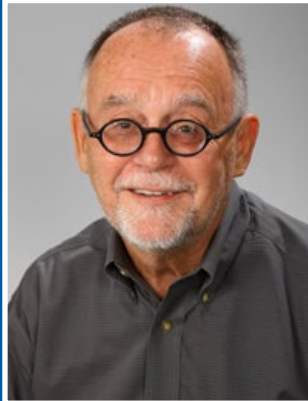
- A "hub" for learning: engaging all ages and all demographics
- A facilitator for collaborations, shared community visions and important conversations
- A unique third place - which is not home or school or work, and a downtown anchor
- A place to embrace the opportunities of technology and creativity
- Adaptable flexible space which can be responsive to future needs
- A balance of Tradition and Innovation

We learned that our community members truly are the experts when it comes to our future.



Jan Quinlan
Friends of APL
Executive Director

Library Futures Series



Tony Nelessen
Urban Planner

In March and April of 2013, we brought in two guest speakers as part of our long-range planning process. The guest speakers, urban planner Tony Nelessen and futurist Garry Golden spoke about the future of libraries and how they can learn to anticipate changes in society and technology and how those changes will have an impact on our communities and civic institutions.

Nelessen has more than 37 years of professional experience as an urban designer, professor, author and practitioner in the fields of visioning, physical planning and urban design. His firm, A. Nelessen and Associates, is considered one of the foremost vision planning firms in the country. In his keynote, *Revitalizing Cities and Towns in the 21st Century*, Nelessen presented a fascinating look at the past, present and future.



Garry Golden
Futurist

Golden is an academically trained Futurist (MS Futures Studies) who speaks and consults on issues shaping society and business in the 21st century. Garry has consulted on a wide range of projects related to the future of infrastructure for energy and transportation, education/learning, emerging markets, civic and cultural institutions and the implications of demographic transitions. In his keynote, *Tapping Your Inner Futurist: Foresight and Future of Appleton Public Library*, Golden presented an understanding of how libraries can anticipate changes and how the changes can have an impact on our communities.

Both presentations may be viewed in their entirety by visiting our APL150 website at www.apl150.org.

Staff Experts Presentation

Over the Spring and Summer of 2013, Appleton Public Library staff members from the five main departments of the library worked hard to compile their knowledge and research regarding the future of library services.

The following pages summarize the future of each of the departments. The Staff Experts Presentation may be viewed in its entirety by visiting our long-range planning website at www.apl150.org. To view the presentation, click on the link, click on the full screen button in the lower right-hand corner of the presentation square and click the play button in the lower left-hand corner of the presentation square. The presentation includes voice-overs by staff members.

Children's Services

Imagine a library that provides an auditory, visual, tactile and kinesthetic experience for children to play, explore and direct their own learning experience. Imagine technology immersed in that environment so seamlessly that it becomes part of the physical experience. For example, imagine that children could walk on a large digital computer screen and take a virtual tour of the safari, stopping to see animals and touching the screen to hear animal sounds and to learn more about that animal.

Imagine too, that in this experience, children are directed to materials in our collections that they can check-out and take home to explore more about the safari.



Imagine a library that provides programs, community links, digital and physical space to meet the information needs of parents, as well as children, during these complicated stages of life.

Parents and children would come here to learn, create and share information. Parents and children would come here to discuss and solve community problems that involve childhood, parenting, family and more.

Imagine a library website that acts as a dashboard for parenting resources and family activities in our community and promotes everything local.

Imagine a library where we all gather to learn, create, share, solve problems, collaborate and make a collective impact in our local and global community.

Imagine...APL Children's Services.

Public Services

“The future belongs to those who believe in the beauty of their dreams.”
Eleanor Roosevelt

Before we look into the future, who is Public Services now? We are the in-house, front-line staff of the library. We help you find books, answer your questions, and assist you with any and all library services. Public Services as a section includes library assistants and clerks, but as a concept includes

everyone from librarians to those who shelf books.

The future of Public Services is exciting and dynamic. Our future includes a shift in the questions asked and the technology and tools we use to answer these questions. Life-long learning opportunities and the chance to become their own creators will change how patrons utilize libraries in the future. Staff will find themselves in the role of teacher as they guide patrons in using new search tools, like discovery layers or scent-based search platforms, and new, ever changing technologies.

Community Partnerships

Since their inception, libraries have been in a state of constant evolution; clay tablets gave way to papyrus, papyrus to paper and paper to digital media. Today we might be seeing the greatest evolutionary shift yet and the jump to digital media is only a small part of the story. The meat of the story is the shift away from the quiet, almost sacred place where people come to consume information, to a community gathering place where information isn't the goal, but the catalyst for ideas to be exchanged and new content created. In short the focus is shifting off of the information and on to the community that can utilize it.



The future library will be a place where you can find information you need, when you need it; but it is only one of many tools. We will have the computers, software and other tools necessary for our community to realize their creative visions. We offer a gathering place where people have both the space and equipment needed to share ideas. The most important piece of the future library isn't a book or computer or any other tool, it's our community members. We have a community full of experts who can share their knowledge with other community members, with us acting to facilitate that information exchange. The community will be more active in helping guide us in making sure that we meet their needs. In short the future library will harness not just the knowledge trapped in our volumes but the knowledge of the entire community.

The best news of all is that you can see pieces of the future today at the Appleton Public Library.

Continued on page 29

Materials Management

Libraries and publishing companies have always maintained a symbiotic and often tenuous relationship. U.S. libraries have long had the support of the law to provide loaning services without having to pay royalties on loan transactions. Once Congress passed the Digital Millennium Copyright Act (DMCA) in 1996, the legality of ownership of digital media, and what one could do with digital content drastically changed and the tenuous relationship between libraries and publishers would never be the same. DMCA identifies the sole ownership of digital products rests with the creator and it is against the law for anyone else to use those products without owner's permission.

It sounds simple, but the impact is huge! And not just for libraries, but for everyone and with just about everything; as even now our cars and refrigerators have computers and programs built into them.

Libraries have been warehouses of information for centuries. We spend a lot of time and energy organizing materials in order for users to be able to identify items that might be most useful to them. As long as the items are physical, we have the right to loan them to make patron's use of the

information easy and more comfortable than having to spend days of reading over a table at the library.



One of the current challenges for libraries as we migrate from physical to digital, is to negotiate with publishers and build contracts that enable libraries to replicate the experience we've all become comfortable with; the borrowing or loan transaction. The ability to check out a digital product, use it, and then return it to the library's collection so someone else may use it. Also, libraries need to provide a consistent interface to find useful materials regardless where they are kept or hosted.

In a world of digital content where replication is easy to accomplish, what does a loan transaction mean? What does ownership mean? Do libraries need to have their own storage of digital content? Can this be provided through a publisher or third party? Will access come via a consistent interface like library catalogs? Ultimately, it all resolves down to how you will find materials useful.

Network Services

Our predictions for technology revolve around bandwidth, connectivity and the cloud, and the Internet of things: uniquely identifiable objects and their searchable/discoverable virtual representations.

Our world generates huge amounts of data daily.

Our world generates huge amounts of data daily; structuring that data and coding a searchable platform could one day make the kinds of find-everything searches of TV and movies conceptually possible. This is the Internet of things, where much of life's data is uploaded, searchable, and linked to other data. That cloud of data will essentially become one machine that we all tap into with our devices. The web itself will become an operating system; all screens will look into it, and all bits will be stored in the cloud. Increasingly, people will relinquish their information in order to gain benefits. Formats will universalize increasingly, and media will become device-independent. Tapping in, we'll begin to understand that we are the other half of a completely co-dependent relationship with the machine. ■

S.W.O.T. Analysis

Appleton Public Library Strategic Planning Survey

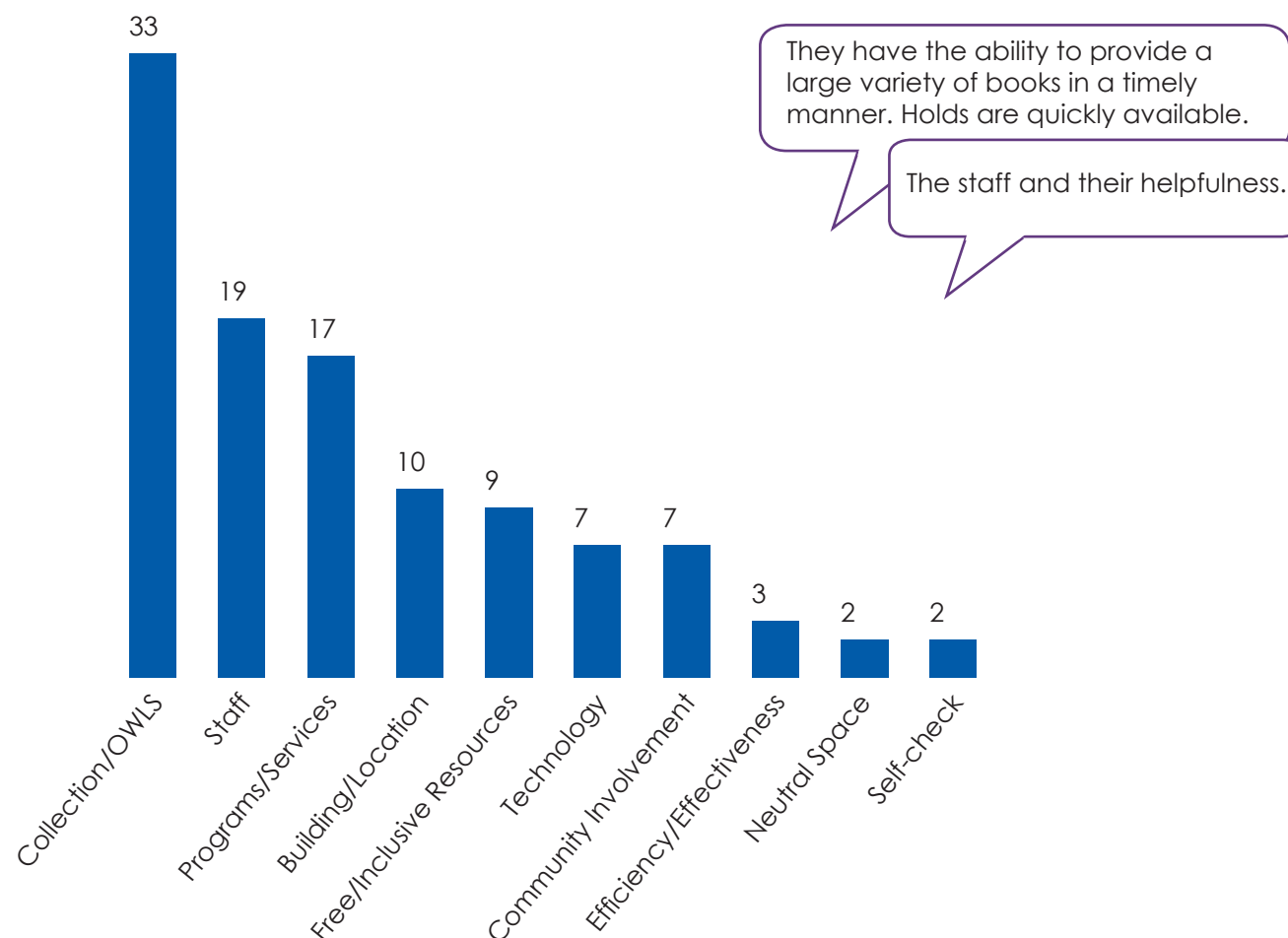
What do you see as the greatest strengths of Appleton Public Library?

Top Answers

1. Collection/OWLS
2. Staff
3. Programs/Services

Common Words

Variety
Central



Appleton Public Library Strategic Planning Survey

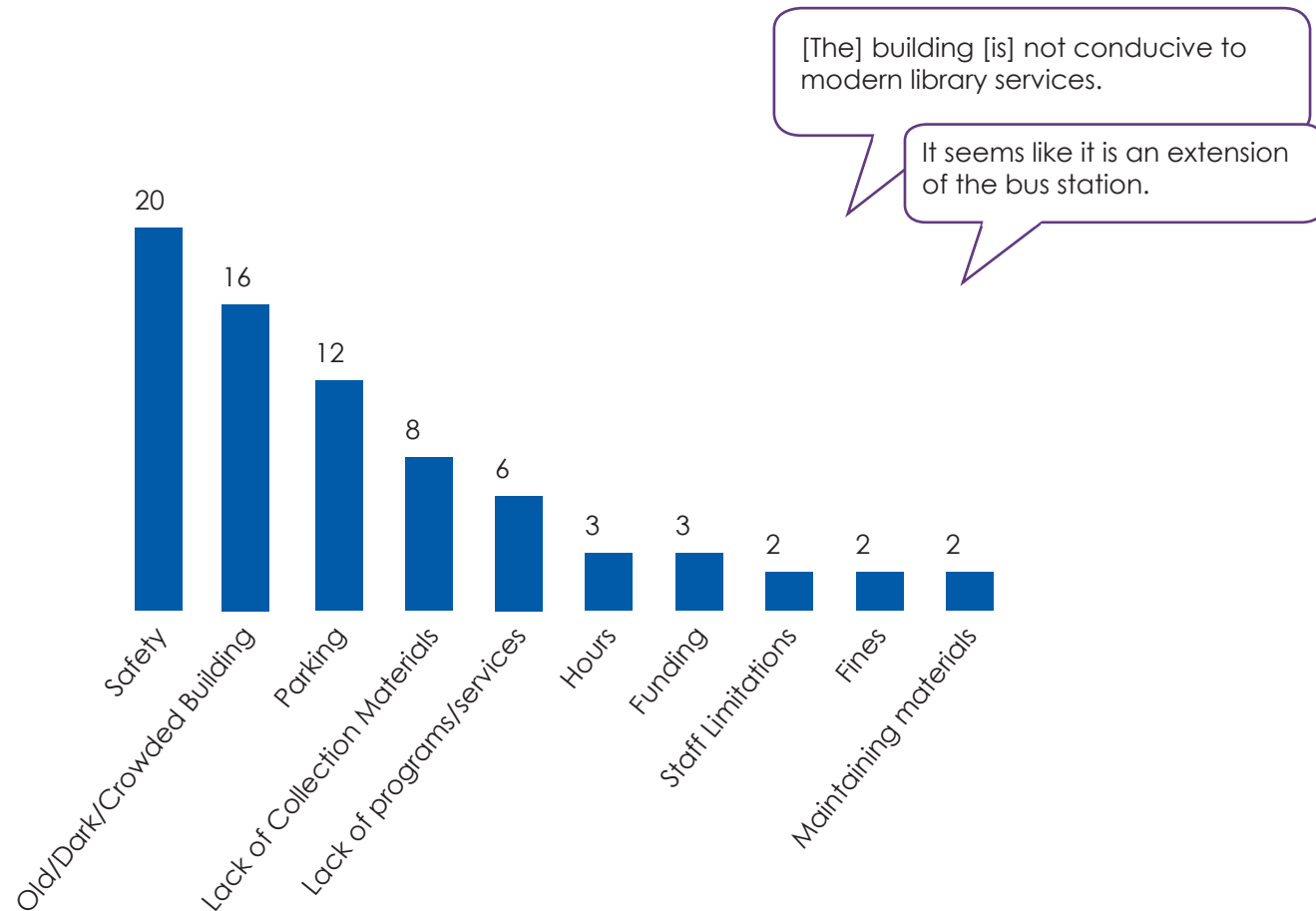
What do you see as the greatest weaknesses of Appleton Public Library?

Top Answers

1. Safety
2. Old Building
3. Parking Meters

Common Words

Parking
Security
Smoking
Entry



Appleton Public Library Strategic Planning Survey

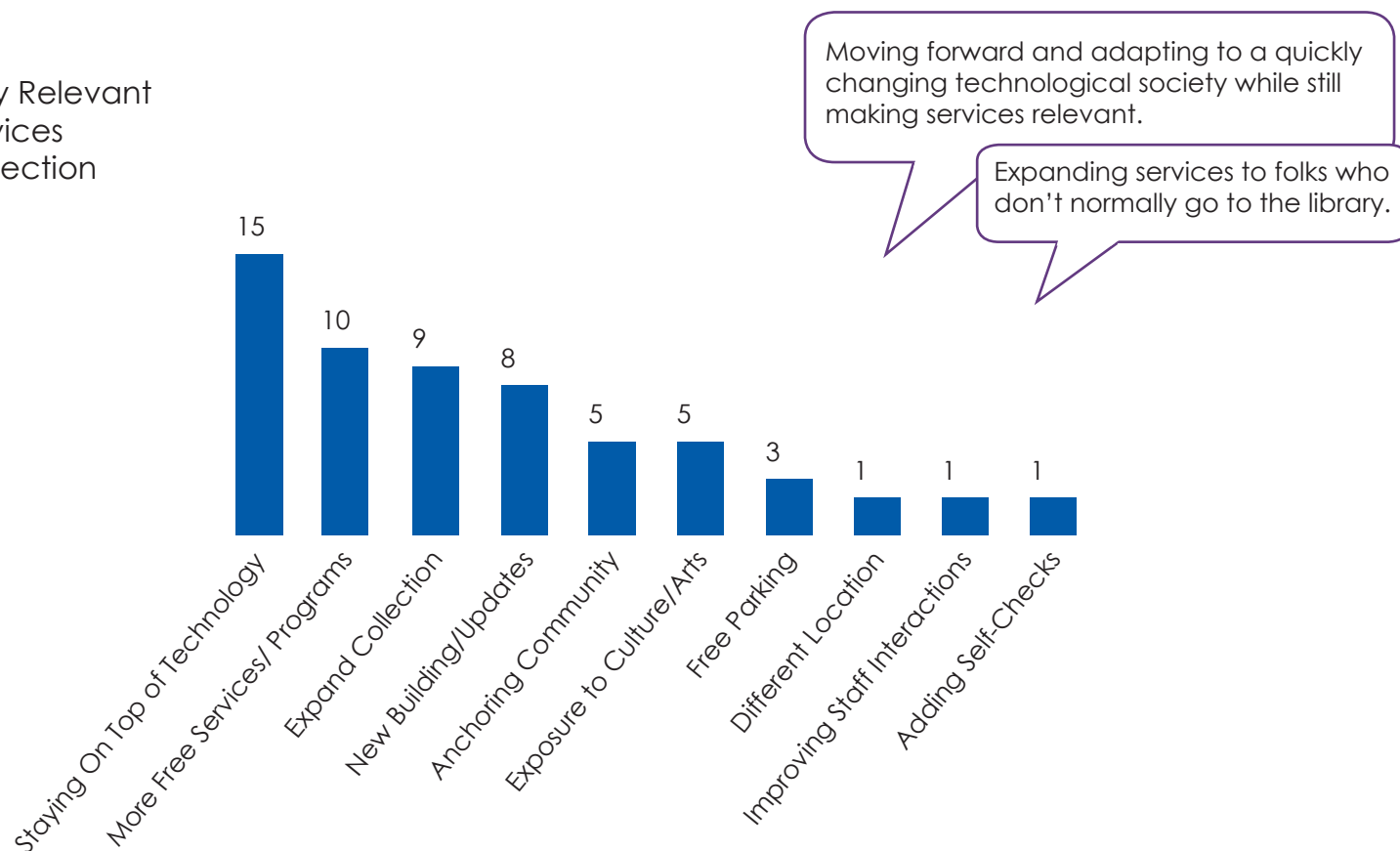
What do you see as the greatest opportunities facing Appleton Public Library?

Top Answers

1. Technologically Relevant
2. Expanding Services
3. Expanding Collection

Common Words

Technology
Expansion



Appleton Public Library Strategic Planning Survey

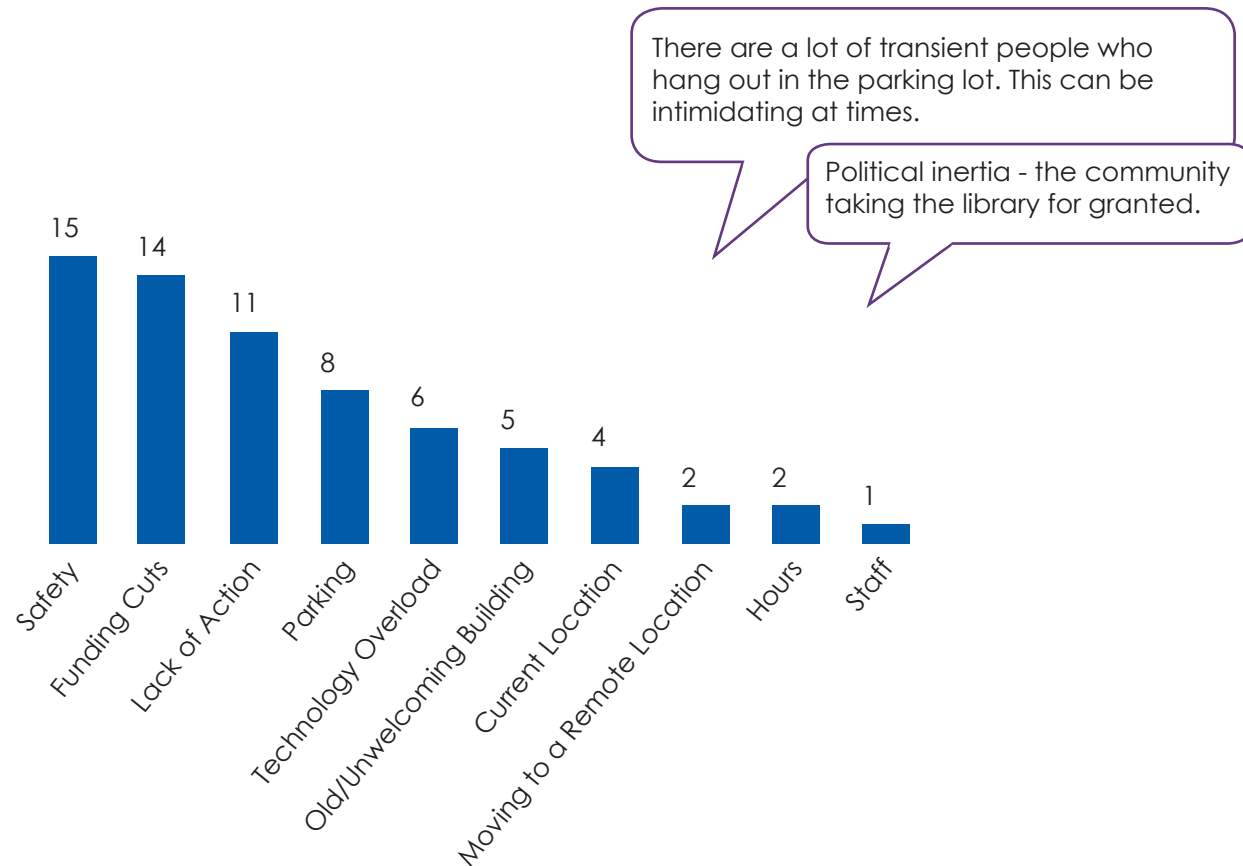
What do you see as the greatest threats facing Appleton Public Library?

Top Answers

1. Lack of Safety
2. Funding
3. Lack of Action

Common Words

Safety
Funding



CAC Meeting Minutes

Community Advisory Committee Meeting Minutes May 29, 2013

I. Introductions

Persons on the Appleton Public Library Community Advisory Committee (CAC) introduce themselves. City of Appleton Mayor Tim Hanna is introduced, as well as CAC facilitator Ben Fauske, Library Director Colleen Rortvedt and Friends of Appleton Public Library Executive Director Jan Quinlan.

II. Background

APL 150 Project Agenda: Ben reviews the agenda for May's CAC meeting, as well as the upcoming CAC meetings. The agenda includes:
Library Purpose (May 29, 2013)

- a. Purpose of the sessions
- b. Roles and Responsibilities
- c. City of Appleton Vision and Mission Statement Review
- d. Library History and Mission Statement Review
- e. Service Leadership Overview
- f. Library Core Competency
- g. Exercise
- h. Vision

Library Strategy (June 26, 2013)

Library Services (July 31, 2013)

Library Plan Review & Presentation (August 28, 2013)

City of Appleton Vision and Mission Statement Review: Mayor Hanna covers the current strategic plan of the City of Appleton, emphasizing the needs of the community and how city departments build strategies to guide priorities.

Introduction of APL 150: Library Director Colleen Rortvedt reviews what 21st century libraries are and introduces Appleton Public Library's long-range planning process - [APL 150](#).

Community Conversations about the Library: Friends of Appleton Public Library Executive Director Jan Quinlan reviews the research that has taken place up until this point, including the [Community Conversations about the Library initiative](#).

III. Discussion

Exercise One: Name one (or two) word(s) that describes your experience with libraries. Answers:

- Great People – positive experiences with staff

- Expression – a place to find yourself
- Access – access to everyone no matter what, a passport to opportunities
- Community – people gather as a community center, a lot of different opportunities are available
- Welcoming – see people from all walks of life, people trying new things
- Information – a place to discover new things, a great hub of information
- Collaborative Learning – a place to come and explore, come to surf the information – also hard to find space because it's so busy
- Gather – a place to gather, meet people, talk to people – a getaway place

Customer Service and Service Leadership Overview: Ben asks the group - how do we make the library a great experience? Positive customer experiences, as well as the ability for a company to engage with the customer are key to success. Zappos, Amazon and Apple are examples of leaders in customer service.

Exercise Two: Define the purpose of the library. Why does the library exist?

Answers:

- Education - to prepare people for society and work
- Engagement – to prepare people to be active citizens
- Community – to serve the needs of the community, to improve the quality of life, the library is the reflection of the community
- Access – to provide free access to resources
- Anchor – to draw people to the community
- Equalizer – a place where everyone is treated equally
- Space – a place for neutral meeting grounds
- Growth & Discovery – a place for people to grow and discover

Exercise Three: What are the core competencies of the library? Answers:

- Free and accessible informational experiences
- To be a buffet of information
- Free meeting space (launch pad for entrepreneurial experiences)
- Providing space and information
- Showing how-to
- Accessibility – every person has the right to use the library
- The people in the building – the staff
- Providing green space

Exercise Four: Create a collage that describes the core competencies of the library. Words and photos used:

- Books x2 (photo)
- Bicycle (photo)
- Ways to change (words)
- Crafts (photo)
- Live your best (words)

- Coffee (photo)
- Musicians (photo)
- Diverse people x2 (words)
- Bus (photo)
- May we help you (words)
- Live your best life (words)
- Homemaker turn scientist (words)
- Affordable Family Fun (words)
- Turn information into intelligence (words)
- Compress knowledge (words)
- Get ideas off the ground (words)
- Brain (photo)
- Ideas (words)
- Treasures (words)
- Magnifying glass (photo)
- Place of fun (words)
- Sparking ideas (words)
- Quality matters (words)

Exercise Five: Come to a consensus about what the core competencies of the library are. Themes of core competencies:

- Information
- Inspiration
- Accessibility
- Opportunity
- Environment
- Facilities and People

Exercise Six: Share what you think is the legacy of the library. Answers:

- A depository of man and information
- An environment that is open to everyone
- A place that provides empowerment
- Having resources that people can access
- Having different spaces for different types of people
- A place where people can create information

Homework: The CAC was asked to come back to the next session, June 26, with one sentence stating the core competency of the library. The committee was also asked to watch the library futures videos featuring urban planner Tony Nelesen and futurist Garry Golden on www.gpl150.org.

Community Advisory Committee
Meeting Minutes
June 26, 2013

I. Review

Facilitator Ben Fauske gave a brief review of the first Community Advisory Committee session. In the last meeting, the committee spent a majority of the time discussing the core competency of the library. Why does the library exist? Why is it unique?

APL 150 Project Agenda: Ben reviews the agenda for the June CAC meeting. The agenda includes:

Library Strategy (June 26, 2013)

- a. Competency Review
- b. Competency Rank
- c. Vision
- d. Strengths, Weaknesses, Opportunities and Threats
- e. Brainstorm Future Services

Library Futures Videos: Colleen Rortvedt, Director of APL, plays two important clips from the Library Futures guest speakers who presented at the library in March and April. The CAC was asked to watch both videos before coming to this session.

The first clip, from urban planner Tony Nelessen, touches on the importance of the up-and-coming Millennial Generation. The second clip, from futurist Garry Golden, focuses on the shift of thinking about libraries in the traditional sense to what libraries are becoming – outputs vs. outcomes.

II. Discussion – Competency Review

Exercise One: What interesting things did you find out from watching the videos? What conclusions did you come to?

- It is important to talk about future generations. It is also important to talk about how we communicate.
- Able to better picture wow things are going to affect you in the near future. There are people who care about the future, people who look to the future – people from every generation.
- Library as a space is important. Also being a part of the millennial generation feels like a daunting task sometimes.
- Every generation seems to be grasping on to the transformation of cities. Millennials look for things to mesh together within the cities – looking for bigger cities that have all the amenities close by.

- The importance of community and connectiveness. It made me think of Minneapolis – the design lends itself to a sense of community. The library should be a center of all of that - the library being a sense of connection.
- The role of what libraries could become. How a library can be a key resource for that – pick and choose what fits your community.

Exercise Two: What was challenging about your assignment of coming up with a core competency of the library?

- You want to it be all things to all people. It was hard to nail down with one sentence.
- After meeting and thinking about everything, and watching the videos, I had come up with new ideas.

Exercise Three: Why is it important to find the core competency?

- It is what we are and what we do.
- It will help us focus on what to talk about next.
- It will help us identify what we are now so we can identify where we want to go.
- There may be confusion in the community if we don't have a solid competency.
- People have so many choices, if we're not aware of what we do best and communicate that, people won't think of us.
- If we don't have a solid message we lose hope of public/private funding. We're already working against public funding and there is a slim chance of moving forward if we can't convey a solid message.
- If you can't drive your ideas back to a mission statement, your organization's ideas get blurred.
- The community's doing so many different things. The City, Library and ADI are all trying to envision what the future is.

Review of core competency: Ben reviews what core competency means. The skills that sets your organization apart, makes you unique and the building blocks for the future. Examples of organizations that understand their core competency: Nike, Apple, Disney.

Exercise Four: Share your competency statement with a partner and why it matters to you. We will then share each competency with the group. Summaries of the core competencies by the Community Advisory Committee are:

- The Appleton Public Library provides a wealth of information, accessible to all, with staff willing to help if needed.

- A place for free and accessible information.
- Accessible knowledge, learning and information that inspires growth and change.
- Highly trained staff guiding you through the information maze, cultural experiences, literary experiences, putting together relevant programs. Appleton Public Library provides guided access free of charge and is a door of opportunity.
- Appleton Public Library improves the quality of life for all members of the community by delivering free access to programs and information.
- Appleton Public Library guides people to what they are looking for.
- Appleton Public Library is the community's primary resource.
- Appleton Public Library provides an environment of limitless knowledge and information.
- Appleton Public Library is a community gathering place and learning center.

Exercise Five: What would happen if Appleton Public Library no longer existed?

- The teenagers rely on APL because the school libraries aren't always available. It's a safe place to get away. It's my home away from home. Lose a very valuable resource.
- It might turn to private libraries. We'd be missing a place for people to be guided. People would be disconnected.
- It would affect the people who are life-long learners – a huge loss for those people.

Exercise Six: Who's the competition of the library?

- The Internet, tablets, computers
- Barnes and Noble
- Private businesses for programming
- Look at competitors as a quality of life (other communities), if you have a poor library system, people of different classes might not go there

III.

Discussion – Competency Rank

Exercise 1: Pull out the important ideas from your original core competency sentence. Highlighted library core competency words from the CAC's sentences:

- Equal access
- Free
- Community gathering place
- Unlimited access

- Trained staff
- Willing to help
- Space beyond the physical building - virtual space
- Socially relevant programs
- Trustworthy
- Supports diversity
- Safety
- Learning
- Environment for thinking
- Tolerance and acceptance
- Unlimited quality information
- Community resource
- Inspiring growth and change
- Innovative technology
- Cultural experiences
- Literary experiences
- Meeting space
- Social space - 3rd space
- Safe place
- Refuge
- Non-judgmental
- Vibrant
- Building/being competent
- Belongs to the people

Exercise 2: What do you think is the future core competency of the library?

- Free
- Relevancy
- Connecting people with quality information
- Personal experience
- Environment for thinking
- Creative environment
- Connectedness
- Unbiased guided learning
- Virtual learning environments
- Space for thinking
- Innovation
- Knowledge
- Customer service
- Instruction
- Programs
- Aspiration
- Infinite possibility
- Empowerment
- Enlightenment

- Self-enrichment
- Resourcing endless opportunities
- Resourcing human potential
- Community collaboration
- Flexibility
- Expertise – knowledge and experience
- Expert guidance

Exercise 3: In groups, list the top three competencies of the library from the lists – for the future competency of the library.

- Responsive
- Resourceful
- Relevant
- Reliable
- Engaging physical and virtual space
- Equal Access
- Transforming human potential (enter good, leave better)
- Expert flexible knowledge
- Cultural, technological, literary, informational experiences
- Community connection

Exercise 4: Place a sticker by what you think is the library's top competency of the future.

- Transforming human potential (enter good, leave better) – **25 votes**
- Engaging physical and virtual space – **11 votes**
- Expert flexible knowledge – **11 votes**
- Cultural, technological, literary, informational experiences – **5 votes**
- Equal Access – **3 votes**
- Community connection – **3 votes**
- Relevant – **3 votes**
- Responsive – **2 votes**
- Resourceful – **2 votes**
- Reliable – **2 votes**

IV. Vision

Exercise 6: What is your vision for the future of Appleton Public Library? What would make the library better than it already is?

- Flexible meeting space that allows for large gathering areas and small meetings
- Co-working space with business center
- Green space (2)
- Interactive children's area
- Access to information with different forms of technology
- Brain space
- Innovative and creative space (2)
- Coffee shop (2)

- Safe, welcoming and inclusive
- Needs to be beautiful, green, and aesthetically pleasing
- No parking lot out front
- Having relationships with diverse community leaders – strategic relationships
- People should be able to see themselves in the library – ex. Spanish signs, transgender bathrooms
- Moveable walls/Flexible Space
- Digital lab
- A community auditorium/ stage space
- Important to stay on top of technology trends
- Social worker on staff/in house
- Professionals creating work
- Guided information – prescriptive services
- Providing a means for interaction
- Engaging experiences-virtual
- Connect to children's museum (other businesses/nonprofits)
- Collaborate with other libraries – “branch” libraries

Exercise Seven: What are the strengths, weaknesses, opportunities and threats dealing with the future core competency of the library?

Strengths:

- Community partnerships
- Efficient business operations
- Staff members
- Meeting spaces
- Location
- Legacy of being a public library
- Familiarity
- People expect a public library
- Free access
- Virtual presence
- Different forms of media

Weaknesses:

- Parking
- Building's inflexibility
- Unattractive building
- Institutional looking
- Can't tell it's a library
- No green space
- Negative perceptions
- Cannot keep money for fines
- Not enough meeting space
- Staff needs more diversity
- More staff

- Academic materials not as strong as media materials
- Hours
- Public meeting space not open after hours
- Needs more active space for kids

Opportunities:

- More public art
- Growing diversity of Appleton
- Public and private school system partnerships
- New space
- Improve on technology
- Alternative transportation options
- Grocery delivery service
- Partnership with private sector/business community
- More arts and music
- Engaging people virtually

Threats:

- Lack of funding
- Safety
- Social behaviors
- Search-engines
- General ignorance
- Cost of technology
- Cost of licensing
- People who think libraries aren't needed
- People resistant to change
- Political influence

V.

Closing

Ben reviewed the public survey SWOT responses with the CAC. It was noted that there were a lot of similarities between the public surveys and the CAC SWOT brainstorming session.

Homework: The CAC was asked to watch the recently uploaded Staff Experts Presentation online before the July CAC meeting.

Community Advisory Committee
Meeting Minutes
July 31, 2013

I. Review

Facilitator Ben Fauske gave a brief review of the agenda for the July Community Advisory Committee (CAC) meeting.

APL 150 Project Agenda:

Library Services (July 31, 2013)

- a. Core Competency Review
- b. Vision Discussion
- c. Services Review
- d. Prioritization

II. Discussion – Homework Review: Staff Experts Presentations

Exercise One: What were the thoughts on the Staff Experts presentation?

- The “Discovery Layers” section was very interesting – really captures the library.
- The “One Machine” section was mind-blowing, very abstract and very intriguing.
- The “New Search Platforms” section was very interesting. The role of the library was made very clear through that section.
- Able to see that it’s important to move toward being very flexible.

III. Review – Community Conversations Initiative

Colleen Rortvedt, Director, Appleton Public Library, reviews the common themes and the share priorities found in the Community Conversations Initiative.

Overall there were a total of 20 Community Conversations with over 140 participants, including 12 alderpersons and numerous community leaders. The first set of Community Conversations (April 2012) was set up as a town-hall meeting, where any one was invited to come and share their hopes and dreams about the future of Appleton. The second and third set of Community Conversations (October 2012, April 2013) was set up as focus groups where we were looking to converse with specific groups of people including: parents, teens, library “insiders”, diverse populations, dads, entrepreneurs, millennials, artists, “candids” – those who spoke freely, and the business community.

Through this initiative, we were able to pick out the common themes and shared priorities for the future of Appleton from of all the groups. Those themes and priorities included:

Appleton Now:

- Appleton is a “Goldilocks” community – not too big, yet not too small
- There are a variety of experiences available to all
- A safe place to live and work
- A concern to maintain the healthcare and school system we have in place
- A progressive, yet conservative community

Appleton Future:

- Appleton needs to retain economic vitality while embracing change
- Continue with the current sense of community
- Sustainability – both economically and environmentally is important
- Maintain an effective government

Directives for APL:

- Be a community anchor and leader
- A hub for learning
- A facilitator for community
- Be flexible and adaptable
- Retain tradition while developing innovation

Similar results were found from the focus groups, but the focus groups tended to focus on specific issues including:

Diverse Populations:

- Safety
- Family-oriented community
- Generosity of the community

Millennials:

- The walkability of the city
- Seeing downtown as a place to live, not just visit
- Embracing the 21st century library
- Concern over the sprawl at the edge of town

Parents:

- Learning happens everywhere
- Creating welcoming spaces
- Services for children and families
- Continuing to serve those with limited resources
- Importance of central access

What did we learn from the Community Conversations initiative? We were able to pick out common threads and really come to an understanding of what the community’s shared priorities were for the future of Appleton.

IV. Discussion – Core Competency of the Library & Strategic Pillars

Exercise Two: How do we feel about “Transforming human potential” as the library’s core competency?

- The staff at APL feel like the wording is pretentious
- Like the idea of a community-based theme
- Like the tone of the word “expanding”
- “Transforming human potential” is too global
- Like the idea behind the competency, but we may need to dial down the tone
- Like “transforming” because it’s an action word you can visualize
- “Transforming” creates a wow-factor
- “Transforming our community’s potential together” seems less arrogant
- Like the idea of adding a personal tone to it – “APL and you: transforming community potential”

Exercise Three: What are the strategies APL needs to fulfill to make the vision, APL and you: transforming community potential, a reality?

- Provide guided access to technology
- Community educational outreach
- Strategic relationships
- Outstanding youth services – programs, music, video games, new readers
- Job placement services
- Creative/Maker spaces
- Flexible meeting room space
- Inviting to community to use
- A place for collaborative problem solving/sharing information
- Life-long learning
- Family programming – engage families
- Diversity, diverse people/languages/programs
- Remote access – webinars, services from home

- Communicate the success of the library
- Safe and welcoming environment
- Increase collaboration
- Increase numbers served
- Speak to individuals – skills, knowledge
- Increase social capital
- Aesthetically pleasing
- Public art
- Performance space
- After hours meeting space

Director Rortvedt also brainstormed strategies APL would need to fulfill to make the vision a reality. Her strategies were very similar to the CAC group, they include:

- Informed citizens
- Business/nonprofit support
- Diversity
- Internet connection
- Early literacy (birth-5)
- Family and local history
- Creation and sharing content
- Ready reference
- Connection and referral to community resources
- Adult literacy
- Teen literacy
- Family literacy
- Health literacy
- Life-long learning
- Career development

- Fun and recreation
- Support for schools/homework help
- Information fluency – finding, evaluating, using
- Safe welcoming space to gather
- Services for new immigrants
- Organizational sustainability –

Financial – development plan (FRIENDS involved)

Advocacy – community with community about 21st century libraries/listen to community about needs

Marketing

- Children and Teens – the future

Exercise Four: What are the common themes of the strategies?

- Literacy
- Access to Technology
- Environment
- Community Collaboration
- Creation/Maker Space
- Life-long Learning
- Life Skills
- Diversity
- Fun and entertainment
- Youth Services

Exercise Five: Are there any of the common themes we can combine?

- Learning: Literacy, life skills, life-long learning
- Community Collaboration
- Technology
- Environment: Diversity, environment

- Fun and entertainment
- Talent: Friends, Staff, Volunteers
- Youth Services

V. Closing

Ben reviewed the final strategic pillars APL needs to fulfill to make the vision, APL and you: transforming community potential” a reality. Those strategic pillars, as brainstormed by the CAC, are:

- Learning
- Community Collaboration
- Technology
- Environment
- Fun and entertainment
- Talent
- Youth Services

Homework: Director Rortvedt was asked to review and add on to the seven strategic pillars that the CAC worked on. During the next CAC meeting the library will present a refined version of the seven strategic pillars.

Community Advisory Committee
Meeting Minutes
August 28, 2013

I. Review

Facilitator Ben Fauske gave a brief review of the agenda for the August Community Advisory Committee (CAC) meeting.

APL 150 Project Agenda:

Library Presentation (August 28, 2013)

- a. Strategic Plan Review
- b. Measurements
- c. Communications Plan

Strategic Pillars

Colleen Rortvedt, Director, Appleton Public Library, reviews the feedback about the strategic pillars from the Appleton Public Library Board of Trustees, Appleton Public Library Staff, and Alderpersons.

- There were a lot of suggestions for the heading “Fun and Entertainment”
- There were questions about the current pillar order
- There was a question about what we mean when we say “community”
- We need to make sure we are attracting non-users
- When we talk about the plan, we need to make it clear that it is about services, not the physical building

II. Discussion – The vision statement

Ben Fauske, Facilitator, Appleton Public Library Strategic Planning Process, reviews the strategic planning document.

How do we feel about the vision statement – APL & you – transforming community potential? Do we want a vision statement that is a complete sentence?

The committee agrees that it should be in a sentence form and that it would resonate more with the community.

Exercise One: Work in partners to come up with a sentence for a full vision statement and explain your sentence when you present it to the group.

1. The Appleton Public Library is a space where the community’s potential is transformed into reality.

- The wording allows it to be inclusive
- We didn't think "a space" made it sound important, so we said "the space"

2. Transforming potential for you and our community.

- For people to be able to remember the statement it needed to be condensed
- We were trying to get at the heart of the message
- The "space" doesn't matter

3. The Appleton Public Library is the place where our possibilities become realities.

- We didn't necessarily think "space" needed to be mentioned – but wanted the wording to still make the place feel special

4. Transforming potential into reality.

- We were concerned with the word "space"
- We thought keeping it short was the best way to go

Exercise Two: Let's talk about all of the statements you presented. What do you think about the statements?

- The current mission statement is very strong - "Transforming potential into reality" is a good statement to go along with it
- Reality can be a harsh word for some people
- We need to throw the word "space" in there – a physical space is very important
- We need to think 30 years out
- We need that human interaction element
- What about the word "realizing"
- "Translate" could be a replacement for "transforming"
- Suggestion: "Transforming potential with you and our community"
- Suggestion: "Potential transformed into reality"
- Like the idea of the library as an open door to really cool stuff – suggestion: "Create open doors where potential is transformed into reality"

After combining all of the suggestions the final vision statement became "Where potential is transformed into reality." The group likes the statement and thinks it flows well with the current mission statement.

The final vision statement is: "Where potential is transformed into reality".

III. Discussion – The strategic planning document

Director Rortvedt explains the strategic planning document the CAC gave her in the last session and the amendments she has since made to the document. Director Rortvedt breaks the discussion up into the six pillars she and her team worked on and asks for feedback from the Community Advisory Committee.

1. **Collaborative Environment**

Director Rortvedt explains that this pillar combines several things from the list the CAC had given her at the end of July. This pillar addresses the quality of space as well as the community component.

2. **Hub of Learning and Literacy**

This pillar is the core essence of the library. When putting the pillars in order of rank, this should be the first pillar and could serve as the visual hub or focal point.

Suggestions and thoughts from the CAC:

- Not sure about the word "hub"
- Like the word "hub"
- Is "hub" important?
- Suggestion: "Channel of Learning and Literacy"
- Is it hard to measure without the word "hub"?
- What about technology in this pillar?
- APL as a bridge to technology as a bullet point under this pillar

3. **The Future: Children and Teens**

This pillar is based on how our departments are set up and specific developmental stages of these ages.

Suggestions and thoughts from the CAC:

- Concern with the words "The Future"
- This is where we want to put our focus
- Do we need a specific section for adults?
- All of the other pillars speak to adults – need a special emphasis on these age groups
- Need to mention programming for diverse groups, specialized services and programs
- Should there be a seventh pillar – "Specialized Services and Programs" – it was agreed that there should be a seventh pillar and the CAC asked Director Rortvedt to develop that with her team.

4. **A Place for Creation and Innovation**

This is the pillar that deals with the flexible space of the library.

Suggestions and thoughts from the CAC:

- Do we need "A Place For"?

5. **Engaged and Sustainable Organization**

This pillar is the staff, volunteer and overall organization component of the plan.

Suggestions and thoughts from the CAC:

- Not sure about the word "Engaged"

6. **Fun and Entertainment**

This is the tricky pillar when it comes to wording. The wording of this pillar is a potential problem.

Suggestions and thoughts from the CAC:

- Diversion and Recreation
- Enlightenment and Fulfillment
- When I hear recreation I think of being outside
- Could Fun and Entertainment be placed under "Specialized services and programs?"
- Enjoyment and Entertainment

Exercise Three: Break into groups and brainstorm three words we could use to better explain "Fun and Entertainment".

- Diversion (2)
- Leisure (2)
- Enjoyment (2)
- Relaxation
- Recreation
- Thrills and Chills
- Fun and Games
- Leisure and Entertainment
- Enjoyable Experiences
- Recreation and Leisure

IV. **Review – Measurements**

How will our success of this plan be measured? Success will be measured by:

- Information produced
- Our staff serving patron needs
- Allowing for mobile services
- Reaching all different types of people
- Working together

V. **Review – Communications Plan**

Facilitator Fauske reviews what the final presentation will look like as well as a review of how we will communicate our new strategic plan:

- First the plan is presented to the APL Board of Trustees, Common Council and Staff. The greater community is then brought in to the plan
- We will be talking to small groups of people, as well as service groups
- To get the ball rolling, Director Rortvedt asks everyone in the CAC to find an organization that they are a part of where she can speak about the plan and process.

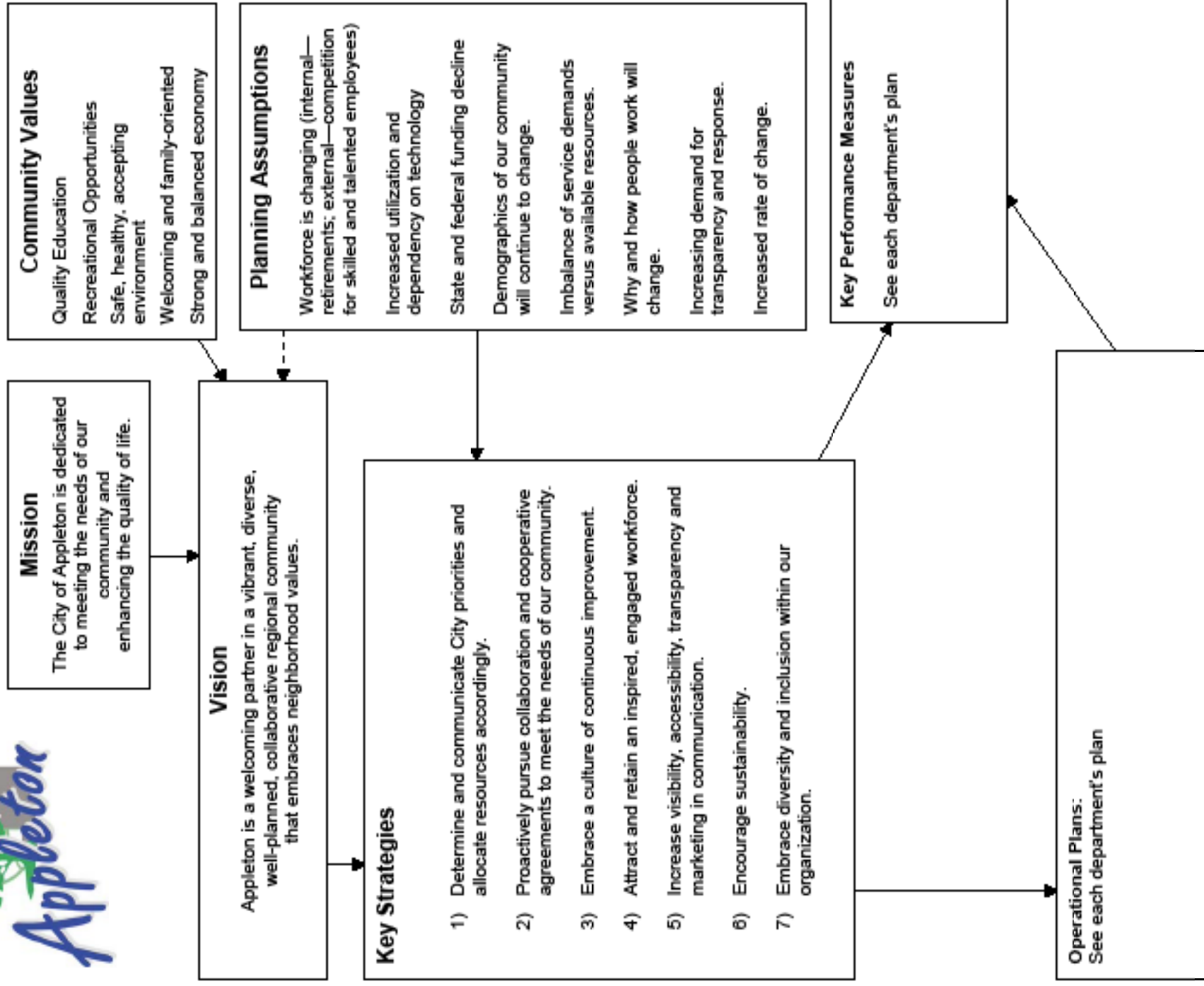
VI. Closing

Director Rortvedt and Facilitator Fauske thank everyone for their hard work and dedication to this process.

City of Appleton Strategic Plan



City of Appleton Strategic Plan 2013-16 Update



Wisconsin Public Library Standards

**Wisconsin Public Library Standards and the Appleton Public Library
Data from 2012 State Annual Report**

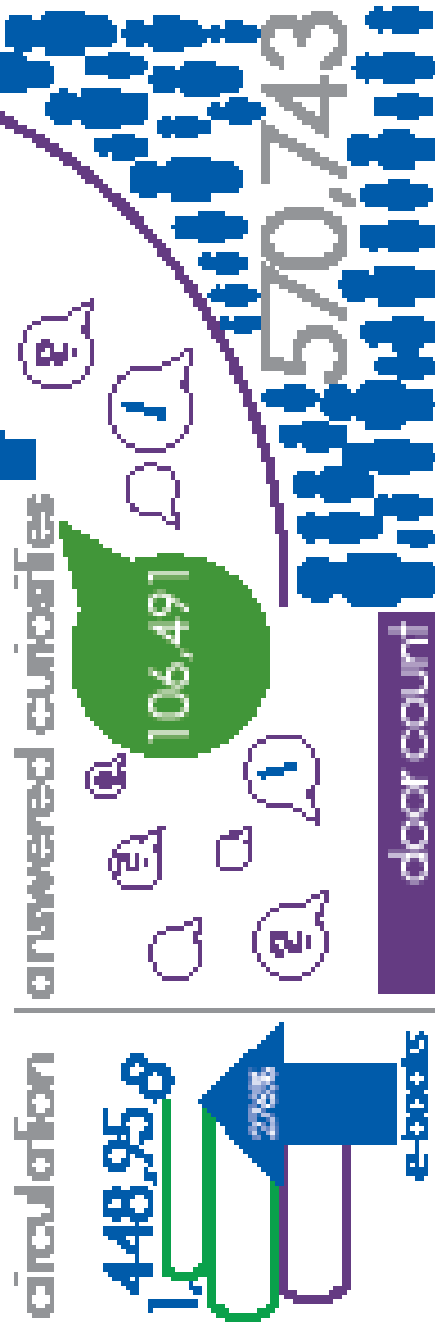
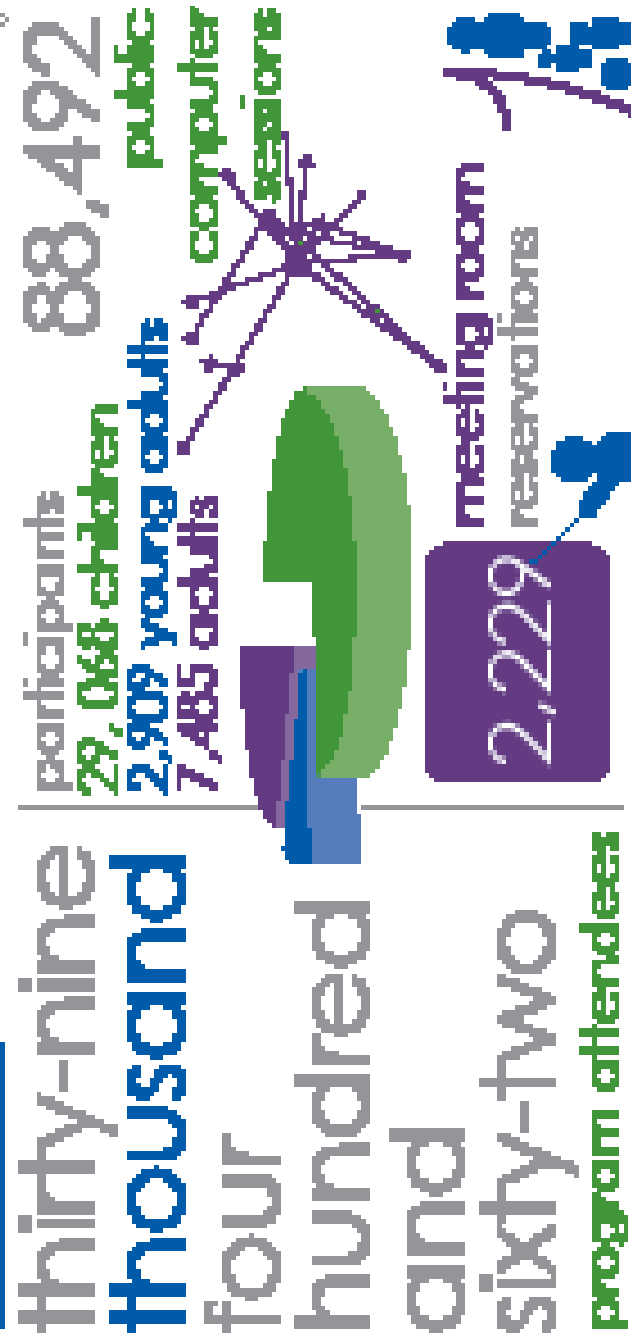
Designed to be used in planning processes, the standards look at libraries through two lenses: Service Population and Municipal Population.

The library can rank in four levels. The lowest is basic, then moderate, then enhanced, and the top is excellent. Below, you will see the various standards and how we rank in both service and municipal populations. As you can see, there are real differences between the service and municipal population figures.

STANDARD	SERVICE POPULATION	MUNICIPAL POPULATION
FTE Staff per 1,000 Population	Moderate	Enhanced/Excellent
Print Volumes per capita	Basic	Basic
Print Periodical Titles per capita	Basic	Basic
Audio Recordings per capita	Excellent	Excellent
Video Recordings per capita	Excellent	Excellent
Public Use Internet Computers per 1000 population	Basic	Moderate
Hours Open	Enhanced	Excellent
Materials Expenditures per capita	Excellent	Enhanced/Excellent
Collection Size per capita	Basic	Enhanced

Historic Statistics

2012 Statistics



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