



Spooner Memorial Library Strategic Plan

2021-2026

[Spooner Memorial Library](#) . 421 High Street, Spooner, WI 54801

Team: Eva Apelqvist, Angie Bodzislav, Sarah Johnson, Sherry Machones, Beverly Stencel

Mission

We are a haven, a place that invites and offers opportunity, celebrates community, and promotes literacy,

Lenses

Visionary Approach - Enrich lives through the transformative power of information, imagination, and forward thinking.

Inclusive Mindset - Create an inclusive space that fosters a representational community.

Goals

1. Ensure long-term sustainability of the library, meet and support on-going needs of the community.

- a. Measurable Objective
 - i. Increase funding sources and revenue each year.
 1. Advocate for a County funding increase from 70% to 100%.
 2. Research and apply for grants, years one and two.
 3. Research planned giving (endowment and others), year one.
 - ii. Utilize and seek out shared resources for more efficient use of funds.
 1. Continue membership in the Northern Waters Library Network.
 2. Continue to use Northern Waters Library Service.
 3. Stay active in Wisconsin Library Association and American Library Association.
 - iii. Take into consideration the environmental effects of library purchases and programs.
 1. Continue to improve recycling.
 2. When able, purchase multi-use items.
 3. Do an annual sustainability audit of indoor and outdoor library space.
 - iv. Increase community awareness of the library.
 1. Develop a marketing plan that promotes expansive, enhanced library services, resources, and value to the community.
 2. Prepare for community changes ... where to cut if we have to ... what to add if we can ... which grants to seek out ...

3. Advocate for the library locally by creating one-pagers for board and community members about various initiatives, utilizing ALA tools.
4. Advocate for the library state-wide or nationally by attending Library Legislative Day annually.
- v. Maintain the institutional health of the library.
 1. Complete a bi-annual review of all library policies.
 2. Complete a bi-annual review of the employee handbook.
 3. Review and update job descriptions annually.
 4. Review and update procedure manual annually.
- vi. Seek out opportunities for futuristic thinking outside of the realm of librarianship.
 1. Give at least 5 minutes of each board meeting and team meeting to allow time for futuristic thinking unrelated to the library world (ie. Ted Talks, futuristic science).
 2. Brainstorm and take time for solutions that go beyond the obvious.
 3. Explore programming that encourages connection.
- vii. Explore strengths, skills, and passions of library team members to foster innovative approaches.
 1. Survey team to identify individual skills and expertise, solicit feedback from the team at least once per year.
 2. Do Compassion Resilience Training once a year during a staff training day.
 3. Set team goals at annual well checks and conduct ongoing check-ins related to those goals.
 4. Review the Director in May of each year.
- viii. Budget and support continuing education opportunities for the team, the director, and library board members.
 1. Share free continuing education opportunities with the team, the director, and the library board.
 2. Seek out funding and scholarships for the director and team members to attend national conferences regularly.
 3. Set aside two days a year (where the library is closed) for the team to partake in growth opportunities, together.

2. Establish the library as an innovative, accessible, inclusive and equitable community hub.

a. Measurable Objectives

- i. Listen to and lead community conversations.
 1. Attend community meetings such as Continuum of Care.
 2. Lead community conversations supporting community resilience.
 3. Stay informed by reading various library and community related news, weekly.
- ii. Increase library accessibility and inclusivity.
 1. Annually review portions of DPI's Inclusivity Study. Incorporate the results when possible.
 2. Use the Mirrors and Windows and Sliding Glass Doors concept to improve library holdings (mirrors - readers can see themselves in books; windows - readers can see other people and cultures in books; and sliding glass doors - readers can imagine themselves in books and be part of the human experience).
 3. Increase the number of outreach events.
- iii. Increase the library's reach.
 1. Research and develop resources to reach non-users.
 2. Create an annual community survey of met and unmet users' needs, year one.
 3. Conduct the same community survey of met and unmet users' needs, years two through five.
 4. Bring the library to new user groups.
 5. Explore new locations for the library to interact with the community.
 6. Investigate township opportunities for service (Minong branch library, bookmobile, pop-up libraries).
- iv. Increase presence in the community.
 1. Actively participate in community events.
 2. Use our increased understanding of non-users to market the library effectively.
- v. Lead and partake in community wellness initiatives.
 1. Provide opportunities for community engagement.

- 2. Proactively respond to urgent community needs.
- 3. Prioritize partnerships with other community-minded organizations.
- vi. Provide opportunities for the community to connect with and practice various forms of technology.
 - 1. Continue replacement of computers and software in 5-year rotations.
 - 2. Connect community members with technology learning opportunities.
 - 3. Provide tech training for the team.
- vii. Empower the community to share skill sets and assets.
 - 1. Involve community members in program planning.
 - 2. Provide opportunities for community members to become stewards of the library grounds and building.
 - 3. Share information, including the library agenda and minutes, with community members via the newsletter list and work on growing the list.

3. Improve and expand the physical space to better meet team and community needs for resources, services, and programming.

- a. Measurable Objectives
 - i. Identify needs regarding space and usage.
 - 1. Year one, get a facilities assessment to evaluate current library space usage.
 - ii. Address identified space and usage needs.
 - 1. Provide private spaces for community members to meet and/or study.
 - 2. Provide adequate storage space for library staff, including space to work, eat, etc.
 - 3. Improve physical access of all library holdings.
 - 4. Provide program spaces that do not interfere with everyday use of the library.
 - iii. Develop a library expansion plan.
 - 1. Work with City officials to capitalize on opportunities to create shared space by having conversations now with the City in the

context of their Comprehensive Plan (Section 4.3.2 of City of Spooner Comprehensive Plan COMMUNITY FACILITIES.

2. Strategize timing of building and levy limits.
3. Make a plan to do a people-raising campaign to identify stakeholders in the community.
- iv. While developing an expansion plan, maximize current space usage.
 1. Reconfigure spaces based on facilities assessment and recommendations, including program spaces and holdings.
 2. Investigate and utilize off-site spaces for programs.
- v. Improve patron and team satisfaction with the library building through regular upkeep and maintenance.
 1. Create a maintenance schedule, approved by the City, in year one.
 2. Utilize the maintenance schedule, years two through five.
 3. Bi-annually do a crack assessment of the cracks in the children's wing wall and ceiling (April and October).
 4. Increase maintenance and upkeep budget.
- vi. Maintain and develop the library collection.
 1. Adjust collection budget to meet increasing cost of materials.
 2. Monitor collection weeding schedule to best suit the needs of the public and the library collection.
 3. Continue to build print, AV collections.
 4. Continue to support e-collections.
 5. Explore the development of the library of things (tool library, games, etc.).

Data Sets Used

1. [Demographic Data](#)
2. [DPI Annual Report Data](#)
3. [DPI Annual Report Data 2020](#)
4. [Integrated Library Service Data](#)
5. DPI Inclusive Services Assessment and Guide
6. Facility Assessment (to be completed)

Demographic Data

The Source:

1. Deaths outnumber births in Washburn County.
2. Any population growth we experience is due to In-Migration.
3. 97.3% white. No tribal land. Hispanic population growing - due to Jack Links.
4. Socio-economic data
5. Population (pg8):


County Population	
2020.....*	est. 15,993
2019.....	16,027
2018.....	15,929
2010.....	15,911
2000.....	16,036
1990.....	13,772
1980.....	13,174
1970.....	10,601
1960.....	10,383
1950.....	11,665
1940.....	12,496
1930.....	11,103
1920.....	11,377
1910.....	8,196
1900.....	5,521
Source: U.S. Census Bureau and *WI Demographic Services Center	

Population by Age			
2015 U.S. Census Bureau estimates			
	County	Wisconsin	United States
Age 25-54	32.0%	38.4%	39.8%
Age 16-64	58.3%	64.5%	64.8%
Total Population	15,552	5,771,337	321,418,820
Under 5	4.9%	5.9%	6.2%
5-14	11.1%	12.6%	12.8%
15-24	9.3%	13.7%	13.6%
25-34	8.5%	12.6%	13.7%
35-44	9.8%	12.0%	12.6%
45-54	13.7%	13.9%	13.4%
55-64	18.1%	13.8%	12.7%
65-74	14.6%	8.8%	8.6%
75-84	7.1%	4.6%	4.3%
85 or older	2.9%	2.2%	2.0%

6. Population growth (pg10):

Population Growth				
Municipality	2010 Census	2020 Est.	# Chg	% Chg
Barronett	442	451	9	2.04
Bashaw	946	978	32	3.38
Bass Lake	505	524	19	3.76
Beaver Brook	713	721	8	1.12
Birchwood	478	493	15	3.14
Brooklyn	254	255	1	0.39
Casey	353	361	8	2.27
Chicog	234	232	-2	-0.85
Crystal	267	269	2	0.75
Evergreen	1,135	1,132	-3	-0.26
Frog Creek	130	130	0	0
Gull Lake	186	187	1	0.54
Long Lake	624	632	8	1.28
Madge	508	515	7	1.38
Minong	917	933	16	1.74
Sarona	384	380	-4	-1.04
Spooner	706	731	25	3.54
Springbrook	445	447	2	0.45
Stinnett	246	244	-2	-0.81
Stone Lake	508	515	7	1.38
Trego	932	964	32	3.43
Birchwood (vil.)	442	436	-6	-1.36
Minong (vil.)	527	540	13	2.47
Shell Lake (city) ..	1,347	1,347	0	0.00
Spooner (city)	2,682	2,576	-106	-3.95
Washburn Cty.	15,911	15,993	82	.52%
Sources: U.S. Census Bureau, 2010 WI Demographic Services Center, 2020				

7. County wages (pg11):

2018 Average Annual Wage by Industry				
	Wisconsin Average Annual Wage	County Average Annual Wage	2018 % Wisconsin	1-Year % Change*
Trade, Transportation, Utilities	\$41,901	\$30,176	72.0%	-0.6%
Public Administration	\$47,859	\$36,274	75.8%	-0.5%
Professional & Business Services	\$60,729	\$80,832	133.1%	-4.5%
Other services	\$30,674	\$21,176	69.0%	-0.8%
Natural Resources	\$39,444	\$34,975	88.7%	0.6%
Manufacturing	\$58,048	\$38,216	65.8%	0.4%
Leisure & Hospitality	\$18,757	\$13,806	73.6%	-6.7%
Information	\$73,577	\$44,027	59.8%	-2.4%
Financial Activities	\$71,474	\$43,812	61.3%	-1.3%
Education & Health	\$49,185	\$35,739	72.7%	-1.0%
Construction	\$61,909	\$36,256	58.6%	5.9%
All Industries	\$48,891	\$34,560	70.7%	-0.5%
Source: WI DWD, Labor Market Information, QCEW, June 2019 *Difference in the 2018 share of Wisconsin and the 2017 share of Wisconsin				
				

8. Tourism (pg12):

Tourism's impact

- \$47.1 million in total business sales in Washburn County
- \$22.2 billion in total business sales in Wisconsin
- 527 jobs supported in Washburn County with a total labor income of \$11.2 million
- 202,217 jobs in Wisconsin
- \$3.7 million in state and local taxes in Washburn County
- \$1.6 billion in state and local taxes in Wisconsin

9. School info (pg26-28):

schools&studies

ed education.

Wall of Fame: Recognizes contributions staff, alumni, and community members have made in education, business, human services, government, athletics, military service, fine arts, or financial support.

Distance learning: The distance learning allows students and community members to take classes that originate from other schools, colleges, and universities.

Northwood Education Foundation: The foundation has funded nearly \$1 million worth of projects since its 1994 founding.

▼ Shell Lake School District

Superintendent: David Bridenbagen, 715.468.7816.

•Elementary School, 271 Hwy. 63; 715.468.7816. Principal: Heather Cox

•Middle/High School, 271 Hwy. 63; 715.468.7816. Principal: John White

•Overview: The district covers 161 square miles. After passing a referendum in 2018, about 45,000 square feet of learning space was added to the existing 3-12 building. With the primary school brought into the space, the fall of 2020 was the first year of the school at a single campus at 271 Hwy. 63.

Middle and high school classes follow a six-period trimester schedule with a blend of core academic, online, ITV, vocational, and elective courses.

The Shell Lake district has been one of five schools in the state chosen as a WASDA (Wisconsin Association of School District Administrators) Model School, an example of a successful school that achieves top academic gains for all students regardless of the families' income levels.

The Shell Lake School District was designated as a new Wisconsin Promise School, part of a statewide program recognizing achievement in reading and math, for five straight years (an honor only 22



BIRCHWOOD SCHOOL.

schools in the state earned).

•Enrollment: Approximately 680.
•Staff: Sixty-seven teachers, 40 support staff, four administrators.

•Special programs: GATE (Gifted and Talented Education); Lifelong Learning (promotes and encourages lifelong learning opportunities and collaboration with the community's resources through a district community education program); Early Childhood Exceptional Educational Needs program for children aged 3 to 5; Achievement Gap Reduction, the state's academic program focused on student growth through one-on-one tutoring, intervention, and additional assistance; participation in the Washburn County Alternative High School; Wolf Ridge Environmental Learning Center for seventh-graders; Shell Lake School Forest.

•Distance learning: On-site access to distance learning allows students to take classes originating from other schools, colleges, and universities.

•Community involvement: PTA; Strategic Planning Teams; booster clubs; Band-Aides; FFA Alumni; Shell Lake Education Foundation, which raises funds for unique

learning opportunities; and Seniors & Kids Intergenerational Program (SKIP), which assists staff in one of the following opportunities: classroom – helping students with reading, math, writing, and learning skills; co-curricular activities; or After School Program – helping students with their program activities.

•Extracurricular activities: Marching band, acapella choir, jazz band, FFA, National Honor Society, forensics, plays, Spanish Club, yearbook, Flag Corps, Destination Imagination, Science Olympiad, art club, Student Council.

•Sports (Lakers - Lakeland Conference): Football, cross country, basketball, track, baseball, volleyball, wrestling, softball.

•After School Program: Provides a supportive learning environment for students through eighth grade.

•Summer classes: An extensive summer school program with academic and exploratory courses offered to all students.

▼ Spooner Area School District

District Administrator: David Aslyn.

•Business Office, 801 Cty. Hwy. A; 715.635.2171.



NORTHWOOD SCHOOL

School boards

Birchwood School

- Becca Hrdlicka, 700 N. Hinman Dr., Birchwood; 715.651.0885.
- Mike Paul, N1397 Co. Rd. 1, Birchwood; 715.354.358.
- Robert Langham, 15209 W. Langham Rd., Stone Lake; 715.865.4732.
- Donny Birdsell, 2954 29 1/4 St., Birchwood; 715.651.3010.
- Jessica Downey, N903 Vincent Rd., Birchwood; 715.354.7816.

Northwood School

- Max Ericson Sr., PO Box 278, Minong; 715.466.4308.
- Doug Denninger, W4540 McGregor Rd., Minong; 715.466.2166.
- Julie Denham, PO Box 609, Minong; 715.205.2085.
- Michelle Manor, 16188 S. Gram Rd., Gordon; 715.466.2528.
- Craig Golembiewski, 13756 St. Croix Rd., Gordon; 715.520.3716.

Shell Lake Schools

- Jill Dunlavy, 422 Old County D, Shell Lake; 715.468.2169.
- Nicole Tims, W8119 Sand Rd., Shell Lake; 715.645.0817.
- Linda Nielsen, N2788 Sunset Dr., Shell Lake; 715.468.2896.
- Joel Anderson, 810 East Lake Dr., Shell Lake; 605.354.7696.
- Scott Smith, N1570 Spring Lake Rd., Shell Lake; 715.468.4424.
- Bethany Deneen, 115 Corbitts Ln., Shell Lake; 408.394.2404.
- Matt Ciesielski, N2273 Little Long Lake Rd., Shell Lake; 585.331.1991.

Spooner Schools

- Meagen Benson-Moreau, ben-son-moreau@spooner.k12.wi.us
- Deb Olson, olsond@spooner.k12.wi.us
- Paul Johnson, johnsonpa@spooner.k12.wi.us
- Marsha Scheitz, scherzma@spooner.k12.wi.us
- Michelle Jepson, jepsonm@spooner.k12.wi.us
- Kate McKinney, mckinneyk@spooner.k12.wi.us
- Nathaniel Mellon, mellonn@spooner.k12.wi.us.

School board

NOTE: Meeting times may change.

- Birchwood – 7 p.m., fourth Monday (except September, November, December, and May), Commons, 300 S. Wilson St.
- Northwood – 6 p.m., third Thursday, Technology Center, N14463 Hwy. 53.
- Shell Lake – 6 p.m., third Monday, school library, 271 Hwy. 63.
- Spooner – 6 p.m., third Monday (and Committee of the Whole, 5:30 p.m., first Monday), high school choir room, 801 Cty. Hwy. A.

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- Paul Johnson, johnsonpa@spooner.k12.wi.us
- Marsha Scherz, scherm@spooner.k12.wi.us
- Michelle Jepsen, jepsonm@spooner.k12.wi.us
- Kate McKinney, mckinneyk@spooner.k12.wi.us
- Nathaniel Melfon, melfonn@spooner.k12.wi.us.

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NORTHWOOD SCHOOL

schools&studies



ST. FRANCIS DE SALES SCHOOL

- Elementary School, 1821 Scribner St.; 715.635.2171. Principal: Pete Hopke.

- Middle School, 500 College St.; 715.635.2171. Principal: Missy Giesregen.

- High School, 801 Cty. Hwy. A; 715.635.2171. Principal: Dennis Scherz.

- Badger Bus Co., 715.635.8811.

- Overview: The district covers approximately 550 square miles and includes three schools: a PreK-4 elementary school, a 5-8 middle school, and the 9-12 high school. The district also has an early-childhood program.

A new, state-of-the-art high school opened in 2009, complete with an auditorium, technology upgrades, modern classrooms, and athletic facilities. The middle school was remodeled in 2009 to include new fine arts areas, technology facilities, and entrances. Additional improvements and additions were approved in a 2020 referendum.

- Enrollment: About 1,200.

- Special programs: Washburn County Alternative High School, School-to-Work, Achievement Gap Reduction, Title 1, early childhood, online education options, articulation agreements with Wisconsin Indianhead Technical College and the University of Wisconsin-Eau

Claire – Barron County, K-12 virtual school program, college credit classes, state-of-the-art welding lab.

- Extracurricular Opportunities:

High school – Drama, school play, senior class play, musical, forensics, band, jazz band, choir, Spanish Club, FFA, National Honor Society, student council, school newspaper, yearbook, Spirit Club, Expert Engineers.

Middle school – Student council, forensics, Destination Imagination, Summer Jam, Hunt Hill Audubon Sanctuary outing, music, choir, End-of-the-Year All School Track Meet.

- Sports (Spooner Rails – Heart O' North Conference; some sports are community-sponsored):

High school – Track, baseball, softball, golf, basketball, hockey, cross country, football, volleyball, wrestling, soccer.

Middle school – Football, cross country, volleyball, basketball, wrestling, track.

- Spooner High School has earned the prestigious bronze rating from the "U.S. News and World Report" multiple times as one of the top schools in the United States.

- Spooner Area School District has comprehensive community education, after school, and summer school programs.

▼ St. Francis de Sales School

Principal: Sarah Darwin

- St. Francis de Sales School, 300 Oak St., Spooner; 715.635.2774.

- Overview: A Catholic parochial school fully accredited by the Wisconsin Religious and Independent Schools Association. Founded in 1958, it serves pre-school (3- and 4-year-olds) through eighth-grade students.

Fully accredited teachers provide a faith-filled educational environment enlivened by love of learning and respect of self and others that helps students achieve their full potential. Multi-age and single-grade classrooms, with fine arts (music, Spanish, art, and physical education) scheduled by individual grades. Strong family involvement is encouraged through an active Home & School Association and parent volunteers. The school is committed to a well-rounded, academically challenging curriculum. Monitored use of technology (Chromebooks) enables teachers and students to access educational information and applications online.

- Enrollment: 130 students, comprised of Catholic and other Christian believers. Band and choir programs open to homeschooled students.

- Teaching staff: Full-time principal,

13 full-time teachers, and various support staff.

- Special programs: Quarterly Honors Assemblies recognize students for outstanding work, each grade receiving its own "personal best awards" annually. Family Week each September includes Grandparents Day and book fair. Quarterly parent, student, and teacher conferences.

Catholic Schools Week each January gives students opportunities to explore non-traditional activities and take part in community-minded service projects. All fifth- through eighth-graders participate in the instrumental and choral music program and present two concerts (Christmas and spring).

In alternate years, students in grades 5-8 perform a musical play. Field trips for elementary students are integrated into the curriculum, and seventh- and eighth-graders visit the Wolf Ridge Environmental Learning Center annually.

- Also noteworthy: Students score above state and national norms on tests. A majority of graduates consistently are named to high school honor rolls; various Spooner High School valedictorians attended St. Francis de Sales Grade School.

Tuition is low, and financial aid is available. ■



SPOONER MIDDLE SCHOOL

Colleges & technical schools where learning continues

Colleges and technical schools within easy reach of Washburn County include:

- ▼ **Lac Court Oreilles Ojibwa Community College**, Hayward, 715.634.4790.

▼ University of Wisconsin

- UW-Eau Claire, 715.836.4636.
- UW-Eau Claire – Barron County, Rice Lake, 715.788.6244.
- UW-River Falls, 715.425.3911.
- UW-Stout, Menomonie, 715.232.1122.
- UW-Superior, 715.394.8101.

▼ Wisconsin Indianhead Technical College (WITC)

- WITC-Ashland, 715.682.4591.
- WITC-New Richmond, 715.246.6561.
- WITC-Rice Lake, 715.234.7082.
- WITC-Superior, 715.394.6677.
- Administrative office,

Shell Lake, 715.468.2815.

Outreach Centers:

- Balsam Lake – 400 Polk County Plaza; 715.485.3044.
- Hayward – 15618 Windrose Ln.; 715.634.5167.
- Ladysmith – 1104 W. Lake Ave.; 715.532.3399. ■

10. Libraries (only 2 in Washburn County). Minong Library. Birchwood uses a school library. Bordering IFLS system.

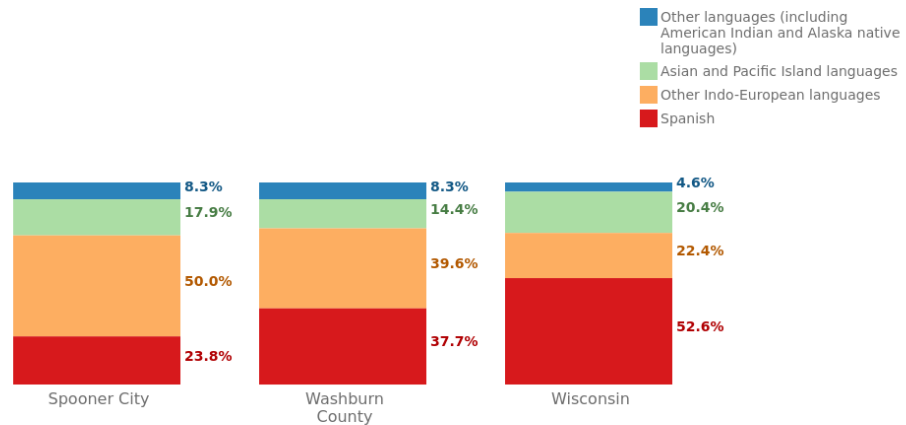
11. Collaboration: pg49-52

Spooner Library Demographics Workbook

1. Languages Spoken:

Languages Spoken at Home (for Population 5 Years and Over in the "Other Than English" Category)

2014-2018 5-Year Estimate



Data source: 2014-2018 American Community Survey 5-Year Estimates - S1601

Image produced by [GetFacts.wisc.edu](https://getfacts.wisc.edu/), a product of  the Applied Population Lab

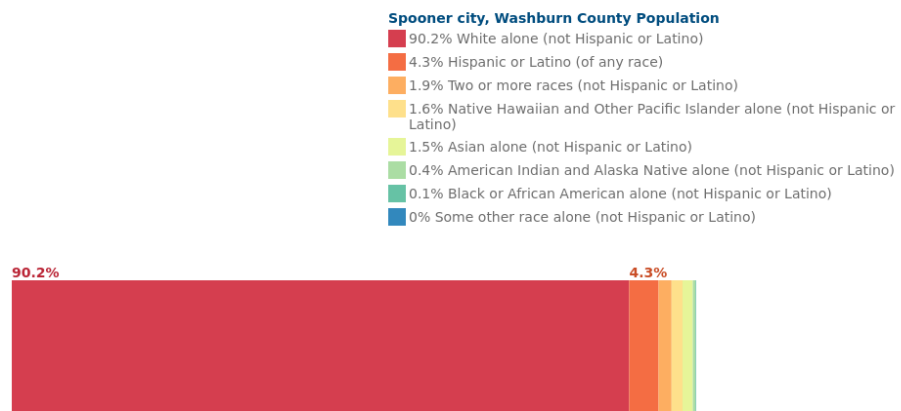
2. Languages:

42 people who speak primarily Other Indo-European languages at home
 23 people who speak primarily Spanish at home
 15 people who speak primarily an Asian or Pacific Island language at home
 7 people who speak primarily another language (including American Indian or Alaska Native languages)

3. Population by Race & Ethnicity:

Population by Race and Ethnicity

2014-2018 5-Year Estimate



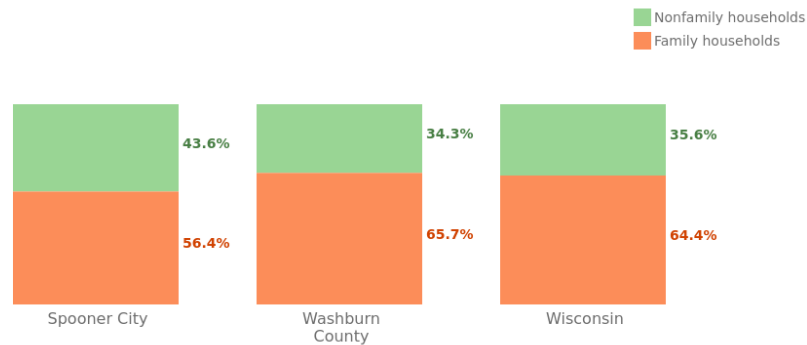
Data source: 2014-2018 American Community Survey 5-Year Estimates - DP05

Image produced by [GetFacts.wisc.edu](https://getfacts.wisc.edu/), a product of  the Applied Population Lab

4. What implications may exist for the library: Family and Nonfamily Households adds to the understanding of the community makeup as a whole. Are some of those nonfamily households college students? Are they people who live alone?

Family and Non-Family Households

2010



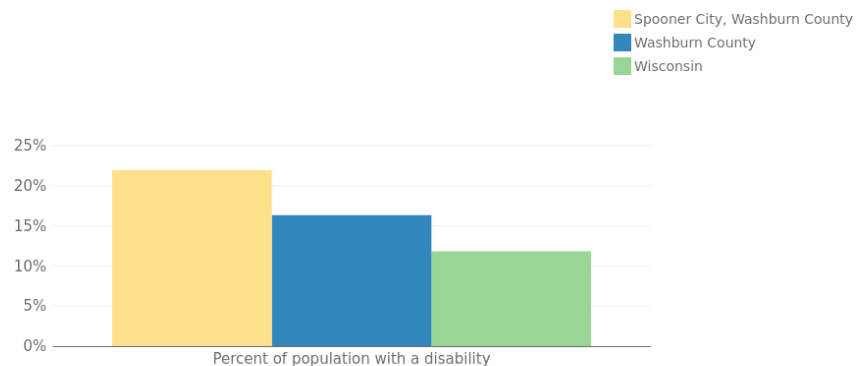
Data source: 2010 Census Summary File 1: QT-P11

Image produced by [GetFacts.wisc.edu](https://getfacts.wisc.edu/), a product of  the Applied Population Lab


5. Disability Status:

Disability Status (for the Civilian Non-Institutionalized Population)

2014-2018 5-Year Estimate



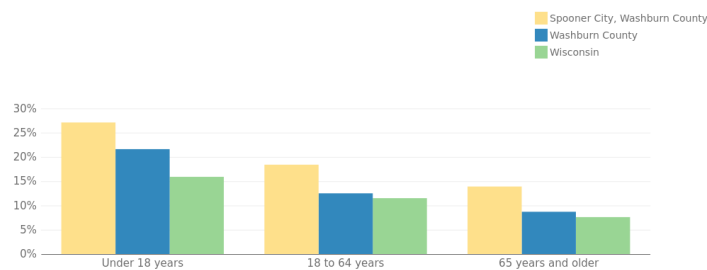
Data source: 2014-2018 American Community Survey 5-Year Estimates - DP02

Image produced by [GetFacts.wisc.edu](https://getfacts.wisc.edu/), a product of  the Applied Population Lab

6. Poverty Rates:

Poverty Rates by Age

2014-2018 5-Year Estimate



Data source: 2014-2018 American Community Survey 5-Year Estimates - DP03

Image produced by [GetFacts.wisc.edu](https://getfacts.wisc.edu/), a product of  the Applied Population Lab

7. In Spooner, the percentages of people who live at or below the poverty rate in the three age ranges are higher than the comparable percentages at the county and state levels.

Poverty Rate by Age can help a library prioritize potential partnerships with community-based organizations; school districts; and faith communities to strengthen existing assets and anchor groups.

What could that mean for the public library?

Advocacy & Programming

[Spooner DPI Workbook](#)

1. Cohort building size versus ours and populations.

Department of Instruction Annual Report Data

[2020 Annual Report Summary](#)

[2020 Annual Report Document](#)

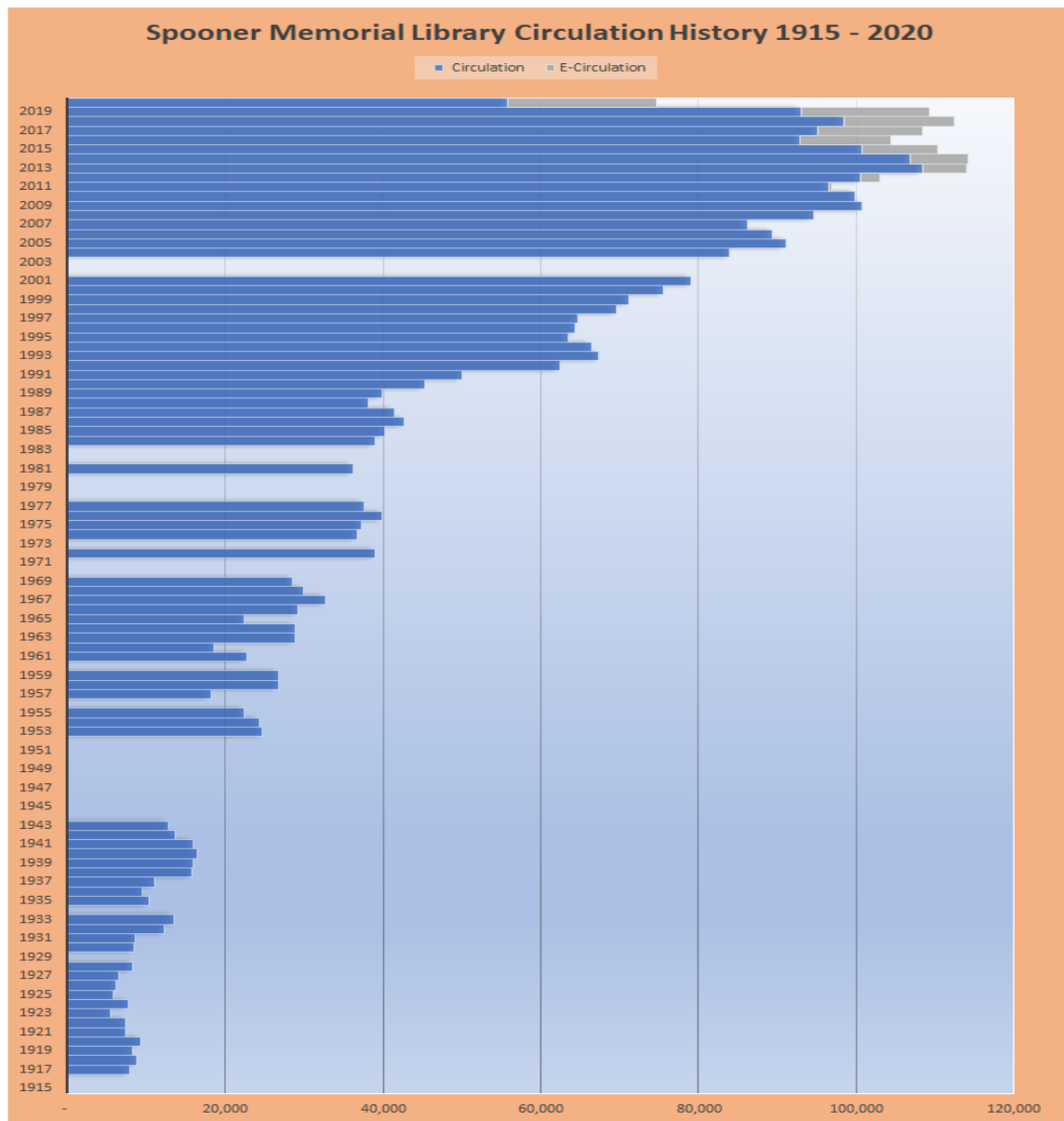
[2019 Annual Report Summary](#)

[2019 Annual Report Document](#)

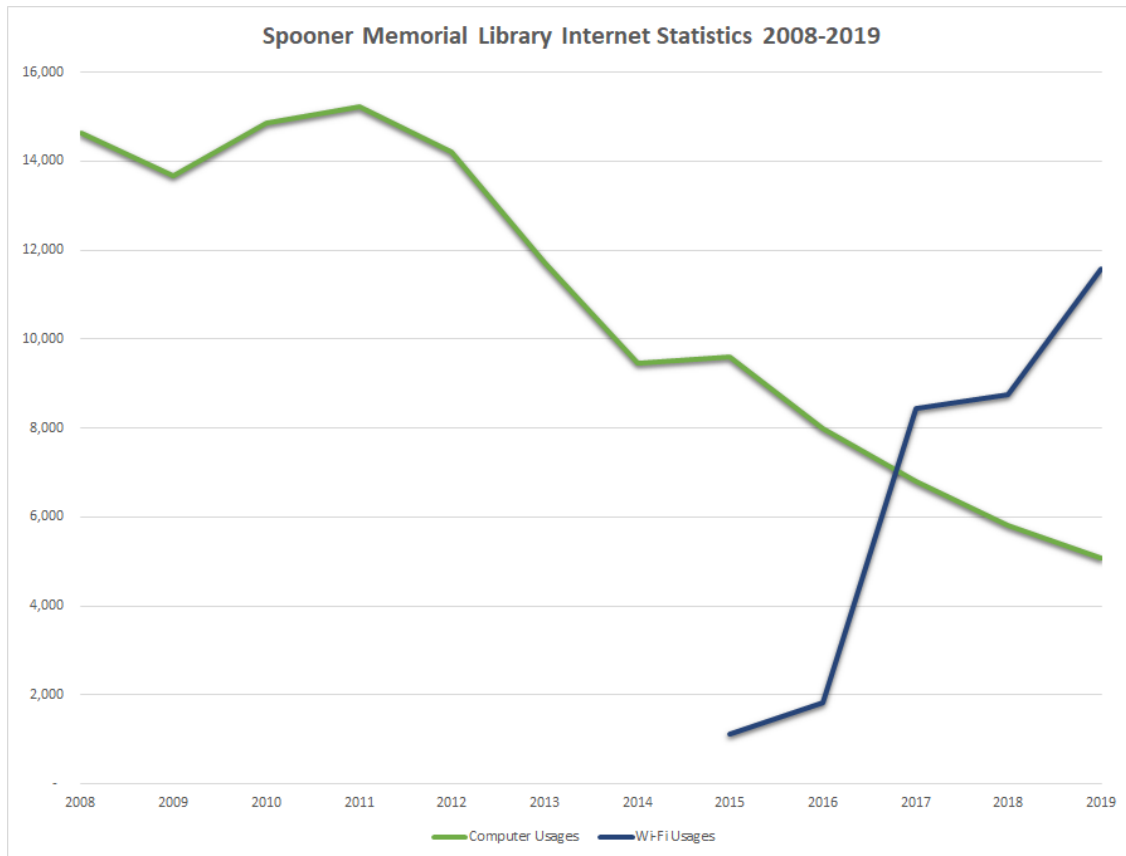
[2018 Annual Report](#)

[2018 Public Library Services Data](#)

1. Circulation History

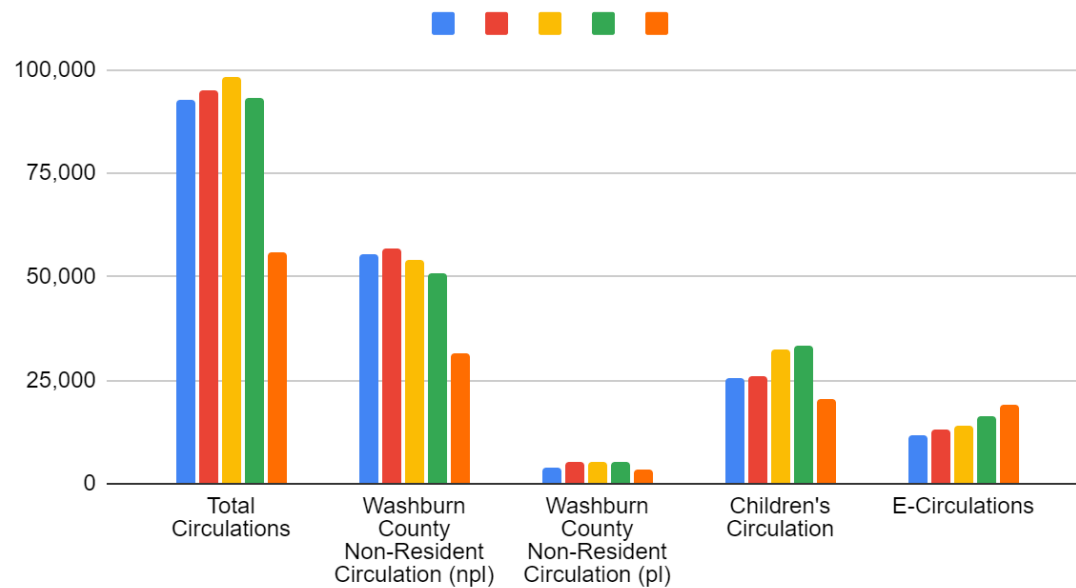


2. Internet Usage Statistics



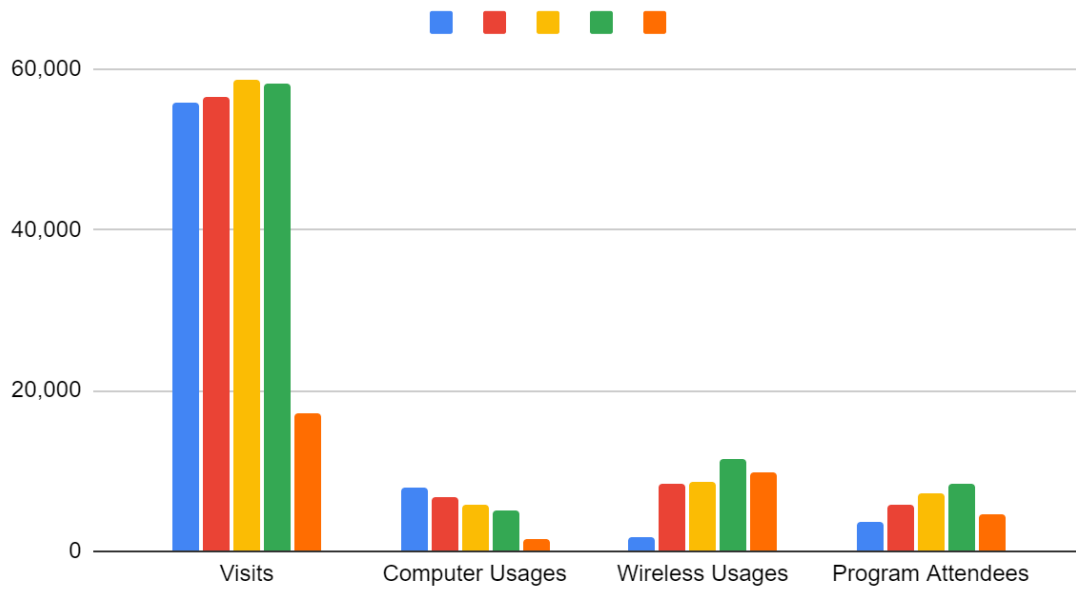
3. Circulation Data, last 5 years

Annual Report Circulation Data 2016-2020



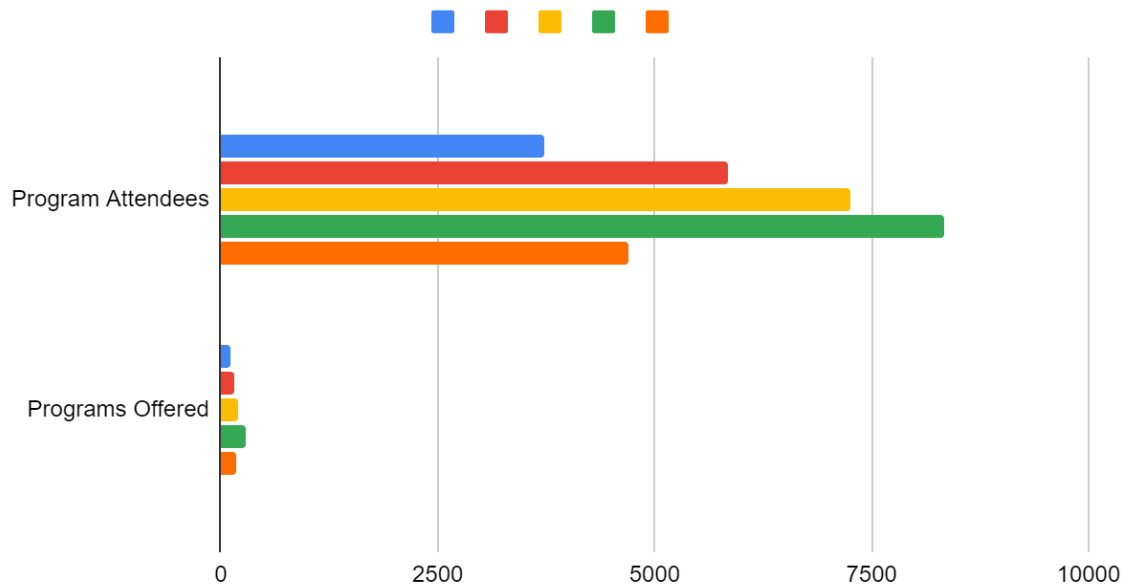
4. Library Usage Data, last 5 years

Library Usage Data 2016-2020



5. Program Data, last 5 years

Program Data 2016-2020



NWLS Integrated Library System (ILS) Data

[NWLS Data](#)

[Spooner 2020 Circulation Stats Town](#)

[Spooner Patrons Data](#)

[Compiled ILS Data](#)

DPI Inclusive Services Assessment and Guide

[Inclusivity Study Notes](#)

SWOT Analysis Data

[SWOT Data Response Analysis](#)

Facility Assessment

Final Considerations