



CAMPAIGN READINESS STUDY REPORT

SPOONER MEMORIAL LIBRARY

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EXECUTIVE SUMMARY

Spoooner Memorial Library (SML) is a gathering place and resource center for the residents of Spooner, Wisconsin and Washburn County. SML's goal is to establish the library as an innovative, accessible and equitable community hub to support the community's on-going needs through services, resources, and programming.

CAMPAIGN READINESS STUDY

The steady growth of the library's programs and reach has created an overwhelming need for additional space. For years, the necessity of a building expansion has been a consistent topic of conversation among the Library Board, Director, team and community. As a result of these discussions, the library's space capacity was addressed in the 2021-2025 strategic plan.

In May 2021, Board President Audrey Kevan, on behalf of the library, received a \$50,000 donation from Judy Ostrom in memory of her late parents. Judy's dad and uncle had originally built the library on its current site in 1962. As a result of this gift, the Spooner Memorial Library was able to conduct two needs assessments. To meet the current and future needs of the library and community, it was identified that Spooner Memorial Library should be at least 20,000 to 22,000 square feet (compared to the current 5,500 square feet).

A feasibility study was conducted by Short Elliot Hendrickson Inc (SEH) to research the feasibility of keeping the library in its current location, with an addition. After hiring SEH, the Library Board of Trustees, Director, and City Administrator researched many options for an expansion of the library. This included an expansion on the current site, exploring existing buildings as well as purchasing land to build a new library on a new site. Due to the cost of changing locations and cost of existing building structures, it was recommended by the City of Spooner to stay at the existing location and expand the building.

With an expansion plan in place, the library partnered with BrandRaise, LLC to complete a Campaign Readiness Study to determine and assess the interest and capacity for reaching a \$6.7 million fundraising goal. The Study Summit, a one-day event to collect feedback, was conducted on June 4, 2024 by the BrandRaise team through focus groups, confidential in-person and virtual interviews, and a public survey.

This study report outlines the findings of the Summit Study in answer to the proposed amount which Spooner Memorial Library hopes to raise to meet the building renovation and expansion goals. Findings captured input from volunteers, Board of Trustees, and local and regional business/ corporate leaders and philanthropists.

FINDINGS AND ANALYSIS

The vast majority of participants in the online survey, personal interviews, and focus groups viewed the Spooner Memorial Library as an incredible asset to the community and supported the investment of a renovation and expansion project to provide adequate space for current and future library use and programs.

When asked about benefits of the project, study participants cited adequate space for current programs and events, increased programming and expanded reach to the community, sufficient meeting rooms and study carrels, and accessibility for residents with disabilities. They had questions on the scope of the project, fundraising efforts, financial implications, as well as the building location, plans, and impacts to

current programming during renovation. Their concerns revolved around the cost of the campaign being too high and the project size being too large. Questions and concerns at this stage are common and will be addressed before the project moves forward.

The Washburn County economy is strong. Tourism and residents with vacation homes or secondary homes support the local economy and are seen as a viable source of fundraising efforts. The impact of inflation as well as the economic disparity within the county are viewed as challenges to a \$6.7M capital campaign. The majority of Spooner residents have the capacity to give at more modest levels over the span of multiple years. The study revealed the lack of a lead donor, resulting in the need to potentially approach the project in phases to successfully reach the fundraising goal.

The library leadership and board is highly capable, talented, and passionate about engaging in its continued growth. In addition, the library is supported by an active and engaged business community, invested in the development of the downtown region. Residents showed a deep passion for the project, indicating strong community support. BrandRaise believes the Spooner Memorial Library has the necessary backing to undertake a capital campaign.

CONCLUSION

The resulting findings of this study recommend reducing the capital campaign to a \$2.5M-\$3.5M goal. This would still achieve an outcome of doubling the space of the current library but would allow for a phased approach, namely expanding to around 11,000 square feet, as recommended by the community.

SITUATION ANALYSIS

EXPANDING FOR BOOKS AND BEYOND

Spooner Memorial Library is a haven, a place that invites opportunity, celebrates community and promotes literacy. With a visionary approach, SML fosters an inclusive space that enriches lives through the transformative power of information, imagination, and forward-thinking.

SML is not just a place that houses books, but a community hub for all people. Serving the residents of Spooner and Washburn County, its physical location hosts hundreds of events each year, enriching the lives of its members. Throughout each week, the space is utilized as a library resource, a workspace, a place for meetings, and a study center. Everyone from young children through senior citizens make use of its services; from all walks of life and socioeconomic groups. The library is a place for all and strengthening the community is at the center of all they do.

SPOONER MEMORIAL LIBRARY FUTURE GOALS

Based on the 2021-2026 strategic plan, these are the long-term objectives and goals of the library.

ENSURING LONG-TERM SUSTAINABILITY OF THE LIBRARY WHILE MEETING AND SUPPORTING THE COMMUNITY'S ONGOING NEEDS.

As SML looks to its future, it will take strategic steps to ensure long-term success and address needs. To this end, the library will increase funding sources and revenue each year to adequately meet the expanding reach. It will utilize and seek out shared resources to maximize the efficient use of those funds. Efforts will be made to increase community awareness of the library and its services. A priority will be placed on maintaining the institutional health of the library. The team will explore the strengths and skills of its team members to foster innovative approaches in how the library is run and engages with the community.

ESTABLISHING THE LIBRARY AS AN INNOVATIVE, ACCESSIBLE, INCLUSIVE, AND EQUITABLE COMMUNITY HUB.

To meet the needs within Washburn County and surrounding counties, SML will listen and lead community conversations. As a forerunner, it will increase the library's accessibility and inclusivity for all its members. It will expand its reach and presence within the community by seeking avenues to impact the more rural areas of the county. It will lead and partake in community wellness initiatives as well as provide opportunities for all ages to connect with and practice various forms of technology. Through all these endeavors it will empower the community to share skill sets and assets.

IMPROVING AND EXPANDING THE PHYSICAL SPACE TO BETTER MEET TEAM AND COMMUNITY NEEDS FOR RESOURCES, SERVICES, AND PROGRAMMING.

To ensure the ongoing sustainability of the library, its program, and its services, SML will identify and address its needs regarding space and usage. It will develop a library expansion to expand while also maximizing its current space usage. It will improve patron and team satisfaction with the library building through regular upkeep and maintenance as well as continue to maintain and develop the library collection.

SPOONER MEMORIAL LIBRARY CURRENT CHALLENGES

The Spooner Memorial Library's desire to support the ongoing needs of the community through opportunity, community, and literacy has met challenges including the following:

- Current programming is negatively impacted by a lack of space. The current size of the library inhibits the full use of the library services when programming and events are happening.
- Adequate storage is lacking which inhibits the library's ability to maintain its collection and resources.
- Accessibility is limited due to the space constraints and limitations of the current square footage within the library. Individuals with disabilities are unable to fully utilize the services at the library to meet their needs.
- Spooner is a rural community with limited reliable internet. SML provides space for computer usage for work and school, however, the current space limitations reduce the number of community members who can access these services.
- County residents are seeking free and safe activities and gathering spaces for kids, teens, families, and the elderly. The library has fulfilled this role within the community but has reached its capacity.
- The ability to hold larger community gatherings is impossible due to the size of the building and constraints within its layout.
- Expanding programs and reach are limited due to capacity constraints.
- The library team experiences constraints with the current space, limiting their ability to efficiently and effectively serve the community.

PROGRAMMING AND COMMUNITY PARTNERSHIPS

Spoooner Memorial Library hosts hundreds of programs and events throughout the year. These include weekly, monthly, and annual events focused on literacy, community engagement, and enrichment activities.

The reach of the library is not just within its walls, through the Bookmobile, Story Hours at off-site locations, and community outreach opportunities SML is expanding its impact throughout Washburn County.

IN 2023 AND SO FAR IN 2024, SML HAS HOSTED AND REACHED OUT TO THE COMMUNITY WITH THE FOLLOWING PROGRAMS:

Literacy

- Summer Reading Program
- Author Visits
- True Reads Book Club
- Coffee & Crime Book Club
- Savvy Seniors Book Club
- Storywalk
- Adventure Awards Book Club
- Archival Revival Book Club
- Stuffed Animal Sleepover
- Story Hour

Digital Resources

- Tech Help
- Libby: App for ebooks, digital audiobooks and magazines
- Badgerlink: Wisconsin's free online library for educational research
- Hoopla: ebooks, audiobooks, music and more!
- Creativebug: video classes for crafters
- Transparent Language: Learn a language with your library card!
- Kanopy: Free streaming service
- New York Times: Free newspaper service

Community Engagement

- Scavenger Hunts

- Northwood Ukulele Festival
- Teen Powered Trash Cleanup
- Buckthorn Brigade
- Farmers Market Story Times
- Day Care Story Times
- Maple Ridge History Harvest
- Jack Pine Savage Days
- Jack O Lantern Fest Activities
- Fall Dessert Contest

Enrichment Activities

- Card Club
- Needlework for Teens/ Adults
- Beginning Quilting for Teens/ Adults
- Cookbook Club
- Poetry Workshop
- Painting with Acrylics
- Writing Group
- Ukulele Lessons
- Mischief Makers
- Fall Costume Party
- Glitter Party
- Snowman Contest
- Team Puzzle Event
- Tai Chi
- Movie Nights at the Library

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- Craft a Dreamcatcher
 - Knitting Tree

Programming for Children and Teens

- Story Hour
- Fairy Door Hunt
- Teddy Bear Clinic
- Bingo for Books
- Lego Club
- Stuffed Animal Sleepover
- Snake Discovery: Reptiles Around the World
- Petting Zoo
- Big Truck Party
- Wonka Tea Party
- Bike Scavenger Hunt

- Card Club
- Spooky Story Time
- Raptor Tales
- Party Game Night
- Minecraft Party
- Nintendo Switch Party
- Movie Night
- Dungeons and Dragons
- Author Visits
- Scrabble Game night
- Birding Crafternoon
- Needlework for Tweens/Teens
- Learn to Sew for Tweens/Teens

In addition, Spooner Memorial Library offers free services to the community, including the following programs:

- Books on Rails: Free Book Delivery for Seniors
- Books and Bread: A free drive-up pop-up pantry available every 4th Wednesday of the month thanks to partnerships with Feed My People (Eau Claire), Community First Washburn County, and Shell Lake Public Library.
- Compassion Kitchen: Community members can pick up bags of food and fresh produce from the library's community garden as needed thanks to partnerships with Feed My People (Eau Claire), Community First Washburn County and WashCo Grow initiative.

CAMPAIGN READINESS STUDY PURPOSE AND METHODOLOGY

Before beginning a capital campaign, a Campaign Readiness Study is conducted to assess the readiness of the organization and the feasibility of a major gift campaign within the community. This assessment determines if the campaign goal and timing is best for the organization and community, if the right staff and team support is in place, whether leadership is ready and how well the campaign's vision resonates with the community. The readiness study also assists in identifying and cultivating volunteer leadership and potential donors of the future campaign, if it's recommended to move forward.

The readiness study concludes with an in-depth report that answers the basic question of whether or not the community can and will support the proposed campaign. This is done by addressing not only the public awareness and support of the organization but also determining a reasonable, attainable goal for the campaign, along with a realistic time frame.

SPOONER MEMORIAL LIBRARY CAMPAIGN READINESS STUDY PROCESS

In April 2024, the Spooner Memorial Library (SML) Board of Trustees contracted BrandRaise, LLC to conduct a Campaign Readiness Study that analyzed the feasibility of a capital campaign for the potential expansion of the community's library.

The purpose of the study was to determine if private individuals, donors, area foundations, and Spooner business/corporations would support a \$6.7M campaign to renovate and expand the Spooner Memorial Library.

The study contained the following goals:

- Outline the most effective fundraising strategy for meeting the proposed goal or a successful goal range
- Identify favorable conditions for the fundraising campaign
- Identify potential conflicts with the fundraising campaign
- Outline any challenges that could inhibit or slow the fundraising process
- Assess the level of financial support available
- Cultivate prospective contributors
- Identify and cultivate potential campaign leaders
- Provide an opportunity for stakeholders to voice their opinions
- Educate philanthropic leaders about the campaign status

PREPARING FOR THE STUDY SUMMIT

To help prepare for a successful Study Summit, a Campaign Readiness Study committee was formed. The purpose of the committee was to provide input on and support with activities associated with the Campaign Readiness Study. This included identifying and recruiting area residents to participate in the one-day event

that collects in-depth feedback, and also supporting BrandRaise with input and ideas to facilitate a thorough investigation of a potential capital campaign.

The committee had eight members, including:

- Jeri Bitney
- Sue Churchill
- Carol Dunn
- Kelly Schmidt
- Ted Schmitz
- Jenny Snarski
- Katherine Stewart
- Donnie Strunk Jr.

CONDUCTING THE STUDY SUMMIT

The Study Summit was held on Tuesday, June 4, 2024 at Spooner City Hall and the day-long event featured two different participant groups:

- 42 attendees participated in confidential, 1:1 interviews with BrandRaise advisors
- 23 attendees participated in three focus groups

Participants included stakeholders, donors and volunteers, and were asked to share their feedback, comments, concerns, and potential interest or support for the library’s expansion project.

A follow up survey was emailed to the 23 focus group participants, of which seven completed the survey.

Following the Study Summit, BrandRaise advisors facilitated four additional 1:1 confidential virtual interviews with additional potential donors, volunteers, philanthropists, and business owners.

STUDY SUMMIT REPORTING

The following methodologies were used to obtain the conclusions and subsequent recommendations:

- Reviewed the history of the organization and its fundraising/development efforts
- Reviewed the organization’s brand strategy and visual identity
- Conducted fact-finding with staff, Board of Trustees, and key stakeholders
- Held a Study Summit with 65 respondents, donors, and area leaders to assist in viewing the scope of the project, which resulted in three focus groups discussing the project (*Note: Not all respondents answered every question.*)
- Conducted 42 confidential and personal interviews. (*Note: Not all respondents answered every question.*)
- Reviewed results of an online public survey from 155 community members. (*Note: Not all respondents answered every question.*)
- Held many general discussions with staff and volunteers

Input from the survey responses is detailed in the findings section of this study. Survey questionnaires and

responses can be found in the study Appendix. Participant responses have been grouped for this study by categories based on the main topics of respondents, as well as issues or concerns focus groups members wished to discuss. In some cases, responses have been split into different categories to reflect the multiple topics shared with the interviewers.

A special note of thanks from BrandRaise:

We're incredibly grateful to the Spooner Memorial Library, Board, and Study Committee, whose dedication assisted in completing an effective review of stakeholders' views and ideas. Their commitment to the study planning process and assistance in contacting key individuals to interview was extremely helpful.

Thank you especially to Spooner Memorial Library's Director, Angie Bodzislaw. Her devotion to helping create a well-organized and well-executed Campaign Readiness Study Summit was most appreciated.

We also want to thank all of the community members who took the time to participate in the on-site Study Summit as well as those who participated in the personal interviews, focus groups and the public survey. Your responses were incredibly helpful; providing excellent input and thought-provoking questions, which will be addressed during the pre-campaign planning, if a capital campaign is initiated.

FINDINGS AND ANALYSIS

The results of the study revealed a consistent complaint across the board regarding the limitations of the current size of the library. Numerous participants identified the inability to use the full services within the library if programming and events are happening simultaneously. Study members stated they avoid areas of the library or do not attend if an event is happening due to these limitations. The library is tight, cramped, and claustrophobic.

Participants also recognized the need for additional workspaces and meeting areas for studying and work-related activities. While the library currently has these available, they are often occupied, limiting the amount of people who can utilize these services. The study revealed a strong need within the community to have adequate meeting spaces and study locations.

* THE VALUE OF SPOONER MEMORIAL LIBRARY

Participants in the study revealed the Spooner Memorial Library as the hub of the community. The library offers materials, activities, and programming with a high engagement level from members throughout the county. Residents visit the library for the following top three reasons: books, computer usage, and events and programming.

Spooner is a rural community with limited reliable internet. SML is seen as a great resource to provide space for computer usage for the purpose of work and school as well as education and information for a diverse group of users. There is an immense value within the community to have a central location to conduct interviews, complete school work, and participate in work-related activities with reliable internet access.

Spooner residents identified the need for free and safe spaces within the community for kids, teens, and families to gather and engage in activities. The library is seen as a place to hang out, socialize, and participate in creative activities. They viewed this to be invaluable for their small town, especially during the winter months. The study revealed an expansion of the library would invest in the future of the community and its ability to service gathering spaces and events.

* BENEFITS OF THE LIBRARY RENOVATION AND EXPANSION

PERSONAL INTERVIEW FINDINGS

When asked about the benefits of the Spooner Memorial Library Renovation and Expansion Project, the participants of the private, confidential interviews repeatedly identified four key benefits:

1. Adequate space for current programs and events
2. Increased programming and expanded reach to the community
3. Adequate meeting rooms and study carrels
4. Accessibility for residents with disabilities

The Spooner Memorial Library is revered as an incredible asset to the community, providing an abundance

of programming and events that reach the residents of Washburn County. Serving young children through senior citizens, library director Angie Bodzislaw and her staff are highly praised for the quality and level of commitment to literacy and community engagement. With the success of the library's endeavors, adequate space has become a significant issue. Many individuals commented on the current challenges this creates: the inability for library use when programming is happening and how cramped and claustrophobic the space becomes. Expanding the library's square footage is necessary to accommodate current library usage and programs.

As a rural community, Spooner has limited gathering spaces for larger groups and hangout spaces for youth, teens, and families. Many individuals saw the library as an integral part of Spooner's future to provide a central community space, as well as increased programs and outreach opportunities. They see the Spooner Memorial Library as a significant asset for the future.

There is also a need within the community for private meeting spaces, study locations, and workstations. Individuals commented on the opportunities within a library expansion to meet these needs, as well as provide additional educational opportunities.

With limited space within the library, it creates a greater challenge for wheelchair accessibility. Individuals commented on the need for a building that is ADA compliant to properly accommodate those with accessibility needs. An expanded library would accomplish this.

"A library will benefit people moving here and will create a better sense of belonging - welcomes people to Spooner that other orgs can't do here - everyone can join. It's a neutral space for all people. I think it can do that currently but it gets overlooked since it's not a big shining building."

- Study Summit participant

FOCUS GROUP FINDINGS

The focus group participants had similar remarks about the benefits of the proposed library expansion project, emphasizing the value and need for the residents of Washburn County to have spaces to gather and meet as well as the vital role the Spooner Memorial Library plays in everyday lives of residents.

The three key benefits identified include:

1. Needed space at the library
2. Gathering spaces for the residents of Washburn County
3. Community engagement, outreach, and enrichment

ONLINE SURVEY RESPONDENT FINDINGS

Online survey respondents echoed the general findings of the personal interview respondents and those of the focus groups. This study therefore zeros in on the more in-depth conversations held with personal interviewees and focus group participants.

1. Adequate space for current programs and events
2. A space for the community
3. Additional meeting spaces
4. Accessibility

CONCLUSIONS

The findings from personal interviews, focus groups, and online surveys consistently highlight the substantial benefits of the Spooner Memorial Library Renovation and Expansion Project for the Washburn County community. Central to these benefits is the need for adequate space to support the library's current and expanding programming. The cramped conditions of the existing facility restrict its use during events, emphasizing the necessity of an expansion to accommodate the growing number of activities and visitors. This expansion is poised to provide ample room not only for library programs but also for essential community gathering spaces, which are currently limited in this rural area.

Moreover, the library's role as a vital community hub is reinforced by the widespread support for increased accessibility and private meeting spaces. The expansion project promises to address the significant need for study carrels, workstations, and meeting rooms, thereby enhancing educational opportunities and community engagement. Importantly, the renovation will ensure the library is ADA compliant, making it accessible to all residents, including those with disabilities. This inclusive and welcoming environment positions the Spooner Memorial Library as a neutral and integral space for fostering a sense of belonging and community cohesion, further solidifying its importance to Spooner's future. The project is thus not only about expanding physical space but also about reinforcing the library's pivotal role in the social and educational fabric of the community.

QUESTIONS RAISED ABOUT THE LIBRARY RENOVATION AND EXPANSION

PERSONAL INTERVIEW FINDINGS

Support for a library expansion and renovation project is overwhelmingly high. The Spooner Memorial Library is viewed as a pillar of the community, and a current lack of adequate space is undeniable. While there is strong support of this endeavor, it does not go without questions. Across the board, the primary questions focused around the cost of the project and subsequent fundraising and financial implications, the scope of the expansion, including the building location and plans. At the discovery stage of a project, it is very common for key questions to emerge. There is a clear need for further discussion around the cost of the campaign and the scope of this project for the residents of Spooner.

Scope of project

1. Is it a new building or a renovation?
2. They do a great job of what they have so why do they need a new library?

Fundraising

1. How is the fundraising and the grant going to work; what is the timing of the funding?
2. Could there be a phase one, phase two, phase three plan? Where we fundraise and then complete and then fundraise again.

FOCUS GROUP FINDINGS

The focus groups had similar questions about the financial implications of the project, the proposed building location, and the implications for increased programming.

Financial

- 1.What is the projected operating cost after the expansion? How would we pay that?
- 2.Can we build some if we don't get all the money, and then build more later?
- 3.How do we tap into the tourists who come into town?

Building Location

- 1.Have there been discussions about alternate sites?
- 2.Where is the green space?
- 3.Were the options weighted on a new building?
- 4.4. Are the windows really on the North?
- 5.How much green space?
- 6.Will there be more parking, or a stop light?
- 7.Need more info on who facilitated the plans
8. What are the setbacks?

Programming

- 1.What does it mean to have such an increase in programs?
- 2.If we expand, what can we do that we aren't doing now?

ONLINE SURVEY RESPONDENT FINDINGS

Online survey respondents echoed the general findings of the personal interviewees and those of the focus group participants, including the financial implications as well as the details of the building plans.

Financial

- 1.The cost per square foot is crazy high. Why?
- 2.Curious if you could fulfill the needs of the community with less square footage and therefore less need to do as much fundraising?
- 3.Where do you come up with \$11M?

Building Plans

- 1.Wondering what a maker's space might look like?
- 2.There are multiple vacant buildings in the downtown area that could be utilized. Why was moving ruled out?
- 3.Will there be any effort to increase the efficiency and 'green'-ness of the space -- e.g. solar panels, native perennial landscaping, and skylights?
- 4.Are there plans to expand the play space for children?
- 5.Wondering what happens outside the building?
- 6.What would you expand?
- 7.How will you assure equal access to community groups?

CONCLUSIONS

The findings from personal interviews, focus groups, and online surveys collectively demonstrate robust support for the Spooner Memorial Library's Expansion and Renovation Project. The library is undeniably a cornerstone of the community, yet the current facility lacks sufficient space to meet the growing needs of its patrons. Despite the strong support, several key questions have emerged that need addressing as the project moves forward.

A recurring theme across all data collection methods is the question about financial implications. Residents are particularly interested in understanding the total cost of the project, fundraising strategies, and the long-term financial sustainability of the expanded library. Questions around phased funding and building plans indicate a desire for a transparent, step-by-step approach to both fundraising and construction.

The scope of the project has prompted significant discussion. Community members are seeking clarity on whether the project involves constructing a new building or renovating the existing structure. There is also curiosity about the rationale behind the chosen site, with many suggesting alternative locations and expressing concerns about the adequacy of green space, parking, and overall site planning.

Programmatically, there is enthusiasm about the potential for increased services and activities that an expanded library could offer. However, specifics on what new programs might be introduced and how the expanded space will enhance current offerings are points of interest that require further elaboration.

While there is considerable enthusiasm for expanding and renovating the Spooner Memorial Library, the community has expressed a need for more detailed information on financial plans, the scope of the project, building locations, and the potential for enhanced programming. Addressing these questions through ongoing community engagement and transparent communication will be essential to maintain the strong support for this important project.

CONCERNS OF A LIBRARY RENOVATION AND EXPANSION

PERSONAL INTERVIEW FINDINGS

While the passion for the expansion of the library and support for its renovation are high, concerns were raised about the financial capability of the community to raise the necessary funds to reach a \$6.7M capital campaign. The median income levels were given as a considerable factor, as well as a lack of lead gift donors who could substantially support the campaign efforts. It was identified that lake home residents have a higher income level, but it was questionable whether their level of investment in a library project is as dedicated as the primary residents of Spooner. There is a clear need to address the financial concerns and project size.

1. Cost of the capital campaign at \$6.7M is too high
2. Renovation and expansion project being too large
3. Financial Implications on the community and raising that amount of money
4. Building plans and what instructions or guidelines were given to the architect

FOCUS GROUP FINDINGS

The focus group conversation echoed many of these same concerns as the interviews citing the financial implications and building plans as their primary area of concern.

1. Financial Implications on the community and raising that amount of money
2. Building plans and what instructions or guidelines were given to the architect

ONLINE SURVEY RESPONDENT FINDINGS

Online survey respondents echoed the general findings of the personal interviewees and those of the focus group participants.

1. Financial Implications on the community and raising that amount of money
2. Building plans and what instructions or guidelines were given to the architect

CONCLUSIONS

The resounding concerns expressed by key stakeholders and potential donors through the survey data related to the high cost of the capital campaign and the uncertainty of the ability to raise this level of funds. While the library is a valued asset, there is concern about the amount of resources required to renovate and expand. Participants asked if there were other options to fulfill the space needs at a lower cost.

Concerns were also raised about the impact the renovation project would have on current programming, including the amount of time this would require to complete and how the library will continue to maintain its services while this project is underway. The desire for an expanded space was mediated with an uncertainty around the implications of an expansion project of this scope.

ECONOMIC CONDITION AND FUNDRAISING ENVIRONMENT

The City of Spooner houses residents with varying levels of economic prosperity. While the majority are primary residents, there is a prosperous lake house economy for vacation homes and second-home properties, demonstrating the disparity of income levels present amongst its citizens. The area's general economic condition and other fundraising campaigns are important factors when assessing whether the area has the potential to support a \$6.7M capital campaign for the SML Renovation and Expansion Project.

GENERAL FINANCIAL CAPACITY OF THE SURROUNDING AREA

Washburn County is a rural community with a rich railroad history. As a non-metropolitan town, its income levels are lower than County and State levels with education, health, and social services as the primary industries. Tourism plays a vital role in Washburn County and the city of Spooner in the overall economy.

While tourism and a prosperous lake house economy exist in Spooner, so do poverty levels. There are senior citizens on fixed incomes as well as families who participate in the free/ reduced lunch program. A mixture of economic variables exists within the financial landscape of the city.

During the personal interviews, a wide range of responses were given when asked to describe the current

economic condition. Some participants described the local economy as very good and prosperous, others were unsure, while some said the economy was poor.

FUNDRAISING HISTORY

The Spooner Memorial Library underwent renovation in 1997, adding 2,000 square feet to create its current 5,500 square footage. It has been 27 years since the library has undergone a renovation project and necessary fundraising to support its efforts. The current library director and board do not have previous capital campaign fundraising experience. In addition, it was observed the library has not developed philanthropic relationships to fund future endeavors.

AREA CAPITAL CAMPAIGNS

Personal Interview respondents were asked to identify any other major fundraising campaigns currently underway or being planned in the area. The Shell Lake Arts Center capital campaign was named as a local campaign as well as the proposed county jail project located in Shell Lake.

CONCLUSION

While aspects of the local economy are strong, the predominant consensus from the study was that a capital campaign of \$6.7M is high for the town. Many residents were hesitant to name an estimated gift amount, but stated they could give a modest amount over multiple years. This along with the lack of an identified lead gift donor raised concern about the capability of the community to reach a capital campaign goal of \$6.7M.

*** POTENTIAL FOR LEAD GIFTS AND INDICATIONS TO GIVE**

All successful capital campaigns of any goal amount typically require 12-16 major gift pledges to provide 60-70% of the total campaign goal. In addition, the lead gift, typically averaging 15-20% of the goal amount, is required along with two top level gifts. See Appendix H: Gift Pyramid

There was a mixture of responses reflecting the financial disparity among the residents of Spooner and Washburn Counties.

As of the publishing of this study, a lead gift was not identified. The highest gifts identified were two \$50,000 gifts. However, 75% of personal interview participants said they'd give to the project. Thirty four percent of online survey participants said they would give to the project. It is important to note that collective giving often increases up to three times what is indicated during the research after cultivation efforts are completed. (This factor usually does not apply to the lead or top several gift categories.)

Three components are typically required to reach a fundraising goal. This project is experiencing almost two factors:

1. The financial support and credibility of the most respected individuals, corporations, foundations, organizations, and groups in the region.
2. Strong backing by a lead or major donor(s), a municipality, local foundations, corporations, and/or a school district or churches.

3. Individuals and leaders who are willing and able to both give and assist in leadership capacities with the capital campaign.

The lead gift and supporting top-level gifts are obviously pivotal to a capital campaign. The lack of a lead gift or even supporting gifts is a negative factor when it comes to reaching a \$6.7M goal.

As mentioned previously, in every capital campaign regardless of goal amount, typically 12-16 donors will comprise 60-70% of the goal. Further, a relatively small number of donors — about 120 on average — are needed to meet any goal amount. During an actual campaign, BrandRaise usually works with volunteers to complete 100-150 solicitations of individuals, corporations, or foundations.

However, it is important to note that excitement builds when the capital campaign rationale is developed, and organizational stakeholders begin sharing the story effectively with other donors, friends, and community members who believe in the project and in improving the quality of life in Washburn County.

CAMPAIGN VOLUNTEER LEADERSHIP

Donors in Spooner understand the importance of volunteerism and community involvement as demonstrated in the response to the participation of our Study Summit. This area comprises a strong pool of highly effective leaders who are actively engaged in business, social, civic, church, and community organizations.

Through a confidential process, interviewees were asked to recommend potential top leaders and other key volunteers who might be recruited to bring the campaign to fruition. They were asked to identify people who were knowledgeable about the greater community and the relationships that exist within the area.

BrandRaise's experience in capital campaign management has shown that no single element is more determinative of ultimate campaign success than enthusiastic, committed leadership. This high level of support starts at the top and works its way through volunteers and donors. As BrandRaise manages a fundraising campaign, our team can communicate this enthusiasm and amplify its effects. However, our team cannot generate such excitement and passion on our own. If the campaign leaders are excited about the project, volunteers and donors will be excited as well. This enthusiasm will be translated into dollars raised for the project.

Personal interviewees and focus group respondents were asked to identify persons knowledgeable about the community and the business and social relationships that exist. They were also asked to recommend an individual or individuals who could provide top leadership for the proposed campaign. Respondents named over 100 persons who should be actively recruited to be involved in the future campaign.

In addition, twenty-five individuals were identified as having the abilities and connections in the region to chair or co-chair the campaign or to be involved in the campaign in another leadership role. Several of those individuals were identified by numerous interviewees and respondents.

Fifteen respondents expressed a willingness to be involved in campaign leadership or committee work. Another forty expressed interest in volunteering at events or in some smaller capacity, such as reviewing the case statement and campaign materials.

Names of those identified or who indicated a willingness to become involved are not listed in the report for confidentiality reasons; however, the list will be included in a private addendum to recruit leadership and volunteers in a future campaign.

FINAL CONCLUSIONS

FAVORABLE FACTORS

Based on what we learned from the personal interviews, focus groups and public surveys, these are the most favorable factors that could have a positive impact on the library's ability to successfully raise \$6.7M.

BRAND, MARKETING AND COMMUNICATIONS

Support for library leadership

The Library Director is very well respected and deemed committed and capable of managing the library.

Library has a positive impact

The library positively impacts the lives of many people within the community on a regular basis, with a significant portion claiming they visit daily or weekly.

Strong foundation for the CFP grant application

The library's current programs and offerings provide a strong foundation for the CFP grant application.

Library is a safe place for all

The library has a reputation for being a welcoming, friendly and safe place for all to visit, free of charge.

LIBRARY RENOVATION AND EXPANSION

The library is highly visible

The current location of the library is highly visible and centrally located, making it the community living room for the region.

Passion for the library and expanding it

There is a significant passion for the library and all that it has to offer the community.

Support for making the library larger

The community is in support of making the library larger so it can provide even more resources for community members, free of charge.

Specific feedback given about the library's location

There was extensive and specific feedback given regarding the library's location which supports immeasurably for the future success and strategy of the campaign.

FUNDRAISING

Complete the project in phases

Due to a lead gift not being identified, completing the project in phases may be a positive approach that can

support the overall sustainability of the library.

Active business community

The Spooner business community is active, engaged and invested in the development of downtown Spooner.

Flexible pledge commitments

By having flexible timing for pledge commitments and initiating payments in 2024 to be paid over 3 to 5 years proves beneficial for those who may have means but cannot start additional payments until prior commitments are fully remitted.

VOLUNTEER ENGAGEMENT

Current Board of Trustees is passionate about the library

The current Board of Trustees is composed of talented and passionate individuals who want to see the library continue to grow.

Library team is well organized and dedicated

The Library Director and Board of Trustees are respected, committed, dedicated, and well-organized.

CHALLENGING FACTORS

Based on that we learned from the personal interviews, focus groups and public surveys, these are the most challenging factors that could have a negative impact on the library's ability to successfully raise \$6.7M.

BRAND, MARKETING AND COMMUNICATIONS

Lack of program awareness

There is a lack of awareness around all the programs that the library offers.

Unclear vision

The library's mission, vision and values aren't clearly communicated and/or known.

Disconnected visual brand

The library's visual brand feels a little outdated and does not have a clear connection to the community's railroad 'identity'.

LIBRARY RENOVATION AND EXPANSION

Not confident in current location

There is a lack of confidence in the current location because it is landlocked, thus needing to expand above and below the current site, making the project more expensive.

Unclear support from county/city

It is not clear how the city and/or county will support the project, due to time constraints.

Lack of awareness around library's available space

There is uncertainty regarding the library's current space-related challenges as well as the community's need for the ever-evolving services the library can provide.

FUNDRAISING**Lack of capital campaign fundraising experience**

The library director and board do not have previous capital campaign fundraising experience, making it even more important to recruit additional volunteer leaders who can support the campaign and help secure the goal.

Participants hesitant to provide gift range estimates

Throughout the personal interviews and focus groups, participants were apprehensive to provide an estimated gift range they would contribute to the campaign.

Lack of philanthropic relationships

The library has not intentionally developed philanthropic relationships within the community.

CAPITAL CAMPAIGN GOAL**Total goal amount concerns**

There were concerns and doubts raised as to whether or not the community can successfully fundraise the total goal amount of \$6.7M from private sources.

Lack of lead gift

A lead gift, ranging from \$1,000,000 to \$1,250,000, for the \$6.7M campaign, was not identified.

VOLUNTEER ENGAGEMENT**Lack of recommendations**

There was hesitation among personal interview and focus group participants when it came time to recommend specific prospects for committees and/or potential lead gift giving.

RECOMMENDATIONS

Based on the study findings, conclusions, challenging factors and favorable factors, these are our recommendations for Spooner Memorial Library's building and expansion project.

BRAND, MARKETING AND COMMUNICATIONS

Initiate a strong communications plan

Introduce a strong communications plan to effectively present the project's rationale by explaining the important role Spooner Memorial Library plays in helping the community's literacy, community development and community growth.

Bring more of the community into the visual brand

To further reiterate the library's ties to the community, consider updating the visual brand to incorporate the community's deep railroad history.

Develop a case statement

Create a compelling and clear case statement that answers the key questions the community identified during the Summit Study.

Clarify the organization's brand strategy

Gather key stakeholders to go through the brand strategy process so a clear direction is set for the organization and its future, and can thus be consistently shared with the community.

LIBRARY RENOVATION AND EXPANSION

Adjust the building footprint

Consider adjusting the total square footage of the building and only doubling the space to around 11,000 square feet.

FUNDRAISING

Seek outside support with fundraising

Bring in outside fundraising support to help engage in a comprehensive fundraising campaign, estimated at 10-12 months.

Begin a pre-campaign planning process

Initiate a pre-campaign planning process before seeking any major gifts for the campaign.

Solicit pledge range amounts

Leverage volunteers to help solicit pledge-range amounts needed to reach the campaign goal. Typically, one-half of pledges are paid into the campaign during the first year, one-third is paid in the second year, and one-sixth in the third year.

Seek monetary support from City and County

Explore options and make an ask for receiving monetary support from the City of Spooner and Washburn County.

CAPITAL CAMPAIGN GOAL AMOUNT**Initiate a \$2.75M - \$3.5M capital campaign**

Accept the report and leverage its momentum as the basis for initiating a \$2.75M-3M capital campaign.

VOLUNTEER ENGAGEMENT**Recruit volunteers**

Connect with, recruit and train interested volunteers identified in the personal interviews, focus groups, and community survey.

NEXT STEPS

During the Campaign Readiness Study presentation on July 8, 2026, BrandRaise will invite the Campaign Readiness Study Committee and the Spooner Memorial Library Board of Trustees to accept the findings of this Campaign Readiness Study report. This becomes the basis to initiate the hiring process to start the pre-campaign planning beginning immediately to capitalize on the energy, excitement and interest generated from the study. BrandRaise's campaign consultants are available and looking forward to assisting the Spooner Memorial Library and the citizens of the Spooner region in this exciting effort.

APPENDIX

A. NAME OF PUBLIC SURVEY RESPONDENTS

Addie Kapanke	Danielle Danford	Joan Marie	Pam
Al	Dave Dehmlow	John Kornfeind	Patricia (Pat) E. Fogerty
Alex Austin	Dawn Helton	Jolene Kuhl	Paul Temanson
Alexandra Benedict	Dawn Westerberg	Judy Gregory	Rebecca S
Ali	Deanna Johnson	Julie	Renae Essenmacher
Amanda Bates	Deb Ruzsat	Kathleen	Reylene LeRoy
Amber Anderson	Diane Hansen	Kathy M Scalzo	Ruthe Batulis
Amy	Don Bauer	Kayla Woody	Sage Dunham
Angela Robinson	Don Posh	Kentl D. Shifferd	Sally Bartz
Anita Griffeth	Donald Stanislawski	Kris Cusick	Sally Mattie
Anne Focht	Elaine Bell	Krisanne Forsman	Samantha
Aryn Sather	Emily Riewestahl	Kylie Bullion	Sandy Clabo
Ashley Allaback	Esa Everroad	Lauren	Sara Miller
Ben Westerberg	Eva Apelqvist	Laurie Bakkum	Sarah Hamilton
Beth Murphy	gary muphy	Leslie Frost	Shannon Frederickson
Beth Owens	Gena Griffeth	Linda Lutz	Sherri Becker
Beth Rank	gene knaff	Lindsay Barnes	Sherrie Wiegand
Bethany Miller	Greta Pearson	Luke Johnson	susan zieke
C kort	Heather Fleishauer	Lynn Isvik	Terri
Cai Heathfield	Heidi Brody	Marjorie Temanson	Terri Johnson
Carmen Halvorson	Helen Bradley	Mary	Tessica Trudell
Carol McDowall	Jan Chaffee	Mary Babcock	Theresa Reiter
Carol Waltz	Jane Reynolds	Mary Lou Gabriel	Tom Bitney
Casidy	Janine Rueter	Maverne Fabbrini	Tom Castagneri
Charolotte Mains	Jeanne Berglund	Megan LeMoine	Wanda Dollahan
Chelsea Warren	Jennifer Cordell	Meredith Kevan	Wendy Rubinyi
Christina Ihle	Jeri Bitney	Mickey Lambert	Wes Wilson
Cindy Roberts	Jessi Yeazle	Nancy olson	William Ehrlichmann
Colleen Cook	Jessica Maki	Nancy Seckora	
Colleen Worisek	Jill Risse	Nicole Messicci	
Dan Conroy	jim novak	Ok	

B. PUBLIC SURVEY QUESTIONS AND ANSWERS

Please note, some answers are intentionally left out for confidentiality reasons.

Are you on the library's email/ newsletter list?

Yes: 54%
No: 30%
No Reply: 16%

Which of the library's social media channels do you follow? Select all that apply

Facebook: 57%
Instagram: 4%
YouTube: 1%
Didn't know they had social media channels: 16%
No Reply: 22%

Do you view the library as innovative?

Yes: 73%
No: 5%
Maybe: 8%
No Reply: 14%

Do you view the library as community-centered?

Yes: 85%
No: 0%
Maybe: 1%
No Reply: 14%

Do you feel like the library is a fun, welcoming place for everyone?

Yes: 81%
No: 1%
Maybe: 4%
No Reply: 14%

How often do you visit the library?

Always: 3%
Often: 32%
Occasionally: 32%
Sometimes: 25%
No Reply: 7%

What do you visit the library for?

Books: 39%
Programs/ Special Events: 17%
Kid Area/ Kid Events: 9%
Movies: 6%
No Reply: 5%
Printing/ Fax Services: 4%
Computer: 3%
Internet: 3%
Resource Help/ Information: 3%
Meetings: 2%
CDs/ Audio Books: 2%
Magazines: 2%
Puzzles/ Games: 2%
Private Study Room: 1%
Scavenger Hunts: 1%
Friendship/ Community: 1%
Work Purposes: 0.3%
Comfort Pantry: 0.3%

Do you participate in any of the library programs? If yes, please list which ones.

No: 22%
No Reply: 21%
Story Hour: 5%
Summer Reading: 5%
Lectures/ Speaker Events: 4.3%
Reading Programs: 3%
Book Clubs: 3%
Author Events: 3%
Lego Club: 3%
Art/ Crafting/ Makers Evenings: 3.3%
Nature/ Wildlife Events: 3.3%
Kids Programs: 2.4%
Scavenger Hunts: 2.4%
Cookbook Club: 2.4%

Book Bingo: 2.4%
Ukulele: 2.4%
Books and Bread: 1.4%
Gardening: 1.4%
Stuffed Animal Sleepover: 0.9%
Crime and Coffee: 0.9%
Poetry Group: 0.9%
Puzzle Contests: 0.9%
Harry Potter Theme Night: 0.4%
Teen Lock-In: 0.4%
Savvy Seniors: 0.4%
True Crime Book Club: 0.4%
Tai Chi: 0.4%
Concert: 0.4%
Book Sales: 0.4%
Family Events: 0.4%
Films: 0.4%
Inter Library Loan: 0.4%

Are you a library card holder?

Yes: 81%
No: 10%
No Reply: 9%

How do you feel about the available space within the library?

Is there anything else within the community that you use to gather small and large groups of people? If yes, please list the locations/ spaces.

Do you believe the lack of gathering places within the community is an issue?

Yes: 55%
No: 10%
Maybe: 27%
No Reply: 8%

Do you believe providing a renovated and expanded Spooner Memorial Library is important? If yes, please list in what ways. If not, please share your explanation of why.

Yes: 83%

Maybe: 3%
No: 2.5%
No Reply: 12%

Based on the brief summary of the project, what do you believe to be the benefits of the potential campaign to renovate and expand the Spooner Memorial Library?

- More community involvement.
- Meeting spaces I guess.
- Access and more room to help the community.
- It would give us a better place to get together to read or do projects.
- Additional space for kids and teens and study rooms would be great additions.
- More room for activities.
- More Space.
- Opportunity for increased usage & enjoyment by the community. It's necessary to have a space where personal growth & enjoyment as well as community connection are strong.
- Space improvements. Easy for impaired to use.
- More space.
- Yes, more inviting.
- Better able to serve families and individuals with existing materials and programs; space to expand offerings; better handicap accessibility; attract and keep residents; polish Spooner's image as a positive community, a good place to live.
- To provide services that enhance the quality of life for area residents.
- The ability to offer more options of events for the community.
- Your question answers itself—the benefit of a campaign is the money raised. What might be the benefits of a new library is a different question. It will become the community center and serve the community in a variety of ways. Go for it!
- Promoting a strong sense of community. Children have a place they can meet. Adults can gather. Old and young cross each other's path in the library.
- Fill needs of area, literacy important, many programs important.
- Prepare for current and future needs.
- More meeting space, more resources for the community.

-
- More space to serve more people with expanded offerings and resources! It'd be great if the campaign could have the expanded library paid for up front!
 - Too expensive for what we are gaining.
 - More space.
 - Space for everything that's there plus space for expansion.
 - This is really needed! As far as the 'campaign,' if you're referencing the fundraising, I do think that this will bring out individual and group philanthropists. It's important to consider the 'views of others' -- those who aren't ready for a large campaign in their town, and aren't aware of how much this will benefit the community. Publicity and good-news stories, and keeping the community updated (especially through no-cost means for the community, such as social media, posters, and the 'yellow paper'...the Advocate isn't cheap!).
 - More space and opportunity for more and more community events and activities to include everyone.
 - To better provide more resources for our community because of the expanding space.
 - A better Library makes for a better community and we want to be more than just tourism.
 - More space for programs.
 - The benefits will be for the whole community of all ages. Grants, donations, fundraising.
 - It sounds like a safe, inviting, and useful place people would want to be and have an opportunity to make connections with others.
 - Having more resources available to our community is definitely the most important benefit. This library doesn't just service Spooner, but a large part of the Washburn County population.
 - It's an important investment in the future of our community, in providing improved access to more materials & programming will benefit all ages & the community at large with positive economic and social impacts.
 - This provides a hub for the community to access local information. With the loss of one newspaper and providing very little info in the other. Citizens are removed from the happenings in the area.
 - None.
 - Yes
 - It would certainly become the hub of Spooner, and is centrally located. Our librarian is always on top of all new endeavors to bring more resources to our community, and would work hard to do so. Folks would not go without.
 - There are countless benefits to the surrounding areas. :)
 - To better be able to meet the needs of the community.
 - Will be able to expand programming and reading selection.
 - More of a community gathering area.
 - I know you will offer even more programs. The library is the heart of a city. So vital!
 - More space for storage and proper placement of supplies. Space for presentations and group meetings.
 - The benefits of the campaign would be to provide the community with more meeting space and make the space more tailored to different age groups while still keeping the space accessible for all.
 - Not applicable.
 - It will allow for expanded programming and more comfortable use for current purposes, plus improved working conditions for staff.
 - It could be a huge benefit to the community as a safe and welcoming space for families and individuals to grow in their lifelong learning and to simply have fun and enjoy life.
 - Yes
 - I don't think you should.
 - I think the public should know more about what your plans are and why.... A campaign would reach more people! :)
 - Increased accessibility for the entire community!
 - Allow for continuing growth, especially in programs.
 - Community gathering space and resources.
 - Community growth.
 - The location is ideal, so I'm glad it is staying the same. Also, it will be better to have larger area to meet or fill future needs.
 - It would allow more space to offer better programs where we are not climbing all over each other at events.
 - More meeting spaces, better accessibility, and a great maker space component.
 - Hopefully getting more community involvement and use of the library.
 - We can start the construction as soon as possible.
 - I believe it will bring more people to the library and offer
-

additional resources that will benefit our community and help it grow.

- A rich resource for the community.
- It would be a big space for all the programs.
- It will be a richer experience for local residents of all ages - but especially for kids.
- I believe an expanded library benefits everyone in the Spooner community.
- The future community enjoyment of the library space will not be limited by the small existing space.
- An expanded library will be welcoming to everyone. More programs can be available to all community members.
- The ability to expand materials and programs to all age groups.
- It seems clear that some kind of expansion is absolutely necessary, with the aim of more people participating as library members and attending community events.
- Community Based Organization
- The library can expand its offerings and allow for more people to attend events. Smaller meeting rooms would be important.
- The ability to grow current programs and activities as well as offering more.
- It is a well thought out plan, including in how to finance it and uses for the new spaces.
- More space for community gathering, increased draw to kids/youth in the community.
- Utilizing grants.
- Updated, clean and fresh building!
- Helpful
- More room
- I think a larger space will get more utilization and people will remain there for longer periods of time when they do visit... currently when I attend events with my children sometimes we leave "early" just because there isn't a lot of space and we just rotate in and out to make room for others to participate. Added space for people and groups to meet and feel welcomed and not like they are "in the way" or taking up valuable square footage will be nice for all.
- More abilities to offer bigger or more programs, activities and community events.
- Endless benefits.
- None unless you have a benefactor paying for it.
- More space.
- Better community space - more resources for residents.
- A better library to meet the needs of Spooner and surrounding areas.
- Accessibility for all, bigger/separate places for different age groups.
- Expand for the long run; space for programs separate from collections.
- It shows a progressive community...
- An inviting place for the community to gather and share information.
- More room for more opportunities to better serve the community.
- Use the library more.
- More room for people and books.
- More opportunities for larger events.
- More community space and promotion of reading, research and fun for kids and adults.
- The library would be ready for the future.
- More offerings available in our community.
- Not sure.
- Community space.
- Meeting rooms, improved children's library, modernized.
- More space for programs, which helps the community come together like I previously stated. People are lonely, but program opportunities that are inclusive can be an option for those people, and thus improve their mental health and overall well-being. Hopefully it will make staff's job easier too, which would also improve the customer service (not that it's bad by any means!) and overall moral.
- More room.
- No
- Providing the community with something we have lacked for a long time.
- More space.
- More space.
- More space, more programs, more needs met, more informed citizens?
- More community space and events for all.
- Access to one of the best things about Spooner to

more people in the community as well as those who visit us here.

- Information
- Yes
- More space and room for more library items.
- Community, education, security.
- Enlarge.
- Space, modernism, tourism.
- If the available space is greater, then greater usage will follow.
- More useful, bigger
- Better resources for the community and the community children.
- Children's space.
- Invite the community.
- Additional space to accommodate meetings.
- If everyone gives a little to the library, we all get back a lot!
- It may put the library in a position to attract more interns, speakers, and host ongoing interest groups.
- PLEASE DO!
- More space for community activities, more space for use of the library resources.
- I love the rooms on the second floor! And the meeting rooms. They will get so much use!
- Accommodate more activities and bring people together.

After reading the project summary, do you have any questions? Please elaborate if so.

No: 40%

No Reply: 52%

Yes: 8%

- Wondering what a makerspace might look like.
- Seems like the library director and staff are getting good outside professional assistance, in addition to informing themselves, thinking and planning wisely along the way. No questions.
- There are multiple vacant buildings in the downtown area that could be utilized. Why was moving ruled out?
- Will there be any effort to increase the efficiency and 'green'-ness of the space -- e.g. solar panels, native perennial landscaping, and skylights?

- Yes, are there plans to expand the play space for children? There are NO large indoor play spaces of any kind for children and it is a huge need. Most communities have some type of indoor place space and it is much needed in our area.
- The cost per square foot is crazy high. Why?
- Wondering what happens outside the building.
- What would you expand?
- Curious if you could fulfill the needs of the community with less square footage and therefore less need to do as much fundraising.
- Looks like there will be an elevator now instead of the ramp along one wall. Seems like an elevator will use less space.
- How will you ensure equal access to community groups?
- Not really. I like the ideas for an adult space, teen space, and then kid space. However, I'm 20, and I'm probably going to stick around Spooner indefinitely. Not that there's a ton of young adults around here, but I'd be interested in ways the library could cater to my age range as well. I pretty much just work, talk to friends through work, and that's about it. I love my job, but I like other things too.
- Where do you come up with 11 Mil. This feels grossly overestimated and unnecessary.
- Capital campaigns require much focus and dedication. There only so many dollars available to compete for. I worked on the Shell Lake Arts Center capital campaign for five years; it is still ongoing. Be prepared for the long haul.

After reading the project summary, do you have any concerns? Please elaborate if so.

• No Reply: 42%

• No: 34%

• Yes: 23%

- Community education with video testimonies of how vibrant libraries shape strong communities to engage the community in supporting this project. I'm sure it's going to take a lot of convincing to get enough support.
- Hoping the City of Spooner officials see the value of the project, and give it full support.
- That's a lot of money to raise.
- River Falls has fantastic sculpture work. We should too. How do we get surrounding townships, communities, citizens to contribute?

- Seems like in our current location we will be looking for additional space in another 15 years--short sighted plan.
- Concerns about multiple levels being costly, inaccessible and obsolete.
- Making sure there is room for growth of the library and its uses.
- There's no mention of increasing inventory. I find the non-fiction section to be lacking...outdated and relatively small. If there's a plan to increase holdings and currency, that would be great to publicize. It may not be part of the campaign itself, but part of how the new building will be utilized to better serve the community.
- We need the expanded space but that's a high cost. We live in a rural area.
- No better library, better community.
- Community support if this affects their taxes.
- 6.7 million is a lot of money seems a daunting goal.
- Yes, Spooner is a small town, there is no need for a million dollar library.
- Our community seems pretty stretched thin for fundraising.
- The angles of some of the walls make for a waste of space, as does the opening to the second floor. I'd like to see more book shelves. Where do all the tables go when all the chairs are set up in the upper level presentation room? I hope the door to the outside from the kids room is an emergency exit so a kid doesn't go outside without supervision. There's a small room upstairs with a table and 8 chairs that looks like a very tight fit. The other group rooms upstairs have strange configurations of different shape tables that don't fit well because of the shape of the room. There's a lot more I question, but it boils down to use of space within the design.
- With increased use and traffic, what are plans for parking?
- Just bummed that it will take 5 years...my kids will be big kids by then.
- I guess if it were me, I would expand eastward, enclosing the fountain inside the building, while saving the maple trees to the north.
- I think it will be a challenge for the community to actually back the project. Not everyone wants a big library.
- My concern is a lack of explanation of how the

expansion and dollars spent will support the mission of the library. What is the mission? How does the plan support the mission? How does the expansion plan support the vision and goals as articulated in the most recent strategic plan? To get buy-in at all levels, I believe it's important to carefully craft justifications for the project based on the above.

- Would it raise taxes?
- Just concerned that if the project is deemed "too large" or unnecessarily large/expensive that public will not get as supportive if they see a plan that is more "practical" and realistic... I guess I'm not sure why the building would need to quadruple in size... I could see doubling the size as a clear need but beyond that I would maybe need more info.
- My concern is the ability to keep expanding past this renovation. In 20 or 30 years how will you continue to grow?
- Expensive
- Taxes increasing
- I realize that everything today is expensive. This isn't a wealthy city/county, or a well-educated population. It might be a tough sell.
- Cost
- Just the time it would take for the project.
- Plan for AV equipment for little desk concerts and educational presentations.
- Just the concern for obtaining financial resources.
- Not really, I'm not super knowledgeable about this stuff though..
- Would the library be able to remain open during all the construction?
- Spending 11 million on a library renovation for such a small town is absurd.
- I think having a viable list of potential donors is critical. ongoing public updates are also extremely important.
- Just how soon changes will be made.

Do you believe the proposed \$6.7 M fundraising campaign will be accepted and supported by area philanthropic leaders?

Yes: 48%

No: 4%

Maybe: 40%

No Reply: 8%

Years of experience in capital campaigns teach us that most successful campaigns have similar patterns of giving. Please review the \$6.7 M gift table that represents the giving patterns for typical successful campaigns. Who do you feel would be able to contribute 15-20% of a campaign goal for the project if a campaign is to move forward?

Who would you suspect may be the largest contributors to this campaign?

This is at a very initial stage of a potential capital campaign, but do you believe you (or your company/foundation) would consider making a personal gift to the campaign if you were asked?

Yes: 34%

No: 15%

Maybe: 41%

No Reply: 10%

If you answered yes, what possible amount could you see giving over three to five years, even if it is a minimal amount to help the Spooner Memorial Library Board of Trustees consider if they are able to move forward?

Do you have a recommendation for someone who has credibility within the philanthropic community to serve as a general chair or co-chair of the capital campaign,

should it move forward?

Campaigns also require strong committees that work together to solicit and provide awareness for a campaign. Who are some possible community members who would make good volunteers for this campaign? Please list 3 to 5 names.

Would you consider serving on one of the short-term committees? Please list which committee(s) you may be interested in serving.

No Reply: 51%

No: 34%

Maybe: 7%

Yes: 8%

Would you consider accepting a leadership position in a campaign, if you were asked? If yes, please list which committee you may be interested in serving.

No Reply: 46% (72/155)

No: 48% (74/155)

Maybe: 2% (3/155)

Yes: 4% (6/155)

Do you have any final thoughts you wish to share?

C. NAME OF 1:1 INTERVIEW RESPONDENTS

Amy Freeman	Chris Bruce	Jeri Bitney	Michelle Stone
Annie Montoya-Oja	Cindy Gerst	Jocelyn Ford	Nick Koverman
Audrey Kevan	Dave Schmitz	Joe Hoy	Nikki Janisin
Barb Benson	David Aslyn	Joey Marx	Robert and Michelle Ortmann
Barb Jaderborg	Donny Strunk	Kaitlin Hanson	Sam Clair
Beth Murphy	Drew Lake	Katherine Stewart	Sandy Johnson
Bill Stewart	Ed Schmidt	Kelly Schmidt	Sheldon Johnson
Bonnie and John Linde	Emily Gall	Linda Mazanec	Sue Churchill
Carol Dunn	Gary Cuskey	Maria Plisky	Ted Schmitz
Carol Waltz	Gary Ratts	Mary Benson	Tim Reedy
Carolyn & Roger Pittman	Jane Reynolds	Maureen Revak	Tom and Robyn Castagneri
Chris Berghammer	Jenny Snarski	Michelle Martin	

D. 1:1 INTERVIEW QUESTIONS AND ANSWERS

Please note, some answers are intentionally left out for confidentiality reasons.

Are you on the library's newsletter/email list?

Yes: 56% (27/48)
No: 29% (14/48)
Unsure: 15% (7/48)

Which of the library's social media channels do you follow on social media?

Facebook: 52%
Youtube: 0%
Instagram: 0%
None: 48%

Do you view the library as innovative?

Yes: 84%
Unsure: 8%
No: 8%

Do you view the library as community-centered?

Yes: 94%
Unsure: 6%

Do you feel like the library is a fun, welcoming place for everyone?

Yes: 92%
Unsure: 8%

What three descriptive words would you use to describe the current visual brand of the library? See here for the brand board.

How often do you visit the library?

Weekly: 32%
Every 2 Weeks: 9%
Monthly: 21%
Couple times per year: 18%
Don't visit: 20%

What do you visit the library for?

Books: 27%
Movies: 11%

Programs: 10%
Meetings: 6%
Kids programs: 6%
Work: 4%
Newspaper: 4%
Printing: 4%
Community: 4%
Puzzle Contest: 3%
Audio books: 2%
Games: 2%
Board Meetings: 2%
Magazines: 2%
Ukulele: 2%
Used Book Sale: 2%
Author Talks: 2%
Don't visit: 2%
Internet: 1%
Volunteer: 1%
Nature Programs: 1%

Do you participate in any of the library programs? If yes, please list which ones.

No: 25%
Story Hour: 8%
Author Talks: 6%
Cookbook Club: 6%
Scavenger Hunt: 5%
Speakers/ Lectures: 5%
Kids Program: 4%
Summer Reading Program: 4%
Ukelele Fest: 4%
Harry Potter Program: 4%
Animal Program: 4%
Puzzle Contest: 2%
Nature Program: 2%
Lego Club: 2%

Books Bingo: 2%
Movie Nights: 2%
Faerie Doors: 2%
Comic Book Artist: 2%
Community Book Club: 1%
Alice in Wonderland Tea Party: 1%
Crafts: 1%
Poetry Workshop: 1%
Books and Bread: 1%
Savvy Seniors: 1%
Stuffed Animal Sleepover: 1%

Are you a library card holder?

Yes: 79%
No: 21%

What are the quality of life benefits for the proposed project for the Spooner community? (Quality of life benefits assist communities in developing attractive amenities which help retain current residents and attract new residents which increases growth).

Based on the brief summary of the project, what do you believe to be the benefits of the potential campaign to renovate and expand the Spooner Memorial Library?

- How can you not benefit a community when you expand your library? There are just so many activities that Angie would like to do but she can't fit it all in, in the space she has. I think there are so many grandparents raising grandchildren that they wind up coming to story time - the parents are all working, trying to keep their lives together. It's the one place that seems to be not religion based. We have a lot of fundamental religious organizations and not everyone wants to bring religion in.
- We have to do a campaign because people don't know. To raise awareness. They're not even aware of what happens at the library, I'm guessing.
- The community public space is needed; the meeting facilities and room for organizations to get together. Speakers, programs, etc. is a needed asset to the community.
- The obvious - Superior library is a big place and a lot of rooms, where they can have meetings and kids stuff which is what the library desperately needs; put the kids in the spot where it won't carry over to other patrons;

meeting spaces for businesses which they'd love; and they can get more books and films and everything that people come in there for. Basically about serving the community and facilitating various businesses.

- Shows the library is part of the community and hoping folks will contribute or people who want to contribute have the opportunity to be part of the renovation and put money in; if you're going to put money in, you're most likely also going to have some ideas or vision or maybe be a part of more programs or whatever else folks are looking for; I think any time you can upgrade, it builds an excitement and it's just that sense of pride and getting skin in the game.
- The biggest thing is going to be the space; even in poetry - you're just in the middle and people are trying to collect things; space will maximize what they offer; more people will feel like they can access the library, beyond just books (i.e., to work); libraries have become places that go beyond the books - having the space creates that sense of community, facilitate more opportunities for people to interact.
- More people will be willing to use it because they know there's more space; I have talked my kids out of going because I know it's going to be packed and busy and I don't want to go; they do such a great job now, there's so much more potential with more space and separation ; yes we can share space but it's overwhelming.
- Programming and what they're able to provide is limited by the facility so this would support that; more space; it would be one of those jewels in our community that I think would be awesome; looking at Washburn County as a whole, it's one of the few counties where the population has increased and almost exclusive retirement-age people so it provides an opportunity to serve a broader range of people and programming.
- Will allow them to grow even more programming or provide better programming; an attraction in and of itself to encourage people to come to the community; arts culture aspect that a lot of folks are looking for.
- Gives more exposure to the community about all the different things the library does; gives people more ownership of the library; this is their library and all the things that it does for them; the overlaps in different organizations is the drawback - can you all organize together? But maybe that's not legitimate because people go to different places for different things. Reluctance because it's a huge change. I just feel the burden for the people financially - they need a lot of money from local people. It's wonderful already (I know it's bursting at the seams) and they do a lot already.

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- More space for more books, for the kids especially; different niche book collections that I have to order out through library loans; more meeting space; more programming space.
 - An expansion would give them the opportunity for people to feel more comfortable in the space; having more room and space makes a place feel more welcoming; the potential for openness, to offer more resources to the community; allow people to see more of what the library has to offer.
 - It provides the potential to expand services; to have a more welcoming place for people to go. Angie always brings up the maker space. A lot of schools are pulling their funding for home econ classes. Here teens could come to learn to sew, cook, etc. Meetings spaces - there are none in the surrounding area.
 - People that want to move into a community look for certain amenities and library is one of the bigger ones. Our children that are graduating from HS don't have a lot of opportunities so they move out. We need to start recruiting younger families who look at schools and libraries.
 - There are so many community members that benefit from the library, everything from internet access, Hoopla, Canopy, etc. All these programs and resources offered by the library. More program space is needed for our community. Ventures Unlimited offers employment and they come to pack care packages in the program space. There are so many ways to reach out to our community but we can't do much more with our limited space. Even with the added space, we won't be overwhelmed with too much space. We can offer various programs consecutively instead of just one at a time. With the proposed design, we would not have to hire more staff.
 - Meeting rooms, bigger spaces for story hour and children's activities.
 - Much more community involvement and community events. And more space for books.
 - Design maximizes the usable site space, which is constraining. Location of public space on second floor minimizes the need for staff increases. Involving the community in the process promotes clarity and trust. The current programs and usage show first the need for expansion and the library as community center. Keep the community involved and get input from them so they don't think we are squeezing anything by them. Let the public know the benefits they will have and the opportunities it provides.
 - Makerspace
 - Don't know if they need additional space. I don't see that it is packed when I go there. If everyone has a laptop why do they need the library? The Spooner Advocate didn't do them any favors when they published the campaign as a \$46.7M campaign (May 23). A correction was published a week later but it was below the fold and on the left side so I'm sure was missed and just reprinted the article with the correction. "First impression, lasting impression."
 - It will encourage even more innovation. It will help people realize that when space isn't such a concern we can do even more. It would provide a space for staff to catch a breath. It would expand on everything currently existing.
 - To raise the quality of the community. Besides its functions, it's a statement to the future and to the world beyond us. It says that Spooner is not the end of the world; that we and our kids deserve the best, although not bells and whistles.
 - I'm sure there would be benefits from this.
 - Community pride, potential increase in services.
 - It would provide a future space, he's not sure if that's the right location. There is a need. He thinks it's going to be tough. We're a disadvantaged community. Median income is \$44,000. It's more of a regional library versus a city library. If it's just left to the taxpayers. If it would be left to a referendum, he does not believe it will pass. If the goal is to raise the money privately, there's a better chance.
 - The benefits would be to improve and have adequate space. Maybe they could offer services they haven't been able to offer to this point. For the general population. He looks at it from the city's perspective. The library is used by the surrounding areas, more than the actual city limits of Spooner. They do contribute with the county's contribution.
 - More space is desirable. Spooner has kept up with the evolution with the library to the community center. Don't want to displace someone that is trying to do internet research or read when there's a program.
 - Bring the community together in a larger space. New teen center adjacent, if the library was built, it would be able to serve multiple populations of people.
 - Improve what's already there, expand the service available currently.
 - I think it's good, but do they build it and then people don't come? What's going to happen to the library during the construction?
 - Healthy library is critical to a healthy community. In
-

reading the summary, she loves the idea of expanding there rather than a new location. Love the history of renovating an existing space. If it was to be built brand new, then what would become of the current building?

- Very similar to the above. Increased children's space. More private meeting room area. More comfortable seating. Haven't looked at it from an accessibility stand point. Some areas are pretty tight with a wheelchair, which may improve handicap accessibility.
- The things that we've mentioned, more rooms for programs, more rooms for meetings. If the mechanicals are moved, they have to be upgraded. It's going to be more efficient to heat and cool. While they're renovating, that's when you find things that are starting to go wrong.
- Space for the long run, not having to do this again until the next 25 years.
- Increased size and forward thinking, it's not only size for now, having available space to be able to adapt to the future that can be renovated in the basement as well. Serving the community in many ways.
- Do their jobs more effectively, and can do more programming.
- It would be easier for the library team to do their job. The library would be able to have a bigger collection. The community outreach aspect of the library could be bigger because the opportunities would be there. The current programs are wonderful. She commends them so much for their community outreach. It would enable them to do even more.
- The opportunities for programming for kids and families is huge. Loving kids is hard and requires time and money. You need to facilitate a community that loves kids. This is a big part of rebuilding that environment. It's going to cost.
- First of all, the pre-planning that is being done is very beneficial. The footwork that is being done ahead of time are important. From what she has seen, she likes the look of the design. She thinks its going to fit well in the neighborhood. If there is a maker project, the new plan addresses more defined spaces. Accessibility is going to be very beneficial. The windows look great too! She likes that they are going to get away if they need to. They are squished right now and in a very open area.
- This library serves a lot of communities in the area - building bigger allows for more capacity for these people.
- There would be more space for the programs, larger education, a bigger draw.

- Meeting spaces will be a great opportunity, another big thing that I haven't mentioned.
- I think being ADA compliant would be helpful. People who are local have seen it forever and it hasn't spoken to them in an overt way but investing in it would bring more people in and get them excited at least in the short term.
- A library will benefit people moving here and will create a better sense of belonging - welcomes people to Spooner that other orgs can't do here-everyone can join its not religious, public service, etc it's a neutral space for all people. I think it can do that currently but it gets overlooked since it's not a big shining building.
- Add a bunch of square feet to our library.
- Meeting space, adult learning (education) such as a cooking class. I think certain demos are being underserved (does good at serving the young and retirees) those 30-50 don't have a third place in the community and in the library but I don't criticize the library it is just something.

Are there concerns you can identify about the project?

- I would be happy to pay more taxes if we could get this moving along; increased traffic would benefit the businesses around the library. I live right behind the library and I don't have any concerns about this going through.
- Other than the fact that it's going to cost a lot. Why can we approach someone who has money? There's people who have money that you don't know. There's people who are out in public and they're very generous. I think there's people who are hiding their money - maybe they're waiting for the right thing to support.
- Raising the funds is a challenge and I'm not sure the most Spooner has raised - a challenge to hit that number but maybe not. I really just don't know that.
- In terms of chewing off a big hook, be concerned that it won't play out as they want to but the community is really supportive of it; it's the heart of a community often times..
- Not that I can think of offhand because I think they've been super smart in reaching out to architects and other places to do planning and thinking; it seems like they aren't putting the cart in front of the horse by having the fundraising crew involved; it legitimizes it because it doesn't look - everyone will know where the money is going because you have someone involved and mediating the process.
- There's a little of an isolated mentality - people who

have lived here their whole life “the way things have always been” so it leads to a resistance to change or opportunity; resistance to thinking outside of the box. Local support may be a challenge from that perspective; but also, there’s a broad-mindedness because people have been places and traveled; they have an expansive world view and this campaign will draw on that.

- No
- That’s a lot of money to try and raise; I see the need there, in terms of it being an asset in the community; that’s a big nut to crack and the competition for resources is greater; it comes at a time where the county is talking about building \$100k jail; seems like a tall order.
- Price tag - it’s not a concern, it’s just a big number and I think the community will have a hard time grasping; not about the project, no.
- The dollar burden - but it’s the whole county and not just Spooner. So that needs to be thought about more, perhaps. Money is always the bottom line for people. There’s people who have a lot of money and you don’t always realize who has what. What will be the disruption to the current programs? Relocating seems like a huge undertaking. Is it years worth? Or how long of a disruption will it be?
- The only concern I have is that we live in sort of an impoverished community; 52% kiddos on FRL so parents don’t have expendable income to make donations. The plans all make sense but I think the two-story building is needed but people might think it looks too fancy for Spooner, that it doesn’t fit in with the rest of the neighborhood; there’s a carnival outside every year and the new plans get rid of lawn space.
- Accessibility to each space; the biggest concern is finding the funds to do it and then to maintain it.
- Money. I think it is going to be very difficult to raise \$11.2 M from our local entrepreneurs. We’ll have to look at grants and bigger corporations. With the economy, it will be a difficult time to raise this money. We are in a depressed area; there are few jobs in Spooner. That is going to be a hindrance. And the City and County are feeling the pinch as well and I don’t see them as able to give money to this.
- Only the amount of money. \$6.7M is not a lot of money but we have an older demographic in this community that don’t understand that concept.
- Size. It is going to be over-built for the lot. They already have an easement to make it closer to the sidewalk.

Need more space for parking. People who use the library don’t use the lot, they park on the street. After this expansion they could not go anywhere else but would need to take my lot.

- Getting the capital.
- It’s a lot of money and how are we going to get that money.
- Cost.
- There will be concerns about increased costs for operating, staffing, materials over and above the costs for the new building. We need to be proactive on how that will be taken care of. Show a comparative of increased costs (if referendum) to put an increase in perspective.
- No
- No
- None, except the cost.
- The price tag is scary. It’s a lot of money. It’s a catch -22. The library is already doing so much programming, what would the increase do? Concerned about staffing. How do you keep the programming afloat? It’s really hard to find employees. There are a lot of ways we can use \$12M. However this is pitched to the wider public. Make that very clear to the public how the money is appropriated.
- They didn’t start with a dollar figure for constraints. He knows they did spend time looking for other locations. The tough part is going to be the fiscal. Knowing our limitations, what we’re already deficient in when it comes to critical infrastructure pieces. If they find a giant donor. He’s been through a couple campaigns. The construction dollar he isn’t as familiar with. Definitely not going to get as much. That’s the problem. The \$ amount isn’t going to equal the square footage they would want. A \$3-5M would be palatable, but you wouldn’t get what you need.
- His biggest concern is how they are going to pay for it. The city is limited with what we can do. Not that he doesn’t think the library is important or there is a need. When you get into his position, you have to make choices. Some things, when it comes to safety, streets, the things that the city’s commissioned to provide. Doesn’t mean that it’s not important.
- Is paying for it, municipalities are required to provide services: ambulance, education, police, many of those that are defined are easy to see.. It seems to him that the government ought to do this, and not the local government.

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- Yes, the amount of money being asked to be raised in a short period of time. on a grant decision. Future capital for maintaining such a large structure.
 - The capital campaign of this size in a community of this size, his main concern, very large undertaking of a community of this size. Doesn't have a large manufacturing base to support the project
 - Can they do a smaller version?
 - It will be a big challenge, but she thinks we have a supportive community. She's lived there for 10 years.
 - Hope the community is behind it enough to raise this money. Some may be able to do some matching campaigns. Concern is the cost. I don't know how this could possibly harm the community. It's only going to help!
 - She has none, only combating the negative responses.
 - Yea, it's a lot of money. Is it the library's role to provide the meeting space for the community. If you have to make space for programs, that is what it's for. A lot of things have changed.
 - Money
 - Spooner has a long history of not being supportive of community endeavors. Got 13 failed referendums. She has concerns that some of this will be seen as more than necessary.
 - I would want to make sure it's still an attractive building. It doesn't take up the entire corner so there is no green space.
 - Well I think whenever you change anything it's hard. Marketing and selling it to the community might be an issue.
 - Are there some people who balk at it - people not understanding the need, worried about taxes, is there a way to get them into the library and showing what it has to offer beyond just reading a book - it expands the horizons of people in vastly different ways.
 - We won't raise as much for funds, the area is depressed, a lot of people are on welfare, asking for more money is a sore spot here, if it was not in taxes that would be more approachable.
 - Parking limitations, space of the library.
 - Cash flow aka raising the money.
 - Will a new building increase operating budget - will there be the operating revenue.
 - Getting the money because we have to raise it all ourselves.

- Cost, space, parking, it's near a residential neighborhood so it feels a little constrained / could feel out of place, parking is somewhat of an issue.

What do you think about the site and location?

Are there other issues or concerns you believe could impact the project?

- The county is trying to put a prison in Shell Lake, which would raise taxes. If that's on the table, people might hesitate to do more projects, regardless of the funding.
- Other than the finances; but it's like anything in the small town - people who don't want their taxes. This is not a tax-based project so that will be huge.
- Other than the finances; but it's like anything in the small town - people who don't want their taxes. This is not a tax-based project so that will be huge.
- No - I think about building permits and little things like that but all that stuff can be worked through.
- Not necessarily; but maybe how will the meeting rooms affect people who are browsing for books - will you be able to have a meeting without impacting the patrons who are wanting to browse books/media?
- A contractor surprise upping the money - it's been known to happen in projects. If everything is set, then that's a good thing.
- It will be interesting when it comes down to bidding for a general contractor or architecture firm or whatever they're looking for, making sure the right person is found; the right people who will give it the time and are funded and hit the deadlines.
- Who is coming into town with kids, what are the population fluctuations that may impact the library and its programs.
- What happens during construction? Relocated, shut down completely? What are we doing in the interim in dealing with construction?
- I don't think so - I think there's always going to be a demand for the library as a service and resource; an enhanced facility is allowing the library to serve more people, different people.
- Taxes - general population will be concerned; what will the project do to taxes; county board - more capacity and electrical and now we'll need to give more aid to sustain; the dollars that come through the county for libraries.
- What's the game plan for start to finish? Might as well update things when you can. All buildings need to be

updated.

- Just the expendable income in the community.
- Whenever there is a change, some people always say they liked it better before; we've heard that here in Hunt Hill; heard that from Rice Lake library remodel.
- Utilities. It needs to have setbacks.
- Civic center is a question.
- They built the new clinic for \$12M. Why does this one cost \$11M?
- We need to keep the library open as much as we can during construction. To close it for 14 months would have a huge impact on our community.
- No
- Getting community support. People may not be able to recognize the value of the library because of its restraints on space.
- You need to have transparency and lots of communication.
- The fact that they are taking an old building and doing all that remodeling would likely be more expensive than taking a new space. The elevator is expensive all by itself. They will be paying a premium to be in that location.
- We didn't find anything negative.
- I was surprised at the \$11M. It will be challenging to raise that kind of money
- No
- Not sure what other issues could impact it - what you have from private sources and funding, public monies from what he knows right now are going to be hard or very limited from the city. The city hasn't met their budget. State won't let us raise taxes, so they're handcuffed. Could we put a sales tax for the library, no, but would be a good idea.
- It's mainly the capital campaign, the money.
- Overall economy in the country today is going to make a difference, having said that we look at prices being the major concern. Unemployment is at an all time low, so more people are available for a project to help with this project.
- Worry about the money for a small town.
- No concerns other than the financial challenge. She is impressed with the Board and Angela. She really likes professionalism.
- No, because parking isn't an issue. If it becomes busier, how do neighbors respond?

- People's perceptions that it will increase their personal cost because of a tax base increase. Introducing the project by the number versus the benefits.
- Some people may not agree we need a larger library, maybe don't use it themselves, not book oriented.
- No
- No
- No, I want to make sure we're exhausting all our location options. It is the most uninspiring building. The design needs to be more inspiring. Functional looking only.
- ADA - they will be able to correct a lot of the issues and find a better way to serve those who need those accommodations, even parents who bring their strollers. Usage will go up beyond picking up a book.
- Not really - the lack of library popularity, if we can get more people to go (the middle generation is not going 12-40).
- People who don't know about the project are concerned about raises in taxes.
- Parking- you don't want it to be something that deters people.
- This community has a history of fearing construction projects due to taxes; the community is worried about taxes, explaining how the library is funded, and the horrible history about building a new school which has been very controversial here if no taxes involved people would be fine with it.
- No, I feel really excited about it and encouraging.

What do you think about the goal amount? Is it reasonable? If it is not reasonable, what would be a reasonable goal?

From your perspective, how would you describe the current economic conditions? (This question again focuses on whether the goal is appropriate).

A lead gift is approximately 10 to 15 percent of a project's goal and is a vital element of a campaign. Are there entities who have the financial ability to make this lead gift to support the project?

Who do you think are key citizens and/or businesses which should be involved to help the project reach its goal?

Do you know of any other major fundraising projects

currently being planned in the Spooner community/ area?

Would you consider giving to the project? If so, how much would you consider giving?

Yes: 76%

Campaigns also require strong committees that work together to solicit and provide awareness for a campaign. Who are some possible community members who would make good volunteers? Please list 3 to 5 names.

Would you consider serving on one of the short-term committees? Please list which committee(s) you may be interested in serving.

Would you consider accepting a leadership position on a committee, if you are asked?

Who would you recommend to be a chair or co-chair of the capital campaign?

Do you have any final thoughts you wish to share?

E. NAME OF FOCUS GROUP RESPONDENTS

Focus Group One

Cristina Masterjohn
Kurt Krueger
Linda Featherly
Lolita Olson
Stephen Smith
Terri Reiter
Tim Kessler

Focus Group Two

Chelsea Warren
Chet Hurt
Dave Zebro
Don Stanislawski
Karen Slaminski
Neil Vazquez
Travis Odegard
Vivian Rogner

Focus Group Three

Alyssa Degner
Bob Olsgard
Clint Stariha
Jacquie Buchmann
Kim Timmers
Lauren Hartwig
Louise Kolthoff
Miles Macone
Vicki Shaffer
Vicki Treft

F. FOCUS GROUP QUESTIONS AND ANSWERS

Please note, some answers are intentionally left out for confidentiality reasons.

What are specific questions you have regarding the renovation and expansion plans?

How do you envision the expansion will better serve those that enjoy the Spooner Memorial Library?

Do you have any concerns about the proposed campaign or project?

Do you believe the library may experience challenges that have not been addressed in the expansion plans? If so, please provide your suggestions

What else would you need to know about the fundraising campaign to feel comfortable giving an outright one-time gift or a multi-year pledge?

Who has suggestions for the steering committee?

Leadership committee?

Case Statement committee?

Prospect committee?

Communications committee?

Are there any questions you have from reviewing this information?

Are there any other general comments, questions, concerns you'd like to share that we didn't cover?

FOCUS GROUP #1 RESPONSES

Based on the background, what do you believe some of the benefits would be?

- Not to put it on taxes
- More buy in and people would have more of a tendency to take care of it
- We have other capital campaigns so it is a challenge
- Better outreach, being able to offer more and better services

Does anyone disagree with the tax opinion?

- County has upped the minimum in the past couple years
- Up against the arts center and the railroad park
- American veterans also have a capital campaign
- Neighbor to neighbor also
- Department of corrections saying we need better facility-lot of money

Elevator issue?

- Costly maintenance and annual inspection
- Too much for our area? Do we really need a second floor?

What kind of specific questions do you have?

- What are the setbacks?
- How much greenspace?

What would a new library do that the current doesn't?

- More program and meeting rooms
- Children's area would be larger because we have a lot of children that come
- Place for teens to hang out
- There are other places in town that have meeting rooms

- Conference room at city hall and police station

What are some ways you see the expansion bringing the community together?

- More space for programs
- Our library is a leader, Angie won librarian of the year
- Brings more money into the community because more people come from farther away for programs
- Youth programs, we need more
- Library does stuff for little kids then they grow up in it
- Elevator
- Good for compliance, but a huge cost
- Second level provides more space, but how can we fund it?
- Readjust the project to fit the dollars we get, or hold the project until we get the money
- This has been needed since before Angie was director
- Ramp takes up so much space that it would be tough to make it work

How do we fund maintenance and cleaning?

- Use an investment type plan
- Shell Lake was looking into getting a new library
- Now they get a deal with the old city hall
- How can the city afford Spooner's extra costs with a bigger library?
- Too many requirements and not a lot of money

How would everyone feel about fundraising and what else would help you feel more willing to donate?

- Some have already pledged to the art center and the food pantry
- I want to see numbers on how many people are coming to programs and how do you purchase supplies for crafts
- How many people go to the bibliodragon
- Why are we paying so much for design and plans
- How are we going to get the smaller donations
- From people that actually go to the programs
- How many library patrons are there
- Numbers of each age
- How many people participate and actually finish the summer reading program

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- How often do schools visit
 - Some can't help but can share info and ask others for donations
 - Hard to find people to help or businesses that aren't asked for donations all the time
 - Ask people who already use the library and go to programs
 - People need data to justify the need

Committees

- Steering committee is in place
- It's very thorough and well done
- Having some sort of high or middle school educated and have them talk to people and do some fundraising
- Get younger people involved

Anything that we didn't cover that you would like to talk about?

- Is this a done deal?
- No we are just talking about it
- Feels like you are saying this is how it's going to be and it feels too overwhelming
- Not everyone supports all libraries, some have a small library in their area

FOCUS GROUP #2 RESPONSES

What do you believe some of the benefits of the capital campaign would be?

- Space, lots more needed
- More space is more programs
- If we have more space can we offer more programs and bring in more people
- What about parking? Where are the extra people that would come going to park?
- Is there a feasibility study? It's in process
- There are conference rooms in the community, but they aren't available for just anyone. The library would be a great place to have more meeting rooms

Other questions?

- You have this campaign goal, and we build it. What is the projected operating cost after that? How would we pay that?
- Can we build some if we don't get all the money? And

then build more later?

- Have there been discussions about alternate sites?
- It's a lot of money for our community to come up with
- The capital campaign for the shell lake arts building is about the same

Any suggestions?

- In any endeavor like this it is best to have a strong communication plan, let the community know what's happening. The story needs to be compelling
- Do we need as much space as what is planned?
- Cost of construction is very high right now
- Can we have more green space
- What about programming outside
- Parking is an issue

Would you donate your time or money?

- Because it's such a large dollar amount the public needs to know why we are doing this, and if we looked at using other sites or buildings. Were all other options exhausted?
- Can we do without the basement?
- Elevators bring a lot of cost.
- Can we build one story to start and build the second story at a later time
- Most of the people in the community don't make enough to donate much
- We owe something to our donors, what assurances do we have that this is going to happen? I expect something in return for a big investment
- How many tourists use the library?
- Has kindle affected the library
- Will there be less visitors to the library in the future because of the internet and other things like that
- Does the library get tax supported? Yes city and county
- There are many things the library does that doesn't have to do with books
- It's about providing experiences also
- It can be isolating in a rural community, the library helps people have things to do and meet more people
- We need to educate people that the library isn't just for reading books anymore
- It's tough to reach people

Committees

- Seems appropriate
- Steering committee, nothing really happens until you ask
- If someone is squeamish about asking they shouldn't be on that committee
- Timing is unfortunate, as there are other campaigns happening
- Difference is this is private and not a tax
- Any more thoughts or questions
- We need more testimonies about why we need libraries
- Libraries are so important to families especially low income with small children
- What does it mean to have such an increase in programs? We need more data to help get people behind the campaign
- If we expand, what can we do that we aren't doing now

FOCUS GROUP #3 RESPONSES

What do you believe some of the benefits of the capital campaign would be?

- More community space for small and large groups to meet
- A bigger place for families to gather
- Programs at the library are great but they need more space
- More opportunities to possibly rent out
- Increase programming
- Nice that it's close to the youth center
- Green space looks well utilized even though it's limited

Questions about the plans

- Where is the green space?
- Are the windows really on the North?
- Looks like the green space is larger than it is now?
- Were the options weighted on a new building?
- Need more info on who facilitated the plans
- Will there be more parking, or a stop light?
- Is there an amount for upkeep after it's built?
- With all the glass in the front, heating and cooling prices will be higher

- As people donate they are thinking about taxes they have to pay, such as for the new jail
- How do we tap into the tourists who come into town?
- With the cost of living going up this is a want not a need
- A library is a place where people can get different needs met
- It would be more important to do more programming for the older community
- And for the retirees that might be coming into the area
- What are some challenges that you see?

Financial upkeep

- Staffing, will there be more required?
- Have they looked into any grants that would help with that
- Seems like a very large number to fundraise
- Is the city helping with the cost at all

What personally do you need to know to donate or ask others for donations

- What is the cost of upkeep and where does it come from?
- Why Spooner? We have other libraries and 5 school districts in this county
- What kind of participation can we count on from full time residents and tourists
- Arts center is a major competitor for funds
- What are the long term plans? Will we need more space in 25 years? Or will this be enough? Are we settling because this is what we can do

Committees

- Will the committees report to the board
- Are we planning on getting 6 different people for each committee, or can someone be on more than one?
- What kind of term would it be?
- Make sure there are clear tangible goals for any committee meetings
- It's a lot of people, a lot of different opinions, seems like it would be hard to find enough people
- Who's going to do the work, what staff is going to be supporting getting it done
- Keeping the work local by using local businesses to

-
- build would be great
 - Would this be considered a city building and then we would have to use a union to have it built
 - Committees seem similar, do we really need them all
 - Finance and communication committee seem needed
 - Consolidating some of the committees would be good
 - Are these committees just for the campaign or also for how the library is run
 - It would be important for some staff or community members would be on committees throughout the whole campaign, have some consistency

There should be a core group

Anything else

- Where are they going to have the library during construction
- Where are all the vehicles for construction going to park

- Maybe we should wait until we get the grant so we know if it's even doable
- Everyone agrees that it would be near impossible to do it without the grant
- It's a lot of money for a library especially for this community

Suggestions

- Communicating why it costs so much
- Understanding everything that's going into it
- Break down all the costs
- If someone donates a large amount and we don't raise enough, what happens to the money
- Have open houses and tours to show the community why we need this
- Show the community more why we need this
- Prove this is a need not a want

G. COMMITTEE JOB DESCRIPTIONS

Capital campaigns rely on numerous committees to achieve their goals. These committees are essential in overseeing the launch, progression, and successful completion of a fundraising effort dedicated to a specific project. A typical capital campaign needs the active support and commitment of 80-100 individuals throughout its duration. These committees play a crucial role in propelling the campaign forward, enhancing engagement, and fostering generosity among participants.

Steering Committee

This committee directs all activities of the campaign. The committee is composed of 10 to 12 area leaders who will be instrumental in providing input on the foundation for a successful capital campaign. The committee helps assure the success of the campaign by overseeing all committees. Monthly meetings are held over approximately 12 to 18 months or until the goal is met. Steering Committee members will eventually solicit three to five potential donors with another team member. Meetings would tentatively begin in Fall 2024 in Spooner.

Building Committee

This committee is typically composed of 6 to 8 key stakeholders who have had experience in design, construction, and management of large facilities. They will assess the current designs, provide input on the final design. This committee begins Fall 2024 and would operate through spring to provide a finalized plan to use in campaign solicitation materials with meetings as are necessary. Meetings will be held as needed but once-per-month at a minimum.

Leadership Development Committee

The Leadership Development Committee is composed of 8 to 10 individuals who have a commitment to Spooner and who are interested in the benefits of the project. These individuals will be knowledgeable about the business, philanthropic and social relationships which exist within the area. The committee ensures the success of the campaign by identifying and recruiting the topmost echelon of campaign volunteer leadership for the campaign co-chairs. This committee meets three times to help identify and recruit the general campaign co-chairs and would meet in Fall 2024.

Case Statement Committee

The Case Statement Committee requires the assistance of individuals who are knowledgeable about the scope and mission of the campaign. This group ensures the success of the campaign by providing input for consultants to develop a strong and compelling campaign rationale and FAQ, as well as answer key questions regarding the campaign and fundraising plan. This committee also tests or validates the case statement. This group of 12 to 14 people will meet approximately four to six times to help provide feedback on the case statement development and validate the case statement with key donors; meetings will last one hour and would begin in Fall 2024.

Communications Committee

The Communications Committee enlists 8 to 12 people who are knowledgeable about branding, communications, marketing, and media. They enhance the effectiveness of the campaign by helping provide input for the promotional elements, assisting in raising awareness of the project, providing information to the area about the project and help provide input on coordinating a large campaign Launch event. This committee will meet every month for 8 to 12 months to provide input on materials, provide feedback on materials and plan the event. Meetings will last one hour..

Prospect Development Committee

The Prospect Committee enlists 6 to 10 area donors and volunteers who are knowledgeable about Spooner and philanthropic endeavors. The group helps make suggestions on potential area donors who may be interested in supporting the campaign and will help match potential solicitors to donors where able. This committee meets for four to five meetings over the course of the campaign. Meetings will last one hour and will be held Fall 2024.

H. GIFT PYRAMID

GIFT PYRAMID FOR \$6,700,000						
RANGE OF GIFTS		TOTAL DONORS ASKED	\$ AT THIS LEVEL	NUMBER NEEDED	TOTAL DOLLARS	TOTAL % OF GOAL
FROM	TO					
1,000,000	1,250,000	1	1,125,00	1	1,125,000	17%
500,000	999,999	3	750,000	1	1,875,000	28%
250,000	499,999	5	1,125,999	3	2,999,998	45%
100,000	249,999	13	1,574,996	9	4,574,994	68%
50,000	99,999	20	674,996	9	5,249,989	78%
25,000	49,999	25	449,994	12	5,699,983	85%
10,000	24,999	60	612,483	35	6,312,466	94%
5,000	9,999	109	449,970	60	6,762,436	101%
	<5,000			<many		

GIFT PYRAMID FOR \$3,000,000						
RANGE OF GIFTS		TOTAL DONORS ASKED	\$ AT THIS LEVEL	NUMBER NEEDED	TOTAL DOLLARS	TOTAL % OF GOAL
FROM	TO					
400,000	600,000	1	500,000	1	500,000	17%
200,000	399,999	1	300,000	1	800,000	27%
250,000	199,999	3	487,499	1	1,287,498	43%
100,000	124,999	8	799,996	1	2,087,494	70%
50,000	74,999	12	509,994	2	2,597,488	87%
25,000	9,999	25	187,488	2	2,784,976	93%
10,000	4,999	35	131,233	2	2,916,208	97%
5,000	2,499	50	87,475	2	3,003,683	100%
	<5,000			<many		

I. PLEDGE AMOUNTS PER GROUP

ONLINE SURVEY: PLEDGE CONSIDERATIONS (OF 155 RESPONDENTS)	NUMBER OF GIFTS	APPROXIMATE PLEDGE RANGES
\$250,000 and above		
\$100,000 to \$249,999		
\$50,000 to \$99,999		
\$25,000 to \$49,999		
\$10,000 to \$24,999	1	\$20,000
\$5,000 to \$9,999	1	\$5,000
\$1,000 to \$4,999	8	\$8,000
\$1,000 and under	42	\$21,000
In kind gift options		
Total Range Survey	52	\$54,000

PERSONAL INTERVIEW: PLEDGE CONSIDERATIONS (OF 42 RESPONDENTS)	NUMBER OF GIFTS	APPROXIMATE PLEDGE RANGES
\$250,000 and above		
\$100,000 to \$249,999		
\$50,000 to \$99,999	3	\$200,000
\$25,000 to \$49,999	1	\$25,000
\$10,000 to \$24,999	1	\$10,000
\$5,000 to \$9,999	4	\$40,000
\$1,000 to \$4,999	6	\$30,000
\$1,000 and under	14	\$14,000
In kind gift options		
Total Range Survey	28	\$319,000

ONLINE FOCUS GROUP: PLEDGE CONSIDERATIONS (OF 7 RESPONDENTS)	NUMBER OF GIFTS	APPROXIMATE PLEDGE RANGES
\$250,000 and above		
\$100,000 to \$249,999		
\$50,000 to \$99,999		
\$25,000 to \$49,999		
\$10,000 to \$24,999		
\$5,000 to \$9,999		
\$1,000 to \$4,999		
\$1,000 and under		
In kind gift options		
Total Range Survey	0	\$0

J. MINI CASE SUMMARY

All participants of the Study Summit reviewed this brief explanation and background about the proposed project.

In response to exponential growth, the Spooner Memorial Library is pursuing a building expansion project, supported by their strong 109-year history.

A Rich History for Spooner Memorial Library

Since 1915, the building on the corner of High and Walnut Street has had a rich history; it has transformed from schoolhouse to basement to house, and finally, in 1962, a library.

In 1997, 2,000 square feet was added to help accommodate the community's needs which is where it stands today - a 5,500 square foot library that is bursting at the seams. So much so that since the last renovation, the library has seen a 91% increase in visitors, a 265% increase in program attendance and a 378% increase in the number of programs.

Supporting the Community's Need with Expansion It's because of this steady growth that the need for more space has been a continued topic of conversation among the Library Board, Director, team and community. This resulted in a heavy emphasis on addressing the library's space capacity in the 2021-2025 strategic plan.

And then in May 2021, an exciting piece of mail brought the conversation to the forefront and the building project planning began.

Board President, Audrey Kevan, received a check from Judy Ostrom for \$50,000 in memory of her late parents, Marshall and Lorraine Peterson. A short note from Judy was included and said, "My parents would be pleased to know that in a small way, they helped others to find their own pleasure in reading." It was Judy's dad and uncle who originally built the library on its current site in 1962.

By April 2022, two space needs assessments had been completed and both suggested that the library should be at

least 20,000 to 22,000 square feet (compared to the current 5,500 square feet) in order to meet the library's and the community's current and future requirements.

Taking the Next Steps Towards Library Expansion

Following the assessment results, a feasibility study was conducted by Short Elliot Hendrickson Inc (SEH) to research the feasibility of keeping the library in its current location, with an addition. Since hiring SEH, the Library Board, Director, and City Administrator have researched each and every option to make an expansion work. This included expansion on the current site, exploring existing buildings as well as purchasing land to build a new library on a new site.

Because of the cost of changing locations, it was recommended to stay at the existing location and expand the building. It's a central location for the city and within walking distance for many community members. In addition, the Library Board and leadership were determined to preserve the design of the latest addition, given that it was originally funded by community contributions.

In the end, they formulated a plan that includes, but is not limited to:

1. Building a basement and upstairs floor, above and below the current children's wing, while also expanding the north side 10 feet from the sidewalk.
2. Adding an elevator for accessibility, making it easier to transport items and provide better wheelchair and stroller access.
3. Dedicating the main floor to material space, sitting areas, small study rooms, a used book room, children's play space, teen space, a lounge, and staff space. The current community space, the most recent addition, will remain intact.
4. Housing meeting rooms, a maker space, seating area and program space on the second floor.
5. Using the basement for storage and the mechanical room, as well as insulating it for future expansion.

The total expansion is projected to cost \$11M, with a private fundraising goal of \$6.7M. The breakdown of costs include:

\$5,073,750 Main floor and second floor building addition

\$1,933,125 Basement building addition

\$705,250 Existing building renovation

\$200,000 Site work, landscaping, and utilities

\$7,912,125 Building and site subtotal

+ \$791,213 Inflation

+ \$870,334 Design contingency

\$9573,672 Building, inflation, design contingency subtotal

+ \$770,000 Fixtures, furniture, and equipment

+ \$670,000 Engineering fees

\$11,013,672 Total

In addition, the library is pursuing the Wisconsin Department of Administration Capital Projects Fund Flexible Facilities

Program grant. Philanthropy will be utilized to avoid an increase in taxes.

The project totals are as follows:

\$11,013,672 Total Project Costs

\$4,250,000 Flexible Facilities Program Grant

\$6,763,672 Spooner Memorial Library Capital Campaign

With the expansion plan in place, the library has partnered with BrandRaise, LLC, and its team of four advisors, to complete a Campaign Readiness Study which will determine and assess the interest in and capacity for reaching a \$6.7 million goal. During this Study Summit on June 4, the BrandRaise team will conduct focus groups, confidential interviews in-person and virtually, and online surveys.

Recommendations will be presented to the Board of Trustees regarding the potential success of the proposed private fundraising goal as well as a recommended strategy to achieve the fundraising goal. No solicitation will take place during the Summit. The capital campaign is proposed to begin fall 2024 through fall 2025.

For more information, please visit <https://spoonerlibrary.org/capitalcampaign/>.

The goal is to have a new library in 5 years, fully funded by a capital campaign, grants and hard work.