

## **Kimberly-Little Chute Public Library Plan: 2011-2015**

Adopted by the Library Board: August 16, 2011

### **Background**

Late in 2010 the Library Board and Library Director Beth Carpenter considered the benefits to the library of engaging in a structured planning process to assist in identifying needs and establishing priorities. Because facilitation of planning processes is a service that the Outagamie Waupaca Library System (OWLS) provides to its member libraries, the Library Board asked OWLS Director Rick Krumwiede to prepare a planning proposal. At its December 21, 2010 meeting the Library Board accepted a proposal for a planning process to be conducted during 2011.

A Planning Committee was appointed that included Library Board President Jim Moes, Library Board member Marcia Trentlage, Library Board member Tamara Maxwell, FOLKS President Barbara Fleming, Library Director Carpenter, and Youth Services Librarian Ann Hardginski. Krumwiede assisted the committee with the process.

The planning proposal accepted by the Board included three phases:

- Evaluation of current library programs and services
- Analysis of community needs
- Development of a service plan

The Committee's goal was to complete the planning process and recommend a plan to the Library Board for approval prior to the Board taking any action on the library's 2012 budget.

### **Evaluation of Current Library Services**

The first step in the planning process was to evaluate the current programs and services of the library. A variety of processes and tools were used to conduct the evaluation:

- Input about the library's programs and services was solicited from the public via an online and in-house survey.
- A survey was administered to the Library Board to gather input from board members.
- A survey was administered to library staff to collect their impressions of the library and its services.
- The Planning Committee reviewed statistical information regarding the library's services, patrons, and collections and how the library compared with other libraries.
- The Planning Committee evaluated how well the library meets the Wisconsin Public Library Standards.
- The Planning Committee compared the library's current space to recommended space allocations.

The general conclusion reached by the Planning Committee about the programs and services of the library is that they are very well-liked by patrons, who especially appreciate the library staff. While the library offers many services that are comparable to those of libraries in similar sized communities, it does not compare favorably with its peers on several measures.

## Public Survey (Appendix A)

Input about the library was solicited from the general public via an online and in-house survey during the month of March 2011. One hundred fifty-nine (159) library users completed the survey, and they were generally pleased with the library's services. In fact, ninety-four percent (94%) of respondents said that they were either extremely or very satisfied with the library's services, and an even greater number of respondents (96%) indicated that the library staff is extremely or very helpful. More importantly, many survey respondents took the time to comment specifically on the helpful and friendly staff. Most respondents (93.5%) said that they always or frequently feel genuinely welcomed when they come to the library, and nearly all respondents (98%) reported that they always or frequently have positive feelings about their experience after visiting the library.

The vast majority of respondents (91%) said that they always or frequently find what they're looking for at the library, and a slightly larger number (95%) reported that those materials were easy to find.

Generally, those who know about the library's services are satisfied with them. However, a significant number of respondents didn't know about some of the services that the library offers, e.g., wireless Internet (56%), adult programs (50%), public computers (46%), children's programs (46%). With the exception of hours open (17% dissatisfied), very few respondents expressed any dissatisfaction with the library's services. It is significant to note that about half of the responses to the open-ended question asking "what one thing you would change" had to do with hours.

Responses to questions about the library facilities were also positive. Almost all of the respondents (99%) believe that the library facilities are always clean and well maintained, and nearly all (99%) responded that they can always find a place to sit.

Not surprisingly, most survey respondents were regular library users, with 71% reporting that they visit the library weekly and 27% reporting that they visit the library monthly. Library users reported that they use the library's online resources primarily from home (72%) and in the library (40%).

## Staff Survey (Appendix B)

Fifteen staff members, not including the director, completed the staff survey. They were generally positive about the library and their experiences as employees. It is interesting to note that all of the respondents believe that the library is a good place to work and that the entire library staff works hard to provide the best possible service to patrons. Employees also agreed that the library is administered efficiently and effectively and that the facilities are well maintained. There was some diversity of opinion on whether employees are compensated fairly and whether the library board is in touch with what goes on at the library. The majority of employees were neutral about whether municipal officials appreciate and support the library.

Staff members indicated that their biggest challenges in the last year have been dealing with change and inadequate resources, e.g., funding, staff, time. The biggest improvements in the past year have been improvements to the collection and programming. The new director and youth librarian were also noted as improvements. Staff reported that the most common complaints from patrons had to do with hours open and kids using computers. However, they also reported that patrons do like the staff, the collection, and the ease with which library resources can be used.

### Board Survey (Appendix C)

Seven members of the library board completed the board survey, and their evaluation of the library was also very positive. Board members all strongly agree that the library staff works hard to provide the best possible service, the library director values their participation on the board, the library is administered efficiently and effectively, and that when they have ideas other board members listen. They also agree that area residents appreciate and support the library, the library is a safe place to visit and work, that they are in touch with what goes on at the library, that patrons have access to a strong collection of materials, and that the library director is supportive of employees.

The majority of board members were neutral on two questions, i.e., whether the library is adequately funded and whether municipal officials appreciate and support the library. Board members identified budget constraints and hiring a new director as their biggest recent challenges, and they identified improvements in technology and collections as the library's biggest improvements. There was a consensus that economics will continue to present the biggest challenges for the next few years.

### Peer Library Comparisons (Appendix D)

Using data from 2009 Wisconsin public library annual reports, groups of peer libraries were selected with levels similar to Kimberly-Little Chute's on the following twelve measures: municipal population, service population, square footage, hours open annually, library visits, circulation, program attendance, public Internet computers, materials owned, staff full time equivalents (FTEs), wages/benefits, and operating expenditures.

The number of libraries in a particular peer group ranged from five (5) to twenty-one (21). The averages on all twelve service measures were calculated for all of the libraries in a particular peer group and compared with the library's levels.

Examination of this data yields a number of interesting observations:

- The library doesn't lend as many items nor have as many visitors as libraries with a similar municipal population or with a similar service population. However, libraries with similar populations tend to have significantly more computers, larger staffs, and significantly larger operating budgets.
- On average, libraries in every peer group had more public Internet computers.
- Libraries that loaned a similar number of items had more staff and larger budgets.
- Libraries with a similar program attendance tend to be located in significantly larger communities, have more staff, and have larger operating budgets.
- Libraries with a staff size (FTEs) similar to Kimberly-Little Chute's staff size tend to be located in smaller communities, operate smaller facilities, be open for fewer hours, circulate fewer items, and experience lower program attendance. These libraries also have operating budgets slightly smaller than Kimberly-Little Chute Public Library's budget.

### Wisconsin Public Library Standards (Appendix E)

Comparing the library's 2010 service data to the recommended quantitative service targets contained in the Wisconsin Public Library Standards (5th edition) shows that most of the library's measures are below the minimum recommended standards.

- Comparing the library's service levels to state standards based on municipal population, the library achieves the rank of "Moderate" in one (1) of eight categories, i.e. Print Volumes Held.
- The library achieves the "Basic" level in one (1) category, i.e., Collection Size.
- The library's measures were "Below Basic" in six (6) of eight (8) categories: Staff FTE, Periodical Titles, Audio Recordings Held, Video Recordings Held, Materials Expenditures, and Public Internet Computers. Perhaps most significant is the fact that the library's staffing level is approximately 1.5 FTEs below what is considered to be necessary to provide a basic level of library service.

The library's materials collection ratings, which range from "Moderate" to "Below Basic," are consistent with the fact that the library is a net borrower from other OWLSnet libraries. In 2010, the library borrowed approximately 10 items from other libraries for every 7 items that it loaned. This has improved through the first six months of 2011 with the library lending about 3 items for every 4 items it borrows.

Also included in the Wisconsin Public Library Standards are checklists of recommended minimum standards. Each item in a checklist is presented as a simple statement; either a library meets the recommendation or it does not. The library director was able to answer "yes" to one hundred two (102) of the one hundred forty-four (143) questions in the checklists (i.e., the library meets 71% of the recommended minimum standards). The statements that could not be answered "yes" were primarily related to the use of adaptive technologies, publicity activities, staff training, and policies.

### Municipal Support for Outagamie County Libraries (Appendix F)

Comparisons with peer libraries and to the state quantitative standards indicated that the library's budget may be less than optimal. Consequently, the library's 2010 municipal appropriations were compared to those of other Outagamie County libraries. The Villages of Kimberly and Little Chute levied an average of 50.8 cents per \$1000 of valuation for library purposes. This was 24 cents per \$1000 less than the average of the other six municipalities operating libraries in Outagamie County.

Also in 2010, the Villages appropriated an average of \$30.60 per capita for library purposes. This compares to the Outagamie County municipal average \$46.33 per capita, OWLS systemwide average of \$47.20 per capita, and the statewide average of \$40.28 per capita.

### Space Needs

The Planning Committee did not attempt to project future space needs. Rather, it looked at how well the current facility measures up to the recommended size for a facility providing the level of services currently offered by the library. The existing library facility contains 25,846 square feet of space. According to state standards, the library should be approximately 30,000 square feet to adequately provide the services that the library now offers. Given that the library experiences efficiencies because

both locations are part of shared municipal facilities, the library's current space is probably minimally adequate for its current operations. However, the library's current space is not sufficient to accommodate any expansion of collections, programs, or technology-based services.

### Conclusion

The Kimberly-Little Chute Public Library is held in high regard by its users who very much appreciate the services and programs that the library provides. Users are overwhelmingly satisfied with their library interactions, and they especially value the library's friendly and helpful staff.

While some users have complained about the recent reduction in morning hours, the library's services appear to be generally convenient and attractive. For example, in 2010 nearly 17% of the library's circulation was to residents who live in other communities that operate libraries. This is more than double that of any other OWLS library, and the average for an OWLS library is about 5% of its circulation. Because the library has two locations that are situated between other communities that operate libraries, it's not surprising that the library experiences a significant level of inter-municipal borrowing. However, this very high level of inter-municipal borrowing likely indicates that the Kimberly-Little Chute Public Library is perceived throughout the area as an attractive option for library service.

Despite the general satisfaction expressed by the library's users, they are not always aware of everything that the library has to offer. If many frequent library users are not aware of all the library's services, it follows that people who don't regularly use the library also wouldn't know about the library's full array of services.

Library Board members and staff members are generally very positive about the library. They take pride in the library and the work that they do for it. However, the library does not always compare favorably with its peer libraries. The fact that the library does not meet state recommended minimum standards on six of eight measures is troubling. It appears from the data that the library is constrained in its ability to provide recommended levels of materials, public computers, and staff by its operating budget. Furthermore, the library's staff, which does not meet minimum size standards and is smaller than its peers, is responsible for operating two facilities. This makes it difficult to provide anything more than basic library services and creates additional stress for library employees.

While the library provides programs and services to the community that are very much needed, used, and appreciated, the Kimberly-Little Chute Public Library does not provide the complete range and level of services that are often common in similar sized communities.

## **The Community and Its Needs**

The second step in the planning process was to investigate the nature of the community and what that might mean for library services in the future. A variety of processes were used to conduct this investigation:

- Eight focus group sessions were held to solicit input from a broad cross-section of residents.
- Seven community leaders were interviewed to gain insight into the challenges being faced by the community and its residents.
- Basic community demographics were compiled and discussed.
- Planning Committee members engaged in an exercise to choose service responses for the library that might best address the community's needs.

### Focus Group Sessions (Appendix G)

Between May 14th and June 22nd eight focus group sessions were held with the following groups: middle school students (2), high school students (2), teachers, seniors, daycare providers and parents of young children, civic groups and clergy. Meetings were facilitated by Tamara Maxwell, and she was assisted by Ann Hardginski and Beth Carpenter. Attendees at these sessions identified a number of needs and challenges facing the community. The poor economy, job loss, and decreasing income are challenges for many residents. Mental health issues, family issues, the challenge of working and parenting, and issues associated with increasing diversity were identified by attendees. Attendees also noted that lack of access to technology resources is a concern for many residents, and there is a need to make sure that technology resources are available to anyone needing them.

The attendees believe that the community needs to be revitalized on a number of different levels. Revitalization of the economy is a priority. Communication could be improved in the community, relationships could be strengthened, and more activities could be made available. The need to have a gathering place for teens was also identified, and it was suggested that the library could meet that need by having dedicated spaces where teens could be themselves.

In addition, focus group attendees believe that the library must play a significant role in making access to technology available to everyone. There is a need for the library to provide information on how to access social services, and the library has a role in maintaining appreciation of heritage. Inclusive programming of a variety of educational topics, including wellness and family issues, would be appreciated by residents.

### Key Individual Interviews (Appendix H)

During May Rick Krumwiede interviewed seven community leaders, suggested by the Planning Committee, who have a good understanding of the various aspects of Kimberly and/or Little Chute. Interviewees were given some background information about the library's planning process and were asked eight questions designed to solicit information about the community and the library's role in it.

Kimberly and Little Chute were characterized by interviewees as small communities that provide a high level of services and offer a good quality of life. Small town living, and especially small town values, are appreciated by community members. Location is also appreciated because both villages are close to larger cities that offer additional amenities.

There was general agreement among the interviewees that the most significant challenge facing the community is maintaining the quality of life that people are accustomed to and expect. Specifically, paying for governmental infrastructure and services will be a significant challenge. Growing the tax base and attracting and retaining businesses will continue to be challenging. Changing demographics including an aging population, increasing diversity, and increasing poverty will change the nature of the community and will likely introduce new challenges.

While there wasn't a consensus about any specific groups in the community whose needs aren't being met, several interviewees mentioned that older teens and adults in their twenties could benefit from additional programs or services. The library is viewed as community asset that has a major role to play in providing access to information and technology to residents.

Basic Demographics

Because most currently available demographic data dates back to the 2000 federal census, an in-depth demographic analysis was not conducted as part of this planning process. The table below contains population and household projections from the Wisconsin Department of Administration.

<b>Measure</b>	<b>Kimberly</b>	<b>Little Chute</b>
2000 Census Population	6,146	10,476
2010 Population Estimate	6,509	11,020
2000 Voting Age Population	4,558	7,426
2010 Voting Age Population	4,977	8,054
2020 Population Projection	7,069	12,496
2030 Population Projection	7,496	13,582
2010 Number of Households	2,783	4,339
2020 Households Projection	3,070	4,926
2030 Households Projection	3,317	5,454

According to the Department of Administration (DOA), both villages are growing and will continue to grow. The voting age population as a percentage of the total population is projected to have grown 2%-3% in each village, demonstrating a slight aging of the population. The number of households is also projected to grow in each village. However, it appears that data from the 2010 census may show that DOA's growth estimates are overly optimistic for both villages.

School demographics from the Department of Public Instruction's WINNS website are reported for the Kimberly Area School District and the Little Chute Area School District in the table below. It should be noted that these school demographics do not present a complete picture of the student populations in the villages because they do not include students attending parochial schools. However, the data is quite useful in considering the population served by the library.

**Public School Demographics**

<b>2010-11 School Year Measure</b>	<b>Kimberly</b>	<b>Little Chute</b>
Enrollment	4,641	1,485
Gender	51.5% male 48.5% female	52.4% male 47.6% female
Race/Ethnicity	92.8% White 2.8% Hispanic 1.7 % Asian 1.2% Black 0.3% American Indian 1.2% Two or more	88.1% White 6.3% Hispanic 2.1% Black 1.7% Asian 1.3% American Indian 0.6% Other/Two or more
Students with Disabilities	9.8%	13.1%
Economically Disadvantaged	11.7%	32.5%
English Language Proficient	99.0%	95.4%

*Kimberly Area School District:* Enrollment has increased annually since 1995-96 (which is as far back as the website data goes) when it was 2,461. Typically, the district has a larger number of male than female students. Diversity in the district has increased annually since 1995-96 when students were 97.5% white. The number of students with disabilities has been relatively consistent, ranging from 9.5% to 10.7% since 2002-03. The number of economically disadvantaged students has grown significantly from 4.3% in 2000-01 to 11.7% in the current school year.

*Little Chute Area School District:* Enrollment has decreased somewhat from a high enrollment of 1,554 in 2002-2003. In almost every year the district has had a higher percentage of male than female students. Diversity in the district has increased nearly every year since 1995-96 when students were 99.5% white. The number of students with disabilities has varied from year to year, ranging from 3.4% to 13.3% since 2002-03. The number of economically disadvantaged students has grown annually from 11.3% in 2000-01 to 32.5% in the current school year.

The unemployment rate for the Appleton, Metropolitan Statistical Area, which includes both villages, was 6.8% in May 2011, and the May 2011 rate for Outagamie County was 7.1%. The unemployment rate for the nearby Green Bay Metropolitan Statistical Area was 7.2% in May 2011.

Service Response Exercise

Public libraries typically provide a wide variety of services aimed at meeting the needs of all residents of the community, but most libraries don't have sufficient resources to be able to do everything that patrons would like. To aid in library planning, the Public Library Association has developed a set of 18 possible service responses. A service response is what a library does for, or offers to, the public in an effort to meet an identified community need.

At its July 11, 2011 meeting, the Planning Committee reviewed the 18 service responses and selected those most important for the library to pursue to meet community needs. The top six service responses selected by committee members are listed below:



- **Connect to the Online World: Public Internet Access**  
Residents will have high-speed access to the digital world with no unnecessary restrictions or fees to ensure that everyone can take advantage of the ever growing resources and services available through the Internet.
- **Know Your Community: Community Resources and Services**  
Residents will have a central source for information about the wide variety of programs, services, and activities provided by community agencies and organizations.
- **Satisfy Curiosity: Lifelong Learning**  
Residents will have the resources they need to explore topics of personal interest and continue to learn throughout their lives.
- **Create Young Readers: Early Literacy**  
Children from birth to age five will have programs and services designed to ensure that they will enter school ready to learn to read, write, and listen.
- **Make Career Choices: Job and Career Development**  
Adults and teens will have the skills and resources they need to identify career opportunities that suit their individual strengths and interests.
- **Stimulate Imagination: Reading, Viewing and Listening for Pleasure**  
Residents who want materials to enhance their leisure time will find what they want when and where they want them and will have the help they need to make choices from among the options.

These service responses address a number of the identified issues, and they have been incorporated into the development of goals for the new plan.

### Conclusion

Residents of Kimberly and Little Chute take a great deal of pride in their communities. They appreciate the small town atmosphere, and they value the quality of life that they experience. School and church play essential roles in the lives of families, and there is an abundance of recreational activities available. The library is also viewed to be a significant asset, but there is a perception among some residents that it is underutilized.

Both villages, and their residents, are facing many of the same challenges being faced by communities throughout the state and nation. Foremost among these challenges is how to continue providing the level of governmental services that people expect and need. Funding services and infrastructure will become increasingly difficult during the economic downturn, especially with constraints imposed on municipalities by the state, and changing demographics are likely to result in additional challenges for the community.

Community members have identified a number of needs and have indicated that the library should play a significant role in meeting those needs. They would like the library to continue to be a primary source of information, to make up-to-date technology resources available, and to be a significant source of educational programming for all ages. Furthermore, they expect that all of these activities will be available to every citizen without charge.

As much as the community sees the library occupying a significant role at the center of community life, fulfilling that role involves significant challenges for the library. Given the findings of the evaluation portion of the planning process, it seems likely that the library has neither the space nor the financial resources necessary to address the identified community needs.

## **Development of Service Plan**

The Kimberly-Little Chute Public Library is a relatively young library, having been established in 1994 to provide library services jointly for the Villages of Kimberly and Little Chute. This planning process is the first time that the joint library has been systematically evaluated, and many results of this evaluation are very positive. Library users are very pleased with the library's programs, services, and staff. The Library Board and staff take great pride in the library, and the library's services are heavily used. Yet, while the community certainly appreciates everything the library does, the library does not provide the complete range and level of recommended services that are commonly provided by libraries in many similar sized communities.

A significant motivation for establishing and maintaining the joint library has been to allow the Villages to provide library services as cost effectively as possible, and it appears that they have been successful in this endeavor. However, there have never been any benchmarks for evaluating whether the level of support for the library was appropriate. Through this process the Planning Committee has discovered that, while the Villages have actively supported the library throughout its history, their level of support is somewhat lacking from what is needed to optimally meet the community's needs.

Clearly, there is a tension between the economic challenges facing the community and the need for adequate resources to enable the library to address identified needs and correct deficiencies. It's in this context that this plan has been developed. The Planning Committee understands that it must be realistic in its expectations regarding financial support for the library, but it also believes it has a responsibility to develop a plan to address the needs of residents and the library's deficiencies. The library will make every effort to successfully implement this plan, but it acknowledges that full implementation may not be possible within the timeframe covered by the plan.

What follows are an articulation of the library values, a new mission statement, and goals and objectives for the next five years.

## Statement of Library Values

The Kimberly-Little Chute Public Library is committed to the following values. These values are the guiding principles that shape everything the library does. They are intended to guide planning, decision-making, and the programs and services the library provides to its users for at least the next five years.

We value people:

- We treat library users and staff with dignity, respect, and compassion.
- We respect the diverse cultures, thinking, and learning styles of the people we serve.
- We respect people's right to privacy and confidentiality when using the library.
- We believe in teamwork.

We value information and intellectual freedom:

- We are passionate about early literacy, lifelong learning, and instilling the love of reading in people of all ages.
- We are ideas champions who facilitate access to information & resources that will assist people in shaping their own beliefs, goals, voice, and personal development.
- We provide current information in a variety of formats to meet the needs and interests of our community.
- We provide up-to-date technology and staff trained to assist people in its use.

We value service:

- We are innovative and creative and strive for excellence in all that we do.
- Our staff, volunteers, and trustees welcome and serve all equally.
- We believe people should have a positive experience when using the library.
- Our staff is approachable, friendly, well-trained, and committed.
- We believe in integrity and accountability.
- We are here for our users and are responsive to their changing needs.
- We seek to turn problems or challenges into opportunities.
- We provide a clean, accessible, and welcoming facility that is an asset to the community.

We value culture and community:

- We enhance the quality of life of the community through our collections, programming, and services.
- We encourage, inspire, and support the creative and cultural endeavors of library users.
- We contribute to the economic viability of the community.

## Mission Statement

The Mission Statement follows from the library's values. It describes the reason that the library exists, i.e., its core purpose.

The Kimberly-Little Chute Public Library enlightens and enriches people's lives through service that exceeds expectations and by providing responsive and dynamic collections, programs, and services that meet the changing needs of our community.

Tagline recommended for use on promotional materials and web site:

*Inspiring and supporting lifelong learning and the love of reading*

## Goals and Objectives

Goal A: The library will acquire and provide appropriate technology to ensure that library users and staff have access to digital collections, online resources, and training in how to use them effectively.

*Findings:* Throughout the planning process the need to provide technology resources emerged as a theme. Many focus group participants and interviewees specifically mentioned the need for the library to be a community resource for technology resources. Based on comparisons with peer libraries and recommended standards, it is clear that the library needs to increase the number of public computers it has available.

Objectives:

1. Continue to provide free access to public computers and Internet resources, as well as free WiFi access within the library. (2011-2015)
2. Continue to maintain and implement a computer replacement schedule. (2011-2015)
3. Explore the feasibility of providing public Internet computers in the teen areas of the library. (2012)
4. Work with OWLS to establish required technology competencies for staff and implement a program to provide training and assess progress. (2012-2013)
5. Provide and promote, as feasible, one-on-one and/or group computer training for the public, including how to use the library's web site, online resources, InfoSoup, and ebooks. (2012-2015)
6. Investigate new technologies which can be used to access the library's resources and collections, purchase these new technologies when feasible and/or appropriate, and provide training to staff and the public in their use. (2012-2015)
7. Increase the number of public Internet computers to meet, at minimum, the "Moderate" level of service according to the Wisconsin Public Library Standards, as funding and space allow. (2012-2015)

Goal B: The library will be a welcoming cultural center for the community, providing informational and recreational materials, resources, and programming to meet the varied needs and interests of library users.

*Findings:* The library currently provides a wide variety of material and programs that are used and appreciated by the community, and this is considered to be a fundamental role of the library. The data indicates use of library materials and attendance at programs compares favorably with peer libraries. In addition, approximately 95% of library users who have an awareness of the library's programs for children and adults are satisfied or very satisfied with them. Furthermore, focus group attendees and interviewees identified the provision of information and programs, including employment information and community information, as important for helping to meet community needs.

Objectives:

1. Review materials selection and acquisition procedures and make necessary changes to ensure that appropriate materials are selected and acquired efficiently. (2011-2012)
2. Continue maintaining, developing, and posting photos, resident memories, and videos to the Centennial Memory Project blog. (2011-2012)
3. Maintain, at minimum, the current level of programming for children, teens, and adults. (2011-2015)
4. Establish a schedule for regularly weeding all collections. (2012)
5. Explore the feasibility of partnering with community organizations to provide training and support for job seekers. (2012)
6. Establish archival storage practices for local history materials in the Kimberly collection, and explore digitization projects that would increase access to historical collections. (2012-2013)
7. Establish a partnership with the Little Chute Historical Society to increase access to local history materials and enable programming opportunities. (2012-2013)
8. Utilize the library's web site and social media tools to share information about current events, authors, books, media, and resources that support the varied needs and interests of library staff and users. (2012-2015)
9. Continue participation in Fox Cities Reads and the Fox Cities Book Festival. (2012-2015)
10. Explore the feasibility of coordinating a community events calendar and/or community organization information on the library's web site. (2013)
11. Develop and implement a program for regularly notifying community organizations that the library will distribute their introductory and event materials. (2013)

Goal C: The library will be instrumental in creating a community of lifelong readers by promoting early literacy and encouraging reading.

*Findings:* Promoting early literacy and encouraging reading has long been a priority for the library, and the Planning Committee believes that this priority must continue. Public survey and focus group results confirm that the library is doing a good job promoting early literacy and encouraging reading and that this activity should be a priority. In recent years, the library has partnered with other organizations (e.g., Fox Cities Reads, Fox Cities Book Festival) to

*encourage reading, and focus group attendees have suggested that the library develop additional partnerships to promote early literacy and encourage reading.*

Objectives:

1. Develop, support, and evaluate a 3-year early literacy initiative, "1,000 Books Before Kindergarten," beginning Fall 2011. (2011-2015)
2. Continue to provide baby and preschool story times, book parties, and other programs that promote learning and the love of reading. (2011-2015)
3. Continue to provide current outreach services to community public and parochial schools, and explore methods for improving or increasing outreach services to schools. (2011-2015)
4. Explore the feasibility of developing new partnerships with community organizations (e.g. HOV YMCA, village park and recreation departments, daycares, senior groups) to promote literacy and encourage reading, as appropriate. (2012-2015)
5. Continue to provide annual Summer Reading Programs for ages 3 through adult. (2012-2015)

Goal D: The library will create a broader community awareness of its programs, services, and resources.

*Findings: The library provides a variety of services that are heavily used. Yet, a high percentage of public survey respondents (46%-56%) indicated that they lacked awareness about some of the library's services, including public computers, wireless Internet, children's programs, adult programs. Furthermore, several interviewees commented that the library may be underutilized by community residents. A greater awareness of the library's programs and services will enable community members receive a greater benefit from their investment in the library, and it is important for community leaders to have accurate perceptions of the library's utilization and impact.*

Objectives:

1. Redesign the library's web site and teach staff how to use it to effectively promote the library's programs, services, and collections. (2011-2012)
2. Continue to maintain and develop the library's web site and social media presence (e.g. Facebook, YouTube, Podbean, Flickr, etc.). (2011-2015)
3. Continue to promote the library through monthly event announcements to the press, quarterly articles for village newsletters, postings in Fox Cities Magazine and on their web site, and postings on the library's web site and public Google calendar. (2012-2015)
4. Improve promotion of library services and events via school newsletters provided to teachers, children, and parents. (2012)
5. Explore the feasibility of publishing a monthly email newsletter to publicize library events, resources, and services. (2012)
6. Apply for The Avenue's Community Partner Grant Program. (2012)
7. Improve displays of collections and current event materials to actively promote use of the library's resources. (2012-2015)
8. Participate in community festivals or events, when feasible. (2012-2015)

9. Evaluate public relations activities and develop a public relations plan to brand the library and deliver a consistent message to the public. (2013)

Goal E: The library will work to address the deficiencies identified by the Planning Committee as part of the planning process.

*Findings:* While public perception of the library is very favorable, the library does not always compare favorably with its peer libraries. Furthermore, the library does not meet state minimum recommended standards on six of eight measures. The library is constrained in its ability to meet state standards or to address identified community needs by the size of its staff and operating budget. The Planning Committee believes that the library has a responsibility to try to address the needs of the community and the library's deficiencies.

Objectives:

1. Continue working to create a new policy manual by preparing, regularly reviewing, and updating library policies. (2011-2015)
2. Work with the Kimberly and Little Chute Village Boards, Outagamie County Board, OWLS, and Outagamie County libraries to achieve equitable funding for providing countywide library service. (2011-2015)
3. Optimize the utilization of space by conducting collection development and maintenance activities, exploring alternative shelving and classification options, and examining facility layout. (2011-2015)
4. Annually review the library's long range plan, assess progress, and modify as necessary. (2012-2015)
5. Review staff workflow with the assistance of OWLS to assess efficiency of processes and make changes as necessary. (2012)
6. Actively seek partnerships with area organizations, businesses, and individuals to support the library's service to the community. (2012-2015)
7. Investigate the feasibility of using new technologies (e.g. RFID, self-check, etc.) to streamline circulation processes. (2013)
8. Develop a plan to address the library's staffing needs and ensure that staffing levels meet minimum standards. (2013)
9. Develop a plan to address the library's collection needs and ensure that materials collections and materials expenditures meet minimum standards. (2014)
10. Conduct a space needs assessment to determine the long-term space needs of the library. (2014)
11. Conduct a cost-benefit analysis of operating the library in a single facility, i.e., one building. (2015)

**Appendix A  
Public Survey Results**

As part of the planning process, input was solicited from the general public via an online and in-house survey. The survey was conducted during the month of February 2011, and it was designed to assist in evaluating the library's current programs and services. There were 159 respondents who completed the survey. However, some questions were skipped by multiple respondents. Most of the completed surveys (87%) were from paper copies that were distributed in the library, and the rest were completed online. The results of the survey are presented below.

<b>When you visit the library are you able to find what you're looking for? (Please check only one response.)</b>		
<b>Answer Options</b>	<b>Response Percent</b>	<b>Response Count</b>
Always	36.7%	58
Frequently	54.4%	86
Sometimes	8.2%	13
Seldom	0.6%	1
Never	0.0%	0
<i>answered question</i>		<b>158</b>
<i>skipped question</i>		<b>1</b>

<b>How satisfied are you with the overall services of the library? (Please check only one response.)</b>		
<b>Answer Options</b>	<b>Response Percent</b>	<b>Response Count</b>
Extremely	59.5%	94
Very	34.2%	54
Somewhat	5.7%	9
Not Very	0.6%	1
Not At All	0.0%	0
<i>answered question</i>		<b>158</b>
<i>skipped question</i>		<b>1</b>

<b>How helpful is our staff? (Please check only one response.)</b>		
<b>Answer Options</b>	<b>Response Percent</b>	<b>Response Count</b>
Extremely	64.2%	102
Very	32.1%	51
Somewhat	3.1%	5
Not Very	0.6%	1
Not At All	0.0%	0
<i>answered question</i>		<b>159</b>
<i>skipped question</i>		<b>0</b>



Please rate your satisfaction with each of the following services provided by the library. (Please check only one response for each service listed.)

Answer Options	Very Satisfied	Satisfied	Dissatisfied	Very Dissatisfied	Don't Know	Rating Average	Response Count	
Collections (books, magazines, audio, DVDs,	67	67	9	1	5	3.39	149	
Reference Service	45	49	3	1	47	3.41	145	
Hours Open	45	80	17	10	1	3.05	153	
Interlibrary Loan	107	28	0	0	15	3.79	150	
Public Computers	35	41	1	1	66	3.41	144	
Wireless Internet	37	26	0	0	79	3.59	142	
Children's Programs	41	33	3	0	65	3.49	142	
Adult Programs	32	37	2	1	72	3.39	144	
Online Resources (website, InfoSoup, databases, etc.)	80	42	0	0	21	3.66	143	
Comments								66
							<i>answered question</i>	<b>156</b>
							<i>skipped question</i>	<b>3</b>

Comments:

- Infosoup is the best catalog I've ever used. I love that you get emailed reminders of when your books are due, it's very helpful. I also really like the children's program, I think they do a great job.
- My favorite library to bring my laptop and work in the corner!
- The later opening hours are very inconvenient for young parents and most people. They younger families are usually out and about and find it hard to first stop in between 10 - 12. With naps and such it is a real disadvantage. Most young families cannot handle being out for that many stops. The elderly are up and out early. I would think that this is the majority of people that use the library. The comment was made that it stays open in the evening for the teens. How many teens really come in? Most times it is the parent running in for them. Why not listen to the people that use and open for us?
- "I LOVE all of the children's programs that have been added in the past 6-8 months. I would have loved to have a baby/read program when my children were small - it is a great way to bring the community together, and for new parents to make new friends. Interlibrary loan has become my best friend - thank you for providing that service. I hope that the board, or whoever is in charge, will consider hours starting at 9am again - perhaps closing earlier instead. Love all the friendly workers at the Kimberly library! :)"
- Liked it better when you opened at 9 a.m. rather than 10 on weekdays. For the most part, your collections are decent, but there's a lot of the material for teens and young adults that is just "twaddle."
- "Interlibrary loan has changed the way I can use the library - very different from my childhood (at a different library). I Love that I can find a reserve a book online and just run in and pick it up. As a new mother, I'd love to be able to take advantage of the child programs, but my work schedule has prohibited it thus far - I'll keep looking! I was able to be a part of the adult daytime book group for a year - wonderful to be included in a group that was already established and have my opinion valued even though I was the youngest in the group. I hope the library continues to offer great service."
- Never used wi-fi - no children for programs

- "Need more e-books. Plan to use children's for grandchild. I must check out adult programs. Don't use wireless yet, but hope to in the future - retired now. Maybe a list of most popular books or authors that are very good but unknown."
- Kimberly needs more DVDs, new movie releases, more kid programs during the school year would be nice.
- I can't figure out how to download the e-books. Please include instructions on the website
- I love the Kimberly library! InfoSoup is so easy to use and what a great selection! Thank you!
- In the summer, if I don't make it by 5 on Friday, I'm out of luck on picking up anything until Monday. I'd like to see Sat hours year round.
- "I would like to see the loan for a tv series dvds extended to longer than a week or break up the dvd's in the series so you are only renting one or two at a time. I find it extremely difficult to watch a complete season of any show in one week. I know they can be renewed but it seems tv series dvds are very popular and they most often cannot be renewed due to a waiting list. Thank you."
- I would like to see the library open again at 9 am rather than 10 am. The hour later time makes it a bit more difficult to enjoy the library and it's services with children that need to get ready for afternoon school.
- More manga
- More manga - no PIN for PC
- Would like a magazine dealing with travel. At peak times the computers have children playing games on them - why not limit to 1 hr for unnecessary use of computers. Laptops - too much work to sign sheet every time. Not enough adult programs.
- For the services that I use - I am absolutely satisfied.
- The "don't know" items I have never used.
- Best library ever!
- Just come for books
- Need to make sure your online catalog gives a description/plot for each book. I want to know what the book is about before I order it - how do I know if I will want to read it.
- Hours - opening at 10:00 why? Kimberly people are out and about early! Close on Monday at 5:00.
- Appreciate the offering of books at west side of reference. At a glance choices are helpful for me.
- I usually reserve material online and just come in and pick it up.
- Please - more selection of new books
- I was disappointed when you sold all the VCR tapes and audio tapes. Why didn't you just keep letting us use them until they broke.
- I am very happy with the service and staff.
- Love the children's storytime! :)
- I like the library very much!
- Love the interlibrary loan program and convenience of selecting items of interest at home on my computer 24/7. Cannot say enough positive things about this wonderful service.
- I love InfoSoup. So convenient!
- "I wish that when looking at recently added materials and I choose books that you also could have a choice to exclude children's books so you don't have to look at so many that you are not interested in."
- My daughter obtains a lot of my books thru her computer.

- I absolutely love the ease of using InfoSoup. I'm able to find books that friends have recommended (books THEY'VE purchased) :)
- Love InfoSoup and ILLoan
- Extended hours always appreciated. Genealogy database appreciated. Change over to CDs vs. cassettes when cassettes are older.
- I hope the library can have more open hours sometime, I miss the library being open at 9 a.m.
- Love online
- The late opening is hard for us with young children.
- I love the library!
- I would like the library to open at 9 a.m., as it used to.
- I wish that the library opened earlier - I did like it much better when you were open at 8:00
- Great childrens programs offered, just don't work w/our schedules!
- I wish they had Children's programs on Tuesdays also.
- They are getting more new stuff and that makes it more exciting to visit the library. They also have a wide variety of services that accommodate any needs I may have.
- I mainly come for the children's program - which I think is excellent. I think your children programs are excellent.
- Please go back to 9:00 AM opening. Wish audio books were in one place as movies are.
- Although I frequently use interlibrary loan and children's section of the Little Chute library, I also use the newspaper lookup in the genealogy section of your website. I have found it to invaluable. As my family's historian, I couldn't have asked for a better resource !!!
- Love that you can order books from other libraries and pick up at your favorite.
- I often can't find books I'm wanting, at any of the system libraries.
- collection needs updating
- would like "good read" reference for "over 55" or senior readers
- Fantastic library, very helpful staff
- I love the library. The affiliation that allows loaning books is great!
- Can you subscribe to Fons & Porters "Love of Quilting" magazine
- open earlier
- online ordering of materials is a stroke of genius!
- Would like to see more e-books and copies of popular books/CDs. Limited hours on Sunday would be nice, or possibly extending hours on Sat
- We would appreciate longer hours on Sat afternoon and a couple hours of being open on Sunday would be great too! We can DREAM, can't we?! :)
- Would be nice to offer more children's programs in the evenings for working parents.
- Wish you had more of a selection of DVDs and playaways. I tend to order through interlibrary or go to other libraries.
- I would be interested in some smaller adult book clubs.
- I am really grateful for the large selection of large print books. I read 247 of them last year.
- open earlier
- 9 AM open would be nice

<b>When I visit the library I find it to be clean and well maintained.</b>		
<b>Answer Options</b>	<b>Response Percent</b>	<b>Response Count</b>
Always	85.3%	133
Frequently	13.5%	21
Sometimes	1.3%	2
Seldom	0.0%	0
Never	0.0%	0
<i>answered question</i>		<b>156</b>
<i>skipped question</i>		<b>3</b>

<b>It's easy to find the materials (books, DVDs, etc.) I'm looking for in the library.</b>		
<b>Answer Options</b>	<b>Response Percent</b>	<b>Response Count</b>
Always	53.3%	81
Frequently	41.4%	63
Sometimes	5.3%	8
Seldom	0.0%	0
Never	0.0%	0
<i>answered question</i>		<b>152</b>
<i>skipped question</i>		<b>7</b>

<b>I can find a place to sit in the library.</b>		
<b>Answer Options</b>	<b>Response Percent</b>	<b>Response Count</b>
Always	81.2%	121
Frequently	18.1%	27
Sometimes	0.0%	0
Seldom	0.7%	1
Never	0.0%	0
<i>answered question</i>		<b>149</b>
<i>skipped question</i>		<b>10</b>

How do you find out about the library's programs and services? (Please check all that apply.)		
Answer Options	Response Percent	Response Count
Newspaper	23.0%	34
Printed Materials (bookmarks, brochures, flyers,	53.4%	79
Library Website	54.1%	80
Library Staff	36.5%	54
Facebook	11.5%	17
Friends/Neighbors	12.8%	19
Other (please specify)	8.8%	13
<i>answered question</i>		<b>148</b>
<i>skipped question</i>		<b>11</b>

Other:

- When I visit the library
- kimberly sign outside
- I don't take part in any
- Foxplore
- email "FV Reads"
- LC Newsletter
- Child's School, through print and PTA website
- at the library
- Where DO I find out?
- always knew where you were
- experience
- I come in to visit library a lot
- material on check out desk

How often do you visit the library? (Please check only one response.)		
Answer Options	Response Percent	Response Count
Weekly	71.0%	110
Monthly	27.1%	42
Few Times a Year	1.9%	3
Once a Year or Less	0.0%	0
<i>answered question</i>		<b>155</b>
<i>skipped question</i>		<b>4</b>

Which location do you regularly visit?		
Answer Options	Response Percent	Response Count
Kimberly	51.9%	81
Little Chute	32.7%	51
Both	15.4%	24
<i>answered question</i>		<b>156</b>
<i>skipped question</i>		<b>3</b>

Do you attend programs at the library? (Please check only one response.)		
Answer Options	Response Percent	Response Count
Frequently	5.2%	8
Occasionally	33.1%	51
Rarely	24.7%	38
Never	37.0%	57
<i>answered question</i>		<b>154</b>
<i>skipped question</i>		<b>5</b>

How often do you request items from other libraries to be sent to Kimberly or Little Chute? (Please check only one response.)		
Answer Options	Response Percent	Response Count
Frequently	67.5%	104
Occasionally	16.2%	25
Rarely	9.7%	15
Never	6.5%	10
<i>answered question</i>		<b>154</b>
<i>skipped question</i>		<b>5</b>

Where do you use the library's online resources (website, InfoSoup, databases, etc.)? (Please check all that apply.)		
Answer Options	Response Percent	Response Count
I Don't Use the Library's Online Resources	17.2%	26
Home	72.2%	109
School	4.6%	7
Work	16.6%	25
Wireless Hotspot	3.3%	5
In the Library	40.4%	61
Other (please specify)	3.3%	5
<i>answered question</i>		<b>151</b>
<i>skipped question</i>		<b>8</b>

Other:

- phone
- Anywhere, I love libraries! :)
- Through my daughter and her computer
- If I understood it I'd use it everywhere.
- on the go - cellphone

<b>I feel genuinely welcomed when I come to the Library. (Please check only one response.)</b>		
<b>Answer Options</b>	<b>Response Percent</b>	<b>Response Count</b>
Always	67.9%	106
Frequently	25.6%	40
Sometimes	5.1%	8
Seldom	0.0%	0
Never	1.3%	2
<i>answered question</i>		<b>156</b>
<i>skipped question</i>		<b>3</b>

<b>I have positive feelings about my experience after I've visited the Library. (Please check only one response.)</b>		
<b>Answer Options</b>	<b>Response Percent</b>	<b>Response Count</b>
Always	69.0%	107
Frequently	29.0%	45
Sometimes	1.3%	2
Seldom	0.6%	1
Never	0.0%	0
<i>answered question</i>		<b>155</b>
<i>skipped question</i>		<b>4</b>

<b>How satisfied are you with the hours that the library is open?</b>		
<b>Answer Options</b>	<b>Response Percent</b>	<b>Response Count</b>
Extremely	22.4%	34
Very	43.4%	66
Somewhat	25.0%	38
Not Very	7.2%	11
Not At All	2.0%	3
<i>answered question</i>		<b>152</b>
<i>skipped question</i>		<b>7</b>

If there is one thing that you could change about the library, what would it be?	
Answer Options	Response Count
	87
<i>answered question</i>	<b>87</b>
<i>skipped question</i>	<b>72</b>

Answers:

- Open a little earlier, but I know there are budgetary reasons for that.
- Opening at 9:00
- Hours starting at 9am again.
- Open at 9 instead of 10 on weekdays.
- adding Sunday hours
- Would be nice to have some more new books and DVDs.
- More up-to-date books. Also newer books. More Wii games.
- I wish it was open longer on Saturdays
- It's already perfect!!
- I like that the biographies are all together
- More e-books and how to release if I finish before due date of 14 days or 7 days - ability to get them without placing a hold
- Turn off all cell phones
- Kimberly library is great. I don't know much about the LC library; its probably just as good
- I wouldn't change a thing! It is great!
- Sat hours in the summer, too.
- Sorry. Can't think of a thing that needs change.
- More computers for longer time and use.
- As stated earlier, I would like to see the return of 9 am opening.
- More book variety and manga. As much as Appleton. Oh! And children videos. Like Pokemon. I love Pokemon.
- No PIN for computer
- Limiting the time children can spend playing games on internet.
- I can't think of anything. I have never had any issues with the library.
- Separate section for fantasy/sci fi books.
- How long it is open.
- Hours!
- More nonfiction mystery - suspense books in new book section.
- longer loan time on e-reader books and ability to renew them (2 weeks is not enough for me)
- More books
- I miss that the library is not open at 9 a.m.
- Sat. afternoon hours
- Open Saturdays during summer.
- I would like library hours to be 8AM to 8PM Monday through Saturday, Sundays noon to 5PM winter only
- Longer hours open
- Open Saturdays - longer hours



- The hours - If it is because of budget cuts the you open later, perhaps you could do something similar to your summer hours. Open at 9:00 and only have each library open 2 nights per week.
- open earlier
- One thing: staff spending enough time NOT behind the "enclosure" to know when a "patronly-word" to children "bawling" children, "racing" and sometimes parents WITH children not aware of and not intentionally encouraging inappropriate library manners. Because the parents do not realize.
- Everything runs very efficiently. Since I don't have access to email at all times, it would be nice if a text could be sent to your cell when an item selected online is in at your home library.
- extending hours - morning and evening
- Open earlier in the day
- I wish we could return movies to the outside book return box.
- opening time of 9 a.m. on week days
- Staff wear nametags so we know who is giving such great assistance
- Open at 9:00 instead of 10:00. At least 9:30 would help before storytime. It's difficult to get to storytime with kids as it's close to lunch and afternoon school or naps. We don't have time to look for books AFTER storytime.
- Cannot think of anything to change
- Have more hours in the summer
- Open more in summer during weekend
- More books!
- Early open - sometimes
- Be open a little earlier
- Opening time
- 9 AM would be nice
- Share more information with the school's on programs
- Nothing
- Maybe open a little earlier on Saturdays
- Open until 4:00 on Saturdays (or 5:00)
- I would love to see collections of books on the same topic either listed in a binder or on display in the children's department. For example, these groupings would include fiction and non fiction picture books and easy readers on topics like: construction, library, ballet, princesses, racing, cats, dogs, birds, garden, ice cream, beach, money, community workers, dolls, doctor/dentist, weather, seasons, apples, colors, numbers, friends. It would be so convenient to just grab a stack of 'interest' books and go. (Currently, I search for the call numbers on infosoup before coming to the library.)
- Definitely do not change the staff. They are always friendly and helpful. Many of the books are old and need to be updated, some are physically in bad shape.
- I would like more recommendations (written references where new books located) on BEST books or trilogies by topic, i.e.; mysteries, historical fiction, etc.
- I wish it was open longer on weekends - but I can surely understand the staff wants off weekends also :)
- Wish you had weekend hours during the summer but I understand that the money for staffing is probably not in the budget
- Update the book collection and cull out some of the older, very used titles.
- Longer hours
- Library hours on Sunday

- I would like to have browsing sticks for my children to use. I am a teacher and my school uses them. They work great. My children are always trying to just yank books off the shelves, and this would help.
- open earlier
- open 9AM
- open earlier
- hours open 9 again
- make themes or something. people enjoy being a part of themes or connecting on a level
- staff is friendly until I ask about computer card catalog. Wish it were open more.
- More than 30 min. on computer, 1 hour would be perfect. More Nature or NG DVDs instead of VHS. Animals, wild,
- Increase the loan time on e-books to 21 days, and/or allow renewals. There are so few books, you spend so much time on the waiting list that by the time you get your turn, you might not have time or be in the mood to read it immediately.
- My 9 year old daughter says: more kids movies and magazines. My 18 year old is happy with your library and so am I. My 14 year old wants to fill out his own survey!! :)
- Later hours on Friday and summer
- Name tags for personnel (first name only)
- Later hours for working parents. I know Little Chute and Kimberly alternate -- but does me no good if Kimberly is closed and I have items on hold there. When working until 5:00 -- hard to always get to Kimberly before 5:00 and my schedule doesn't always work for days they are open late.
- open earlier
- Some staff members frequently seem annoyed and distracted.
- More playaways
- I would like longer hours on Saturday, but with the tight economy I am glad it is open at all on Saturday.
- Open at an earlier time.
- I think to better meet the needs of the community the library should open at 9:00
- sometimes the summer hours are inconvenient but other libraries are close enough in a pinch. one thing to change... make it bigger - more books, more magazines, more programs, more computers, more movies, audios, playbacks... more patrons... everyone should see it!!
- a larger section of books on tape/DVDs
- open earlier. staff is wonderful!!
- I think opening at 9 AM would be nice.

Please tell us any other comments you would like to make about the library or about its staff, services, or programs.	
Answer Options	Response Count
	65
<i>answered question</i>	<b>65</b>
<i>skipped question</i>	<b>94</b>

Answers:

- Thank you for all that you do :)
- The staff is so friendly and helpful

- Keep up the great work!
- Staff has been wonderful for all the years I've been using the library. If you can't find or get something, they will get it for you! They accept (and often buy) purchase suggestions. Occasional trouble lately when a book on hold is overlooked and then sent back (new staff perhaps?) For the most part, I LOVE my library and prefer it to the bigger libraries in the Fox Valley area. Much friendlier and more comfortable!
- The hours in general are too short. Saturdays should be like any other day of the week, and while a 10 am opening works for me, it's a late start for others I know. Staff is welcoming, helpful and always smiling.
- Staff is very respectful! Always ready to help out.
- The staff is wonderful
- Thank you! You're excellent!
- I love biographies
- Friendly helpful staff. A+
- This survey is too long
- The staff is always friendly, helpful and outgoing!
- The Kimberly Library staff are extremely helpful and friendly and they even occasionally recommend books! A big "thank you" to the Kimberly Library staff!
- Staff in both places extremely helpful and nice!
- Great facility.
- It seems like the Little Chute Library is always moving where the dvds are located, not sure why they are constantly being moved.
- We need hang out room!
- Staff always upbeat, willing to help find something. ALWAYS trying to make it a positive experience. Great choice of staff. Also use library facilities in another town and yours (Kim & LC) is much more friendly.
- Overall very good
- I was really disappointed when I was not hired as the part-time assistant.
- Please say hello when people walk in.
- The staff is always friendly and willing to help. Thank you!
- Your staff is awesome!!!
- Thanks to all for your friendly and hospitable service.
- Staff great - helpful
- The Interlibrary loan program is great!
- The staff is pleasant and helpful.
- Staff is always very helpful.
- Love it all!
- If it is not too expensive, "Morningstar" and "Value Line" for mutual funds and stocks would be a good addition. I use these reference often at the Kaukauna Library.
- Re: Little Chute - 1. Love the FREE parking (not available in Appleton), 2. Like the convenience of one level building, 3. Staff is always friendly, efficient and helpful.
- Staff is always friendly.
- Very impressed with the entire library system. I use the library frequently.
- I highly recommend your library to others! Love the staff and the programs!
- Like and enjoy "FV Reads". Like and enjoy Inter-Lib-Loan. Like and enjoy ALL the staff's courtesy and warmth. Thank U.

- The staff is very friendly and helpful.
- The LC Library has a great staff and I am very happy with how easy it is to request and receive books from other libraries. What a great system!
- I think the library offers a wide variety of programs for adults and children. The staff are always friendly and helpful.
- I love the staff and they serve well!
- We love it! We are always ordering items on InfoSoup, which works great. We love the children's story time. Miss Jill and Miss Ann are great. Most of the staff recognize us and bring our "reserves" right out. We are so lucky to have such a great library!
- Would love it if LC library would carry a sub. to McCalls Quick Quilts or American Patchwork & Quilting magazine.
- The staff at Little Chute is fabulous - always greeted when entering. Our family uses the library resources weekly. Could not be happier with it.
- Staff is always friendly. Appreciate the children's programs. The selection of children's books is excellent! Appreciate the number of new board books available lately.
- I adore the staff. They are so friendly and caring. They make my library visit personal and really want to know how I'm doing. The library is such a calm, peaceful environment that I must drag myself away from. I love Little Chute Library.
- I love the kids events
- I love having a library in Little Chute.
- Staff is great and very helpful. Really appreciate the OWLS system.
- Children's services are great. Check out staff could be more personable and friendly. Children's book clubs would be nice.
- The book group is wonderful. Kudos to Corinne!
- Good children's events and story times!
- "--For this school year, afternoon story time would have been awesome. (My daughter is in 1/2 day kindergarten.) --Miss Jill and Miss Ann run AWESOME family story times. We've always enjoyed the story themes and activities. --Our family loves the reading to pooches program. Would it be possible to offer this on a weekday after school instead of just on Saturdays? --Thank you for always having a smile when getting things from the back that are on hold. I'm glad to know this helps the library's circulation and (hopefully) isn't a pain to manage. Likewise, I'm grateful for being able to drop off my books at different libraries w/in the system. --I like that there is a summer incentive-based reading program. Is there some way to encourage writing in this too? Maybe a little friendly author's competition for generating a story topic or writing/illustrating a super short story (like in the Library Mouse book by Daniel Kirk) instead of - or in addition to - the guessing jar."
- I love the way the library and staff are trying to open the library space for other learning opportunities: knitting group, adult presentations, kid's programs, etc
- I love my libraries! Thanks.
- I really love this library!
- Overall fantastic services. LOVE that a small library has so much to offer.
- The children's staff has done a great job working with Little Chute to bring in fun events to increase children's interest in reading (Rondini, Clifford, Spongebob, etc.)
- Browsing sticks for kids
- a very friendly staff, always helpful
- May want to start getting books for kindles and other electronic media.
- I think the interlibrary loan program is fantastic. I also really appreciate that the new arrivals section near the checkout desk has seemed really large and interesting lately.

- Staff has always been very friendly and helpful.
- The staff members are great! I most appreciate the ability to have books from other libraries sent as well as the ability to return to any library in the system. I enjoy the daytime book club. The staff really make coming to the Kimberly library great! They are so welcoming and go above and beyond to be helpful. We are lucky to have them!
- I am very proud of our local library - I feel it is friendly and inviting. I am a strong supporter of libraries and their value to the community - which is why I am against budget cuts of hours or a windmill that could take away easy access (parking).
- I LOVE EVERYTHING ABOUT THE LIBRARY!! I grew up in the country before we had county wide library systems. The library was a luxury. I am so blessed to have this wonderful library system (all of OWLS) at my fingertips. Even though I may use only 2% of all it has to offer, I appreciate EVERY aspect.
- The girls at the front desk are always very friendly.

<b>Please give us an indication of your general age. (Please check only one response.)</b>		
<b>Answer Options</b>	<b>Response Percent</b>	<b>Response Count</b>
Child (0-12)	2.6%	4
Teen (13-19)	2.0%	3
Adult (20-35)	14.5%	22
Adult (36-64)	54.6%	83
Senior (65+)	26.3%	40
<i>answered question</i>		<b>152</b>
<i>skipped question</i>		<b>7</b>

<b>Please tell us where you live. (Please check only one response.)</b>		
<b>Answer Options</b>	<b>Response Percent</b>	<b>Response Count</b>
Village of Kimberly	33.3%	51
Village of Little Chute	32.7%	50
Another City or Village in Outagamie County	22.9%	35
Rural Outagamie County	2.0%	3
Calumet County	8.5%	13
Another Wisconsin County	0.7%	1
<i>answered question</i>		<b>153</b>
<i>skipped question</i>		<b>6</b>

**Appendix B  
Staff Survey**

**1. Please indicate your level of agreement with each statement below.**

	<b>Strongly Disagree</b>	<b>Disagree</b>	<b>Neutral</b>	<b>Somewhat Agree</b>	<b>Strongly Agree</b>	<b>Rating Average</b>	<b>Count</b>
<b>Scale:</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>		
1. The library building is well maintained.	0.0% (0)	0.0% (0)	6.7% (1)	<b>60.0% (9)</b>	33.3% (5)	4.27	15
2. The library has adequate parking for patrons.	0.0% (0)	6.7% (1)	0.0% (0)	26.7% (4)	<b>66.7% (10)</b>	4.53	15
3. The library is a safe place to work and visit.	0.0% (0)	6.7% (1)	13.3% (2)	20.0% (3)	<b>60.0% (9)</b>	4.33	15
4. The whole library staff works hard to provide the best possible library service to patrons.	0.0% (0)	0.0% (0)	0.0% (0)	40.0% (6)	<b>60.0% (9)</b>	4.60	15
5. Library employees are fairly compensated for their work.	0.0% (0)	13.3% (2)	6.7% (1)	<b>46.7% (7)</b>	33.3% (5)	4.00	15
6. Library employees communicate effectively with each other.	6.7% (1)	6.7% (1)	13.3% (2)	<b>40.0% (6)</b>	33.3% (5)	3.87	15
7. The library is administered efficiently and effectively.	0.0% (0)	0.0% (0)	6.7% (1)	26.7% (4)	<b>66.7% (10)</b>	4.60	15
8. The library board is in touch with what goes on at the library.	13.3% (2)	6.7% (1)	20.0% (3)	<b>46.7% (7)</b>	13.3% (2)	3.40	15
9. The library director is supportive of library employees.	6.7% (1)	0.0% (0)	6.7% (1)	40.0% (6)	<b>46.7% (7)</b>	4.20	15
10. I have received the tools and training needed to do a good job.	6.7% (1)	6.7% (1)	6.7% (1)	33.3% (5)	<b>46.7% (7)</b>	4.07	15
11. City officials appreciate and support the library.	0.0% (0)	6.7% (1)	<b>46.7% (7)</b>	40.0% (6)	6.7% (1)	3.47	15
12. When I have an idea, I can talk to someone and be heard.	6.7% (1)	0.0% (0)	13.3% (2)	13.3% (2)	<b>66.7% (10)</b>	4.33	15
13. The library is a good place to work.	0.0% (0)	0.0% (0)	0.0% (0)	20.0% (3)	<b>80.0% (12)</b>	4.80	15

In this section, please respond to each question with a word, a phrase, a sentence or several sentences. Please be assured that your answers will remain confidential.

1. What are the biggest challenges that the library has faced in the past year?
  - Accommodating all the change while being short staffed and spending the majority of the time working with the public
  - Budget
  - Budget – fast change with limited time and staff

- Budget issues – more staff is needed and more money for materials
- Change in library hours (improvement)
- Changing hours
- Communication between employees
- Getting everything done in 20 hours. Some days are good, some days are not, depends on location and co-workers on that day. Schedule could be tweaked.
- Having adequate resources for collection development
- Hours
- Increase in circulation, etc. but the same size staff (actually smaller), then we had when I first started years ago. We need more staff members.
- Increased services
- Lots of good ideas for change and improvement, not enough staff to accomplish the goals. This results in frustration of wanting to do a good job but not having the time to do it.
- Monitoring computer usage (abuse) (kids & adults)
- New people and ideas – changes seem to be hard to grasp for some employees
- New spine labels (improvement)
- Not enough staff
- Providing up to date materials for patron use with very limited funds
- Safety for public concerning (individuals and employees) with questionable character
- Shelving and getting things done with limited time
- Short staffed – mainly an assistant for director
- Staff, especially Beth, is stretched too thin
- Weeding and adding to collection
- Weeding and replacing old materials

2. What are the biggest improvements that the library has made in the past year?

- Addition of new materials
- Centennial Project – community involvement
- Change in processing of materials
- Children and adult programs
- Children’s Librarian
- Children’s program
- Children’s services – updated collection and programs
- Collection – new material, weeding out of date items
- Collection development
- Director – new, some of us given new challenges and duties
- Librarian Assts. Have become more visible
- New books throughout the library
- New programs for the community
- New programs for youth (pooches and page turners, movie nights, etc.)
- Nice new books
- Overdrive books – great improvement
- Technology
- The addition of new materials. Patrons are really enjoying the new children’s books. The money that was given to the Kimberly Library was a great help.

- Updating – fresher face – improving book collection
- Weeding and adding new materials
- Weeding and replacement of old materials
- Weeding old collections, getting new items, updating AV area
- Weeding outdated and crusty books and replacing them with new material. Getting money from the Village Board was a great gift for Kimberly.
- Wonderful hard-working director with great ideas

3. What is the most common complaint you hear from library patrons?

- Computer time – kids playing games
- Computer usage / kids misbehavior
- Hours – open earlier
- Kids on computers playing games
- Kids playing games on computers
- Limited time at computers – inconsistency
- Many patrons do not like the late time that the library opens
- Morning hours opening later
- Not many complaints
- Not open at 9:00 a.m.
- Not open early enough
- Patrons want the library to open at 9 AM
- Right now it's the later opening. Before that complaints were very minimal.
- Seldom hear complaints
- Should open earlier
- The hours – they wish we were open earlier in the morning
- Update things
- We don't open early enough
- We need a few more internet stations

4. What do patrons seem to like best about the library?

- All the new items coming in
- Availability of material – that we are able to obtain their items
- Being able to put items on hold, sharing materials from all libraries in the system
- Collection
- Convenience
- Families are enjoying the program offerings
- Free available parking
- Friendly service
- Friendly staff
- Friendly, helpful staff
- InfoSoup – They can reserve items from home and then stop by the library to pick them up.
- It is accessible for children thru adults
- It's public
- New technology
- Nice atmosphere
- Nice collection of items
- Parking
- Service from staff
- Staff always cheerful and helpful
- The friendly and helpful staff
- The friendly staff
- The new books
- They appreciate the free rental system
- They like the reserve system and new materials
- Very, very friendly staff



5. What are your hopes and dreams for the library's future?

- An assistant for director
- Being a safe and comfortable place
- Even more weeding so the libraries have cleaner lines. Look less cluttered.
- Expanding collection
- Get more people to use the library
- I hope the library continues to be a place that people visit for both educational purposes and enjoyment
- It would be nice to be able to reach out to more people in the community who are not aware of the wonderful services we offer.
- Keep improving collections.
- Keep the true ethics of the library purpose – to instill a love of reading and educating
- Meet the needs of the community
- More staff and volunteers.
- Staff work together and not worry so much about their tasks – these can be shared
- That it will be a vibrant and relevant community treasure with a budget that will allow for more materials and programming
- That this system continues its importance and is appreciated by more of the community and the “oversight committee”
- That we become the epicenter of the community
- That we can be more productive on all levels
- To get enough staffing
- To have funding to accommodate more staff including some full time
- Up to date collections
- Weeding projects completed for Big Book Sale and new spine labels on all items.

6. Is there anything else that you'd like say about the library?

- I feel both libraries are well on their way to meeting community's needs
- 99.9% of our patrons are wonderful, and I enjoy serving them
- I think moving ahead with new approach to enjoying the world of words without leaving true books behind
- I believe our hours and duties can be better managed
- Great place to work
- Beth works too hard. Beth should be cloned so she can be in both places.
- I love the fact that I have been given the opportunity to work on a variety of things. I just wish I had more time to work on these projects.
- Libraries are an ever evolving entity. I enjoy working in this environment.
- We are moving in a good direction. Beth is doing wonders!
- Movies, games, puzzles – take focus off of entertainment
- Great place to work (when fully staffed)
- All library staff devotes the best job each and every day

**Appendix C  
Board Survey**

**1. Please indicate your level of agreement with each statement below.**

	<b>Strongly Disagree</b>	<b>Disagree</b>	<b>Neutral</b>	<b>Somewhat Agree</b>	<b>Strongly Agree</b>	<b>Rating Average</b>	<b>Count</b>
<b>Scale:</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>		
1. The library building is well maintained.	0.0% (0)	0.0% (0)	14.3% (1)	14.3% (1)	<b>71.4% (5)</b>	4.57	7
2. Area residents appreciate and support the library.	0.0% (0)	0.0% (0)	0.0% (0)	<b>57.1% (4)</b>	42.9% (3)	4.43	7
3. The library is a safe place to visit and work.	0.0% (0)	0.0% (0)	0.0% (0)	14.3% (1)	<b>85.7% (6)</b>	4.86	7
4. The entire library staff works hard to provide the best possible library service to patrons.	0.0% (0)	0.0% (0)	0.0% (0)	0.0% (0)	<b>100.0% (7)</b>	5.00	7
5. The library director values my participation on the library board.	0.0% (0)	0.0% (0)	0.0% (0)	0.0% (0)	<b>100.0% (7)</b>	5.00	7
6. Library employees are fairly compensated for their work.	0.0% (0)	0.0% (0)	33.3% (2)	<b>50.0% (3)</b>	16.7% (1)	3.83	6
7. Library employees communicate effectively with each other.	0.0% (0)	0.0% (0)	<b>40.0% (2)</b>	20.0% (1)	<b>40.0% (2)</b>	4.00	5
8. The library is administered efficiently and effectively.	0.0% (0)	0.0% (0)	0.0% (0)	0.0% (0)	<b>100.0% (7)</b>	5.00	7
9. The library is adequately funded.	0.0% (0)	0.0% (0)	<b>57.1% (4)</b>	28.6% (2)	14.3% (1)	3.57	7
10. The library board is in touch with what goes on at the library.	0.0% (0)	0.0% (0)	0.0% (0)	28.6% (2)	<b>71.4% (5)</b>	4.71	7
11. Patrons have access to a strong collection of library materials.	0.0% (0)	0.0% (0)	0.0% (0)	28.6% (2)	<b>71.4% (5)</b>	4.71	7
12. The library has adequate parking for patrons.	0.0% (0)	0.0% (0)	16.7% (1)	33.3% (2)	<b>50.0% (3)</b>	4.33	6
13. City officials appreciate and support the library.	0.0% (0)	0.0% (0)	<b>42.9% (3)</b>	28.6% (2)	28.6% (2)	3.86	7
14. When I have an idea other board members listen.	0.0% (0)	0.0% (0)	0.0% (0)	0.0% (0)	<b>100.0% (7)</b>	5.00	7
15. The building has adequate space for library operations.	0.0% (0)	0.0% (0)	14.3% (1)	28.6% (2)	<b>57.1% (4)</b>	4.43	7
16. The library director is supportive of library employees.	0.0% (0)	0.0% (0)	0.0% (0)	14.3% (1)	<b>85.7% (6)</b>	4.86	7

In this section, please respond to each question with a word, a phrase, a sentence or several sentences. (Six board members answered most of the following questions, but not every board member answered every question. One respondent didn't answer any of the open ended questions.)

1. What are the biggest challenges that the library has faced in the past two or three years?
  - Budget constraints
  - Budget cuts (2)
  - Change in leadership
  - Difficult economic times
  - Financial support
  - Funding
  - Hiring the new Director
  - New director (change)
  - The village boards don't always value the library and all its services like I feel they should. The library has the same budget constraints as all municipal services, and that impacts the operations of the library.
  
2. What are the biggest improvements that the library has made in the past two or three years?
  - Change of director revealing so many things
  - Increase in technology
  - Laptops
  - More access to computers
  - New materials are being purchased, and the library collection is being updated.
  - Replacement of old materials
  - Shift from being a borrower to more lending
  - The library space is being utilized by the community.
  - The new director has a plan and a goal to achieve it. She is receptive and open to suggestions.
  - Weeding through the collection
  
3. What is the most common complaint you hear from library patrons?
  - Hours (2)
  - I don't hear any
  - I think a few are affected by the change in hours, but I haven't heard complaints.
  - They want more operating hours
  - They want us to open earlier
  
4. What do patrons seem to like best about the library?
  - Interlibrary loan (2)
  - Internet access
  - Locations
  - Programs

- Staff
  - The welcoming attitude by all the staff and their willingness to help answer questions. They are always friendly.
  - Variety of materials
5. Which of your responsibilities as a board member would benefit or improve with some training?
- I still don't understand a lot of the budget and maintenance of effort.
  - I wish I better understood the budget and funding sources
  - More general information such as WAPL's quarterly newsletter. WAPL should include/encourage more participation by trustees!
  - Our meetings provide so much information if only it is all read by everyone.
  - Why is there no statewide program by the League of Municipalities?
6. What are the biggest challenges the library will face in the next five years?
- Budget constraints along with increased need and usage for the library services, along with no increase in village board support – both financially and otherwise.
  - Change in use of books
  - Economics
  - Funding (2)
  - More budget cuts
7. What are your hopes and dreams for the library's future?
- I hope the library continues to grow with the community's need for its services.
  - I want the library to remain a place I am proud to call mine.
  - It continues to serve those who can't afford to be served in other ways.
  - More people will access it, especially students
  - To continue to grow and reach more residents
  - To serve the needs of all ages of patrons with an eye to our aging population.
8. Is there anything else that you'd like say about the library or your service on the board?
- I love all the youth and teen programs. They constantly strive for more participation by youth in our communities.
  - I lover the Facebook page and the YouTube chats.
  - I think sometimes the staff does not always feel safe with patrons, especially at night – neither parking lot can be seen easily from inside the libraries. Hopefully, they walk to their cars at night together.
  - I'm so thankful for our new director.
  - Kimberly has many old and outdated books
  - Moving in an awesome direction!
  - We love our director, as well as her long and short term plans.

**Appendix D**  
**Peer Library Comparisons**

The table below presents selected service measures from the library's state annual reports from 2005 through 2009. This data is presented in order to view how the library's service measures have changed over the past five years.

**Kimberly-Little Chute Public Library Data 2005 – 2009\***

<b>Service Measure</b>	<b><u>2005</u></b>	<b><u>2006</u></b>	<b><u>2007</u></b>	<b><u>2008</u></b>	<b><u>2009</u></b>
Books & Serial Vols. Owned	98,884	101,803	104,811	104,034	106,352
Audio Materials	4,671	5,014	4,939	4,678	4,039
Video Materials	6,568	7,191	6,655	6,555	5,045
Electronic Books	10,428	13,396	13,605	13,261	12,160
Electronic Audio Materials	-	-	2,163	3,316	4,056
Subscriptions	188	201	177	170	161
Circulation	271,535	274,646	290,009	301,443	310,423
ILL Items Loaned	26,389	32,233	39,940	45,906	46,567
ILL Items Received	32,357	38,806	49,692	55,586	67,115
Library Visits	138,049	136,382	133,822	131,424	142,384
Programs	295	287	304	230	231
Program Attendance	12,386	12,025	12,569	5,787	10,141
Public Use Computers	20	20	20	20	20
Public Internet Computers	10	10	10	12	12

\*Data from Pubic Library Annual Reports 2005-2009

**Comparisons with Peer Libraries**

In the next three tables, service measures for the library are compared with average service measures for peer libraries, based on a particular measure. For example, the measures listed in the column labeled Municipal Population are the average measures for a group of fourteen libraries located in municipalities with populations that range from slightly smaller to slightly larger than the population of Kimberly and Little Chute. The average population for these fourteen municipalities is 17,442, which is very similar to Kimberly-Little Chute's population of 17,493. Comparing the service measures in the Municipal Population column with the library's measures gives an indication of how the Kimberly-Little Chute library compares to libraries in similar sized communities.

This comparison uses data compiled by the Department of Public Instruction from 2009 public library annual reports. Data from the 2009 state reports is the most current data available.

**Comparison with Peer Libraries**

<b>Service Measure</b>	<b>Kimberly-Little Chute</b>	<b>Municipal Population N=14</b>	<b>Service Population N=19</b>	<b>Square Footage N=19</b>	<b>Hours Open N=5</b>
Municipal Population	17,493	17,442	19,636	13,809	40,149
Service Population <sup>1</sup>	26,567	24,824	25,769	19,674	53,738
Square Footage	25,846	24,287	25,655	25,437	29,342
Hours Open (Annual)	5,564	3,079	3,881	2,979	5,654
Library Visits	142,384	193,040	179,378	160,377	194,806
Circulation	310,423	354,237	345,891	270,403	387,938
Program Attendance	10,141	10,229	10,047	7,722	10,035
Internet Computers	12	20	22	17	33
Materials Owned <sup>2</sup>	115,436	99,300	107,584	97,189	139,494
Staff FTEs <sup>3</sup>	10.81	13.34	15.15	11.63	23.27
Wages & Benefits	\$511,031	\$637,671	\$725,405	\$547,602	\$1,152,978
Operating Expenditures	\$726,013	\$954,744	\$1,043,419	\$800,326	\$1,580,946

<sup>1</sup>State assigned service population using county nonresident circulation methodology.

<sup>2</sup>Materials owned includes books, serial volumes, audio materials, and video materials.

<sup>3</sup>2010 staff size has been used for the Kimberly-Little Chute library.

**Comparison with Peer Libraries**

<b>Service Measure</b>	<b>Kimberly-Little Chute</b>	<b>Library Visits N=18</b>	<b>Circulation N=19</b>	<b>Program Attendance N=21</b>
Municipal Population	17,493	13,171	17,394	20,798
Service Population <sup>1</sup>	26,567	17,988	23,204	26,287
Square Footage	25,846	19,076	20,911	24,159
Hours Open (Annual)	5,564	2,983	3,341	3,693
Library Visits	142,384	142,082	183,792	174,750
Circulation	310,423	228,841	309,811	321,040
Program Attendance	10,141	6,927	9,728	10,128
Internet Computers	12	15	18	22
Materials Owned <sup>2</sup>	115,436	80,348	89,244	100,590
Staff FTEs	10.81	10.50	12.06	14.76
Wages & Benefits	\$511,031	\$494,035	\$545,015	\$715,105
Operating Expenditure	\$726,013	\$721,921	\$805,882	\$1,012,511

<sup>1</sup>State assigned service population using county nonresident circulation methodology.

<sup>2</sup>Materials owned includes books, serial volumes, audio materials, and video materials.

<sup>3</sup>2010 staff size has been used for the Kimberly-Little Chute library.

**Comparison with Peer Libraries**

<b>Service Measure</b>	<b>Kimberly-Little Chute</b>	<b>Materials Owned N=12</b>	<b>Staff FTEs N=19</b>	<b>Operating Expenditures N=14</b>
Municipal Population	17,493	23,672	14,308	13,307
Service Population <sup>1</sup>	26,567	31,266	19,936	19,341
Square Footage	25,846	28,757	15,776	18,042
Hours Open (Annual)	5,564	4,013	3,541	3,567
Library Visits	142,384	204,456	151,334	161,817
Circulation	310,423	432,586	267,879	269,334
Program Attendance	10,141	11,303	7,674	9,192
Internet Computers	12	24	16	15
Materials Owned <sup>2</sup>	115,436	113,806	75,281	82,547
Staff FTEs	10.81	16.63	10.83	10.95
Wages & Benefits	\$511,031	\$792,320	\$489,456	\$487,258
Operating Expenditures	\$726,013	\$1,152,822	\$712,928	\$718,694

<sup>1</sup>State assigned service population using county nonresident circulation methodology.

<sup>2</sup>Materials owned includes books, serial volumes, audio materials, and video materials.

<sup>3</sup>2010 staff size has been used for the Kimberly-Little Chute library.

The tables above compare the Kimberly-Little Chute Public Library’s service measures with those of many different Wisconsin public libraries. In fact, measures from seventy-four different libraries were used. The table below indicates the number of times a particular library was included in one of the ten peer groups. For example, Waunakee was included in five of the ten peer groups, but there were thirty different libraries that were included in only one peer group.

**Libraries in Multiple Peer Groups**

<b>Number of Service Measures as Peer</b>	<b>Library Locations</b>
6 of 10	Sussex
5 of 10	Monona, Waunakee (2 libraries)
4 of 10	Hudson, Kaukauna, Mequon, Merrill, Monroe, Oconomowoc, Pewaukee, Rhinelander, Whitefish Bay (9 libraries)
3 of 10	Antigo, Cedarburg, Germantown, Grafton, , Middleton, Muskego, Oregon, Rice Lake, Salem, Shawano, Stoughton, Waterford, Watertown, Waupaca (14 libraries)
2 of 10	18 additional Wisconsin libraries
1 of 10	30 additional Wisconsin libraries

**Appendix E**  
**Wisconsin Public Library Standards**

The service targets listed below are based on quantitative standards included in the Wisconsin Public Library Standards. Reported for each measure is the effort required to achieve basic, moderate, enhanced, or excellent levels of service. Service targets are based on municipal population, and service targets for a library of Kimberly-Little Chute's size are reported in the table below. Also reported are the library's actual 2010 service data. By comparing the library's service data with the targets, the library can determine the levels of service it provides based on state standards.

**Based on Municipal Population of 17,529**

<b>Service Measure</b>	<b>Basic Level</b>	<b>Moderate Level</b>	<b>Enhanced Level</b>	<b>Excellent Level</b>	<b>KIM-LIT Measure</b>	<b>KIM-LIT Level</b>
Staff FTE	12.27	14.02	15.78	19.28	10.81	Below Basic
Volumes Held (Print)	84,139	94,657	103,421	124,456	101,108	Moderate
Periodical Titles	175	198	240	291	160	Below Basic
Audio Recordings Held	4,908	6,486	7,713	10,517	3,198	Below Basic
Video Recordings Held	5,083	6,661	9,115	11,219	5,013	Below Basic
Materials Expenditures	\$94,657	\$114,114	\$139,180	\$178,971	\$78,600	Below Basic
Collection Size	96,410	112,186	117,444	143,738	109,319	Basic
Public Internet Computers	15	19	23	33	14	Below Basic

The Kimberly-Little Chute Public Library does not meet the basic levels of service recommended by the Wisconsin Public Library Standards on six measures.



**Appendix F**  
**Municipal Support for Outagamie County Libraries**

The table below shows 2010 municipal tax rates for library service in Outagamie County. Six cities and villages in the County levied an average of 74.8 cents per \$1000 of equalized assessed valuation. During the same year, the Villages of Kimberly and Little Chute levied an average of 50.8 cents per \$1000 of equalized assessed valuation, which is 24 cents per \$1000 less than the average of the other municipalities.

**2010 Tax Rates for Library Service\***

Municipality	Rate per \$1000 EAV	Cost for \$100,000 Home	Cost for \$200,000 Home
City of Appleton	\$0.760	\$76.01	\$152.03
Village of Black Creek	\$1.455	\$145.51	\$291.03
Village of Hortonville	\$0.445	\$44.48	\$88.95
City of Kaukauna	\$0.698	\$69.81	\$139.63
City of Seymour	\$0.710	\$71.02	\$142.04
Village of Shiocton	\$0.889	\$88.89	\$177.78
Average	\$0.748	\$74.77	\$149.54
Village of Kimberly	\$0.459	\$45.95	\$91.90
Village of Little Chute	\$0.544	\$54.41	\$108.82
Kimberly-Little Chute Library	\$0.508	\$50.79	\$101.57

\*Calculations based on data from the DPI and DOA

The following table compares 2010 per capita support for library service among Outagamie County municipalities. Six cities and villages appropriated an average of \$46.33 per capita, and the Villages of Kimberly and Little Chute appropriated an average of \$30.60 per capita. The systemwide average per capita support in OWLS was \$47.20, and the statewide average for all jurisdictions operating libraries was \$40.28.

**2010 Per Capita Support for Library Service\***

Municipality	Per Capita Support
City of Appleton	\$48.36
Village of Black Creek	\$62.41
Village of Hortonville	\$26.51
City of Kaukauna	\$41.53
City of Seymour	\$38.12
Village of Shiocton	\$34.14
Average	\$46.33
Village of Kimberly	\$31.92
Village of Little Chute	\$29.81
Kimberly-Little Chute Library	\$30.60

\*Calculations based on data from DPI and DOA

## **Appendix G**

### **Focus Group Sessions**

#### **Kimberly-Little Chute Library Teen Focus Groups Report**

Facilitator: Tamara Maxwell, Kimberly High School English teacher and Kimberly-Little Chute Public Library Board Member

Recorder: Ann Hardginski, Kimberly-Little Chute Public Library Youth Services Librarian

Four sessions held on May 14, 2011

#### **Group 1: J. R. Gerritts Middle School Students**

15 students—8 boys and 7 girls (ages 11-12)

1. What do you like about living in Kimberly
  - Going to Sunset Park—nice to walk to
  - Clubs available during the school year, especially the Ski Club
  - Going to the Y
  - Playing paintball/airsoft guns
  - Going to the library to check out books
  
2. What do you think the community needs that it doesn't already have?
  - Disc golf
  - Waterpark
  - Skatepark
  - More sidewalks
  - Mall
  - Place for teens to hang out
  - Lacrosse team or summertime clubs like tennis and volleyball
  - Swimming pool for teens only
  - Flag football and dodgeball teams
  - Graffiti wall
  
3. How do you see the library meeting the community's needs?
  - Holding fundraisers
  - Having a hangout spot (framed off) for teens that is colorful (purples and bright colors)
  - Library could run clubs to help connect people with the same interests
  - Art Club for a teen "retreat area" where teens could draw, paint, use chalk/blackboard paint, blacklight, sidewalk mural
  - Sell gum and have new books available for sale
  - Get multiple copies of new popular books
  - E-book lessons

## Group 2: Little Chute Middle School Students

11 students—2 boys and 9 girls (mix of readers and non-readers per student comment)

### 1. What do you like about living in Little Chute?

- Everything is close by—easy to walk to
- Ski Club
- Smaller sports teams—more can be involved
- Can get to know people in activities like the musicals
- Everyone knows each other
- Forensics and Reading Olympics
- Youth Leads group—drug free, sponsors activities
- Random Acts of Kindness (RAK) group—community service club
- Lots of clubs for kids to choose from
- Student Council—Spirit Week activities
- Poms
- School newspaper—chance to write about school activities

### 2. What is missing in the community?

- Book club for middle schoolers/teens
- Chance for kids to mingle and work on projects—too many cliques
- Something for “un-included” people
- Friday night movie nights for kids at 4 p.m. and teens at 7 p.m. with a choice of two movies
- Non-musical summer play for those who like to act but can’t sing
- Variety of sports—choices are too limited. Would like to add badminton, ping pong, lacrosse
- Book store close by or the opportunity for a book swap
- Volleyball for summer recreation program
- Sports at different times of the day to allow for more participation
- Evening programs in the community
- More anime books

### 3. How can the library help meet the community’s needs?

- Have a book swap
- More smaller prizes for the Summer Reading Program
- Have more copies of popular titles and have new copies available to buy
- More new books—bigger collection and variety
- Books with fast-paced plots and adventure
- More Young Adult books, lots of choices
- Keep complete series
- Recommended books—make very visible for teen to find easily
- More face-out displays
- More titles available in local library—do not like to always put things on hold and wait
- Multiples of popular books
- Easier way to find books in a series
- Bigger selection of realistic fiction
- More anime
- More internet computers and in different spots in library—always are full
- Need more non-fiction for teen for reports such as heritage books, smaller countries (especially Spanish-speaking countries)

- More historical fiction/diaries
- Too much gaming on computers—would like to have a research-only station to do a quick check on grades or for homework research
- Suggestion box
- Need good teen reference books—many are too easy or too hard
- Teen talking and hanging out space where whispering isn't required
- Comfortable seating—couches
- Talking/hangout teen space for larger groups to meet friends and be louder without getting reprimanded

### **Group 3: Little Chute High School Students**

7 girls and 4 boys of mixed ages

#### 1. What do you like about living in Little Chute?

- Close to everything
- Earth Club, Future Business Leaders of American club, FCCLA (family, careers, community club)
- Employment available
- Good bus system
- Doyle Pool
- Cheesefest
- Block scheduling at school
- Golf
- Seth's Coffee Shop
- Tattoo Shop

#### 2. What's missing in the community?

- Wal-mart
- Dollar Store
- Taco Bell
- Jimmy John's
- Love, peace and happiness
- Humane Society
- Shorter stoplights on 00, longer crossing times
- Walking bridges by school areas
- Nothing to do in winter for teens
- Nothing for teens to do all year
- Hangout place like Seth's Coffee Shop with wifi, place to play cards and be with friends
- Paintball arena
- Comfortable environment to relax/hangout without having to buy something

#### 3. How can the library help meet the community's needs?

- Café
- Taco Bell inside!
- Promote wifi—teens need but didn't know was available at the library

- Better place for hanging out at the library
  - Add couches—rockers too small
  - Fat sacks (BIG bean bags)
  - More secluded teen area for talking—don't like getting yelled at for being teens
- Longer hours—9:30 p.m. for after sports and work
- Teen nights—only high school and no middle schoolers
- Computers available for longer than an hour
- laptops for students
- more computers and some in teen area
- greenhouse/plants to create a warm environment--similar to what Appleton Library's green area
- wall for art from students
- make books easier to find--group better
  - student recommended books
  - student booklists
  - easy to find popular books
  - InfoSoup is liked and found to be helpful
- longer checkout for all books and DVDs
- have school library open during summer--possibly partner with school library to make it happen
- bigger windows to let in more light
- more diverse collection with more graphic novels
- connection between high school and public library--library should send books to the high school for students
- daycare center so parents have time to browse--FCCLA Club could volunteer to staff
- monthly events for children and teens
- lock-in for teens
- book talks and book clubs
- Facebook and poster's at Seth's to advertise events
- Improv Night
- better marketing for teen programs

#### **Group 4: Kimberly High School Students**

6 girls, 7 boys of mixed ages

\*Note: session was shortened to 15 minutes due to extended fire drill

##### 1. What do you like about living in Kimberly?

- Sunset Beach
- YMCA, especially the pool and basketball
- good Parks & Recreation programs
- nice community that is nicer money-wise--more privileged--good place to live
- good anti-bullying program
- good summer school selection for younger kids
- teens have good resources at school so they don't need public activities as much
  - lack of time for teens to participate outside of school
  - teens have different priorities
  - most Kimberly teens have their own computers and don't need library computers as much

2. What are the needs of the community?

- high technology needs
  - will replace paper
  - “now” society wants information quickly
- hangout place for teens
- coffee shop-type place for teens
- would like a “main” hangout place for teens
- Lacrosse team
- soccer at the middle school level

3. How can the library help meet these needs?

- market teen programs more
- partner with DECA, the high school’s marketing class to get the word out better

**Teacher Focus Groups**

May 14, 2011

Met briefly at the end of the school day with three teachers--an English Language Learners teacher, an elementary literacy resource teacher, and a high school special education teacher

1. What are some significant challenges for the community?

- tough family situations
- tough economy
- use of time outside of school--kids are over and under-filled with activities
- more diverse population socioeconomically
- growing poverty--see more have and have-nots
- technology--some kids have, some do not and kids who don’t have may get left behind
- mental health issues rising at all levels/ages

2. What are the challenges of people you serve?

- Upper level kids too busy--too many structured activities
  - kids can’t make decisions because they are so used to being structured
  - all is organized for them--affects problem-solving abilities
- language--lack of vocabulary
- lack of multi-generational discussion
- lack of eating dinner together and conversing
- kids want a place to hang out
- kids need conversation and connection with adults
- more native language resources
  - Hmong
  - Mandarin
  - Tagalog
  - Spanish
  - Russian
- high interest, lower reading level novels and practical books--readable but age-appropriate
- quick pick books still have reading levels that are too high for ELL students
- build pride in being bilingual
- need resources in native language along with English learning

### 3. What community needs can the library address?

- Kids need place to go with some structure
- Structured programming and space needs
- Services for cognitively disabled teens
  - book club opportunities with easier readability books
  - more books at high school interest level with easy readability
- electronic newsletters to principals and secretaries with library events news

### **Focus Groups – Seniors – 6/21/2011**

Facilitator: Tamara Maxwell

Recorder: Beth Carpenter

6 attendees

Warm up question – What does community mean to you?

- People coming together to work together
- Caring for each other
- Downtown – place to come together
- Friendships
- Helpfulness, friendliness,
- Library
- Good feeling

What do you believe are the needs of the community?

- Revitalization of downtown (Windmill, businesses)
- Place to gather, to socialize, to learn
- Activities to organize (walks, biking, etc.) – bike paths have been great additions, safer
- Beautification of the communities
- Economic development, job growth, maintaining/retention of jobs
- Lack of money
- Money needed to sustain/develop the above
- Growth of volunteerism, tutors
- Intergenerational/multigenerational projects, involvement in schools
- Partnerships

Concerns for the community?

- Service club needs new members
- Publication of local news, clubs, events – communication about the good things that are happening – Times-Villager, village newsletters
- Lack of money, how we're going to use our money
- Excited about tax payer money going to parks and library
- Partnership with other libraries is a great thing – sharing resources
- How do we keep up to date at the library? Technology-wise (computers, ereaders, etc.)
- People communicating what their needs are – being welcome to suggestions
- Transportation for seniors, assistance for seniors (yard work, etc.)
- Communication of needs and services

- Kids come to use computers to play games – priority for needs-based use (recreational use vs. job-related/adult use)

How might the library meet those needs?

- Is the library a place of the future (everything going electronic, no needs for books anymore)? We need a different way of looking at the library – a gathering place for the community (“hub”), the center of the community, exchange of information
- Training staff to provide good customer service, including technology – be welcoming, help people, be more aware of people needing help when they are in the library, smiles, inviting
- Time on computer is too limited
- Friendly place to go and learn computers and technology – technology-friendly classes
- Access to job ads and being able to post job applications
- FAX services
- Place to encourage “fun” reading, place for teens to meet in a safe environment, be encouraged to read
- Be a place for ALL – children, teens, adults, seniors

What community partnerships might the library seek out?

- Thompson Center – monthly newsletter advertises events
- HOV Senior Citizen Group
- YMCA
- Historical Society
- Schools - ALL
- Churches
- Businesses/industries
- Job training/workplace development
- Windmill committee

### **Focus Groups – Daycares/Parents of Young Children – 6/21/2011**

Facilitator: Tamara Maxwell

Recorder: Beth Carpenter

2 attendees + responses received via email from 4 individuals

Warm up question – What does community mean to you?

- Being a part of something bigger than yourself
- Having the same value system
- Supporting each other
- Place where people can come together (storytime)

What are the needs/issues/concerns of the community?

- Job loss and financial support – parents want a place to go with their kids that they can afford, can’t afford vacations anymore – sliding scale payment for scholarship program has grown a great deal
- Library is a place where people can go to get free books, movies, internet – people need because they can’t pay for it at home anymore
- Story time – place for parents with pre-school kids for free



- Kids aren't excited about reading and books
- Lack of access to technology, books
- Obesity – unhealthy eating choices at school and in community
- Lack of reasonably priced non-pesticide/chemical use foods
- School libraries are closed during the summer, not as accessible
- Access to free resources
- Need for additional adult programming – lots for kids, but not adults
- Would like story time more often than it is now
- Receiving community information at parochial schools (park & rec example)
- Communication between Village of Kimberly and its residents/unclear information being shared with residents
- Family friendly places to eat where children are welcome to play
- Places to take children on a play date

How might the library meet those needs?

- Story hour for kids
- Free books, internet, movies, etc.
- Library should go outside of its walls to bring love of books and excitement out into the community more
- Bookmobile
- Love InfoSoup
- Hours – more hours on the weekend, earlier hours during week, extend hours for working people
- More programming
- Reading should be fun, not a chore
- Different kinds of programs – matching a book with a fun activity (Bookin' & Cookin')
- Great storyteller
- Start young and have a really good person to do the programs
- Keep collection fresh and interesting, finding new authors
- Read the book, watch the movie programs (a way to make it fun and encourage reading)
- Book club type things – teens and tweens
- Short reading program during Christmas break
- Incentives for children to read
- Have the library be a distribution place for community information
- Outdoor storytime/summer events
- More music events and activities geared toward young children and their families
- Better communication – use of social media

Partnerships

- YMCA – library go to the kids for aftercare programs, outreach to their programs
- Girl Scouts – having the girls be involved in the library or a way to take the library out into the community – additional groups, Boy Scouts, too
- Schools
- Daycares
- Park & Rec departments

## Focus Groups – Civic Groups/Clergy – 6/22/2011

Facilitator: Tamara Maxwell

Recorder: Beth Carpenter

1 attendee

What are the needs/issues/concerns of the community?

- Diversity is new to the community – growing pains are becoming evident
- Families are important around here – go back generations – strong bonds between families – makes it difficult for people who are new to the area
- Family aspect can be attractive, as well
- Political agendas becoming more evident
- Economic changes – employment more challenging – young people not necessarily getting great jobs right out of school – longevity in employment is less common – more mobility due to have to move to find work
- Challenges for young people – student debt, finding work
- Getting familiar with mental health systems, support groups, etc. for the area – finding the right referral agencies is essential – staying up to date with changes at agencies is challenging
- Need to respond to emotional and mental health issues for our families and people in the community
- Do better at prevention in area of mental health (Kaukauna suicide example)
- Sense of “rugged individualism” where people don’t ask for help but try to take care of it themselves – issue related to mental health (getting help seen as weak)
- Alcohol issues
- Family issues – divorce, blended families
- Blessed with schools – educational systems are good – shouldn’t be taken for granted or weakened
- Find a way to help people learn how to live “sanely” with all of the demands to do less with more
- Employment change in society – women in workforce – how to balance/manage working and being a parent – how to maintain relationships with both parents working/keep sanity/find time for self
- We have issues to deal with but there are a lot of great people in the community willing to help each other

How might the library meet those needs?

- Programming to educate community on issues (wellness series?)
- Referrals – place to find reliable resources to refer people to
- Remain conscious of changes/needs with technology
- Appreciation for our heritage

Partnerships

- Partnerships with clergy will be increasingly difficult to forge, because they are facing difficult shortages, as well (Heart of the Valley Clergy Association – nondenominational group)
- Historical Society

## **Appendix H Key Individual Interviews**

### **Background**

As part of the planning process the planning committee identified a number of individuals who would have a good understanding of the community and its residents. Beth Carpenter was able to make appointments with seven individuals, and these people were interviewed by Rick Krumwiede.

Interviewees were given some background information about the planning process and were told that the interviews were part of the community analysis step of the process. Specifically, interviewees were told that:

- The interviews are part of the community analysis step which is “devoted to understanding the context in which the library functions.”
- The planning committee is seeking information about community needs and how the library might best contribute to meeting these needs.
- Any other comments about the library and the service it provides would be welcomed.

### **Interview Questions and Responses**

Listed below are the questions and responses provided by interviewees. All individual responses are included. No attempt was made to combine similar responses from multiple interviewees.

#### **1. Please tell me a little about yourself.**

- Rick Hermus, Kimberly Administrator – administrator for 28 years, been very involved in the service consolidations which have been a great asset for the village, a user of the library but doesn’t have much reading time
- Chuck Kell, Little Chute Administrator– village administrator for over five years, has a degree in planning and development from UWGB, worked for Portage County for 25 years primarily on economic development and planning
- Chuck Kuen, Kimberly Village President – moved to Kimberly in 1982, is very community minded, elected official for 22 years, has four kids, loves the sense of community and small town feel, involved in recreation association
- Mike Rietveld, Kimberly High School Principal – lifelong Kimberly resident, 28 years in school district, 20 years as a principal, involved in many community activities, wants kids to access available services, tries to match kids and libraries
- John Schmidt, US Venture CEO – a Kimberly native, graduated from UWEC with math and accounting majors, moved back to Kimberly in 1988, after 5 years at CMD Corporation joined US Venture, married with 5 children, likes many outdoor and physical activities
- Mike Vanden Berg, Little Chute Village President – an attorney, has been in the village since 1997, has 4 children, had been on the Village Board for 4 years prior to being elected President
- Al Zierler, Capital Credit Union CEO – employed by Capital Credit Union for 35 years and CEO for 23 years

## 2. How would you describe Kimberly/Little Chute in a word, a sentence, or a couple of sentences?

- 20 miles south of Green Bay and the Packers
- A variety of businesses and industries in an area that is becoming more cultural
- Close-knit
- Community minded – people show up at events
- Conservative values
- Doesn't embrace change
- Great place to raise a family
- Holding on to small town services, both business and government
- It's a common joke that "people never leave"
- Little Chute has growth potential that it has been unable to capture in recent years because the north side property that has infrastructure is in the wrong school district
- Long term residents embrace their Dutch heritage
- One of 12 smaller communities that form a metropolitan area
- Part of the Fox River Valley, between Appleton and Green Bay
- People know each other
- Progressive in taking advantage of economies of scale – partnerships with Little Chute and Combined Locks, shared facilities between schools and village (e.g., parks, gyms)
- Progressive, but holding on to heritage
- Proud, hardworking, dedicated
- Quaint village
- Safe with good schools and solid values
- Satellite to Appleton
- Sense of pride – hasn't had to merge
- Sleepy little town, non-diversified, blue collar
- Small community
- Small piece of a large metropolitan area in northeast Wisconsin
- Stubborn
- Tight-knit
- Traditional family values
- Trying to establish some new housing developments
- Very supportive – supportive education, supportive of each other, faith-based

## 3. What are the best things about living in the Kimberly-Little Chute area?

- Activities for all four seasons
- Affordability and stability
- Amenities are close by
- Comfortable
- Community supports events
- Downtown
- Friendly
- Full range of municipal services
- Good economic value
- Good parks and recreation programs – many opportunities for kids
- Great park space
- Great place to raise a family
- Great schools – best in the state
- Guardian, Thrivent, and Kimberly-Clark are in the area
- Leaders know constituents
- Life is still simple, e.g., volunteer fire department, which also indicates commitment to community
- Many community activities, especially connected with churches
- Natural resources (river, park, trails, YMCA) and an active and healthy lifestyle

- Neighborly feel
- Open communication between residents, also in government
- People take pride in their properties
- Personnel connections
- Proximity to services
- Quality of life
- Reasonably priced homes and community
- Safe
- Safety
- Schools
- Size – the benefits of a small town are combined with an urban environment where there is proximity to services and stores
- Small school district
- Small town atmosphere
- Small town atmosphere but close to cultural events (PAC, arts groups, Trout, LU)
- Small town feel
- Stable economic environment – less impact in Valley of national employment and housing patterns
- Stable employment – this has changed a little with the mill closing, but most residents are employed now
- Strong public and parochial educational platforms – high quality, high graduations rates, best SAT scores in the state
- Traditional value system that most people share
- Village and schools are the community focus

#### **4. What are the most significant challenges facing the community in the next few years?**

- Building and paying for infrastructure
- Changing demographics – as aging population turns over their affordable homes more diverse people will settle in the village, and it's likely they will have different needs
- Continuing to provide small town responsiveness to citizens
- Creating value to pay for needed improvements to community facilities and infrastructure – Building the financial capacity requires valuation to increase, but the easy development has already happened. Village needs to be willing to support change to create value.
- Delivering local government services to taxpayers – intergovernmental cooperation will help
- Difficulty maintaining the 3S priorities (streets, sewers, safety) and balancing the fourth S (self)
- Employment, especially because the mill isn't likely to reopen
- Funding infrastructure with reduced resources, and keeping taxes in check
- Funding public education
- Growing the tax base is tough
- Impact of budget cuts – how to do less or pay for services from non-governmental sources
- In the future, attracting the quality of individuals needed to continue providing good governmental services
- Inability to raise taxes
- Increasing diversity – which is good and will ultimately benefit the community
- Increasing poverty as demonstrated by increased free and reduced lunch numbers
- Keeping a sense of family and values

- Keeping a strong educational system
- Keeping the same quality of life and atmosphere is difficult without a stable tax base or continued growth
- Kimberly doesn't have much to attract business development, but it has room for business development
- Loss of shared revenue and the ability to continue providing outstanding services – people have become spoiled
- Maintaining or growing level of services with limited resources
- Maintaining the educational system and its standards – channeling enthusiasm from sports into academics
- Management and higher paying jobs are disappearing, and growth is in service industries
- Past boards haven't made incremental improvements so everything is needed at once
- Reinforcing with young adults the value of the Village's resources
- Retirement of village administrator
- Schools have already taken on debt, and village needs to fit in
- Short-term challenges are financial – state budget stresses local service delivery, village did okay in the past when the state gave more money, but now there is nothing left to cut
- There is a divide emerging between the "haves" and the "have-nots"
- Where will funding for services come from with state imposed levy limits?
- Working through the current economic situation – It's likely to get worse before it gets better, e.g., the next state budget
- Would like to see high school kids use libraries more

**5. Are there groups in the community whose needs are not being met?**

- Acceptance of others hasn't always been a strength in the community
- Blue collar workers – with cut backs in industrial jobs they need help with job searching
- Community does a good job of meeting needs for kids to age 12 and seniors
- Difficult economy has created problems in housing market with increased foreclosures
- Elderly and those on fixed incomes are having a difficult time maintaining their standard of living. Investment returns aren't sufficient, and they're dipping into principle to finance expenses.
- Jobless and homeless are having more difficulty as government support for non-profits and social services has eroded
- Look at YMCA programs – their target audience (low income, single parents, elderly) represents the area's needs
- Many are reluctant to access available services
- Perhaps Seniors – programs aren't very developed at the village level, but they may be elsewhere
- Programming should be driven by the community's needs
- Seniors and upper middle aged are well taken care of
- Seniors are an untapped resource to help with literacy, relationships

- Seniors would like more housing downtown
- Single seniors – many might not be looking for more interactions, but it's also hard for them to work their way into groups
- There are some whose needs aren't being met because they lack an appropriate support group or an adequately functioning family
- There are some whose needs aren't being met for economic reasons
- There is a gap in activities for tweens – but there is active programming for everyone else
- Two worker families – after school programs for kids, good social environment for kids
- Young people (ages 14-24) struggle to find connections and constructive activities
- Younger adults in their 20s – struggling with the economy, having difficulty starting out, many underemployed, housing market is difficult

**6. Keeping in mind the challenges and unmet needs you've identified: Which community needs are most important for the library to address?**

- Access to technology – not all kids have it at home
- Creating a virtual library that's more than just books and a facility – increases capacity at a low cost
- Encourage business people to get involved in reading programs. This changes their attitudes about the library: builds awareness and grows support.
- I don't see a role for the library in addressing the financial problems of the elderly
- Important for libraries to keep up with technology
- Job seekers
- Library is an underutilized resource – while the regulars know about it, it's an untapped resource for many people
- Library might have a role in development – provide education on issues facing community, provide programs to update status of projects, utilize community speakers
- Market the library more to high school aged kids as a resource, a gathering place, a safe place, a place to hang, a place for readers and talkers (some kids don't want to go home)
- Meet with senior service groups to ascertain their needs and coordinate with their programs
- People are uninformed about foreclosures – perhaps the library could provide programs or information
- People don't think about going to libraries to access digital media. Cloud libraries will provide access to information digitally, people will use the library's computers if they don't have one.
- People in their 20s need more informational and leisure services for themselves and their kids
- Programming for tweens
- Provide a place for AP study groups
- Provide tutoring by volunteers at the library
- The library serves everyone by providing access to the Internet
- The library's strength is information resources – focus on providing access to information
- Underprivileged kids need help reading
- YA summer reading programs have been helpful for kids in school

**7. What issues would you recommend that the library consider in developing plans for the future?**

- Be welcoming to the uniqueness of everyone
- Beth has already done a lot since she's been here
- Consider a future with only one facility
- Continue to provide good access to technology
- Create a tight, continuous user network to provide input. Listen to your audience. Capture data continuously and use it.
- Demographics in the community are changing – more diversity in race, more Hispanics, average income in county may go down
- Determine what are necessities vs. needs
- Hard to be all things to all people
- Keep technology in the forefront – help citizens who have no other way keep up with technology
- Keep the plan affordable
- Library has done lots with computers and collections, but not familiar with how much help is provided to computer users. The general public probably isn't very skilled with computers. Could the library offer classes?
- Look at recurring costs and alternatives for them – contracts, cost-sharing
- Look at the needs of the entire community (ages 3-83) and address them
- Look to the schools for more input and ideas – there should be more dialog
- Need places for group work as well as for independent work
- Partnering with schools and other organizations
- The joint library is good for operations, but does it make sense to operate two locations? Consolidation would be good, but some would stop using the library if they had to cross the bridge. (Being in shared municipal facilities helps justify two library locations.)

**8. Do you have any other thoughts you'd like to share about the community or the library?**

- Beth has been a godsend – communicates very well, bringing the board around, champions the library's mission, very positive
- Can't say enough good things about the community
- I wouldn't want to move out of the community. It's small, but it has the best of all worlds. Government listens, and there's an opportunity to impact the community which brings a sense of pride.
- Is the library's structure the most effective?
- Library is a valuable function
- Library is an important and used part of the community. We're fortunate to have it.
- Need to find ways to do more with less because mandates will consume any new funding
- The library is probably underutilized, but even non-users support it.
- There is a positive image of the library in the community. I don't hear complaints.