

Mashpee Public Library

Library Service & Staffing Study

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Project Overview

Consultant Ruth Kowal was retained by the Friends of the Mashpee Library to conduct a staffing/needs assessment study of the Mashpee Public Library. In addition the consultant was asked to provide cost information for implementation of the library's Strategic Plan 2013-2018. The results of the study will be used to inform future staffing and service decisions, as well as provide a foundation for budget planning and development.

Process Used to Reach Recommendations

The consultant met with Library Director Kathleen Mahoney on several occasions; reviewed a variety of documents including descriptions of library services, staff work responsibilities and duties, staffing schedules, financial and user data; reviewed the building layout; and observed the library operation both when closed and when open for public service.

Much of the data used for comparison comes from the MA Board of Library Commissioners (MBLC) ARIS (Annual Report Information Survey) Report. Each fiscal year, public libraries are required to submit ARIS and Financial Report data in order to receive State Aid to Public Libraries and to determine the meeting of the [Minimum Standards of Public Library Service](#). Information provided by public libraries on the survey provides data that measures quality and effectiveness of library service across Massachusetts. This data also provides information that can be used to compare both the delivery of and the financial support for library services among communities of similar size and economic standing. The consultant also reviewed information from libraries similar to Mashpee regarding use of the library, staffing structures, and associated salaries. This information is summarized by the MA Board of Library Commissioners to support planning, evaluation, and goals for library services in communities across Massachusetts. Certain survey information is also submitted to the [Institute of Museum and Library Services](#) for analysis at the national level. *Note: currently the data available from the MBLC is for 2011 for Financial Data and 2012 for Library Services and Staffing Data.*

Findings

The Mashpee Public Library is a beautiful, new (opened in 2010), large (22,000 square foot) and busy library. As is the case with many libraries in communities that have grown relatively quickly, keeping up with community growth and the resulting service demands has been challenging. In addition, the Mashpee Public Library's budget for services and staffing has yet to reflect the same level of growth. Staffing is currently stretched thin for the hours of public service and staff is generally under-qualified for a town with a population of 14,006 plus residents (2010 population estimate-MA Board of Library Commissioners (MBLC) ARIS Report). With that population Mashpee currently falls near the top of the MBLC population group 10,000-14,999. *See Appendix A.*

Mashpee is a growing Cape Cod community (between 2000 and 2010 the permanent population grew by 8%), which attracts an active summer population as well. The Cape continues to be attractive to retirees, and changes in Mashpee's demographics reflect the aging of residents. The number of school age children has declined just under 25% between 2000 and 2010; children under the age of 5 by 15%; residents between the ages of 25-34 years of age by 12%; and residents between the age of 35 and 44 years by 27%. In contrast, population increases have been seen in the over-60 age groups: an increase of 67% for those ages 60-64; 17% for those ages 65-74; an increase of 61% for residents between the ages of 75-84; and an increase in residents ages 85 and over of 82%.

The change in demographics is important for the library's future planning. Enrollment in Mashpee schools has been declining. This trend is likely to continue based on the drop in births in town, unless the district is able to attract additional students through school options. School choice enrollment will not result in permanent residents, and a noticeable impact from that age group on library services is unlikely. With the increase in those 60 years of age and above, the Library can expect continued growth in that user population. While this 60+ clientele overlaps with the Senior Center's attendees, the services of the library and the center have very different missions in the community. Libraries offer those with leisure time and on fixed incomes with a cost-effective source of reading, viewing and

listening materials. The library offers free public programming, keeping people informed and invested in the community and the world around them. The library offers an entre to the world of technology and provides the over 60-age group with a place to learn how to communicate with family and friends electronically. The library serves as the access point for the requesting and borrowing of books and other media from libraries across the state and around the world.

All signs point to a continuation of growth in population for the over-60 group. Implications for the library are a growing user base, populated by people who are relocating from communities with well-funded libraries. These new residents are looking for a library that provides a broad-range of services, a library that is staffed by trained and knowledgeable librarians, and a library with a robust and current collection of print and non-print materials. It will be impossible for the library, as it is currently funded and staffed, to be able to meet the expectations of these users, as well as be responsive to the interests of those residents who are working, raising families, and attending school.

It is also important to keep in mind that when Mashpee reaches the 15,000-population group, hours of service will need to increase by 8 hours a week to a total of 50 hours per week to meet the MBLC State Aid to Libraries program requirements. That increase represents, in essence, an additional day of service. If the trend in population growth continues at the rate experienced between 2000 and 2010, Mashpee has the potential to reach the 15,000 population mark in approximately 5 years. According to Town Planner, Tom Fudala, the population currently surpasses the 14,5000 mark; however, the impact of the growth won't be official for State Aid purposes until the 15,000 threshold is crossed and certified by the Department of Revenue.

Mashpee is already an extremely busy library when it comes to amount of use of the collection, ranking 11th out of 344 libraries participating in the 2012 State Aid program in the number of circulations per staff member. In the population group to which Mashpee belongs, which includes 52 libraries, Mashpee ranks #2 in the number of **Circulation Transactions per Full-time Staff Equivalent (FTE)**. In FY12, Mashpee reported 28,415

circulations per FTE. In the same population group the Nantucket Athenaeum had the fewest circulation transactions per FTE, at 8,449 per FTE; the Bigelow Library in Clinton, with very similar municipal profile to Mashpee, was in the #1 spot, with 30,458 circulations per FTE. *See Appendix B.*

At face value a high number of circulations per FTE may appear to be an efficient use of staff resources. In reality it means that staff are able to do little else except handle circulation transactions and a variety of related activities such as borrower registrations, re-shelving returns, handling reserves and materials for interlibrary lending, and assisting users with account issues. This results in the public being denied the breadth and depth of library services one would expect in a community the size of Mashpee. Because staff are spending all their time charging out and discharging circulating materials, they have little or no time to handle reference and information requests; to plan and execute public programming for children, teens, and adults; to work with community organizations on collaborative endeavors; to perform routine collection development and maintenance activities to keep the collection current; to assist the public in the use of technology; and to keep staff trained in current library service delivery and staff use of technology. These are all activities that were among the top priorities identified by those responding to the survey that was part of the recent strategic planning process.

In the MBLC's 2011 reports (most recent financial data available for libraries participating in the State Aid to Libraries Program) on the municipal finance front, Mashpee ranks near the top in **Total Municipal Expenditures per Capita** within its population group. Mashpee appropriated \$3,426.54 per capita for town services. Within that population the town of Weston ranked #1 with a per capita appropriation of \$5,727.19; the town of Dudley ranked last with an appropriation of \$1,029.11. *See Appendices C and D.*

While the Town of Mashpee is overall expending at a higher amount than many of its population group peers, it ranks in the bottom 3rd of that same population group when it comes to funding the library, as shown in the table **Total Municipal Expenditures for Library Service**, reporting an expenditure of \$325,024 on library services in 2011. *See*

Appendix E. When one looks at the **Library Percent of the Total Municipal Expenditure**, Mashpee ranks in the bottom 3rd of the population group, spending just .68 percent of the total municipal expenditure on library services. Athol is at the top of the group, spending 2.7% of the total municipal expenditure on library services; Hull is at the bottom spending .33%. *See Appendix F.* Mashpee again ranks in the bottom 25% of its population group when it comes to **Library Per Capita Expenditures**. Mashpee expended \$23.21 per capita. At the top of the group is Weston, expending \$98.52 per capita for library services; Hull is at the bottom of the ranking expending just \$9.74 per capita. *See Appendix G.* In 2012, 344 libraries participated in State Aid; Mashpee ranked 199 in its per capita appropriation.

Another interesting snapshot compares Mashpee with libraries in the same population group, sharing the same community profile as established by the MA Board of Library Commissioners. That group of communities is categorized as "Growth Communities-Rapidly Expanding Communities in Transition." Within that group of 10 communities, Mashpee's percent of expenditure for library services is at the bottom of the group, at .68% of the total municipal expenditure. *See Appendix H.*

The appropriation data for FY12 reported to the MBLC shows some improvement, with the Per Capita Appropriation for Library Services rising from \$23.21 expended in FY 11 to \$28.35 appropriated for FY12, and the Total Appropriation for Library Operations rising from \$325,024 in FY11 to an appropriation of \$397,075 for FY12. Further increases occurred again in FY14, with the total appropriation by the Town of \$440,494, which would raise the per capita to \$31.45. While this represents a substantial increase on a percentage basis over the 3-year period, additional financial resources will be required to bring library services to the level laid out in the Strategic Plan and to keep pace with the projected increase in population. *See Appendices I and J.*

Staffing

Mashpee also shows poorly within its population grouping when it comes to staffing. The library ranks consistently in the bottom 3rd of the population group in a variety of staffing measures: Full Time Staff Equivalents; Full Time MLS (Masters of Library/Information Science); and MLS per 1,000 population served by the library. *See Appendices K, L, M.* Quality services require quality staff. With the current complement of staff, Mashpee is only able to offer a fast food version of library service-high traffic but not much substance. Staffing is limited in number and in overall library science training and expertise. There are currently 5 full-time positions and 8 part-time positions, for a total of 9 FTE (full-time equivalents). Only 2 are professional librarians with a Master of Library Science or Master of Library and Information Science degree; one of these is the Director. Mashpee is again in the lower 3rd of its peer group in terms of the amount expended per capita for staffing. *See Appendix N.*

On paper the number of staff appears to be adequate to cover the current schedule of 42 hours of public service. Each of the 3 key service points (Circulation, Children's Room, 2nd floor Reference desk) show as being staffed, and for most hours of service there is a part-time staff member scheduled to assist with public service desk tasks who can serve as a back-up to cover absences and meal periods. However, the use of earned annual leave (in at least one instance the employee is eligible for 5 weeks of annual leave) and of sick time results in gaps in coverage and, all too often, make the planned schedule impossible to meet. Too much time is then spent by the Director rearranging assignments. Keeping the first floor public service desk and the second floor staffed are the highest priorities, and in times of staff shortages it is not uncommon for the Children's Room service desk to be left unstaffed. Both public service and safety are compromised when this occurs.

When there is an acute shortage of staff the Director or Office manager end up "on desk" which is not an effective nor a cost efficient use of their time on a recurring basis. This reliance on the Director and Office manager should only be happening as an absolutely last resort. The Director needs to be spending her time on the planning and development

activities that will result in improved library services that respond to the priorities identified in the *Mashpee Public Library Strategic Plan 2013-2018*. The Office manager needs to be spending her time on the business affairs of the library. The Director often works many more hours a week than is reasonable, as she is the only one with a schedule flexible enough to cover for an absent staff member, and there are not sufficient staff to provide back-up for absences. As an hourly employee, in a 40-hour per week position currently governed by a collective bargaining agreement, as Director she is expected to function as a salaried employee and do what needs to be done to complete her work. The problem is she is doing her work and the work of others because there is no one else who can be assigned to work. In addition, she is currently working outside the provisions of the collective bargaining agreement without compensation. This has to be an untenable situation for the current Director.

It is highly desirable that the Director position be removed from the collective bargaining unit and is empowered to function as the executive in charge of the library. The library Director should be expected to have the authority of hire, dismiss and supervise all library staff, and to function as the chief operating officer of the Board of Trustees. The current Charter review process offers an opportunity to the Board to review its role, and the role of its Director, for possible revision and clarification.

While a mix of full and part-time staff is generally beneficial in library operations, the heavy reliance in Mashpee on part-time library assistants without the appropriate benefit of full-time library professionals can only mean inferior service to library users. The library has made good progress in using part-time staff to put its support staffing in place; what is needed now are the full-time librarians to deliver a full complement of quality library services.

For all the benefits of part-timers, the reality is that part-time staff require as much training and supervision as full-time staff, with only a 50% return in hours worked. The reduced amount of time on the job makes it more difficult for part-time staff to develop an in-depth and broad-based knowledge of the daily workings of the library, and the resulting

contribution to service delivery is inherently less. Part-timers are an important element in scheduling, but as resident use of the library continues to grow and the expectations of the community continue to grow and evolve, additional full-time and professional librarian staff will be required.

Current staff need to be working to their job descriptions, although there appears to be a disparity between officially approved job descriptions and job descriptions that were developed approximately 10 years ago as part of a Town-wide study, but were subsequently not adopted by the Town. It is highly desirable that the process of revising the job descriptions be completed. Changes in demographics and user interests, changes in technology and service delivery, and changes in priorities over the past 10 years make even the draft job descriptions obsolete. From all appearances, a job description and compensation review of at least the library staffing should occur.

In the interim, staff in professional librarian positions should be providing professional level service to library users and minimizing time spent on support and manual tasks. The Youth Services and Reference librarians need to be practicing current library service delivery, including being out on the floor as "walk-around" librarians, interacting with users and encouraging use of the library's resources. Some uninterrupted planning time, away from users, is certainly required for both of these positions, but it should be balanced with direct public service and scheduled around times of the day that are less busy.

An important goal for the library is to staff for continuity of operations and service delivery. For all key activities, at least 2 staff need to know well how to accomplish the required tasks. This knowledge base will sustain operations during short-term absences, as well as those of a longer duration. Should there be a precipitous departure of a staff member, another staff member will be ready to step in to cover critical duties, and ultimately to train the replacement hire. It is important to insure that information and knowledge don't walk out the door when a staff member leaves. Achieving this state of continuity requires sufficient staff with appropriate knowledge and skills, with enough time to cross-train each other. This is a goal the library should strive for.

In reviewing the work done by the planning committee for the Library's *Strategic Plan*, there are many references to desired services and activities that will require additional staff resources. FY17, the last year of the *Strategic Plan*, works well as the target completion year for the incremental addition of professional staffing, the necessary budget increases to fund those positions, and the expansion of library services. Assuming the recommended staffing is in place in FY17, the year Mashpee is projected to reach the 15,000 population level, the library would be positioned to increase hours in anticipation of the State Aid requirement for a 50 hour week for the 15,000-24,999 population group. Needless to say, in the meantime, if the economic picture declines and any reductions in staff hours are required, the library is not staffed to maintain the present schedule of service, in terms of the number of hours nor the 6 days-per-week schedule. Staffing is just too thin, even with the recent increased staff hours. Unless staff is increased it will be almost impossible to make the service improvements identified by the community in the *Strategic Plan*. Additional, trained staff will certainly require continuation of increases in the appropriation for the library. Recommendations for positions and projected costs associated with the recommended staffing will be addressed later in the report.

The Building

The library building, while quite beautiful, is lacking in providing space for "non-public" staff functions. Non-public staff work area on the first floor is limited, requiring that staff be on alternating schedules to insure they have the work space and computer access needed to complete their tasks. The second floor of the building has no non-public work area for staff. The Reference librarian is required to find an unoccupied desk in the first floor work room to do work that requires quiet planning, writing, such as grant preparation, or work that requires extended use of the telephone. To have time away from the service desk to tutor a member of the public on the use of an eReader or some other piece of equipment, to work with a member of a community group planning a joint grant, or even to permit a patron seeking sensitive health or legal information to have a conversation in a non-public area, the reference librarian needs to book one of the study rooms, which were designed

for patron use, not as staff office space. As staff numbers increase additional non-public workspace will be required. The repurposing of space to accommodate staff functions or the construction of a workroom on the 2nd floor is a high priority.

The layout of the building is also not conducive to easy supervision of the facility. This is an important facet of the library's operation, keeping in mind the safety of both the public and staff. The building, on 2 levels and with difficult sight lines, is laid out in a manner that benefits from a more robust complement of staff. Having a single staff person assigned to the second floor short changes users with regard to library services and safety; much of the Children's Room can not be seen from the Circulation Desk, yet it remains open for public service when the Youth Services Librarian is not working and there are insufficient staff to assign someone to the Children's Room; staff working on the Circulation Desk are frequently busy with borrower transactions and unable to observe the activities of library users beyond the immediate area. The Youth Services librarian is responsible for service to children and teens, yet the children's room is on the first floor and the teen room is on the second. It is logistically impossible in the current building configuration for one person to provide service effectively to those two user groups.

Services-The Collection and Public Programming

A larger collection of books and other library materials, and expanded public programming are two of the three priorities established by the responses to the strategic planning community survey. *Appendices N (Total Holdings), O (Total Print Holdings), P (Total Non-Print Holdings), and Q (Holdings Per Capita)* illustrate how Mashpee's collection fares in relation to peer libraries. Mashpee has developed a strong non-print collection, a heavily used part of the circulating collection. The print collection has not fared as well, and among peer libraries Mashpee's print collection is small and it is dated. The size and age of the print collection may be in part due to the move to the new, larger building in 2010, without an accompanying increase in the materials budget to support expanded purchasing, nor to the best of anyone's knowledge, to purchase an "opening day collection" which would have been included as part of the capital project to increase the size of the collection

appropriate to the new building and to replace damaged and obsolete titles in the collection. The collection is showing its age and needs to be evaluated for the de-accessioning of out-of-date materials and those no longer in demand by users. Replacement purchasing needs to be factored into budget planning. The review of the current collection and selection of replacement titles for de-accessioned materials is a professional librarian activity. Certainly the survey responders want a larger and broader collection. Library users are most interested in being able to walk in the door of their library, find what they want, and check it out for use at home or at work. The current materials budget cannot possibly meet user expectations for titles, regardless of format, in a timely manner. Library staff are constantly doing a balancing act between user expectations and needs and the reality of the materials budget.

Public programming, another high priority for survey respondents, is almost non-existent outside of programming for preschoolers and elementary school age children. By and large these programs are funded and staffed through community grants and partnerships, which are not part of the library's operations nor its budget. With the current staff complement, there is not the time to plan and execute public programs. The community meeting rooms are heavily used, but almost exclusively by outside groups. Developing a regular and recurring offering of public programs, planned and organized by library staff, will require sufficient professional staff to devote time to this desired service.

Both enhanced collection development activities and public programming require additional librarian staff resources. The need for expanded professional staffing is reinforced in the implementation of the strategic plan. The 5 service priorities identified in the Plan will only be successful with additional staff support. Those service priorities are:

1. **Resources-collections, programming and services** to meet the current and future needs of a diverse community
2. **Technology and Information Literacy**-as an information center in the community, the library will offer access to **current and emerging technologies**, high speed Internet, and wireless access

3. Quality Services-the library will develop and deliver **exceptional services** that are efficient and effective, in a user-friendly environment
4. Community Engagement-the library will build awareness and visibility of its resources and offerings and increase recognition of the library as an **essential community service and gathering place**
5. **Sustainability**-the library will implement efficient operations and seek financial opportunities that will allow it to grow and maintain services

The Strategic Plan provides a framework for moving the library forward and articulates the priorities of the residents of the community. It is important to remember that the Plan will evolve over its life, and that the Annual Action Plan required by the MA Board of Library Commissioners provides a valuable tool for updating and refocusing the Plan in response to changes in the community and the library service delivery landscape. It is quite probable that some items identified in the current Plan will not be appropriate over the life of the Plan for implementation. The Annual Action Plan will reflect adjustments in priorities and activities as the Plan matures.

There is no question, however, that each of these service priorities will require a well-trained and highly skilled staff, with excellent communication and public service abilities, and a Director who is able to devote her time to planning the necessary strategy, staffing, budget, and communications to make this come to fruition. The current Director has an excellent understanding of the issues currently facing the library and the challenges associated with moving the library forward. She is, however, limited in her effectiveness due to the lack of professional librarian staff and the resources needed to expand the offering of library services desired by the community. Her grasp of the role of the Plan as a roadmap is right on target, and with leadership by the Director and the Board of Trustees a few key changes will position the Mashpee Library to consistently deliver high quality services to the community.

Key Recommendations

1. With the current Town charter review process underway, the Trustees are encouraged to review the current Charter to determine any desirable revisions regarding the relationship of the Director to the board, the authority of the board, the role of the library Director with regards to personnel responsibilities, the duties and powers of the board (personnel issues, facility, and policy making), and how trustees are elected or appointed. A useful reference is the MA Board of Library Commissioners Trustee Handbook, which is available at http://mblc.state.ma.us/advisory/trustees/2012_handbook.pdf.
2. Review job descriptions for currency and update as needed to reflect current service delivery needs. Review pay rates for staff, particularly the library Director. *See Appendix Q Compensation Comparison for Neighboring and Other Selected Towns.*
3. Insure staff are working to the job description and to policy, for example the recently adopted Customer Service policy, through performance reviews and goals setting. Continue the Director's current practice of using performance review and goal setting with staff. Advocate with town officials for a compensation and classification study, including revision of job descriptions.
4. Every time a position becomes vacant, review the library's current needs and future improvements to determine if a position needs to be re-classed and/or a job description rewritten.
5. Set the regular work schedule for the Director and Office manager to business hours (Monday-Friday 9-5). This schedule aligns their hours of work with those of the town offices, businesses, schools, and community and library agencies, the times they need to be available to conduct the business of running the library department. At the same time, as an hourly employee, the Director should be expected to be able to manage her time and

schedule to accommodate night and weekend commitments involving the library, and to adjust her schedule accordingly. Until such time as the position of Director is out of the union, the incumbent should work a regular schedule that comes as close to a 40-hour week as is feasible.

6. Create an entry-level Generalist librarian position. This position would have a broad range of public service responsibilities, rather than being specialized, and would provide additional coverage for youth services, services to teens, reference, community collaborative activities, public programming, and technology support and training. The salary for this position would be the same as that of the reference and youth services librarian positions.

7. Create a Technology and Information Services librarian position. This position would be an entry-level position, providing support to a number of initiatives identified in the Long Range Plan. Responsibilities would include facilitating the use of the various electronic resources offered by the library and other library organizations, developing the usability of the library's website to maximize access to library resources remotely, managing the library's social media presence, and overseeing the technology resources used by both staff and the public.

An alternative approach would be to create a para-professional technology support position. This position would require a bachelors degree and would be more focused on maintaining and developing the library's website, managing the library's social media presence, implementing and troubleshooting the CLAMS system, and maintaining staff and public technology equipment and resources. This position would also be expected to provide back-up coverage on public service desks.

9. Continue as feasible to broaden the scope of the work assigned to the part-time library assistants currently being referred to as the "catalogers" to include other collection related support duties such as ordering, receiving, de-accessioning, and if time permits, resource sharing activities such as processing requests via the MA Virtual Catalog and the Massachusetts Library System.

10. Maximize the benefit to public service by having the Circulation Assistant work the hours the library is open at a public service desk. Provide staff back-up for the reference librarian to permit completion of work off-desk.

11. Establish and fill the position of assistant library Director. This position will be at an experience and skill level, with appropriate compensation, to fully cover for the Director when absent due to vacation, for health reasons, and for professional commitments outside the library. The assistant Director job description, in addition to responsibilities for many of the duties of the Director on a temporary basis, should be broad enough to include significant responsibility for the planning and implementation of library service improvements, reference duties, technology support, public programming, grant writing and oversight, and collaborative activities within the town and among the library community.

A less desirable alternative to the assistant Director would be a managing librarian position with responsibilities for some facets of managing the library, while at the same time being responsible for public service duty. The position would cost slightly less than an assistant Director but would be more limited in scope.

12. Create a non-public workspace on the 2nd floor of the building. Plan for an area that will be large enough to accommodate the Reference Librarian, as well as the recommended positions of Generalist, Technology Librarian, and Assistant Director as these new positions are created and funded. One option would be to install a modular office system with glass walls and of a design in keeping with the building in the area of the 2nd floor where the low shelving is currently installed. The low shelving has been unpopular, especially with older patrons, who find it hard to use the lower shelves. The benefit of a modular office system is that it is not a permanent installation and can be relocated in the future if needs change. The current office systems are quite attractive and very functional, and would provide a relatively modest cost solution to the problem. If this is not feasible, consider reallocating one of the study rooms or the teen room as staff work area.

13. Establish a recurring budget line for technology upgrades and enhancements to insure that computer hardware, software, and related building equipment are kept current and in good working order.

14. Continue to increase the materials budget incrementally to respond to the priority identified in the Strategic Plan survey for a "Larger Collection of Books and Materials," as well as to keep the collection fresh and current and of value to the residents of Mashpee.

Sustainability and Funding:

While the Town of Mashpee is overall expending a relatively high per capita for all town services, as noted earlier in this report, it is not expending a comparable amount on library services. In driving around the community, there is much for Mashpee to be proud of: good roads and sidewalks; well-lit public ways; grounds that are attractive and attended too; and fine, new public buildings and equipment. The library too has been a beneficiary of the investment Mashpee has made to its infrastructure. Now it is time for further investment in library services, which will require a commitment by the community to additional personnel and resources to grow the collection and related services. As Mashpee's population continues to increase, demands for library services will also increase. Once Mashpee crosses the MBLC's official threshold of 15,000 population, the State Aid to Libraries program will require an increase in public service hours from 42 hours per week to 50 hours per week. Additional staff will be required to expand the schedule to meet that requirement.

Implementation Costs and Schedule

Fiscal Year	Action	Projected Cost
FY15	Create Generalist/Teen Librarian position	\$38,000
	Increase materials budget	\$10,000
	Design and construct staff work area on second floor	\$25,000-\$50,000 depending on approach
	Create permanent budget line to fund replacement of technology and building equipment	\$5,000
	Create a permanent budget line to fund support for wireless enhancements, web, social media, and related activities	\$10,000
		\$63,000 (not including capital cost for work room)
FY16	Create Technology and Information Services Librarian position	\$38,000
	Establish staff development program for professional development and continuing education	\$7,500
	Increase materials budget	\$10,000
		\$55,500
FY17		
	Create Assistant Director Position	\$55,000
	Establish public programming budget	\$3,000
	Increase materials budget	\$10,000
		\$68,000
3 Year Increase total (not including capital project)		\$186,500

Project Summary

The Mashpee Library is poised to become a strong, service-oriented community resource, with a staff and a collection able to respond to the user priorities and services identified in the Strategic Plan. Based on current wages and enhanced service costs, by FY17 the library's budget will need to grow by \$186,500 to about \$626,994 (not including the capital project for the staff work area) to achieve the recommendations included in this report. It is important to note that over the period FY11 to FY14 the appropriation for the library grew by \$115,470. Continuing a similar increase in appropriation over the next 3 years will make a dramatic difference in the services delivered by the Mashpee library. Further, at that rate of appropriation growth, the Mashpee Library is projected to transition in FY17 or shortly thereafter into the 15,000-24,999 in the middle of its population peer group with regards to the Total Municipal Appropriation for Library Services and the Appropriated Municipal Income Per Capita. *See Appendices R, S and T.* This would represent an improvement over the position it now holds within the 10,000-14,999 MBLC population group where it currently is generally in the lower third or below of the group.

It is highly desirable that the library continues to gain ground as the community grows. The recommendations contained in this report reflect at a minimum the on-going investment required to position the library to move beyond the status quo with regard to its service delivery, to accomplish the Strategic Plan goals and objectives, and to firmly establish its position within its new population group for continued future eligibility for State Aid to Libraries. This investment by the community in the library, an investment that has already been substantially reflected in the capital investment in the building and over the past 3 years of budget increases, will result in service delivery worthy of the building and the quality of life Mashpee offers its residents.

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MA Libraries 10-14,999 Population Estimate 2010
 Masspoe Population Ranking
 (MA Board of Library Commissioners)

Community	2010 Population Est.	Community Profile*	Total Municipal Expenditures	Total Municipal Expenditures Per Capita	Total Municipal Expenditures for Library Services	Library Percent of Total Expenditures	Library Per Capita Expenditures
Hopkinton	14975	4	\$57,683,372.00	\$3,824.68	\$177,214.00	0.50	\$22.59
North Reading	14892	4	\$46,586,955.00	\$3,128.32	\$433,102.00	0.91	\$29.48
Beverlytown	14649	3	\$39,265,177.00	\$2,714.19	\$176,613.00	0.95	\$25.11
Westwood	14613	2	\$61,366,265.00	\$4,197.99	\$345,169.00	1.94	\$54.70
Whitman	14489	5	\$22,866,344.00	\$1,578.19	\$42,797.00	1.5	\$11.66
Wilmington	14216	4	\$10,348,637.00	\$714.43	\$63,227.00	2.02	\$41.26
Dennis	14207	7	\$41,112,115.00	\$3,196.36	\$429,420.00	0.93	\$29.35
Northborough	14155	2	\$43,917,005.00	\$3,102.58	\$616,842.00	1.4	\$41.48
Malden	14006	3	\$47,992,109.00	\$3,426.54	\$335,624.00	6.68	\$31.21
Haver	13876	4	\$44,556,899.00	\$3,208.94	\$321,812.00	1.18	\$38.62
East Bridgewater	13794	3	\$15,960,666.00	\$1,077.56	\$439,114.00	1.2	\$31.18
Swarthmore	13787	2	\$47,781,669.00	\$3,465.70	\$558,555.00	1.17	\$45.51
Seabok	13722	3	\$19,042,797.00	\$2,845.27	\$726,917.00	1.99	\$56.62
Quincy	13709	5	\$11,449,066.00	\$1,294.02	\$372,069.00	1.19	\$27.33
North Andover	13708	1	\$14,351,347.00	\$1,305.91	\$361,305.00	1.05	\$28.56
Clinton	13606	1	\$13,451,438.00	\$1,458.18	\$348,201.00	0.92	\$23.65
Holliston	13447	4	\$46,531,012.00	\$3,443.18	\$416,220.00	0.89	\$39.76
Uxbridge	13437	5	\$14,595,449.00	\$1,378.10	\$314,739.00	0.91	\$23.39
Rayburn	13383	3	\$28,240,220.00	\$2,110.16	\$264,200.00	0.66	\$19.78
Bedford	13220	2	\$47,367,363.00	\$3,531.14	\$1,105,985.00	1.64	\$83.03
Milbury	13201	3	\$12,466,884.00	\$1,486.00	\$388,275.00	0.88	\$21.77
Jessick	13175	7	\$26,967,347.00	\$2,823.46	\$319,685.00	1.38	\$38.76
Wolfram	12994	4	\$19,396,875.00	\$4,371.10	\$990,304.00	1.57	\$71.59
Chatham	12881	5	\$18,882,260.00	\$1,484.61	\$270,216.00	1.45	\$21.12
Medway	12752	4	\$11,939,394.00	\$2,026.07	\$204,820.00	0.54	\$16.06
Kingstige	12639	3	\$11,569,242.00	\$2,638.10	\$523,008.00	1.56	\$41.58
Itawash	12441	3	\$48,214,810.00	\$3,941.66	\$662,463.00	1.35	\$53.29
Palmer	12140	5	\$31,154,314.00	\$2,641.64	\$720,803.00	2.24	\$39.17
Medfield	12134	4	\$48,739,234.00	\$3,881.83	\$593,667.00	1.23	\$49.37
Spencer	11888	5	\$14,262,343.00	\$1,226.26	\$333,114.00	2.35	\$28.07
Rehoboth	11656	6	\$19,480,814.00	\$1,679.22	\$196,467.00	1.01	\$16.91
Lynnfield	11596	4	\$39,131,025.00	\$3,374.70	\$699,174.00	1.96	\$32.37
Abbe	11584	5	\$14,436,318.00	\$1,268.23	\$190,484.00	2.3	\$11.31
Carver	11559	3	\$3,670,628.00	\$2,647.55	\$116,736.00	1.11	\$19.26
Pepperell	11497	6	\$17,997,484.00	\$1,564.54	\$418,500.00	2.44	\$18.13
Dudley	11395	5	\$11,721,517.00	\$1,029.11	\$154,222.00	1.32	\$11.54
Drydenborough	11292	3	\$30,590,699.00	\$2,701.69	\$244,605.00	0.8	\$21.61
Weston	11261	4	\$64,493,935.00	\$5,727.19	\$1,110,518.00	1.72	\$98.62
Norfolk	11227	4	\$38,786,832.00	\$2,564.07	\$419,615.00	1.53	\$39.16
Leicester	10972	5	\$35,863,275.00	\$2,357.65	\$156,577.00	0.61	\$14.27
Wrentham	10955	5	\$30,848,881.00	\$2,815.96	\$292,529.00	0.93	\$26.70
Holbrook	10791	2	\$22,707,961.00	\$2,587.69	\$288,507.00	1.04	\$26.74
Groton	10646	4	\$2,182,032.00	\$2,553.26	\$676,512.00	2.56	\$63.46
Lakeville	10602	6	\$21,569,110.00	\$2,034.44	\$231,834.00	1.07	\$21.87
Norwell	10506	4	\$17,641,190.00	\$1,582.84	\$551,354.00	1.47	\$53.67
Acushnet	10403	5	\$11,870,592.00	\$2,122.73	\$171,762.00	0.88	\$18.61
Warehouts	10300	5	\$33,579,534.00	\$2,289.28	\$151,344.00	0.63	\$14.89
HALE	10293	5	\$10,519,379.00	\$2,965.66	\$100,216.00	0.33	\$8.74
Harrison	10209	3	\$17,464,918.00	\$1,719.74	\$125,333.00	1.01	\$11.21
Norfolk	10172	7	\$27,410,837.00	\$2,645.97	\$278,900.00	1.01	\$28.91
Milwaukie	10106	1	\$29,096,172.00	\$2,879.16	\$302,347.00	1.73	\$49.71
Lynnburg	10086	3	\$26,133,290.00	\$3,610.70	\$301,838.00	1.14	\$29.92

* 1. Unincorporated communities were the primary and secondary data sources.
 2. Economic Development Subsectors: Shows in 0th level of economic activity.
 3. Growth: Communities rapidly expanding commercial or tourism.
 4. Traditional Subsectors: Affiliated communities with low levels of economic activity.
 5. Rural: Economic Centers: Historic manufacturing and commercial communities.
 6. Small Rural Communities: Small towns, sparsely populated, economically undeveloped.
 7. Recreational and Active Communities: High property values, relatively low income levels.

Circulations Per Staff Member
(MA Board of Library Commissioners)

Community	Total Hours Per Week - Director	Number of staff working 35 hours or more per week	Number of staff working fewer than 35 hours per week	Total Full-time & Part-time Staff	Full Time Equivalency	MLS FTE	Professional FTE	Children's Librarian FTE	MLS FTE per 1,000 population served by the library	Total Number of Positions at Library	Circ per FTE
Clinton	35.0	5	2	7	6	2	6	2	0.1470	7	30,458.01
Madison	40.0	4	4	8	7	2	3	1	0.1204	8	28,415.71
Medway	19.0	2	5	7	4	1	3	0	0.0416	7	27,331.66
Haverich	35.0	4	10	14	8	4	4	1	0.3257	15	24,293.74
Holliston	37.5	1	16	17	7	3	5	1	0.2215	17	24,203.88
Lakeville	40.0	1	5	6	5	1	2	1	0.1078	6	23,596.09
Weston	37.5	9	15	28	18	6	9	1	0.3916	28	23,094.57
Medfield	37.5	4	17	21	10	4	6	2	0.3220	24	22,067.11
Lynnburg	32.0	10	10	20	5	3	4	1	0.1548	10	21,791.52
Northborough	40.0	6	5	11	11	5	5	1	0.3452	15	20,343.88
Hopkinton	40.0	6	5	11	9	4	3	3	0.2651	9	20,129.60
Bedford	40.0	7	31	38	19	7	7	1	0.5255	38	20,114.92
Swarmscott	34.0	4	12	16	8	4	6	1	0.3213	15	20,097.00
Acushnet	35.0	1	6	7	4	1	2	0	0.6971	7	20,079.68
Sherborn	32.5	3	16	19	13	6	6	1	0.4184	19	18,773.97
Petersen	40.0	2	5	7	11	3	4	1	0.2659	11	18,716.86
Hampton	35.0	9	17	26	14	3	4	1	0.3374	26	18,539.39
Athol	40.0	3	11	14	9	3	4	1	0.2756	14	18,386.13
North Adams	37.5	3	10	13	11	3	3	2	0.2084	16	18,263.60
Norwell	37.5	5	7	12	8	5	5	1	0.4865	12	18,113.14
Groton	40.0	7	18	25	14	4	6	1	0.3757	25	17,825.03
Dudley	40.0	2	6	8	4	1	2	1	0.1053	8	17,444.84
Mansfield	40.0	5	3	8	8	3	6	1	0.2262	13	17,345.90
Belchertown	40.0	4	4	8	7	1	3	1	0.6780	8	17,267.40
Wareham	40.0	3	7	10	5	1	3	1	0.6913	10	16,930.72
Weymouth	35.0	8	25	33	13	6	8	2	0.4969	33	16,238.35
Danversborough	35.0	2	5	7	6	1	2	1	0.6886	7	16,032.44
Oxford	35.0	1	10	11	8	2	1	1	0.1542	11	15,714.40
Roxbury	37.0	1	11	12	6	1	4	1	0.6750	13	15,090.53
Ipswich	37.5	5	12	17	10	4	3	1	0.2939	18	14,923.97
Hanson	35.0	2	3	5	5	2	3	1	0.2579	6	14,817.94
Norfolk	40.0	4	7	11	8	3	3	0	0.2990	13	14,753.67
Westwood	35.0	8	24	32	16	7	8	1	0.4652	32	14,478.54
Whitman	37.5	4	5	9	7	3	4	1	0.2120	9	14,193.52
East Bridgewater	35.0	6	4	10	7	2	4	1	0.1450	10	14,378.51
Kingston	35.0	7	3	10	9	4	4	1	0.3167	10	14,228.15
Haver	35.0	5	5	10	8	3	4	1	0.1853	10	13,956.44
Charlton	40.0	2	8	10	7	1	4	0	0.6810	10	13,904.99
Uxbridge	40.0	3	9	12	7	1	2	0	0.6849	13	13,708.33
Belmont	35.0	6	8	14	4	1	3	0	0.6613	8	13,474.34
Wilburham	35.0	8	6	14	11	3	9	2	0.2436	14	13,125.32
Carver	40.0	3	7	10	7	3	4	1	0.1863	10	13,061.66
North Reading	35.0	4	7	11	8	4	4	1	0.2686	11	12,975.11
Holliston	40.0	4	2	6	6	2	2	6	0.2118	6	12,608.57
Leicester	35.0	1	4	5	3	1	3	1	0.6912	5	12,519.71
Spencer	37.0	4	3	7	7	1	4	1	0.1076	14	12,496.68
Millbury	40.0	1	8	9	6	1	1	0	0.6862	9	11,826.69
Lynnfield	35.0	7	16	23	11	5	8	1	0.4509	23	10,911.60
Palmer	35.0	11	1	12	11	2	10	2	0.1647	12	10,527.39
Hill	35.0	3	3	6	2	1	2	1	0.0972	7	9,549.72
Windsor	37.0	1	4	5	4	1	1	1	0.1036	5	9,434.38
Norwiche	37.5	9	12	21	13	4	7	0	0.4213	21	8,449.71

Total Municipal Expenditures
(MA Board of Library Commissioners)

Municipality	2010 Population Est	Community Profile*	Total Municipal Expenditures	Total Municipal Expenditures Per Capita	Total Municipal Expenditures for Library	Library Percent of Total Expenditures	Library Per Capita Expenditures
Bethel	13226	2	\$67,307,763.00	\$5,053.14	\$1,305,269.00	1.64	\$83.65
Ware	11281	4	\$64,493,533.00	\$5,727.19	\$1,110,238.00	1.74	\$93.62
Westwood	1618	2	\$61,456,263.00	\$4,197.59	\$855,369.00	1.74	\$64.70
Ware	12984	4	\$65,196,875.00	\$4,171.10	\$895,304.00	1.47	\$72.49
Ware	10172	2	\$57,430,853.00	\$5,645.97	\$578,900.00	1.61	\$56.91
Hawkins	14925	4	\$57,083,172.00	\$3,824.68	\$337,214.00	0.59	\$22.59
Hawick	12243	3	\$44,274,330.00	\$3,943.06	\$652,463.00	1.35	\$53.29
Madison	14056	3	\$67,992,106.00	\$3,426.54	\$325,034.00	0.48	\$23.21
Ware	13277	2	\$67,381,669.00	\$3,465.20	\$358,555.00	1.17	\$49.51
Ware	12074	4	\$65,193,254.00	\$3,808.81	\$393,607.00	1.37	\$69.53
Holliston	13547	4	\$66,671,912.00	\$3,445.18	\$416,720.00	0.89	\$30.76
North Reading	14832	4	\$66,586,965.00	\$3,128.31	\$433,102.00	0.93	\$29.08
Haver	13879	4	\$44,536,860.00	\$3,208.94	\$327,612.00	1.16	\$38.02
Dennis	14267	3	\$44,132,116.00	\$3,106.36	\$420,420.00	0.55	\$29.59
Northborough	11155	2	\$31,817,005.00	\$3,102.58	\$616,812.00	1.4	\$43.48
Beckwith	14649	3	\$35,369,177.00	\$2,214.19	\$176,615.00	0.94	\$25.21
Lowfield	11966	4	\$39,135,605.00	\$3,316.26	\$609,154.00	1.36	\$52.53
Seekonk	13722	3	\$39,642,397.00	\$2,845.27	\$376,917.00	1.99	\$56.62
Medway	12752	4	\$37,550,794.00	\$2,976.07	\$304,820.00	0.54	\$16.06
Ware	10926	4	\$37,641,200.00	\$3,582.84	\$353,354.00	1.47	\$52.67
Ware	11125	2	\$36,867,147.00	\$2,805.85	\$310,689.00	1.38	\$38.76
East Bridgewater	17254	3	\$35,869,666.00	\$2,667.56	\$195,114.00	1.3	\$11.18
Ware	13457	3	\$34,693,449.00	\$2,578.19	\$314,259.00	0.91	\$23.29
North Adams	13798	3	\$34,351,347.00	\$2,565.91	\$361,305.00	1.65	\$26.56
Ware	12629	3	\$33,589,082.00	\$2,658.10	\$325,038.00	1.36	\$41.58
Ware	13219	3	\$33,451,438.00	\$2,458.58	\$308,203.00	0.92	\$22.65
Ware	12611	5	\$32,566,884.00	\$2,486.05	\$348,739.00	0.48	\$21.77
Ware	13140	3	\$32,154,514.00	\$2,618.64	\$320,805.00	2.21	\$59.37
Oxford	17259	3	\$31,419,666.00	\$2,298.05	\$375,069.00	1.19	\$27.35
Ware	10945	5	\$30,848,881.00	\$2,815.96	\$392,519.00	0.94	\$26.76
Hull	10293	5	\$30,519,320.00	\$2,965.06	\$100,216.00	0.31	\$9.74
Dorchester	11292	3	\$30,500,699.00	\$2,701.09	\$344,065.00	0.8	\$21.61
Ware	13599	3	\$30,470,608.00	\$2,647.53	\$376,776.00	1.11	\$29.28
Ware	14219	4	\$30,319,437.00	\$2,134.41	\$612,227.00	2.62	\$43.06
Ware	15026	3	\$29,086,722.00	\$2,879.18	\$302,347.00	1.71	\$49.71
Ware	13247	4	\$28,366,832.00	\$2,564.03	\$419,615.00	1.51	\$39.16
Ware	13583	3	\$28,240,220.00	\$2,119.16	\$264,760.00	0.94	\$19.78
Groton	15646	4	\$27,182,012.00	\$2,553.26	\$636,912.00	2.56	\$65.66
Ware	10086	3	\$26,513,250.00	\$2,610.79	\$301,808.00	1.11	\$29.92
Ware	10970	3	\$25,863,375.00	\$2,337.63	\$376,377.00	0.61	\$14.23
Ware	10940	3	\$25,579,534.00	\$2,289.24	\$155,344.00	0.65	\$14.89
Ware	14489	3	\$22,866,344.00	\$1,518.19	\$342,797.00	1.5	\$35.66
Ware	10003	3	\$21,370,502.00	\$2,122.71	\$191,762.00	0.38	\$18.61
Jacksonville	15662	6	\$21,063,110.00	\$2,034.44	\$211,834.00	1.07	\$21.87
Ware	13608	6	\$19,480,824.00	\$1,678.22	\$196,457.00	1.01	\$16.92
Ware	13981	6	\$18,882,760.00	\$1,454.61	\$274,216.00	1.45	\$31.12
Ware	13477	6	\$17,587,464.00	\$1,564.54	\$418,500.00	2.44	\$38.12
Ware	10209	3	\$17,469,918.00	\$1,710.74	\$175,215.00	1.01	\$17.21
Ware	11584	3	\$14,336,328.00	\$1,246.21	\$300,484.00	2.7	\$35.71
Ware	11688	5	\$14,262,383.00	\$1,220.26	\$155,114.00	2.34	\$28.67
Dorchester	11590	5	\$11,721,517.00	\$1,029.11	\$154,222.00	1.32	\$15.54

- *1. Urbanized Centers-metropolitan and commercial, densely populated, relatively diverse
- 2. Economically Developed Suburbs-Suburbs with high levels of economic activity
- 3. Growth Communities-Rapidly expanding communities in transition
- 4. Residential Suburbs-Affluent communities with low levels of economic activity
- 5. Rural Economic Centers-small towns, sparsely populated, economically undeveloped
- 6. Small Rural Communities-small towns, sparsely populated, economically undeveloped
- 7. Resort/Retirement and Artisan-Communities with high property values, relatively low income levels

Data from: MA Board of Library Commissioners Municipal Piv 2011

Total Municipal Expenditures Per Capita
(MA Board of Library Commissioners)

Municipality	2010 Population Est	Community Profile ^a	Total Municipal Expenditures	Total Municipal Expenditures Per Capita	Total Municipal Expenditures for Library	Library Percent of Total Expenditures	Library Per Capita Expenditures
Weston	11,261	4	\$64,490,933.00	\$5,727.19	\$1,110,358.00	1.72	\$98.62
Naticket	10,172	7	\$7,430,857.00	\$734.37	\$578,900.00	1.01	\$56.91
Bedford	13,320	2	\$67,307,763.00	\$5,053.34	\$1,105,969.00	1.64	\$83.03
Wendell	12,994	4	\$59,196,875.00	\$4,571.10	\$920,304.00	1.57	\$71.59
Westwood	14,614	2	\$61,166,263.00	\$4,197.99	\$983,769.00	1.34	\$68.70
Haverhill	12,343	3	\$48,174,450.00	\$3,903.06	\$652,463.00	1.35	\$53.29
Methuen	12,024	4	\$46,759,254.00	\$3,888.83	\$595,607.00	1.27	\$49.53
Higginson	14,925	4	\$37,081,172.00	\$3,424.68	\$337,214.00	0.99	\$22.99
North Andover	10,966	4	\$37,641,100.00	\$3,428.84	\$553,354.00	1.47	\$50.67
Swanton	13,787	2	\$47,781,693.00	\$3,465.70	\$358,355.00	1.17	\$49.51
Bedford	13,447	4	\$46,671,512.00	\$3,443.18	\$416,720.00	0.89	\$30.76
Milford	14,006	3	\$47,921,106.00	\$3,426.54	\$375,020.00	0.88	\$23.21
Lyonsfield	11,998	4	\$39,131,603.00	\$3,274.70	\$699,174.00	1.36	\$52.53
Haver	13,879	4	\$44,336,860.00	\$3,208.94	\$527,612.00	1.18	\$39.02
North Reading	14,892	4	\$46,386,965.00	\$3,128.32	\$433,102.00	0.93	\$29.08
Dennis	14,207	7	\$44,132,116.00	\$3,106.36	\$420,420.00	0.95	\$29.59
Northborough	14,153	2	\$41,917,603.00	\$3,029.38	\$516,820.00	1.4	\$43.58
Medway	10,291	1	\$30,118,129.00	\$2,963.06	\$100,216.00	0.33	\$9.74
Milford	10,106	1	\$29,066,172.00	\$2,879.16	\$502,347.00	1.33	\$49.71
Seekonk	13,722	3	\$39,042,197.00	\$2,845.27	\$78,917.00	1.99	\$56.62
Wareham	10,955	5	\$30,843,881.00	\$2,815.96	\$292,529.00	0.95	\$26.70
Jewett	13,175	7	\$36,967,147.00	\$2,805.86	\$510,689.00	1.38	\$38.76
Bedford	14,658	3	\$39,760,177.00	\$2,714.19	\$376,613.00	0.92	\$25.71
Lyonsfield	11,292	3	\$30,909,999.00	\$2,701.09	\$143,005.00	0.8	\$21.61
Kingsborough	12,625	3	\$31,569,682.00	\$2,538.10	\$525,088.00	1.56	\$41.98
Pittsford	12,140	5	\$32,154,534.00	\$2,648.64	\$720,805.00	2.24	\$59.37
Carver	11,509	3	\$30,470,608.00	\$2,647.55	\$336,716.00	1.11	\$29.26
Uxbridge	10,686	4	\$28,533,250.00	\$2,659.70	\$301,808.00	1.14	\$29.92
East Bridgewater	13,794	3	\$33,968,666.00	\$2,467.56	\$430,114.00	1.2	\$31.18
Uxbridge	13,457	5	\$34,693,149.00	\$2,578.10	\$118,749.00	0.91	\$23.39
Bedford	10,791	2	\$21,303,861.00	\$2,167.69	\$188,507.00	1.04	\$36.71
Norfolk	11,227	4	\$29,786,852.00	\$2,644.07	\$419,615.00	1.53	\$39.16
Groton	10,646	4	\$27,182,632.00	\$2,553.26	\$606,912.00	2.56	\$65.46
North Adams	13,708	1	\$34,351,347.00	\$2,505.91	\$361,305.00	1.05	\$36.36
Milbury	13,261	5	\$32,866,884.00	\$2,486.00	\$288,729.00	0.88	\$21.77
Clinton	13,606	1	\$33,451,438.00	\$2,458.58	\$308,203.00	0.92	\$22.63
Leicester	10,970	3	\$31,863,375.00	\$2,357.63	\$136,577.00	0.61	\$14.27
Oxford	13,709	3	\$31,489,066.00	\$2,294.95	\$375,099.00	1.19	\$37.33
Windsor	10,100	5	\$23,579,534.00	\$2,289.21	\$153,344.00	0.65	\$14.89
Waltham	14,213	4	\$30,349,437.00	\$2,134.43	\$612,227.00	2.02	\$43.06
Acushnet	10,103	5	\$21,870,502.00	\$2,122.73	\$191,762.00	0.88	\$18.61
Roxbury	13,181	3	\$28,240,220.00	\$2,110.16	\$264,700.00	0.94	\$19.78
Lakeville	10,602	6	\$21,569,110.00	\$2,024.44	\$211,854.00	1.07	\$21.87
Hanson	10,205	3	\$17,464,818.00	\$1,710.74	\$175,333.00	1.01	\$17.21
Rehoboth	11,608	6	\$19,480,324.00	\$1,678.22	\$106,467.00	1.01	\$16.91
Whitman	14,489	5	\$23,866,344.00	\$1,678.19	\$142,297.00	1.5	\$33.66
Pepperell	11,497	6	\$17,967,484.00	\$1,564.54	\$438,590.00	2.44	\$38.15
Charlton	12,981	6	\$18,482,260.00	\$1,454.61	\$274,216.00	1.45	\$21.12
Athol	11,584	5	\$14,436,328.00	\$1,246.21	\$390,484.00	3.7	\$33.71
Spencer	11,681	5	\$14,262,383.00	\$1,220.76	\$325,114.00	2.31	\$38.67
Dudley	11,190	5	\$11,723,317.00	\$1,059.31	\$154,222.00	1.32	\$13.54

- *1. Urbanized Centers-manufacturing and commercial, densely populated, culturally diverse
- 2. Economically Developed Suburbs-Suburbs with high levels of economic activity
- 3. Growth Communities-Rapidly expanding communities in transition
- 4. Residential Suburbs-Affluent communities with low levels of economic activity
- 5. Rural Economic Centers-small towns, sparsely populated, economically undeveloped
- 6. Small Rural Communities-small towns, sparsely populated, economically undeveloped
- 7. Resort/Retirement and Artisan-Communities with high property values, relatively low income levels

Data From: MA Board of Library Commissioners Municipal Pre 2011

Total Municipal Expenditures for Library Services

(MA Board of Library Commissioners)

Municipality	2010 Population Est	Community Profile*	Total Municipal Expenditures	Total Municipal Expenditures Per Capita	Total Municipal Expenditures for Library Services	Library Percent of Total Expenditures	Library Per Capita Expenditures
Weston	11261	4	\$64,493,935.00	\$5,727.19	\$1,110,534.00	1.72	\$98.02
Bedford	13320	2	\$67,307,763.00	\$5,053.14	\$1,103,669.00	1.64	\$83.01
Westford	14618	2	\$61,266,265.00	\$4,197.99	\$945,769.00	1.54	\$64.70
Weyland	12944	4	\$59,396,875.00	\$4,571.10	\$930,304.00	1.57	\$71.99
Stoughton	13723	3	\$59,642,797.00	\$2,845.27	\$756,917.00	1.99	\$54.67
Palmer	12140	5	\$52,154,334.00	\$2,648.64	\$720,801.00	2.24	\$59.37
Green	10646	4	\$37,182,032.00	\$2,533.26	\$696,912.00	2.56	\$65.46
Haverhill	12473	3	\$48,274,830.00	\$3,943.06	\$652,463.00	1.35	\$51.29
Northborough	14155	2	\$43,917,505.00	\$3,102.58	\$616,842.00	1.4	\$41.83
Wilmington	14219	4	\$39,349,437.00	\$2,134.43	\$612,227.00	2.02	\$41.06
Leamfield	11596	4	\$39,133,005.00	\$3,374.70	\$609,174.00	1.56	\$53.53
Medford	20024	4	\$46,759,254.00	\$3,868.83	\$595,607.00	1.27	\$49.53
Nantucket	10173	7	\$57,430,457.00	\$5,645.97	\$578,900.00	1.01	\$56.91
Swampscott	11787	2	\$47,781,699.00	\$3,485.70	\$538,355.00	1.17	\$46.31
Haverhill	18759	4	\$37,641,300.00	\$3,582.84	\$533,354.00	1.47	\$52.67
Kingston	26829	3	\$44,516,460.00	\$3,208.94	\$527,612.00	1.18	\$38.62
Ipwich	11173	7	\$33,569,082.00	\$2,638.10	\$525,048.00	1.56	\$41.58
Maynard	10106	4	\$16,957,147.00	\$2,805.86	\$519,689.00	1.34	\$53.76
Northford	11221	4	\$19,096,772.00	\$2,879.16	\$502,347.00	1.73	\$49.71
Petersen	11497	6	\$18,766,452.00	\$2,564.07	\$439,615.00	1.53	\$39.16
North Reading	14892	4	\$17,987,483.00	\$1,564.51	\$438,590.00	2.44	\$38.15
East Bridgewater	13194	4	\$15,968,666.00	\$3,128.32	\$433,102.00	0.93	\$29.08
Deeris	4107	7	\$44,132,116.00	\$3,166.26	\$430,114.00	1.2	\$31.18
Bellingham	33457	4	\$16,671,912.00	\$3,845.18	\$420,420.00	0.95	\$29.59
Andover	11984	3	\$14,636,318.00	\$1,246.23	\$399,484.00	2.7	\$33.71
Bellevue	14649	5	\$19,260,177.00	\$2,714.19	\$375,613.00	0.95	\$25.71
Oxford	13109	3	\$11,419,066.00	\$2,284.05	\$373,019.00	1.19	\$27.35
North Adams	13104	1	\$4,331,347.00	\$3,925.93	\$361,303.00	1.05	\$36.36
Whitman	14489	5	\$2,866,344.00	\$1,578.19	\$361,707.00	1.5	\$33.66
Hopkinton	14925	4	\$3,083,372.00	\$3,814.68	\$331,211.00	0.59	\$22.59
Carver	11509	3	\$35,470,608.00	\$1,647.55	\$326,726.00	1.11	\$29.26
Spencer	11688	3	\$14,263,383.00	\$1,270.26	\$335,114.00	2.35	\$38.67
Medford	14006	3	\$43,932,106.00	\$3,476.54	\$333,694.00	0.68	\$33.21
Uxbridge	13457	3	\$34,693,549.00	\$2,578.10	\$314,359.00	0.91	\$33.39
Clinton	12606	1	\$33,451,438.00	\$2,438.58	\$308,201.00	0.92	\$32.65
Lunenburg	10086	3	\$26,533,250.00	\$2,630.70	\$301,808.00	1.14	\$29.92
Wendham	10955	5	\$30,848,881.00	\$2,815.96	\$292,522.00	0.95	\$26.70
Millbury	13261	5	\$32,966,884.00	\$2,485.00	\$284,792.00	0.88	\$21.77
Hudson	10791	2	\$27,707,961.00	\$2,507.69	\$284,507.00	1.04	\$26.74
Charlton	12581	6	\$18,882,260.00	\$1,454.61	\$274,216.00	1.45	\$31.12
Barre	13183	3	\$28,240,220.00	\$2,110.16	\$264,300.00	0.94	\$19.78
Northborough	11292	3	\$30,505,699.00	\$2,701.69	\$244,605.00	0.8	\$21.61
Lakeville	10602	6	\$31,569,110.00	\$2,034.44	\$233,854.00	1.07	\$21.87
Medway	12742	4	\$32,950,794.00	\$2,976.07	\$204,820.00	0.54	\$16.06
Belmont	11608	6	\$19,480,824.00	\$1,678.22	\$196,467.00	1.01	\$16.91
Acushnet	10303	5	\$21,870,502.00	\$2,122.73	\$191,760.00	0.88	\$18.61
Hanson	10209	3	\$17,464,918.00	\$1,710.74	\$175,331.00	1.01	\$17.21
Uxbridge	10970	5	\$25,863,375.00	\$2,357.65	\$156,377.00	0.61	\$14.21
Dudley	11390	5	\$11,721,517.00	\$1,029.11	\$154,222.00	1.32	\$14.54
Winchester	10200	5	\$23,579,534.00	\$2,289.28	\$153,344.00	0.65	\$14.89
Hall	10295	5	\$30,219,329.00	\$2,965.06	\$100,216.00	0.33	\$9.74

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- 5. Rural Economic Centers-historic manufacturing and commercial communities
- 6. Small Rural Communities-small towns, sparsely populated, economically undeveloped
- 7. Resort/Retirement and Artists-Communities with high property values, relatively low income levels

Data From: MA Board of Library Commissioners Municipal Pgs 2011

(MA Board of Library Commissioners)

Municipality	2019 Population Est	Community Profile*	Total Municipal Expenditures	Total Municipal Expenditures Per Capita	Total Municipal Expenditures for Library	Library Percent of Total Expenditures	Library Per Capita Expenditures
Ashd	11584	5	\$14,436,328.00	\$1,246.23	\$390,484.00	2.7	\$33.71
Greton	10446	4	\$2,182,632.00	\$2,085.28	\$69,912.00	2.36	\$65.46
Petersfield	14497	6	\$17,987,484.00	\$1,564.54	\$438,590.00	2.44	\$38.15
Spencer	14688	5	\$14,262,385.00	\$1,230.76	\$315,118.00	2.35	\$28.67
Palmer	12140	5	\$32,154,314.00	\$2,648.64	\$720,805.00	2.24	\$59.37
Waltham	62119	4	\$39,449,437.00	\$2,134.43	\$612,217.00	2.02	\$43.06
Stoughton	3722	3	\$39,042,797.00	\$2,845.27	\$76,917.00	1.99	\$56.63
Weston	10106	4	\$29,096,772.00	\$2,879.16	\$502,347.00	1.75	\$49.21
Weston	12161	4	\$64,493,915.00	\$5,327.15	\$1,110,538.00	1.72	\$98.62
Bedford	13261	2	\$67,307,263.00	\$5,033.14	\$1,105,909.00	1.64	\$83.03
Ware	12994	4	\$59,396,875.00	\$4,571.10	\$930,384.00	1.57	\$71.59
Lynnfield	11596	4	\$39,133,065.00	\$3,374.70	\$609,134.00	1.56	\$52.53
Kingston	2829	3	\$35,569,082.00	\$2,658.10	\$335,088.00	1.36	\$11.53
Westwood	16113	2	\$51,366,285.00	\$3,187.99	\$945,769.00	1.54	\$64.72
Norfolk	11217	4	\$38,786,833.00	\$2,544.07	\$439,615.00	1.33	\$39.16
Whitman	14489	5	\$32,866,544.00	\$1,478.19	\$342,797.00	1.5	\$33.66
Northwell	10566	4	\$17,641,300.00	\$1,668.44	\$332,334.00	1.47	\$32.67
Charlton	12981	6	\$18,882,260.00	\$1,454.64	\$234,216.00	1.45	\$31.12
Northborough	34155	2	\$45,917,005.00	\$3,102.58	\$616,842.00	1.4	\$43.58
Hartwich	13175	7	\$36,967,147.00	\$2,805.86	\$510,689.00	1.36	\$38.26
Hartwich	12243	3	\$48,274,830.00	\$3,943.66	\$652,403.00	1.35	\$31.29
Dudley	11500	4	\$11,731,517.00	\$1,029.11	\$154,222.00	1.32	\$13.54
Medfield	12024	4	\$46,739,294.00	\$3,888.83	\$595,607.00	1.27	\$49.55
East Bridgewater	13794	3	\$35,968,666.00	\$2,607.56	\$930,114.00	1.2	\$31.18
Oxford	13769	5	\$31,449,666.00	\$2,294.05	\$395,009.00	1.19	\$27.35
Haver	17879	4	\$44,536,896.00	\$2,484.44	\$557,612.00	1.16	\$38.02
Swampscott	17787	2	\$47,781,609.00	\$3,465.70	\$558,555.00	1.17	\$46.51
Lunenburg	10086	4	\$36,533,262.00	\$2,630.70	\$301,808.00	1.14	\$29.02
Concord	11569	3	\$30,670,608.00	\$2,647.55	\$358,756.00	1.11	\$29.26
Lakeville	10622	6	\$31,369,116.00	\$2,694.44	\$331,854.00	1.07	\$23.87
North Attle	17208	1	\$34,351,347.00	\$2,505.93	\$361,305.00	1.05	\$26.36
Holliston	10781	2	\$27,707,963.00	\$2,567.69	\$288,507.00	1.04	\$26.74
North Attle	19172	7	\$37,430,857.00	\$3,645.37	\$378,900.00	1.03	\$56.81
Rehoboth	16628	6	\$19,480,824.00	\$1,678.22	\$196,467.00	1.01	\$16.93
Rayon	10209	5	\$17,464,918.00	\$1,710.34	\$175,313.00	1.01	\$17.21
Dennis	14207	7	\$44,132,116.00	\$3,106.36	\$420,439.00	0.95	\$29.59
Belchertown	14649	3	\$39,766,177.00	\$2,714.19	\$376,615.00	0.95	\$25.71
Wareham	13953	5	\$35,848,881.00	\$2,515.96	\$292,339.00	0.94	\$26.70
Ravenhill	13581	3	\$28,240,230.00	\$2,110.16	\$264,300.00	0.94	\$19.78
North Reading	14892	4	\$46,586,965.00	\$3,128.32	\$433,102.00	0.93	\$29.08
Clinton	13606	1	\$33,433,438.00	\$2,458.38	\$308,203.00	0.92	\$22.65
Uxbridge	13457	5	\$34,693,549.00	\$2,578.10	\$314,759.00	0.91	\$23.39
Holliston	13547	4	\$46,673,812.00	\$3,445.18	\$416,230.00	0.89	\$30.76
Millbury	13261	5	\$32,966,884.00	\$2,486.00	\$288,739.00	0.88	\$21.77
Acushnet	10201	5	\$21,870,502.00	\$2,122.71	\$191,352.00	0.88	\$18.61
Tyngsborough	11292	3	\$30,390,699.00	\$2,701.09	\$244,005.00	0.8	\$21.61
Malden	14006	3	\$43,992,106.00	\$3,136.54	\$325,034.00	0.68	\$38.21
Woburn	10106	5	\$23,178,314.00	\$2,289.38	\$153,344.00	0.65	\$14.89
Lexington	10970	5	\$25,863,175.00	\$2,357.63	\$156,577.00	0.61	\$14.27
Rockingham	14923	4	\$57,683,172.00	\$3,824.68	\$337,214.00	0.59	\$32.59
Methuen	12752	4	\$37,950,794.00	\$2,976.07	\$204,810.00	0.54	\$16.08
Hull	10203	5	\$30,519,329.00	\$2,965.06	\$180,216.00	0.53	\$9.74

- *1. Urbanized Centers-manufacturing and commercial, densely populated, culturally diverse
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Data From: MA Board of Library Commissioners Municipal Pir 2011

(MA Board of Library Commissioners)

Municipality	2010 Population Est	Community Profile*	Total Municipal Expenditures	Total Municipal Expenditures Per Capita	Total Municipal Expenditures for Library	Library Percent of Total Expenditures	Library Per Capita Expenditures
Webster	11261	4	\$64,493,935.00	\$5,727.19	\$1,110,538.00	1.92	\$94.62
Bedford	13320	2	\$67,307,763.00	\$5,053.14	\$1,302,969.00	1.64	\$83.03
Westford	12954	4	\$55,396,875.00	\$4,271.10	\$590,304.00	1.37	\$71.59
Groton	10646	4	\$21,182,632.00	\$1,932.26	\$590,912.00	2.56	\$65.46
Westwood	14618	2	\$61,366,265.00	\$4,197.99	\$45,349,095.00	1.34	\$64.70
Plainville	12140	5	\$33,354,534.00	\$2,743.64	\$720,805.00	2.24	\$59.37
Norwiche	10172	7	\$53,430,857.00	\$5,245.97	\$178,900.00	1.01	\$56.91
Southwick	12243	3	\$59,042,797.00	\$2,845.27	\$776,917.00	1.99	\$56.62
Hartford	12423	3	\$49,274,310.00	\$2,933.06	\$652,465.00	1.35	\$52.29
Norwell	10556	4	\$37,641,300.00	\$3,582.81	\$355,354.00	1.47	\$52.67
Lynnfield	11956	4	\$38,133,005.00	\$3,219.70	\$609,174.00	1.56	\$52.51
Mansfield	10196	3	\$29,696,772.00	\$2,879.15	\$102,347.00	1.71	\$49.71
Medfield	12024	4	\$46,359,254.00	\$3,888.81	\$195,667.00	1.21	\$49.54
Northborough	14155	2	\$43,917,005.00	\$3,102.58	\$616,842.00	1.4	\$43.38
Wilbraham	14219	4	\$30,349,437.00	\$2,134.43	\$612,227.00	2.02	\$43.06
Kingsley	13679	3	\$33,569,082.00	\$2,638.15	\$235,088.00	1.56	\$41.58
Swampscott	11781	2	\$47,281,669.00	\$4,065.75	\$238,335.00	1.17	\$40.51
Norfolk	13277	4	\$38,266,832.00	\$2,864.07	\$179,615.00	1.51	\$39.16
Jewett	13175	7	\$36,967,147.00	\$2,865.86	\$310,089.00	1.38	\$38.79
Prophet	11697	6	\$17,987,484.00	\$1,564.54	\$438,990.00	2.44	\$38.15
Hinsdale	13879	4	\$44,536,860.00	\$3,208.94	\$27,612.00	1.18	\$38.02
Andover	11594	5	\$14,436,328.00	\$1,246.23	\$390,484.00	2.7	\$33.71
East Bridgewater	13794	3	\$35,968,666.00	\$2,667.56	\$410,114.00	1.2	\$31.18
Holliston	13547	4	\$46,671,912.00	\$3,445.18	\$416,220.00	0.88	\$30.76
Lunenburg	10606	3	\$26,333,259.00	\$2,470.76	\$261,808.00	1.14	\$29.97
Dracut	14207	7	\$44,132,116.00	\$3,156.36	\$420,429.00	0.95	\$29.59
Concord	11509	3	\$30,470,668.00	\$2,647.55	\$336,786.00	1.31	\$29.26
North Reading	14892	4	\$46,586,965.00	\$3,128.32	\$433,102.00	0.93	\$29.08
Saunter	11084	5	\$14,262,383.00	\$1,220.26	\$335,114.00	2.33	\$28.67
Oxford	13709	5	\$31,419,066.00	\$2,234.03	\$335,095.00	1.13	\$27.35
Holliston	10791	2	\$32,707,961.00	\$2,507.69	\$388,507.00	1.04	\$26.78
Wareham	10955	5	\$30,848,811.00	\$2,815.96	\$292,529.00	0.93	\$26.70
North Adams	13708	1	\$34,351,347.00	\$2,505.03	\$261,303.00	1.05	\$26.36
Belchertown	14649	3	\$30,780,177.00	\$2,214.19	\$376,613.00	0.95	\$25.71
Whitman	14489	5	\$22,866,341.00	\$1,578.19	\$342,297.00	1.5	\$23.66
Lebridge	11457	5	\$16,693,549.00	\$2,278.10	\$31,729.00	0.91	\$23.39
Malden	14006	3	\$17,992,196.00	\$1,276.54	\$323,004.00	0.68	\$23.21
Clinton	13605	1	\$33,451,438.00	\$2,438.58	\$308,201.00	0.92	\$22.65
Hopkinton	14925	4	\$17,081,371.00	\$1,824.68	\$337,114.00	0.49	\$21.49
Lakesville	13261	6	\$21,569,110.00	\$2,034.44	\$231,854.00	1.07	\$21.87
Mulbury	13261	5	\$32,966,884.00	\$2,486.00	\$281,729.00	0.88	\$21.77
Tyngsborough	11292	3	\$30,500,699.00	\$2,701.09	\$243,003.00	0.8	\$21.61
Charlton	12981	6	\$18,882,260.00	\$1,454.61	\$274,216.00	1.45	\$21.12
Raynham	13181	3	\$38,240,220.00	\$2,103.16	\$264,306.00	0.94	\$19.78
Acushnet	10701	5	\$11,870,502.00	\$2,122.73	\$191,760.00	0.88	\$18.61
Hanson	10209	3	\$17,464,918.00	\$1,719.76	\$173,733.00	1.01	\$17.21
Lebanon	11608	6	\$19,480,834.00	\$1,678.22	\$196,467.00	1.01	\$16.91
Morley	12752	4	\$37,950,794.00	\$2,976.07	\$204,826.00	0.54	\$16.06
Winchendon	10702	5	\$33,579,534.00	\$2,289.28	\$151,344.00	0.65	\$14.89
Lexington	10970	5	\$35,863,325.00	\$2,357.65	\$156,577.00	0.61	\$14.27
Dudley	11190	5	\$11,711,517.00	\$1,079.11	\$154,224.00	1.32	\$13.54
Hill	10293	5	\$30,319,329.00	\$2,903.06	\$109,216.00	0.33	\$9.74

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- 4. Residential Suburbs-Affluent communities with low levels of economic activity
- 5. Rural Economic Centers-historic manufacturing and commercial communities
- 6. Small Rural Communities-small towns, sparsely populated, economically undeveloped
- 7. Resort/Retirement and Artisan-Communities with high property values, relatively low income levels

Data From: MA Board of Library Commissioners Municipal Pte 2011

Appendix H
 Library Percent of Total Expenditures
 MBLC Group 3-Growth Communities
 in 10,000-14,999 Population Group

Municipality	2010 Population Est	Community Profile*	Total Municipal Expenditures	Total Municipal Expenditures Per Capita	Total Municipal Expenditures for Library Services	Library Percent of Total Expenditures	Library Per Capita Expenditures
Seekonk	13722	3	\$39,042,797	\$2,845.27	\$776,917	1.99	56.62
Kingston	12629	3	\$33,569,082	\$2,658.10	\$525,088	1.56	41.58
Harwich	12243	3	\$48,274,830	\$3,943.06	\$652,463	1.35	53.29
East Bridgewa	13794	3	\$35,968,666	\$2,607.56	\$430,114	1.2	31.18
Lunenburg	10086	3	\$26,533,250	\$2,630.70	\$301,808	1.14	29.92
Carver	11509	3	\$30,470,608	\$2,647.55	\$336,736	1.11	29.26
Hanson	10209	3	\$17,464,918	\$1,710.74	\$175,733	1.01	17.21
Raynham	13383	3	\$28,240,220	\$2,110.16	\$264,700	0.94	19.78
Tyngsborough	11292	3	\$30,500,699	\$2,701.09	\$244,005	0.8	21.61
Mashpee	14006	3	\$47,992,106	\$3,426.54	\$325,024	0.68	23.21

*3. Growth Communities-Rapidly expanding communities in transition (MBLC designation)

(MA Board of Library Commissioners)

Location	Municipality	Population Served by Library	Total Appropriated Municipal Income - Library Operating	Appreciated Municipal Income per capita for Library Services	Total Operating Income per capita	Total Operating Income per hour open	Salaries Paid from Library Budget	Total Salary Expenditures per capita	Total Salary Expenditures per visit	Total Materials Expenditures	Total Materials Expenditures per capita
Wagon Public Library	Wagon	11,261	\$1,260,715	\$110.19	\$126.64	\$437.60	\$956,472	\$84.94	\$4.36	\$205,182	\$18.22
Bedford Free Public Library	Bedford	15,210	\$1,163,860	\$77.33	\$92.49	\$162.02	\$779,099	\$51.26	\$3.30	\$189,883	\$16.76
Wayland Free Public Library	Wayland	12,984	\$932,150	\$73.11	\$86.74	\$366.79	\$733,612	\$56.46	\$6.64	\$160,945	\$12.39
Groton Public Library	Groton	10,646	\$726,630	\$68.35	\$82.36	\$409.40	\$559,600	\$53.31	\$5.31	\$62,544	\$5.87
Westwood Public Library	Westwood	14,618	\$990,205	\$67.74	\$67.92	\$242.93	\$784,855	\$53.64	\$9.30	\$155,624	\$10.61
Waukegan Free Public Library	Waukegan	10,172	\$661,216	\$65.00	\$63.87	\$348.31	\$320,452	\$31.67	\$1.17	\$105,575	\$10.38
Sackville Public Library	Sackville	13,722	\$406,308	\$31.76	\$63.37	\$335.13	\$454,140	\$39.65	\$4.83	\$130,981	\$9.55
Hamilton-Warham Public Library	Hamilton	12,639	\$697,372	\$55.19	\$53.92	\$275.43	\$436,306	\$34.54	\$9.49	\$132,861	\$10.32
Lyonsfield Public Library	Lyonsfield	11,526	\$635,917	\$55.19	\$55.92	\$231.26	\$453,417	\$39.30	\$4.25	\$111,356	\$9.67
Palmer Public Library	Palmer	12,140	\$660,980	\$54.45	\$55.36	\$331.26	\$429,018	\$35.34	\$5.93	\$109,081	\$9.06
Brooks Free Library	Brooks	11,241	\$646,771	\$57.55	\$57.55	\$351.58	\$415,048	\$36.90	\$2.63	\$116,693	\$9.54
Bedford Memorial Library	Bedford	12,024	\$614,663	\$51.13	\$52.78	\$33.41	\$384,737	\$32.00	\$2.60	\$106,443	\$8.83
Newell Public Library	Newell	11,011	\$533,113	\$48.33	\$50.41	\$276.17	\$354,524	\$32.20	\$2.12	\$101,563	\$9.22
Northborough Free Library	Northborough	14,155	\$657,086	\$46.47	\$49.08	\$261.48	\$449,455	\$31.78	\$1.47	\$85,581	\$6.36
Swampscott Public Library	Swampscott	11,787	\$618,023	\$52.47	\$49.19	\$338.47	\$412,521	\$34.92	\$1.20	\$112,257	\$9.44
Wilbraham Public Library	Wilbraham	14,219	\$635,193	\$44.67	\$45.04	\$271.81	\$624,602	\$38.46	\$4.30	\$94,406	\$6.46
Maynard Public Library	Maynard	16,106	\$618,023	\$38.31	\$47.50	\$352.82	\$380,481	\$23.65	\$0.00	\$76,300	\$4.71
Lebanon Public Library	Lebanon	13,175	\$545,993	\$41.44	\$42.49	\$193.45	\$411,601	\$31.24	\$1.83	\$97,080	\$6.59
Kingston Public Library	Kingston	17,629	\$520,094	\$29.51	\$41.35	\$193.31	\$359,771	\$20.46	\$5.65	\$72,323	\$4.71
Northwick Public Library	Northwick	11,223	\$450,955	\$40.11	\$41.35	\$193.31	\$359,771	\$20.46	\$1.95	\$74,316	\$6.66
Acton Public Library	Acton	11,299	\$420,153	\$37.26	\$40.31	\$197.18	\$286,620	\$25.37	\$0.00	\$69,328	\$6.15
Lancaster Library	Lancaster	11,407	\$421,761	\$36.93	\$39.71	\$213.61	\$291,459	\$25.56	\$3.39	\$70,438	\$6.11
John Curtis Free Library	John Curtis	15,879	\$408,323	\$25.73	\$38.22	\$229.94	\$115,071	\$7.20	\$0.00	\$88,172	\$5.80
Lunenburg Public Library	Lunenburg	10,086	\$354,448	\$35.15	\$38.02	\$169.64	\$233,179	\$23.12	\$2.60	\$68,661	\$6.80
Hilliston Public Library	Hilliston	13,547	\$479,719	\$35.41	\$33.99	\$184.34	\$296,224	\$21.47	\$1.81	\$72,148	\$5.31
Oxford Free Public Library	Oxford	17,500	\$314,151	\$17.90	\$33.54	\$0.00	\$162,129	\$9.97	\$0.00	\$78,771	\$4.50
Richard Sugden Public Library	Spencer	11,688	\$356,403	\$30.53	\$33.37	\$193.01	\$236,111	\$20.26	\$5.54	\$57,005	\$4.81
Carver Public Library	Carver	11,509	\$356,152	\$30.96	\$33.37	\$193.01	\$236,111	\$20.26	\$5.36	\$55,307	\$4.81
Flint Memorial Library	North Reading	14,892	\$490,972	\$32.97	\$30.88	\$265.76	\$115,222	\$7.79	\$8.11	\$77,225	\$5.19
East Bridgewater Public Library	East Bridgewater	13,794	\$415,415	\$30.12	\$32.11	\$181.27	\$709,311	\$51.99	\$0.00	\$71,134	\$5.20
Manchester Public Library	Manchester	14,026	\$397,075	\$28.31	\$33.43	\$246.05	\$243,161	\$17.36	\$0.00	\$61,447	\$4.53
Millbury Public Library	Millbury	13,261	\$359,646	\$27.12	\$28.30	\$177.84	\$197,458	\$14.89	\$0.00	\$61,850	\$4.66
Fiske Public Library	Wrentham	10,954	\$295,443	\$26.97	\$28.19	\$144.75	\$211,683	\$19.32	\$0.00	\$39,172	\$3.58
Dunstable Public Library	Dunstable	11,292	\$302,343	\$26.77	\$27.39	\$131.50	\$224,034	\$19.84	\$3.14	\$43,643	\$3.87
Holbrook Public Library	Holbrook	10,791	\$284,436	\$26.36	\$27.86	\$147.42	\$144,231	\$13.37	\$0.00	\$48,100	\$4.27
Clapp Memorial Library	Becherdown	14,649	\$324,000	\$22.11	\$26.69	\$196.04	\$241,551	\$16.22	\$2.32	\$62,971	\$4.30
Lakeside Free Public Library	Lakeside	10,602	\$270,135	\$25.48	\$27.46	\$146.88	\$197,348	\$18.20	\$2.62	\$27,391	\$2.58
Whitman Public Library	Whitman	14,489	\$316,114	\$21.85	\$17.31	\$164.72	\$254,253	\$17.55	\$2.97	\$53,463	\$3.69
Lehring Free Public Library	Lehring	13,437	\$329,571	\$24.48	\$27.44	\$190.36	\$210,575	\$15.65	\$4.89	\$51,866	\$4.78
Rockland Public Library	Rockland	14,925	\$341,882	\$22.91	\$26.40	\$181.01	\$366,900	\$20.54	\$1.16	\$60,300	\$4.78
Hull Public Library	Hull	10,293	\$235,000	\$22.81	\$23.54	\$128.53	\$169,313	\$16.45	\$1.66	\$39,478	\$3.77
North Adams Public Library	North Adams	13,708	\$269,277	\$22.27	\$23.55	\$146.21	\$225,220	\$16.41	\$1.33	\$67,236	\$4.55
Charlton Public Library	Charlton	13,606	\$284,967	\$20.91	\$23.11	\$134.60	\$223,084	\$17.18	\$0.00	\$48,638	\$3.75
Blissville Free Public Library	Blissville	13,383	\$243,201	\$18.11	\$22.15	\$145.51	\$224,932	\$16.53	\$3.18	\$49,082	\$3.61
Rayham Public Library	Rayham	10,205	\$203,983	\$19.96	\$21.18	\$124.78	\$187,020	\$15.91	\$2.70	\$51,374	\$3.84
Hanson Public Library	Hanson	10,303	\$203,983	\$19.26	\$20.48	\$107.45	\$147,112	\$13.83	\$1.18	\$49,718	\$4.87
Russell Memorial Library	Russell	11,608	\$199,753	\$17.21	\$19.09	\$96.51	\$146,134	\$10.00	\$0.00	\$18,229	\$3.71
Blandford Free Public Library	Blandford	12,752	\$111,586	\$16.59	\$20.45	\$133.01	\$158,186	\$12.40	\$2.77	\$40,160	\$3.15
Medway Public Library	Medway	10,300	\$161,408	\$15.67	\$18.06	\$97.59	\$124,761	\$12.11	\$3.87	\$16,364	\$3.83
Beth Memorial Library	Winchendon	11,390	\$175,022	\$15.31	\$20.15	\$106.35	\$114,797	\$10.43	\$1.70	\$18,381	\$3.27
Pearle J. Crawford Memorial Lib	Dudley	10,920	\$155,107	\$14.24	\$15.80	\$87.18	\$119,523	\$10.80	\$3.37	\$15,317	\$2.31
Leicester Public Library	Leicester										

Total Appropriated Municipal Income for Library Operations

(MA Board of Library Commissioners)

Municipality	Population Served by Library	Total Appropriated Municipal Income for Library Operations	Appropriated Municipal Income per capita	Total Library Operating Income per capita	Total Operating Income per hour open	Salaries Paid from Library Budget	Total Salary Expenditures per capita	Total Materials Expenditures	Total Materials Expenditures per capita	Total Operating Expenditures	Total Operating Expenditures per capita
Weston	11,261	\$1,349,715	\$110.18	\$126.64	\$417.60	\$956,672	\$84.94	\$205,182	\$18.22	\$1,303,314	\$115.77
Bedford	13,220	\$1,103,900	\$83.45	\$92.49	\$362.02	\$779,999	\$58.56	\$189,483	\$14.36	\$1,166,518	\$87.58
Westwood	14,618	\$992,205	\$67.74	\$67.92	\$242.93	\$554,035	\$37.61	\$153,420	\$10.61	\$893,082	\$67.93
Weyland	12,984	\$952,530	\$73.31	\$84.74	\$366.79	\$731,613	\$56.46	\$160,955	\$12.39	\$950,733	\$73.17
Streak	13,222	\$808,308	\$60.76	\$63.87	\$333.13	\$554,140	\$41.91	\$130,981	\$9.93	\$807,557	\$61.53
Groton	10,640	\$726,620	\$68.29	\$82.76	\$409.40	\$559,609	\$52.57	\$62,544	\$5.87	\$807,557	\$75.84
Hamilton	12,619	\$697,572	\$55.19	\$57.23	\$278.41	\$436,708	\$34.55	\$132,961	\$10.52	\$711,273	\$55.82
Narruckett	10,172	\$661,216	\$65.07	\$65.67	\$248.21	\$420,452	\$41.67	\$105,575	\$10.34	\$668,077	\$65.67
Palmer	12,110	\$660,990	\$54.45	\$55.30	\$313.26	\$429,018	\$35.34	\$109,918	\$9.06	\$607,310	\$50.30
Northborough	14,155	\$657,086	\$46.42	\$49.08	\$265.48	\$449,453	\$31.75	\$89,911	\$6.26	\$605,521	\$42.81
Hytch	12,243	\$646,711	\$52.83	\$57.55	\$331.51	\$415,054	\$33.90	\$116,805	\$9.54	\$606,897	\$50.11
Lynnfield	11,506	\$613,917	\$53.34	\$55.92	\$223.20	\$453,417	\$39.30	\$111,356	\$9.60	\$607,176	\$52.59
Williamstown	14,219	\$613,192	\$43.04	\$45.04	\$271.81	\$404,603	\$28.46	\$81,806	\$6.40	\$598,166	\$42.08
Medford	12,024	\$614,653	\$51.08	\$51.41	\$242.58	\$381,773	\$32.00	\$106,443	\$8.85	\$603,507	\$50.21
Swampscott	13,725	\$545,999	\$39.78	\$42.49	\$199.45	\$411,603	\$29.92	\$112,257	\$8.14	\$603,721	\$43.97
Franklin	11,011	\$531,113	\$48.23	\$50.41	\$226.17	\$354,524	\$31.24	\$75,000	\$6.99	\$547,803	\$49.51
Kingston	12,629	\$520,094	\$41.18	\$43.44	\$262.69	\$435,204	\$34.46	\$73,323	\$5.73	\$525,259	\$41.70
Haverhill	11,277	\$508,327	\$45.03	\$48.22	\$229.95	\$315,071	\$22.70	\$84,171	\$6.35	\$513,400	\$45.59
Sherborn	14,892	\$490,072	\$32.92	\$34.88	\$205.76	\$315,223	\$21.17	\$74,726	\$5.19	\$483,347	\$32.11
South Reading	10,166	\$478,974	\$47.11	\$47.30	\$239.62	\$380,494	\$37.65	\$70,892	\$7.01	\$459,323	\$45.50
Holliston	13,547	\$479,719	\$35.41	\$37.92	\$184.24	\$290,224	\$21.42	\$71,141	\$5.37	\$449,410	\$33.10
Poppleton	11,497	\$474,561	\$41.31	\$43.70	\$197.18	\$286,630	\$25.37	\$69,528	\$6.15	\$420,353	\$37.20
Andover	11,209	\$470,331	\$41.95	\$43.12	\$181.22	\$303,111	\$26.99	\$71,134	\$6.30	\$425,500	\$37.85
East Bridgewater	17,794	\$453,413	\$25.51	\$26.33	\$145.65	\$343,181	\$19.56	\$63,441	\$4.53	\$370,529	\$20.86
Malden	12,506	\$388,151	\$31.04	\$32.54	\$9.00	\$262,229	\$20.97	\$78,177	\$6.30	\$387,268	\$30.97
Orford	14,649	\$384,003	\$26.21	\$27.69	\$196.04	\$281,551	\$19.22	\$67,971	\$4.30	\$407,162	\$27.79
Belkinstown	14,489	\$380,114	\$26.21	\$27.69	\$164.72	\$234,235	\$17.55	\$53,463	\$3.69	\$349,318	\$24.11
Millbury	13,261	\$359,646	\$27.12	\$28.58	\$172.44	\$197,408	\$14.89	\$61,450	\$4.66	\$344,141	\$25.92
Spencer	11,684	\$356,807	\$30.53	\$32.31	\$193.08	\$208,111	\$17.63	\$57,000	\$4.81	\$315,815	\$27.05
Lanesburg	10,086	\$354,948	\$35.19	\$36.63	\$169.64	\$233,179	\$23.12	\$68,601	\$6.80	\$346,231	\$34.33
Carver	11,509	\$356,752	\$30.98	\$31.77	\$155.71	\$265,884	\$23.10	\$55,303	\$4.83	\$360,135	\$31.29
Hopkinton	14,923	\$341,807	\$22.91	\$24.00	\$183.01	\$206,500	\$20.34	\$51,866	\$3.48	\$310,120	\$20.77
Uxbridge	13,457	\$329,274	\$24.48	\$25.44	\$190.36	\$210,573	\$16.43	\$64,300	\$4.78	\$326,118	\$24.23
North Adams	13,709	\$305,275	\$22.27	\$23.55	\$146.71	\$225,726	\$16.43	\$62,376	\$4.53	\$314,998	\$22.36
Waltham	11,292	\$302,343	\$26.77	\$27.92	\$151.50	\$224,034	\$19.84	\$43,645	\$3.87	\$249,866	\$21.67
Wrentham	10,551	\$295,443	\$27.97	\$28.19	\$144.77	\$211,683	\$19.12	\$39,172	\$3.58	\$290,076	\$27.67
Clinton	13,606	\$291,967	\$21.47	\$22.55	\$150.51	\$224,932	\$16.55	\$49,082	\$3.61	\$314,884	\$22.84
Rayham	12,981	\$286,658	\$22.04	\$23.01	\$188.65	\$222,984	\$17.18	\$48,678	\$3.75	\$314,207	\$23.57
Rayham	13,383	\$283,201	\$21.17	\$22.58	\$128.78	\$187,026	\$13.27	\$51,324	\$3.84	\$315,178	\$23.57
Holbrook	10,791	\$284,456	\$26.36	\$27.86	\$147.42	\$144,333	\$13.17	\$46,150	\$4.27	\$347,411	\$32.93
Lanesville	10,602	\$276,135	\$25.98	\$27.46	\$146.83	\$182,144	\$17.20	\$27,391	\$2.58	\$270,026	\$25.47
Hall	10,203	\$253,000	\$24.83	\$25.84	\$128.53	\$169,317	\$16.45	\$39,478	\$3.77	\$243,990	\$23.94
Medway	12,752	\$251,586	\$19.73	\$20.45	\$153.01	\$154,186	\$12.40	\$40,160	\$3.15	\$256,539	\$20.12
Hannan	10,209	\$200,983	\$19.69	\$21.18	\$101.21	\$119,003	\$11.66	\$49,718	\$4.87	\$219,753	\$18.59
Rehoboth	11,608	\$199,255	\$17.17	\$17.99	\$96.51	\$116,434	\$10.03	\$35,047	\$3.02	\$219,003	\$18.17
Acushnet	10,303	\$198,414	\$19.26	\$20.48	\$107.45	\$142,512	\$13.81	\$18,229	\$1.71	\$212,097	\$20.59
Dudley	11,300	\$175,022	\$15.37	\$16.53	\$106.53	\$114,707	\$10.43	\$18,382	\$1.37	\$206,849	\$18.16
Winsted	10,300	\$164,408	\$15.97	\$16.90	\$97.29	\$124,761	\$12.11	\$36,364	\$3.53	\$183,539	\$18.01
Leicester	10,970	\$156,160	\$14.24	\$15.80	\$87.18	\$114,523	\$10.80	\$25,317	\$2.31	\$159,152	\$14.51

Full Time Equivalents (FTEs)
(MA Board of Library Commissioners)

Location	Municipality	Total Hours Per Week - Director	Number of staff working 25 hours or more per week	Number of staff working fewer than 25 hours	Total Full-time & Part-time Staff	Full Time Equivalency	MLS FTE	Professional FTE	Children's Librarian FTE	MLS FTE per 1,000 population served by the library	Total Number of Positions at Library	Care per FTE	Non-embellished volunteer hours per week
Bedford Free Public Library	Bedford	40.0	31	19	7	7	7	7	7	0.2853	38	20,114.92	36
Wenton Public Library	Wenton	37.5	9	18	9	9	9	9	9	0.7916	28	23,954.57	38
Nantuxet Athenaeum	Nantuxet	37.5	9	12	21	4	4	4	4	0.4113	21	8,449.21	175
Westwood Public Library	Westwood	35.0	8	24	32	16	8	8	8	0.4652	32	14,478.54	16
Groton Public Library	Groton	40.0	7	18	25	14	4	4	4	0.3759	25	17,825.65	16
Hampden-Wentham Public Lib	Hampden	35.0	9	17	26	14	3	3	3	0.2374	26	18,539.39	21
Seekonk Public Library	Seekonk	32.5	3	16	19	13	6	6	6	0.4164	19	19,773.97	30
Wayland Free Public Library	Wayland	35.0	8	25	33	13	6	6	6	0.4969	31	16,331.35	25
Lynnfield Public Library	Lynnfield	35.0	7	16	23	11	5	5	5	0.4509	23	10,911.69	26
Palmer Public Library	Palmer	35.0	11	12	11	2	2	2	2	0.1647	13	10,327.39	25
Wilbraham Public Library	Wilbraham	35.0	8	6	14	11	3	3	3	0.2436	14	13,123.32	29
Northborough Free Library	Northborough	40.0	6	9	15	11	5	5	5	0.3452	15	26,343.88	71
North Adams Public Library	North Adams	37.5	5	10	15	11	3	3	3	0.2084	16	19,263.69	26
Ipswich Public Library	Ipswich	37.5	3	12	17	10	4	4	4	0.2939	18	14,923.97	31
Medford Memorial Library	Medford	35.0	4	17	21	10	4	4	4	0.3200	24	22,067.11	36
Kingston Public Library	Kingston	35.0	3	3	10	9	4	4	4	0.3167	10	14,228.15	32
Attol Public Library	Attol	40.0	3	11	14	9	3	3	3	0.2766	14	18,386.13	62
Maynard Public Library	Maynard	40.0	5	7	12	8	2	2	2	0.2765	13	17,345.50	16
Brooks Free Library	Haverhill	35.0	4	10	14	8	4	4	4	0.3267	15	20,097.00	24
Swarrenscott Public Library	Swarrenscott	34.0	4	12	16	6	4	4	4	0.3153	15	18,135.14	28
Norwell Public Library	Norwell	37.5	5	7	12	8	4	4	4	0.4863	12	18,135.14	28
Flat Memorial Library	North Reading	35.0	4	7	11	8	4	4	4	0.2686	11	12,975.31	4
John Curtis Free Library	Haverhill	35.0	5	10	15	10	3	3	3	0.1853	10	13,956.44	19
Norfolk Public Library	Norfolk	40.0	4	7	11	8	3	3	3	0.2995	13	14,755.87	47
Oxford Free Public Library	Oxford	35.0	1	10	11	6	2	2	2	0.1542	11	15,714.40	38
East Bridgewater Public Libr	East Bridgewater	35.0	6	4	10	7	2	2	2	0.1155	10	14,378.51	4
Charlton Public Library	Charlton	40.0	2	8	10	6	4	4	4	0.0880	10	13,904.59	5
Holliston Public Library	Holliston	37.5	1	16	17	7	3	3	3	0.3223	17	24,203.86	18
Lawrence Library	Lawrence	40.0	2	9	11	7	3	3	3	0.2609	11	18,716.86	18
Hopkinton Public Library	Hopkinton	40.0	4	5	9	4	4	4	4	0.2661	9	20,129.60	21
Uxbridge Free Public Library	Uxbridge	40.0	3	9	12	7	1	1	1	0.0849	13	13,708.33	14
Carver Public Library	Carver	40.0	3	7	10	7	2	2	2	0.1867	10	13,063.66	5
Richard Stigdon Public Libra	Spencer	37.0	3	9	12	7	1	1	1	0.1076	14	13,496.48	34
Clippie Memorial Library	Belchertown	40.0	4	4	8	4	1	1	1	0.0780	8	17,267.40	18
Whitman Public Library	Whitman	37.5	5	4	9	3	2	2	2	0.2120	9	14,595.52	31
Sturbridge Public Library	Sturbridge	40.0	4	4	8	3	2	2	2	0.1206	8	28,415.71	77
Bigelow Free Public Library	Clinton	35.0	3	2	5	2	2	2	2	0.1470	7	30,458.01	18
Raynham Public Library	Raynham	37.0	1	11	12	6	1	1	1	0.0790	13	15,090.31	2
Tryphensburgh Public Library	Tryphensburgh	35.0	5	2	7	6	1	1	1	0.0486	7	16,032.44	17
Holbrook Public Library	Holbrook	40.0	4	2	6	2	2	2	2	0.2111	6	12,668.57	11
Millbury Public Library	Millbury	40.0	1	8	9	6	1	1	1	0.0862	5	11,816.68	3
Lanesburg Public Library	Lanesburg	32.0	10	3	2	4	1	1	1	0.1551	10	21,291.52	38
Lakesville Free Public Library	Lakesville	40.0	1	3	4	2	1	1	1	0.1078	4	23,496.09	18
Usher Public Library	Wenham	40.0	3	7	10	5	1	1	1	0.0913	10	16,950.72	10
Hanson Public Library	Hanson	35.0	2	3	5	2	2	2	2	0.0973	7	14,817.04	27
Hull Public Library	Hull	35.0	3	3	6	3	2	2	2	0.0973	7	9,249.72	8
Medway Public Library	Medway	19.0	2	5	7	4	1	1	1	0.0426	7	27,331.66	43
Pearle J. Crawford Memorial	Dudley	40.0	2	6	8	2	2	2	2	0.1053	8	17,544.88	23
Russell Memorial Library	Aquinnet	35.0	1	6	7	4	1	1	1	0.0971	7	20,079.68	1
Stamford Free Public Library	Belchertown	35.0	0	8	8	2	1	1	1	0.0615	8	13,574.34	404
Beals Memorial Library	Windsorford	37.0	1	4	5	3	1	1	1	0.1036	5	9,434.38	7
Leicester Public Library	Leicester	35.0	1	4	5	3	1	1	1	0.0912	5	12,519.71	13

MLS (Masters of Library Science) Full Time Equivalents (FTEs)

(MA Board of Library Commissioners)

Location	Municipality	Total Hours Per Week - Director	Number of staff working 35 hours or more per week	Number of staff working fewer than 35 hours per week	Total Full-time & Part-time Staff	Full Time Equivalency	MLS FTE	Professionals FTE	Children's Librarian FTE	MLS FTE per 1,000 population served by the library	Total Number of Positions at Library	Care per FTE	Non-subsidized volunteer hours per week
Weston Public Library	Weston	37.5	9	19	28	18				0.7916	28	22,954.37	38
Bedford Free Public Library	Bedford	40.0	7	31	38	19				0.5255	38	20,114.92	36
Wayland Free Public Library	Wayland	33.0	8	23	31	13				0.4969	31	16,238.35	29
Norwell Public Library	Norwell	37.5	5	17	22	8				0.4865	12	18,115.14	28
Westwood Public Library	Westwood	35.0	8	24	32	16				0.4652	31	14,474.54	16
Lynnfield Public Library	Lynnfield	33.0	7	16	23	11				0.4309	23	10,911.69	26
Nantuxet Atheneum	Nantuxet	37.5	9	13	21	11				0.4213	21	8,449.71	17
Seekonk Public Library	Seekonk	32.5	3	16	19	13				0.4164	19	18,773.97	30
Groton Public Library	Groton	40.0	7	18	25	4				0.3757	25	17,825.05	16
Norfolk Free Public Library	Norfolk	40.0	6	9	15	11				0.3453	15	20,343.83	7
Northborough Free Library	Northborough	40.0	4	10	14	8				0.3267	15	24,593.74	76
Brooks Free Library	Harwich	34.0	4	12	16	6				0.3233	15	20,097.00	24
Swampscott Public Library	Swampscott	37.5	4	17	21	10				0.3220	24	22,067.11	38
Medfield Memorial Library	Medfield	35.0	7	3	10	9				0.3167	10	14,238.15	32
Kingston Public Library	Kingston	40.0	6	7	13	11				0.2990	13	14,558.87	47
Norfolk Public Library	Norfolk	37.5	5	12	17	10				0.2939	18	14,923.97	31
Abul Public Library	Abul	40.0	3	11	14	9				0.2700	14	18,386.13	62
Elm Memorial Library	North Reading	35.0	4	7	11	8				0.2686	11	12,973.11	4
Hopkinton Public Library	Hopkinton	40.0	4	5	9	7				0.2661	9	20,129.60	21
Lawrence Library	Popsell	40.0	2	9	11	4				0.2609	11	18,716.86	18
Walworth Public Library	Walworth	35.0	8	6	14	11				0.2456	14	13,123.32	29
Hanson Public Library	Hanson	35.0	2	5	7	5				0.2379	6	14,817.94	27
Hamilton-Wenham Public Lib	Hamilton	35.0	9	17	26	14				0.2374	26	18,539.59	22
Maynard Public Library	Maynard	40.0	5	7	12	8				0.2262	13	17,345.50	16
Holliston Public Library	Holliston	37.5	1	16	17	7				0.2225	17	24,203.86	38
Whitman Public Library	Whitman	37.5	4	5	9	7				0.2120	9	14,396.33	31
Holliston Public Library	Holliston	40.0	4	2	6	6				0.2118	6	12,608.37	11
North Adams Public Library	North Adams	37.5	5	10	15	11				0.2084	15	18,763.69	28
Carver Public Library	Carver	40.0	3	7	10	7				0.1962	10	13,061.66	7
John Curtis Free Library	Hanover	35.0	3	5	8	5				0.1853	10	13,596.44	19
Palmer Public Library	Palmer	35.0	11	1	12	11				0.1847	12	10,327.39	25
Lunenburg Public Library	Lunenburg	32.0	10	10	20	4				0.1558	10	21,191.52	38
Oxford Free Public Library	Oxford	35.0	1	30	31	8				0.1543	11	15,714.40	38
Bigelow Free Public Library	Clinton	35.0	5	2	7	6				0.1470	7	30,458.01	18
East Bridgewater Public Lib	East Bridgewater	35.0	6	4	10	7				0.1450	10	14,378.53	4
Manchester Public Library	Manchester	40.0	4	4	8	7				0.1204	8	28,415.71	72
Leicester Free Public Library	Leicester	40.0	1	5	6	5				0.1078	6	23,596.09	18
Richard Suggs Public Lib	Spencer	37.0	3	9	12	7				0.1076	14	12,496.48	34
Brad Memorial Library	Winchendon	37.0	4	4	8	4				0.1036	5	9,434.18	7
Pearle L. Crawford Memorial	Dudley	40.0	2	6	8	4				0.1003	8	17,544.84	23
Hull Public Library	Hull	35.0	3	3	6	5				0.0977	7	9,549.72	8
Russell Memorial Library	Acushnet	35.0	1	6	7	4				0.0971	7	20,079.68	1
Fiske Public Library	Wenham	40.0	3	7	10	3				0.0913	10	16,930.72	1
Leicester Public Library	Leicester	35.0	1	4	5	3				0.0912	5	13,519.71	13
Wenham Public Library	Wenham	35.0	5	2	7	6				0.0886	7	16,032.44	17
Charleston Public Library	Charleston	40.0	2	8	10	7				0.0880	10	13,904.59	9
Millbury Public Library	Millbury	40.0	1	8	9	6				0.0863	9	11,826.68	3
Uxbridge Free Public Library	Uxbridge	40.0	3	9	12	7				0.0849	13	13,708.33	14
Raynham Public Library	Raynham	37.0	1	11	12	6				0.0790	13	15,090.33	2
Clapp Memorial Library	Becketown	40.0	4	8	12	7				0.0780	8	17,267.40	18
Stamford Free Public Library	Stamford	25.0	0	8	8	4				0.0613	8	13,374.34	404
Medway Public Library	Medway	30.0	2	5	7	4				0.0426	7	27,331.66	43

MLS (Masters of Library Science) Per 1,000 Population Served by Library

(MA Board of Library Commissioners)

Location	Municipality	Total Hours Per Week - Director	Number of staff working 35 hours or more per week	Number of staff working fewer than 35 hours per week	Total Full Time & Part-time Staff	Full Time Equivalency	MLS FTE	Professional FTE	Children's Librarians FTE	MLS FTE per 1,000 population served by the library	Total Number of Positions at Library	Circ per FTE	Non-subsidized volunteer hours per week
Weston Public Library	Weston	37.3	9	19	28	18	5	5	0	0.7916	28	22,954.57	58
Bedford Free Public Library	Bedford	40.0	7	31	38	19	7	7	0	0.5755	38	20,114.97	36
Wayland Free Public Library	Wayland	35.0	8	25	33	15	6	8	2	0.4569	33	16,238.35	29
Norwell Public Library	Norwell	37.5	5	7	12	8	5	5	0	0.4465	12	18,113.18	28
Westwood Public Library	Westwood	35.0	8	24	32	16	7	8	0	0.4652	32	14,478.54	16
Lynnfield Public Library	Lynnfield	35.0	7	16	23	11	5	8	1	0.4509	23	10,911.69	28
Nantucket Athenaeum	Nantucket	37.5	9	13	22	17	4	7	0	0.4213	21	8,489.71	175
Seabrook Public Library	Seabrook	32.5	3	16	19	13	6	6	1	0.4164	19	18,773.97	30
Groton Public Library	Groton	40.0	7	18	25	14	4	6	1	0.3757	25	17,825.05	16
Northborough Free Library	Northborough	40.0	6	9	15	11	5	5	0	0.3452	15	20,343.88	71
Brooks Free Library	Harwich	35.0	4	10	14	8	4	4	1	0.3267	13	24,293.74	76
Swampscott Public Library	Swampscott	34.0	4	12	16	8	4	6	1	0.3235	15	20,697.60	34
Medfield Memorial Library	Medfield	37.5	4	17	21	10	4	6	1	0.3220	24	22,067.11	38
Kingston Public Library	Kingston	35.0	7	3	10	9	4	4	1	0.3187	16	14,228.15	32
Norfolk Public Library	Norfolk	40.0	4	1	11	8	3	5	0	0.2990	13	14,255.87	47
Ipswich Public Library	Ipswich	37.5	5	12	17	10	4	5	1	0.2939	18	14,923.97	31
Abol Public Library	Abol	40.0	3	11	14	9	3	4	1	0.2756	14	18,386.13	62
North Reading Memorial Library	North Reading	35.0	4	7	11	8	4	4	0	0.2686	11	12,975.11	4
Hopkinton Public Library	Hopkinton	40.0	4	5	9	7	4	3	0	0.2661	9	20,129.60	21
Lawrence Library	Pensacola	40.0	2	9	11	7	3	4	1	0.2609	11	18,716.86	18
Willbraham Public Library	Willbraham	35.0	8	6	14	11	3	9	2	0.2836	14	13,125.32	29
Hanson Public Library	Hanson	35.0	2	5	7	5	2	3	1	0.2379	6	14,817.94	27
Hamilton-Webham Public Lib	Hamilton	35.0	9	17	26	14	3	8	1	0.2574	26	18,539.39	25
Maynard Public Library	Maynard	40.0	5	7	12	8	2	6	1	0.2262	13	17,345.50	16
Holliston Public Library	Holliston	37.5	1	16	17	7	3	3	1	0.2723	17	26,203.86	18
Whitman Public Library	Whitman	37.5	4	4	9	7	3	4	1	0.2120	9	14,395.52	31
Hathcock Public Library	Hathcock	40.0	4	2	6	6	2	2	0	0.2118	6	12,608.57	11
North Adams Public Library	North Adams	37.5	5	10	15	11	3	10	2	0.2084	16	18,263.69	28
Carver Public Library	Carver	40.0	3	7	10	7	2	4	0	0.1863	10	13,081.66	7
John Curtis Free Library	Hyannis	35.0	1	5	10	8	3	4	1	0.1833	10	13,936.44	19
Palmer Public Library	Palmer	35.0	11	1	12	11	2	10	2	0.1647	12	10,517.39	29
Lynnburg Public Library	Lynnburg	32.0	1	10	10	5	2	4	0	0.1558	10	21,791.52	38
Oxford Free Public Library	Oxford	35.0	1	10	11	8	2	7	1	0.1542	11	15,714.40	38
Bigelow Free Public Library	Clinton	35.0	5	2	7	6	2	6	1	0.1470	7	30,458.07	18
East Bridgewater Public Libr	East Bridgewater	35.0	6	4	10	7	2	4	1	0.1450	10	14,578.51	4
Maduxpe Public Library	Maduxpe	40.0	4	4	8	7	2	3	1	0.1204	8	28,415.71	22
Lakesville Free Public Library	Lakesville	40.0	1	5	6	5	1	2	1	0.1078	6	23,596.02	18
Richard Spalden Public Libr	Spencer	37.0	3	9	12	7	1	4	1	0.1076	14	12,496.48	34
Bradley Memorial Library	Windsor	37.0	1	4	5	4	1	1	0	0.1026	5	9,434.38	7
Pearle L. Crawford Memorial	Dorley	40.0	2	6	8	4	1	2	1	0.1003	8	17,544.82	23
Hull Public Library	Hull	35.0	3	3	6	3	1	2	1	0.0972	7	9,549.72	8
Russell Memorial Library	Acushnet	35.0	1	6	7	4	1	2	1	0.0971	7	20,079.68	1
Fiske Public Library	Wareham	40.0	3	7	10	5	1	3	1	0.0913	10	16,030.72	1
Leicester Public Library	Leicester	35.0	1	4	5	3	1	3	1	0.0912	5	12,519.71	13
Lyngsborough Public Library	Lyngsborough	35.0	5	2	7	6	1	2	1	0.0886	7	16,032.44	17
Chatham Public Library	Chatham	40.0	2	8	10	7	1	4	0	0.0859	10	13,984.59	9
Mathway Public Library	Mathway	40.0	1	8	9	6	1	1	1	0.0862	9	11,826.68	3
Uxbridge Free Public Library	Uxbridge	40.0	3	9	12	7	1	2	0	0.0849	13	13,768.33	14
Raynham Public Library	Raynham	37.0	1	11	12	6	1	4	1	0.0790	13	15,090.53	2
Clapp Memorial Library	Belchertown	40.0	4	4	8	7	1	5	1	0.0780	8	17,267.40	18
Blanding Free Public Library	Belchertown	25.0	0	8	8	4	1	3	0	0.0615	8	13,574.54	404
Medway Public Library	Medway	19.0	2	3	5	4	1	3	0	0.0426	7	27,311.66	41

Total Salary Expenditures Per Capita
(MA Board of Library Commissioners)

Location	Municipality	Population Served by Library	Total Appropriated Municipal Income-Operating	Appropriated Municipal Income per capita for Library Services	Total Operating Income per capita	Total Operating Income per hour open	Salaries Paid from Library Budget	Total Salary Expenditures per capita	Total Materials Expenditures	Total Materials Expenditures per capita
Weston Public Library	Weston	13,261	\$1,240,215	\$110.18	\$126.64	\$437.60	\$956,473	\$74.94	\$205,182	\$18.22
Bedford Free Public Library	Bedford	13,270	\$1,163,960	\$87.38	\$92.49	\$362.62	\$779,999	\$58.56	\$189,483	\$14.26
Weyland Free Public Library	Weyland	12,994	\$952,550	\$73.31	\$41.74	\$366.79	\$733,612	\$56.46	\$160,955	\$12.39
Westwood Public Library	Westwood	14,613	\$990,292	\$67.74	\$67.02	\$242.92	\$764,053	\$53.64	\$135,424	\$10.63
Groton Public Library	Groton	10,646	\$726,630	\$68.23	\$81.76	\$409.40	\$559,609	\$51.57	\$62,544	\$5.87
Seekonk Public Library	Seekonk	13,722	\$806,208	\$58.76	\$63.87	\$335.13	\$544,140	\$39.65	\$100,981	\$9.55
Lynnfield Public Library	Lynnfield	11,596	\$652,917	\$56.41	\$53.92	\$223.20	\$453,417	\$39.10	\$111,356	\$9.40
Maynard Public Library	Maynard	10,106	\$438,928	\$43.43	\$67.30	\$319.62	\$330,494	\$32.65	\$70,890	\$7.01
Palmer Public Library	Palmer	12,140	\$669,992	\$55.15	\$53.30	\$315.26	\$429,018	\$35.34	\$109,048	\$9.06
Hampden-Westham Public Library	Hampden	12,629	\$691,572	\$55.19	\$57.23	\$275.47	\$436,706	\$34.55	\$132,061	\$10.52
Kingston Public Library	Kingston	12,629	\$326,094	\$41.18	\$43.44	\$262.69	\$435,204	\$34.46	\$72,323	\$5.72
Rosoka Free Library	Rosoka	12,243	\$646,371	\$52.83	\$57.55	\$351.58	\$115,048	\$33.90	\$116,005	\$9.54
Norwell Public Library	Norwell	11,011	\$531,113	\$48.23	\$50.41	\$226.17	\$354,524	\$32.20	\$101,563	\$9.21
Medford Memorial Library	Medford	12,024	\$634,663	\$52.78	\$53.41	\$283.58	\$181,773	\$32.00	\$106,443	\$8.85
Northborough Free Library	Northborough	14,155	\$627,086	\$46.42	\$49.08	\$263.48	\$459,455	\$31.75	\$89,581	\$6.99
Essex Public Library	Essex	13,155	\$545,999	\$41.41	\$42.49	\$199.45	\$411,603	\$31.24	\$90,600	\$6.96
Swampscott Public Library	Swampscott	13,787	\$618,623	\$44.87	\$49.19	\$190.47	\$412,523	\$29.93	\$112,253	\$8.14
Norfolk Public Library	Norfolk	11,227	\$430,955	\$40.17	\$45.33	\$213.73	\$330,371	\$29.46	\$76,736	\$6.66
Waltham Public Library	Waltham	14,219	\$635,193	\$44.67	\$45.04	\$271.81	\$404,602	\$28.46	\$91,806	\$6.46
Andover Public Library	Andover	13,299	\$420,335	\$37.20	\$40.31	\$199.18	\$369,630	\$25.37	\$59,528	\$6.35
Laurance Library	Laurance	11,497	\$424,561	\$36.91	\$39.71	\$231.61	\$291,599	\$25.36	\$70,438	\$6.13
Lynnburg Public Library	Lynnburg	10,085	\$354,948	\$35.19	\$36.63	\$169.64	\$233,179	\$23.12	\$68,691	\$6.80
Carver Public Library	Carver	11,509	\$356,793	\$30.94	\$31.72	\$195.21	\$265,684	\$23.10	\$57,903	\$6.31
John Cusack Free Library	Hydrover	13,379	\$308,327	\$26.61	\$34.22	\$229.95	\$215,071	\$22.70	\$48,172	\$6.35
East Bridgewater Public Library	East Bridgewater	13,794	\$415,415	\$30.12	\$31.13	\$181.22	\$303,311	\$21.99	\$73,134	\$5.80
Northwest Atholens	Northwest	10,172	\$661,216	\$65.60	\$65.67	\$248.21	\$220,432	\$21.67	\$103,575	\$10.33
Belliston Public Library	Belliston	13,347	\$429,719	\$31.72	\$33.99	\$184.34	\$290,224	\$21.42	\$72,143	\$5.33
First Memorial Library	North Reading	14,892	\$450,071	\$30.22	\$30.88	\$205.76	\$315,223	\$11.17	\$77,226	\$5.19
Oxford Free Public Library	Oxford	12,506	\$388,151	\$31.04	\$32.54	\$60.00	\$262,229	\$20.97	\$39,777	\$6.30
Ugokinton Public Library	Ugokinton	14,925	\$341,882	\$22.91	\$26.40	\$183.01	\$106,100	\$30.54	\$51,466	\$1.48
Lyngsbrough Public Library	Lyngsbrough	11,293	\$302,343	\$26.77	\$27.30	\$151.40	\$124,034	\$19.84	\$43,643	\$3.87
Blake Public Library	Wrentham	10,955	\$295,443	\$26.97	\$28.19	\$144.77	\$211,681	\$19.32	\$39,172	\$3.58
Clapp Memorial Library	Bellefleur	11,648	\$356,803	\$30.51	\$32.33	\$193.68	\$206,111	\$17.63	\$57,000	\$4.88
Richard Sugden Public Library	Spencer	11,439	\$364,200	\$31.85	\$32.31	\$164.72	\$254,253	\$17.53	\$53,453	\$3.69
Whitman Public Library	Whitman	14,006	\$397,075	\$28.33	\$35.43	\$246.05	\$243,161	\$17.36	\$43,441	\$6.43
Middlesex Public Library	Middlesex	10,602	\$230,135	\$25.48	\$27.46	\$146.38	\$182,348	\$17.20	\$31,991	\$2.58
Lakesville Free Public Library	Lakesville	12,981	\$286,038	\$22.04	\$23.91	\$138.60	\$227,984	\$17.18	\$48,638	\$3.73
Charlton Public Library	Charlton	13,608	\$285,967	\$21.61	\$21.33	\$150.51	\$224,932	\$16.43	\$49,082	\$3.61
Bigelow Free Public Library	Bigelow	10,293	\$215,000	\$21.81	\$23.54	\$128.53	\$169,317	\$16.43	\$39,478	\$3.77
Hull Public Library	Hull	13,708	\$395,273	\$28.27	\$33.55	\$146.21	\$235,220	\$16.43	\$61,376	\$4.53
North Adams Public Library	North Adams	13,457	\$329,374	\$24.49	\$27.44	\$190.36	\$210,515	\$15.65	\$61,300	\$4.79
Uxbridge Free Public Library	Uxbridge	13,261	\$319,646	\$27.12	\$24.30	\$177.84	\$197,408	\$14.89	\$61,850	\$4.66
Millbury Public Library	Millbury	13,383	\$285,201	\$21.31	\$21.58	\$128.78	\$187,020	\$13.97	\$51,324	\$3.81
Raynham Public Library	Raynham	10,303	\$198,414	\$19.26	\$20.48	\$107.45	\$142,512	\$13.83	\$38,229	\$3.71
Russell Memorial Library	Russell	10,791	\$284,456	\$26.36	\$27.86	\$147.42	\$144,232	\$13.37	\$66,100	\$4.27
Hollbrook Public Library	Hollbrook	12,752	\$311,586	\$24.59	\$20.45	\$153.01	\$158,186	\$12.40	\$40,160	\$3.15
Medway Public Library	Medway	10,300	\$161,408	\$15.67	\$18.06	\$97.59	\$124,761	\$12.11	\$50,364	\$3.53
Brad's Memorial Library	Windsor	10,269	\$305,081	\$29.69	\$21.18	\$101.22	\$119,008	\$11.66	\$49,718	\$4.87
Hanson Public Library	Hanson	10,970	\$156,166	\$14.24	\$15.80	\$87.18	\$114,593	\$10.86	\$35,317	\$2.31
Leicester Public Library	Leicester	11,300	\$175,022	\$15.37	\$20.15	\$106.15	\$118,797	\$10.43	\$38,367	\$3.02
Perde L. Crawford Memorial Library	Dudley	11,608	\$196,355	\$17.21	\$19.09	\$96.51	\$116,434	\$10.03	\$35,047	\$3.02
Blanding Free Public Library	Raboball									

Total Holdings (All formats)
(MA Board of Library Commissioners)

Location	Municipality Served by Library	Population Served by Library	Total print holdings	Total non-print holdings	Total Holdings	Total print holdings per capita	Total non-print holdings per capita	Total holdings per capita	Print Serial Subscriptions	Electronic Serial Subscriptions	Total Subscriptions	Number of independently purchased database licenses (not via network, MBLC or MLE)
Blighton Free Public Library	Clinton	13,606	169,941	3,276	173,217	6	12	18	53		53	0
Weston Public Library	Weston	1,261	104,229	50,090	154,319	4	9	14	227	2	245	9
Hamilton-Wenham Public Lib	Hamilton	12,639	109,274	23,373	132,647	2	9	10	159	0	178	11
Bedford Free Public Library	Bedford	13,320	99,379	28,113	127,494	2	7	10	266	1	282	15
Westwood Public Library	Westwood	14,618	95,933	25,900	121,913	2	7	8	200	1	207	29
Swainscott Public Library	Swainscott	13,287	102,819	14,382	117,211	1	7	8	38	17	113	15
Serkonk Public Library	Serkonk	13,722	89,833	20,383	110,216	2	7	8	138		152	3
Wareham Public Library	Wareham	13,175	95,048	15,024	110,072	1	7	8	194	3	219	20
Northborough Free Library	Northborough	14,155	62,970	29,150	102,120	3	6	7	164	2	170	4
Wareham Free Public Library	Wareham	12,994	71,366	28,485	99,851	2	5	8	209		236	23
Lynnfield Public Library	Lynnfield	11,596	57,083	29,747	86,830	3	5	7	164	5	185	3
Blair Memorial Library	North Reading	14,892	71,214	13,361	84,575	1	5	6	162	0	173	2
Maynard Public Library	Maynard	10,106	59,153	23,418	82,571	3	6	8	94		107	2
Medfield Memorial Library	Medfield	12,024	53,201	30,055	83,256	2	6	7	155	0	170	7
Medway Public Library	Medway	12,752	63,495	18,081	81,576	1	5	6	78	0	94	0
Nantucket Athenaeum	Nantucket	10,172	49,159	33,000	82,159	3	5	8	157	2	159	3
Barnstable Public Library	Barnstable	12,243	61,104	20,584	81,688	2	5	7	115		126	8
Holliston Public Library	Holliston	13,547	62,688	19,471	82,159	1	5	6	85	0	103	0
Groton Public Library	Groton	10,646	64,310	16,241	80,551	2	6	8	106	2	135	3
Needham Public Library	Needham	11,217	61,584	16,224	77,808	1	6	7	142	0	154	2
Pike Public Library	Wareham	10,955	62,615	16,667	79,282	2	6	7	120	0	131	11
Kingston Public Library	Kingston	12,029	63,281	14,706	77,987	1	5	6	122	1	134	10
John Curtis Free Library	Haver	13,870	66,739	9,083	75,822	1	5	5	79	1	96	6
Hanson Public Library	Hanson	10,209	61,689	13,130	74,819	1	6	7	81	1	89	2
Dunstable Public Library	Dunstable	11,292	52,702	21,698	74,400	2	5	7	166	5	187	3
Palmers Public Library	Palmers	13,140	53,330	21,934	75,264	2	4	6	117	0	128	20
North Adams Public Library	North Adams	13,208	47,031	24,951	71,982	2	3	5	105	6	123	5
Wilbraham Public Library	Wilbraham	14,219	49,661	21,628	71,289	2	3	5	93	1	113	10
Lawrence Library	Pepperell	11,497	48,263	22,916	71,179	2	4	6	137	4	157	5
Coxeter Public Library	Coxeter	11,509	57,088	13,334	70,422	1	5	6	72	4	81	4
Lansburg Public Library	Lansburg	10,086	46,859	23,319	70,178	2	5	7	161	0	179	0
Milbury Public Library	Milbury	13,261	49,568	20,174	69,742	2	4	5	58		64	0
East Bridgewater Public Libr	East Bridgewater	13,794	56,018	12,229	68,247	1	4	5	102		113	0
Norwell Public Library	Norwell	11,011	48,906	17,257	66,163	2	4	6	429	2	447	9
Manchester Public Library	Manchester	14,005	33,523	31,111	64,634	2	2	4	117	0	129	0
Richard Sudon Public Library	Sudon	11,880	43,543	18,055	61,598	2	4	5	71	5	87	3
Lakesville Free Public Library	Lakesville	10,492	44,126	16,955	61,081	2	4	6	35		41	0
Whitman Public Library	Whitman	14,489	47,282	11,416	58,700	1	3	4	107	0	112	3
Oxford Free Public Library	Oxford	12,506	51,447	6,902	58,350	1	4	5	101		101	2
Charlton Public Library	Charlton	12,081	37,073	19,157	56,230	1	3	4	803	1	104	0
Uxbridge Free Public Library	Uxbridge	13,457	35,983	20,192	56,175	2	3	4	86		94	5
Hopkinton Public Library	Hopkinton	14,925	35,644	19,384	55,028	1	2	4	108	2	133	1
Abol Public Library	Abol	11,299	37,939	15,168	53,107	3	3	5	62	2	82	1
Brady Memorial Library	Windsor	10,300	33,749	18,375	52,124	2	3	5	69	1	70	0
Blandford Free Public Library	Beckwith	11,608	34,963	13,350	48,313	1	3	4	34	0	24	3
Holbrook Public Library	Holbrook	10,791	38,329	9,762	48,091	1	4	6	75		73	1
Pearle L. Crossford Memorial	Dudley	11,390	30,354	17,522	47,876	2	3	4	43	0	56	0
Barnham Public Library	Barnham	13,383	34,372	12,534	46,906	1	3	4	45		55	4
Clapp Memorial Library	Belchertown	14,649	23,409	22,279	45,688	2	3	5	79	0	93	3
Russell Memorial Library	Acushnet	10,303	24,697	11,043	35,740	1	2	3	101		111	1
Hull Public Library	Hull	10,293	24,379	8,181	32,560	1	2	3	73		73	0
Leicester Public Library	Leicester	10,930	24,622	4,864	29,486	0	2	3	43	0	48	0

Total Print Holdings
(MA Board of Library Commissioners)

Location	Municipality	Population Served by Library	Total print holdings	Total non-print holdings	Total Holdings	Total non-print holdings per capita	Total print holdings per capita	Total holdings per capita	Print Serial Subscriptions	Electronic Serial Subscriptions	Total Subscriptions	Number of independently purchased database licenses (not via network, MBR.C.06-MLR.0)
Bighorn Free Public Library	Clinton	13,606	169,941	3,276	133,217	0	12	13	53	53	53	0
Hamilton-Weathers Public Lib	Hamilton	12,639	191,274	23,373	132,647	2	9	10	159	0	178	11
Weston Public Library	Weston	11,261	104,728	30,090	154,819	4	5	14	237	2	245	9
Swampscott Public Library	Swampscott	13,787	102,839	17,221	117,221	1	6	6	88	17	112	15
Bedford Free Public Library	Bedford	13,310	99,373	24,111	127,484	2	7	10	266	1	282	15
Westwood Public Library	Westwood	14,618	91,931	25,960	121,913	2	7	8	200	1	213	29
Frewick Public Library	Frewick	13,175	95,048	15,924	110,972	1	7	8	194	3	219	20
Seabrook Public Library	Seabrook	13,723	80,813	30,383	111,216	2	6	8	138	1	132	7
Wayland Free Public Library	Wayland	12,994	71,346	28,485	99,821	2	5	8	309	1	236	23
Plum Memorial Library	North Reading	14,602	51,214	13,361	81,575	1	5	6	162	0	158	2
John Curtis Free Library	Haver	13,879	66,739	9,081	75,822	1	5	5	79	1	96	6
Groton Public Library	Groton	10,646	64,510	16,241	80,751	2	6	8	106	2	135	7
Madway Public Library	Madway	12,751	63,495	14,687	82,176	1	5	6	78	0	94	0
Kingston Public Library	Kingston	13,629	63,281	14,706	77,987	1	5	6	122	0	154	10
Norfolk Public Library	Norfolk	11,227	63,084	16,224	79,308	1	6	7	143	0	154	2
Northborough Free Library	Northborough	14,155	62,970	39,150	102,120	3	4	7	104	2	126	4
Fiske Public Library	Wareham	10,955	62,615	16,467	79,082	2	6	7	170	0	151	11
East Bridgewater Public Lib	Holliston	13,547	62,081	19,471	81,559	1	5	6	85	0	103	0
Hanson Public Library	Hanson	10,209	61,689	13,130	74,819	1	6	7	81	1	89	2
Brooks Free Library	Fairview	12,213	61,104	20,544	81,648	2	5	7	313	1	266	8
Maynard Public Library	Maynard	10,106	59,151	25,418	84,571	3	6	8	94	0	107	2
Carver Public Library	Carver	11,509	57,088	13,534	70,622	1	5	6	72	4	81	4
Lynnfield Public Library	Lynnfield	13,598	57,081	39,347	86,830	3	5	7	164	5	181	5
East Bridgewater Public Lib	East Bridgewater	13,794	56,608	12,229	68,837	1	4	5	102	0	113	2
Medfield Memorial Library	Medfield	12,024	55,201	30,655	83,256	2	4	7	155	0	170	7
Lyngsborough Public Library	Lyngsborough	11,893	52,202	21,698	74,000	2	5	7	66	3	87	3
Palmer Public Library	Palmer	12,140	52,330	21,754	74,084	2	4	6	117	0	128	20
Oxford Free Public Library	Oxford	11,906	51,447	6,902	58,349	1	4	5	103	1	101	2
Willbraham Public Library	Willbraham	14,219	49,661	21,628	71,289	2	3	5	93	1	113	10
Millbury Public Library	Millbury	13,261	49,568	20,174	69,742	2	4	5	58	0	64	0
Nantucket Athenaeum	Nantucket	10,172	49,153	31,000	82,158	3	5	8	157	2	159	3
Lawrence Library	Norwell	11,211	49,006	17,757	66,663	2	4	6	479	2	447	9
Whitman Public Library	Whitman	16,489	47,782	11,616	59,398	1	3	4	137	4	157	5
North Adams Public Library	North Adams	13,708	47,031	24,951	71,982	2	3	5	105	0	112	3
Lonsborough Public Library	Lonsborough	10,686	46,859	23,319	70,178	2	5	7	105	6	123	5
Richard Sugden Public Libran	Spencer	11,683	44,543	18,055	63,598	2	4	5	71	5	87	5
Lakesville Free Public Library	Lakesville	10,802	44,126	16,955	60,181	2	4	6	32	2	41	0
Holbrook Public Library	Holbrook	10,791	38,379	9,762	48,091	1	4	4	75	1	77	1
Albion Public Library	Albion	11,299	37,939	15,168	53,107	1	3	5	62	2	82	1
Charlton Public Library	Charlton	13,981	37,678	19,157	56,175	1	3	4	103	1	104	0
Exchange Free Public Library	Uxbridge	13,457	35,983	20,192	56,175	2	3	4	86	1	94	5
Hopkinton Public Library	Hopkinton	14,925	35,644	19,388	55,032	1	2	4	108	2	133	1
Blandford Free Public Library	Blandford	11,668	34,263	13,326	48,299	1	3	4	24	0	24	3
Raynham Public Library	Raynham	13,383	34,172	12,534	47,106	1	3	4	45	4	56	4
Berk Memorial Library	Witchamden	10,300	33,749	18,575	52,324	2	3	5	69	1	70	0
Mudgoc Public Library	Madison	14,000	33,523	31,111	64,636	3	2	5	117	0	129	0
Pease L. Crawford Memorial	Dudley	11,390	30,534	17,532	48,066	2	3	4	43	0	50	0
Russell Memorial Library	Acushnet	10,303	24,637	11,043	35,740	1	2	3	101	0	111	1
Leicester Public Library	Leicester	10,920	24,622	4,856	29,486	0	2	3	45	0	48	0
Hill Public Library	Hill	10,293	23,579	8,281	32,860	1	2	3	75	0	73	0
Clapp Memorial Library	Belchertown	14,649	23,469	22,279	45,688	2	2	3	58	0	92	3

Non-Print Holdings
(MA Board of Library Commissioners)

Location	Municipality	Population Served by Library	Total print holdings	Total non-print holdings	Total Holdings	Total non-print holdings per capita	Total print holdings per capita	Total holdings per capita	Print Serial Subscriptions	Electronic Serial Subscriptions	Total Subscriptions	Number of independently purchased database licenses (not via network, MBL.C.or.MLS)
Western Public Library	Western	11,261	108,729	55,695	154,819	4	9	14	227	2	245	9
Northborough Free Library	Northborough	14,155	62,970	39,150	102,120	3	4	7	104	2	126	4
Nantucket Athenaeum	Nantucket	10,172	49,138	31,005	82,138	3	5	8	157	2	159	2
Middlesex Public Library	Middlesex	14,056	53,523	31,211	84,636	2	2	4	117	0	117	0
Seabrook Public Library	Seabrook	13,722	80,833	30,383	111,216	2	6	8	138	0	138	7
Meredith Memorial Library	Meredith	12,054	53,201	30,055	83,256	2	4	6	155	0	155	7
Lyonsfield Public Library	Lyonsfield	11,590	57,001	39,747	86,350	3	5	8	164	0	164	5
Weyland Free Public Library	Weyland	12,994	71,386	28,445	99,871	2	2	4	209	1	236	23
Bedford Free Public Library	Bedford	13,226	99,573	28,111	127,484	2	7	9	266	1	267	15
Westwood Public Library	Westwood	14,614	95,933	25,950	121,913	2	7	9	200	1	213	29
Maynard Public Library	Maynard	10,106	59,133	23,418	84,571	2	8	10	94	0	107	2
North Adams Public Library	North Adams	13,308	47,021	24,921	71,982	2	3	5	105	6	133	5
Hanilton-Westham Public Lib	Hanilton	12,639	69,274	23,373	132,647	2	9	10	159	6	178	11
Lanesburg Public Library	Lanesburg	6,586	46,899	23,319	70,218	2	4	6	101	0	101	0
Lawrence Library	Pittsford	11,977	48,263	22,916	71,179	2	4	6	137	4	157	5
Chapp Memorial Library	Beckersoon	14,649	23,409	21,275	45,684	2	2	4	78	0	93	3
Palmer Public Library	Palmer	13,140	52,330	21,734	74,064	2	3	5	117	0	128	20
Truroborough Public Library	Truroborough	11,292	52,902	21,693	74,600	2	5	7	166	5	187	3
Witherham Public Library	Witherham	14,219	49,601	21,628	71,289	2	3	5	92	1	113	10
Brooks Free Library	Harwich	12,243	61,104	20,584	81,688	2	5	7	113	0	126	8
Uxbridge Free Public Library	Uxbridge	13,627	57,983	20,192	78,175	2	3	5	86	1	94	5
Millbury Public Library	Millbury	13,261	45,968	20,174	69,242	2	4	6	58	0	64	0
Holliston Public Library	Holliston	13,547	60,688	19,411	80,159	2	5	7	85	0	103	0
Charlton Public Library	Charlton	14,923	35,641	19,388	55,032	1	2	3	108	2	133	1
Hopkinton Public Library	Hopkinton	12,581	37,673	19,357	57,030	1	3	4	103	1	104	0
Madway Public Library	Madway	12,592	63,955	18,681	83,126	1	5	6	78	0	94	0
Beals Memorial Library	Wickford	10,309	33,949	18,375	52,324	2	3	5	69	1	70	0
Richard Sargent Public Libra	Seewick	11,688	45,543	18,053	63,598	2	4	6	71	5	87	5
Norwell Public Library	Norwell	11,011	48,966	17,559	66,663	2	4	6	459	2	447	9
Pearle L. Crawford Memorial	Dudley	11,590	30,534	17,323	48,056	2	3	5	43	0	50	0
Fiske Public Library	Sweetham	10,955	62,615	16,467	79,082	2	6	8	120	0	131	1
Groton Public Library	Groton	10,646	64,310	16,341	80,751	2	6	8	106	1	135	7
Norfolk Public Library	Norfolk	11,277	63,084	16,224	79,308	1	6	7	142	0	154	2
Lakesville Free Public Library	Lakesville	10,602	44,120	16,055	60,181	2	4	6	32	4	41	0
Jaywick Public Library	Jaywick	13,175	93,044	15,024	110,872	1	7	8	194	3	219	20
Abiel Public Library	Abiel	11,299	37,259	15,568	53,507	1	3	4	62	2	82	1
Kingston Public Library	Kingston	12,624	63,281	14,706	77,987	1	5	6	122	1	134	10
Swampscott Public Library	Swampscott	13,287	101,839	14,302	117,221	1	7	8	88	17	117	15
Carver Public Library	Carver	11,106	57,088	13,534	70,622	1	5	6	72	4	81	4
Film Memorial Library	North Reading	14,892	71,214	13,761	84,975	1	3	4	162	0	173	2
Blanchard Free Public Library	Blanchard	11,008	34,963	13,266	48,259	1	3	4	34	1	41	3
Hanson Public Library	Hanson	10,109	61,689	13,150	74,839	1	6	7	81	1	89	2
Raghuvaran Public Library	Raghuvaran	11,583	34,572	12,154	47,166	1	3	4	45	0	56	4
East Bridgewater Public Libr	East Bridgewater	13,794	56,608	12,129	68,837	1	4	5	102	0	113	3
Whitman Public Library	Whitman	14,449	47,982	11,416	59,198	1	3	4	107	0	117	2
Russell Memorial Library	Acushnet	10,263	24,697	11,043	35,740	1	2	3	101	0	111	1
Holbrook Public Library	Holbrook	10,791	38,259	9,763	48,091	1	4	5	75	1	77	1
John Curtis Free Library	Honover	13,879	66,759	9,083	75,822	1	5	6	99	1	96	6
Itall Public Library	Itall	10,793	24,379	8,281	32,660	1	2	3	33	0	33	0
Oxford Free Public Library	Oxford	12,506	51,447	6,903	58,349	1	4	5	101	0	101	2
Leicester Public Library	Leicester	10,970	24,822	4,864	29,686	0	2	2	45	0	45	0
Blyden Free Public Library	Clinton	13,606	169,931	3,276	173,211	0	12	13	53	0	53	0

Total Holdings Per Capita
(MA Board of Library Commissioners)

Location	Municipality	Population Served by Library	Total print holdings	Total non-print holdings	Total Holdings	Total print holdings per capita	Total non-print holdings per capita	Total holdings per capita	Print Serial Subscriptions	Electronic Serial Subscriptions	Total Subscriptions	Number of independently purchased database licenses (not via network, MBIT C. on M.L.S.)
Weston Public Library	Weston	11,281	104,729	59,090	154,819	9	4	14	223	2	245	9
Bigelow Free Public Library	Clinton	13,600	169,961	3,276	173,237	0	0	13	53	0	53	0
Hamilton-Wrenham Public Lib	Hamilton	12,639	109,274	23,373	132,647	2	2	10	159	0	159	11
Bedford Free Public Library	Bedford	13,320	99,373	28,111	127,484	2	2	10	265	1	282	15
Swampscott Public Library	Swampscott	13,787	102,839	14,382	117,221	1	1	7	88	1	117	15
Ipswich Public Library	Ipswich	13,175	95,048	15,924	110,972	1	1	8	194	3	219	20
Maynard Public Library	Maynard	10,105	59,153	25,418	84,571	6	3	9	94	0	107	2
Westwood Public Library	Westwood	14,618	85,933	21,960	107,893	2	2	8	200	1	213	22
Seabrook Public Library	Seabrook	13,721	80,833	29,381	110,214	6	2	8	138	0	152	7
Nantucket Atheneum	Nantucket	10,172	49,153	31,005	80,158	3	2	5	157	2	159	3
Wayland Free Public Library	Wayland	13,994	71,386	28,487	99,873	2	2	8	209	1	236	23
Groton Public Library	Groton	10,646	64,510	15,241	79,751	2	2	6	166	2	155	7
Lynnfield Public Library	Lynnfield	11,596	57,683	29,737	87,420	3	3	7	164	5	185	3
Hanson Public Library	Hanson	10,209	61,682	13,130	74,812	1	1	6	81	1	89	2
Fitch Public Library	Weymouth	10,955	62,615	16,667	79,282	2	2	6	120	0	131	11
Northborough Free Library	Northborough	14,153	69,979	39,150	109,129	3	3	7	104	2	126	4
Norfolk Public Library	Norfolk	11,217	63,684	16,234	79,918	1	1	6	147	0	154	2
Lanesburg Public Library	Lanesburg	10,080	46,699	23,319	70,018	2	2	3	101	0	121	0
Medford Memorial Library	Medford	12,024	53,201	30,055	83,256	2	4	7	153	0	170	7
Brooks Free Library	Ware	12,243	61,104	20,584	81,688	2	2	5	113	0	126	8
Dyaboborough Public Library	Dyaboborough	11,292	52,702	21,698	74,400	2	2	7	166	5	187	3
Medbury Public Library	Medbury	12,357	63,495	18,681	82,176	1	1	6	78	0	94	0
Lawrence Library	Plymouth	13,497	48,265	22,916	71,181	2	2	4	151	4	157	5
Kingston Public Library	Kingston	12,629	65,281	14,706	79,987	1	1	6	122	0	134	10
Carver Public Library	Carver	11,509	57,682	13,534	71,216	1	1	5	71	4	81	4
Palmer Public Library	Palmer	13,140	52,320	21,734	74,054	2	2	6	117	0	128	20
Norwell Public Library	Norwell	11,011	48,906	17,757	66,663	2	2	4	429	2	447	9
Holliston Public Library	Holliston	13,547	62,683	19,471	82,154	1	1	5	85	0	103	0
Flat Memorial Library	North Reading	14,892	71,214	13,561	84,775	1	1	5	162	0	173	2
Lakeside Free Public Library	Lakeside	10,602	44,126	16,055	60,181	2	2	4	32	0	41	0
John Curran Free Library	Lowell	13,879	66,739	9,083	75,822	1	1	5	79	1	96	6
Richard Suggen Public Lib	Spencer	11,668	45,543	18,055	63,598	2	2	4	71	5	87	3
Millbury Public Library	Millbury	13,261	69,368	20,174	89,542	2	2	4	58	0	64	0
North Adams Public Library	North Adams	13,708	47,031	24,951	71,982	2	2	3	165	6	123	2
Bonds Memorial Library	Winchendon	10,300	33,719	18,375	52,094	2	2	3	69	0	70	0
Wilburham Public Library	Wilburham	14,219	49,661	21,628	71,289	2	2	3	93	1	113	10
East Bridgewater Public Libr	East Bridgewater	13,794	56,608	12,229	68,837	1	1	4	102	0	111	2
Alford Public Library	Alford	11,299	37,939	15,268	53,207	1	1	3	62	2	82	1
Oxford Free Public Library	Oxford	13,406	51,447	6,902	58,349	1	1	4	101	0	101	2
Malden Public Library	Malden	14,006	33,525	31,111	64,636	2	2	5	119	0	129	0
Hollbrook Public Library	Hollbrook	10,791	38,329	9,762	48,091	1	1	4	75	1	77	1
Charlton Public Library	Charlton	13,941	37,673	19,557	57,230	1	1	3	103	1	104	0
Pearle L. Crawford Memorial	Dudley	11,390	30,334	17,522	47,856	2	2	4	43	0	50	0
Uxbridge Free Public Library	Uxbridge	13,457	35,983	20,192	56,175	2	2	4	86	1	94	3
Blanding Free Public Library	Ruthebeth	11,668	34,961	13,336	48,297	1	1	3	24	0	26	3
Whitman Public Library	Whitman	14,489	47,782	11,416	59,198	1	1	3	107	0	112	3
Hopkinton Public Library	Hopkinton	14,925	35,644	19,388	55,032	1	1	3	168	2	133	1
Rayburn Public Library	Rayburn	13,183	34,572	12,534	47,106	1	1	3	45	0	56	4
Russell Memorial Library	Acushnet	10,303	24,697	11,043	35,740	2	2	3	161	0	111	1
Hull Public Library	Hull	10,793	24,579	8,281	32,860	1	1	2	73	0	73	0
Clapp Memorial Library	Belchertown	14,649	23,659	22,279	45,938	2	2	3	78	0	93	3
Leicester Public Library	Leicester	10,970	24,622	4,464	29,086	0	0	2	43	0	43	0

Director Compensation Comparison for Neighboring and Selected Communities
(MA Board of Library Commissioners)

Library Name	Location	Population	Director's Compensation	Hours Per Week	Hourly Rate	Assistant Director	Reference	Children's	Admin Assist
Jonathan Bourne Public Library	Bourne	19,754	\$88,146.00	37.5	\$45.03	\$79,846.00	\$0.00	\$21.63	\$0.00
Seekonk Public Library	Seekonk	13,722	\$80,000.00	32.5	\$47.16	\$43.33	\$20.94	\$20.94	\$13.93
Sandwich Free Public Library	Sandwich	20,675	\$85,721.00	35	\$46.92	\$45,590.00	\$23.29	\$21.01	\$0.00
Falmouth Public Library	Falmouth	31,531	\$95,680.00	40	\$45.82	\$58,333.00	\$21.30	\$21.30	\$21.30
Kingston Public Library	Kingston	12,629	\$79,625.00	35	\$43.38	\$0.00	\$21.80	\$21.80	\$0.00
Brooks Free Library	Harwich	12,243	\$77,231.00	35	\$42.37	\$0.00	\$22.90	\$22.90	\$0.00
Ipswich Public Library	Ipswich	13,175	\$81,227.00	37.5	\$41.30	\$53,106.00	\$19.20	\$19.51	\$0.00
Wareham Free Library	Wareham	21,822	\$79,124.00	40	\$37.89	\$50,405.00	\$0.00	\$21.87	\$0.00
Eldredge Public Library	Chatham	5,819	\$67,562.00	35	\$36.98	\$47,625.00	\$23.03	\$23.03	\$0.00
Brewster Ladies' Library	Brewster	9,820	\$67,436.72	35	\$36.91	\$0.00	\$21.49	\$24.07	\$0.00
Yarmouth Town Libraries	Yarmouth	23,793	\$76,687.52	40	\$36.71	\$0.00	\$21.23	\$21.23	\$19.86
Centerville Public Library	Barnstable	9,531	\$66,994.00	35	\$36.67	\$45,022.00	\$0.00	\$16.88	\$0.00
Osterville Free Library	Barnstable	3,037	\$65,000.00	35	\$35.58	\$41,107.00	\$19.50	\$20.50	\$14.50
Dennis Public Library	Dennis	2,841	\$63,540.00	35	\$34.78	\$43,808.00	\$22.33	\$20.53	\$16.94
Oxford Free Public Library	Oxford	12,506	\$62,240.00	35	\$34.07	\$37,016.00	\$0.00	\$17.25	\$0.00
Snow Library	Orleans	5,890	\$71,119.00	40	\$34.06	\$44,161.00	\$16.87	\$17.16	\$16.13
Eastham Public Library	Eastham	4,956	\$61,680.00	35	\$33.76	\$50,190.00	\$0.00	\$20.31	\$0.00
Sturgis Library	Barnstable	2,960	\$69,618.00	40	\$33.34	\$65,517.00	\$0.00	\$21.38	\$18.36
East Bridgewater Public Library	East Bridgewater	13,794	\$60,100.00	35	\$32.90	\$51,345.00	\$0.00	\$23.99	\$20.37
Carver Public Library	Carver	11,599	\$67,176.00	40	\$32.17	\$0.00	\$26.44	\$26.44	\$0.00
Provincetown Public Library	Provincetown	2,942	\$61,770.00	40	\$29.58	\$0.00	\$0.00	\$0.00	\$0.00
Mashpee Public Library	Mashpee	14,006	\$60,196.00	40	\$28.83	\$0.00	\$19.29	\$29.91	\$19.81

Muskegon's Rank in MA Libraries in 15,000-24,999
Based on MBLC Population 2010

Municipality	Population Served by Library	Total Appropriated Municipal Income-Library Operations	Appropriated Municipal Income per capita for Library	TOTAL OPERATING INCOME	Total Operating Income per capita	Total Operating Income per hour open	Total Salary Expenditures per capita	Total Materials Expenditures	Total Materials Expenditures per capita	Total Materials Expenditures as a percent of Total Operating Expenditures
Alpena	24,932	\$1,093,079	\$43.84	\$1,297,471	\$52.04	\$422.68	\$34.81	\$135,959	\$7.05	13
Ashtabula	24,241	\$1,284,119	\$53.08	\$1,313,483	\$53.99	\$435.32	\$35.25	\$125,441	\$7.90	15
Barnstable	24,225	\$1,892,431	\$76.53	\$1,960,923	\$79.45	\$624.21	\$45.36	\$291,240	\$11.80	16
Berkshire	24,225	\$981,660	\$39.70	\$1,016,833	\$41.12	\$231.21	\$32.62	\$134,955	\$5.46	14
Berkshire	24,693	\$1,324,706	\$54.06	\$1,499,476	\$59.69	\$439.35	\$46.66	\$170,714	\$6.97	13
Blaine	24,025	\$1,117,187	\$46.48	\$1,206,099	\$50.19	\$331.51	\$23.53	\$109,323	\$4.54	14
Blaine	23,793	\$829,968	\$34.48	\$875,064	\$37.21	\$181.21	\$19.93	\$96,214	\$4.04	15
Blaine	23,184	\$727,459	\$31.38	\$764,149	\$33.40	\$292.22	\$17.92	\$108,441	\$4.48	10
Blaine	23,116	\$544,053	\$23.54	\$615,173	\$26.63	\$266.94	\$18.31	\$92,941	\$4.02	13
Blaine	23,113	\$445,000	\$19.19	\$1,065,426	\$45.14	\$424.03	\$23.66	\$75,729	\$3.28	7
Blaine	22,329	\$981,028	\$43.97	\$1,025,641	\$45.94	\$330.32	\$33.43	\$133,062	\$5.94	13
Blaine	22,119	\$1,333,339	\$61.69	\$1,374,660	\$61.69	\$995.33	\$91.04	\$6	\$0.02	0
Blaine	21,951	\$1,422,338	\$64.82	\$1,442,003	\$65.73	\$333.11	\$48.07	\$189,742	\$8.64	13
Blaine	21,924	\$1,175,319	\$53.62	\$1,222,168	\$55.75	\$372.95	\$29.43	\$186,576	\$8.51	10
Blaine	21,822	\$411,129	\$18.84	\$511,128	\$23.41	\$254.07	\$18.26	\$18,856	\$0.85	4
Blaine	21,561	\$1,042,595	\$48.36	\$1,049,474	\$48.66	\$401.72	\$35.03	\$125,524	\$5.81	12
Blaine	21,457	\$697,877	\$32.55	\$1,049,769	\$48.90	\$302.20	\$28.02	\$100,048	\$4.67	10
Blaine	21,374	\$1,650,427	\$77.22	\$1,795,437	\$83.02	\$480.63	\$37.77	\$358,363	\$12.62	10
Blaine	21,103	\$1,812,116	\$85.85	\$1,812,116	\$85.85	\$19.70	\$162.94	\$61,598	\$2.84	10
Blaine	20,229	\$1,048,105	\$51.78	\$1,048,105	\$51.78	\$49.74	\$20.61	\$67,122	\$3.35	10
Blaine	19,808	\$991,198	\$50.01	\$1,051,310	\$53.17	\$149.74	\$36.95	\$132,978	\$7.22	13
Blaine	19,754	\$1,116,174	\$56.56	\$1,116,174	\$56.56	\$256.38	\$17.18	\$83,369	\$4.23	15
Blaine	19,065	\$635,333	\$33.41	\$724,067	\$38.19	\$312.16	\$14.52	\$112,462	\$5.90	12
Blaine	19,031	\$1,117,413	\$57.65	\$1,117,413	\$57.65	\$215.68	\$12.11	\$31,483	\$1.41	13
Blaine	18,722	\$465,624	\$24.85	\$465,624	\$24.85	\$141.41	\$14.24	\$12,424	\$0.67	10
Blaine	18,165	\$559,108	\$31.32	\$620,654	\$34.21	\$213.34	\$31.04	\$70,023	\$3.85	12
Blaine	18,133	\$970,665	\$53.52	\$970,665	\$53.52	\$142.41	\$10.62	\$14,052	\$0.65	11
Blaine	18,103	\$1,020,116	\$56.35	\$1,020,116	\$56.35	\$215.26	\$10.62	\$192,931	\$10.25	18
Blaine	17,857	\$380,022	\$21.32	\$671,675	\$37.61	\$210.59	\$21.83	\$103,213	\$5.79	17
Blaine	17,765	\$511,197	\$28.78	\$511,197	\$28.78	\$131.44	\$19.33	\$75,551	\$4.25	16
Blaine	17,668	\$1,118,112	\$63.33	\$1,118,112	\$63.33	\$341.85	\$18.32	\$90,075	\$5.13	6
Blaine	17,617	\$464,978	\$26.34	\$828,954	\$46.99	\$241.75	\$13.11	\$26,315	\$1.19	15
Blaine	17,497	\$414,114	\$23.71	\$492,051	\$28.12	\$216.24	\$13.62	\$75,123	\$3.29	18
Blaine	17,489	\$363,617	\$20.81	\$363,617	\$20.81	\$134.46	\$15.61	\$43,980	\$2.31	11
Blaine	17,456	\$551,100	\$31.86	\$668,024	\$38.32	\$334.46	\$22.87	\$92,099	\$4.31	12
Blaine	17,416	\$1,219,929	\$70.01	\$1,313,875	\$75.44	\$491.51	\$54.10	\$145,033	\$6.39	11
Blaine	17,146	\$725,926	\$42.36	\$821,302	\$47.92	\$313.26	\$20.54	\$35,000	\$1.92	12
Blaine	16,825	\$449,318	\$26.71	\$729,857	\$43.35	\$325.20	\$38.78	\$133,712	\$8.05	16
Blaine	16,767	\$286,358	\$17.08	\$390,263	\$23.28	\$161.28	\$11.62	\$57,537	\$3.41	10
Blaine	16,719	\$484,371	\$28.98	\$509,491	\$30.45	\$201.78	\$19.61	\$73,244	\$4.38	15
Blaine	16,399	\$393,445	\$23.72	\$499,191	\$30.45	\$154.78	\$13.79	\$55,471	\$3.34	18
Blaine	16,312	\$469,021	\$28.72	\$469,021	\$28.72	\$203.70	\$17.57	\$72,256	\$4.76	17
Blaine	16,283	\$621,211	\$38.23	\$726,251	\$44.63	\$291.97	\$31.16	\$105,090	\$6.43	12
Blaine	16,148	\$565,319	\$34.40	\$565,319	\$34.40	\$11.66	\$26.06	\$80,540	\$4.93	10
Blaine	16,033	\$1,913,933	\$118.66	\$1,913,933	\$118.66	\$124.84	\$10.87	\$36,828	\$2.32	11
Blaine	15,845	\$411,023	\$25.71	\$461,769	\$28.86	\$194.84	\$16.52	\$79,162	\$4.96	19
Blaine	15,835	\$242,614	\$15.29	\$270,470	\$17.05	\$107.50	\$11.64	\$41,897	\$2.64	17
Blaine	15,142	\$614,571	\$40.59	\$669,782	\$44.23	\$283.38	\$20.04	\$64,113	\$3.88	10
Blaine	15,123	\$510,411	\$33.78	\$524,057	\$34.66	\$191.40	\$11.89	\$91,257	\$5.79	13
Blaine	15,110	\$648,589	\$42.26	\$695,644	\$46.04	\$291.54	\$25.25	\$92,228	\$5.90	14
Blaine	15,107	\$95,382	\$6.07	\$95,382	\$6.07	\$119.33	\$5.14	\$15,760	\$0.97	13
Blaine	15,056	\$606,242	\$39.98	\$606,242	\$39.98	\$259.01	\$21.40	\$85,134	\$5.47	14
Blaine	15,044	\$415,219	\$27.61	\$415,219	\$27.61	\$279.38	\$15.29	\$47,022	\$3.08	10
Blaine	15,032	\$174,662	\$11.25	\$174,662	\$11.25	\$126.02	\$11.24	\$35,026	\$2.36	14
Blaine	15,029	\$1,181,695	\$78.47	\$1,284,832	\$85.32	\$493.11	\$48.53	\$133,996	\$8.87	11

Malheur's Projected Bookings-Estimated Total Appropriated Municipal Income for Operations-Library
15,000-24,999 Population Group

Municipality	Population Served by Library	Total Appropriated Municipal Income--Operating	Aggregated Municipal Income per capita	TOTAL OPERATING INCOME	Total Operating Income per capita	Total Operating Income per hour open	Total Salary Expenditures per capita	Total Materials Expenditures	Total Materials Expenditures per capita	Total Materials Expenditures as a Percent of Total Operating Expenditures
Bonanza	26,729	\$1,832,431	\$68.55	\$1,960,925	\$73.45	\$804.37	\$45.36	\$294,380	\$11.80	16
Conard	17,668	\$1,818,517	\$102.93	\$1,962,826	\$111.23	\$347.86	\$18.39	\$99,293	\$5.61	6
Wentworth	21,374	\$1,610,421	\$75.82	\$1,703,637	\$79.73	\$380.67	\$57.77	\$238,363	\$12.09	16
Wendell	21,051	\$1,431,234	\$68.02	\$1,562,060	\$74.23	\$553.11	\$48.07	\$119,143	\$5.64	13
Hayden	22,157	\$1,351,526	\$61.00	\$1,574,660	\$71.03	\$368.31	\$50.04	\$0	\$0.00	0
LaPrade	24,498	\$1,324,306	\$54.06	\$1,469,476	\$59.62	\$453.30	\$40.62	\$130,174	\$6.97	13
Leaning	20,727	\$1,264,119	\$61.08	\$1,413,483	\$67.94	\$425.90	\$39.95	\$135,441	\$7.00	12
Newberry	17,416	\$1,219,225	\$69.47	\$1,313,876	\$75.44	\$457.31	\$35.36	\$43,334	\$8.35	11
Oriskany	15,059	\$1,141,655	\$76.47	\$1,284,852	\$85.32	\$405.11	\$42.41	\$13,599	\$8.87	11
Adrian	21,924	\$1,135,519	\$53.62	\$1,289,168	\$58.78	\$312.64	\$42.41	\$18,516	\$8.21	16
Waterfield	20,655	\$1,059,939	\$51.34	\$1,207,471	\$58.04	\$425.68	\$34.81	\$13,935	\$7.05	13
Carson	21,501	\$1,043,559	\$48.50	\$1,069,476	\$49.70	\$413.72	\$35.03	\$12,334	\$5.82	13
Starbuck	18,103	\$1,020,126	\$56.34	\$1,061,646	\$58.64	\$413.36	\$37.00	\$16,951	\$10.55	18
Marshfield	19,808	\$991,244	\$50.07	\$1,043,520	\$52.11	\$311.03	\$36.92	\$13,919	\$7.72	13
Dufur	20,675	\$981,655	\$47.97	\$1,016,838	\$49.22	\$211.25	\$30.52	\$14,932	\$5.46	14
Wentworth	22,375	\$931,631	\$42.57	\$1,025,641	\$46.34	\$330.32	\$33.43	\$13,082	\$5.96	14
Endeborough	16,865	\$949,231	\$56.31	\$979,857	\$58.18	\$442.41	\$38.73	\$135,212	\$8.05	15
Stamile	18,133	\$930,655	\$51.93	\$977,402	\$54.41	\$392.35	\$34.35	\$14,085	\$7.95	13
Sawtooth	20,675	\$924,588	\$44.35	\$950,839	\$46.48	\$392.35	\$35.13	\$14,724	\$7.81	16
Southbrough	19,277	\$883,621	\$47.37	\$935,556	\$51.20	\$333.14	\$35.31	\$126,532	\$7.17	15
Steamer	17,447	\$884,924	\$50.11	\$909,954	\$51.56	\$341.26	\$30.54	\$85,000	\$4.90	13
Hildon	17,146	\$752,925	\$43.29	\$811,102	\$48.08	\$315.26	\$30.21	\$109,644	\$4.63	15
Minfield	23,184	\$723,435	\$31.39	\$766,160	\$33.98	\$292.21	\$30.92	\$109,644	\$4.63	15
Wilcoxe	26,070	\$711,131	\$26.85	\$736,000	\$28.23	\$263.62	\$23.62	\$106,089	\$4.51	14
Stamora	21,627	\$697,121	\$32.55	\$749,769	\$34.91	\$303.22	\$24.02	\$106,089	\$4.51	14
Arthurbury	16,283	\$691,211	\$42.45	\$726,751	\$44.61	\$291.97	\$31.16	\$105,090	\$6.45	15
Hubson	19,063	\$635,331	\$33.44	\$728,667	\$38.19	\$312.10	\$24.63	\$119,693	\$5.95	15
Bad Landing	15,720	\$645,535	\$41.28	\$695,624	\$44.25	\$298.54	\$32.23	\$92,723	\$5.50	14
Yamnash	23,792	\$632,941	\$26.64	\$655,664	\$28.57	\$181.71	\$19.93	\$96,214	\$4.64	15
Malheur	15,000	\$616,664	\$40.97	\$669,182	\$44.63	\$203.30	\$30.64	\$61,313	\$3.38	10
Leppington	15,984	\$614,321	\$38.48	\$650,012	\$41.21	\$259.01	\$31.47	\$85,324	\$5.47	14
Polkton	17,556	\$605,435	\$34.55	\$648,924	\$37.52	\$334.46	\$27.80	\$92,099	\$5.28	14
Overford	17,857	\$593,105	\$33.53	\$631,639	\$35.41	\$292.69	\$22.80	\$103,317	\$5.25	17
Pembroke	18,165	\$566,103	\$31.19	\$600,644	\$33.07	\$333.54	\$23.08	\$70,023	\$3.85	12
Searsport	20,258	\$564,103	\$28.05	\$590,191	\$29.15	\$495.70	\$20.61	\$67,822	\$3.35	10
Gooding	16,188	\$555,825	\$34.45	\$582,497	\$35.98	\$211.66	\$20.00	\$80,540	\$5.53	16
Adrian	23,116	\$544,053	\$23.54	\$615,513	\$26.63	\$266.94	\$18.51	\$92,941	\$4.02	15
Middlebrough	19,794	\$515,721	\$26.04	\$558,061	\$28.25	\$226.58	\$17.18	\$83,509	\$4.23	16
Boone	17,065	\$511,130	\$29.91	\$533,586	\$30.06	\$333.40	\$19.35	\$35,351	\$4.25	16
Grifton	15,705	\$511,413	\$32.38	\$534,951	\$33.40	\$210.40	\$21.89	\$91,257	\$5.75	18
South Hildes	17,497	\$474,534	\$27.11	\$490,051	\$28.12	\$258.28	\$15.62	\$15,125	\$4.25	18
Wardrop	16,132	\$463,020	\$28.72	\$499,191	\$30.97	\$265.71	\$17.57	\$17,156	\$4.29	17
Bellington	16,719	\$454,330	\$27.19	\$509,491	\$30.47	\$203.79	\$19.61	\$13,244	\$4.38	15
Southridge	23,112	\$441,555	\$19.15	\$466,426	\$20.16	\$203.07	\$15.69	\$75,719	\$3.28	7
Estac	15,566	\$415,215	\$26.21	\$458,963	\$29.51	\$279.38	\$15.29	\$47,992	\$3.08	10
Dumoulin	21,820	\$411,123	\$18.84	\$431,228	\$20.19	\$254.01	\$13.26	\$18,016	\$5.36	18
Abraham	15,085	\$411,023	\$27.21	\$461,769	\$30.89	\$194.84	\$16.52	\$19,162	\$4.06	18
Loch	21,003	\$393,215	\$18.35	\$415,424	\$19.70	\$167.96	\$11.97	\$61,980	\$2.94	16
Rockland	17,489	\$393,613	\$20.91	\$412,218	\$21.85	\$185.99	\$15.61	\$61,980	\$2.94	16
Norman	19,031	\$392,413	\$20.62	\$408,010	\$21.44	\$213.09	\$12.17	\$41,467	\$3.71	15
Webster	16,767	\$385,391	\$23.01	\$400,265	\$23.28	\$163.29	\$11.62	\$37,337	\$3.43	19
Ashland	16,591	\$381,345	\$23.01	\$394,337	\$23.80	\$154.79	\$13.79	\$35,411	\$3.34	18
Swansea	16,653	\$364,614	\$22.25	\$370,470	\$22.05	\$107.90	\$11.04	\$41,897	\$2.64	17
Southport	15,552	\$314,655	\$20.23	\$340,216	\$22.28	\$92.87	\$16,378	\$2.50	15	
Warrenton	15,707	\$295,387	\$18.81	\$319,661	\$20.36	\$119.33	\$11.34	\$15,056	\$2.26	14
Northridge	15,707	\$295,387	\$18.81	\$319,661	\$20.36	\$119.33	\$11.34	\$15,056	\$2.26	14

(MA Board of Library Commissioners)

Municipality	Population Served by Library	Total Appropriated Municipal Income - Operating	Appropriated Municipal Income per capita	TOTAL OPERATING INCOME	Total Operating Income per capita	Total Operating Income per board seat	Total Salary Expenditures per capita	Total Materials Expenditures per capita	Total Materials Expenditures as a percent of Total Operating Expenditures
Concord	17,668	\$1,818,573	\$102.91	\$1,082,822	\$61.32	\$147.86	\$78.79	\$99,075	55.61
Danbury	15,069	\$1,131,628	\$74.47	\$1,284,832	\$85.32	\$495.11	\$48.53	\$133,999	58.17
Windsor	21,714	\$1,636,421	\$75.35	\$1,790,857	\$82.43	\$580.65	\$57.77	\$258,163	\$12.65
Bedford	24,729	\$1,852,431	\$74.91	\$1,999,925	\$78.45	\$684.27	\$65.36	\$291,780	\$11.82
Newburyport	17,416	\$1,249,928	\$71.79	\$1,313,876	\$75.44	\$407.53	\$54.16	\$145,433	58.35
Wentworth	21,951	\$1,431,318	\$65.03	\$1,542,093	\$70.23	\$555.11	\$48.07	\$189,742	58.64
Haverhill	28,157	\$1,331,319	\$47.29	\$1,574,660	\$55.93	\$395.33	\$50.04	\$0	\$0.00
Salem	18,103	\$1,030,136	\$56.88	\$1,061,666	\$58.64	\$235.26	\$37.00	\$190,051	\$19.15
Essex	16,865	\$949,238	\$56.31	\$979,877	\$58.13	\$179.20	\$38.78	\$135,712	58.03
Ware	24,498	\$1,314,364	\$54.06	\$1,369,476	\$55.95	\$453.30	\$40.66	\$170,176	56.91
Acton	17,924	\$1,113,319	\$62.08	\$1,222,168	\$68.18	\$372.95	\$42.43	\$160,706	\$8.51
Scituate	18,133	\$930,683	\$51.32	\$977,002	\$53.88	\$442.81	\$37.62	\$145,095	\$3.95
Roxbury	24,767	\$1,264,113	\$51.08	\$1,313,483	\$53.04	\$425.90	\$39.65	\$155,441	\$7.92
Methuen	19,808	\$991,758	\$50.07	\$1,013,520	\$51.17	\$351.62	\$36.95	\$152,978	\$7.25
Chariton	17,612	\$854,978	\$48.51	\$899,054	\$50.48	\$431.76	\$35.31	\$26,130	\$7.17
Carroll	21,561	\$1,042,399	\$48.36	\$1,089,476	\$50.53	\$401.75	\$35.03	\$135,524	\$5.82
Westborough	18,272	\$885,624	\$48.47	\$933,556	\$51.25	\$306.14	\$36.13	\$42,244	\$7.81
Wilmington	22,125	\$981,628	\$44.82	\$1,025,641	\$46.82	\$330.32	\$35.43	\$131,660	\$3.96
Warefield	20,923	\$1,059,039	\$50.62	\$1,207,471	\$57.72	\$428.68	\$34.87	\$175,968	\$7.05
Andover	17,346	\$930,928	\$53.70	\$951,302	\$54.90	\$315.76	\$30.44	\$33,000	\$4.90
Andover	20,675	\$932,156	\$45.13	\$970,839	\$46.96	\$362.89	\$34.59	\$154,107	\$7.46
Amherst	16,283	\$691,211	\$42.45	\$726,751	\$44.68	\$307.97	\$31.16	\$105,090	\$6.45
East Longmeadow	15,720	\$648,569	\$41.26	\$695,004	\$44.23	\$368.54	\$35.25	\$34,218	\$5.90
Easthampton	24,729	\$914,650	\$36.98	\$1,016,838	\$41.17	\$337.75	\$30.62	\$134,550	\$5.46
Northampton	23,000	\$626,859	\$27.25	\$669,782	\$29.12	\$285.18	\$30.04	\$43,111	\$3.86
Longmeadow	13,784	\$514,318	\$37.34	\$560,012	\$40.63	\$259.01	\$21.40	\$85,334	\$3.47
Easthampton	15,666	\$656,240	\$42.00	\$690,012	\$43.42	\$219.01	\$18.40	\$85,334	\$3.47
Northampton	19,083	\$675,531	\$35.44	\$728,067	\$38.15	\$232.36	\$24.65	\$12,462	\$5.90
Andover	16,188	\$536,479	\$33.40	\$582,491	\$35.44	\$211.66	\$26.06	\$85,540	\$5.53
Greenfield	17,456	\$591,550	\$33.86	\$668,028	\$38.33	\$144.46	\$27.80	\$92,059	\$5.28
Ware	21,437	\$697,311	\$32.53	\$769,799	\$35.91	\$302.22	\$24.02	\$100,045	\$4.07
Pittsfield	17,837	\$580,024	\$32.52	\$631,029	\$35.40	\$230.69	\$22.49	\$101,311	\$3.79
South Hadley	15,703	\$510,471	\$32.52	\$534,967	\$34.07	\$210.40	\$31.89	\$35,257	\$5.79
Marshall	23,184	\$727,459	\$31.38	\$764,160	\$33.46	\$292.23	\$17.92	\$106,441	\$4.68
Greenfield	18,165	\$659,508	\$36.31	\$690,654	\$38.03	\$231.54	\$23.58	\$35,021	\$3.85
Northampton	24,070	\$1,117,131	\$46.41	\$1,160,009	\$50.29	\$369.51	\$31.66	\$100,321	\$4.54
Greenfield	17,765	\$511,197	\$28.78	\$533,986	\$30.06	\$183.44	\$19.33	\$35,531	\$4.25
Bellevue	16,332	\$449,001	\$27.45	\$469,191	\$28.72	\$205.37	\$17.57	\$21,256	\$4.76
Greenfield	20,228	\$548,125	\$27.09	\$569,191	\$28.13	\$199.41	\$20.63	\$61,827	\$3.34
Ware	16,719	\$454,313	\$27.18	\$499,491	\$29.89	\$207.79	\$19.63	\$31,344	\$4.38
Ware	17,492	\$474,314	\$27.11	\$492,051	\$28.13	\$238.28	\$15.62	\$35,121	\$4.29
Ware	15,564	\$415,316	\$26.71	\$435,963	\$28.03	\$239.18	\$15.39	\$41,993	\$3.68
Ware	23,791	\$435,948	\$18.28	\$475,064	\$20.38	\$181.11	\$19.03	\$66,214	\$4.04
Ware	19,754	\$319,317	\$16.16	\$358,061	\$18.15	\$226.38	\$17.18	\$31,569	\$4.23
Ware	15,983	\$411,023	\$25.71	\$461,769	\$28.91	\$194.84	\$16.52	\$35,352	\$4.96
Middlebury	21,116	\$544,633	\$25.79	\$581,573	\$27.54	\$166.94	\$18.51	\$30,941	\$4.02
Ware	17,488	\$365,637	\$20.91	\$382,218	\$21.83	\$185.96	\$15.61	\$41,985	\$2.51
Ware	21,171	\$445,900	\$21.08	\$466,426	\$22.03	\$244.01	\$23.69	\$39,718	\$3.28
Ware	21,822	\$411,223	\$18.84	\$431,728	\$19.77	\$234.07	\$17.26	\$18,116	\$0.86
Ware	21,103	\$387,216	\$18.35	\$415,824	\$19.72	\$162.64	\$11.97	\$61,931	\$2.94
Ware	19,031	\$317,413	\$16.70	\$349,018	\$18.34	\$155.69	\$12.17	\$51,593	\$2.71
Ware	16,207	\$336,198	\$20.75	\$360,265	\$22.23	\$193.29	\$11.68	\$51,531	\$3.43
Ware	16,203	\$382,345	\$23.60	\$414,227	\$25.56	\$144.79	\$13.79	\$55,471	\$3.24
Ware	15,865	\$342,634	\$21.59	\$370,470	\$23.36	\$107.50	\$11.04	\$40,871	\$2.64
Ware	16,033	\$319,539	\$19.92	\$348,754	\$21.73	\$128.18	\$9.87	\$38,874	\$2.10
Ware	15,532	\$374,660	\$24.12	\$399,256	\$25.72	\$126.02	\$11.44	\$31,025	\$2.26
Ware	15,707	\$56,380	\$3.59	\$33,661	\$2.14	\$119.55	\$5.14	\$15,285	\$0.97