



# STUDY GROUP REPORT

**2023**

JESUP MEMORIAL LIBRARY / UPDATED 12.22.2023

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2023 has been an important year for the Jesup Memorial Library.

We completed the first significant capital drive in the library's 112-year history, with nearly 700 individuals donating nearly \$14 million. Earlier in the campaign, those funds allowed us to shore up the foundation of the original 1911 building and address significant drainage problems. We had the brick work repointed and we repaired the slate roof to protect the interior of this historic library and its collections. We also used those funds to purchase land next door on Mount Desert Street and have begun construction of an 11,400 square foot expansion. That expansion will bring access to every level of both the historic and new wings, increase program space for children and teens, add space for community meetings and programs, and provide more room to access print materials, computers, free Wi-Fi, and artwork display space. The new building will showcase the use of green construction technology, massing Maine wood into beams and insulation that greatly reduce our carbon impact.

In August of 2023, we convened a study group to look at the long-term financial sustainability of the Jesup Library. The members of the study committee were Jill Goldthwait, Matt Horton, Misha Mytar, Peter Nicholson (a member of Jesup's Board of Directors), Julie Veilleux, Val Peacock, and Dave Woodside. They entered into the task with deep appreciation of the role of the Jesup Library in the life of our community. They brought lifetimes of experience, diverse perspectives and insightful questions to our shared work.

Over six weeks, the group met to look at library operations, staffing, and finances, ending with a comparison of the Jesup and other Maine libraries with similar programs and services, all with budgets over \$500,000. We also compared the percentage of those library budgets funded by their towns, and the percentage of their town's annual budget devoted to their library. We found that, in comparable communities across our good state, municipal tax dollars contribute an average of 2.7% of their town budget to their library's operational budget.

Our study revealed that, for the Jesup to be sustainable over time, it must continue to strengthen each of the three main planks in its financial foundation:

- 1) The amount The Jesup raises each year from donations
- 2) The Jesup's financial reserves, the income from which can support annual operations
- 3) The municipal support that brings us closer to the appropriations enjoyed by other comparable libraries

As the Jesup is a non-profit, its Board of Directors and those who support our library with donations have the responsibility of assuring that the library has the resources to meet its mission; a combination of annual donations and funds from reserves. But this group alone cannot determine the right blend of resources over time, and like other community libraries across the state, we rely on a strong partnership with our town.

Community members, advised by members of the Town Council and town staff, with recommendations from the elected Warrant Committee, have the final say at Town Meeting deciding, in any given year, what the right amount of municipal support is for our community library.

Now, we invite you to read our full report. And we look forward to engaging all members of our community as we build consensus for the best possible financial future for our library.



Matt DeLaney, Library Director



Ron Beard, Chair, Board of Directors

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# Meet the Study Group

In August of 2023, we convened a study group of community members to look at the long-term financial sustainability of the Jesup Library. We sincerely thank them for sharing their lifetimes of experience, diverse perspectives, and insightful questions throughout this process.

## Community Members

Jill Goldthwait

Matt Horton

Misha Mytar

Peter Nicholson

ACTIVE BOARD MEMBER

Valerie Peacock

Julie Veilleux

Dave Woodside

## Jesup Representatives

Ron Beard, Board Chair

Matt DeLaney, Library Director

Lila Miller, Advancement Director

# Executive Summary

As the Jesup Memorial Library prepares for the construction of its long-awaited new wing, we gathered a small group of Bar Harbor residents to study its operations, staffing, and budget, and to suggest ways to assure the financial sustainability of our community library.

We compared the Jesup to other libraries with a similar range of services and staff size, both in Maine and out-of-state. Of Maine's 255 public libraries, 142 are private nonprofits and 113 are municipal (town departments). We looked at comparable communities to determine both the percentage of a library's annual operations that is supported by its municipality and the percentage of a town's annual budget that is appropriated to support its library.

Across the state, similarly sized non-profit libraries receive 62% of their operational expenses through municipal support. In 2022-23, the Jesup received 38% of its funding from the Town of Bar Harbor. The study also found that the average percentage of a town's budget devoted to its library was 2.8%. In 2023, Bar Harbor appropriated an equivalent of 1.9% of its budget to the Jesup.

The study revealed that the Jesup's municipal funding is among the lowest in the state. Without increases in its operating revenue, the library will have difficulty sustaining current levels of library service. The study suggests that, for the Jesup to be sustainable over time, it must continue to strengthen each of the three main planks in its financial foundation:

- The amount the Jesup raises each year from donations
- The Jesup's financial reserves, the income from which can support annual operations
- Municipal support that brings us closer to the state averages

The Jesup has made significant progress over the past 10 years with two of those planks. It has increased annual fundraising from \$61K in 2013 to a target of \$274K in 2023. Municipal support has followed a similar trend from \$17,867 in 2013 to \$280,000 in 2023.

During this period of growth, the Library has relied on fundraising roughly  $\frac{1}{3}$  of operating expenses from the public,  $\frac{1}{3}$  from reserve and endowment funds, and  $\frac{1}{3}$  from the town of Bar Harbor.

Going forward, however, the Jesup Board anticipates that balance shifting closer in alignment to statewide trends: seeking half of the Jesup's operating revenue from municipal support and half from private fundraising and endowment funds. This is more consistent with (though still below) municipal support provided to similarly sized libraries in Maine (both municipal and nonprofit). The need for this shift is primarily a function of the increased cost of operating a public library, plus the growing cost of living in Bar Harbor. It is not, as some might suppose, due to an increase in the size of the library; we anticipate operating the expanded Jesup will only require an additional 1.25 staff positions above current levels.

Over the last decade, the Jesup Memorial Library has emerged as a vital component of our community's infrastructure that attends to our town's broad social, cultural, economic, educational, and wellness needs. Its staff of 7.8 full-time employees supports 41 open hours per week and a collection of more than 37,000 items, free access to computers, printers, and Wi-Fi, and hundreds of programs and events annually. Thousands of Bar Harbor residents depend on the library and tens of thousands of visitors use its services each year. The depth and breadth of demand for the library's services has increased and construction has begun on a major expansion, slated to open in 2025. This report anticipates continued discussion by leadership of the Jesup and members of our community, leading to effective strategies that secure financial sustainability of our library for the foreseeable future.

You can read our full report on the following pages.

# Section 1

## Library Overview

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# Mission & Values

*The Jesup nourishes minds, enhances lives, and builds community. We are a vibrant center for educational exchange, creative community collaboration, and knowledge-sharing where we connect people to ideas, people to information, and people to people. The library is a place where possibilities and realities share space. We are a center for creative community pursuits, opening doors with our activities and resources, for those who live here and those who visit ([www.jesuplibrary.org/mission](http://www.jesuplibrary.org/mission)).*

This library has long held an important place in our community. Free and open to all, it offers life-changing resources for those who seek them. Bar Harbor's Jesup Memorial Library is a private, non-profit library that has served for over 100 years as our public library.

In the past 10 years, over 700 patrons and community members raised millions of dollars for the preservation and expansion of the Jesup. \$2 million has already been directed toward restoration of the historic building and nearly \$10.5 million will soon be invested in a modern mass timber expansion, giving it the distinction of being the first building in Maine constructed with locally-sourced Eastern Hemlock cross-laminated timber (CLT). The expanded Jesup will serve as a community center, idea incubator, and engine of innovation for the entire Bar Harbor community and, with the addition of an elevator, will finally be accessible to all.

The Jesup's programs and services are driven by patron priorities and are aligned with community development strategies and economic goals. In addition to convening important conversations around housing, transportation, climate change, and the tourism economy, the expanded facility will offer meeting spaces for businesses and non-profits, a makerspace for STEM education, conference rooms for students and remote workers, and archives for historians and researchers.

# Who uses the Jesup?

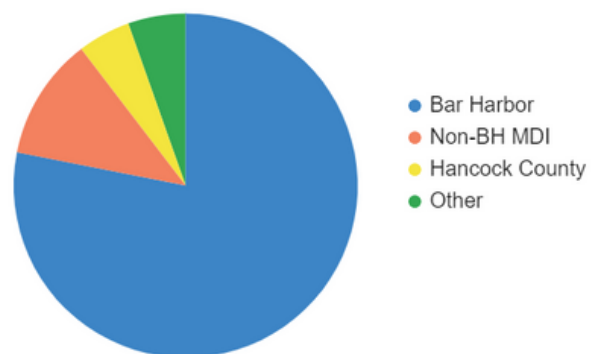
4,148 Jesup cardholders identified Bar Harbor as their primary address. That is the equivalent to 79% of the year-round population of Bar Harbor according to the 2020 US Census. While the year-round population is 5,269, the town swells to between 20K and 30K people during peak season according to recent town studies. As traffic and visitation to Bar Harbor has increased, the service demands on the library have evolved. A day at the Jesup during peak season includes local families, summer residents, weekly vacationers, campers, cruise ship visitors, and students. The Jesup provides a range of resources beyond traditional services, including internet access, printing and copying, restrooms, wayfinding, live programs, and research help. While the Jesup plays a role in supporting our tourism and visitor economy, we recognize the library's important role in the year-round community, helping preserve the place that people are drawn to from around the world.

Membership to the library is free for all and provides access to countless services and resources. Out of 5,312 cardholders, 78% live in Bar Harbor, 90% live on MDI, and 95% in Hancock County. The remaining 5% of cardholders live outside of Hancock County. Many of the services provided by the Jesup do not require a library card, so library card registration is an incomplete picture of total library use. For a more detailed picture, the Library monitors door traffic, program attendance, and computer and Wi-Fi use. Still, it is difficult to capture the full impact of the library on our community and residents.

In 2022, over 32,000 people visited the Jesup and there are expectations to reach 40,000 visitors in 2023.

In 2022, the library issued 461 new library cards; an average of 38 per month. That rate was surpassed by September of the following year.

Jesup Cardholders by Area



# Services & Trends

Open 41 hours per week, the Jesup offers a wide range of services that fit broadly into four categories: a lendable collection of books, DVDs, and other media; equipment and technology available for on-site and at-home use; programs and events covering literature, science, recreation, current events, and more; and the community space and tools for studying, working, and meeting.

Cardholders can borrow books, DVDs, and periodicals from a lending library of over 37,000 items, plus they have easy access to thousands more from over 60 other library collections in Maine. Additionally, Jesup cardholders can borrow downloadable ebooks and audiobooks from cloudLibrary, and access historical materials from the archives.

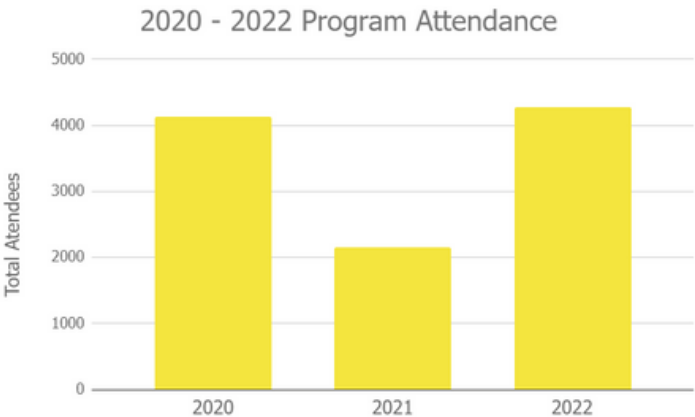
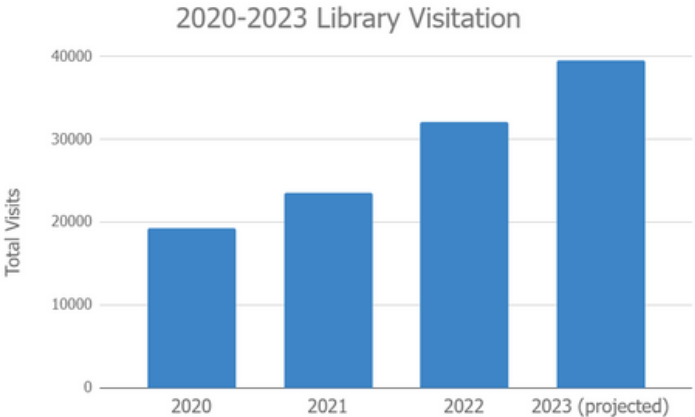


**Patrons borrowed over 35,900 physical items from the library in 2022. Including digital downloads, overall circulation that year was 42,884.**

A growing collection of technology and equipment includes desktop PCs, laptops, Wi-Fi hotspots, DVD players, voltage meters, and more. For many, the library's computers, broadband access, printers, and scanners are their only access to devices and services that are increasingly necessary to work and stay connected.

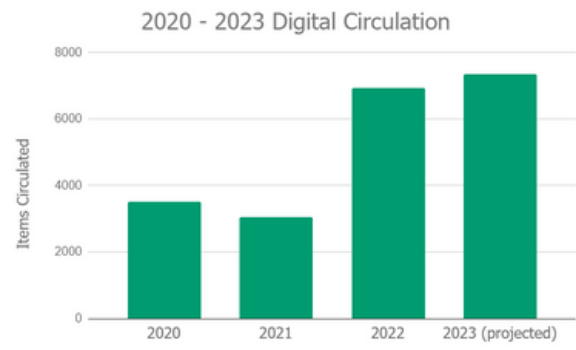
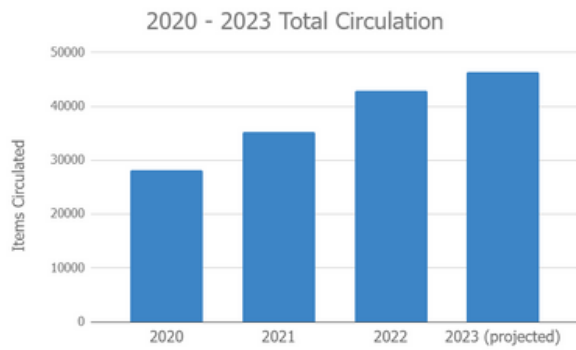
Author presentations, concerts, and children's story time enrich the lives of program attendees and provide a platform for local writers, artists, and creators to share their projects and weave together networks of like-minded community members; even more so with remote and hybrid attendance addressing accessibility barriers for patrons.

The quality and volume of Jesup programs and events distinguish it from comparable libraries. Through partnership with Sherman’s Books and because of its travel appeal, the Jesup attracts authors and artists beyond the reach of similarly sized libraries, including New York Times Best Selling author Ann Patchett in August 2023. In 2022, the Jesup hosted 228 programs that drew over 4,200 attendees and is on pace to surpass that in 2023. The library’s events calendar is fully booked through the end of 2023, and they often have to decline presenters due to operational capacity.

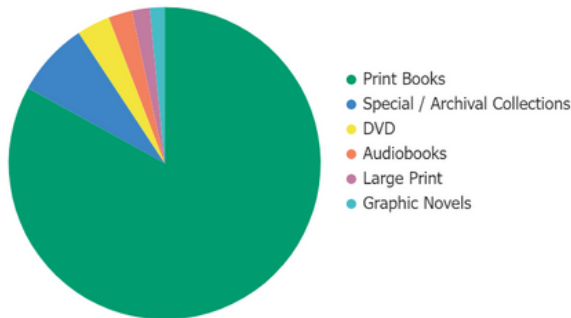


Welcoming spaces are essential to a strong social fabric. When individuals need a place to study, meet, socialize or simply rest and read the newspaper, they come to the library. Community organizations rely on the library as a meeting space, as a place to care for records, and in some cases - such as with the Bar Harbor Historical Society - as a place to launch their work. Ultimately, patrons come to the Jesup because they know they can find the assistance and resources that they need.

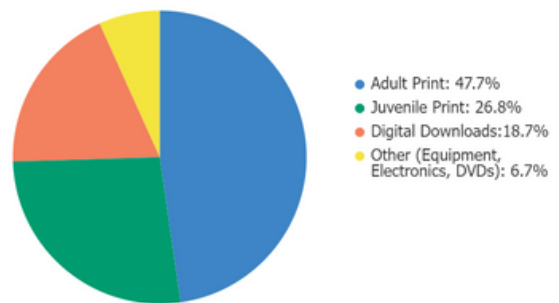
Youth program attendance increased at an average rate of 49.2% from 2020 to 2022. In 2022, the Jesup delivered 153 youth programs to 2,301 people.



Library Collection (37,000 Items Total)



2022 Circulation by Category



Digital circulation is projected to exceed 7,300 in 2023, more than doubling in a period of three years.

As an MSLN Partner, the Jesup provides free broadband access 24/7, with total annual connections averaging between 3,500 and 4,000.

The library provides 5 desktop and 4 laptop computers for public use. In 2022, 863 computer use sessions were recorded; an increase of 43% from 2020.

# Future Services

The Jesup expansion will allow the library to operate in exciting new ways. In addition to providing key patron-centric services like self-checkout kiosks, remote work areas, and children's story times, the expansion will enable the Jesup to effectively host a wide range of community events with greater versatility.



## THE 150-PERSON COMMUNITY ROOM

...will be a rehearsal and performance space for organizations like Acadia Community Theater, with after-hours access for approved users. Similarly, the Jesup will be able to host large scale events like the Annual Town Meeting when other venues are not available.

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## THE GALLERY

...in the Commons area and lower-level meeting rooms can support community art shows with organizations like Art Waves, SFOA, and others.

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## THE MAKERSPACE

...will be an adaptable, multi-purpose area that can host "learn to do" classes on everything from small engine repair to CAD software, 3-D printing, and basic digital literacy.

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## MORE MEETING SPACE

...will accommodate a wide range of people, from Scout troops to small business owners and remote workers to community support groups. It will be a safe, accessible, and modern space for a variety of uses.

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## A CLIMATE-CONTROLLED ARCHIVE

...will give patrons access to carefully preserved historical documents, including local papers dating back to 1865. With resources and support to access genealogy and local history, researchers will be able to explore their own families and local history.

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## YOUTH AND TEEN ROOMS

...will offer much more for the next generations: designated study spaces for individuals and small groups, expanded after-school programs, and more space for games, new technology, and special events.

# Governance & Management

The Jesup is a 501(c)3 non-profit organization, governed by a Board of Directors and organized into several standing and ad hoc committees. It currently has 15 Board members representing businesses, higher education, finance institutions, builders, and other non-profits. Current committees include Advancement; Building; Finance; Governance; and Diversity, Equity, and Inclusion.

Out of 255 public libraries in Maine, 142 are private non-profits like the Jesup and 118 are municipal departments, funded primarily through tax dollars. Operations of the Jesup are overseen by a Library Director that is selected by the Board of Directors. Library operations are supported by a staff of professional employees and a diverse group of volunteers.

The Jesup's 2023 budget carries 7.9 full-time equivalent (FTE) employees. Its staff comes from a wide range of backgrounds, some formally educated in library science, with others having backgrounds in fundraising and development, programming and communications, finance, building maintenance, retail operations, and customer service. The library's current headcount of 7.8 FTEs is slightly down from 9.1 FTEs in 2021. This is in large part due to budget increases resulting from cost of living adjustments.

The library is supported by thirteen regular volunteers on a weekly basis, and many others as needed. Volunteers assist with shelving and organization of our collection, program support at events, and basic clerical projects. The tasks and responsibilities that may be assigned to volunteers fall within the Fair Labor Standards Act, which limits how volunteer labor can be used to support the library.

## CURRENT STAFF POSITIONS

Library Director (FT)

Advancement & Community Relations Director (FT)

Youth Services Librarian (FT)

Circulation Manager (FT)

Finance Director (PT)

Building Maintenance (PT)

Circulation Assistant (FT & PT)

## VACANT STAFF POSITIONS

Collections & Archives Manager (FT)

Program Coordinator (FT)

# Jesup's Role in Bar Harbor

Bar Harbor is home to several world class institutions, including Jackson Lab, Acadia National Park, College of the Atlantic, and the MDI Bio Lab. The Jesup partners with organizations across the island to help connect the unique resources of those institutions with our broad and diverse patron base. It is often through their relationship with the Jesup that Bar Harbor residents and visitors gain access to world class scientists, educators, artists, and writers that call MDI home.

The Jesup supports the missions and work of many non-profits in our community through their use of our facility, our network, and our inclusive approach to community development work. Many local organizations and individuals depend on the Jesup to reach a broader audience. For example:

## A Climate To Thrive

... offers their Climate Ambassadors training at the Jesup.

## Acadia Family Center

... holds community conversations about substance abuse at the Jesup.

## Village Improvement Assoc., Bar Harbor Garden Club & Bar Harbor Historical Society

... all began at the Jesup, which provided a trusted space to meet and house records.

## CareerCenter

... a partner of the American Jobs Network, offers free assistance with job searches, applications, and interviewing skills at the Jesup.

## Girls Who Code

... held meetings at the Jesup and used library resources for their work.

## ArtWaves

... and local artist Mike Duffy lead workshops on stained glass, cartoon illustration, watercolors, and more at the Jesup.

## Local Teachers

... have used library space and resources for after-school education, such as the all-ages Body Positivity workshop.

## Local Artists

... are exhibited every month on the walls of the library's Periodicals Room. The Jesup also partners with ANP's Artist-in-Residence Program.

## Musicians & Performers

... like the Big Moose Band, are frequently featured at the Jesup for contradances and concerts.



The Jesup also serves as the only free indoor public space in Bar Harbor, with bathrooms, Wi-Fi, printers, and connections to critical community services. From printing Acadia National Park passes for thousands of visitors, to hosting Narcan Trainings, the Jesup connects community members to the services and resources they need on a daily basis.

## The Early Days of Bar Harbor's Library



### October 1, 1886 - Village Library is Free for Residents

"...during the winter and spring, the library will be wholly free to the inhabitants of the village... it is hoped that this policy may become the established one... This is a return to the original plan of the library." Mount Desert Herald



### August 30, 1911 - The New Library is Built

"The meeting, held in the Reading Room of the completed Library, passed off with great distinction. Judge Deasy's speech of acceptance on the Town's behalf was admirable and eloquent and the gift was received with enthusiasm and Mrs. Jesup was well content." — George B. Dorr, 1936



### March 4, 1914 - Town Votes to Support the Jesup

The Town Warrant for 1914 includes the following item: "to see if the town will vote to raise a sum of money for the Jesup Memorial Library, and appoint a committee to act with the library in the expenditure of same, \$500 raised." — The Bar Harbor Record



### March 20, 1915 - Services for Youth Grow

"The committee of the Women's Study Club announced that had uncharge the cataloging of the books in the children's room... wishes to announce that the work is complete and copies of the graded catalog have been placed in all grade school rooms." — The Bar Harbor Times

# Section 2

## Jesup Financials

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# Financial Overview

As a private non-profit, the Jesup has been responsible for raising funds to support its operations since its beginnings in 1911. For most of its first 100 years of operation, thanks to generous philanthropists, town support was less than \$30,000 per year. In 2017, recognizing that current revenue levels would not sustain the library, the Jesup Board of Directors proposed to the town a strategy of relying on municipal appropriations for one-third of its annual operating costs. The Town supported that request of \$150,000 over a two-year phased increase. Since then, the town has provided annual cost of living adjustments, bringing its annual operating support to \$280,000 in 2023; \$160,000 through the town's operating budget and an additional \$120,000 from Town ARPA reserves.

Looking ahead, the library's ability to maintain the level of service that our community has come to rely on depends on a continued strong partnership with the Town and steady increased financial support. Our strategy incorporates increased revenue from three sources: donations to the annual fund, steady growth of the endowment, and municipal support from the Town. Like all public libraries, the Jesup's central mission is to provide its services free of charge, open to all. Different from many other non-profits, this limits potential revenue streams.

The Jesup's finances are overseen by the Library Director and managed by the Finance Director. The Finance Committee provides oversight and continuity to assure stability, responsible fiscal management, and planning. It is made up of board members - including the Treasurer - library staff, and local citizens (Sarah Gilbert, the Town Finance Director is a current member).

The Jesup is entering a period of exciting and unprecedented development. Gifts from more than 600 community members, totaling just over \$14 million, have funded essential maintenance on the original 1911 structure (addressing drainage, re-pointing of brick work, and roof integrity) and will fund construction of the planned expansion, which officially began on October 14th, 2023 and will span 18-24 months. This work marks nearly a decade of planning and fundraising.

We know that one of the greatest challenges to sustaining library services will be to develop a staffing and compensation plan that is adequate, appropriate, and affordable. As library services evolve, we know that the Jesup must provide a competitive compensation package that is sustainable and sufficient to attract and retain qualified employees. We are confident that our community's investments in the Jesup will be felt by thousands in Bar Harbor and many more in the future.

As you read this section, especially as you review the pro forma, please keep in mind that the projections of income include realistic and aspirational fundraising targets by the Jesup. The subsequent suggestions for levels of town support follow from these projections in order to provide appropriate staffing, with appropriate salary and health benefits. This is, of course, just one way to achieve financial sustainability.

# Cost Center Budget

This summary presents the Jesup 2023 budget broken down by cost center, adopted in December of 2022. It shows revenues, expenses, and fund transfers for eight library functions, plus the capital campaign. Staff costs are allocated using the Director's staff time distribution estimates for each employee. Hours for most staff members are distributed among multiple tasks. Cash transfers could have been allocated differently.

JESUP 2023 BUDGET

Adopted 12/14/2022

## JESUP 2023 BUDGET SUMMARY BY COMPONENT COST CENTERS

	ADULT SERVICES	YOUTH SERVICES	SPEAKERS & EVENTS	SPECIAL COLLECTIONS	BOOK SALES	BUILDINGS	GENERAL ADMIN	DEVELOPMENT	CAPITAL CAMPAIGN	TOTAL
<b>REVENUES</b>										
Donations	2,500	4,500	2,000	0	14,500	0	0	250,000	1,328,362	1,601,862
Grants	0	0	0	0	0	0	0	0	0	0
Town of Bar Harbor	210,000	70,000	0	0	0	0	0	0	0	280,000
Program revenue	2,900	350	1,000	100	2,500	0	0	0	0	6,850
Other income	0	0	0	0	0	0	25	0	4,000	4,025
<b>Total Revenues</b>	<b>215,400</b>	<b>74,850</b>	<b>3,000</b>	<b>100</b>	<b>17,000</b>	<b>0</b>	<b>25</b>	<b>250,000</b>	<b>1,332,362</b>	<b>1,892,737</b>
<b>EXPENSES</b>										
Personnel costs	202,975	77,302	38,657	21,151	0	58,608	71,285	79,280	0	549,257
Library services and support	43,245	18,650	4,250	0	1,250	600	37,100	35,430	2,500	143,025
Building expenses	0	0	0	0	0	43,000	500	150	1,750,000	1,793,650
<b>Total Expenses</b>	<b>246,220</b>	<b>95,952</b>	<b>42,907</b>	<b>21,151</b>	<b>1,250</b>	<b>102,208</b>	<b>108,885</b>	<b>114,860</b>	<b>1,752,500</b>	<b>2,485,932</b>
<b>Net operating income</b>	<b>(30,820)</b>	<b>(21,102)</b>	<b>(39,907)</b>	<b>(21,051)</b>	<b>15,750</b>	<b>(102,208)</b>	<b>(108,860)</b>	<b>135,140</b>	<b>(420,138)</b>	<b>(593,195)</b>
<b>OTHER REVENUE</b>										
Cash from Trusts	0	0	0	0	0	52,000	0	0	0	52,000
Cash from Board reserve	0	0	0	0	0	0	0	0	0	0
Cash from grant reserves	8,745	5,475	1,000	0	0	0	0	0	0	15,220
Cash from building reserves	0	0	0	0	0	0	0	0	32,000	32,000
Cash from endowments	0	0	1,116	0	0	2,488	0	0	0	3,604
Investment income	0	0	0	0	0	0	0	0	0	0
<b>Total Other Revenue</b>	<b>8,745</b>	<b>5,475</b>	<b>2,116</b>	<b>0</b>	<b>0</b>	<b>54,488</b>	<b>0</b>	<b>0</b>	<b>32,000</b>	<b>102,824</b>
<b>Net income</b>	<b>-22,075</b>	<b>-15,627</b>	<b>-37,791</b>	<b>-21,051</b>	<b>15,750</b>	<b>-47,720</b>	<b>-108,860</b>	<b>135,140</b>	<b>-388,138</b>	<b>-490,371</b>
<b>CASH TRANSFERS</b>										
Cash from Annual Fund	22,075	15,627	0	10,000	0	10,000	77,438	(135,140)	0	0
Cash from Book Sales	0	0	0	0	(15,750)	15,750	0	0	0	0
Cash from Board Reserve	0	0	37,791	11,051	0	21,970	31,421	0	0	102,233
Cash from Capital Reserve									388,138	388,138
<b>Total transfers</b>	<b>22,075</b>	<b>15,627</b>	<b>37,791</b>	<b>21,051</b>	<b>(15,750)</b>	<b>47,720</b>	<b>108,860</b>	<b>(135,140)</b>	<b>388,138</b>	<b>490,371</b>
<b>Net income</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

Board Reserve 2,267,566  
2023 draw amount 102,233  
Percent draw 4.51%

# Year-end Fund Balance Report

This fund balance report summarizes activities and changes in fund balances for calendar year 2022. In addition to maintaining an operating fund balance, the Jesup manages three types of reserve accounts: a purpose-restricted capital fund, an unrestricted Board Designated Reserve, and three donor-designated permanently restricted endowment funds. Recent Board policy has been to restrict withdrawals from the Board designated reserve to no more than 5% per year.

Jesup 2022 Financial Summary

DRAFT 1/22/23

**JESUP MEMORIAL LIBRARY**  
STATEMENT OF ACTIVITIES AND CHANGES IN FUND BALANCES FOR THE YEAR ENDING DECEMBER 31, 2022  
Unaudited

	<i>Library Operations</i>	<i>Capital Campaign</i>	<i>Board Designated Reserve</i>	<i>Purpose Restricted Funds</i>	<i>Endowment Funds</i>	<i>Fixed Assets</i>	<i>Total All Funds</i>
<b>SUPPORT AND OTHER INCOME</b>							
Donations	208,682	5,677,381	-	62,065	2,050	-	5,950,178
Trust income	64,159	-	-	36,634	-	-	100,793
Municipal grants	160,680	-	-	-	-	-	160,680
Other grants	2,353	30,500	-	15,900	-	-	48,753
Program and other revenue	2,410	-	-	-	-	-	2,410
Interest and investment income	142	1,676	(176,814)	176	(50,116)	-	(224,936)
Transfer from Board reserve	103,077	-	(103,077)	-	-	-	-
Transfer from grant reserves	11,782	11,285	-	(23,067)	-	-	-
Transfer from Cough reserve	-	-	-	-	-	-	-
Transfer from endowments	3,547	-	-	-	(3,547)	-	-
<b>Total Support and Other Income</b>	<b>556,832</b>	<b>5,720,842</b>	<b>(279,891)</b>	<b>91,708</b>	<b>(51,613)</b>	<b>-</b>	<b>6,037,878</b>
<b>OPERATING AND CAPITAL EXPENSES</b>							
Personnel costs	419,613	98,093	-	-	-	-	517,706
Services and support	116,759	126,793	-	-	-	-	243,552
Building and construction expenses*	48,690	97,038	-	-	-	-	145,728
<b>Total operating and capital expenses</b>	<b>585,062</b>	<b>321,924</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>906,986</b>
Change in net dollars	(28,230)	5,398,918	(279,891)	91,708	(51,613)	-	5,130,892
<b>OPENING BALANCE Beginning of the year</b>	<b>142,090</b>	<b>2,725,102</b>	<b>2,513,849</b>	<b>41,358</b>	<b>393,134</b>	<b>2,626,139</b>	<b>8,441,672</b>
<b>CLOSING BALANCE End of the year</b>	<b>113,860</b>	<b>8,124,020</b>	<b>2,233,958</b>	<b>133,066</b>	<b>341,521</b>	<b>2,626,139</b>	<b>13,572,564</b>

\*Capital campaign construction expenses will be capitalized as fixed assets before the books are closed for the year. Also, this report does not yet include depreciation of fixed assets for 2022.

# Pro Forma Capital Summary

This report summarizes renovation and construction activity from 2020 through 2025. It shows that the Jesup has raised nearly \$15 million in donations and grants to preserve the historic building and to design and construct an addition.

JESUP PRO FORMA

DRAFT 9/13/23

CAPITAL CAMPAIGN											
	2020	2021	2022	2023	2024	2025			Subtotal	Subtotal	TOTAL
									2011-21	2022-25	2011-2024
<b>INCOME</b>											
Capital Donations	2,406,048	1,508,606	5,676,031	982,031	0	0			6,287,180	6,658,062	12,945,242
Cash from Grant Reserves	17,145	24,511	41,785	300,000	600,000	0			114,953	941,785	1,056,738
Cash from Cough Fund	104,135	25,240	0	0	100,000	75,000			549,088	175,000	724,088
Cash from Maren Fund	0								124,870	0	124,870
Interest income	1,855	960	9,763	12,196	24,657	7,930			8,741	54,546	63,287
<b>Total capital revenues</b>	<b>2,529,183</b>	<b>1,559,317</b>	<b>5,727,579</b>	<b>1,294,227</b>	<b>724,657</b>	<b>82,930</b>			<b>7,084,832</b>	<b>7,829,393</b>	<b>14,914,225</b>
<b>EXPENSES</b>											
Personnel costs	94,400	105,489	98,093	0	0	0			481,947	98,093	580,040
Campaign advisors	152,300	132,584	94,750	0	0	0			850,726	94,750	945,476
Marketing & support	40,508	14,803	32,041	0	0	0			123,728	32,041	155,769
Architects	4,445	0	50,000	710,200	95,400	51,000			211,467	906,600	1,118,067
Land acquisition	0	0	0	0	0	0			753,961	0	753,961
Interest expense	0	0	0	0	0	48,000			0	48,000	48,000
Renovations & construction	1,008,412	642,605	47,000	495,900	6,205,000	2,610,000			1,937,899	9,357,900	11,295,799
<b>Total campaign expenses</b>	<b>1,300,065</b>	<b>895,481</b>	<b>321,884</b>	<b>1,206,100</b>	<b>6,300,400</b>	<b>2,709,000</b>			<b>4,359,729</b>	<b>10,537,384</b>	<b>14,897,113</b>
<b>CAPITAL FUND SUMMARY</b>											
	2020	2021	2022	2023	2024	2025					
Opening balance	832,149	2,061,267	2,725,103	8,130,798	8,218,926	2,643,182					
Revenue	2,529,183	1,559,317	5,727,579	1,294,227	724,657	82,930			14,914,225		
Expenses	(1,300,065)	(895,481)	(321,884)	(1,206,100)	(6,300,400)	(2,709,000)			(14,897,113)		
Capital fund closing balance	2,061,267	2,725,103	8,130,798	8,218,926	2,643,182	17,112					

# Pro Forma Operating Summary

The pro forma allows us to plan the financial future for the Jesup within the context of previous performance. This version of the pro forma spans 7 years: 3 previous years, this year, and 3 years into the future. This is what library operations might look like with an increase in town support to 50% of library operations by 2026. This represents our current best assumptions for how to proceed, but should not preclude exploration of other options.

The pro forma assumes inflation moderating to 3% by 2024, that the library maintains an operating fund balance of roughly \$100,000, and a Board Reserve of approximately \$2.5M. It also assumes that we will grow our endowment by an additional \$275K by 2026, and increase our annual donations from \$250,000 to \$300,000 per year by 2025.

JESUP PRO FORMA

DRAFT 9/22/2023

	2020	2021	2022	2023	2024	2025	2026
Inflation rate				5.0%	4.0%	3.0%	3.0%
<b>LIBRARY OPERATIONS</b>							
<b>INCOME</b>							
Book sale	8,461	4,444	0	12,000	12,480	12,854	13,240
Annual Fund	168,123	250,829	210,532	252,500	275,000	300,000	300,000
Other donations	463	8,170	0	9,000	6,500	6,500	6,500
Grants	92,500	97,315	2,353	0	0	0	0
Municipal contribution	153,000	156,000	160,680	280,000	380,000	500,000	515,000
Program revenue	584	1,756	2,410	6,850	7,124	7,338	7,558
Interest income	235	31	110	25	26	27	28
Other income	239	-1,479	31	0	0	0	0
<b>Total operating revenues</b>	<b>423,605</b>	<b>517,066</b>	<b>376,116</b>	<b>560,375</b>	<b>681,130</b>	<b>826,719</b>	<b>842,325</b>
<b>EXPENSES</b>							
Personnel costs	352,413	370,081	419,613	549,257	609,897	756,070	778,055
Services & support	91,060	90,677	116,528	140,525	146,146	150,530	155,046
Building expenses	53,306	46,536	48,834	43,650	45,396	126,758	130,561
<b>Total operating expenses</b>	<b>496,779</b>	<b>507,294</b>	<b>584,975</b>	<b>733,432</b>	<b>801,439</b>	<b>1,033,359</b>	<b>1,063,662</b>
<b>OTHER REVENUE</b>							
Cash from trusts	61,283	58,674	64,159	52,000	54,080	55,702	57,373
Cash from grant reserves	985	9,895	11,782	15,220	0	0	0
Cash from Board reserve	90,000	0	103,077	102,233	103,000	105,000	105,000
Cash from General Endowment	0	0	0	0	10,000	15,000	25,000
Cash from Hammond Endowment	0	950	1,000	1,116	1,100	1,100	1,100
Cash from Building Endowment	0	2,228	2,547	2,488	2,547	2,547	2,547
<b>Total other revenue</b>	<b>152,268</b>	<b>71,747</b>	<b>182,565</b>	<b>173,057</b>	<b>170,727</b>	<b>179,349</b>	<b>191,020</b>
<b>NET INCOME</b>	<b>79,094</b>	<b>81,519</b>	<b>(26,294)</b>	<b>0</b>	<b>50,418</b>	<b>(27,290)</b>	<b>(30,316)</b>
<b>OPERATING FUND</b>							
Opening balance	94,945	150,570	142,089	115,795	115,795	166,213	138,923
Net income	79,094	81,519	(26,294)	0	50,418	(27,290)	(30,316)
Transfers to Board Reserve	23,469	90,000	0	0	0	0	0
<b>Closing balance</b>	<b>150,570</b>	<b>142,089</b>	<b>115,795</b>	<b>115,795</b>	<b>166,213</b>	<b>138,923</b>	<b>108,607</b>

# Pro Forma Operating Notes

Income Account	Note
Book Sale	The Jesup's annual book sale has a 50 year history and is a central community event. Historically, it has been the single largest fundraising event for the library. The book sale is now organized and staffed entirely by volunteers.
Annual Campaign	The largest portion of the Jesup's operating revenues come from the approximately 400 donations made by individuals and businesses throughout the year. The Jesup intends to increase donations by \$50,000 by 2025.
Other donations	Includes small gifts to donation jar and other miscellaneous gifts for specific projects or goods.
Grants	The Jesup applies for as many grants as possible to support programming. Historically, most of these grants have been from local organizations like the Lynam Trust and Maine Community Foundation and have been for amounts under \$10,000. These funds allow us to upgrade technology, strengthen specific staff development efforts, or other projects, but cannot be relied upon for steady operating support.
Municipal Contribution	Allocation received annually from the Town. This version of the pro forma shows increased town funding over the next three years.
Program revenue	Includes late fees, copy fees, and sales of new books at library events.
Interest Income	Interest earned from library's checking account.



<b>Expense Account</b>	<b>Note</b>
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Personnel Costs
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Common among service organizations, and especially true in libraries, this is the Jesup’s largest expense. The Jesup currently employs 12 people in both full-time and part-time positions for 7.9 full-time equivalents (FTE’s). Staff provide patron services during the 41 hours the library is open to the public each week, while also managing the collection, maintaining the facilities, coordinating with local partners, processing and cultivating donations and financial support, and planning and executing programming.

The increase of \$130,000 from 2022 to 2023 is primarily the result of transferring staff costs from the capital budget back to the operating budget as the capital campaign closed. The increase of \$60,000 from 2023 to 2024 results from adding employee health benefits, a step towards more competitive compensation.

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Services & Support
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Includes books, periodicals, and other media, as well as equipment and supplies, administrative expenses, and programming costs.

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Building Expenses
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Includes all building utilities, repairs and maintenance, and administrative costs associated with maintaining the building. It does not include any capital expenses associated with the expansion, but we conservatively anticipate costs of operating the expanded building to increase by approximately \$80,000 when it opens in 2025 (increase from 12,000 SF to 24,000 SF). Most of this expense will be increased utilities.

## Other Revenue Account    Note

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Cash from trusts	The Jesup has been named beneficiary of several trusts from supporters over the years. .
Cash from Grant Reserves	This represents grant project funds that are transferred from other year’s grant projects into current year’s operating budget
Cash from Board reserve	Unrestricted funds that the library has managed over the past 112 years. The current policy is to protect the principle and limit the draw to 5% or less annually. Unlike an endowment fund, the Board has discretion about how much and where these funds can be applied.
Cash from General Endowment	It is a priority and goal to grow our General Endowment. Endowed funds are legally restricted and the principle protected, allowing the Jesup to use the interest and gains for operating expenses. The pro forma assumes increasing the endowment by \$25,000 in 2025 and an additional \$250,000 in 2026.
Cash from Hammond Endowment	Endowment funds restricted to program support of the Paul Hammond Memorial Lecture.
Cash from Building Reserves	Funds from reserves dedicated to the building, based on donor restrictions.

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# Pro Forma Staffing Levels

This summarizes staffing level assumptions included in version 2023 of the Jesup pro forma. It projects 9.3 full-time equivalent positions beginning in 2025 to staff the new building.

JESUP PRO FORMA

Supporting Information

DRAFT9/22/2023

INPUT AREA: PERCENT OF FULL-TIME

	2022	2023	2024	2025	2026
Library Director	100%	100%	100%	100%	100%
Advancement & Community Relations	100%	100%	75%	100%	100%
Youth Services	100%	100%	100%	100%	100%
Circulation Manager	100%	100%	100%	100%	100%
Circulation 1	100%	100%	100%	100%	100%
Circulation 2	50%	50%	50%	100%	100%
Circulation 3	0%	0%	50%	0%	0%
Tech Librarian					
Collections/Archives	100%	100%	50%	100%	100%
Programs	100%		25%	100%	100%
Development Associate	50%	50%			
Finance Director	25%	25%	25%	25%	25%
Building Maintenance	65%	65%	65%	100%	100%
	8.9	7.9	7.4	9.3	9.3

# Section 3

## A Comparative Study

The Public Library Landscape	_____	<b>29</b>
Criteria for Comparison	_____	<b>30</b>
Data Set 1	_____	<b>31</b>
Data Set 2	_____	<b>33</b>
Data Set 3	_____	<b>34</b>

# The Public Library Landscape

There are 255 public libraries in Maine, ranging in staffing structures and levels, budget sizes, and service population. Additionally, the way in which Maine libraries are governed and funded vary across the state. The Maine State Library provides a set of standards which outline a core set of services and attributes that define a public library in Maine and qualify those 255 libraries for support services. Jesup is one of the 255 qualifying public libraries.



*In Maine, our 255 public libraries are loosely organized into 9 geographic regions for purposes of data collection, service coordination, and communication*

Nationally, there are several different models for supporting public libraries, varying state-by-state. Some libraries are supported and administered through the state, county, school district, special tax district, or one or more local municipalities. In many states, public library funding is a tax levied and voted on directly by residents, similar to a school budget. In Maine, our 255 public libraries are loosely organized into 9 geographic regions for purposes of data collection, service coordination, and communication, but those regions have no bearing on funding. In Maine, library funding is not provided through the state or county, and all public libraries are independent and autonomous from each other, either established as a municipal library (department of the city) or a private nonprofit organization.

The Jesup is a private nonprofit library that receives 27% of its operating budget from the Town and owns and maintains its own facility. It also has responsibility for all administrative functions that are often managed by a municipality (finance) or, in some cases, not necessary in municipal libraries (fundraising).

	Municipal	Private Nonprofit
Libraries in Maine by Type	113	142
Corporate Structure	Town Department	501(c)(3) Corporation
Governing Body	Town Council	Self-Selecting Board of Directors
Local Funding Per Capita	\$32.39	\$30.40

# Criteria for Comparison

There are many ways to evaluate libraries, but because of the wide range of communities and libraries, there is not a single clear and objective criteria for comparison. Maine in general, and Bar Harbor in particular, is unique because of the seasonal variation and swell of its patron base, therefore to examine only population size according to census data when comparing Maine libraries would neglect significant seasonal fluctuations that impact service demands. For example, Bar Harbor is the 63rd largest city in Maine by population, yet it ranked first in the state in lodging revenue in 2022. Increased tourism leads to increased demand for library services, which is a more meaningful data point than population size. We defined three data sets for comparison:

1.

The thirty-five libraries with operating budgets greater than \$500,000. Maine's 255 public libraries, on average, have an operating budget of \$224,685 with a median operating budget of \$62,899. Jesup is one of the larger libraries in Maine in terms of program output and patronage with an operating budget of \$584,975.

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2.

A narrower selection of 14 communities in Maine, similar in population, tourism characteristics, and/or property value to Bar Harbor. Selections were made by Study Committee members.

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3.

This data set compares communities outside of Maine that share similarities to Bar Harbor. It includes communities with characteristics such as tourist destination, proximity to outdoor recreation, population size, and communities with second homes. Some library service areas are significantly larger because the city is part of a county or regional system.

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To better understand Jesup funding relative to other libraries and communities within these data sets, we compare two key values. The first is the percentage of a town's municipal budget that is allocated to library services. The second is the percentage of the library budget that is supported by the municipal budget. All comparisons are made using data collected by the Maine State Library for calendar year 2022 and financial information as reported in Form 990 for FY2021. For the Jesup, this includes the \$159,490 from the annual town budget and the additional \$120,510 awarded by the Town Council in one-time ARPA Funding.

# Data Set 1 Narrative Results

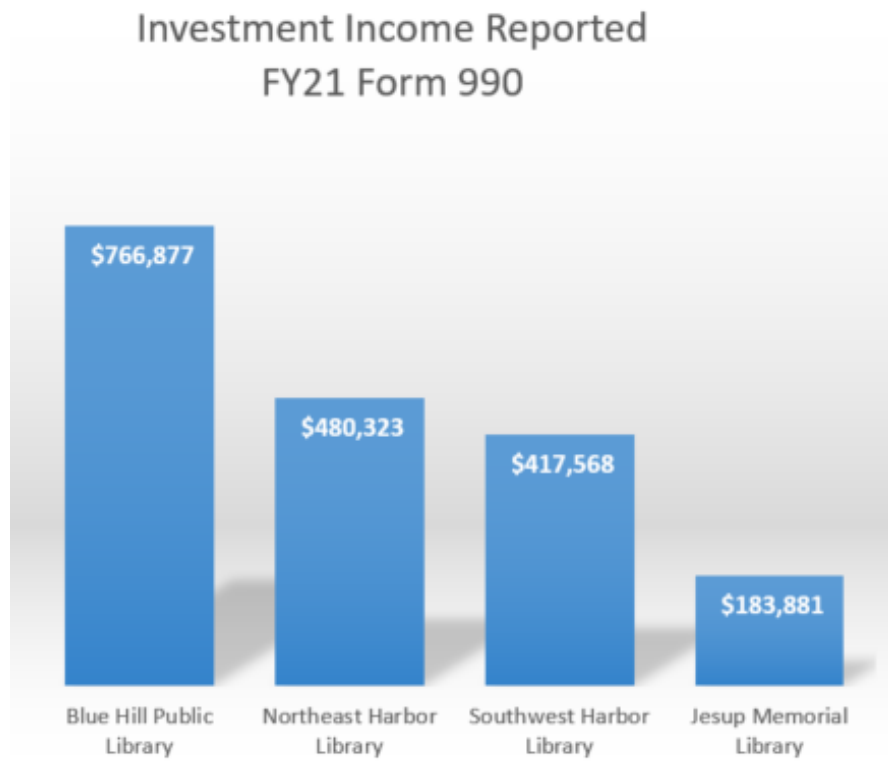
The 35 Public Libraries in Maine with Operating Budgets of \$500k or greater

REFERENCE CHART ON THE FOLLOWING PAGE

The average percentage of a town’s budget allocated to library services in 2022 was 2.7%. At 1.1%, Jesup ranks 33 out of the 35 libraries of comparable size, just ahead of Northeast Harbor Library and Blue Hill Public Library.

Comparing local government revenue as a percentage of a library’s total operating expenditures yielded similar results. The average percentage of a Maine public library’s budget that comes from local government revenue in 2022 was 73%. At 27%, the Jesup ranks 32 out of 35 libraries.

It is important to note that one of the factors that enables outliers like Blue Hill Public Library, Northeast Harbor Library, and Southwest Harbor Library to depend on such a small allocation from their municipality is that they have a significant endowment to draw upon, as illustrated in their reported investment income below.



# Data Set 1 Results

35 Public Libraries in Maine with Operating Budgets of \$500k or greater

1.1 Library Name	Population of the Legal Service Area			Municipal Budget Expenses	Library Allocation as % of Municipal Budget	Local Government Revenue Allocated to Library	Library Operating Expenditures	Local Government Revenue as % of Library Operating Expenditures	Library is a:
	Municipality	the Legal Service Area	Municipal Budget Expenses						
LITHGOW PUBLIC LIBRARY	Augusta	19,066	\$37,977,779	2.4%	\$923,332	\$852,375	108%	Municipal Department	
WELLS PUBLIC LIBRARY	Wells	11,731	\$14,750,007	4.2%	\$613,880	\$597,884	103%	Municipal Department	
DYER LIBRARY	Saco	20,872	\$37,076,620	1.9%	\$705,440	\$688,460	102%	Private/Nonprofit	
PRINCE MEMORIAL LIBRARY	Cumberland	12,848	\$13,590,212	4.2%	\$573,704	\$570,032	101%	Municipal Department	
LEWISTON PUBLIC LIBRARY	Lewiston	38,493	\$53,536,124	2.8%	\$1,494,506	\$1,490,750	100%	Municipal Department	
THOMAS MEMORIAL LIBRARY	Cape Elizabeth	9,580	\$20,361,597	3.7%	\$749,057	\$749,057	100%	Municipal Department	
WATERVILLE PUBLIC LIBRARY	Waterville	15,828	\$24,397,133	3.2%	\$769,394	\$814,882	94%	Private/Nonprofit	
CURTIS MEMORIAL LIBRARY	Brunswick	26,872	\$34,871,333	5.0%	\$1,748,371	\$1,875,984	93%	Private/Nonprofit	
AUBURN PUBLIC LIBRARY	Auburn	26,979	\$51,313,061	2.1%	\$1,074,163	\$1,200,833	89%	Private/Nonprofit	
PORTLAND PUBLIC LIBRARY	Portland	68,424	\$333,989,138	1.7%	\$5,563,942	\$6,511,929	85%	Private/Nonprofit	
WALKER MEMORIAL LIBRARY	Westbrook	20,645	\$37,210,870	1.5%	\$539,929	\$636,192	85%	Municipal Department	
MERRILL MEMORIAL LIBRARY	Yarmouth	9,091	\$16,740,542	3.2%	\$633,615	\$633,565	84%	Municipal Department	
SOUTH PORTLAND PUBLIC LIBRARY	South Portland	27,026	\$67,899,228	1.2%	\$802,759	\$954,932	84%	Municipal Department	
TOPSHAM PUBLIC LIBRARY	Topsham	9,741	\$18,182,530	4.1%	\$738,102	\$879,777	84%	Private/Nonprofit	
SCARBOROUGH PUBLIC LIBRARY	Scarborough	23,218	\$25,828,648	4.1%	\$1,071,119	\$1,293,936	83%	Private/Nonprofit	
BAXTER MEMORIAL LIBRARY	Gorham	17,785	\$19,771,864	2.6%	\$511,280	\$618,282	83%	Municipal Department	
ROCKLAND PUBLIC LIBRARY	Rockland	7,002	\$16,715,660	3.0%	\$506,286	\$614,340	82%	Municipal Department	
WINDHAM PUBLIC LIBRARY	Windham	19,128	\$31,987,048	1.8%	\$570,104	\$712,744	80%	Municipal Department	
ELLSWORTH PUBLIC LIBRARY	Ellsworth	16,971	\$18,039,906	2.8%	\$497,943	\$626,267	80%	Municipal Department	
BELFAST FREE LIBRARY	Belfast	7,041	\$12,159,551	4.8%	\$583,056	\$734,271	79%	Municipal Department	
FREEMPORT COMMUNITY LIBRARY	Freemport	8,784	\$15,690,628	3.1%	\$493,720	\$635,504	78%	Municipal Department	
RICE PUBLIC LIBRARY	Kittery	10,235	\$16,681,394	2.5%	\$415,793	\$537,306	77%	Municipal Department	
YORK PUBLIC LIBRARY	York	13,998	\$25,421,700	2.9%	\$725,235	\$977,471	74%	Private/Nonprofit	
MARK AND EMILY TURNER MEMORIAL LIBRARY	Presque Isle	8,678	\$17,245,802	2.3%	\$405,174	\$557,863	73%	Municipal Department	
GOODALL MEMORIAL LIBRARY	Sanford	22,266	\$29,206,547	1.4%	\$397,175	\$565,875	70%	Private/Nonprofit	
KENNEBUNK FREE LIBRARY	Kennebunk	16,192	\$19,092,547	3.3%	\$625,461	\$895,152	70%	Private/Nonprofit	
FALMOUTH MEMORIAL LIBRARY	Falmouth	12,857	\$17,670,251	3.6%	\$643,607	\$922,185	70%	Private/Nonprofit	
BANGOR PUBLIC LIBRARY	Bangor	31,588	\$63,999,860	2.3%	\$1,488,485	\$2,607,454	57%	Private/Nonprofit	
CAMDEN PUBLIC LIBRARY	Camden	5,287	\$10,481,653	4.7%	\$1,488,485	\$1,035,000	48%	Private/Nonprofit	
MCARTHUR PUBLIC LIBRARY	Biddeford	22,450	\$38,974,547	1.4%	\$552,849	\$1,205,136	46%	Private/Nonprofit	
JESUP MEMORIAL LIBRARY	Bar Harbor	5,269	\$14,709,917	1.9%	\$280,000	\$733,432	38%	Private/Nonprofit	
PATTEN FREE LIBRARY	Bath	15,509	\$12,016,260	2.3%	\$281,767	\$946,168	30%	Private/Nonprofit	
NORTHEAST HARBOR LIBRARY	Mount Desert	2,200	\$13,754,983	0.5%	\$74,500	\$502,283	15%	Private/Nonprofit	
BLUE HILL PUBLIC LIBRARY	Blue Hill	6,859	\$10,775,797	0.9%	\$101,196	\$728,222	14%	Private/Nonprofit	
SKIDOMPHA PUBLIC LIBRARY	Damariscotta	6,056	\$4,045,473	1.9%	\$77,825	\$735,285	11%	Private/Nonprofit	
<b>AVERAGES</b>				<b>2.7%</b>			<b>73.4%</b>		



# Data Set 2 Results

Maine Communities Similar to Bar Harbor

Library Name	Municipality	Municipal Budget	Library Allocation of Municipal Budget	Population of the Legal Service Area	Total Paid Employees	Local Government Revenue to Library	Library Operating Expenditure	Local Government Revenue as % of Library Operating Expenditure	Library is a:
VINALHAVEN PUBLIC LIBRARY	Vinalhaven	\$ 4,139,168	2.6%	1,292	1.65	\$106,970	\$94,072	114%	Municipal Department
THOMAS MEMORIAL LIBRARY	Cape Elizabeth	\$ 18,535,565	4.0%	9,580	9.75	\$749,057	\$749,057	100%	Municipal Department
MERRILL MEMORIAL LIBRARY	Yarmouth	\$ 15,426,841	3.5%	9,091	6.85	\$533,615	\$633,565	84%	Municipal Department
ROCKLAND PUBLIC LIBRARY	Rockland	\$ 16,715,660	3.0%	7,002	6.49	\$506,286	\$614,340	82%	Municipal Department
ELLSWORTH PUBLIC LIBRARY	Ellsworth	\$ 18,039,906	2.8%	16,971	9.80	\$497,943	\$626,267	80%	Municipal Department
BELFAST FREE LIBRARY	Belfast	\$ 12,159,551	4.8%	7,041	9.00	\$583,056	\$734,271	79%	Municipal Department
FREEPORT COMMUNITY LIBRARY	Freeport	\$ 15,690,628	3.1%	8,784	8.32	\$493,720	\$635,504	78%	Municipal Department
ROCKPORT PUBLIC LIBRARY	Rockport	\$ 7,940,772	4.7%	3,709	5.00	\$371,265	\$482,960	77%	Municipal Department
BANGOR PUBLIC LIBRARY	Bangor	\$ 63,999,860	2.3%	31,588	30.75	\$1,488,485	\$2,607,454	57%	Private/Nonprofit
CAMDEN PUBLIC LIBRARY	Camden	\$ 10,481,653	4.7%	5,287	10.00	\$493,000	\$1,035,000	48%	Private/Nonprofit
JESUP MEMORIAL LIBRARY	Bar Harbor	\$ 14,709,917	1.9%	5,269	7.65	\$280,000	\$733,432	38%	Private/Nonprofit
NORTHEAST HARBOR LIBRARY	Northeast Harbor	\$ 13,754,983	0.5%	2,200	5.47	\$74,500	\$502,283	15%	Private/Nonprofit
BLUE HILL PUBLIC LIBRARY	Blue Hill	\$ 10,775,797	0.9%	6,859	8.63	\$101,196	\$728,222	14%	Private/Nonprofit
SOUTHWEST HARBOR PUBLIC LIBRARY	Southwest Harbor	\$ 4,516,294	1.3%	1,814	5.90	\$60,000	\$455,582	13%	Private/Nonprofit
<b>Average</b>			<b>2.9%</b>					<b>62.8%</b>	

Data Set 2 includes libraries that were selected by Study Committee members for comparison based on similar attributes to Bar Harbor. Jesup's ranking is similar to Data Set 1, ranking 11 out of 14 comparable libraries in municipal funding support. The three libraries receiving proportionally less municipal funding than the Jesup are Northeast Harbor Library, Blue Hill Public Library and Southwest Harbor Public Library, all of whom have a significantly larger endowment from which to draw (see graphic on page 31).

# Data Set 3 Results

Comparable Libraries Nationwide

State	Municipality	Population of the Legal Service Area	Local Government Support of Library Budget	Library Operating Expenditures	Local Government Revenue as % of Library Operating Expenditures
NY	Sag Harbor (Hamptons)	6,741	\$ 2,881,579.00	\$ 1,818,304.00	158%
NJ*	Cape May	82,791	\$ 12,523,250.00	\$ 8,811,259.00	142%
TN	Pigeon Forge	6,343	\$ 535,012.00	\$ 445,246.00	120%
NY	Saratoga Springs	49,070	\$ 5,205,672.00	\$ 4,435,333.00	117%
CO	Telluride	6,266	\$ 3,429,308.00	\$ 2,937,018.00	117%
WA	Whidbey Island	800,969	\$ 63,209,349.00	\$ 54,485,319.00	116%
MA	Provincetown	3,664	\$ 441,798.00	\$ 388,875.00	114%
TN	Gatlinburg	3,944	\$ 262,467.00	\$ 234,941.00	112%
MA	Oak Bluffs (Martha's Vineyard)	5,341	\$ 581,101.00	\$ 553,622.00	105%
WA	Port Townsend	10,306	\$ 1,180,000	\$ 1,137,916	104%
MA	Dartmouth	33,783	\$ 1,286,809	\$ 1,252,811	103%
MA	Edgartown (Martha's Vineyard)	5,168	\$ 973,404.00	\$ 965,051.00	101%
CT	Lyme	2,344	\$ 178,667	\$ 178,294	100%
CO	Aspen	13,182	\$ 4,839,067.00	\$ 5,065,609.00	96%
MA	Rockport	6,992	\$ 738,121.00	\$ 803,865.00	92%
NY	Shelter Island (Hamptons)	2,392	\$ 687,166.00	\$ 811,440.00	85%
MA	Lennox	5,095	\$ 421,004.00	\$ 571,652.00	74%
RI	Newport	25,163	\$ 1,991,976	\$ 2,706,972	74%
ME*	Bar Harbor	5,269	\$ 280,000.00	\$ 733,432.00	38%
<b>Average</b>					<b>103%</b>
ME	*Maine Average (255 public libraries	1,355,603	\$ 41,529,704.00	\$ 57,582,363.00	72%

This data set contains libraries selected from around the country that are similar to Bar Harbor. Within this set of libraries, the average level of municipal support for public libraries is 103% of the total cost of library operations. In other words, within these types of communities, local government support exceeds operating costs. With 27% of its funding coming from local government support, the Jesup ranks 19/19. On average, Maine libraries receive 72% of their operating revenue from local municipal support.

This data set suggests that public library funding of tourism-based towns from a national viewpoint is significantly higher than in Maine. The focus of this study is not to compare Maine library infrastructure to other states' library infrastructure, but it is worth noting comparable communities' levels of support for public library services outside of Maine.



