

Long Range Plan

2005 – 2009



Milton Public Library est. 1870

Approved by the Board of Library Trustees

October 18, 2004

Milton Public Library

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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 a nine-month 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

3 Community Representatives	Kevin Carroll Brian McDonough Aaron Henry, Town Planner
3 Library Trustees	Kathy Fagan-Bauer Gene Boylan Jennifer White
and 3 Library Staff	Daniel Haacker, Assistant Director Sally Lawler Philip McNulty, Director

C. Methodology

The plan is based on the methodology outlined in the American Library Association publication “The New 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 services. Library strengths, weaknesses, opportunities and threats are defined, and a good picture of the state of library service is formed.

A set of 13 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.

II. The Community

A. History

Milton was settled in 1640 and incorporated in 1662. Milton grew from an industrialized center along the Neponset Valley 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.

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 lies 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. A 2000 census population of 26,062 is expected to slowly increase to 27,149 over the next twenty years, according to the Metropolitan Area Planning Council.

Education

Milton is a very well-educated community. Over half (52%) of residents have a bachelors degree or higher, vs. a 33% statewide average. 22% have graduate or professional degrees, 7 percentage points above the state average. Two percent of Milton residents older than 25 do not have a high school education, compared to six percent at the state level.

Income & Poverty

Milton has stronger income figures than the typical Massachusetts community. Income levels are 50% above the state average, while poverty levels under 3% are a third of the state average.

Household

Milton has a higher percentage of family households (75%) than is typical in the state (66%). The community has a significantly higher percentage of owner occupied housing units (84% versus a state average of 62%).

Race

While Milton's percentage of white families is very close to the state average, the 10% of the population represented by black families is nearly double the state average. Other races comprise a much smaller total in Milton than in the rest of the state.

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.
- High expectations among the townspeople.

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.	
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	Homeowners	Preserve the existing stock of housing and stimulate the productions of a variety of housing types through innovative zoning techniques that provide incentives for housing production.	
15	Milton Village, all	Redevelop Milton Village in a way that balances residential and	

#	Who Will Benefit	Community Vision Statements Benefit and Result	
	residents	economic development and capitalizes on waterfront resources.	
16	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.	
17	Parents	Parents get community support in raising and educating their children.	L
18	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
19	People with Disabilities	The disabled can participate in the community with as little difficulty as able-bodied citizens.	L
20	People with Health Issues	Sick people can get access to medical care and information about medical issues.	L
21	Preschool Children	Preschoolers will enter school after a great exposure to books and stories.	L
22	Racial and Ethnic Groups	Racial and Ethnic Groups will feel part of the greater community without having to submit to homogenization.	L
23	Retirees	Retirees will feel encouraged to participate more broadly in the community, rather than restricting themselves to "senior-only" activities.	
24	Stay-at-home mothers	Stay-at-home mothers will not feel alienated from/resented by the "adult realm."	L
25	Students	Students attend schools without accreditation issues, and receive the education they need and deserve.	L
26	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.	
27	Visitors	Preserve and promote the history of Milton to attract visitors to the area.	
28	Workers	Milton residents can find sustaining and meaningful employment.	L
29	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 three properties; The Main Library on Canton Avenue, The East Milton Branch Library, and the Kidder Building, a former branch library that now houses the Milton Community Schools day and after school care programs.

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 is still in operation. The Kidder Branch serving northwest Milton operated until the 1990s.

In 1958 a 4000 square foot addition was erected at the rear of the stack wing, bringing the total 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.

C. Significant aspects of library data

Usage and output measures

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.

Milton's rating of 8.1 is barely above the median. This is very surprising for a community with high education and income levels and therefore expected high demand. This is an initial indicator that there may be problems with the supply of library services.

None of the other rankings on this table show Milton as very high. Print, audio and video circulation totals are all at the median. Non-resident use is significantly below the median. While it is not our mission to serve non-residents beyond state requirements and the encouragement of reciprocity, this could be a significant indicator. Lack of non-resident use in a location that is on commuter routes into Boston could be an indication of poor accessibility, parking, general attractiveness or selection of materials. Other data that shows Milton sending out more books on network transfer (inter-library loan) than we get in indicate that the material selection is good, however.

Services

The table in Appendix B2 shows figures on library services. Annual hours open and evening hours at the main library are among the strongest in the set. By contrast, number of Saturdays open are near the bottom due to our lack of summer Saturdays, although the annual hours open on Saturday are not quite as bad (while still being below average). The Sunday figures were for the last year before budget cuts eliminated Sunday openings. At that point we were slightly above the median.

Milton holds much fewer programs than most libraries, and many of the adult programs we claim are actually held off-site at places like the Council on Aging. Juvenile programs are barely half the median rate, and less than half in terms of attendance. This is an area that must be addressed.

Milton Public Library's service strength lies in annual evening hours and in branch services.

Holdings and resource measures

Collection Holdings

Milton is above the median in most collection categories. Audio/Visual materials are the one area we are below median, an area that has very high patron demand.

Staffing

Milton is right at the median in terms of full-time equivalent positions, but well below the top ten libraries in that measure (by 8) and has half the staff with Library Science degrees that the top ten libraries have. A particular problem is in Children's services, with only a part-time MLS position.

Financial Resources

Total operating expenditures per capita were \$32.72. This is just at the median, but is nearly half that of the expenditure level of the ten model libraries. The critical measure of dollars per capita spent on collection materials is \$4.83, a number that is below the median, and well below the top ten model libraries rate of \$8.69.

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. *The New Planning for Results* details thirteen 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 at this point in time.

The planning committee has selected four 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 emphasis or activity.

Strong Emphasis

- **Commons**

"A library that provides a Commons environment helps address the need of people to meet and interact with others in their community and to participate in public discourse about community issues". (Sandra Nelson, *The New Planning for Results*, American Library Association, c. 2001; p. 65)

The planning committee envisions that Milton will benefit on many levels from emphasis on this role. All residents will benefit from an additional meeting and contact point, especially one with a cultural focus that sustains performances, exhibits, lectures and workshops. Members of organized community groups will benefit from the availability of meeting space. Preschoolers, students and parents will benefit from the greater ability to hold children's programming.

- **Current Topics and Titles**

"A library that provides Current Topics and Titles helps to fulfill community residents' appetite for information about popular cultural and social trends and their desire for satisfying recreational experiences" (ibid.)

This role forms the traditional core of library service. People may obtain a wide variety of books of general interest through their collective investment in the public library. This role supports avid readers and is one of the key things a community can do to help the young become avid readers and set them on the path to educational and professional success.

Access to music and film is also a fundamental part of this role.

- **General Information**

“A library that offers General Information helps meet the need for information and answers to questions on a broad array of topics related to work, school, and personal life.” (ibid.)

Students will be a prime beneficiary of this role in their homework and research efforts. Researchers, community businesses, and the general public will all benefit from the availability of a service that helps them navigate the intricacies of today’s information world.

- **Lifelong Learning**

“A library that provides Lifelong Learning service helps address the desire for self-directed personal growth and development opportunities” (ibid.)

Adult learners and Seniors who want to increase their skills in a variety of areas, from computers to home repair and decoration, will greatly benefit from emphasis on this role. Preschoolers and their parents are another target group, who will benefit from opportunities to attend story programs, get directed guidance in developing young reading skills, and have the availability of tremendous reading resources.

Basic Level of Activity

- Basic Literacy
- Community Referral
- Cultural Awareness
- Formal Learning Support
- Information Literacy
- Local History and Genealogy

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

- Business & Career Information
- Consumer Information
- Government Information

The three responses defined as “not emphasized” will have key elements addressed under the General Information 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. Commons

Goal A1. All residents will have opportunity to attend an array of cultural and educational programs, many of which appeal to multi-generational audiences. (v1, 13, 24)

Objective A1 a) The library will provide over 200 children's programs and 100 adult programs annually within two years of opening a renovated library.

- (1) *Personnel:* A staff member will be assigned to coordinate adult programming and outreach during 2005.
- (2) *Personnel / Financial:* The Children's Librarian position will be restored to full-time status for the FY 2006 budget.
- (3) *Facilities:* The renovated library shall have a dedicated story hour room with a capacity of 25 children and room for parents to sit at the perimeter.
- (4) *Community.* Art shows will be held in the gallery during 2005.

Goal A2. Community groups are welcome to use attractive and functional library meeting facilities. (v8)

Objective A2 a) Community groups will reserve library meeting rooms 400 times per year within two years of opening a renovated library facility.

- (1) *Policy:* Develop a comprehensive meeting room booking and use policy before the renovated building opens.

(2) *Facilities*: The renovated library shall have a meeting room that seats at least 75, and a conference room that can seat 15.

Goal A3. People with disabilities can make use of library facilities with the same ease as able-bodied patrons. (v19)

Objective A3 a) Elevator service will reach all levels of the library.

(1) *Facilities*: The Library Building Committee shall carefully review elevator location, capabilities and access during the upcoming design stages.

Objective A3 b) Ramps, building entries and interior clearances will conform to ADA requirements.

(1) *Facilities*: As designs develop, plans will be shared with the building inspector, especially any changes that affect ADA issues.

Objective A3 c) Improvements that help disabled people will be communicated to the local disability community.

(1) *Community*: Review plans for the building addition/renovation with the Milton Disabilities Commission at the beginning of Design Development.

(2) *Community*: Identify effective methods of communicating to disabled people in Milton by the end of 2004.

(3) *Community*: Advertise increased handicapped parking availability by Nov. 2004

Goal A4. Patrons are welcomed by a library that is clean, neat and attractive. (v4)

Objective A4 a) Establish a consistent routine of cleaning & cleanup.

(1) *Personnel*: Plan a review meeting with the Town Administrator during 2005 to evaluate the effectiveness of the current organization of facilities management.

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

(3) *Facilities*: Maintain an ongoing campaign to minimize clutter and obstructions in hallways and along pathways.

Objective A4 b) Develop clear, consistent and effective signage through the building, as measured by user satisfaction.

(1) *Personnel*: Staff will make note of the most frequently asked directional questions on an ongoing basis.

(2) *Facilities*: The signage plan developed in 2004 will be implemented by spring 2005.

Goal A5. Milton residents are assured that the capital resources of the library are effectively managed to ensure the long term benefit to library services and the community. (v4)

Objective A5 a) Accomplish the renewal of the main library through an addition/renovation program.

(1) *Financial*: Apply for a construction grant from the Massachusetts Board of Library Commissioners on February 9, 2005.

(2) *Community*: Keep elected representatives informed of our construction plans and encourage them to support state efforts to fund the construction program. Key activity time is during the FY 2006 budget process.

(3) *Community*: Coordinate with the Milton Library Foundation to inform the public of construction plans and encourage donations. Announce fundraising progress by March 2006.

Objective A5 b) Review possible future uses for the Kidder Building that fulfill the obligations of the bequest of Nathaniel Kidder to enhance library service in Milton far into the future.

(1) *Facilities*: Determine whether the Kidder Building would be useful again as an active library branch during construction efforts at the main library. 2005.

(2) *Financial*: Determine whether long term benefit to library service is best met by an annual rental income or by sale and re-allocation of the capital assets. Decision after Main Library renovation is accomplished.

(3) *Community / Policy*: Develop a capital asset working group to engage the community and evaluate the potential community benefit of various possible uses of the Kidder building and other library capital assets. Trustees – 2005.

(4) *Facilities*: Replace the gutters of the Kidder Building. 2005.

Objective A5 c) Maintain the East Milton Branch's value as a capital asset and a long-term asset to library service in Milton.

(1) *Facilities*: Replace exterior doors and repair the handicapped entry vestibule. Accomplish roof repairs and brick repointing to secure the building from water infiltration. 2005-7.

(2) *Financial*: Re-apply to the capital committee to secure funds for the above repairs.

(3) *Community / Policy*: Review usage levels at the branch to ensure that service delivered is commensurate to resources used.

B. Current Topics and Titles

Goal B1. All residents will be able to obtain current books, music and video recordings from the library conveniently and with reasonable speed (v3).

Objective B1 a) Raise annual circulation rates to 12 items per capita within three years of opening a renovated library building. (a 50% increase)

- (1) *Facilities*: Create an attractive new book area that is visible to patrons entering the building, convenient to the entrance and circulation desk, but out of the flow of traffic enough to permit relaxed browsing.
- (2) *Financial*: Open the main library at least 26 Sundays per year.
- (3) *Policy*. Review opportunities for Saturday openings in the summer, including financial, contractual and demand issues.
- (4) *Technology*: Implement self-checkout stations so that increased volume does not cause increased patron waiting or staff stress. Timeframe: upon building opening.
- (5) *Technology*: Implement Radio Frequency Identification (RFID) based material security systems that diminish loss rates and also simplify handling of checkouts and returns. Timeframe: within one year of building opening.
- (6) *Technology*: Open discussions within OCLN during 2005 on the topic of open reserves for new materials that are not in high demand.
- (7) *Facilities*: Create a twenty-four hour book return room to increase user convenience.
- (8) *Community*: Conduct a library card registration drive in 2005 based on our new card designs and a campaign to tout the benefits of the library card.

Objective B1 b) High demand titles that are in print are to be generally available within six weeks of a patron placing a reserve on them.

- (1) *Collection*: maintain a ratio of one copy per three Milton requests for high-demand titles, starting in FY 2006.
- (2) *Financial*: Add \$5000 to the Materials budget to supply additional high-demand titles requested by patrons.

Objective B1 c) Triple the collection of video recordings to a level of 9000 and increase the collection of sound recordings to 8750 (from 3100).

- (1) *Facilities*: Ensure that the building committee keeps size and proximity issues for the media collection in mind.
- (2) *Collection*: Discontinue purchase of VHS tapes in 2005.
- (3) *Financial*: Identify additional sources of revenue to quickly boost these collections to their targeted size.

Goal B2. Preschool children will enter school after a great exposure to books and stories (v21).

Objective B2 a) Double the size of easy book collections to 11,000.

- (1) *Collections*: Introduce an Easy Non-fiction collection.

(2) *Facilities*: Create an expanded preschool area for collections and for more reading seats usable by parents and children.

C. General Information

Goal C1. People lacking information access will have internet accessible computers available at the library and reference librarians skilled in instructing them on how to find the best print and online resources.

Objective C1 a) Increase the number of public computers from 17 to 32.

(1) *Personnel*: Restore the hours of the staff-member responsible for computer maintenance and technology to full time.

(2) *Policy*: Review computer use and internet access policies during 2005.

Objective C1 b) Provide wireless access points for library users to connect their own wireless-capable computers to.

(1) *Technology*: Consult with Atrion, OCLN's telecommunications provider, on opportunities for wireless use and on security issues. Winter 2005.

(2) *Facilities*: Include wireless networking in the technology portions of the design development plan.

(3) *Policy*: Assess the impact of wireless access on the library's computer use and internet access policies.

Goal C2. All residents can find general information and reference assistance on issues of greatest interest to them, including health topics, consumer issues and career development.

Objective C2 a) Create 6 pathfinders every year on subjects of interest to the community. Integrate these pathfinders into the library web site.

(1) *Personnel*: Identify priority topics of interest in January 2005. Develop a template for what should be on the pathfinder and assign staff to complete.

Objective C2 b) Maintain a relevant and active reference collection of at least 3500 titles, complemented by strong electronic resources.

(1) *Community*: Publicize the availability of reference resources to the public.

(2) *Facilities*: develop a spacious reference section away from heavy traffic areas that has convenient access to seating and computers.

(3) *Collections*: Track usage of expensive reference sources.

(4) *Technology*: Acquire an online encyclopedia in 2005 that can be accessed by home users.

Goal C3. Community Groups can find resources for contacting each other. (v8)

Objective C3 a) All identifiable community groups from Milton will be registered on the OCLN Community Information Database in 2005.

(1) *Community*: Review lists of community groups to identify those that need to be included. Winter 2005.

(2) *Policy*: Define a method of updating lists. Review OCLN policies for appropriateness.

(3) *Technology*: Migrate parts of the current web page to the database.

D. Lifelong Learning

Goal D1. Adult Learners can expand their life-skills, training and educational achievements (v5).

Objective D1 a) Expand the overall main library collection size to a level of 5 per capita, or approximately 135,000 at a 20 year planning window.

(1) *Facilities*: Achieve the expansion of the Milton Public Library according to the Library Building Program by FY 2008

Objective D1 b) A Collection Development plan is established.

(1) *Technology*: Our statistical category definitions are reviewed, especially in regard to non-fiction and children's works. 2005.

(2) *Collection*: High and low use-per-title areas of the collection are identified.

(3) *Policy*: Annually set collection development goals related to usage patterns, technology changes, and movements in patron interest.

Objective D1 c) Achieve a materials budget level of approximately \$6.00 per capita, equivalent to the 75th percentile of the 50 closest comparative libraries in Massachusetts. (FY 2003 levels were \$4.83 per capita, below the median of this set). This equates to a materials budget of \$156,000.

(1) *Financial*: Review this and other resource goals with the Warrant Committee in January 2005. Establish a plan and schedule of how this \$45,000 difference can be made up.

(2) *Community*: Establish a book donation program that encourages library users to donate money for the collection. Winter 2005.

Objective D1 d) Provide six annual programs of interest to lifelong learners.

(1) *Personnel*: assign a staff-member who is responsible for adult and young adult programming and contacts with community groups. 2005.

(2) *Financial*: Establish a budget for speakers and program presenters.

Goal D2. Children, parents and young adults will have an array of stimulating library programs to participate in.

Objective D2 a) The library will provide over 200 children's programs annually within two years of opening a renovated library.

(1) *Facilities*: Create a dedicated story hour room that can also accommodate craft activities.

(2) *Personnel*: Restore the children's librarian position to full-time.

Goal D3. Students may obtain help in making educational choices, and in obtaining information and materials necessary to pursue the research and in-depth reading aspects of their courses of study.

Objective D3 a) Milton students will be able to obtain their summer reading list books from the library.

(1) *Community*: Library staff will communicate with the schools regarding summer reading lists early in the list selection & compilation process.

(2) *Collection*: At least four paperback copies of each title on the Milton Public Schools reading lists will be purchased each spring. At least one copy of each title on Milton private school reading lists will be purchased. Additional copies of selected titles may be purchased to meet high demand.

Objective D3 b) Reference assistance from professional librarians is available to students in the library.

(1) *Personnel*: Continuing education and training opportunities will be pursued to keep reference staff abreast of latest developments.

Objective D3 c) A “project awareness” program is established between the library and Milton schools.

(1) *Community*: Partners at Milton schools are identified to develop this program.

(2) *Technology*: A project awareness web site is developed to allow teachers to easily inform librarians of research projects.

Objective D3 d) Milton school and public librarians meet together at least twice a year.

(1) *Community*: School librarians are contacted and invited to a meeting at the Milton Public Library to determine interest levels and best availability. Jan. 2005

Goal D4. Young Adults are welcomed to an environment that encourages them to explore and learn about the world at large.

Objective D4 a) Create an identifiable, delineated young adult space in the library.

(1) *Facilities*: Ensure that the building plans include a young adult room that is distinct from the library as a whole; close to and in sight lines from the reference desk; and has seating, collection and computer space.

(2) *Collections*: Provide a distinct YA collection that has high-interest fiction titles, many in paperback; school reading titles; and a collection of non-fiction of particular interest to teens.

Objective D4 b) Conduct three annual programs of interest to young adults.

(1) *Personnel*: Review successful programs done at other libraries.

Appendices

A. Community data

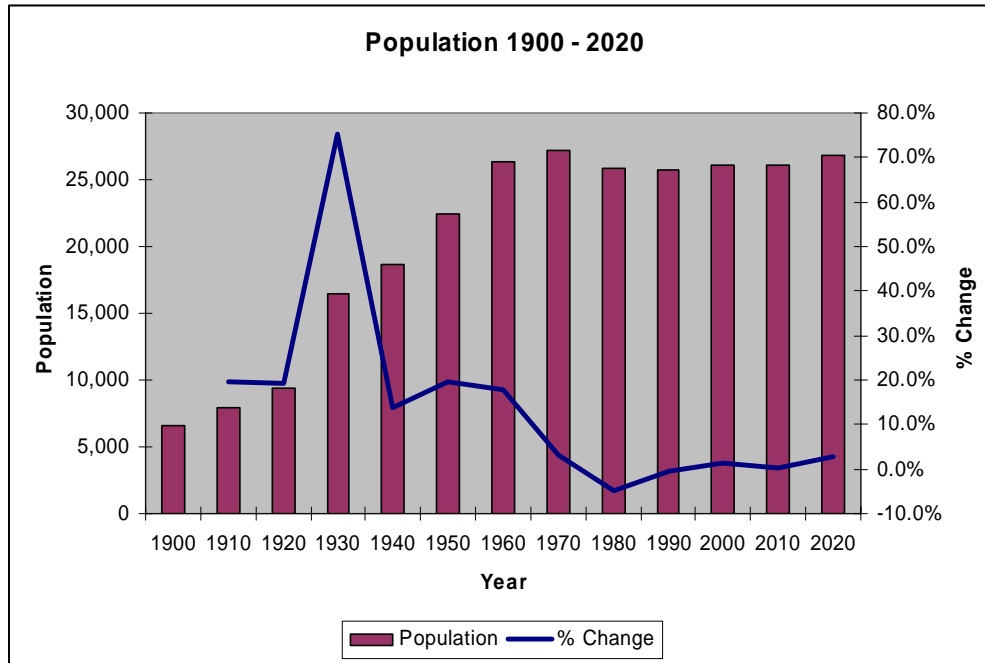
1. Population

26,062

Source: US Census 2000

2. Population Breakdown & Growth

27,149 at our 20-year planning window.



Metropolitan Area Planning Council

Milton Population Estimates								Metropolitan Area Planning Council
Age Groups	Year							Delta 2000-2025
	1990	2000	2005	2010	2015	2020	2025	
0-4	1,745	1,640	1,373	1,158	1,182	1,387	1,578	-3.80%
5-9	1,670	1,832	1,965	1,646	1,389	1,417	1,417	-22.70%
10-14	1,487	2,064	2,065	2,218	1,858	1,568	1,569	-24.00%
15-19	1,718	1,959	2,216	2,224	2,390	2,002	2,003	2.20%
20-24	1,910	1,301	1,862	2,114	2,122	2,280	2,282	75.40%
25-29	1,610	1,037	1,055	1,518	1,724	1,731	1,731	66.90%
30-34	1,840	1,496	1,168	1,195	1,720	1,954	1,955	30.70%
35-39	2,224	1,981	1,681	1,322	1,353	1,947	1,949	-1.60%
40-44	1,931	2,231	2,212	1,890	1,487	1,522	1,524	-31.70%
45-49	1,413	2,295	2,196	2,224	1,903	1,497	1,501	-34.60%
50-54	1,160	1,860	2,231	2,181	2,212	1,893	1,898	2.00%
55-59	1,205	1,222	1,577	2,008	1,966	1,994	2,004	64.00%
60-64	1,319	910	983	1,957	1,990	1,703	1,716	88.60%
65-69	1,268	960	642	804	1,605	1,632	1,645	71.40%
70-74	1,083	987	685	530	665	1,329	1,340	35.80%
75-79	969	901	367	413	322	404	410	-54.50%

80-84	683	698	335	221	251	196	198	-71.60%
85 Plus	490	688	516	513	447	424	430	-37.50%
Total	25,725	26,062	25,129	26,137	26,586	26,879	27,149	4.20%

Note: Milton's Town Planner points out that Milton has a significant amount of housing stock that is reserved for the 65+ age group. This provides a floor to the 65+ population that the MAPC have not considered in the above table. The decrease in the 65+ groups predicted for the immediate future may not transpire. The above chart also illustrates a decrease in the 75+ population, along with an increase in the 65-75 group over the longer term. If the 65-75 year old Milton residents don't shift into all of the senior housing slots freed by the declining Milton 75+ group, then the reserve of senior housing will cause an inflow of other seniors, making the 75+ decline smaller and the 65-75 increase even larger in the long-term estimate.

3. Census Data

SELECTED PROFILE OF GENERAL DEMOGRAPHIC CHARACTERISTICS: 2000				
Characteristic	Massachusetts		Milton	
	Number	Percent	Number	Percent
Occupied Housing Units (Total):	2,443,580	100.00%	8,982	100.00%
Owner occupied	1,508,052	61.71%	7,554	84.10%
Renter occupied	935,528	38.29%	1,428	15.90%
Race & Hispanic Origin				
Total Population:	6,349,097	100.00%	26,062	100.00%
Population of one race:	6,203,092	97.70%	25,640	98.38%
White alone	5,367,286	84.54%	22,252	85.38%
Black or African American alone	343,454	5.41%	2,666	10.23%
American Indian and Alaska Native alone	15,015	0.24%	17	0.07%
Asian alone	238,124	3.75%	531	2.04%
Native Hawaiian and Other Pacific Islander alone	2,489	0.04%	10	0.04%
Some other race alone	236,724	3.73%	164	0.63%
Population of two or more races:	146,005	2.30%	422	1.62%
Hispanic or Latino	428,729	6.75%	450	1.73%
INCOME & POVERTY				
Median household income in 1999	\$50,502.00	100	\$78,985.00	156
Median family income in 1999	\$61,664.00	100	\$94,359.00	153
Per capita income in 1999	\$25,952.00	100	\$37,138.00	143
Persons below poverty level:	573,421	9.03%	697	2.67%
HOUSEHOLD TYPE				
Total households	2,443,580	100.00%	8,982	100.00%
Family households	1,576,696	64.52%	6,757	75.23%
Male householder	1,087,929	44.52%	4,694	52.26%
Female householder	488,767	20.00%	2,063	22.97%
Nonfamily households	866,884	35.48%	2,225	24.77%
Male householder	377,201	15.44%	757	8.43%
Living alone	277,619	11.36%	569	6.33%

SELECTED PROFILE OF GENERAL DEMOGRAPHIC CHARACTERISTICS: 2000				
Characteristic	Massachusetts		Milton	
	Number	Percent	Number	Percent
Female householder	489,683	20.04%	1,468	16.34%
Living alone	406,726	16.64%	1,336	14.87%
HOUSEHOLD SIZE				
Total households	2,443,580	100.00%	8,982	100.00%
1-person household	684,345	28.01%	1,905	21.21%
2-person household	774,129	31.68%	2,598	28.92%
3-person household	400,166	16.38%	1,676	18.66%
4-person household	353,184	14.45%	1,662	18.50%
5-person household	154,831	6.34%	785	8.74%
6-person household	50,905	2.08%	231	2.57%
7-or-more-person household	26,020	1.06%	125	1.39%
Average household size	2.51	(X)	2.79	(X)
Average family size	3.11	(X)	3.27	(X)
FAMILY TYPE AND PRESENCE OF OWN CHILDREN				
Families	1,576,696	100.00%	6,757	100.00%
With related children under 18 years	795,265	50.44%	3,510	51.95%
With own children under 18 years	748,865	47.50%	3,364	49.79%
Under 6 years only	182,115	11.55%	738	10.92%
Under 6 and 6 to 17 years	141,344	8.96%	584	8.64%
6 to 17 years only	425,406	26.98%	2,042	30.22%
Married-couple families	1,197,917	100.00%	5,396	100.00%
With related children under 18 years	569,020	47.50%	2,903	53.80%
With own children under 18 years	548,360	45.78%	2,844	52.71%
Under 6 years only	141,002	11.77%	679	12.58%
Under 6 and 6 to 17 years	110,103	9.19%	541	10.03%
6 to 17 years only	297,255	24.81%	1,624	30.10%
Female householder, no husband present	289,944	100.00%	1,072	100.00%
With related children under 18 years	183,563	63.31%	510	47.57%
With own children under 18 years	163,550	56.41%	443	41.32%
Under 6 years only	30,936	10.67%	47	4.38%
Under 6 and 6 to 17 years	26,839	9.26%	36	3.36%
6 to 17 years only	105,775	36.48%	360	33.58%
EDUCATIONAL ATTAINMENT				
Population 25 years and over	4,273,275	100.00%	17,092	100.00%
Less than 9th grade	247,556	5.79%	313	1.83%
9th to 12th grade, no diploma	403,537	9.44%	617	3.61%
High school graduate (includes equivalency)	1,165,489	27.27%	3,445	20.16%
Some college, no degree	730,135	17.09%	2,594	15.18%
Associate degree	308,263	7.21%	1,203	7.04%
Bachelor's degree	834,554	19.53%	5,163	30.21%
Graduate or professional degree	583,741	13.66%	3,757	21.98%

SELECTED PROFILE OF GENERAL DEMOGRAPHIC CHARACTERISTICS: 2000				
Characteristic	Massachusetts		Milton	
	Number	Percent	Number	Percent
Percent high school graduate or higher	3,622,182	84.76%	16,162	94.56%
Percent bachelor's degree or higher	1,418,295	33.19%	8,920	52.19%
Data Sets:				
Census 2000 Summary File 1 (SF 1) 100-Percent Data	NOTE: For information on confidentiality protection, nonsampling error, and definitions, see http://factfinder.census.gov/home/en/datanotes/expsf1u.htm .			
Census 2000 Summary File 3 (SF 3) - Sample Data	NOTE: Data based on a sample except in P3, P4, H3, and H4. For information on confidentiality protection, sampling error, nonsampling error, and definitions see http://factfinder.census.gov/home/en/datanotes/expsf3.htm .			

Highlighting indicates where Milton varies significantly from the Massachusetts average.

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

Circulation Comparison

50 Massachusetts Towns closest in population, FY 2003

Library	Pop.	Circulations Per Capita	Print	Audio	Video	Total	Non-Resident	NR %
Winchester	21093	22.6	307287	41967	120762	477681	138653	28.3%
Hingham	20221	21.1	314964	58624	93587	427104	110903	23.6%
Belmont	24045	20.2	322219	38465	116513	485202	120720	24.2%
Andover	31818	16.0	358647	67584	111819	509508	125971	23.1%
Needham	29197	15.7	300193	38578	116238	457004	73192	15.6%
Westford	21249	15.0	231085	33993	51496	318034	20520	6.2%
Reading	23680	14.3	240461	23216	73707	339551	40160	11.3%
Lexington	30663	12.7	289141	39273	54373	389200	55701	14.1%
Wellesley	26671	12.1	225120	32692	63906	323997	63960	18.7%
Burlington	22923	11.8	175947	20848	68198	271453	53034	18.8%
Watertown	32857	11.5	217048	38799	114568	378518	114161	28.9%
Wakefield	24817	11.5	222111	16136	39026	285731	73732	24.6%
Marshfield	24815	11.4	194033	23133	63719	283229	24424	8.1%
Agawam	28391	11.3	178476	32006	95852	320990	49994	15.2%
Marblehead	20482	11.1	173366	25744	25006	227481	34711	14.5%
Sandwich	20792	9.8	140432	13226	54026	203891	18087	8.6%
Melrose	26963	9.7	202071	13788	41178	260266	40098	14.8%
Wilmington	21629	9.3	138572	13882	47624	200725	8545	4.0%
Mansfield	22827	9.2	170871	13477	20880	209423	35481	15.6%
Shrewsbury	32751	9.1	197912	27148	66483	297744	64729	21.3%
Norwood	28844	9.0	179435	25163	51840	259550	37904	14.1%
Wareham	20935	8.7	135565	12058	16614	182911	37509	18.3%
Danvers	25446	8.1	143489	21774	38814	205613	49258	22.6%
Milton	26010	8.1	158063	14414	36798	209477	20019	8.6%
Bridgewater	25620	7.9	156397	12591	29945	202410	37810	16.4%
West Springfield	27984	7.9	149235	18106	55423	220851	67432	29.7%
Franklin	29958	7.8	146385	24778	60461	234751	28573	11.7%
Yarmouth	25236	7.8	148684	13207	50643	197438	36750	17.2%
North Andover	27837	7.8	164305	15611	34822	216641	13955	6.0%
Walpole	23199	7.7	153249	11829	36281	178062	18226	9.1%
Dartmouth	30767	7.6	187100	12216	34995	234685	49910	19.0%
Canton	21341	7.6	123936	9420	26193	162311	18864	10.9%

Circulation Comparison

50 Massachusetts Towns closest in population, FY 2003

Library	Pop.	Circulations Per Capita	Print	Audio	Video	Total	Non-Resident	NR %
Braintree	33917	7.4	178198	23850	44643	250406	37984	13.9%
Randolph	31044	7.1	164509	15402	61699	219554	31314	12.9%
Middleborough	20722	6.9	105180	10350	34478	143404	31535	20.2%
Milford	27309	6.7	144092	10951	27878	183803	54731	28.7%
Tewksbury	29355	6.7	155391	11083	29771	196726	20314	9.8%
Stoughton	27227	6.4	130638	13784	29077	173902	29360	14.9%
Gloucester	30664	6.3	143184	15483	34073	194435	17735	8.7%
Norton	18567	6.1	91733	5773	12776	113085	18933	15.3%
Bourne	19372	6.0	92079	7158	22507	115583	32518	25.8%
Gardner	20991	5.9	98093	6000	21766	123116	44484	35.0%
Somerset	18654	5.7	90049	6358	10146	106796	24189	20.3%
Dracut	28828	5.7	121394	13763	27424	163593	30375	16.7%
Dedham	23378	5.3	82878	6482	33863	123577	15796	12.1%
Saugus	26415	5.0	93889	6353	30272	132404	20089	14.3%
Stoneham	22165	4.9	99235	8015	8516	109109	10708	9.2%
Ludlow	21678	4.9	73089	6207	27607	105365	19755	18.4%
Easton	22698	4.2	92224	3900	7548	94849	4299	4.1%
North Attleborough	27826	3.9	93212	5184	19816	109886	16468	13.6%
Milton	26,010	8.1	158,063	14,414	36,798	209,477	20,019	8.6%
Median		7.9	155,894	14,148	37,806	209,450	35,096	15.3%
75th Percentile		11.4	196,942	25,067	61,390	285,106	52,274	20.2%
90th Percentile		15.0	290,246	38,600	97,449	392,990	77,449	26.0%
Milton Rank / 50		24	24	25	26	25	38	44

Observations

These FY 2003 numbers are still the "inflated" Milton numbers under the old circulation rules where renewal activity was elevated.

Circulation per capita is barely above the median - not close to the top towns.

All circulation measures rank near the middle of the pack.

Non-resident use is significantly below average, despite our location on travel lanes to Boston.

Library Services

Comparing 50 Massachusetts Libraries closest in population to Milton

Fiscal Year 2003 statistics

Town	population	Main Annual Hours	# of Branches	Branch Annual Hours	# of Saturdays	# of Sundays	Saturday Hours	Sunday Hours
Agawam	28391	3037	0	0	40	0	280	0
Andover	31818	3345	0	0	49	39	392	156
Belmont	24045	3292	2	1578	51	30	376	120
Bourne	19372	2566	0	0	52	0	442	0
Braintree	33917	3068	0	136	41	0	328	0
Bridgewater	25620	3026	0	0	43	30	344	120
Burlington	22923	2967	0	0	50	39	310	156
Canton	21341	2596	0	0	45	0	338	0
Danvers	25446	3132	0	0	52	33	416	132
Dartmouth	30767	2821	2	3190	52	0	1092	0
Dedham	23378	2613	1	2128	51	41	357	164
Dracut	28828	3057	0	0	39	0	312	0
Easton	22698	2208	1	1749	43	0	301	0
Franklin	29958	2788	0	0	51	0	384	0
Gardner	20991	2671	0	0	45	0	180	0
Gloucester	30664	3227	0	0	52	35	397	140
Hingham	20221	2333	0	0	52	27	340	108
Lexington	30663	3290	1	2721	51	33	408	132
Ludlow	21678	2469	0	0	41	0	164	0
Mansfield	22827	2803	0	0	50	29	350	116
Marblehead	20482	2850	0	0	52	40	390	160
Marshfield	24815	3000	0	0	52	36	416	144
Melrose	26963	3027	0	0	42	0	336	0
Middleborough	20722	2492	0	0	38	0	190	0
Milford	27309	3326	0	0	40	40	320	160
Milton	26010	3264	1	1222	40	25	320	100
Needham	29197	3096	0	0	51	36	408	144
North Andover	27837	3217	0	0	40	39	320	117
North Attleborough	27826	3103	0	0	50	0	400	0
Norton	18567	2340	0	0	39	0	234	0
Norwood	28844	3167	0	0	43	29	344	116
Randolph	31044	2992	0	0	52	0	386	0
Reading	23680	2700	0	0	42	0	336	0
Sandwich	20792	2532	0	0	52	35	338	140
Saugus	26415	3038	0	0	39	0	280	0
Shrewsbury	32751	3107	0	0	51	37	372	148
Somerset	18654	3067	0	0	51	33	408	99
Stoneham	22165	2900	0	0	41	40	287	120
Stoughton	27227	3065	0	0	41	0	328	0
Tewksbury	29355	3116	0	0	44	0	352	0
Wakefield	24817	3215	0	0	51	0	408	0
Walpole	23199	2800	0	0	40	0	280	0
Wareham	20935	2421	0	0	52	0	234	0
Watertown	32857	3153	2	2043	52	30	328	120
Wellesley	26671	2918	2	5334	47	40	1048	160
West Springfield	27984	3152	0	0	41	28	328	112
Westford	21249	2759	0	0	43	14	301	42
Wilmington	21629	3100	0	0	42	0	336	0
Winchester	21093	3074	0	0	41	32	328	96
Yarmouth	25236	2214	2	2594	52	0	260	0

Milton	26,010	3264	1	1,222	40	25	320.0	100
Median		3027	0	0.0	46	20	337.0	69
75th Percentile		3114	0	0.0	51	35	389.0	129
90th Percentile		3231	1	2051.5	52	39	408.8	156
Milton Rank		5	6	9	42	25	34	23

Library Services

cont.

Comparing 50 Massachusetts Libraries closest in population to Milton

Town	Main Evening Hours	Branch Evening Hours	Registered Residents	Percent Registered	Meeting Room Bookings	Juv. Program Bookings	Juv. Program Attendance	Adult Program Bookings	Adult Program Attendance
Agawam	826	0	20,016	70.5%	385	241	6184	19	624
Andover	795	0	34,199	107.5%	503	196	5356	172	9638
Belmont	792	104	15,366	63.9%	689	238	6685	68	1031
Bourne	503	0	6,065	31.3%	734	201	2800	18	516
Braintree	740	51	20,311	59.9%	572	126	4475	42	1467
Bridgewater	588	0	15,544	60.7%	825	306	13027	35	731
Burlington	618	0	24,165	105.4%	1144	267	8129	35	326
Canton	764	0	13,849	64.9%	0	84	1458	8	102
Danvers	796	0	20,507	80.6%	148	101	2514	8	335
Dartmouth	438	303	16,816	54.7%	175	144	3482	14	1104
Dedham	372	400	9,212	39.4%	150	123	1967	16	110
Dracut	697	0	17,403	60.4%	0	269	7580	79	367
Easton	546	279	14,781	65.1%	0	137	1950	118	169
Franklin	670	0	14,761	49.3%	384	268	4933	11	469
Gardner	312	0	15,147	72.2%	260	162	2452	4	86
Gloucester	582	0	16,242	53.0%	754	232	4328	93	2410
Hingham	672	0	15,308	75.7%	224	139	4647	52	1075
Lexington	784	760	18,386	60.0%	0	360	12897	0	0
Ludlow	312	0	2,152	9.9%	1042	369	9986	90	1514
Mansfield	537	0	16,870	73.9%	270	275	6037	10	157
Marblehead	622	0	20,003	97.7%	151	83	2662	55	731
Marshfield	396	0	19,332	77.9%	770	213	6655	58	3762
Melrose	788	0	23,689	87.9%	318	220	0	47	0
Middleborough	591	0	14,697	70.9%	433	211	6813	50	649
Milford	832	0	23,039	84.4%	679	209	5835	173	4524
Milton	800	184	14,979	57.6%	132	108	2051	37	1114
Needham	800	0	17,485	59.9%	365	113	2795	75	536
North Andover	788	0	26,181	94.1%	617	170	3356	81	1026
North Attleborough	624	0	9,994	35.9%	351	189	3100	31	320
Norton	418	0	11,398	61.4%	1374	422	11683	31	992
Norwood	848	0	13,850	48.0%	2263	196	4419	40	597
Randolph	516	0	16,406	52.8%	119	90	2360	7	382
Reading	604	0	20,826	87.9%	518	320	14771	106	2030
Sandwich	525	0	12,296	59.1%	705	283	11705	361	7890
Saugus	658	0	16,401	62.1%	542	156	6922	129	4117
Shrewsbury	780	0	25,942	79.2%	578	182	2188	41	663
Somerset	585	0	11,256	60.3%	598	177	4153	42	2114
Stoneham	752	0	17,383	78.4%	512	300	13938	19	236
Stoughton	761	0	15,950	58.6%	507	133	4550	98	652
Tewksbury	832	0	24,862	84.7%	480	253	4877	20	250
Wakefield	828	0	18,895	76.1%	644	342	9052	121	1514
Walpole	784	0	17,310	74.6%	200	350	7000	10	700
Wareham	456	0	16,260	77.7%	545	220	7475	16	85
Watertown	777	346	15,835	48.2%	510	462	11245	84	985
Wellesley	607	800	14,705	55.1%	40	85	1811	31	838
West Springfield	796	0	19,352	69.2%	0	299	7659	23	805
Westford	835	0	25,981	122.3%	1442	153	8335	25	419
Wilmington	764	0	17,067	78.9%	293	255	6614	58	613
Winchester	781	0	13,849	65.7%	164	681	10566	183	1930
Yarmouth	382	248	10,903	43.2%	491	410	5147	40	1531

Milton	800	184	14,979	57.6%	132	108	2,051	37	1,114
Median	685	0	16,404	65.0%	486	212	5,252	41	682
75th Percentile	788	0	19,840	78.3%	637	281	7,639	81	1,379
90th Percentile	826	281	24,235	88.6%	847	361	11,685	122	2,545
Milton Rank	7	8	35	38	43	45	45	28	14

Collection Holdings

Comparing 50 Massachusetts Libraries closest in population to Milton

Count as of July 1, 2003

Town	Population	Sub- scriptions	Print Volumes	Non-print Volumes	Non-print per cap.	Total Volumes	Volumes per capita
Norton	18567	121	52,471	3,089	0.17	55,560	2.99
Somerset	18654	224	54,402	19,249	1.03	73,651	3.95
Bourne	19372	170	51,480	4,147	0.21	55,627	2.87
Hingham	20221	338	145,088	19,939	0.99	165,027	8.16
Marblehead	20482	295	106,310	12,194	0.60	118,504	5.79
Middleborough	20722	199	81,993	7,574	0.37	89,567	4.32
Sandwich	20792	383	51,402	5,389	0.26	56,791	2.73
Wareham	20935	165	87,266	5,973	0.29	93,239	4.45
Gardner	20991	186	95,710	4,515	0.22	100,225	4.77
Winchester	21093	243	105,449	20,197	0.96	125,646	5.96
Westford	21249	381	99,931	45,326	2.13	145,257	6.84
Canton	21341	153	95,237	26,262	1.23	121,499	5.69
Wilmington	21629	167	90,167	8,509	0.39	98,676	4.56
Ludlow	21678	116	49,993	3,732	0.17	53,725	2.48
Stoneham	22165	236	80,053	7,105	0.32	87,158	3.93
Easton	22698	170	77,895	3,109	0.14	81,004	3.57
Mansfield	22827	229	77,540	7,454	0.33	84,994	3.72
Burlington	22923	198	77,737	12,950	0.56	90,687	3.96
Walpole	23199	139	116,415	6,977	0.30	123,392	5.32
Dedham	23378	327	100,845	7,744	0.33	108,589	4.64
Reading	23680	572	107,485	12,602	0.53	120,087	5.07
Belmont	24045	442	160,980	13,249	0.55	174,229	7.25
Marshfield	24815	223	60,613	8,665	0.35	69,278	2.79
Wakefield	24817	230	110,019	11,369	0.46	121,388	4.89
Yarmouth	25236	256	85,000	7,759	0.31	92,759	3.68
Danvers	25446	238	126,978	7,700	0.30	134,678	5.29
Bridgewater	25620	163	113,287	26,282	1.03	139,569	5.45
Milton	26010	213	116,654	7,497	0.29	124,151	4.77
Saugus	26415	151	73,949	6,170	0.23	80,119	3.03
Wellesley	26671	519	228,754	30,251	1.13	259,005	9.71
Melrose	26963	160	106,435	6,092	0.23	112,527	4.17
Stoughton	27227	218	93,989	9,429	0.35	103,418	3.8
Milford	27309	187	100,480	8,897	0.33	109,377	4.01
North Attleborough	27826	127	44,184	3,896	0.14	48,080	1.73
North Andover	27837	205	94,343	7,826	0.28	102,169	3.67
West Springfield	27984	187	119,587	8,958	0.32	128,545	4.59

Collection Holdings

Comparing 50 Massachusetts Libraries closest in population to Milton

Count as of July 1, 2003

Town	Population	Subscriptions	Print Volumes	Non-print Volumes	Non-print per cap.	Total Volumes	Volumes per capita
Agawam	28391	302	111,560	25,951	0.91	137,511	4.84
Dracut	28828	124	72,445	9,939	0.34	82,384	2.86
Norwood	28844	222	85,705	8,325	0.29	94,030	3.26
Needham	29197	387	130,469	16,108	0.55	146,577	5.02
Tewksbury	29355	226	67,278	13,355	0.45	80,633	2.75
Franklin	29958	236	77,145	9,484	0.32	86,629	2.89
Lexington	30663	325	198,188	23,461	0.77	221,649	7.23
Gloucester	30664	206	119,026	11,849	0.39	130,875	4.27
Dartmouth	30767	208	107,718	5,740	0.19	113,458	3.69
Randolph	31044	128	61,425	6,898	0.22	68,323	2.2
Andover	31818	464	222,827	69,255	2.18	292,082	9.18
Shrewsbury	32751	222	132,005	163,363	4.99	295,368	9.02
Watertown	32857	373	131,795	18,943	0.58	150,738	4.59
Braintree	33917	237	94,789	23,385	0.69	118,174	3.48

Milton	26010	213	116,654	7,497	0.29	124,151	4.77
Median		222	95,474	8,928	0.35	108,983	4.30
75th Percentile		285	115,633	18,234	0.59	130,293	5.24
90th Percentile		383	133,313	26,264	1.04	165,947	7.23
Milton Rank		28	12	35	37	16	18

Staffing Comparison

50 Massachusetts Towns closest in population, FY 2003

Town	Pop.	staff with MLS	MLS hours / week	Staff hours / week	Child. Staff hours / week	non-cust. Hours / week	full-time equiv (NC/35)	full time	part time	annual hours open - main	annual hours / fte	annual hours open branches	volunteer hours / year
Randolph	31044	2	70	105	0	327	10.5	7	7	2992	285	0	2800
Reading	23680	12	369	388	57.5	660	18.9	7	26	2700	143	0	2267
Sandwich	20792	5	135	212	25	456	13.7	9	9	2532	185	0	1706
Saugus	26415	6	193	257	0	475	13.6	8	16	3038	223	0	700
Shrewsbury	32751	6	191.8	346.1	41.8	739.9	22.3	16	11	3107	139	0	500
Somerset	18654	5	105	105	35	362	11.5	9	9	3067	267	0	225
Stoneham	22165	7	167	171.5	35	451.5	13.5	8	21	2900	215	0	750
Stoughton	27227	5	175	188	38	511	16.3	11	14	3065	188	0	3179
Tewksbury	29355	5	190	190	37.5	632.5	19.7	17	1	3116	158	0	100
Wakefield	24817	11	292	385	57.5	695	21.8	14	20	3215	147	0	860
Walpole	23199	4	140	174	67	457	13.1	4	14	2800	214	0	3000
Wareham	20935	4	115	265	55.5	432	13.5	9	7	2421	179	0	3900
Watertown	32857	21	522	531.1	92.2	1217.4	37.6	25	33	3153	84	2043	489
Wellesley	26671	16	470	492	87	1297.5	40.3	23	31	2918	72	5334	2041
West Springfield	27984	6	207.5	265	37.5	523.5	15	9	8	3152	210	0	188
Westford	21249	9	337.5	399.5	0	752	22.9	13	19	2759	120	0	2088
Wilmington	21629	5	150	255	35	595	17	10	18	3100	182	0	782
Winchester	21093	13	360	360	50	740	22.9	11	29	3074	134	0	1648
Yarmouth	25236	5	142.5	227.5	37.5	539.5	15.8	5	17	2214	140	2594	5255
Milton	26,010	7.00	237	294	25	585	16.7	11	13	3,264	195	1,222	1,156
Median		5.50	167	243.8	37	562	16.9	10	14	3,027	172	0	1,312
75th Percentile		8.75	243	338.5	46	691	21.5	14	20	3,114	214	0	2,725
90th Percentile		15.10	372	438.0	63	764	24.4	16	31	3,231	267	2,052	3,901
Milton Rank		15	14	17	40	25	26	21	26	5	19	9	28

Financial Data Comparisons

50 Massachusetts Towns closest in population, FY 2003

Heading Keys

TAMILAST Sum of revenue sources appropriated to library for operating.

TAMIPC Per capita total appropriated municipal income.

TOILAST Total Operating Income - Sum of appropriated and not appropriated revenues from all municipal funds, trust, gift and State Aid to Public Libraries Program monies

TOIPC Per capita total operating income.

TOELAST Total operating expenditures.

TOEPC Per capita total operating expenditures.

SALELAST Salary expenditures.

SALEPC Per capita salary expenditures.

SALEPERC Percentage of total operating expenditures spent on salaries.

TMELAST Materials expenditures.

TMEPC Per capita materials expenditures.

TMEPERCEN Percentage of total operating expenditures spent on materials.

TOOELAST Other operating expenditures including building maintenance, energy, utilities and network membership.

TOOPC Per capita other operating expenditures.

TOOPERCENT Percentage of total operating expenditures spent on items other than personnel and materials.

Model Towns Comparison

FY 2003 figures

Town	Winchester	Hingham	Belmont	Andover	Needham	Westford	Reading	Lexington	Wellesley	Burlington	Median	Milton
Population	21093	20221	24045	31818	29197	21249	23680	30663	26671	22923	23862.5	26010
Circulation per capita	22.65	21.12	20.18	16.01	15.65	14.97	14.34	12.69	12.15	11.84	15.31	8.05
Print Circulation	307,287	314,964	322,219	358,647	300,193	231,085	240,461	289,141	225,120	175,947	294,667	158,063
Audio Circulation	41,967	58,624	38,465	67,584	38,578	33,993	23,216	39,273	32,692	20,848	38,522	14,414
Video Circulation	120,762	93,587	116,513	111,819	116,238	51,496	73,707	54,373	63,906	68,198	83,647	36,798
Total direct circulation	477,681	427,104	485,202	509,508	457,004	318,034	339,551	389,200	323,997	271,453	408,152	209,477
Annual Hours for Main	3074	2333	3292	3345	3096	2759	2700	3290	2918	2967	3020.5	3264
Saturdays per year	41	52	51	49	51	43	42	51	47	50	49.5	40
Sundays per year	32	27	30	39	36	14	0	33	40	39	32.5	25
Saturday hours per year	328	340	376	392	408	301	336	408	1048	310	358	320
Sunday hours per year	96	108	120	156	144	42	0	132	160	156	126	100
Evening hours, main library	781	672	792	795	800	835	604	784	607	618	782.5	800
Meeting room uses	164	224	689	503	365	1442	518	0	40	1144	434	132
Juv. Programs	681	139	238	196	113	153	320	360	85	267	217	108
Juv. Program attendance	10566	4647	6685	5356	2795	8335	14771	12897	1811	8129	7407	2051
Adult Programs	183	52	68	172	75	25	106	0	31	35	60	37
Adult Program Attendance	1930	1075	1031	9638	536	419	2030	0	838	326	934.5	1114
Full time equivalents / 35	22.9	24.2	26.3	36.5	24.1	22.9	18.9	32.4	40.3	17.3	24.15	16.7
Circulations per FTE	20,859	17,649	18,449	13,959	18,963	13,888	17,966	12,012	8,040	15,691	16,670	12,544
Annual Hours per FTE	134.24	96.4	185.17	91.64	128.46	120.48	142.86	185.52	204.76	171.5	138.55	268.62
Collection Holdings Size	125,646	165,027	174,229	292,082	146,577	145,257	120,087	221,649	259,005	90,687	155,802	124,151
Holdings per capita	5.96	8.16	7.25	9.18	5.02	6.84	5.07	7.23	9.71	3.96	7.035	4.77
Non-Print Collection	20,197	19,939	13,249	69,255	16,108	45,326	12,602	23,461	30,251	12,950	20,068	7,497
Periodical Subscriptions	243	338	442	464	387	381	572	325	519	198	384	213
Operating Budget Expenditures	\$1,336,324	\$1,225,923	\$1,546,463	\$1,992,059	\$997,406	\$1,159,166	\$861,279	\$1,915,526	\$1,823,063	\$838,049	\$1,281,124	\$851,133
Expenditures per capita	\$63.35	\$60.63	\$64.32	\$62.61	\$34.16	\$54.55	\$36.37	\$62.47	\$68.35	\$36.56	\$61.55	\$32.72
Expenditures per circulation	\$2.80	\$2.87	\$3.19	\$3.91	\$2.18	\$3.64	\$2.54	\$4.92	\$5.63	\$3.09	\$3.14	\$4.06
Collection Expenditures	\$203,011	\$187,123	\$260,385	\$279,830	\$178,709	\$182,251	\$143,744	\$249,186	\$241,985	\$139,622	\$195,067	\$125,558
Collection Exp. Per capita	\$9.62	\$9.25	\$10.83	\$8.79	\$6.12	\$8.58	\$6.07	\$8.13	\$9.07	\$6.09	\$8.69	\$4.83
Salaries as % of total budget	77.1	69.5	60.8	72	74.4	74.3	74.7	77.9	75	70.5	74.35	71.9
Operating Exp. % of total budget	7.6	14.6	14.2	14	5.6	10	8.4	9.1	11.8	12.8	10.9	13
Network expenditures.	\$35,838	\$34,055	\$39,245	\$55,849	\$28,840	\$34,876	\$39,895	\$44,527	\$37,342	\$32,090	\$36,590	\$26,869