

Long Range Plan

2011 – 2015



Approved
by the
Board of Library Trustees
November 14, 2011

Milton Public Library

Long Range Plan

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I. Introduction

A. Purpose

A long range plan is a substantial undertaking that achieves a variety of purposes. First, it gives a good picture of where the planning organization currently is. Next, it provides a vision of where the community is and where it is going. Finally, the plan sets out what needs to be done and how to do it.

In practical terms a long range plan gives a focus and priority to everyday decision-making that permits us to put decisions into the broader perspective of organizational goals. Also in very practical terms, long range plans are a pre-requisite to many grant funding opportunities, including all grants supported by the Massachusetts Board of Library Commissioners.

B. Committee makeup

A planning committee of nine was selected to conduct the planning process. The committee was designed to carry through all aspects of the planning process, with varied skill in both community knowledge and library knowledge. The committee was comprised of

Community Representatives

Herbert Voigt
Kathryn Fagan Bauer
Elizabeth Mock

Library Trustees

Gene Boylan
Brendan McLaughlin
Ingrid Schaffer
Mary Riffe Hiss

and 3 Library Staff

Tim Martin
Elaine Weischedel
Philip McNulty, Director

C. Methodology

The plan is based on the methodology outlined in the Public Library Association publication “Strategic Planning for Results” by Sandra Nelson. This approach starts with an exploration of community needs and a statement on a community vision that spreads beyond the perceived role of the library. This broad analysis permits us to pick up on needs and ideas that may have been missed in a narrower view of library issues.

Community needs become the basis of the review of library service priorities. Library strengths, weaknesses, opportunities and threats are defined, and a good picture of the state of library service is formed.

A set of 18 broadly defined library roles, termed “service responses,” form the basis of selection of goals and objectives. Key service responses are identified, and service goals which support various target audiences in the community are developed from these. A set of measurable objectives is defined for each service goal. For each objective a set of activities will be defined in one or more of the following seven categories: Collections; Facilities; Financial; Personnel; Policy; Public Relations; or Technology.

Commentary on the plan is an important part of the process. Opportunities for commentary at the closeout of the plan occur on:

- Milton Library Foundation Meeting, September 26th, 6:30 pm
- Library Staff / Trustees Meeting, October 6th, 8:30 am
- Library Trustees Public Plan Hearing, October 24th, 7:00 pm

II. The Community

A. History

Milton was settled in 1640 and incorporated in 1662. Milton grew from an industrialized center along the Neponset River to an upscale residential suburb of Boston. The Town has an old New England quality that is derived from its early settlement and its desire to preserve its history. Milton's history is tangible because historical structures and landmarks are visible and easily accessible. The preservation of this history is essential to support the New England character of the Town, especially as the town moves into its 350th anniversary year in 2012.

Milton's first settlers were farmers looking to be self-sufficient on their own land. In 1636, Kitchmeken, Chief of the Indians, deeded to Richard Collicut for "twenty fathoms of wampum" (A History of Milton; Edward Pierce Hamilton; 1957; p. 12) all of what is now Milton. The land was acquired to serve as a plantation for Dorchester. Local Native Americans were utilized for labor on the farms and later in the mills along the Neponset River.

Throughout the 1700's Milton had considerable growth directly related to the mills along the Neponset River. A grist mill was constructed by Israel Stoughton in 1634 along with the first bridge to cross the Neponset River. This bridge opened up the south to settlers and is directly responsible for the large settling done in early Milton. Later a powder mill and a fulling mill were constructed along the Neponset. Commerce introduced itself into Milton Village where industry had already existed, while a steady spreading out of new farms initiated expansion into the south.

During the 1800's Milton became a wealthy suburb of Boston. Many residents of Boston were establishing summer homes in Town, which in the course of years became their winter homes as well. A considerable amount of land was taken from Milton by the Commonwealth of Massachusetts and incorporated into the Blue Hills Reservations in 1893. The majority of this land consisted of rolling hills, which served as a park to many of the residents of Milton at that time.

The establishment of streetcar lines fueled a rapid expansion of residential development and between 1870 and 1915, Milton grew into essentially the community it is now, a wealthy streetcar suburb retaining a good many 19th century country houses, estates, and early 19th century workers' housing. "By the 1900's Milton was a fully developed suburban town of greater than average wealth" (ibid., 57). Industry gradually diminished. The population continued to expand and the demand for homes increased.

B. Regional and Commercial Context

Milton is situated in the Greater Boston Area. While the Town of Milton abuts two major cities, the town itself is decidedly suburban in character. To the north is Boston while to the east lays Quincy. Because of the unique nature of the Town, Milton falls within two subregions of the Metropolitan Area Planning Council (MAPC). Milton is a member of the Inner Core Committee (ICC) because of its geographic proximity to Boston (and Quincy). Also, because of the town's distinct character difference, it is a member of the Three Rivers Interlocal Council (TRIC). To the south and west, Milton borders the Towns of Canton and Randolph.

This dichotomy, a close proximity to but distinct in character from Boston has been the defining element in the development of the town for over a century. The town first took advantage of its zoning powers in 1922, zoning the entire town single-family residential. Two extremely small commercial areas were carved out at that time, representing less than 3% of the town's land mass. In recent years the Town has begun revitalization initiatives and other economic development strategies to address the heavy tax burden this past policy has placed on current residents.

Within the corporate limits of the Town there are significant natural resources benefiting not only the Town but the region as well. The Department of Conservation and Recreation (DCR, formerly the Metropolitan District Commission) controls over 2,000 acres (approximately 25% of the town) through its ownership of the Neponset River and Blue Hills Reservations. These Reservations provide both active and passive recreation for all visitors. Houghton's Pond, located in the Blue Hills Reservation, is an important source of freshwater swimming for the greater Boston area. The Blue Hills Reservation is also an attraction for hikers, mountain bikers, horse riders and even downhill skiers. Many individuals come to use the canoe portal near Paul's Bridge located in the Neponset River Reservation.

Milton is an upper-income bedroom community with many significant natural and historic sites. A build-out analysis conducted in 2000 under the auspices of Executive Order 418 placed the town beyond the 90 percent mark; however, a desirable location assures continued pressure on remaining land. These forces need to be carefully balanced between the needs of open space, housing and economic development.

C. Patterns and Trends

As previously mentioned the Town of Milton's transformation from a pre-industrial rural farming community into a suburban bedroom community began in the late 19th century and continued throughout the 20th. Since the advent of zoning in 1922, with few exceptions, development has been single-family detached homes. A trend that began in the latter stages of the 20th century saw the Town create a number of multi-unit age-restricted senior developments. The Town also adopted a Planned Unit Development bylaw to allow for mixed use developments in the Milton Village Business District.

According to the latest Build-Out Analysis, conducted by MAPC in 2000, the Town has about 800 homes yet to be built. Under current zoning, this leaves the Town over 90% "built-out." Since then approximately 36 buildable lots have been created, over 30 of them using the Approval Not Required subdivision (Form A) process. While this trend will continue the build-out analysis indicates that there a number of large parcels between 10 and 20 acres where the Town can expect these 800 units to be.

Although some see the large amount of State-owned parkland (approximately 25% of the Town's land area) as a mixed blessing, it has given the population of Milton incredible access to open space and recreation facilities. The challenge is to assure residents that the quality (and quantity to a lesser extent) of Town-owned open space remains at an appropriate level. A particular challenge will be meeting the needs generated by active recreation, like youth sports fields, tot-lots and pocket parks.

D. Significant aspects of community data

Appendix A gives a detailed overview of statistics relating to the Town of Milton. 2010 Census data has just started to come in, and Milton has grown from 26,062 in 2000 to 27,003, exceeding the Metropolitan Area Planning Council's prediction by 15 years.

Education

Milton is a very well-educated community. Over half (56.6%) of residents have a bachelors degree or higher, vs. a 38.2% statewide average. (Both of those numbers have increased dramatically since the 2000 census, Milton from 52%, the state from 33%). 23.5% have graduate or professional degrees, 7 percentage points above the state average. 5.3% percent of Milton residents older than 25 do not have a high school education, compared to eleven percent at the state level. This data is from the Census Bureau's 2007-2009 American Community Survey.

Income & Poverty

Milton has stronger income figures than the typical Massachusetts community. Income levels are 50% above the state average, while poverty levels at 3.7% are almost a third of the state average of 10.1%. Source: 2007-2009 American Community Survey.

Household

Milton has a higher percentage of family households (74%) than is typical in the state (63%). The community has a significantly higher percentage of owner occupied housing units (82% versus a state average of 62%). Between 2000 and 2010, the number of owner occupied households increased by 110, or 1.2%. The number of renter occupied households increased from 1428 to 1630, or 14.1%. Residents per household increased minisculely from 2.90 in the 2000 census to 2.91 in 2010. Source: 2010 Census

Race

While Milton's percentage of white families was very close to the state average, the 10% of the population represented by black families was nearly double the state average in 2000. By 2010, the population that identifies itself as black had grown by 1406 individuals, a 45% increase to 3872 people. This is 14.3% of the total population of Milton. People who identify themselves as solely of Asian origin have grown from 531 to 1118, doubling from 2 to 4.1 % of the total population. Hispanic or Latino self-identifiers have also nearly doubled, from 450 people to 881 or 3.3% of the total population. It is interesting that 1320 people identified themselves on the 2007-2009 American Community Survey as "speaking English less than very well". That is 5.4% of the Milton residents older than five years old.

E. Milton's Strengths and Weaknesses

A key aspect of community analysis was identifying community strengths, weaknesses, opportunities and threats. The following elements were drawn from committee members after review of the community data presented in Appendix A.

Community Strengths

- An educated, active and diverse citizenry.
- Wealth in cultural, economic and professional terms.
- Proximity to Boston in terms of ease of access and economic ties.
- Powerful & effective politicians
- The forward momentum provided by community investment in both private and public educational institutions.

Community Weaknesses

- No clear town center.
- Low commercial tax base.
- Lack of affordable housing.
- Lack of maintenance of public buildings.
- Lack of long term planning/vision.

Opportunities for the Community in the coming years

- Capitalize on the diversity of the community.
- Building relationships with public schools and private academic institutions.
- A trend toward investing in the Town.
- Building partnerships between other community groups
- Progress in commercial development
- High expectations among the townspeople.
- Optimize the use of public resources, especially of land.

Threats facing the Community in the coming years.

- Over dependence on private philanthropy to achieve goals.
- Limited growth forecasts for population and commerce.
- State of financial situation in Massachusetts, especially for local governments.
- Changing technology
- A historic town attitude towards thinking smaller than we really are.

F. Community vision exercise

The planning process deliberately starts with a focus on the community as a whole before delving into the detail of library planning. It is most useful to have an overall vision of the needs of the community, and then select which of these could be profitably addressed by activities of the library.

The following table lists segments of the community and one or more vision statements affecting each. Some planning processes encourage this detail to be distilled into a concise vision statement, but too much import detail in goal setting is lost in such a process.

Some of these visions were drawn from work of the Milton Planning Board. Others were developed by the library planning committee.

#	Who Will Benefit	Community Vision Statements Benefit and Result	
1	All residents	More multi-generational programs bring the community together and develop greater understanding of the needs and desires of each generation	L
2	All residents	Residents can easily obtain help during emergencies involving personal or property safety	
3	All residents	One of the highest cost of living indices in the country is ameliorated.	L
4	All residents	Residents take pride in the community and in keeping it attractive, clean, safe and well-maintained	L
5	Adult Learners	Adults can extend their life-skills, training and educational achievements with access to classes, expertise and information	L
6	Business Community	The Business Community will be in constant, amicable dialogue with the community as to its needs and wants.	
7	Business Community, Taxpayers	Encourage economic development on vacant and under-utilized sites as well as smaller scale opportunities for neighborhood-friendly businesses.	
8	Community Groups	Good communication pathways foster community group partnerships	L
9	Commuters	Pedestrians, drivers and other commuters can safely and easily pass through Milton's public ways	
10	Commuters, residents, visitors	Modify the transportation system so that it combines automobile use with transit, bicycles and pedestrians, improving the quality of life for residents and visitors;	
11	Consumers	Consumers have good information about products, and broad choices at affordable prices	L
12	Entire Citizenry	The Entire Citizenry will be exposed to art (beyond literature) as a regular occurrence.	L
13	Families	Families will be able to interact with the community as a unit, without any segment feeling as though it's sacrificing for the good of the whole--i.e., places to go that have something for everyone.	L
14	Milton Village, all residents	Redevelop Milton Village in a way that balances residential and economic development and capitalizes on waterfront resources.	

#	Who Will Benefit	Community Vision Statements Benefit and Result	
15	Outdoor recreators	Create a partnership with the DCR to better incorporate the Blue Hill Reservation, the Neponset River estuarine properties and the Lower Neponset River Path into the community.	
16	Parents	Parents get community support in raising and educating their children.	L
17	People lacking information access.	People without personal internet access can obtain it publicly, and people without the skills to access government, online, print and other information resources can get advice and instruction on how to do so.	L
18	People with Disabilities	The disabled can participate in the community with as little difficulty as able-bodied citizens.	L
19	People with Health Issues	Sick people can get access to medical care and information about medical issues.	L
20	Preschool Children	Preschoolers will enter school after a great exposure to books and stories.	L
21	Racial and Ethnic Groups	Racial and Ethnic Groups will feel part of the greater community without having to submit to homogenization.	L
22	Retirees	Retirees will feel encouraged to participate more broadly in the community, rather than restricting themselves to "senior-only" activities.	L
23	Stay-at-home mothers	will feel supported by the community and will find productive connections with working parents and other adults.	L
24	Taxpayers	Strengthens the ability of the Town to undertake economic development; increased commercial development, both retail and industrial, increases the tax base necessary to support services.	
25	Visitors	Preserve and promote the history of Milton to attract visitors to the area.	L
26	Workers	Milton residents can find sustaining and meaningful employment.	L
27	Young Adults	Teens will have a variety of community places they can go to that are safe, stimulating, and lead them to participate in the life of the community.	L

Visions marked with an L are those in which library activities have been identified and described in the plan below.

III. The Library

A. Basic Information

The Milton Public Library is governed by a board of nine elected Trustees. They oversee two properties; The Main Library on Canton Avenue, and the Kidder Building, a former branch library that now is leased to the Discovery School.

B. Library History

Although there had been library societies in Milton since the late 1700's, the first public library was created when the 1870 Town Meeting voted "That the Town appropriate the sum of \$3000 for a Public Library, to be paid to the Trustees when a like amount has been raised by subscription or donation..." The library was opened in February of 1871 after space had been rented at \$150 per year in the Edmund J. Baker Building on Wharf Street.

In 1882 the library moved to the Associates Building which still stands on Adams Street. In 1883 a reading room was established in East Milton above Babcock's Store. 1890 was the first year in which a card catalog was implemented. The first professional librarian, Miss Gertrude E. Forrest, was hired in 1900.

In 1902 twenty-six citizens of the town collectively purchased the parcel of land at the corner of Canton Avenue and Reedsdale Road and gave it to the town for construction of a new library. The 1902 Town Meeting voted \$50,000 for construction, and the cornerstone was laid that year. The building opened on June 11, 1904. The total cost was \$75,034.22, including a \$21,000 gift from Nathaniel T. Kidder, and a further \$4000 town appropriation for furnishings.

Branches were built on Blue Hills Parkway in 1929 and East Milton in 1931. They filled the role of several earlier branches in East Milton and other parts of town. The East Milton Branch had its last day of operation on June 30, 2009, and Town Meeting in 2010 transferred its care to the Board of Selectmen. The Kidder Branch serving northwest Milton operated until the 1990s, and has been rented out by the Library Trustees from time to time since then.

In 1958 a 4000 square foot addition was erected at the rear of the Main Library's stack wing, bringing the total main library size to 26,000 square feet. The addition was designed to accommodate three levels, but only two were built, with the expectation that the third would be added shortly.

Other improvements to the main library occurred since this major addition. In 1988 an elevator was added to the rear of the addition, and a handicapped access ramp was installed at the main library and both branches. The main building roof was replaced with an elasometric roof membrane system. It may be at that time that skylights over the stack area and an upstairs office were eliminated. In 1996 air conditioning was added to the Children's area and parts of the adult area, and in 1998 the Children's room was refurbished, with new lighting, stacks, carpet, circulation desk and office areas.

A major attempt to build a new library was defeated in 1995. A plan to move the library to a site behind the town hall was defeated by a wide margin due to competing capital needs for schools and a dump closing, a lack of fundraising activity, and uncertainty about the fate of the 1904 building and the branch libraries.

In 2002 a Library Space Needs Committee was funded, and they selected Schwartz/Silver Architects to develop a master plan. In 2004 a Massachusetts Library

Construction Grant was awarded for the project and in 2005 the plan for a 39,000 square foot building was approved at a Special Town Meeting. Construction began in July 2007 and the building was opened to the public in April 2009. It has enjoyed unprecedented activity levels in all areas of service: borrowing, reference inquiries, meeting room use and library programs.

C. Significant aspects of library data

Usage and output measures

The Charts in Appendix B are derived from data gathered by the Massachusetts Board of Library Commissioners for fiscal year 2009 activity. We selected the fifty towns closest in population to Milton as a comparative data set. We further look at ten very successful town libraries out of this fifty as model libraries, selected because of top performance in the circulations per capita measure.

At the bottom of each chart is a summary section showing the 80th percentile numbers (top ten out of 50 libraries), the median numbers, a repeat of Milton's 2009 numbers, and Milton's fy 2010 numbers. The FY10 numbers were added after Milton filed its 2010 report, because in fy 2009 we were not operating out of our new facility for the first nine months.

Circulation

Appendix B1 illustrates the comparative circulation (or borrowing) of Milton library materials versus those of the 50 towns in the state closest in population to Milton. If you had to choose only one indicator of how good a library is, you would choose circulation per capita, the average amount of books borrowed by a member of the community. The table in B1 is sorted by this value, giving you a quick guide to which libraries in the sample of fifty would be good ones to model.

In FY09 Milton was two points below the median in per capita circulation (9 instead of 11), but jumped to 13 in FY10. The top ten libraries however, ranged from Burlington's 17 to Winchester's incredible 29 circulations per capita. We have a ways to go to deliver these levels of output.

In the narrower areas of audio and video, Milton jumped from well below the median to significantly above in circulations per 100 people. In Audio use per 100 residents, we are still only 57% of the top ten libraries numbers, and a bit better at 66% in videos used per 100 residents.

Turnover

The Turnover chart shows how frequently items go out per year. Milton's turnover improved from 1.7 to 2.5 from FY 09 to '10, as you would expect when 2/3rds of the collection are taken out of storage and made available for a full year. Milton is now slightly above the median turnover of 2.3, and nearly a full point below the top ten turnover of 3.2.

Hours of Service

Milton has good comparative total hours of service, is a bit behind in Saturday service due to being closed ten summer Saturdays, and has one of the better offerings of Sunday hours at 29 days per year and 116 hours per year. Only Needham was open 42 Sundays and less than half of the comparative libraries were open on Sunday. Extending Summer Saturday hours should be our prime schedule focus.

Services

The services chart has several different measures:

- **Cardholders:** There are several thousand Milton residents above the age of five who do not have library cards.
- **Internet access computers:** with 30, Milton is well above the median and into the top 10. Our Uses per computer is moderate, suggesting that we have a good supply for the local demand. Uses per week is well above the median, and demand continues to grow as several new monthly high use rates were hit in 2011.
- **At 544 meetings per year** we are above the median and at about 1.7 meetings per open day. This signifies a very healthy use of meeting rooms, with enough availability to accommodate the use of programming as well as outside groups. A much more intense meeting frequency would place considerable more strain on our parking resources.

Programming

We need to double our programming output across the board to match the output of the median libraries on our list. We did 95 children's programs in 2010, double our 2009 output, but still half of the median libraries output of 209. Top ten libraries did at least 279 children's programs, but also had at least a 15 hours a week professional helping their full-time children's librarian.

Holdings and resource measures

Collection Holdings

Milton decreased collection size by nearly 10,000 items since the end of 2009 because of the closing of the East Milton Branch. Our levels are near the median in print, Audio and Video categories. The top ten libraries have significantly larger audio and video collections. An additional 2000 audio and 3000 video would bring us to the footing of the tenth best library.

Staffing

Milton is at the median in total staffing resources. However, the top ten libraries have at least 6 more FTEs. We are close to the tenth best library in terms of full-time staff (12 to their 14), but note the disparity in part-time staff. We have ten part-timers, while the top ten libraries have 23 or more.

Where staff expansion is recommended as a means of increasing output, that expansion should be in part time staff.

Note in particular the number of professional hours worked in children's rooms each week among the top ten libraries. Only two of those ten have one professional in Children's Service, as Milton does. Four of them have at least two Children's FTEs.

Overall Income & Expenditure

Milton saw a significant increase of \$86,000 in municipal income from fiscal 2009 to fiscal 2010 due to the successful override. This put our per capita municipal income at \$39.59, above the fy09 median by \$5, but well below the top ten libraries starting point of \$48.92. The best funded library on the list was Belmont at \$77.40.

The other income figures show some startling variation between libraries. There is probably a great deal of variance in the way these figures are reported, for example many libraries with high operating incomes show operating expenses well below total operating

income, but Milton does not record any income not used for operations as operating income. Milton nearly doubled our other income figure to \$2.03 per capita, or \$53,228 between '09 and '10. That was still well below the \$3.02 per capita number that the median library would have done, and nearly a third that of the lowest of the top ten libraries.

A prime financial objective for Milton must be to develop our other sources of income.

Budget Expenditures

Milton's **collection** expenditures increased significantly from 2009 to 2010, by over 50 cents per capita, or \$14,000. This however only brought us from below median to just above it. We were ranked 31st in collection spending in 2009. The improvement in 2010 would have ranked us 24th. This is still about \$2.00 per capita below the lowest of the top ten libraries, some of which are spending well above \$10 per capita on their collections.

If Milton spent at the \$7.50 rate that the lowest of the top ten libraries achieves, we would require a book budget of \$196,000. This, however, is only \$49,000 higher than our fy 2011 book budget, so such a target is achievable.

The **salary** numbers on the Budget chart show Milton to be reasonably on target in terms of our balance of staff expenditures to other expenditures. We are exactly at the median, and in fact dropped two points since 2009. The median number of 72% of expenditures being spent for salary is only 3 points below the top ten cutoff. Most of the top ten libraries are right about the median, three are significantly below it. Most of the libraries that have low salary percentages also have poor service outcomes. Of the nine libraries whose salary expenditures are at or below 65%, all but two have very poor or mediocre circulations per capita. The two top-ten libraries that have low salary percentages, Belmont and Chelmsford, have well-above average collection and operating expenses, making their salaries look relatively smaller even though their per capita salary expenditures are above the median.

Milton's **operating** expenditures jumped \$50,000 in fy10, due to the new facility. The outlays in this area are mostly overhead (utilities, maintenance) so keeping these numbers as low as operations will bear is the best goal. However, there are still some significant maintenance costs that were prepaid by the building committee that will have to be accommodated in budgets from fy12 onward. These include elevator maintenance, and maintenance of the automated checkin/sorter system.

Network expenditures are a more service tied operating expense. Milton's OCLN membership is one of the most cost-effective in terms of cost compared to services. OCLN is a lean, productive organization. Milton's assessment went down in 2010 due to the closing of the East Milton Branch.

Once operating expenses for the new building are fully established and addressed, further budget emphasis should be on collection spending.

IV. Direction of Library Service

A. Mission statement

The mission of the Milton Public Library is to promote the love of reading, to make accessible the diversity of human culture and learning, to be a resource for the community's research and information needs and to do all of this in a way that returns value for the community's investment.

The Milton Public Library enriches the community by connecting people to the world of ideas, information, and imagination to support their work, education, personal growth and enjoyment.

B. Service responses emphasized

The key element of this planning process is selection of "service responses" to emphasize. *Strategic Planning for Results* details eighteen roles that public libraries typically play to greater or lesser degree. The planning committee has selected several of these as service responses that best meet the needs of the Milton community as the library moves forward with its new building.

The planning committee has selected six of the eighteen service responses as being a particularly important focus of library activity during the life of this plan. Several others would operate at a basic level of effort, and a few would not receive particular emphasis or activity.

Strong Emphasis

- **Stimulate Imagination: Reading, Viewing and Listening for Pleasure**

"Residents who want materials to enhance their leisure time will find what they want when and where they want them and will have the help they need to make choices from among the options." (Sandra Nelson, *Strategic Planning for Results*, American Library Association, c. 2008; p. 47)

- **Satisfy Curiosity: Lifelong Learning**

"Residents will have the resources they need to explore topics of personal interest and continue to learn throughout their lives" (ibid.)

- **Create Young Readers: Early Literacy**

"Children from birth to five will have programs and services designed to ensure that they will enter school ready to learn to read, write and listen" (ibid.)

- **Connect to the Online World: Public Internet Access**

Residents will have high-speed access to the digital world with no unnecessary restrictions or fees to ensure that everyone can take advantage of the ever-growing resources and services available through the Internet." (ibid.)

- **Information Fluency: How to Find, Evaluate and Use Information.**

"Residents will know when they need information to resolve an issue or answer a question and will have the skills to search or, locate, evaluate, and effectively use information to meet their needs." (ibid.)

- **Visit a Comfortable Place: Physical and Virtual Spaces**

"Residents will have safe and welcoming physical places to meet and interact with others or to sit quietly and read and will have open and accessible virtual spaces that support networking". (ibid.)

Basic Level of Activity

- Make Career Choices: Job and Career Development
- Make Informed Decisions: Health, Wealth and other Life Choices
- Celebrate Diversity: Cultural Awareness
- Get Facts Fast: Ready Reference
- Discover Your Roots: Genealogy and Local History

Elements of these services will be incorporated into library action plans where they intersect with the service responses receiving strong emphasis or meet a sufficient level of community demand.

Not Emphasized

- Be an informed citizen: Local, National and World Affairs
- Build Successful Enterprises: Business and Nonprofit Support
- Express Creativity: Create and Share Content
- Know Your Community: Community Resources and Services
- Learn to Read and Write: Adult, Teen and Family Literacy
- Succeed in School: Homework Help
- Welcome to the United States: Services for New Immigrants

The responses defined as “not emphasized” may have key elements addressed under the Information Fluency response. There will be collection development work in all of these areas, as well as guides to research on important topics related to these areas available on the library web site. However, the level of effort will not progress to the extent of delineated collection areas, specialized training or community outreach focused on these roles.

V. Service Goals

Each of the above service responses will have one or more service goals associated with it. The goal will describe a particular outcome that the community or a targeted part of the community will receive due to the library program or activity related to that service response.

Each Goal will have one or more objectives associated with it. Objectives are measurable outcomes that the community or particular community groups will see. Activities are delineated for each objective. These are specific steps that need to be taken to fulfill the objective. Activities will almost always have a time component, and will be labeled in one of seven categories:

- **Collections:** Activity concerned with the development of library collections.
- **Community:** Activity concerned with relationships between the library and other groups, and communication to the community at large.
- **Facilities:** Activity concerned with library buildings, furnishings, etc.
- **Financial:** Activity concerned with resources available to the library.
- **Personnel:** Activity related to training, staff improvement, staff organization, etc.
- **Policy:** Actions concerning library policy that are necessary to achieve the objective.
- **Technology:** Activity related to the library's technical infrastructure.

A. Stimulate Imagination:

Reading, Viewing and Listening for Pleasure. "Residents who want materials to enhance their leisure time will find what they want when and where they want them and will have the help they need to make choices from among the options." (Sandra Nelson, *Strategic Planning for Results*, American Library Association, c. 2008; p. 47)

Goal A1. Enhance the Popular Materials Collection, to most appropriately meet the demand profile of Milton Readers.

Objective A1 a) Achieve a rate of twenty circulations per capita by the end of the plan.

(1) *Financial:* Achieve an overall collection budget of \$190,000 in FY 2010 equivalent purchasing power. Increase the collection budget by \$10,000 in each year covered by the plan.

(2) *Policy/Financial:* Open the library all Saturdays during the year, and at least half the Sundays, while otherwise meeting MBLC hours standards.

(3) *Collection:* Review reserve lists and assure that we have at least three copies per Milton Reserve

Objective A1 b) Improve the selection of paperback materials.

(1) *Personnel:* Assign one or more selector's to review these materials. 2011

(2) *Collection:* Evaluate continuance of automatic paperback plans. Each year they are utilized.

Objective A1 c) Assure that collections contain and materials that intrigue all aspects of Milton's diverse community.

(1) *Community*: Obtain feedback from library patrons on how relevant they find library materials to be, and see if there are differences between ethnic, racial or geographic areas of Milton in perceptions of the collection. 2013.

(2) *Collection*: Evaluate developing sub-genres of fiction, such as the new "urban" fiction, to see how well they are represented in our collection, and how well received those sub-genres are. 2013-15, ongoing.

Goal A2. Electronic Media Delivery. The Library will closely monitor developments in electronic delivery such as ebooks and downloadable audio or video content, and provide these in electronic format to patrons where that can be done in a way to provide added value to library users.

Objective A2 a) The Library will develop a collection of electronic books for library users.

(1) *Financial*: A budget allocation for e-books will be developed in 2012.

(2) *Technology/Policy*: The library will review whether to participate in the Overdrive Advantage or other competing programs. 2012.

(3) *Community*: The Library will work with regional organizations such as the Old Colony Library Network, the Mass. Library System and the Mass. Board of Library Commissioners to develop larger ebook collections.

Objective A2 b) The Library will explore the opportunities to develop downloadable audio or video collections for library users

(1) *Technology*: Evaluate the success of the Freegal music service. 2011-12.

(2) *Friends/Financial*: Ask the Friends for initial financial support of a new service, on a demonstration basis. *Completed*

(3) *Community*: The Library will work with regional organizations such as the Old Colony Library Network, the Mass. Library System and the Mass. Board of Library Commissioners to develop larger audio collections.

Goal A3. Improve the Library's Reserve and Reciprocal Borrowing Systems. Work with the Old Colony Library Network and other partners to improve library systems that enhance the patron experience and convenience in using the library.

Objective A3 a) Work cooperatively to improve OCLN's reserve request systems.

(1) *Technology/Policy*: Try to replace the local request only system with a local hold priority system, or use other means to assure that there are almost no unreservable titles in OCLN.

Objective A3 b) Participate in OCLN Strategic Planning, governance and potential selection of a new Integrated Library System vendor.

(1) *Personnel*: Phil: Finish term as OCLN Treasurer.

(2) *Personnel*: Director and staff to participate in any OCLN Committees developed to evaluate or select ILS vendors.

Objective A3 c) Work with the Mass. Library System to improve the performance of the Regional Delivery System.

(1) *Collection*: Change barcode location to the front of materials where appropriate. 2011

(2) *Technology*: Purchase a barcode duplication machine to produce barcodes with the necessity of reprogramming RFID tags or the ILS. 2011

(3) *Personnel*: Process all materials going into delivery to assure that they have front barcodes. 2011, to the point where 75% of materials already are barcoded according to regional requirements. Probably at least 2013.

B. Satisfy Curiosity: Lifelong Learning.

“Residents will have the resources they need to explore topics of personal interest and continue to learn throughout their lives” (ibid.)

Goal B1. Enhance Library Collections to support Lifelong Learning.

Objective B1 a) Review and renew collections to support citizen efforts to further formal education, pursue informal enrichment or simply to obtain how-to-information.

(1) *Collection*: Review, pare and re-focus the standing order list. 2012

(2) *Collection*: Re-evaluate the role of and demand for travel information. 2013.

Objective B1 b) Pathfinders: Review areas of strong patron demand for information resources and develop research guides to those areas.

(1) *Personnel*: Assign staff to pathfinder creation. Early 2012

(2) *Personnel*: Create two new model Pathfinders. 2012.

(3) *Personnel*: Create or update pathfinders quarterly. 2013 - 2015

Goal B2. Develop Community Connections to support Lifelong Learning.

Objective B2 a) Develop program of interest to bring outside expertise into Milton, and also to effectively share expertise resident in the community with each other.

(1) *Friends/Personnel*: Identify speakers and presenters of interest to lead programs. Friends and Adult Services staff. All years.

Objective B2 b) Assure that residents are aware of the wealth of community support groups available to help them.

(1) *Community*: Identify community groups and evaluate the current methods of communication people use to find out about these groups. 2013.

(2) *Policy/Technology*: If these methods are found to be ineffective, evaluate whether they could be improved by library community database development. 2014

Objective B2 c) Assure that programs reflect and address the breadth of Milton's Cultural Diversity.

(1) *Community*: Gather input from members of a variety of interest groups in Milton's diverse community on what programs they would like to see the library do, and what programs they could help the library do. 2013. Ongoing.

C. Create Young Readers: Early Literacy.

"Children from birth to five will have programs and services designed to ensure that they will enter school ready to learn to read, write and listen" (ibid.)

Goal C1. Pre-School Children will be able to attend a variety of stimulating programs at the library. (v)

Objective C1 a) The number of programs offered to all children will surpass 300 per year by the end of fy 2012.

(1) *Personnel/Financial*: A part-time professional Children's Librarian will be added to the library staff by 2012.

(2) *Personnel*: The Children's Librarian will oversee an array of programs that utilizes the talents of many staff in programming, both professional and library assistants. All plan years

(3) *Financial*: Increase the amount of special one-time programming or short series from outside presenters.

(4) *Personnel/Community*: Arrange visits where our Children's Librarians go to local pre-schools and daycare providers, and the school visits the library.

Objective C1 b) Empower parents with resources and techniques for enhancing the literacy of their young children.

(1) *Personnel*: Provide specific educational programming for parents dealing with early literacy issues. All plan years.

(2) *Facility*: Create a display area in the Children's Room for non-library flyers and posters of interest for parents and children.

(3) *Community*: Engage with other community groups such as MECA or the Parent Teacher Organizations to bring information to parents.

Objective C1 c) The Children's room is an attractive and stimulating destination for pre-schooler's their parents and caregivers.

(1) *Facility*: Add a pre-school height table in the children's room for children to use for crayoning and other manipulable activities. 2012

(2) *Facility*: Provide a collection of educational toys in the Children's area for pre-school children and their families. 2012

(3) *Technology*: Add a second AWE Early Literacy Station to the Pre-School area. Site both stations on appropriate furnishings. 2011

(4) *Collections*: Provide a specialized source of electronic books for pre-school children, such as Bookflix or Tumblebooks. 2011-12

D. Connect to the Online World: Public Internet Access.

Residents will have high-speed access to the digital world with no unnecessary restrictions or fees to ensure that everyone can take advantage of the ever-growing resources and services available through the Internet.” (ibid.)

Goal D1. Assure that Milton Residents have access to the best online content that the library world has to offer.

Objective D1 a) Remain aware of developments in the library marketplace for online content.

- (1) *Personnel*: Participate in OCLN’s Committee on Innovation. Ongoing
- (2) *Personnel*: Send representatives to state or New England library conferences annually and national conferences bi-annually.

Objective D1 b) Expand the electronic content available to Milton residents.

- (1) *Collection*: Review the most profitable methods for providing e-content. 2012.
- (2) *Financing*: Recommend a financing plan for the fy2013 budget. 2012.

Objective D1 c) Evaluate the service opportunities provided by electronic reading devices.

- (1) *Community*: Survey patron ownership of ebook readers. 2012.
- (2) *Policy*: Review usage and success of ebook reader lending at other libraries. 2012.

Goal D2. Assure that library users have smooth and productive experiences when accessing the internet from the library.

Objective D2 a) Enable users of laptops in the library to print documents at library printers.

- (1) *Personnel*: Research methods of providing print service. 2012
- (2) *Financing*: Present cost options to the Trustees, and if necessary, seek funding sources. 2013
- (3) *Technology*: Implement. 2014

Objective D2 b) Assure that library users have access to current and effective computer technology by implementing a capital plan to replace equipment on a rotating basis.

- (1) *Policy*. Determine a replacement schedule as part of developing the capital budget for submission in early 2012.
- (2) *Financing*: Outline a financial plan and submit this to the town capital committee for review.
- (3) *Technology*: Review state of the art in desktop and laptop technology and in user software four years after the 2009 installation. 2013.

Objective D2 c) Assure that users have opportunity of access without undue waiting by implementing a loanable laptop program

(1) *Technology*: Explore options for robust, cost effective and easy to use machines, including Google's cloud-based computers. 2012.

(2) *Financing*: Present cost options to the Trustees, and if necessary, seek funding sources. 2013

(3) *Policy*. Decide on potential benefits vs. implementation costs. 2013.

E. Information Fluency: How to Find, Evaluate and Use Information.

“Residents will know when they need information to resolve an issue or answer a question and will have the skills to search or, locate, evaluate, and effectively use information to meet their needs.” (ibid.)

Goal E1. The Library will be the leading community resource in finding, evaluating and using information.

Objective E1 a) The Library web-site will be a key resource guide to internet research on topics of interest to Milton residents.

(1) *Collection/Technology*. Reference staff will review current web site links for accuracy and usefulness. 2012

(2) *Collection/Technology*. Reference staff will identify model library web sites and review their content links. 2012.

(3) *Technology*. The web site will be updated incrementally and as part of the overall redesign of the site. 2012-14

Objective E1 b) A series of Information Fluency programs will be developed.

(1) *Personnel*: The drop in individual tutoring program will be reviewed, re-organized and promoted. 2012.

(2) *Friends*: The Friends of the Library will work with the Adult Services Librarian to identify program resources.

(3) *Community*: Local Adult Education teachers and programs will be contacted to determine if there is potential for doing seminar length courses at the library on topics that get high interest as Adult ed. courses. 2013

Objective E1 c) Electronic Resources purchased by the library, regional organizations and the state will be visible to patrons.

(1) *Facility/Collection*: Resources that correspond to items in the physical collection will be advertised with those collections. 2013

(2) *Technology*: The library web site will be the organizing tool for advertising and awareness of electronic resources. Review the web site for effectiveness in this manner every two years.

Goal E2. Milton Historical information will be made more widely available to people using electronic means. (v)

Objective E2 a) Indexing of Milton Newspapers will be made available through an online database.

(1) *Personnel*: Interns and other volunteers will be oriented to the ongoing newspaper indexing project. 2011 and as new help is required.

(2) *Collection/Technology*: Files previously entered into various electronic formats will be brought into Microsoft Access during 2011.

(3) *Technology*: The MS Access indexing database will be reviewed for the optimum data structure.

(4) *Technology*: A service firm such as EngagedPatrons will convert the data into an online database by the end of 2011.

Objective E2 b) Milton Historical publications and documents will be digitized and made available online.

(1) *Personnel*: Library staff will familiarize themselves with the current state of digitization, and such projects as the Massachusetts Digital Commonwealth, and the Library of Congress' American Memory project. 2011-12

(2) *Policy*: Trustees will review a strategy proposal and means of operation for digitization. 2012

(3) *Technology*: Scanning and other equipment necessary for the project will be specified and obtained if necessary.

(4) *Community*: Partners will be developed among other interested Milton organizations. This will be initiated with a meeting of potentially interested organizations such as Milton Historical Commission and MH Society, Forbes Museum, Town Clerk etc. to be held in early 2012.

Objective E2 c) The Library will support the celebration of the Town's 350th Anniversary.

(1) *Personnel*: Library Assistant Director Dan Haacker will coordinate library efforts, and attend relevant organizational meetings. 2011-2012

(2) *Community*: The Library will work with The Milton Historical Society to organize and display historical data in our joint collections. 2011-2012

(3) *Facility*: The Library will dedicate a month of the Wotiz Gallery to historical Milton exhibits. April 2011.

Objective E2 d) The Library will host a Mass. Memories Road Show.

(1) *Financial*: Dan Haacker will file a grant application to fund the show. July 2011.

(2) *Financial/Community*: Necessary funding will be sought to finance the project in supplement to the grant, or in its absence if necessary.

(3) *Facility*: The Library will host the Road Show. May 2012

Goal E3. Equip Milton Job-Seekers with the tools and access to expertise that they need to gain employment and explore career development. (v)

Objective E3 a) Assure that print collections meet job-seeker's needs, and explore the establishment of a unified career resource center in the reference room.

(1) *Collection*: Review our standing order lists for currency and effectiveness of career-related titles. 2012

(2) *Collection*: Identify which areas of the collection could be considered for a unified career collection, and examine usage statistics of volumes in these areas. Goal: determine whether usage would improve with unified shelving. 2012.

(3) *Collection/Facility*: Shift collections to prepare space for a unified collection, if found advantageous, using volunteers where possible.

(4) *Collection*: Assign the proper location codes in the catalog.

(5) *Community*: Advertise the collection to the community.

Objective E3 b) Provide access to the best online resources for job-seekers.

(1) *Personnel*: Take advantage of all regional training sessions related to online job resources. All plan years.

(2) *Collection/Technology*: Review other library's web sites to identify those with well identified career resource information. 2012

(3) *Website*: Update the library web site with links of particular use for Milton Job-Seekers and career explorers. 2012-13.

(4) *Community*: Advertise and run informational programs about library career resources.

Objective E3 c) Bring expertise to Milton job-seekers and career changers.

(1) *Facility*: Continue to provide space for Milton Job Doctor Roni Noland to meet with individuals. All plan years, as long as demand and availability lasts.

(2) *Community*: Develop programs of interest for job-seekers. All plan years.

F. Visit a Comfortable Place: Physical and Virtual Spaces.

“Residents will have safe and welcoming physical places to meet and interact with others or to sit quietly and read and will have open and accessible virtual spaces that support networking”. (ibid.)

Goal F1. Customer Service. The Library is committed to continuous improvement in customer service.

Objective F1 a) Equip the staff with skills and perspectives to help them achieve positive customer service outcomes.

(1) *Personnel*: A cooperative training program will be devised with neighboring libraries in order to ease scheduling of training and take advantage of a wider perspective of issues. 2012

(2) *Financial*: Apply for a Milton Library Foundation grant for the program. 2012.

Objective F1 b) The library will develop feedback mechanisms to encourage patrons to provide suggestions and commentary in an interactive way.

(1) *Technology*: Incorporate a suggestion/comments box on the library web site. 2012

(2) *Personnel*: Review patron comments and post responses within two business days. Ongoing

(3) *Facility*: Identify a place to collect comments and display answers to comments within the library. 2012.

Goal F2. Communications. Library users and non-users alike will be aware of the opportunities for library service and be able to provide input to that service. (v)

Objective F2 a) Raise the profile of the Library Trustees.

(1) *Technology*: Add email contact information for Trustees to the library website. 2011

(2) *Trustees*: Collect Trustee photos and add them to the website. 2012

Objective F2 b) The Library will regularly provide publicity and news concerning developments in library services and programming.

(1) *Personnel*: An electronic newsletter will be issued to cardholders and other interested persons at least ten times per year.

(2) *Personnel*: .Articles describing programming and service developments will regularly be sent to available media outlets. Director; Adult Services Librarian; Children's Librarian; Friends; Foundation.

Objective F2 c) Improve the Library's electronic communications via the web page and in using other methods.

(1) *Community*: Partner with JackRabbit Design to bring skills to the table regarding communications.

(2) *Technology*: Review the web site for usability issues, including ADA access issues. 2012

(3) *Technology*: Determine the most labor-effective means of organizing an attractive, useful web site.

(4) *Technology/Policy*: Evaluate social media methods of communicating with patrons effectively and choose which should be adopted.

(5) *Technology*: Explore the benefits and additional costs of having a website tailored for use on Mobile Phones. 2013

(6) *Financial*: Commit a project budget to electronic communication improvements in fy 2012.

Objective F2 d) Improve signage in the building.

(1) *Facilities*: Install an exterior sign that identifies the Milton Public Library. 2011

- (2) *Facilities*: Install a sign that can communicate hours of operation to people entering the library parking lot, and can publicize key programs. 2011
- (3) *Community*: Develop a process to allow community groups to erect banners at the library in a manner that is not haphazard. 2011
- (4) *Facilities/Collection*: Install signage that directs patrons to areas of the collection. 2011

Objective F2 e) Welcome Mailings: Develop two mailings to a) those who do not have a library card holder in their household, and b) to those who have library cards but are not members of the Friends of the Library.

- (1) *Planning*: Obtain a current list of Milton Residents. Aug. 2011.
- (2) *Technology*: Correlate this list with list of cardholders and list of Friends members to develop targeted mailing lists. Sept. 2011
- (3) *Friends*: Help develop the two letters, and support the mailing costs.

Objective F2 f) Library Tours: Develop a regular tour schedule to allow residents to get an overview of what the library has to offer.

- (1) *Planning*: Develop a tour itinerary. 2012.
- (2) *Friends*: Recruit and train docents. 2013.

Goal F3. Community groups are welcome to use attractive and functional library meeting facilities. (v8)

Objective F3 a) Community groups will reserve library meeting rooms 400 times per year.

- (1) *Policy*: The Trustees will annually review meeting room policies to assess their effectiveness.
- (2) *Policy*: Research review and adopt an after-hours use policy. 2012.

Goal F4. Art in the Library. The Library will hold exhibits of local and regional artists and community art to enhance the library aesthetics and provide changing points of interest to exhibitors.

Objective F4 a) The Wotiz Gallery will hold exhibits of established artists up to monthly.

- (1) *Personnel*: The Adult Services Librarian will seek out and schedule artist exhibits. Ongoing
- (2) *Community*: Artists will be encouraged to schedule exhibits up to 24 months in advance
- (3) *Friends*: Volunteers to help install exhibits will be solicited. 2011
- (4) *Community*: Student art and art from other community organizations will be exhibited in the Keys Room and periodically in the Wotiz Gallery.

Goal F5. Patrons are welcomed by a library that is clean, neat and attractive. (v4)

Objective F5 a) Establish key relationships to provide sound building maintenance & upkeep.

(1) *Community*: Work with the Town Administrator and all consolidated facilities efforts to integrate the Library with all effective measures taken by the town on this front. Ongoing

(2) *Personnel*: Obtain volunteers or Senior tax relief workers to do general outside cleanup, trash pickup and sweeping around the entries and walks.

(3) *Policy/Personnel*: Explore the opportunities for the re-introduction of a position that would support building operations over a range of areas: day-to-day cleaning and basic building maintenance; program support and basic collection support such as shelving and organization of collections.

Goal F6. People with disabilities and mobility impairments can make use of library services with the same ease as able-bodied patrons. (v19)

Objective F6 a) Take advantage of opportunities to improve access to persons with disabilities.

(1) *Facilities*: Assure all ADA rules are adhered to in the placement of furnishings and in other activities, and that building systems to aid the disabled are in good operating condition.

(2) *Technology*: Review the Milton Library web site for ease of accessibility and incorporate the results into web site improvements.

(3) *Community*: Invite the Milton Disabilities Commission to meet at the library in 2012 and in even numbered years to review ways in which the library can help those in Milton with disabilities, whether it be in terms of service development or in improvements to the library facility.

Objective F6 b) Develop the homebound program to better assist those who cannot easily visit the library.

(1) *Personnel*: Continue to support the homebound program by selecting titles and communicating with homebound patrons.

(2) *Friends*: Continue to provide volunteers to help with the logistics of getting library materials to homebound residents.

Appendices

A. Community data

1. Population 27,003 Source: US Census 2010

2. Population Breakdown & Growth 26,702 in 2035
 Source: Metropolitan Area Planning Council Metrofuture 2035 Update, March 8, 2011

3. 2010 Decennial Census Data

DP-1 - Massachusetts: Profile of General Population and Housing Characteristics: 2010
 2010 Demographic Profile Data

Subject	Massachusetts		Milton		
	Number	Percent	Number	Percent	
SEX AND AGE					
Total population	6,547,629	100.0	27,003	100.0	
Under 5 years	367,087	5.6	1,544	5.7	
5 to 9 years	385,687	5.9	1,968	7.3	1.4% higher
10 to 14 years	405,613	6.2	1,941	7.2	1% higher
15 to 19 years	462,756	7.1	2,313	8.6	1.5% higher. Our largest pop. in any 5-year period.
20 to 24 years	475,668	7.3	1,779	6.6	
25 to 29 years	441,525	6.7	913	3.4	Half state %
30 to 34 years	403,616	6.2	1,042	3.9	Also much lower
35 to 39 years	418,195	6.4	1,485	5.5	
40 to 44 years	468,954	7.2	1,937	7.2	
45 to 49 years	515,434	7.9	2,113	7.8	One of 4 groups with over 2000
50 to 54 years	497,001	7.6	2,125	7.9	"
55 to 59 years	432,822	6.6	2,100	7.8	"
60 to 64 years	370,547	5.7	1,586	5.9	
65 to 69 years	264,459	4.0	1,036	3.8	
70 to 74 years	192,001	2.9	825	3.1	
75 to 79 years	162,592	2.5	785	2.9	
80 to 84 years	138,473	2.1	712	2.6	
85 years and over	145,199	2.2	799	3.0	
Median age (years)	39.1	(X)	41.4	(X)	
16 years and over	5,303,787	81.0	21,188	78.5	Fewer 16+, = more youth
18 years and over	5,128,706	78.3	20,320	75.3	
21 years and over	4,825,238	73.7	18,720	69.3	
62 years and over	1,116,677	17.1	5,053	18.7	
65 years and over	902,724	13.8	4,157	15.4	1.6% more 65+
Male population	3,166,628	48.4	12,736	47.2	
Median age (years)	37.7	(X)	39.4	(X)	
Female population	3,381,001	51.6	14,267	52.8	
Median age (years)	40.3	(X)	43.1	(X)	
RACE					
Total population	6,547,629	100.0	27,003	100.0	
One Race	6,375,626	97.4	26,316	97.5	
White	5,265,236	80.4	20,901	77.4	MI was 85% in 2000
Black or African American	434,398	6.6	3,872	14.3	7.7% Higher, MI was 10.2% in

American Indian and Alaska Native	18,850	0.3	39	0.1	
Asian	349,768	5.3	1,118	4.1	
Asian Indian	77,177	1.2	101	0.4	
Chinese	122,957	1.9	577	2.1	
Filipino	12,309	0.2	27	0.1	
Japanese	9,224	0.1	11	0.0	
Korean	24,110	0.4	39	0.1	
Vietnamese	42,915	0.7	288	1.1	
Other Asian [1]	61,076	0.9	75	0.3	
Native Hawaiian and Other Pacific Islander	2,223	0.0	5	0.0	
Some Other Race	305,151	4.7	381	1.4	
Two or More Races	172,003	2.6	687	2.5	
HISPANIC OR LATINO					
Total population	6,547,629	100.0	27,003	100.0	
Hispanic or Latino (of any race)	627,654	9.6	881	3.3	
Mexican	38,379	0.6	77	0.3	
Puerto Rican	266,125	4.1	252	0.9	
Cuban	11,306	0.2	63	0.2	
Other Hispanic or Latino [5]	311,844	4.8	489	1.8	
HOUSEHOLDS BY TYPE					
Total households	2,547,075	100.0	9,274	100.0	
Family households (families) [7]	1,603,591	63.0	6,835	73.7	10% Higher
With own children under 18 years	720,640	28.3	3,272	35.3	7% Higher
Households with individuals under 18 years	784,853	30.8	3,494	37.7	Milton Larger
Households with individuals 65 years and over	653,103	25.6	3,053	32.9	"
Average household size	2.48	(X)	2.75	(X)	Milton Larger
Average family size [7]	3.08	(X)	3.27	(X)	"
HOUSING OCCUPANCY					
Total housing units	2,808,254	100.0	9,700	100.0	
Occupied housing units	2,547,075	90.7	9,274	95.6	
Vacant housing units	261,179	9.3	426	4.4	
For rent	66,673	2.4	102	1.1	
Rented, not occupied	3,822	0.1	6	0.1	
For sale only	25,038	0.9	86	0.9	
Sold, not occupied	6,408	0.2	43	0.4	
For seasonal, recreational, or occasional use	115,630	4.1	59	0.6	
All other vacants	43,608	1.6	130	1.3	
Homeowner vacancy rate (percent) [8]	1.5	(X)	1.1	(X)	
Rental vacancy rate (percent) [9]	6.5	(X)	5.9	(X)	
HOUSING TENURE					
Occupied housing units	2,547,075	100.0	9,274	100.0	
Owner-occupied housing units	1,587,158	62.3	7,644	82.4	20% higher
Pop. in owner-occupied housing units	4,214,212	(X)	22,099	(X)	
Avg. household size of owner-occupied units	2.66	(X)	2.89	(X)	
Renter-occupied housing units	959,917	37.7	1,630	17.6	
Pop. in renter-occupied housing units	2,094,535	(X)	3,388	(X)	
Average household size of renter-occupied units	2.18	(X)	2.08	(X)	

2000

Doubled since 2000, from 531

10% Higher

7% Higher

Milton Larger

"

Milton Larger

"

20% higher

Highlighting indicates where Milton varies notably from the Massachusetts average.

Selected Social Characteristics in the United States: 2007-2009
 Data Set: 2007-2009 American Community Survey
 3-Year Estimates

Selected Social Characteristics in the United States	Massachusetts		Milton		Notes
	Estimate	Percent	Estimate	Percent	
EDUCATIONAL ATTAINMENT					
Population 25 years and over	4,447,683	4,447,683	17,276	17,276	
Less than 9th grade	219,431	4.9%	302	1.7%	
9th to 12th grade, no diploma	284,610	6.4%	605	3.5%	
High school graduate (includes equivalency)	1,193,479	26.8%	2,942	17.0%	
Some college, no degree	716,538	16.1%	2,237	12.9%	
Associate's degree	335,621	7.5%	1,413	8.2%	
Bachelor's degree	975,118	21.9%	5,718	33.1%	11.2% higher
Graduate or professional degree	722,886	16.3%	4,059	23.5%	7.2% higher
Percent high school graduate or higher	88.7%	(X)	94.7%	(X)	
Percent bachelor's degree or higher	38.2%	(X)	56.6%	(X)	18.4% higher
RESIDENCE 1 YEAR AGO					
Population 1 year and over	6,473,146	6,473,146	25,938	25,938	
Same house	5,594,976	86.4%	22,692	87.5%	So, 12.5% newcomers in one year!
Different house in the U.S.	821,833	12.7%	2,850	11.0%	
Same county	500,211	7.7%	1,314	5.1%	
Different county	321,622	5.0%	1,536	5.9%	
Same state	176,670	2.7%	1,143	4.4%	
Different state	144,952	2.2%	393	1.5%	
Abroad	56,337	0.9%	396	1.5%	
LANGUAGE SPOKEN AT HOME					
Population 5 years and over	6,161,389	6,161,389	24,617	24,617	
English only	4,890,803	79.4%	20,215	82.1%	
Language other than English	1,270,586	20.6%	4,402	17.9%	
Speak English less than "very well"	529,349	8.6%	1,320	5.4%	
ANCESTRY					
Total population	6,545,486	6,545,486	26,239	26,239	
English	768,717	11.7%	2,927	11.2%	
French (except Basque)	558,765	8.5%	733	2.8%	
French Canadian	268,708	4.1%	818	3.1%	
German	442,495	6.8%	1,130	4.3%	

Greek	88,074	1.3%	450	1.7%
Irish	1,551,276	23.7%	12,127	46.2%
Italian	927,606	14.2%	3,592	13.7%
Polish	342,868	5.2%	1,022	3.9%
Portuguese	319,910	4.9%	355	1.4%
Russian	119,260	1.8%	410	1.6%
Scotch-Irish	129,574	2.0%	636	2.4%
Scottish	173,854	2.7%	618	2.4%
Subsaharan African	107,097	1.6%	242	0.9%
Swedish	126,135	1.9%	633	2.4%
Swiss	13,149	0.2%	240	0.9%
Ukrainian	25,184	0.4%	186	0.7%
West Indian (excluding Hispanic origin groups)	104,815	1.6%	1,603	6.1%

Selected Economic Characteristics: 2007-2009

Data Set: 2007-2009 American Community Survey 3-Year Estimates

Geographic Area: Massachusetts compared to Milton town, Norfolk County, Massachusetts

Selected Economic Characteristics	Massachusetts		Milton	
	Estimate	Percent	Estimate	Percent
EMPLOYMENT STATUS				
Population 16 years and over	5,281,825	5,281,825	20,540	20,540
In labor force	3,596,108	68.1%	13,868	67.5%
Civilian labor force	3,589,537	68.0%	13,868	67.5%
Employed	3,336,241	63.2%	13,001	63.3%
Unemployed	253,296	4.8%	867	4.2%
Armed Forces	6,571	0.1%	0	0.0%
Percent Unemployed	7.1%	(X)	6.3%	(X)
COMMUTING TO WORK				
Workers 16 years and over	3,252,253	3,252,253	12,346	12,346
Car, truck, or van -- drove alone	2,349,891	72.3%	9,085	73.6%
Car, truck, or van -- carpooled	271,244	8.3%	1,175	9.5%
Public transportation (excluding taxicab)	298,862	9.2%	983	8.0%
Walked	149,477	4.6%	415	3.4%
Other means	51,132	1.6%	61	0.5%
Worked at home	131,647	4.0%	627	5.1%
Mean travel time to work (minutes)	27.3	(X)	27.7	(X)

NOTES: Milton compared to MA

OCCUPATION					
Civilian employed population 16 years and over	3,336,241	3,336,241	13,001	13,001	
Management, professional, and related occupations	1,417,821	42.5%	6,941	53.4%	11% higher
Service occupations	553,994	16.6%	1,893	14.6%	
Sales and office occupations	814,976	24.4%	3,124	24.0%	
Farming, fishing, and forestry occupations	7,250	0.2%	30	0.2%	
Construction, extraction, maintenance, and repair occupations	238,271	7.1%	558	4.3%	
Production, transportation, and material moving occupations	303,929	9.1%	455	3.5%	
INDUSTRY					
Civilian employed population 16 years and over	3,336,241	3,336,241	13,001	13,001	
Agriculture, forestry, fishing and hunting, and mining	13,336	0.4%	50	0.4%	
Construction	194,819	5.8%	622	4.8%	
Manufacturing	329,528	9.9%	578	4.4%	5% Lower
Wholesale trade	87,841	2.6%	149	1.1%	
Retail trade	361,301	10.8%	849	6.5%	4% Lower
Transportation and warehousing, and utilities	129,741	3.9%	620	4.8%	
Information	88,400	2.6%	378	2.9%	
Finance and insurance, and real estate and rental and leasing	270,836	8.1%	1,365	10.5%	
Professional, scientific, and management, and administrative services	426,589	12.8%	2,065	15.9%	3% Higher
Educational services, and health care and social assistance	879,575	26.4%	3,999	30.8%	4.4% higher
Arts, entertainment, and recreation, and accommodation and food services	266,334	8.0%	1,051	8.1%	
Other services, except public administration	151,683	4.5%	411	3.2%	
Public administration	136,258	4.1%	864	6.6%	
INCOME AND BENEFITS (IN 2009 INFLATION-ADJUSTED DOLLARS)					
Total households	2,469,443	2,469,443	8,852	8,852	
Less than \$10,000	166,821	6.8%	333	3.8%	
\$10,000 to \$14,999	122,706	5.0%	249	2.8%	
\$15,000 to \$24,999	204,545	8.3%	609	6.9%	
\$25,000 to \$34,999	196,611	8.0%	352	4.0%	
\$35,000 to \$49,999	282,622	11.4%	727	8.2%	
\$50,000 to \$74,999	424,183	17.2%	1,025	11.6%	
\$75,000 to \$99,999	336,138	13.6%	1,245	14.1%	
\$100,000 to \$149,999	405,074	16.4%	1,738	19.6%	
\$150,000 to \$199,999	167,141	6.8%	991	11.2%	
\$200,000 or more	163,602	6.6%	1,583	17.9%	
Median household income (dollars)	64,722	(X)	97,289	(X)	150 % higher than state
Mean household income (dollars)	86,334	(X)	124,427	(X)	

Households with earnings	1,980,145	80.2%	7,079	80.0%	
With Social Security	671,676	27.2%	3,034	34.3%	7% higher
With retirement income	404,362	16.4%	1,940	21.9%	5.5% higher
With Supplemental Security Income	107,054	4.3%	127	1.4%	
With cash public assistance income	65,321	2.6%	58	0.7%	
With Food Stamp/SNAP benefits in the past 12 months	194,251	7.9%	141	1.6%	
Median family income (dollars)	81,231	(X)	124,938	(X)	154% Higher than state
Per capita income (dollars)	33,820	(X)	42,604	(X)	MI up from \$37,138 in 2000
PERCENTAGE OF FAMILIES AND PEOPLE WHOSE INCOME IN THE PAST 12 MONTHS IS BELOW THE POVERTY LEVEL					
All people	10.1%	(X)	3.7%	(X)	Significantly better than MA
Under 18 years	12.7%	(X)	1.6%	(X)	
Related children under 18 years	12.4%	(X)	1.6%	(X)	
Related children under 5 years	14.0%	(X)	0.9%	(X)	
Related children 5 to 17 years	11.8%	(X)	1.8%	(X)	
18 years and over	9.3%	(X)	4.5%	(X)	
18 to 64 years	9.3%	(X)	4.1%	(X)	
65 years and over	9.4%	(X)	6.0%	(X)	Milton's highest %, but not MA
People in families	7.2%	(X)	1.3%	(X)	
Unrelated individuals 15 years and over	21.0%	(X)	20.3%	(X)	

B. Library data

The following tables illustrate selected library data compared to the fifty Massachusetts towns closest in population to Milton.

1. Circulation Data

2. Services Data

3. Holdings Data

4. Staffing Data

5. Financial Data

Collection Holdings, 2009

50 Comparative Towns

Town	Pop.	Collection		Subscriptions		Media Collections		Downloadable			Media	Total Circs	Turnover
		Total	per cap	Print	Non-Pr.	Audio	Video	e-Books	Audio	Video	pc		
townsname	libpop	hold	holdpc	subscripts	nprsubs	audio	video	ebooks	daudio	dvideo	avpc	tcirc	Turnover
Agawam	28,091	164,095	5.8	225	20	10,217	8,899	974	1,810	236	0.68	367,783	2.2
Andover	33,418	253,511	7.6	586	15	17,112	9,391	0	2,269	0	0.79	604,683	2.4
Belmont	23,291	155,667	6.7	396	25	6,268	7,619	0	2,870	0	0.60	613,295	3.9
Bourne	19,392	68,293	3.5	133	13	3,003	3,555	74	1,641	0	0.34	157,403	2.3
Braintree	35,294	157,057	4.5	242	45	6,443	8,957	0	838	0	0.44	388,108	2.5
Burlington	24,985	109,287	4.4	183	14	6,068	6,990	0	1,649	0	0.52	416,016	3.8
Canton	22,048	139,462	6.3	92	75	5,154	7,291	0	838	0	0.56	292,482	2.1
Chelmsford	34,409	152,324	4.4	283	16	10,407	12,915	0	1,649	0	0.68	656,220	4.3
Danvers	26,762	200,273	7.5	244	34	4,898	3,342	0	0	0	0.31	243,988	1.2
Dartmouth	33,899	108,501	3.2	86	12	3,713	5,843	706	1,580	0	0.28	308,920	2.8
Dedham	24,630	103,487	4.2	462	24	2,724	5,106	0	0	0	0.32	275,067	2.7
Dracut	29,501	96,581	3.3	150	9	4,527	8,329	0	1,649	0	0.44	290,237	3.0
Easton	23,209	81,440	3.5	127	10	2,425	3,416	706	1,580	0	0.25	168,530	2.1
Franklin	32,148	99,011	3.1	189	16	7,774	7,292	0	0	0	0.47	417,835	4.2
Gardner	20,682	122,947	5.9	138	8	2,987	3,139	952	1,226	112	0.30	205,658	1.7
Gloucester	30,243	134,999	4.5	160	10	6,546	5,321	0	934	0	0.39	180,509	1.3
Hingham	22,561	165,031	7.3	300	11	13,769	10,049	0	828	0	1.06	538,308	3.3
Hudson	19,597	74,716	3.8	184	16	5,330	5,969	974	1,810	236	0.58	216,251	2.9
Lexington	30,272	250,667	8.3	299	56	10,826	10,406	0	2,651	0	0.70	809,499	3.2
Ludlow	22,410	63,912	2.9	94	17	2,981	5,067	974	1,810	236	0.36	155,414	2.4
Mansfield	23,969	105,085	4.4	191	17	4,937	5,091	706	1,580	0	0.42	259,670	2.5
Marblehead	19,951	123,463	6.2	212	14	6,992	4,668	0	934	0	0.58	236,771	1.9
Marshfield	24,735	76,478	3.1	179	15	3,193	4,649	0	826	0	0.32	371,670	4.9
Melrose	26,708	106,255	4.0	161	10	3,026	3,924	510	0	0	0.26	296,048	2.8
Middleborough	21,117	105,337	5.0	185	19	5,427	6,226	706	1,580	0	0.55	175,862	1.7
Milford	27,246	119,906	4.4	177	1	3,691	6,701	952	1,227	124	0.38	218,693	1.8
Milton	26,187	121,936	4.7	168	9	6,136	5,838	0	858	0	0.46	239,652	2.0
Needham	28,560	160,808	5.6	350	19	8,558	10,751	0	0	0	0.68	608,987	3.8
North Andover	27,522	136,026	4.9	129	11	5,196	4,660	0	1,649	98	0.36	232,847	1.7
North Attleborough	27,794	52,534	1.9	107	1	1,897	3,016	706	1,580	0	0.18	164,238	3.1
Norton	19,186	62,283	3.3	87	10	1,776	1,908	707	1,580	0	0.19	89,235	1.4
Norwood	28,211	114,484	4.1	180	13	5,076	5,061	0	2,319	0	0.36	349,584	3.1

Collection Holdings, 2009

50 Comparative Towns

Town	Pop.	Collection		Subscriptions		Media Collections		Downloadable			Media	Total	Turnover
		Total	per cap	Print	Non-Pr.	Audio	Video	e-Books	Audio	Video	pc		
townsname	libpop	hold	holdpc	subscripts	nprsubs	audio	video	ebooks	daudio	dvideo	avpc	tcirc	Turnover
Randolph	30,082	70,228	2.3	75	0	2,351	6,970	838	0	0	0.31	236,699	3.4
Reading	23,052	131,189	5.7	287	20	8,238	10,619	0	510	0	0.82	449,376	3.4
Sandwich	20,129	72,617	3.6	258	21	3,056	5,297	0	838	0	0.41	318,101	4.4
Shrewsbury	33,435	295,422	8.8	224	44	8,114	6,773	974	1,810	236	0.45	452,225	1.5
Stoneham	21,471	84,074	3.9	112	7	2,173	2,181	0	934	0	0.20	108,321	1.3
Stoughton	26,927	99,924	3.7	189	13	3,036	2,634	0	838	0	0.21	185,674	1.9
Tewksbury	29,543	92,125	3.1	187	14	3,843	5,164	0	1,649	0	0.30	278,921	3.0
Wakefield	24,717	113,995	4.6	181	18	3,917	4,387	0	510	0	0.34	313,276	2.7
Walpole	23,133	122,013	5.3	120	1	4,466	6,216	0	0	0	0.46	236,044	1.9
Wareham	21,221	105,935	5.0	120	15	3,149	3,900	706	1,580	0	0.33	145,674	1.4
Watertown	32,365	143,723	4.4	293	27	10,474	15,648	0	2,886	0	0.81	668,039	4.6
Wellesley	27,244	269,071	9.9	324	85	15,397	13,476	0	2,886	0	1.06	719,225	2.7
West Springfield	27,459	108,407	4.0	120	7	5,373	7,796	0	0	0	0.48	279,053	2.6
Westford	22,066	160,017	7.3	331	34	8,462	7,642	0	1,649	0	0.73	358,027	2.2
Wilmington	21,649	67,266	3.1	164	11	4,364	4,901	0	1,649	0	0.43	264,866	3.9
Winchester	21,090	123,428	5.9	165	23	7,426	10,016	0	0	0	0.83	620,885	5.0
Winthrop	21,880	93,298	4.3	43	6	510	2,132	0	0	0	0.12	81,507	0.9
Yarmouth	23,778	102,854	4.3	227	17	5,316	7,734	219	4,923	0	0.55	231,450	2.3
Top 10 Cutoff		155,945	6.0	284	23	8,139	8,911	706	1,810	0	0.68	449,946	3.5
Median	24,860	111,641	4.4	182	15	5,115	5,906	0	1,580	0	0.44	278,987	2.6
Milton 2009	26,187	121,936	4.7	168	9	6,136	5,838	0	858	0	0.46	239,652	2.0
Milton 2010	26,187	112,184	4.3	158	18	6,217	5,840	0	20	0	0.46	327,887	2.9

Notes:

- 1) Decline due to closing of East Milton Branch, 6/30/2009
- 2) Major collection investments here made up for branch closing.
- 3) 2009 number must have included entire collection bought by OCLN
- 4) 6250 more media items would get us to the top ten level of .68 per capita.

Circulation, 2009

50 Comparative Towns

Town	Pop.	Circulation		Hours / Year			Media Circulation							
		Total	Per Cap.	Main	Branches	Circs / Hr	Print		Audio		Video		Downloadable	
		tcirc	circpc				printtotci	per 100	audiocirc	per 100	videocirc	per 100	ebookcirc	daudiocirc
Winchester	21,090	620,885	29	3,120	0	199	353,234	1,675	53,814	255	168,400	798	0	0
Lexington	30,272	809,499	27	3,297	0	246	530,729	1,753	71,709	237	152,635	504	0	1,084
Wellesley	27,244	719,225	26	3,363	2,303	127	432,952	1,589	72,708	267	137,411	504	0	938
Belmont	23,291	613,295	26	3,192	130	185	367,516	1,578	54,005	232	138,430	594	0	783
Hingham	22,561	538,308	24	2,715	0	198	294,891	1,307	70,567	313	91,585	406	0	1,059
Needham	28,560	608,987	21	3,375	0	180	359,231	1,258	58,240	204	138,832	486	0	744
Watertown	32,365	668,039	21	3,212	0	208	326,366	1,008	64,721	200	206,676	639	0	616
Reading	23,052	449,376	19	3,034	0	148	281,762	1,222	41,384	180	87,745	381	0	308
Chelmsford	34,409	656,220	19	3,126	944	161	377,733	1,098	67,849	197	152,977	445	0	1,985
Andover	33,418	604,683	18	3,323	0	182	374,152	1,120	68,830	206	80,132	240	0	2,266
Burlington	24,985	416,016	17	3,020	0	138	224,543	899	31,408	126	112,931	452	0	1,085
Westford	22,066	358,027	16	2,604	0	104	259,555	1,176	37,503	170	33,781	153	0	1,189
Sandwich	20,129	318,101	16	2,465	0	129	188,634	937	19,568	97	80,678	401	0	860
Marshfield	24,735	371,670	15	2,905	0	128	230,752	933	29,057	117	69,617	281	0	660
Shrewsbury	33,435	452,225	14	3,047	0	148	274,165	820	39,679	119	100,414	300	667	211
Canton	22,048	292,482	13	2,795	0	105	193,180	876	14,142	64	47,951	217	0	428
Agawam	28,091	367,783	13	3,044	0	121	200,858	715	36,020	128	95,914	341	472	317
Franklin	32,148	417,835	13	3,219	0	130	228,486	711	45,041	140	92,270	287	0	0
Wakefield	24,717	313,276	13	3,247	0	96	224,854	910	19,753	80	42,836	173	0	438
Norwood	28,211	349,584	12	3,148	0	111	218,152	773	26,415	94	68,319	242	0	608
Wilmington	21,649	264,866	12	3,128	0	85	145,832	674	23,188	107	65,183	301	0	616
Marblehead	19,951	236,771	12	2,839	0	83	166,117	833	26,425	132	22,435	112	0	234
Dedham	24,630	275,067	11	2,261	2,430	59	183,848	746	30,932	126	35,301	143	0	0
Melrose	26,708	296,048	11	3,051	0	97	211,869	793	16,953	63	47,658	178	0	435
Hudson	19,597	216,251	11	3,069	0	70	142,695	728	20,912	107	50,652	258	139	420
Braintree	35,294	388,108	11	3,050	0	127	236,760	671	32,508	92	76,767	218	0	891
Mansfield	23,969	259,670	11	2,779	0	93	171,284	715	17,843	74	37,567	157	352	814
Walpole	23,133	236,044	10	2,587	0	91	164,782	712	7,521	33	37,695	163	0	369
West Springfield	27,459	279,053	10	3,019	0	92	141,633	516	21,422	78	84,098	306	31	144
Gardner	20,682	205,658	10	2,431	0	85	134,198	649	11,484	56	40,832	197	51	220
Dracut	29,501	290,237	10	3,054	0	95	156,959	532	29,108	99	73,437	249	0	884
Yarmouth	23,778	231,450	10	2,352	2,398	49	135,931	572	16,357	69	77,148	324	34	588

Circulation, 2009

50 Comparative Towns

Town	Pop.	Circulation		Hours / Year			Circs / Hr		Media Circulation						
		Total	Per Cap.	Main	Branches	Branches	per Hr	Print	Audio		Video		Downloadable		
townsname	libpop	tcirc	circpc					printtotci	per 100	audiocirc	per 100	videocirc	per 100	ebookcirc	daudiocirc
Tewksbury	29,543	278,921	9	2,384	0	117	168,455	570	22,594	76	61,009	207	0	877	
Milton	26,187	239,652	9	711	4,707	44	139,950	534	17,139	65	42,983	164	0	332	
Danvers	26,762	243,988	9	3,190	0	76	159,975	598	22,238	83	36,734	137	0	353	
Dartmouth	33,899	308,920	9	2,491	823	93	168,613	497	15,444	46	76,448	226	37	497	
North Andover	27,522	232,847	8	3,263	0	71	163,368	594	18,634	68	28,893	105	0	862	
Middleborough	21,117	175,862	8	2,447	0	72	108,005	511	19,306	91	41,555	197	3,004	675	
Bourne	19,392	157,403	8	2,518	0	63	105,123	542	12,615	65	37,967	196	23	591	
Milford	27,246	218,693	8	3,186	0	69	134,949	495	13,564	50	43,608	160	110	1	
Randolph	30,082	236,699	8	2,992	0	79	157,904	525	11,393	38	66,707	222	132	0	
Easton	23,209	168,530	7	2,936	0	57	99,905	430	11,626	50	33,219	143	876	425	
Ludlow	22,410	155,414	7	2,546	0	61	81,223	362	12,179	54	47,176	211	19	71	
Stoughton	26,927	185,674	7	3,089	0	60	120,653	448	13,204	49	17,456	65	0	507	
Wareham	21,221	145,674	7	1,640	0	89	95,179	449	11,600	55	20,325	96	22	488	
Gloucester	30,243	180,509	6	3,048	0	59	127,251	421	17,667	58	16,035	53	0	209	
North Attleboroug	27,794	164,238	6	3,032	0	54	114,694	413	9,412	34	36,774	132	0	461	
Stoneham	21,471	108,321	5	2,438	0	44	80,000	373	5,855	27	10,006	47	0	156	
Norton	19,186	89,235	5	1,317	0	68	59,573	311	5,502	29	12,334	64	416	332	
Winthrop	21,880	81,507	4	2,191	0	37	55,071	252	4,533	21	11,533	53	0	0	
Top 10 Cutoff		449,946	17	3,187	0	140	275,684	1,026	42,115	172	92,999	385	40	865	
Median	24,860	278,987	11	3,026	0	93	168,534	712	21,167	87	55,831	217	0	475	
Milton 2009	26,187	239,652	9	711	4,707	44	139,950	534	17,139	65	42,983	164	0	332	
Milton 2010	26,187	327,887	13	3,378	0	97	190,862	729	25,610	98	66,393	254	69	621	

Notes:

1) 1) 2) 3) 4) 5) 6)

- 1) Direct circ plus ILL's sent out. Now well above the median in numbers and per capita, which was a big jump.
- 2) Well within the top ten.
- 3) Climbing, but not alarming yet.
- 4) All 3 categories of media loans jumped above the median this year
- 5) A few libraries are having notable success here. Half of these are SAILS members, which went into Overdrive ebooks before OCLN.
- 6) Overdrive Audio downloads have picked up in Milton, but still need better advertising.

Turnover, 2009

Town	Print			Audio			Video			Total		
	Circ	Held	Turnover	Circ	Held	Turnover	Circ	Held	Turnover	Circ	Held	Turnover
townsname	printtotci	printtot		audiocirc	audio	Audio Turnove	videocirc	video	Video Turnove	dircirc	hold	Turnover
Agawam	200,858	131,630	1.5	36,020	10,217	3.5	95,914	8,899	10.8	335320	164,095	2.0
Andover	374,152	175,712	2.1	68,830	17,112	4.0	80,132	9,391	8.5	528651	253,511	2.1
Belmont	367,516	136,631	2.7	54,005	6,268	8.6	138,430	7,619	18.2	564944	155,667	3.6
Bourne	105,123	59,708	1.8	12,615	3,003	4.2	37,967	3,555	10.7	138836	68,293	2.0
Braintree	236,760	107,096	2.2	32,508	6,443	5.0	76,767	8,957	8.6	350966	157,057	2.2
Burlington	224,543	90,329	2.5	31,408	6,068	5.2	112,931	6,990	16.2	384798	109,287	3.5
Canton	193,180	124,042	1.6	14,142	5,154	2.7	47,951	7,291	6.6	257010	139,462	1.8
Chelmsford	377,733	125,605	3.0	67,849	10,407	6.5	152,977	12,915	11.8	606784	152,324	4.0
Danvers	159,975	135,380	1.2	22,238	4,898	4.5	36,734	3,342	11.0	221500	200,273	1.1
Dartmouth	168,613	96,592	1.7	15,444	3,713	4.2	76,448	5,843	13.1	261570	108,501	2.4
Dedham	183,848	93,504	2.0	30,932	2,724	11.4	35,301	5,106	6.9	251135	103,487	2.4
Dracut	156,959	81,049	1.9	29,108	4,527	6.4	73,437	8,329	8.8	263581	96,581	2.7
Easton	99,905	72,530	1.4	11,626	2,425	4.8	33,219	3,416	9.7	147084	81,440	1.8
Franklin	228,486	82,326	2.8	45,041	7,774	5.8	92,270	7,292	12.7	374321	99,011	3.8
Gardner	134,198	113,674	1.2	11,484	2,987	3.8	40,832	3,139	13.0	188313	122,947	1.5
Gloucester	127,251	121,721	1.0	17,667	6,546	2.7	16,035	5,321	3.0	163064	134,999	1.2
Hingham	294,891	140,174	2.1	70,567	13,769	5.1	91,585	10,049	9.1	461592	165,031	2.8
Hudson	142,695	59,787	2.4	20,912	5,330	3.9	50,652	5,969	8.5	207834	74,716	2.8
Lexington	530,729	218,774	2.4	71,709	10,826	6.6	152,635	10,406	14.7	762501	250,667	3.0
Ludlow	81,223	52,384	1.6	12,179	2,981	4.1	47,176	5,067	9.3	141469	63,912	2.2
Mansfield	171,284	91,374	1.9	17,843	4,937	3.6	37,567	5,091	7.4	230861	105,085	2.2
Marblehead	166,117	107,637	1.5	26,425	6,992	3.8	22,435	4,668	4.8	218310	123,463	1.8
Marshfield	230,752	66,530	3.5	29,057	3,193	9.1	69,617	4,649	15.0	331463	76,478	4.3
Melrose	211,869	98,101	2.2	16,953	3,026	5.6	47,658	3,924	12.1	279337	106,255	2.6
Middleborough	108,005	89,676	1.2	19,306	5,427	3.6	41,555	6,226	6.7	153681	105,337	1.5
Milford	134,949	102,550	1.3	13,564	3,691	3.7	43,608	6,701	6.5	194074	119,906	1.6
Milton	139,950	107,143	1.3	17,139	6,136	2.8	42,983	5,838	7.4	201278	121,936	1.7
Needham	359,231	136,934	2.6	58,240	8,558	6.8	138,832	10,751	12.9	559498	160,808	3.5
North Andover	163,368	123,511	1.3	18,634	5,196	3.6	28,893	4,660	6.2	213598	136,026	1.6
North Attleborough	114,694	44,537	2.6	9,412	1,897	5.0	36,774	3,016	12.2	147152	52,534	2.8
Norton	59,573	55,579	1.1	5,502	1,776	3.1	12,334	1,908	6.5	79470	62,283	1.3
Norwood	218,152	99,524	2.2	26,415	5,076	5.2	68,319	5,061	13.5	316426	114,484	2.8
Randolph	157,904	60,018	2.6	11,393	2,351	4.8	66,707	6,970	9.6	207658	70,228	3.0
Reading	281,762	108,310	2.6	41,384	8,238	5.0	87,745	10,619	8.3	414953	131,189	3.2
Sandwich	188,634	63,049	3.0	19,568	3,056	6.4	80,678	5,297	15.2	291843	72,617	4.0

Turnover, 2009

Town	Print			Audio			Video			Total		
	Circ	Held	Turnover	Circ	Held	Turnover	Circ	Held	Turnover	Circ	Held	Turnover
Shrewsbury	274,165	121,087	2.3	39,679	8,114	4.9	100,414	6,773	14.8	429135	295,422	1.5
Stoneham	80,000	74,773	1.1	5,855	2,173	2.7	10,006	2,181	4.6	97504	84,074	1.2
Stoughton	120,653	88,015	1.4	13,204	3,036	4.3	17,456	2,634	6.6	152690	99,924	1.5
Tewksbury	168,455	71,305	2.4	22,594	3,843	5.9	61,009	5,164	11.8	254590	92,125	2.8
Wakefield	224,854	100,042	2.2	19,753	3,917	5.0	42,836	4,387	9.8	293550	113,995	2.6
Walpole	164,782	111,133	1.5	7,521	4,466	1.7	37,695	6,216	6.1	210635	122,013	1.7
Wareham	95,179	96,127	1.0	11,600	3,149	3.7	20,325	3,900	5.2	128020	105,935	1.2
Watertown	326,366	112,947	2.9	64,721	10,474	6.2	206,676	15,648	13.2	614930	143,723	4.3
Wellesley	432,952	228,848	1.9	72,708	15,397	4.7	137,411	13,476	10.2	643456	269,071	2.4
West Springfield	141,633	94,490	1.5	21,422	5,373	4.0	84,098	7,796	10.8	250690	108,407	2.3
Westford	259,555	122,305	2.1	37,503	8,462	4.4	33,781	7,642	4.4	336642	160,017	2.1
Wilmington	145,832	56,166	2.6	23,188	4,364	5.3	65,183	4,901	13.3	235983	67,266	3.5
Winchester	353,234	98,384	3.6	53,814	7,426	7.2	168,400	10,016	16.8	579791	123,428	4.7
Winthrop	55,071	88,450	0.6	4,533	510	8.9	11,533	2,132	5.4	72045	93,298	0.8
Yarmouth	135,931	84,103	1.6	16,357	5,316	3.1	77,148	7,734	10.0	206436	102,854	2.0
Top 10 Cutoff	275,684	123,617	2.6	42,115	8,139	6.2	92,999	8,911	13.1	417,789	155,945	3.2
Median	168,534	98,243	2.0	21,167	5,115	4.8	55,831	5,906	9.8	252,863	111,641	2.3
Milton 2009	139,950	107,143	1.3	17,139	6,136	2.8	42,983	5,838	7.4	201,278	121,936	1.7
Milton 2010	190,862	100,107	1.9	25,610	6,217	4.1	66,393	5,840	11.4	284,098	112,184	2.5

Notes:

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General All of the 2009 numbers were well below medians, but there was significant improvent in '10 due to better circ and smaller holdings.

- 1) Print is almost at the median turnover. More weeding?
- 2) Audio turnover has had a big jump due to phasing out of old formats. Should jump more as that process continues.
- 3) Video use has jumped substantially, with turnover above median. This is before the recent changes in display.
- 4) Overall turnover has made a big jump, to above median levels.

Overall Income & Expenditure, 2009

50 Comparative Towns

SORT

Town	PC Circ.		Population		Municipal Approp.		Other Income		Total Operating Inc		Expenditures	
	MBLC Code:	circpc	libpop	tamilast	tamipc	Other \$	\$ per cap.	toilast	toipc	toelast	toepc	
Winchester		29.4	21,090	1,594,070	75.58	130,676	6.20	1,724,746	81.78	1,591,418	75.46	
Lexington		26.7	30,272	1,858,685	61.40	326,959	10.80	2,185,644	72.20	2,011,390	66.44	
Wellesley		26.4	27,244	2,055,934	75.46	243,961	8.95	2,299,895	84.42	2,340,147	85.90	
Belmont		26.3	23,291	1,802,756	77.40	133,553	5.73	1,936,309	83.14	1,843,835	79.17	
Hingham		23.9	22,561	1,359,144	60.24	225,462	9.99	1,584,606	70.24	1,617,798	71.71	
Needham		21.3	28,560	1,284,500	44.98	101,801	3.56	1,386,301	48.54	1,282,660	44.91	
Watertown		20.6	32,365	2,144,506	66.26	158,585	4.90	2,303,091	71.16	2,006,919	62.01	
Reading		19.5	23,052	1,212,009	52.58	74,261	3.22	1,286,270	55.80	1,197,315	51.94	
Chelmsford		19.1	34,409	1,469,455	42.71	86,900	2.53	1,556,355	45.23	1,561,154	45.37	
Andover		18.1	33,418	2,391,586	71.57	111,619	3.34	2,503,205	74.91	2,682,383	80.27	
Burlington		16.7	24,985	1,220,490	48.85	41,872	1.68	1,262,362	50.52	1,205,146	48.23	
Westford		16.2	22,066	1,332,371	60.38	109,939	4.98	1,442,310	65.36	1,382,541	62.65	
Sandwich		15.8	20,129	863,625	42.90	66,588	3.31	930,213	46.21	935,904	46.50	
Marshfield		15.0	24,735	678,672	27.44	74,115	3.00	752,787	30.43	724,387	29.29	
Shrewsbury		13.5	33,435	1,155,020	34.55	282,036	8.44	1,437,056	42.98	1,197,749	35.82	
Canton		13.3	22,048	942,897	42.77	58,416	2.65	1,001,313	45.42	993,109	45.04	
Agawam		13.1	28,091	975,157	34.71	134,765	4.80	1,109,922	39.51	1,052,014	37.45	
Franklin		13.0	32,148	888,335	27.63	87,871	2.73	976,206	30.37	859,115	26.72	
Wakefield		12.7	24,717	1,108,923	44.86	225,259	9.11	1,334,182	53.98	1,278,809	51.74	
Norwood		12.4	28,211	1,388,628	49.22	67,288	2.39	1,455,916	51.61	1,464,120	51.90	
Wilmington		12.2	21,649	921,577	42.57	58,392	2.70	979,969	45.27	942,806	43.55	
Marblehead		11.9	19,951	926,180	46.42	50,611	2.54	976,791	48.96	944,643	47.35	
Dedham		11.2	24,630	1,084,312	44.02	58,526	2.38	1,142,838	46.40	1,077,787	43.76	
Melrose		11.1	26,708	959,974	35.94	174,833	6.55	1,134,807	42.49	998,453	37.38	
Hudson		11.0	19,597	638,256	32.57	49,745	2.54	688,001	35.11	674,435	34.42	
Braintree		11.0	35,294	1,214,685	34.42	63,919	1.81	1,278,604	36.23	1,226,182	34.74	
Mansfield		10.8	23,969	642,621	26.81	27,780	1.16	670,401	27.97	634,972	26.49	
Walpole		10.2	23,133	688,313	29.75	56,249	2.43	744,562	32.19	691,005	29.87	
West Springfield		10.2	27,459	841,021	30.63	139,502	5.08	980,523	35.71	817,285	29.76	
Gardner		9.9	20,682	565,258	27.33	132,474	6.41	697,732	33.74	658,971	31.86	

Overall Income & Expenditure, 2009

50 Comparative Towns

SORT

Town	PC Circ.	Population	Municipal Approp.		Other Income		Total Operating Inc		Expenditures	
			Total \$	\$ per cap	Other \$	\$ per cap.	toilast	toipc	toelast	toepc
MBLC Code:	circpc	libpop	tamilast	tamipc						
Dracut	9.8	29,501	687,078	23.29	62,860	2.13	749,938	25.42	707,078	23.97
Yarmouth	9.7	23,778	690,546	29.04	54,729	2.30	745,275	31.34	719,217	30.25
Tewksbury	9.4	29,543	981,612	33.23	49,737	1.68	1,031,349	34.91	981,612	33.23
Milton	9.2	26,187	949,215	36.25	28,723	1.10	977,938	37.34	947,195	36.17
Danvers	9.1	26,762	1,142,862	42.70	48,000	1.79	1,190,862	44.50	1,181,850	44.16
Dartmouth	9.1	33,899	1,037,020	30.59	12,358	0.36	1,049,378	30.96	1,072,210	31.63
North Andover	8.5	27,522	791,328	28.75	11,472	0.42	802,800	29.17	802,800	29.17
Middleborough	8.3	21,117	566,876	26.84	95,758	4.53	662,634	31.38	675,603	31.99
Bourne	8.1	19,392	573,894	29.59	40,143	2.07	614,037	31.66	613,211	31.62
Milford	8.0	27,246	1,007,278	36.97	66,955	2.46	1,074,233	39.43	1,035,555	38.01
Randolph	7.9	30,082	671,450	22.32	45,795	1.52	717,245	23.84	665,489	22.12
Easton	7.3	23,209	449,465	19.37	955,731	41.18	1,405,196	60.55	1,059,060	45.63
Ludlow	6.9	22,410	357,166	15.94	42,519	1.90	399,685	17.84	358,964	16.02
Stoughton	6.9	26,927	957,575	35.56	69,095	2.57	1,026,670	38.13	1,004,155	37.29
Wareham	6.9	21,221	321,475	15.15	110,267	5.20	431,742	20.35	378,659	17.84
Gloucester	6.0	30,243	745,978	24.67	187,900	6.21	933,878	30.88	881,850	29.16
North Attleborough	5.9	27,794	571,684	20.57	84,575	3.04	656,259	23.61	602,292	21.67
Stoneham	5.0	21,471	618,872	28.82	74,815	3.48	693,687	32.31	682,076	31.77
Norton	4.7	19,186	295,314	15.39	59,268	3.09	354,582	18.48	349,856	18.23
Winthrop	3.7	17,943	297,791	16.60	98,833	5.51	396,624	22.10	374,662	20.88
Top 10 Cutoff	16.9		1,294,074	48.92	135,712	5.82	1,438,107	54.34	1,302,636	51.77
Median	11.0	24,860	946,056	34.63	74,188	3.02	1,013,992	38.78	987,361	36.73
Milton 2009	9.2	26,187	949,215	36.25	28,723	1.10	977,938	37.34	947,195	36.17
Milton 2010	12.5	26,187	1,036,698	39.59	53,228	2.03	1,089,926	41.62	1,089,688	41.61

Notes:

1)

2)

3)

1) Top 20% appropriation levels would be \$1,281,068, based on per capita levels x Milton pop.

2) Significant difference here, even from the median. Milton numbers much higher in '10, at \$53,228, or \$2.03 per capita

3) \$52 per capita spending would be \$1,361,724, or \$414,529 more than we did in 2009.

Budget Expenditures, 2009

50 Comparative Towns

Town	PC Circ.	Population	Collection Materials				Salary			Operating Expense			Network Total
			Total	\$ per cap	Rank	%	Total	\$ per cap	%	Total	\$ per cap	%	
townsname	circpc	libpop	tmelast	tmeperc	matperc	salelast	saleperc	toelast	toopercent	netwelast			
Agawam	13.1	28,091	155,094	5.52	24	15	816,392	29.06	78	73,865	2.63	7	37,007
Andover	18.1	33,418	335,477	10.04	5	13	2,029,800	60.74	76	317,106	9.49	12	69,729
Belmont	26.3	23,291	313,470	13.46	2	19	1,080,568	46.39	59	283,335	12.16	15	46,503
Bourne	8.1	19,392	119,914	6.18	19	20	373,513	19.26	61	116,764	6.02	19	32,744
Braintree	11.0	35,294	212,626	6.02	21	18	819,355	23.22	67	182,732	5.18	15	41,115
Burlington	16.7	24,985	170,955	6.84	12	14	863,503	34.56	72	168,843	6.76	14	42,753
Canton	13.3	22,048	114,347	5.19	28	12	724,830	32.88	73	140,032	6.35	14	35,517
Chelmsford	19.1	34,409	212,501	6.18	19	15	941,881	27.37	60	233,285	6.78	15	65,613
Danvers	9.1	26,762	200,314	7.49	11	17	876,016	32.73	74	95,220	3.56	8	46,058
Dartmouth	9.1	33,899	147,940	4.36	39	14	749,199	22.10	70	175,071	5.16	16	31,993
Dedham	11.2	24,630	158,172	6.42	16	15	847,800	34.42	79	71,815	2.92	7	37,323
Dracut	9.8	29,501	91,026	3.09	44	13	442,830	15.01	63	169,091	5.73	24	31,077
Easton	7.3	23,209	146,207	6.30	17	16	594,456	25.61	56	191,776	8.26	18	23,535
Franklin	13.0	32,148	135,001	4.20	41	16	641,191	19.94	75	58,126	1.81	7	33,000
Gardner	9.9	20,682	97,925	4.73	33	15	398,934	19.29	61	159,575	7.72	24	26,543
Gloucester	6.0	30,243	154,197	5.10	29	18	633,854	20.96	72	79,859	2.64	9	43,097
Hingham	23.9	22,561	246,342	10.92	4	15	1,105,941	49.02	68	253,899	11.25	16	54,885
Hudson	11.0	19,597	109,095	5.57	23	16	449,250	22.92	67	106,081	5.41	16	25,743
Lexington	26.7	30,272	257,945	8.52	8	13	1,608,985	53.15	80	144,460	4.77	7	58,931
Ludlow	6.9	22,410	64,502	2.88	47	18	217,536	9.71	61	74,426	3.32	21	18,530
Mansfield	10.8	23,969	129,246	5.39	25	20	425,372	17.75	67	77,441	3.23	12	25,042
Marblehead	11.9	19,951	150,736	7.56	10	16	682,390	34.20	72	111,517	5.59	12	40,841
Marshfield	15.0	24,735	111,552	4.51	36	15	542,161	21.92	75	68,834	2.78	10	33,347
Melrose	11.1	26,708	138,887	5.20	27	14	725,831	27.18	73	133,735	5.01	13	38,561
Middleborough	8.3	21,117	103,250	4.89	32	15	451,087	21.36	67	118,838	5.63	18	22,451
Milford	8.0	27,246	134,614	4.94	30	13	791,122	29.04	76	109,819	4.03	11	31,500
Milton	9.2	26,187	128,898	4.92	31	14	701,281	26.78	74	108,954	4.16	12	37,135
Needham	21.3	28,560	171,146	5.99	22	14	1,002,789	35.11	78	77,973	2.73	6	52,057
North Andover	8.5	27,522	125,152	4.55	34	16	535,488	19.46	67	135,539	4.92	17	36,436
North Attleborough	5.9	27,794	81,503	2.93	46	14	455,223	16.38	76	64,579	2.32	11	23,594
Norton	4.7	19,186	30,665	1.60	50	9	226,085	11.78	65	86,564	4.51	25	22,134

Budget Expenditures, 2009

50 Comparative Towns

Town	PC Circ.	Population	Collection Materials				Salary			Operating Expense			Network Total
			Total	\$ per cap	Rank	%	Total	\$ per cap	%	Total	\$ per cap	%	
townsname	circpc	libpop	tmelest	tmeperc	matperc	salelast	saleperc	tooelest	toopercent	netwelast			
Norwood	12.4	28,211	192,400	6.82	13	13	1,088,027	38.57	74	165,506	5.87	11	38,868
Randolph	7.9	30,082	92,953	3.09	44	14	485,466	16.14	73	87,070	2.89	13	31,890
Reading	19.5	23,052	189,727	8.23	9	16	918,685	39.85	77	79,914	3.47	7	46,481
Sandwich	15.8	20,129	136,286	6.77	14	15	681,215	33.84	73	118,403	5.88	13	32,923
Shrewsbury	13.5	33,435	174,679	5.22	26	15	846,584	25.32	71	175,529	5.25	15	42,131
Stoneham	5.0	21,471	92,961	4.33	40	14	486,123	22.64	71	102,992	4.80	15	33,107
Stoughton	6.9	26,927	119,872	4.45	37	12	755,675	28.06	75	119,408	4.43	12	31,463
Tewksbury	9.4	29,543	118,524	4.01	42	12	673,396	22.79	69	189,692	6.42	19	38,573
Wakefield	12.7	24,717	161,380	6.53	15	13	881,352	35.66	69	227,951	9.22	18	43,611
Walpole	10.2	23,133	104,607	4.52	35	15	526,141	22.74	76	60,257	2.60	9	29,452
Wareham	6.9	21,221	51,892	2.45	48	14	226,319	10.66	60	97,448	4.59	26	27,692
Watertown	20.6	32,365	291,568	9.01	7	15	1,478,657	45.69	74	203,141	6.28	10	56,444
Wellesley	26.4	27,244	442,098	16.23	1	19	1,557,051	57.15	67	340,998	12.52	15	63,577
West Springfield	10.2	27,459	121,214	4.41	38	15	584,403	21.28	72	110,463	4.02	14	32,214
Westford	16.2	22,066	205,762	9.32	6	15	1,027,860	46.58	74	148,919	6.75	11	45,449
Wilmington	12.2	21,649	133,965	6.19	18	14	741,062	34.23	79	65,268	3.01	7	31,266
Winchester	29.4	21,090	244,506	11.59	3	16	1,182,681	56.08	74	131,690	6.24	8	47,045
Winthrop	3.7	17,943	36,548	2.04	49	11	210,473	11.73	56	92,609	5.16	25	42,880
Yarmouth	9.7	23,778	93,374	3.93	43	13	520,748	21.90	72	104,065	4.38	15	39,485
Top 10 Libraries	16.9		201,404	7.50		16	954,063	36.24	75	176,970	6.49	18	46,143
Median	11.0	24,860	135,644	5.31		15	713,056	26.20	72	117,584	5.08	13	37,071
Milton 2009	9.2	26,187	128,898	4.92	31	14	701,281	26.78	74	108,954	4.16	12	37,135
Milton 2010	12.5	26,187	143,163	5.47		13	787,878	30.09	72	158,647	6.06	15	33,312

Notes:

1)

2)

3)

4)

5)

1) \$7.50 per capita would be \$196,403 for Milton, \$49,403 higher than the FY11 budget of \$147,000. (5.6 pc)

2) \$13 is Milton's state certification minimum. Towns under 25000 pop. need to spend 15%

3) Salaries went up with the addition of Sundays in 2010,

4) Smaller is better for this category, but the '10 level for Milton was \$158,647 or 15% of total operating costs.

5) Overall, Network assesments have been very stable. Our OCLN charges declined because of the dropping of E. Milton Branch charges.

Hours of Service, 2009

50 Comparative Towns

Town	Population	Circ pc	# of branches	Hours per Year			Days per year		Hours per year		
				Main Lib.	Branches	Bookmobiles	Saturday	Sunday	Saturday	Sunday	Evenings
MBLC Code:	libpop	circpc	branches	annhrsmain	annhrsbran	annhrsbkmb	totsats	totsuns	hrssats	hrssuns	hrseves
Agawam	28,091	13.1	0	3044	0	0	41	0	287	0	818
Andover	33,418	18.1	0	3323	0	0	49	40	392	160	780
Belmont	23,291	26.3	0	3192	130	0	51	18	376	72	784
Bourne	19,392	8.1	0	2518	0	0	52	0	442	0	498
Braintree	35,294	11.0	0	3050	0	0	43	0	344	0	796
Burlington	24,985	16.7	0	3020	0	0	51	38	327	152	831
Canton	22,048	13.3	0	2795	0	0	42	0	315	0	823
Chelmsford	34,409	19.1	1	3126	944	0	52	0	442	0	806
Danvers	26,762	9.1	0	3190	0	0	52	36	416	144	782
Dartmouth	33,899	9.1	1	2491	823	0	51	0	408	0	741
Dedham	24,630	11.2	1	2261	2430	0	0	31	0	124	380
Dracut	29,501	9.8	0	3054	0	0	37	0	296	0	693
Easton	23,209	7.3	0	2936	0	0	43	0	301	0	588
Franklin	32,148	13.0	0	3219	0	0	52	0	416	0	787
Gardner	20,682	9.9	0	2431	0	0	43	0	172	0	291
Gloucester	30,243	6.0	0	3048	0	0	51	0	382	0	568
Hingham	22,561	23.9	0	2715	0	0	52	33	415	132	783
Hudson	19,597	11.0	0	3069	0	0	51	0	408	0	733
Lexington	30,272	26.7	0	3297	0	0	52	34	408	136	781
Ludlow	22,410	6.9	0	2546	0	0	41	0	164	0	312
Mansfield	23,969	10.8	0	2779	0	0	50	29	350	116	588
Marblehead	19,951	11.9	0	2839	0	0	51	36	383	144	705
Marshfield	24,735	15.0	0	2905	0	0	52	0	416	0	592
Melrose	26,708	11.1	0	3051	0	0	40	37	280	111	796
Middleborough	21,117	8.3	0	2447	0	0	43	0	215	0	588
Milford	27,246	8.0	0	3186	0	0	35	0	280	0	820
Milton	26,187	9.2	1	711	4707	0	42	0	576	0	1465
Needham	28,560	21.3	0	3375	0	0	52	42	416	168	807
North Andover	27,522	8.5	0	3263	0	0	42	41	336	123	704
North Attleboroug	27,794	5.9	0	3032	0	0	51	0	408	0	628

Hours of Service, 2009

50 Comparative Towns

Town	Population	Circ pc	# of branches	Hours per Year			Days per year		Hours per year		
				Main Lib.	Branches	Bookmobiles	Saturday	Sunday	Saturday	Sunday	Evenings
MBLC Code:	libpop	circpc	branches	annhrsmain	annhrsbran	annhrsbkmb	totsats	totsuns	hrssats	hrssuns	hrseves
Norton	19,186	4.7	0	1317	0	0	0	0	0	0	256
Norwood	28,211	12.4	0	3148	0	0	43	29	344	87	781
Randolph	30,082	7.9	0	2992	0	0	52	0	361	0	660
Reading	23,052	19.5	0	3034	0	0	49	28	392	84	748
Sandwich	20,129	15.8	0	2465	0	0	52	36	338	144	525
Shrewsbury	33,435	13.5	0	3047	0	0	43	33	344	132	776
Stoneham	21,471	5.0	0	2438	0	0	35	0	140	0	584
Stoughton	26,927	6.9	0	3089	0	0	42	0	336	0	780
Tewksbury	29,543	9.4	0	2384	0	0	43	0	344	0	468
Wakefield	24,717	12.7	0	3247	0	0	52	1	416	4	835
Walpole	23,133	10.2	0	2587	0	0	39	0	273	0	0
Wareham	21,221	6.9	0	1640	0	0	52	0	217	0	231
Watertown	32,365	20.6	0	3212	0	0	52	29	376	116	724
Wellesley	27,244	26.4	2	3363	2303	0	49	39	392	156	0
West Springfield	27,459	10.2	0	3019	0	0	39	0	312	0	752
Westford	22,066	16.2	0	2604	0	826	43	16	301	48	835
Wilmington	21,649	12.2	0	3128	0	0	42	0	336	0	756
Winchester	21,090	29.4	0	3120	0	0	41	30	325	87	836
Winthrop	21,880	3.7	0	2191	0	0	21	0	196	0	586
Yarmouth	23,778	9.7	2	2352	2398	0	52	36	446	144	696
Top 10 Cutoff		16.9	0	3187	0	0	52	34	409	132	798
Median	24,860	11.0	0	3026	0	0	46	0	344	0	737
Milton 2009	26,187	9.2	1	711	4707	0	42	0	576	0	1465
Milton 2010	26,187	12.5	0	3002	0	0	42	29	336	116	795

Notes:

- 1) We are in the minority on Saturday openings in terms of days, close to median in hours. 12 Libraries have fewer Sats., 5 have 42 days.
- 2) Sundays are now among the better libraries
- 3) Evening hours are among the best

Services, 2009

50 Comparative Towns

Town	Population	Card-holders	% Card-holders	Circ pc	Ref. Ques.	Internet Computers	Computer Users/wk	Computer Users/comp	Door Counts	Visits / Hrs Open	Meetings
MBLC Code:	libpop	regisnum		circpc	reference	compaccint	ELECRESUSR		attendance	visithrs	mtrmuses
Agawam	28,091	18,277	65%	13.1	14,908	26	486	19	306,176	101	602
Andover	33,418	32,296	97%	18.1	67,362	47	1,411	30	407,121	123	748
Belmont	23,291	15,674	67%	26.3	36,456	17	643	38	335,735	101	673
Bourne	19,392	10,131	52%	8.1	2,080	9	203	23	103,310	41	611
Braintree	35,294	19,930	56%	11.0	34,125	19	694	37	242,000	79	887
Burlington	24,985	20,288	81%	16.7	24,180	15	543	36	142,198	47	942
Canton	22,048	10,953	50%	13.3	8,740	24	446	19	152,379	55	407
Chelmsford	34,409	52,853	154%	19.1	20,826	47	1,406	30	213,422	52	1,848
Danvers	26,762	18,673	70%	9.1	43,030	20	624	31	0	0	187
Dartmouth	33,899	14,219	42%	9.1	65,737	20	1,298	65	0	0	280
Dedham	24,630	10,256	42%	11.2	81,000	13	612	47	0	0	161
Dracut	29,501	20,587	70%	9.8	14,328	20	427	21	163,855	54	278
Easton	23,209	10,840	47%	7.3	0	11	156	14	0	0	0
Franklin	32,148	15,905	49%	13.0	13,416	12	1,587	132	213,781	66	439
Gardner	20,682	11,353	55%	9.9	20,516	6	242	40	0	0	715
Gloucester	30,243	15,841	52%	6.0	11,713	21	465	22	155,682	51	534
Hingham	22,561	14,476	64%	23.9	6,121	17	750	44	292,500	108	2,988
Hudson	19,597	11,033	56%	11.0	4,820	8	235	29	86,071	28	308
Lexington	30,272	22,992	76%	26.7	37,715	14	898	64	494,573	150	1,452
Ludlow	22,410	8,009	36%	6.9	0	11	260	24	0	0	313
Mansfield	23,969	16,299	68%	10.8	5,106	4	160	40	0	0	303
Marblehead	19,951	17,847	89%	11.9	18,577	22	482	22	0	0	261
Marshfield	24,735	14,552	59%	15.0	23,400	13	400	31	0	0	724
Melrose	26,708	21,411	80%	11.1	47,086	26	809	31	256,323	84	287
Middleborough	21,117	14,439	68%	8.3	3,813	26	525	20	106,668	44	405
Milford	27,246	17,371	64%	8.0	0	22	3,328	151	154,553	49	896
Milton	26,187	15,834	60%	9.2	7,876	24	383	16	42,455	8	79
Needham	28,560	18,537	65%	21.3	40,326	29	765	26	349,763	104	606
North Andover	27,522	29,883	109%	8.5	26,758	22	896	41	175,985	54	1,403
North Attleborough	27,794	13,339	48%	5.9	4,000	3	160	53	170,000	56	325
Norton	19,186	13,773	72%	4.7	5,785	4	115	29	58,166	44	206
Norwood	28,211	17,035	60%	12.4	20,624	15	651	43	215,177	68	2,389
Randolph	30,082	17,142	57%	7.9	13,000	10	560	56	88,004	29	60

Services, 2009

50 Comparative Towns

Town	Population	Card-holders	% Card-holders	Circ pc	Ref. Ques.	Internet Computers	Computer Users/wk	Computer Users/comp	Door Counts	Visits / Hrs Open	Meetings
MBLC Code:	libpop	regisnum		circpc	reference	compaccint	ELECRESUSR		attendance	visithrs	mtrmuses
Reading	23,052	20,676	90%	19.5	61,568	34	0	0	0	0	690
Sandwich	20,129	13,053	65%	15.8	3,926	29	0	0	172,584	70	843
Shrewsbury	33,435	22,493	67%	13.5	34,372	13	403	31	259,649	85	483
Stoneham	21,471	14,655	68%	5.0	25,602	14	352	25	103,562	43	531
Stoughton	26,927	10,655	40%	6.9	2,617	9	347	39	173,192	56	768
Tewksbury	29,543	19,902	67%	9.4	7,700	24	527	22	175,060	73	483
Wakefield	24,717	19,654	80%	12.7	29,798	24	1,481	62	322,403	99	586
Walpole	23,133	13,176	57%	10.2	5,188	16	200	13	0	0	320
Wareham	21,221	17,086	81%	6.9	5,500	29	525	18	0	0	776
Watertown	32,365	19,215	59%	20.6	51,342	77	1,585	21	364,810	114	553
Wellesley	27,244	23,756	87%	26.4	30,215	53	2,268	43	461,778	82	1,119
West Springfield	27,459	16,729	61%	10.2	69,900	17	484	28	174,087	58	352
Westford	22,066	20,964	95%	16.2	4,670	14	300	21	270,315	79	1,542
Wilmington	21,649	12,706	59%	12.2	8,338	18	372	21	145,154	46	837
Winchester	21,090	16,333	77%	29.4	53,388	19	870	46	309,792	99	263
Winthrop	21,880	10,922	50%	3.7	879	11	144	13	0	0	93
Yarmouth	23,778	13,582	57%	9.7	7,086	23	1,100	48	175,530	37	320
Top 10 Cutoff		20,348	80%	16.9	38,237	26	896	44	274,752	84	852
Median	24,860	16,316	65%	11.0	14,618	19	506	30	159,769	52	533
Milton 2009	26,187	15,834	60%	9.2	7,876	24	383	16	42,455	8	79
Milton 2010	26,187	15,326	59%	12.5	9,744	30	596	20	182,370	61	544

Notes:

The Highlighted cardholder lines are OCLN libraries, all using the same rules for deleting unused cards. There still are several thousand residents of Milton over age five who do not have library cards.

Programming, 2009

50 Comparative Towns

Town	Population	Circ pc	Meetings	Programs								
				Children's				Adult		Teen		Total Per Yr
				#	Attendance	J Staff/wk	J progs/JFTE	#	Attendance	#	Attendance	
				MBLC Code:	libpop	circpc	mtrmuses	juprog	juattend	chilhrs	adprog	
Agawam	28,091	13.1	602	241	6,158	35	241	124	1,530	19	363	384
Andover	33,418	18.1	748	445	8,133	57.5	271	312	7,539	151	950	908
Belmont	23,291	26.3	673	224	8,280	35	224	99	1,881	54	680	377
Bourne	19,392	8.1	611	259	7,103	37.5	242	79	1,619	24	169	362
Braintree	35,294	11.0	887	162	4,868	35	162	163	2,737	25	317	350
Burlington	24,985	16.7	942	222	8,552	0		160	2,073	80	981	462
Canton	22,048	13.3	407	109	2,519	35	109	118	4,259	6	100	233
Chelmsford	34,409	19.1	1,848	356	11,665	37.5	332	448	7,492	36	216	840
Danvers	26,762	9.1	187	106	5,093	37.5	99	39	1,460	16	352	161
Dartmouth	33,899	9.1	280	142	2,837	0		40	487	24	152	206
Dedham	24,630	11.2	161	76	1,686	37.5	71	37	529	1	14	114
Dracut	29,501	9.8	278	270	8,228	35	270	102	705	47	262	419
Easton	23,209	7.3	0	290	5,920	35	290	275	1,154	7	49	572
Franklin	32,148	13.0	439	409	12,927	25	573	39	827	31	247	479
Gardner	20,682	9.9	715	100	2,609	37.5	93	30	200	0	0	130
Gloucester	30,243	6.0	534	233	5,655	70	117	86	2,716	9	325	328
Hingham	22,561	23.9	2,988	194	5,871	70	97	427	0	7	37	628
Hudson	19,597	11.0	308	279	5,968	37.5	260	158	1,254	10	105	447
Lexington	30,272	26.7	1,452	333	18,129	56	208	125	4,487	27	444	485
Ludlow	22,410	6.9	313	196	4,721	40	172	135	1,315	59	795	390
Mansfield	23,969	10.8	303	272	7,698	0		20	271	0	0	292
Marblehead	19,951	11.9	261	58	2,411	40	51	100	3,015	14	139	172
Marshfield	24,735	15.0	724	190	6,595	37.5	177	30	1,223	0	0	220
Melrose	26,708	11.1	287	187	5,945	39	168	51	987	51	987	289
Middleborough	21,117	8.3	405	152	7,367	36.3	147	90	1,352	39	922	281
Milford	27,246	8.0	896	171	5,403	63	95	360	8,321	192	4,800	723
Milton	26,187	9.2	79	45	1,319	37.5	42	12	328	2	52	59
Needham	28,560	21.3	606	321	11,262	93.5	120	23	986	53	1,463	397
North Andover	27,522	8.5	1,403	141	1,608	37.5	132	470	5,982	12	162	623
North Attleborough	27,794	5.9	325	173	2,876	40	151	65	707	2	25	240
Norton	19,186	4.7	206	137	4,705	0		76	1,516	17	167	230

Programming, 2009

50 Comparative Towns

Town	Population	Circ pc	Meetings	Programs								
				Children's				Adult		Teen		Total Per Yr
				#	Attendance	J Staff/wk	J progs/JFTE	#	Attendance	#	Attendance	
MBLC Code:	libpop	circpc	mtrmuses	juprog	juattend	chilhrs		adprog	adattend	yaprogs	yaattend	
Norwood	28,211	12.4	2,389	228	3,916	25	319	106	1,209	0	0	334
Randolph	30,082	7.9	60	70	2,030	0		6	284	0	0	76
Reading	23,052	19.5	690	345	13,692	82	147	128	2,688	37	915	510
Sandwich	20,129	15.8	843	276	11,498	35	276	92	2,818	51	774	419
Shrewsbury	33,435	13.5	483	166	4,171	37.5	155	164	3,080	66	1,878	396
Stoneham	21,471	5.0	531	257	12,580	35	257	25	732	3	36	285
Stoughton	26,927	6.9	768	167	5,195	38	154	77	1,637	35	385	279
Tewksbury	29,543	9.4	483	280	9,504	37.5	261	39	662	12	75	331
Wakefield	24,717	12.7	586	245	5,888	58	148	96	1,185	24	290	365
Walpole	23,133	10.2	320	138	2,333	35	138	30	450	0	0	168
Wareham	21,221	6.9	776	102	2,563	37.5	95	1	20	1	20	104
Watertown	32,365	20.6	553	266	10,856	77	121	242	3,801	94	1,897	602
Wellesley	27,244	26.4	1,119	239	10,682	97	86	286	6,282	10	132	535
West Springfield	27,459	10.2	352	319	10,148	37.5	298	127	1,004	70	400	516
Westford	22,066	16.2	1,542	150	8,722	0		71	888	21	452	242
Wilmington	21,649	12.2	837	256	7,530	35	256	138	2,390	79	727	473
Winchester	21,090	29.4	263	782	10,800	50	547	192	3,052	2	15	976
Winthrop	21,880	3.7	93	75	1,187	35	75	0	0	0	0	75
Yarmouth	23,778	9.7	320	158	3,059	37.5	147	112	3,492	2	150	272
Top 10 Cutoff		16.9	852	279	10,255	51.2	191	163	3,058	51	778	511
Median	24,860	11.0	533	209	5,933	37.5	195	98	1,334	18	193	356
Milton 2009	26,187	9.2	79	45	1,319	37.5	42	12	328	2	52	59
Milton 2010			544	95	3,608	37.5	89	53	1,405	1	25	149

Notes:

- 1) Median libraries are doing double the children's programs.
- 2) Top tier libraries are deploying more professional children's librarians
- 3) Unknown is which libraries have YA Librarians.
- 4) The median shows more than a program per every day open.

Staffing, 2009

50 Comparative Towns

														SORT
Town	Population	Full Time	Full Time	Part Time	MLS	Total Hours per Week			Volunteer	Circulation				
		Equiv.	Count	Count	Count	Non-Cust.	Professional	Child. Prof.	Hrs/Yr	In Library	ILL To	per FTE	per Cap.	
MBLCL Code:	libpop	fte	ft	pt	dismls	ncusthrs	profhrs	chilhrs	volhoursyr	dircirc	loanto	TCirc/FTE	circpc	
Winchester	21,090	23.7	10	31	14	770	370	50	2,618	579,791	41,094	26,198	29	
Lexington	30,272	36.3	26	23	24	1,270	551	56	4,972	762,501	46,998	22,300	27	
Wellesley	27,244	36.1	21	46	21	1,244	469	97	6,433	643,456	75,769	19,923	26	
Belmont	23,291	22.7	17	32	15	744	390	35	1,142	564,944	48,360	27,018	26	
Hingham	22,561	24.6	14	27	7	773	315	70	5,166	461,592	76,716	21,882	24	
Needham	28,560	29.1	16	33	15	899	442	93.5	1,538	559,498	49,489	20,927	21	
Watertown	32,365	36.1	22	39	22	1,148	492	77	7,127	614,930	53,109	18,505	21	
Reading	23,052	22.6	6	37	17	790	453	82	2,060	414,953	34,423	19,884	19	
Chelmsford	34,409	26	11	32	6	813	300	37.5	5,484	606,784	49,436	25,239	19	
Andover	33,418	36	14	40	16	1,261	528	57.5	4,257	528,651	76,047	16,797	18	
Burlington	24,985	18.2	8	22	8	638	260	0	2,406	384,798	31,218	22,858	17	
Westford	22,066	22.6	12	20	8	741	417	0	1,665	336,642	21,385	15,842	16	
Sandwich	20,129	15	12	7	4	489	206	35	2,119	291,843	26,258	21,207	16	
Marshfield	24,735	11.7	4	15	12	409	184	37.5	1,127	331,463	40,207	31,767	15	
Shrewsbury	33,435	19.7	12	23	6	649	322	37.5	2,304	429,135	23,708	22,987	14	
Canton	22,048	15.3	12	5	7	456	215	35	3,713	257,010	35,472	19,116	13	
Agawam	28,091	19.2	17	4	5	673	175	35	2,085	335,320	32,463	19,155	13	
Franklin	32,148	12.6	7	10	3	441	250	25	3,150	374,321	43,515	33,162	13	
Wakefield	24,717	20.5	14	22	13	659	401	58	2,055	293,550	19,726	15,282	13	
Norwood	28,211	23.1	14	28	11	728	405	25	1,510	316,426	33,161	15,134	12	
Wilmington	21,649	18.1	13	14	6	635	335	35	2,536	235,983	28,883	14,633	12	
Marblehead	19,951	18.9	12	11	5	622	240	40	4,976	218,310	18,461	12,528	12	
Dedham	24,630	17.9	13	10	5	553	300	37.5	1,292	251,135	23,932	15,367	11	
Melrose	26,708	18.5	13	22	5	593	230	39	860	279,337	16,711	16,003	11	
Hudson	19,597	14.8	8	21	8	517	213	37.5	1,580	207,834	8,417	14,612	11	
Braintree	35,294	22.1	16	15	8	774	263	35	1,900	350,966	37,142	17,561	11	
Mansfield	23,969	9.9	5	9	4	346	119	0	173	230,861	28,809	26,229	11	
Walpole	23,133	12.4	4	14	4	432	165	35	2,500	210,635	25,409	19,036	10	
West Springfield	27,459	14.5	10	5	7	509	263	37.5	344	250,690	28,363	19,245	10	
Gardner	20,682	12	10	3	3	382	125	37.5	921	188,313	17,345	17,138	10	
Dracut	29,501	12.3	8	15	2	416	257	35	1,907	263,581	26,656	23,597	10	
Yarmouth	23,778	13.4	8	6	3	469	228	37.5	4,501	206,436	25,014	17,272	10	
Tewksbury	29,543	16.1	15	0	4	528	153	37.5	1,070	254,590	24,331	17,324	9	
Milton	26,187	16.6	11	9	6	581	225	37.5	616	201,278	38,374	14,437	9	
Danvers	26,762	21	10	23	6	735	475	37.5	1,123	221,500	22,488	11,618	9	
Dartmouth	33,899	16.7	14	7	5	527	140	0	756	261,570	47,350	18,498	9	

Staffing, 2009

50 Comparative Towns

														SORT
Town	Population	Full Time	Full Time	Part Time	MLS	Total Hours per Week			Volunteer	Circulation				
		Equiv.	Count	Count	Count	Non-Cust.	Professional	Child. Prof.	Hrs/Yr	In Library	ILL To	per FTE	per Cap.	
MBLC Code:	libpop	fte	ft	pt	dlsmis	ncusthrs	profhrs	chilhrs	volhoursyr	dircirc	loanto	TCirc/FTE	circpc	
North Andover	27,522	13.6	7	12	7	439	243	37.5	2,865	213,598	19,249	17,121	8	
Middleborough	21,117	10.3	8	5	4	337	185	36.3	2,400	153,681	22,181	17,074	8	
Bourne	19,392	8.5	4	9	3	276	150	37.5	1,600	138,836	18,567	18,518	8	
Milford	27,246	20	10	15	4	629	385	63	1,392	194,074	24,619	10,935	8	
Randolph	30,082	12.3	8	8	3	391	140	0	3,000	207,658	29,041	19,244	8	
Easton	23,209	13.5	11	7	5	473	210	35	282	147,084	21,446	12,484	7	
Ludlow	22,410	6.9	6	1	2	242	80	40	2,886	141,469	13,945	22,524	7	
Stoughton	26,927	15.1	10	11	4	468	163	38	3,156	152,690	32,984	12,296	7	
Wareham	21,221	8.8	2	5	0	307	190	37.5	3,500	128,020	17,654	16,554	7	
Gloucester	30,243	14.8	9	10	2	478	363	70	4,234	163,064	17,445	12,197	6	
North Attleboroug	27,794	11.9	7	10	5	395	200	40	206	147,152	17,086	13,802	6	
Stoneham	21,471	11.4	8	8	4	380	164	35	820	97,504	10,817	9,502	5	
Norton	19,186	6	3	8	3	208	137	0	885	79,470	9,765	14,873	5	
Winthrop	21,880	9.3	6	5	3	301	175	35	204	72,045	9,462	8,764	4	
Top 10 Cutoff		22.62	14	24	11	749	392	51.2	3,543	417,789	41,578	22,345	17	
Median	24,860	16.35	10	12	5	527	241	37.5	2,058	252,863	26,457	17,443	11	
Milton 2009	26,187	16.6	11	9	6	581	225	37.5	616	201,278	38,374	14,437	9	
Milton 2010	26,187	16.4	12	10	7	575	225	37.5	749	284,098	43,789	19,976	13	

Notes:

1) 2) 3) 4) 5) 6) 7)

- 1) Milton At the Median: Top ten have six more full time equivalents
- 2) Note how many more part-timers the top ten libraries have
- 3) And many of those are MLS holders
- 4) We are above median in hours, below in prof. hours, and at it in Children's professional. Some libraries have 1.5, 2 or more Juv. Librarians.
- 5) 2000 hours is a full time person every week.
- 6) Already among the top ten in providing materials on ILL
- 7) A big jump in one year. Franklin and then Marshfield have the biggest numbers.