

Hubbard Free Library



2020-2023 Strategic Plan

Hubbard Free Library Board of Trustees
115 Second Street | Hallowell, ME 04347

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Foreword

This plan attempts to answer, for the Hubbard Free Library, the most basic question posed to all libraries in Maine, public and private, on a continuing basis, in good times and not so good times:

What do we do now?

For the Hubbard, the 2009 Great Recession and its lingering and devastating aftermath put the question of “What do we do now?” at the top of the Trustees’ agenda.

Annual Fund revenue, primarily private philanthropy, fell precipitously beginning in 2009. In response, to keep the library open, the Trustees drew on the endowment so heavily that the value of the endowment fell substantially.

In mid-2017, the Trustees recognized that the existing situation was not sustainable and took major steps to reduce spending. The library was closed on Mondays, reducing open days from six to five and cutting 7 hours from the previous 32 hours per week schedule. Additional reductions were made in the cost of operations. In 2018, the Trustees decided that they had to preserve the remaining endowment and reduced the draw from more than 10 percent annually to 4.5 percent, in line with accepted management practice.

At the same time, the Trustees significantly increased the return from the Annual Fund. In 2017, revenues increased three fold from 2016, and 2018 revenues matched 2017. The 2019 Annual Fund is on pace to exceed 2018.

The Trustees approached the City of Hallowell in 2018, asking the city to increase its support to help offset a \$60,000 operating deficit. The city responded generously by increasing its support from \$27,000 to \$42,000. Additionally, the city provided TIF revenues to support several one-time expenses and to fund a planning effort, the results of which are reported in this plan in detail and which form the basis of the plan for 2020-2023.

A continuing deficit projected in 2019 prompted a second, unsuccessful request to the city for additional support. In response the Trustees closed the library on Friday, further reducing operations from five to four days and cutting another 3.5 hours from the 25 hours per week schedule. Since

mid-2017, the Hubbard has reduced the time its doors are open from six days per week to four, and from 32 hours per week to 21.5.

While this trend is ominous, the Trustees believe that the longer term outlook is improving.

As planning continued in 2018 and 2019, the Trustees resolved to address the ongoing deterioration in the Hubbard's finances, and sought community input.

Using the results of two community forums and survey, the Trustees identified six goals. Each goal is described in the "The First Steps: The Community of Hallowell Asked. The Hubbard Answered" section of this document, as are the actions the Trustees took and the results achieved. The focus of the plan today is to build on these early and encouraging results over the longer term.

These longer term steps are described in the section titled "Fiscal Year 2019 Strategic Goals and Progress".

The ultimate goals are to broaden the community's and city's support for the Hubbard, to put the library on a sustainable path going forward, and to restore the 10.5 hours previously cut from the Hubbard's weekly schedule.

The First Steps: The Community of Hallowell Asked. The Hubbard Answered.

In early 2019, the Hubbard hosted two public forums and distributed a survey to 1,585 postal addresses in Hallowell. We needed to know what our community wanted before setting our course.

We wanted to learn from the community about the types of programming and services it believed the library could and should provide. The community response was fantastic.

Throughout 2019, the Trustees, staff and volunteers worked hard to improve and expand our offerings based on this input. We want to share to share the progress made so far.

The **first** goal we addressed is to increase our focus on children, teens and family-friendly offerings. We increased the number of monthly programs we

host from 4 to over 20. This summer, we opened our reading program to all ages and had record participation, with over 1500 books read. We are adding a winter reading program beginning December 17th.

To accommodate working families, we added a Saturday children's story hour. We also added diverse children's programming for all ages, including STEAM (science, technology, engineering, arts and mathematics) projects and Dinovember (a monthly theme with educational programs about dinosaurs).

We added several programs specifically for teenagers. Our new monthly Teen Advisory Time lets teenagers provide input on what they want to see from the library, and creates a new volunteer opportunities for teenagers. A foreign exchange student was able to fulfill the volunteer requirements of his program (and more) at the Hubbard. Students from Hall-Dale High School volunteered at the library for Day of Caring.

The **second** goal is to increase library offerings outside our walls. We hosted booths at Old Hallowell Day and the Woodstock Festival this summer, enabling us to interact with more of the community. Also, the Row House Historical Society generously hosted a Lobster Stew Fundraiser for us in September at the American Legion. We had overflow seating and live music at the library, and guests socialized happily between both buildings.

The **third** goal is to work with other community organizations. We collaborated with the Hallowell Arts Committee & Vision Hallowell to provide children's and adult programming for Maine Craft Weekend, including a special craft project and book binding workshop. Our director, Annie Kromhout, joined the Hallowell Arts & Cultural Committee, and is working on a collaboration for the Maine Bicentennial Celebration. During Hall-Dale Middle School's observance of Hallowell Ancestry Day, students visited the library. Local historian Sam Webber gave a brief history lesson about the Hubbard, how it started, and how it has evolved. Students received an introduction to the Hubbard and a tour. We also welcomed college students moving into the dorms at Steven's Commons with gift bags containing free books and information about the library.

The **fourth** goal is to meet unmet community needs. This winter we will begin lending snowshoes to library patrons free of charge. We are looking into adding additional programs, and are considering creating a tool library and/or kitchen supply library.

The **fifth** goal is to connect with local businesses. We are collaborating with Scrummy Afters on our winter reading program (they will give a talk about candy making). The Library Director led a Harry Potter Trivia session during the Scrummy's Harry Potter Scavenger Hunt in October. We are also collaborating regularly with Red Cloak Tours -- the Hubbard is a weekly stop on Red Cloak's Haunted History Tour. Our staff gives a 15-minute talk on the history of library to tour participants.

The **sixth** and final goal is to improve the financial well-being of the library and expand capacity. The Hubbard operates on a July 1 to June 30 fiscal year. We have increased our fundraising efforts dramatically. We are on track to raise as much as 50% more for the Annual Fund than last year. And, we are in ongoing discussions with the City of Hallowell regarding an increase in city support for the Hubbard.

We are also increasing the number of fundraising events we host. Since July 1, we hosted a successful Old Hallowell Day book sale and cooperated in a lobster stew fundraiser hosted by the Row House Historic Society.

We hosted a Kick-Off event for our 2019 Annual Fund on Friday, November 15th featuring Maine State Historian and Hubbard Trustee Earle Shettleworth's presentation on the role of the Hubbard Family in Hallowell and in the evolution of the Hubbard Free Library. Over 95 people participated and made on-site donations of more than \$730. Our Poinsettia Sale raised more than \$850. We hosted a holiday event and Poinsettia pickup on Saturday, December 7th. We are planning more fundraising events for 2020.

The Hubbard is keen to increase library usage and membership by community members across all demographics, interests and perspectives.

To the people who participated in the forums and survey and to the many people who commented subsequently and who continue to offer suggestions and constructive criticism, thank you for your participation in the forum and survey, and for your continued patronage of the Hubbard Free Library. Please let us know what else you would love to see from the Hubbard.

We are here for you!

Introduction

The Hubbard Free Library Board of Trustees is pleased to present the Hubbard's Strategic Plan for the period 2020 through 2023. This plan is the culmination of a community-wide engagement effort.

As discussed above in detail, the library's Trustees organized two public forums and conducted a community survey in order to help analyze the strengths of, and the potential for the library. This process was undertaken at an ideal time as it coincided with Annemarie Kromhout's appointment as the Hubbard's Library Director.

The Board of Trustees undertook this process in order to guide the library through the next three years so that it might better serve our patrons and the community as a whole. We believe this plan puts the Hubbard on a path to sustainability and fulfillment of the library's mission.

Mission Statement

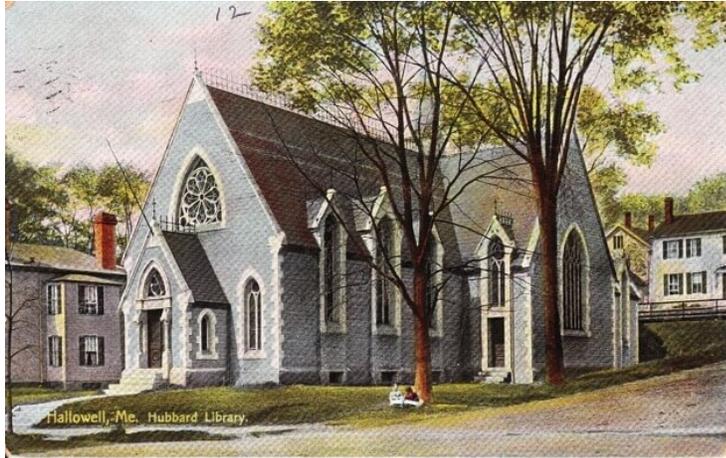
The Hubbard is the educational and cultural cornerstone of the City of Hallowell and at the heart of a welcoming, vibrant, curious, nurturing, and inclusive community. The library provides information, materials, and services to all citizens – of Hallowell and beyond – from preschool through adulthood. The library collects, preserves, and makes available a varied collection of contemporary and historical media and programs that serve the personal, educational, cultural, and professional needs of the communities that it serves.

The Hubbard Free Library values:

- Intellectual freedom, inclusiveness, and the fostering of an engaged, informed citizenry.
- Free access to exchange of unbiased information, provided in a variety of formats (including print, audio, electronic, etc.).
- Literacy and life-long friends.

A Brief History

The Hubbard Free Library has been a fixture in the Hallowell community for



140 years. The Hubbard is housed in the oldest library building in Maine still serving its original function. Designed by local architect Alexander C. Currier to look like an English country church, the first section of the library building was dedicated in March, 1880, as the Hallowell Social Library. In 1893 General Thomas H. Hubbard of New York City, a Hallowell native, donated

\$10,000 for the construction of a free library and \$10,000 to start an endowment. The money was used to build an addition to the existing building, in the form of a cross-axial transept, in keeping with the original church design, and the library became the Hubbard Free Library. In 1897, Eliza Clark Lowell, who also funded the construction of City Hall, underwrote the construction of the third phase of expansion.

The building has been on the State of Maine Register of Historic Places since 1970 and is home to an impressive collection of historic artifacts and archival materials

detailing more than 200 years of Hallowell's past. Almost a century-and-a-half from its inception, the Hubbard Free Library remains a vibrant and much-cherished participant in the life of the communities it serves.



Population Demographics

Understanding demographic changes and trends is an important component of the strategic planning process. The Hubbard Free Library wants to serve the community as it currently exists but is also mindful that Hallowell is an evolving community with evolving needs.

Hallowell's population has remained relatively stable for the past 100 years. In 1920 the City had a population of 2,764 (Hallowell Comp Plan 2010 Update). In 2017 the City had a population of 2,453 (US Census Bureau, 2017). In 1990 the median age of Hallowell's residents was 36 years, but by 2017, the median age increased to 44.8 years. According to the 2017 American Community Survey, the percentage of Hallowell residents over the age of 25 with a bachelor's or higher degree is 45%, which is 50% higher than the State average of 30%.

Hallowell's demographics mirror Maine's in that it is growing older. Educational attainment levels are high. Median household income is slightly higher than the state median at \$54,464.

2017 American Community Survey Data

Population

Population	2,453
Persons under 10 years	10.3%
Persons under 18 years	19.4%
Persons 65 years and over	25.9%

Housing

Owner occupied housing	53.4%
Median value of owner occupied housing	\$197,900
Households	1,127
Persons per household	2.2

Education of persons age 25+

High school graduate or more	95.9%
Bachelor's degree or more	45.1%

Income

Median household income	\$54,464
Persons in poverty	11.9%

Library Usage Information

The Hubbard Free Library sees an average of over 700 visits a month, with almost 200 visitors participating in structured library programs each month. We are pleased to report that, over the past 3 years, every engagement metric we track has increased. This includes library visitation, program attendance, collection loans, interlibrary loans, computer usage, and value provided to our patrons. Our new director, Annemarie Kromhout, began tracking these metrics when she joined the library staff, and will continue tracking them,

which will enable us to present a longer history of these metrics over time.

Figure 1. Library Visits



Figure 1 shows the number of library visits each year, from fiscal year 2017 to 2019. Note that the 2019 number is an estimate, based on projecting the visits so far this fiscal year to a full year. Between 2017 and 2019, annual

library visits increased from 4,567 to 8,892, which is an average of a 40% annual increase, and a total increase of 96% over the two-year period.

Figure 2 shows the number of loans our patrons took out each year. This includes books, audiobooks, CDs, DVDs, and more. The number of loans increased from 8,862 to 11,285 between 2017 and 2019, which is an average of a 13% annual increase, and a total increase of 27% over the two-year period.

Figure 2. Collection Loans

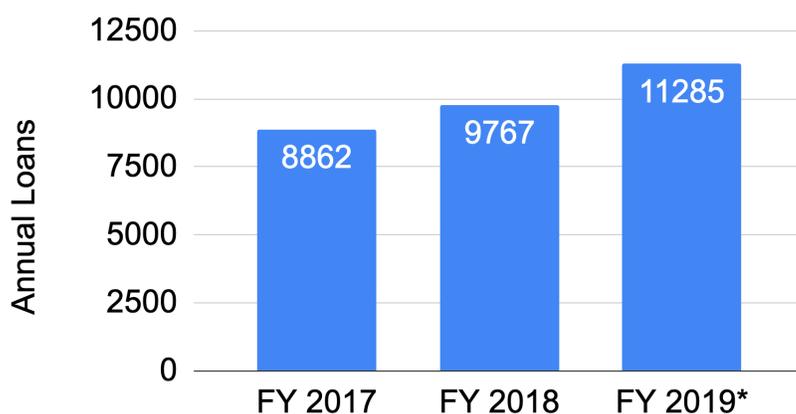


Figure 3. Program Statistics

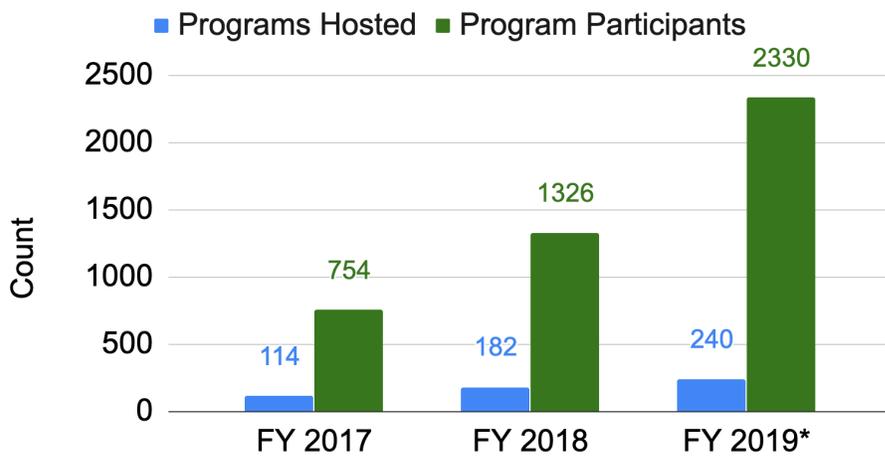


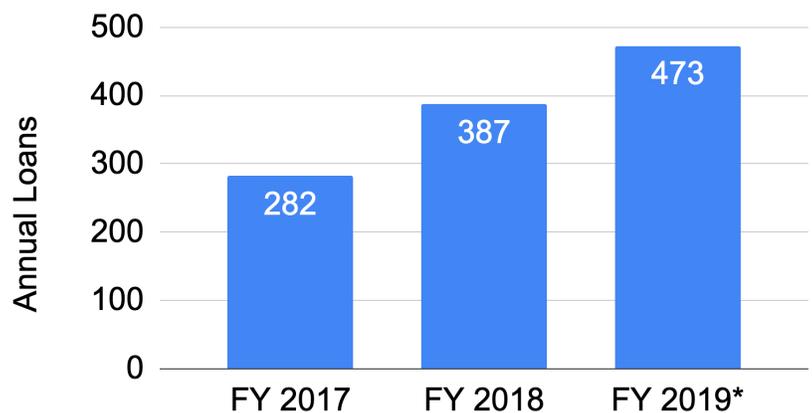
Figure 3 shows how the number of programs we host and the number of attendees has changed over time. Examples of library programming include Children’s Story and Craft Time, Tech Help,

Anime for Teens, STEAM (science, technology, engineering, art and mathematics) Team, Adult Book Club, and Read to a Pet. We also frequently have monthly themes, which include special programming (this November was DinoVember, which consisted of themed story and craft hours, exhibits, and special sessions to teach kids about dinosaurs).

Between 2017 and 2019, we increased the number of programs we host by 111%, from 114 to 240. The number of participants in these programs increased from 754 to 2,330 in the same time period, which is an increase of 209%. The fact that program attendance increased by almost twice as much as program count shows that our director and staff are developing programming that is relevant to the needs of our community.

Another metric we track is interlibrary loans. We are unable to house every book, picture, audiobook, DVD , etc. available, but we can request books from other libraries if we do not have the titles our patrons are looking for. Figure 4 shows that our interlibrary loan count increased by 68% between 2017 and 2019, from 282 to 473.

Figure 4. Interlibrary Loans



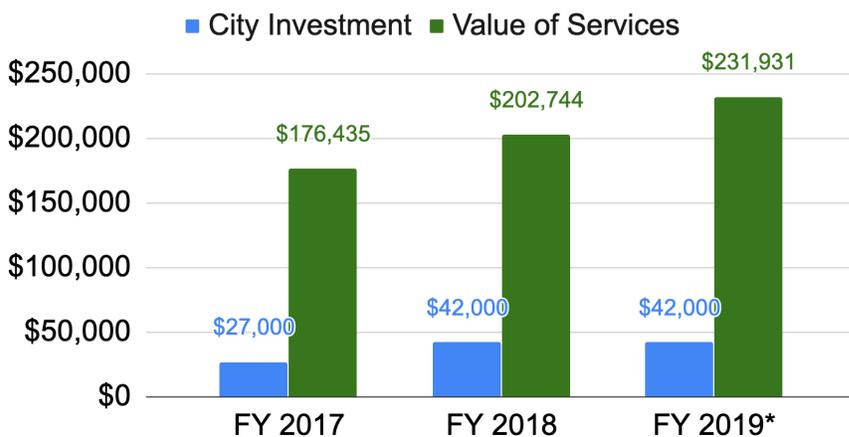
We are in the process of making a big change that will make interlibrary loans easier, and that we expect will increase our loans by 300-400%. We are switching from Mandarin M3/5, our current library catalog and lending system, to the Maine InfoNet Library System (MILS), which is a library management system and consortium that connects over 50 libraries across the state of Maine. We expect to launch the new system in February 2020.

MILS will allow our patrons much improved access to titles outside the library collection, as well as the ability to request titles from home. In order to support this change, the library staff has rebarcoded all lending materials to a 14 digit barcode, and conducted an extensive collection audit to determine that all items were circulating at a satisfactory rate, as well as a deep purge of all inactive users.

The final library usage metric is the value of our services to our patrons. We used the Maine State Library’s Library Use Value Calculator to quantify this value. According to the State Library, the calculator “provides background for estimated or average costs for library resources and services.” (Maine State Library, 2019).

Figure 5 shows the annual city investment in the library over the past 3 years, and the measurable value of the services we provide to our patrons. This year, the City of Hallowell invested \$42,000 in the library, and our patrons will

Figure 5. City Investment and Value Provided



receive over \$230,000 in measurable value from our services.

This 550% return on investment (\$5.50 of value for every dollar invested) only considers the value that the library provides to the community from

direct use of materials and programming. Research on the value of public

libraries has found additional value in other areas, including “halo” spending by library users at establishments close to the library,” “enhancement to neighborhood real estate (people prefer to live near a public library if they have a choice, and often perceive library access as part of an enhanced quality of life)”, and job creation (Labovitz School of Business and Economics, 2011).

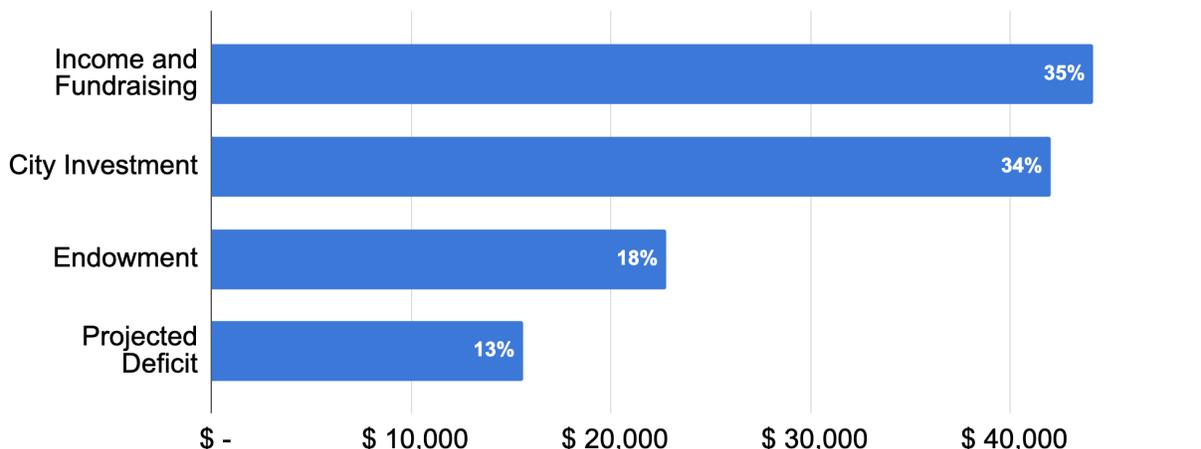
Library Finances

The Hubbard Free Library is a Maine Not-for-Profit corporation formally incorporated in 1974. It qualifies as an IRC 501(c)(3) charitable organization. The corporation is governed by a Board of Trustees. It is not a department of municipal government. Residents of Hallowell are entitled to a free library card while others must pay a yearly non-resident fee of \$40. The library’s staff consists of its Director, Annemarie Kromhout, and three part-time staff.

The library typically receives an annual contribution from the City of Hallowell. The majority of the costs to operate the library are derived from the Annual Fund, other fundraising events, the proceeds from its endowment, and grants.

Figure 6 shows the breakdown of anticipated revenue sources in fiscal year 2019 (July 2019 - June 2020), as a percentage of our annual budget: 35% of funding comes from income and fundraising, 18% comes from the library’s endowment, 34% comes from the City of Hallowell, and 13% is projected to be a deficit.

Figure 6. Hubbard Library Funding Sources (FY 2019)



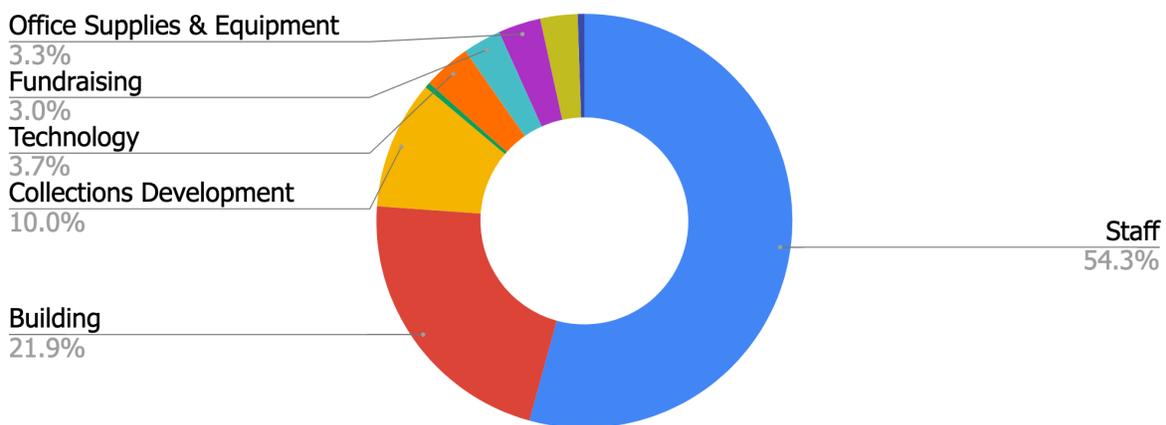
The Hubbard Free Library operates on a limited budget. The Trustees and Director closely monitor revenues and spending. Figure 7 shows that spending has remained relatively constant since 2015, increasing by 6.6% from 2015-2019, or an average of 1.3% per year. The increase in budget from 2018 to 2019 is due to rising costs for personnel, heating, building repairs, and cleaning.

Figure 7. Hubbard Spending by Year



Figure 8 shows the breakdown of planned fiscal year 2019 expenses. Our largest expense is staff. The library’s annual cost to employ our Director, Annemarie Kromhout, and three part-time staff is about \$66,000, or 54% of our budget. Maintaining our historic building accounts for 22% of our costs, and collection development (primarily purchasing new books) represents 10% of our budget. The remaining 10% of our expenses are represented by office supplies and equipment, fundraising, and technology.

Figure 8. Library Expenses (FY 2019)



Planning Process

The Trustees of the Hubbard Free Library work constantly to analyze and to maximize the current strengths and potential for the library. Gathering community input is central to our strategic planning process and to our day to day management. Before the library could develop a strategic plan to guide next steps, it needed to determine what its patrons, financial supporters, the City of Hallowell, and the community want the Hubbard to deliver in the way of services both presently and over the next several years.

The Trustees hosted two public forums (January 24, 2019 and March 9, 2019) and widely distributed a survey to gather input and guidance from community members about the types of programming and services the library could and should provide to increase use, membership, and financial support.

The questions posed during the forums included:

- 1) What are some of the goals and aspirations for the community that you would like to see accomplished in the next 5-10 years?
- 2) What does the library do very well now to address these goals and priorities, and how do you know?
- 3) What are new opportunities for the library to make a difference, contribute and innovate?
- 4) If in 3-5 years, if the library and community have a thriving, productive relationship, what does it look like? What three steps are critical to making this happen?
- 5) What role should the municipality/resident/philanthropy play in making this possible?

The Trustees also distributed the Community Survey by mailing postcards to 1,585 postal addresses in Hallowell. The postcard asked recipients to take the Community Survey online at the Hubbard Free Library's website. Those without computer access could fill out paper copies at the library.

One hundred and eight responses were received, which is a robust return rate of 6.83 percent. Of those who responded, 66.3 percent were female; 63 percent had a graduate or professional degree; 92 percent were aged 36 or over; and roughly 48 percent were aged 65 or over. Ninety percent of the respondents listed Hallowell as their residence.

What follows below is a summary of the input received from the community through this combination of information gathering.

Programs and Services

There is a prevalent belief that the City of Hallowell has focused its efforts at growth on offerings of interest to adults at the expense of attracting families and children. The library is viewed as a strategic leverage point in the community to widen this focus and to be more welcoming to families and younger generations. Making Hallowell “a city for all ages” excited and inspired forum participants.

The children’s space and current program offerings are well received. It was recommended that the Trustees consider expanding these offerings and widening the focus to include such things as arts and crafts, yoga, and book clubs for kids.

It is believed that building an early and lifelong connection to the library will yield positive outcomes and strengthen the library’s importance to the community’s well-being. There is an appetite for place-based connections where families can meet and socialize with one another in a relaxed, child-friendly environment that offers both open space and structured program offerings.

Those who responded to the Community Survey identified the Hubbard’s greatest strengths to be:

- 1) Books (81.4%)
- 2) Location (74.5%)
- 3) Architecture (64.7%)
- 4) Staff (61.8%)
- 5) Cost (39.2%)
- 6) Children’s Programming (20.6%)

The perceptions of the Hubbard’s most used services included:

- 1) Borrowing Books (86%)
- 2) Attending Programs (54%)
- 3) Attending Meetings (31%)

Respondents favored strengthening or adding the following services:

- 1) Community Center (89.2%)
- 2) Cultural Venue (79.6%)
- 3) Information Resource (74.2%)

In addition, respondents listed more than 100 other suggestions to enhance their experience of using the Hubbard and living in Hallowell. Those suggestions were catalogued for future reference.

Increase Offerings Outside the Walls

The intersection of being outdoors, learning, forming connections and having fun piqued the interests of many. Whether it is planting a butterfly garden, adding picnic tables, or extending the seasonality of the farmer's market, making library offerings visible to passersby and maximizing the beautiful grounds appealed to the forum attendees. Many in Hallowell live in rental units and do not have routine or direct access to restful outdoor spaces. The library could help to fill this void while simultaneously building community connections and offering educational and enrichment opportunities.

Program suggestions outside the walls include physical recreation offerings, such as a basketball court and fitness trail up the hill. Historical walking tours of Hallowell that begin and end at the library could bring the community alive, as could small venue outdoor musical offerings such as jazz performances.

Collaborate with Community Organizations

Active cultivation of partnerships with community organizations — taking the organizations' offerings outside the walls by sponsoring and co-hosting events, from formal affairs that could generate revenue for the organizations involved to delivering historical or other programs off-site — is a practice that forum attendees believe benefits everyone. Potential partners include the Maine State Museum and public schools. This approach allows supporters of other organizations to see the library in new ways.

Utilizing existing spaces outside the library such as the former fire department for library events is another form of collaboration and makes an array of events possible that the existing library space cannot accommodate. The concept of “the Hubbard on the move” allows the library to be perceived

as dynamic, multi-faceted, and indispensable to the community. Developing relationships with other organizations and being strategic in offering a wider array of off-site programming will increase library visibility and relevance, ultimately building allegiances and, it is believed, financial support.

Fill Niches of Known Unmet Needs

Positioning the library as meaningfully filling niches of unmet resident and community needs increases the likelihood of greater awareness by a wide array of residents of the central role the Hubbard plays in their well-being. For instance, there is the belief that an equipment loan program (e.g. binoculars, snowshoes, pickleball) could bring real value to the community. Investing in a movie screen and hosting a film series with discussion afterward for an array of ages is another example. The suggestion that the library should track community needs and develop a reputation for meeting them is the mindset proposed for the library Trustees and staff.

Consider the Role of Food and Retail in Connecting People and Building Community

Coffee, books and conversation seem to go together in the minds of community forum participants. Locating a coffee shop in the library, along with art and local-related offerings for sale appealed to many. The impression is that there are few to no places in Hallowell for residents to showcase their sale-quality artistic offerings. The combination of coffee, books and conversation are elements that many believe will build frequent and return visits, increasing appreciation for and investment in the library.

Summary of Programs and Services Recommendations

Categorically, survey respondents believe that the Hubbard's focus of attention over the next three to five years ought to be:

- 1) Community oriented (86%)
- 2) Lifelong learning (81%)
- 3) Early literacy for children (72.8%)
- 4) Materials and programs for reading, viewing and listening (59.3%)
- 5) Information access (53.1%)
- 6) Multicultural exploration (50.6%)
- 7) Family literacy for teens and adults (49%)

8) Entertainment (43%)

Survey and community forum participants were generally aligned about future opportunities and the prioritization of them.

Financial Well-Being and Expanding Library Capacity

Presently, the Hubbard is funded by private donations, events, contributions from its endowment, and a contribution from the City of Hallowell. Many community forum participants and Community Survey respondents believe the City of Hallowell should play a larger and more formalized financial role in the library's future.

Nearly 83 percent of survey respondents think the Hubbard needs more money to fulfill its mission and that most of this new money ought to come from donations, private sector firms, and the City government. Respondents strongly favor expanding the Hubbard's budget, and strengthening its financial underpinning through more diversified financial support from both public and private sources.

Conclusion

Community forums of this nature tend to attract library users and supporters who have a strong interest in and commitment to the library's future. The ideas put forth by forum attendees were especially thoughtful in that they factored in current users, non-users, and visitors to Hallowell, renters and property owners, businesses and nonprofits, and patrons of all ages.

Those who participated in the forums and the survey exhibited very strong support for, and interest in, keeping the Hubbard Free Library as a central element in the fabric of Hallowell and in expanding its services and role as a central feature of what makes Hallowell a special place.

Summary of What the Community Says it Wants from the Hubbard

- Focus on Children, Youth and Family-Friendly Offerings
- Increase Offerings Outside the Walls
- Collaborate with Community Organizations
- Fill Niches of Known Unmet Needs
- Consider the Role of Food and Retail in Building Community
- Financial Well-Being and Expanding Library Capacity

Strategic Priorities for 2020-2023

The Hubbard's strategic priorities are as follows:

- Use the Annual Fund, programming, events and community collaborations to achieve sustainable, broad-based and diverse financial support.
- Expand collaborative partnerships with other local/community organizations to extend the Hubbard Free Library's reach.
- Expand children's and young people's programming by adding opportunities for access.
- Use the collection development process to broaden the scope of available materials.
- Connect with readers at the library and online to determine reader needs and respond.
- Add programming that promotes an informed and engaged citizenry around issues relating to governance, politics, economics, finance and climate change.

Fiscal Year 2019 Strategic Goals and Progress

Goal 1

Raise sufficient funds to support operations at the FY 2018 level and to gradually increase operating hours, library services, and build our collection.

Key Strategies	Metrics	Status
Apply for grants to support library operations and capital needs (storm windows, programming, children's center upgrades) with the assistance of a professional grant writer.	Five grant applications submitted by the end of 2019, and five more by the end of FY 2019.	On track - Submitted LL Bean (snowshoes), and Bangor Savings Bank (children's room). Received a \$50k grant from the King Foundation and \$10k grant from Morton-Kelly for windows. Will submit additional applications in 2020.
Increase the number and success of fundraising events.	Host at least one large event, which generates \$1500 or more, per quarter: Q1: July - Aug. 2019 Q2: Oct. - Dec. 2019 Q3: Jan. - March 2020 Q4: Apr. - June 2020	On Track - Hosted 2 fundraisers in Q1 (Old Hallowell Day book sale and Lobster Stew), hosted in Q2 (Annual Fund Kickoff and Poinsettia sale).
Conduct Annual Fund solicitations using direct mailings, social media, events, etc. to engage donor support.	Send two annual fund mailings, and make at least one Facebook Fundraising Post per quarter. Host a kickoff party for the Annual Fund.	On Track - Sent first Annual Fund Appeal and made first Facebook post in Q1. Hosted kickoff party and made Giving Tuesday FB appeal in Q2.

Goal 1 (continued)

Raise sufficient funds to support operations at the FY 2018 level and to gradually increase operating hours, library services, and build our collection.

Key Strategies	Metrics	Status
Disseminate information to the public about our expanded library offerings and fundraising progress to motivate giving.	Send at least 1 update on Library Programs and Services and fundraising progress per quarter via email and Facebook.	On Track - Sent summary of Summer Reading Success in Q1, and summary of new programming in response to the community forum in Q2.
Use Donor Perfect to track progress and facilitate monthly automatic donations.	Report Quarterly Progress Toward Fundraising Goal	On track - FY 2018 results = \$33,800. FY 2019 results through 12/05/19 = \$28,500 which is 63% of \$45,000 goal for Annual Fund.
Attend board training events (general and fundraising specific) to increase our knowledge and capacity for fundraising.	Attend at least three training events per year.	On track - 3 board members attended the Maine State Library's Board Bootcamp in September. Our director and a Trustee attended the Maine State Library's Virtual Fundraising Conference in October.
Raise more money to account for rising costs and limited city funding.	Raise \$45,000 via 2019 Annual Fund and increase event revenue in FY 2019.	On track - FY 2018 results = \$33,800. FY 2019 results through 12/05/19 = \$28,500 which is 63% of \$45,000 goal for Annual Fund.

Goal 2

Develop new programming for the Hubbard that addresses the needs of the public, as reported in the Community Forum and Survey Outcome Summary. Respond to the five main categories of requests from the forums.

Key Strategies	Metrics	Status
Respond to forum request #1: increase our focus on children, teen and family-friendly offerings	Double the number of monthly children's and teen programs we offer.	On track- increased monthly program count from 4 to 15 since late 2018.
	Add two new teen-specific programs per year.	On track - Added teen advisory time, where teens provide input on what they'd like to see from the library.
Respond to forum request #2: increase library offerings outside of our walls	Participate in at least one event outside of the library per quarter.	On track - hosted booths at Old Hallowell Day and the Woodstock Festival, and walked in the Hallowell Halloween Parade.
Respond to forum request #3: work with other community organizations	Create programming for at least one collaboration with another community organization per quarter.	On track - We collaborated with the Hallowell Arts Committee & Vision Hallowell to provide children's and adult programming for Maine Craft Weekend. We also had special programming for Hall Dale Middle School's observance of Hallowell Ancestry Day. We worked with Steven's Commons to provide welcome bags for students moving into the dorms.

Goal 2 (continued)

Develop new programming for the Hubbard that addresses the needs of the public, as reported in the Community Forum and Survey Outcome Summary. Respond to the five main categories of requests from the forums.

Key Strategies	Metrics	Status
Respond to forum request #4: meet known unmet community needs (non-traditional library programming)	Create two new programs to meet non-traditional library needs per year.	On track - Launching snowshoe rentals in Q2.
Respond to forum request #5: connect with local businesses	Collaborate with local businesses on at least one event per quarter.	On track - We are collaborating with Scrummy Afters on our winter reading program (they will give a talk about candy making). We are leading a Harry Potter Trivia session during their Harry Potter Scavenger Hunt. We are also regularly collaborating with with Red Cloak Tours. The Hubbard is a stop on Red Cloak's Haunted History Tour each week, and we give a 15-minute talk on the history of library to tour participants.

Goal 3

Increase library usage and attendance.

Key Strategies	Metrics	Status
Increase program participation by implementing the strategies in the previous section.	Increase the average number of monthly program attendees by 50% in FY 2019 (compared with 2018).	On Track - So far in 2019, program attendance has increased by 41%.
Increase average monthly library visits by implementing the strategies in the previous section.	Increase the average number of monthly visits by 25% in FY 2019 (compared with 2018).	On track - So far in 2019, average monthly visits have increased by 22%.
Maintain and expand access to a well-balanced collection of materials and resources.	Extend library hours by the addition of up to 8.5 hours to open schedule.	Miss - We do not have the funding to increase library hours.
	Join Maine InfoNet LibrarySystem (MILS) a fifty plus Maine library consortium offering Hubbard patrons access to seven million plus downloadable items.	On track - Conversion from existing system to MILS set for February 15, 2020.
Foster strong relationships with all community members and create opportunities to actively participate in the library and library services. Revitalize the Friends group to include a diverse membership representative of the community at large.	Recruit at least 4 parents of young children (living at home) to be members of the friends group.	Achieved
	Increase the Friends group membership by 25%.	On track - currently working to revitalize the group

Conclusion

The Hubbard Free Library, like all libraries, is fundamentally a vehicle for offering people opportunities to achieve more of the things that enhance their quality of life and their wellbeing.

Recognizing this truth, C. E. Baker and more than 40 Hallowell residents took the first steps to create a significant and substantial public space for a library in 1880. General Thomas Hubbard understood this truth. He financed the first addition and started the endowment in 1893. Eliza Clark Lowell understood this truth and donated the second addition in 1897. Countless others over the past 139 years including the City of Hallowell understood this truth. Those who contributed time and money and became users all believed that the Hubbard was a critical element in the success of the community and to the people who live here.

This strategic plan for 2020 through 2023 is our way of attempting to further the legacy of Baker et al., Hubbard, and Clark, who were committed to offering opportunities via the Hubbard Free Library to the residents of Hallowell then and now.

We look forward to working with the city and the community to implement this plan. Our overall goal is to lay the foundation for a thriving and sustainable Hubbard.

References

[1] US Census Bureau. "2017 American Community Survey." American FactFinder, https://factfinder.census.gov/faces/nav/jsf/pages/community_facts.xhtml?src=bkmk.

[2] Maine State Library, "Explanation and Values for Library Use Value Calculator", Maine State Library Website, November 2019, <https://www.maine.gov/msl/services/calexplation.htm>.

[3] Labovitz School of Business and Economics, University of Minnesota Duluth, "Minnesota Public Libraries Return on Investment," December 2011, http://melsa.org/melsa/assets/file/library_final.pdf.