

## **Appleton Public Library (APL) Study**

### Background

At the May 2012 Annual Meeting the membership recognized the need to update the Appleton League's 1975 and 1992 Appleton Public Library (APL) support positions in light of the dramatic changes in the nature of 21<sup>st</sup> Century libraries. A 2-year local study was chosen to purposefully address the future of the library with respect to the mission, programs, services, physical space priorities and funding sources. The goal was to have a position that facilitates meaningful advocacy now and for the foreseeable future. Fortunately, the League study overlapped with the end of an 18-month long-range study and planning for a future library carried out by the staff and Board of Directors of the APL and the Friends of the APL. This gave both the League study committee and the membership access to many valuable resources.

### Study Committee

Members were Miriam Douglass (Chair), Barbara Dorzweiler, Barbara Kelly, Carolyn Mewhorter and Shirley Strange. Serving as consultants to the committee were League members Colleen Rortvedt, Director of the APL, and Jan Quinlan, Executive Director of the Friends of the APL. Committee Meetings were held in 2012 on September 25 and December 13 and in 2013 on March 8, April 5, May 30, September 5, September 26 and October 8.

### Study Process

Over the 16-month study a substantial amount of information was provided to the membership as detailed in Appendix A. Additional material studied by the committee is listed in Appendix B. Two resources were especially important – the book “Expect More: Demanding Better Libraries for Today's Complex World” by R. David Lankes and a field trip to two modern libraries, the new library in Elgin, IL and the renovated library in Skokie, IL.

Appendix C contains the consensus questions which were mailed to the membership four weeks before the consensus meeting. The questions were grouped into 4 categories – Mission, Services and Programming, Physical Space Priorities, and Funding Sources for a Public Library. Summaries of the background information relating to each group were provided as well as directions to consult the more detailed information provided on the Appleton LWV website.

The consensus meeting was held on February 27, 2014, 4-6 p.m. In the APL Lower Level Meeting Room C. Twenty members attended. The discussion leader was Beth English, the recording secretary was Lois Bressette, and the presenters were Barbara Kelly, Miriam Douglass, Shirley Strange, Jan Quinlan and Colleen Rortvedt. Barb Dorzweiler used flip charts to capture information not included in the consensus questions. Because of their professional involvement with the library, Colleen Rortvedt, APL Director, and Jan Quinlan, Executive Director of the Friends of the APL, served as resource people, but were not involved in preparing the League's new position statement.

### New Position Statement

The following new position statement was written by the 2012-2014 APL Study Committee based on membership consensus reached on February 27, 2014, approved by the Appleton LWV Board of Directors on March 5, 2014 and reaffirmed by the membership at the April 17, 2014 Appleton LWV Annual Meeting.

## LOCAL GOVERNMENT

### VIII. APPLETON PUBLIC LIBRARY (2014)

- A. The League of Women Voters of Appleton supports the Appleton Public Library as a basic community service that provides the following essential components:
  - 1. Be a center of life-long learning providing access to the world of information
  - 2. Offer digital resources to people of all incomes
  - 3. Be a safe and welcoming place in a central location that provides access to all members of the community and is accessible by public transportation
  - 4. Serve as a collective purchasing agent for information resources
  - 5. Provide access to the important history of the community
  
- B. The Appleton Public Library should provide programs and services, using its own resources and through collaboration with others, that meet the needs of the community in the following areas (some examples are listed in each area):
  - 1. Technology
    - a. Remain up to date with cutting-edge technology
    - b. Have proficient staff capable of using high level technology and assisting and advising the public in its use
  - 2. Arts
    - a. Provide space for exhibits of works by local artists and for drama and musical performances
    - b. Collaborate with others to provide activities and classes in the arts
  - 3. Literacy
    - a. Help the public search and evaluate information
    - b. Build early literacy for babies, toddlers and preschoolers
    - c. Collaborate with others to provide instruction in English and other languages
    - d. Offer programs and services in multiple languages
    - e. Provide opportunities for engaged learning and civil discourse in the humanities, social science and physical science
  - 4. Career
    - a. Provide tools for adults to access appropriate technology to apply for jobs, do homework, get information about health care, learn about government benefits and manage finances
    - b. Provide help in accessing job databases and online employment services
    - c. Provide support for small businesses and entrepreneurs
  - 5. Leisure and Diversion
    - a. Provide stimulating and engaging resources in a wide array of formats for enrichment and enjoyment
  
- C. The League believes that the physical space of the Appleton Public Library should provide:
  - 1. Flexibility to adapt to future needs and changes
  - 2. Space for
    - a. all phases of life – preschool, elementary, teens, adults and retired adults
    - b. special user groups

- c. large and small groups to gather, some of which is accessible when the library is closed
  - d. the use of new technology
  - e. creativity and innovation
3. Separate spaces for both quiet and noisy activities
  4. An abundance of natural lighting
  5. Sustainable design concepts in any remodeling and/or new construction
- D. The Appleton Public Library should be financed through a combination of sources:
1. Operational funding for the library should be primarily public money, with private donations serving as the "extra edge" for special programs, activities, etc.
  2. Capital expenses for remodeling, expansion or new construction of the library should be primarily public money, with private donations providing augmentation to public funds
- E. The League believes that these criteria for the Appleton Public Library's mission, programs and services and physical space will:
1. Provide economic stimulus to the community
  2. Reflect our dreams and aspirations and be a symbol of community aspirations
  3. Help to create a nation of informed and active citizens and serve as a cradle of democracy

#### Appendix A. Resource Information Provided to Membership

- November, 2012 Voter newsletter article with link to a November 9, 2012 WPR discussion of the roles that libraries play in our lives and communities and of librarians as knowledge navigators,
- Update on the study committee activities at Lively Issues, January 19, 2013,
- February, 2013 Voter newsletter article by APL Director Colleen Rortvedt on the Community Conversations which the APL held with representatives of many diverse groups in Appleton to learn what people think of Appleton, their hopes for Appleton's future and how APL can help realize their hopes,
- Membership meeting with Colleen Rortvedt who described the APL planning process, gave a presentation on Libraries of the 21<sup>st</sup> Century and led a tour of the library with discussion of needs, February 26, 2013,
- Library Future Series speaker Tony Nelessen, urban designer and architect, "Revitalizing Cities & Towns in the 21st Century: The Past, Present and Potential Future", March 21, 2013,
- Library Future Series speaker Gary Golden, futurist, "Tapping Your Inner Futurist: Foresight and Future of Appleton Public Library", April 10, 2013,
- April, 2013 Voter newsletter article containing highlights of the Nelessen and Golden Library Future Series presentations,
- May, 2013 Voter newsletter article on Pew Research study "Library Services in the Digital Age". It found that libraries are thriving in the digital age and that patrons are eager to see digital services expand, yet also want print books to hold their central place,
- Membership meeting to view and discuss a video of the Library Future Series presentation by Gary Golden, June 4, 2013,

- September, 2013 Voter newsletter article on how library services are changing world wide, included a link to “Prezi” slide presentations by APL staff on the future of these areas of library services: Children’s Services, Public Services, Community Partnerships, Materials Management, and Technology/Network Services,
- October, 2013 to January, 2014 Countdown-to-Consensus series:
  - 10/3/13 membership meeting to show and discuss the APL Staff Experts presentations,
  - 11/21/13 email containing a list of resources for the Library Study and a report on Issues Affecting Public Libraries prepared by Rick Krumwide, Director of the Outagamie Waupaca Library System,
  - 12/4/13 email containing a synopsis of the book “Expect More: Demanding Better Libraries for Today’s Complex World” by R. David Lankes and
  - 1/8/14 email containing a report of the field trip to visit modern libraries in Elgin and Skokie, IL
- November-December, 2013 Voter newsletter article on a League statement before the Common Council Finance Committee’s hearing on the Mayor’s 2014 budget urging the Common Council to continue its financial support of the library and applauding the city’s 5-year plan which incorporates “a library that meets the needs for today and in the future”. The Mayor’s five-year plan for capital improvement projects provides \$17.6 million for the APL which included funding for preliminary assessment work in 2014, funding for architectural design in 2015 and funding toward construction of a remodeled or a new library in 2016-2017.
- January-February, 2014 Voter newsletter article directing members to the Appleton League’s website for an inclusive summation of Library study materials to prepare for the Library Study Consensus Meeting, Thursday, February 27 from 4-6 pm, Appleton Public Library Room C, and
- January 27, 2014 snail mailing of consensus questions and summaries of relevant background information.

#### Appendix B. Additional Resource Information Considered by the Study Committee

- May 23, 2013 field trip to visit modern libraries in Elgin and Skokie, IL,
- October, 8 2013 meeting with by Rick Krumwide, Director of the Outagamie Waupaca Library System (OWLS) to learn about issues facing public libraries, such as funding and oversight/privatization
- Book “Expect More: Demanding Better Libraries for Today’s Complex World” by R. David Lankes,
- [www.apl150.org](http://www.apl150.org), the APL strategic planning web portal which includes the characteristics of 21<sup>st</sup> Century libraries, the strategic plan developed with extensive community input, the building program designed to meet the requirements of the Strategic Plan and site selection criteria applied to 15 potential building sites,
- Magazine article by Ken Worpole in The Guardian, August 30, 2013. Why Public Libraries are Glamming Up,

- Newspaper article “Do We Still Need Libraries?” New York Times, December 27, 2012,
- “28 Beautiful Quotes About Libraries” <http://www.buzzfeed.com/wordsbydan/28-quotes-about-libraries-on-photos-of-beautiful-l-b6bd>

### Appendix C. Consensus Questions and Background Information

Dear Appleton LWV members,

In preparation for our discussion/consensus meeting to update our positions supporting the Appleton Public Library (APL) we are sending the consensus questions to you well in advance of the February 27 meeting.

The format of the consensus questions enables you to use them as a worksheet to formulate your thoughts about the essential components of the APL. Also enclosed are summaries of background information relating to each group of consensus questions. Please bring this packet with you to the meeting. More detailed information has been provided to you throughout the year and can be accessed through the links on the Appleton LWV website, [www.lwvappleton.org/](http://www.lwvappleton.org/) (click on Local Study for a list of Study Resources), several “Countdown to Consensus” emails and issues of The Informed Voter.

Our study committee has been very fortunate that our local League study of the APL has coincided with the APL’s long-range planning study, because we have gained access to resources otherwise unavailable to us. However, the League study has been independent of the APL endeavor and the committee has studied many other resources available on the evolution of 21<sup>st</sup> Century libraries.

Colleen Rortvedt, APL Director, and Jan Quinlan, Friends of APL Executive Director, have been intimately involved in the APL long-range planning study and have been valuable consultants to our League study committee. Colleen and Jan are members of the Appleton LWV. To assure that our League process is independent of the APL planning process Colleen and Jan will attend the consensus meeting as presenters of information but will not be involved in reaching consensus on League positions on the APL.

This has been a fascinating study and we look forward to working with you to develop our League support positions as the Appleton Public Library moves into the future.

#### Committee members

Miriam Douglass, Chair  
 Barbara Dorzweiler  
 Barbara Kelly  
 Carolyn Mewhorter  
 Shirley Strange

### **LWV 2013/14 Library Study Consensus Questions Discussion and Consensus Meeting February 27, 2014**

Prior to the discussion/consensus meeting use the following three tables as tools to think about the essential components of the library. Based on your own experience and reading of the study materials

indicate your preferences as **SA** – strongly agree, **A** – agree, **D** – disagree, **SD** – strongly disagree or **N** – neutral. During the meeting on February 27 each point will be discussed as we come to consensus.

**A. Mission**

The Appleton Public Library should provide the following essential components:

Component	Preference
Be a center of life-long learning providing access to the world of information	
Serve as a social safety net offering digital resources to people of all incomes	
Be a safe and welcoming place to all members of the community	
Serve as a collective purchasing agent for information resources	
Provide economic stimulus to the community	
Preserve the important history of the community, be a "Steward of Cultural Heritage"	
Help to create a nation of informed and active citizens, serve as a "Cradle of Democracy"	
Reflect our dreams and aspirations, be a symbol of community aspirations	

**B. Services and Programming**

Provide programs and services that meet the needs of the community for:

Component	Preference
Technology	
Arts	
Literacy	
Career	
Recreation	

**C. Physical Space Priorities**

The physical space of the Appleton Public Library should:

Component	Preference
Be flexible to adapt to future needs and changes	
Provide space for large and small groups to gather	
Provide space for all phases of life – preschool, elementary, teens, adults, retired adults	

Provide space for special user groups	
Provide space for technology	
Provide space for creativity and innovation	
Provide quiet space	
Provide access to meeting space when library is closed	
Have an abundance of natural lighting	

#### **D. Funding Sources for a Public Library**

**1. Ongoing Operational Funding** (this is funding for staff pay, routine materials acquisition, routine maintenance of the facility, heat, lights, electricity, etc.)

**(Circle the number of the statement that most reflects your views, and explain Why you chose that statement.)**

- Operational funding for the public library should be completely public money.

Why?

- Operational funding for a public library should be primarily public money, with private donations serving as the "extra edge" for special programs, activities, etc.

Why?

- Operational funding for a public library should include a significant portion of private money.

Why?

**2. Funding for Remodeling or New Construction - Capital Expenses** (This is funding to build or substantially remodel the facility. It is generally a one-time expense, and a larger amount than the annual operating budget. Usually it is funding that the municipality is willing to borrow to cover.)

**(Circle the number of the statement that most reflects your views, and explain Why you chose that statement.)**

- Public funding should completely pay for remodeling, expansion or new construction of a public library.

Why?

- Public funding should mainly cover the costs for remodeling, expansion or new construction of a public library, with private donations providing minor augmentation to public funds.

Why?

3. Private donations should mainly cover the costs for remodeling, expansion or new construction of a public library.

Why?

### **Background for Consensus Question Group A. Mission**

APL has been working on a strategic planning process for a couple of years. It is called APL150. Rather than looking at what kind of building people thought was needed, or asking people what they liked or didn't like about the library itself, the library focused on what people in Appleton thought was important about this community, and then on how the library could enhance and support the things people valued most.

From March 2012 through April 2013 the library worked on a community driven planning process with community members sharing their hopes for Appleton's future and how APL might play a role. The first 10 meetings were held in aldermanic districts, and every participant's voice was heard and recorded. Then 10 more focus groups were held to ensure that all perspectives were heard: Teens, the millennial generation, moms, dads, entrepreneurs, creatives, diverse populations, business interests and others. The conversations results are reflected in the library's strategic plan and include these ideas:

#### **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

During the summer of 2013, a group of 10 community members, Library and Friends staff and facilitator Ben Fauske worked to pull together the results of those conversations and other data to create the APL150 Strategic Plan. They met four times, once each in May, June, July and August.

#### **The seven basic strategies that the group arrived at are:**

- Hub of Learning and Literacy
- Collaborative Environment
- The Future: Children and Teens



- Creation and Innovation
- Engaged and Sustainable Organization
- Diversion and Leisure
- Specialized Services and Programs

The release of the strategic plan, which focuses on services, is the first phase in determining the future of the Library. Over the next couple of years the next phases will focus on the type of facility that is needed to be able to accomplish the provision of these services. I am so impressed by the forward thinking of the current library leadership. APL150 is meant to serve until the Library's 150th anniversary in 2047. At first I thought it was pretentious to try to create a strategic plan that will guide the organization for almost 35 years. But the idea is to create a plan whose mission, vision and services would be flexible and responsive to community needs long into the future.

As we on the local study committee have been looking at public libraries over the course of the last year and a half, one very interesting source of information about libraries other than our own has been the book *Expect More: Demanding Better Libraries for Today's Complex World* by R. David Lankes. It is particularly enlightening with regard to the various core arguments for the existence of public libraries. Lankes articulates seven key themes:

- Collective Buying Agent
- Economic Stimulus
- Center of Learning
- Safety Net
- Steward of Cultural Heritage
- Cradle of Democracy
- Symbol of Community Aspirations

Here is a brief summary of each of these key themes and what they mean.

### **Collective Buying Agent**

This is perhaps the most familiar argument for public libraries in the US. Most of us buy some books and magazines, and newspapers, and music recordings, and so forth. But many of us cannot or don't wish to buy everything we want to read, play, investigate, etc. Libraries are also a way for citizens to pool resources to be able to have access to large databases and other materials. They facilitate economies of scale and collective action to benefit the community as a whole.

### **Economic Stimulus**

This is the idea that libraries boost the economy of the community. When I was on the Board of the Wisconsin Library Association Foundation we hired a firm to do a study that evaluated the return on investment of public libraries in Wisconsin. They found that ROI to be \$4.06 for every taxpayer dollar spent. This comes from a variety of sources: the collective buying, the fact that libraries employ people who can then spend money in the community, businesses may be

attracted to a community by a strong vibrant library, libraries help job seekers and entrepreneurs, etc.

### **Background for Consensus Question Group B. Services and Programming**

Contemporary libraries have shifted from revolving around books and objects to becoming vibrant centers of community activity and participatory sites of culture and learning. The physical design of 21<sup>st</sup> Century libraries provides space for learning, for meeting and gathering and to interact and create as well as for traditional collections of books. Outlined below are some of the programs and services that communities ask of their libraries.

#### Technology

- Access to high-speed Internet available to all people regardless of income, helping to close a large digital divide.
- Availability of computers, tablets, smart phones and other new digital devices.
- APL's Digital Creation Lab for editing and producing videos and music, editing photos, and creating websites, graphic design, podcasts, presentations and other forms of digital media.
- Provide a makerspace, a center for peer learning and knowledge sharing in the form of workshops, presentations, and lectures. The Madison Public Library calls theirs the "Bubbler", a social site where things rise or bubble up – ideas, personal connections and hands-on exploration (see madisonbubler.org).

#### Arts

- Exhibits of works by local artists.
- Drama and musical performances.
- Creative Journey at APL for adults to share ideas and explore and nurture their inner creativity.
- Classes in arts and crafts.

#### Literacy

- Training in the use of computers and other digital devices.
- Help from librarians to search for and evaluate information using 21<sup>st</sup> Century skills.
- Building early literacy for babies, toddlers and preschoolers.
- Instruction in English and foreign languages.
- Opportunities for engaged learning and civil discourse in the humanities, social sciences and science.
- Quiet study rooms and reading rooms.

#### Career

- More than a quarter of all adults used the Internet at a library during the past year - applying for jobs, doing homework, getting information about health care, finding out about government benefits, managing their finances, etc.
- Access to job databases and online employment services.
- Support for small businesses and entrepreneurs (Skokie, IL library collaborates with the Chamber of Commerce).

#### Recreation

- Book discussions and author visits.
- Arts and crafts.
- Game room for teens.

## **Background for Consensus Question Group C. Physical Space Requirements**

Library Field Trip

May 23, 2013

Elgin and Skokie, Illinois

The Appleton League of Women Voters Library Study Committee was invited by the Director of the Library to join staff members and library board members on a trip to Illinois to visit two libraries, the Elgin Library which is a new building and the Skokie Library, a renovated library. The trip added visuals to the many reports, articles and the important book, *Expect More*, by David Lankes that the committee studied as well as information from the two Library Future Series lectures presented by Tony Nelessen and Gary Golden.

The beauty and spaciousness of the Elgin library was apparent immediately. Upon entering the library one felt an expansive openness. The large open winding stairway to the second floor enhanced the feeling of spaciousness. See photo. The Skokie Library is a renovated library. There weren't as many options when working with a footprint and structure already in place, but Skokie made excellent advancements.

Technology was visible from the moment we entered both libraries. A large computer screen with a calendar of events greeted library patrons. Library staffing at both libraries included "tech-y" staff, that is, staff supporting the technology in addition to librarians and public services staff. Both libraries had computer centers. Skokie had a digital media lab, an amazing creative center for video creation, graphics work, sound production, etc. They even had a "green" wall like the television weather announcers use. Skokie also had a large projector room in theatre style with a large screen.

Adaptability, ready for change, never "done" is a recognized necessity for 21<sup>st</sup> century libraries. Both libraries described extensive areas they had recently changed or would change in the near future. The expansive service centers are now recognized as something that will be changed in the future. They will likely be replaced by smaller more mobile units. In Elgin, library staff actually roved around with tablets and headsets helping patrons.

We saw spacious rooms for large groups and rooms for small groups. There were youth and teen areas in both libraries. The children's space had inviting, colorful carpeted areas for sitting while sharing games and books. Skokie had a room devoted to travel with books and brochures galore. There were career and business centers at both libraries. And both libraries had space for the sale of used books. Elgin's delightful used book room was called Gail's Sales. See photo

Elgin had a café in the library and an outside garden area with tables topped with umbrellas. Elgin also had the reading room, my personal favorite. Picture this, you take the open stairway to the second floor. There is a 360 degree bank of windows. One entire section of windows looks out on a river. There is a four-way fireplace in the center of the room. And there is complete silence. Required. No talking. No cell phones. Amazing! See photo.

The Elgin and Skokie libraries illustrate that 21<sup>st</sup> century libraries are no longer only about collections of information resources. A library is also a community space where people gather to learn together, exchange ideas, create new knowledge, teach one another and help one another so that no part of the community is left out.

“Libraries store the energy that fuels the imagination. They open up windows to the world and inspire us to explore and achieve, and contribute to improving our quality of life. Libraries change lives for the better.” - Sidney Sheldon

### **Background for Consensus Question Group D**

*(Public Funding Information supplied by Rick Krumwiede, Director, Outagamie Waupaca Library System. Private Funding information by Jan Quinlan, Executive Director of Friends of Appleton Public Library.)*

### **Public Libraries in the United States**

Over 96% of the US population has access to public library service. Currently there are 8951 public libraries in the United States. This includes over 7200 single outlet libraries and over 1700 libraries with multiple outlets totaling 16,417 library buildings.

The structural models for public libraries vary from municipal to county to regional to joint to non-profit. There are also “District Libraries” with taxing authority. These have elected Boards and are independent from other governmental units. Nineteen states allow district libraries.

Libraries are facing significant funding challenges in recent years. Most public funding is by the jurisdiction that established the library and that has been decreasing. Direct state aid has decreased significantly, and there is very little federal funding for public libraries. Federal funding is primarily through grant programs.

### **Wisconsin Public Libraries**

In Wisconsin, there are 384 public libraries and 82 library branches. Of the structural library models listed above, Wisconsin has only three types: 1) Municipal (operated by a single city, village, town, or tribe) or 2) Joint (usually towns, village & towns, or villages combining) or 3) County. Municipal libraries in Wisconsin are by far the most prevalent (with 351); and there are 25 Joint Libraries and 8 County Libraries. Appleton Public Library is a Municipal library. Wisconsin public libraries are part of one of 17 library systems who facilitate resource sharing, continuing education and technology access.

### **Library Board Governance in Wisconsin**

Public libraries in Wisconsin and most states are overseen by library boards, but their roles vary. Library Boards were established to insulate public libraries from political whims. Libraries are revered as knowledge institutions, protect intellectual freedom, and prevent censorship. While the library Board members are appointed by the Mayor and approved by Council, Public Library Boards in Wisconsin have significant statutory authority. Such Boards are not typical in local government (even Police and Fire Commissions have more limited authority.) While Library Boards have significant statutory authority over the library’s staff and operations, municipal governments have the power of the purse – they make the appropriations to fund libraries.

### **Library Board Authority and Duties**

Library Boards in Wisconsin control all funds appropriated to, donated to, or received by libraries. These Boards are responsible for setting library budgets, auditing and approving all expenditures, and determining the staff and their duties and compensation. Library Boards hire

and supervise the Director who in turn has the authority to hire, supervise, and fire employees. Library Boards set policies that govern the operation of the library with the Director of the library administering the library within those policies. Library Boards also fulfill an advocacy role: determining the library service needs of the community and advocating for the resources necessary to meet those needs.

### **The Political Reality**

The Library Board's authority and responsibilities seem clear in statute. However, the library is a municipal department with a semi-autonomous Board and as such does not operate like other departments in the City which depend on the municipality for funding. The municipal library operates in a political world. This requires the Library Board to navigate between their board authority and the City's authority. This statutory authority can allow the Library Board to win some battles, but the price can be losing the war. The library also has to be viewed as a team player within the municipality to secure resources. Ambiguity and politics come into play in many areas. One example: should the Library follow city budget guidelines or advocate for their needs?

### **Funding**

Most public library funding comes from the jurisdiction that established the library. Significant payment from other jurisdictions may come from non-resident services. These include service contracts, required county payments, and required intersystem payments. There are also some in-kind payments for non-resident services such as inter-municipal services and state-funded system services. Public libraries are not required to extend services beyond system boundaries without adequate compensation but the philosophical goal of Wisconsin public libraries has always been universal service.

### **FOAL, Foundation, and Friends of APL private funding**

Friends of Appleton Library or FOAL was a non-profit organization formed in 1975 to advocate for a new APL building. When the current APL building opened its doors in 1981 it was totally funded with public money mostly from the City of Appleton but also from Outagamie County whose non-Appleton residents it serves. FOAL continued to support APL through grassroots membership drives and smaller-scale fundraising efforts. In 1985, a group of Library Trustees and community leaders led by Robert Bodoh and John Bubolz, created the Appleton Library Foundation. The Foundation's goal was to establish an endowment of \$1 million whose earnings would provide augmentation or "edge of excellence" funding for the APL beyond tax dollars. By the early 1990s the Library Foundation had met that goal. Earnings from the Library Foundation's endowment have funded cutting edge technologies (e.g. WiFi technology); new ideas (e.g. paid APL Volunteer Coordinator) and other local community needs (e.g. the Hmong Resource Center.)

In 2009, following discussions by the FOAL and Foundation Boards, the two organizations merged to form Friends of Appleton Public Library, Inc. This 501c3 membership organization continues to fund APL "edge of excellence" projects (\$65,000 or more each year) and is able to focus more energy on advocacy and fund development. With the hiring of an Executive Director, Friends of APL has also separated fundraising and non-profit management from APL staff and administrators.

(January 22, 2014)