ABSTRACT
          As a foundation for the future plans of the
Leominster (Massachusetts) Public Library, a study was undertaken to:
(1) analyze the physical, economic, and demographic characteristics
of the community and their implication for library service; (2)
evaluate present library services and identify unfilled needs; and
(3) identify goals and objectives to meet those needs. The community
analysis was derived from written records, and the library analysis
was compiled from reports and from a random survey of library
services. This report presents the data gathered and makes
recommendations for future policy. (EMH)

AN ANALYSIS OF THE COMMUNITY AND

THE PUBLIC LIBRARY OF

LEOMINSTER, MASSACHUSETTS

A labor of love by
Jim Fish
April, 1976

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City of Leominster
Massachusetts 01453
Office of the Mayor

JOHN B. McLAUGHLIN
MAYOR

April 30, 1976

Mr. James H. Fish, Director
Leominster Public Library
30 West Street
Leominster, MA   01453

Dear Jim:

I am very pleased that you have asked me to write a foreword
for your library study. I know that you have worked very
hard in its preparation and feel confident that it will
serve not only as a guideline for future library planning
and activities but contains information that will be of
value to many city departments and agencies.

I think that the Board of Library Trustees, the dedicated
library staff, and you can be proud of the job you have done
in providing good library service to Leominster. The people
of our community are most appreciative of the many library
endeavors made on their behalf, and of the above-the-call-of-
duty efforts put forth by the library.

Thank you very much.

Sincerely,

John B. McLaughlin
Mayor

JBMCL/bd

ACKOWLEDGEMENTS

This self-study comes as a result of the training and impetus gained by attending an "Institute on Developing Dynamic Public Library Services Responsive to Community Needs", sponsored by the U.S. Office of Education and the Syracuse University School of Information Studies in September, 1975. I am extremely grateful to both these agencies for creating this wonderful educational opportunity. I am especially indebted to Dan O'Connor of Rutgers and Ruth Patrick and Karen Lally of Syracuse for their organizational and tutorial efforts in putting this experience all together.

Locally, I am very appreciative of all the cooperation I have received from city offices, especially the Planning Department, and the many community agencies, especially the Chamber of Commerce, for their aid in data collection. I also wish to express my thanks to the staff of the Leominster Public Library without whose cooperation, aid, and patience I not only would not have been able to do this study but would not be able to function in general.

A great debt is owed to my fellow institute participants whose knowledge and spirit made this experience a truly unique and rewarding one. I especially would like to thank Charles Moore of the Auburn (Mass.) Public Library and Mark Nesse, Fran Penta, and Barbara Nelson of the Beverly (Mass.) Public Library whose kind words, enthusiasm, and harassment provided great encouragement in starting and completing this study.

Most importantly, I would like to express my appreciation to Roger Greer of Syracuse, who not only initiated and led this training project but who provided me with the opportunity to participate in one of the most satisfying and productive experiences of my life.

James H. Fish
Director,
Leominster Public Library

Chapter I. Introduction

The city of Leominster, Massachusetts, is a rather
unique industrialized community. It has great diversifi-
cation of its population in terms of education, family
income, ethnic backgrounds, and interests. It is a city
with a past but, more importantly, one with a future.

A public library is also unique. There is no other
agency that is geared to meet the vast range of interests
and needs represented in a community. Because of the di-
versities in the community it serves, the task of the
Leominster Public Library is especially difficult. The
library is in a state of flux at present. It has begun
its transition from a "bookbarn" into a more meaningful
public service instrument. It is in need of mapping its
future to ensure efficient development.

Purpose and Scope

The purpose of this study is to help prepare that
map by doing three things: 1. analyzing the community
in some depth to determine the many facets of its existence -
physical, economic, demographic, and social - and their
possible implications for library services; 2. evaluating
present library resources and services to determine, in
general, in what areas the library is meeting the needs
of the community and in what areas improvement should be
considered; and, 3. to lay the foundation for the devel-
opment of short-and long-range goals and objectives that
should be set to ensure that the library is meeting those
community needs.

It is also hoped that this study will be of value to
any library planning or evaluating that might be done at
a later date.

Methodology

Different methodologies were employed for the data
collection, depending on the nature of the required informa-
tion. The community analysis, including population char-
acteristics and development projections, was derived pri-
marily from written sources which included 1970 census'
data and various reports or studies done by or for other
governmental agencies. The census data, in particular,
was analyzed and arranged in such a manner as to be the
most valuable for the purposes of the study.

The library analysis and evaluation was derived from
a combination of comparisons with library standards, data
gathering from various library studies and regular reports,
and random sampling techniques for specific areas of the
library's services. Samples of the book holdings, regis-
tration file, and circulation for both adults and children
were taken. It should be emphasized that these use sam-
ples represented only one loan period, chosen arbitrarily
in keeping with the time frame of the study. Therefore,
the information these samples generated may in no way be
literally generalized for the year. However, these data
are indicative of trends which are important to the con-
text of this study.

Chapter II. Recommendations

In the following chapters of this study, data on the
community of Leominster and its library will be presented
and analyzed. Selected demographic, commercial, and social
characteristics of the community, characteristics that tra-
ditionally bear on library use, will be studied. With
regard to the library, analysis will focus on the organi-
zation, resources, services, and users and on the collections
and services of the library to assess its adequacy in
accordance with accepted standards and its appropriateness
in terms of community needs. The findings of that research,
discussed at length in the report, will be sumarized very
briefly here.

General Conclusions

The city of Leominster has a growing and diversified
population. It is primarily a "blue collar" community with
a relatively low (48.5%) portion of its population 25 years
and older being high school graduates in the 1970 census.
However, the work force is primarily skilled labor.

The library reflects a level of user growth that is
somewhat surprising for this type of community. A high
level of borrower registration (37.3%) and a drastically
increasing circulation rate in recent years display great
community interest in the library.

The facility has several minor problems but, in gen-
eral, is active, attractive, and basically adequate for
immediate needs.

Financial support is, at best, adequate in many areas.
The greatest needs for additional funding rest in critical
personnel needs and the development of more extensive audio-
visual services.

The collections are, in general, adequate. Audio-
visual materials and periodicals need additional attention,
but the book collecgion is shaping up very well and will
probably, with continued adequate funding, reach a degree
of excellence within the next ten years.

Recommendations

> 1. THE BOARD OF TRUSTEES WITH INPUT FROM THE DIRECTOR,
> STAFF, AND, POSSIBLY, THE PUBLIC SHOULD DEVELOP A STATEMENT
> OF GOALS AND OBJECTIVES WHICH WILL BE REVISED PERIODICALLY
> AS THE LIBRARY AND ITS COMMUNITY DEVELOP AND CHANGE.

This recommendation appears first because it is, ul-
timately, the most important. The Board must commit itself
to a philosophy of library service that would indicate a
posture of active community involvement, taking advantage
of the library's uniqueness, or that of passive "bookbarn"
services, focusing almost exclusively on the circulation
of materials, rather than on programs and services.

Being a "bookbarn" will fulfill only part of the com-
munity library needs, and many of the other recommendations
stated below assume a commitment to an active service
philosophy and will help translate that into action.

Once again, it cannot be overemphasized that an ini-
tial establishment of goals and objectives and their sub-
sequent periodic review perhaps each year in advance of
budget preparation is extremely vital to smooth evolution
and continuous progress of the Leominster Public Library
as a public service institution.

> 2. THE LIBRARY SHOULD DEVELOP A PLAN FOR THE AC-
> QUIRING OF ADDITIONAL STAFF POSITIONS, BASED ON INCREASED
> USER DEMANDS AND THE LIBRARY'S OBJECTIVES FOR THE NEXT
> FIVE YEARS, AT LEAST ONE POSITION BEING THAT OF A PRO-
> FESSIONAL LIBRARIAN.

Adequate staffing is, of course, essential for pro-
viding service. At present, the library is providing good
services but has reached a point where they might have to
be reduced qualitatively or quantitatively. Especially
considering the agency's recent development, increasing user
demands, and the considerable potential for serving an even
greater number of the community, this should not be al-
lowed to happen.

> 3. THE LIBRARY SHOULD EXPAND ITS FUNCTION AS AN IN-
> FORMATION CENTER.

Present information services are substantial, but to
meet community needs, the scope and staffing of these ser-
vices should be broadened to the point where the public
may call or visit the library and receive information on
virtually any subject! In addition to the library's

traditional reference function, this would include the library's collection and dissemination of information on city services, organizations, educational opportunities, and general referral service to appropriate community agencies.

> 4. PROGRAMS AND SERVICES FOR SPECIFIC ASPECTS OF THE POPULATION SHOULD BE EXPANDED AS STAFFING ALLOWS, AND MORE STAFFING SHOULD BE OBTAINED TO FULFILL THIS VITAL FUNCTION.

Children's services are exceptionally good but other areas are often neglected or attended to only haphazardly because of personnel restrictions. The library must develop additional services and programs to meet needs of young adults, ethnic groups, veterans, small businessmen, and apartment dwellers for example. These are all significant portions of the community but, at present, receive little in direct services from the library.

> 5. THE LIBRARY'S MATERIALS COLLECTIONS NEED GROWTH WITH NON-BOOK MATERIALS, SUCH AS AUDIO-VISUAL AND PERIODICALS, IN CRITICAL NEED OF ADDITIONAL FUNDING, AND THE BOOK COLLECTION DEVELOPING WELL WITH ADEQUATE FUNDING TO A MINIMUM SIZE OF 108,000 VOLUMES BY THE YEAR 2000.

Collection maintenance through careful section and systematic weeding of obsolete or unused materials is good and should continue, with the end result (assuming adequate funding) being an excellent book collection within ten years. Non-book materials, however, have not been funded as adequately and face serious demand problems that should be corrected as soon as possibe.

> 6. THE LIBRARY SHOULD CONTINUE AND EXPAND CONTACT WITH LOCAL SCHOOL LIBRARIES, STUDY DEMANDS ON THE PUBLIC LIBRARY PRIMARILY BECAUSE OF PRESENT SCHOOL LIBRARY INADEQUACIES, AND WORK CLOSELY WITH THE SCHOOLS TO ENSURE THE MOST EFFICIENT DEVELOPMENT AND USE OF RESOURCES AND SERVICES.

A strong relationship between public and school libraries is very necessary to ensure the best possible library service to the community. Any efficient cooperative effort toward that end should be pursued.

> 7. THE LIBRARY SHOULD BE OPEN SUNDAY AFTERNOONS AT THE EARLIEST POSSIBLE OPPORTUNITY.

Sunday openings have proven to be very effective in many libraries, often producing the period of most heavy public use, because it provides the public an opportunity to use the library at a usually more convenient time. It is important to emphasize, however, that Sunday openings should be funded separately so as not to create even further demands on already heavily-burdened personnel scheduling.

8. A "FRIENDS OF THE LIBRARY" ORGANIZATION SHOULD BE CREATED.

The value of such an organization would focus on financial support for the implementation, continuation, or expansion of library services, programs, facilities, collections, or equipment; aid in generating volunteer help for specific functions and programs, especially in the light of inadequate staffing; and additional political support for helping the library's continued growth.

In conclusion, Leominster is a community with need of and interest in substantial library resources and services, and the Leominster Public Library is an agency that is meeting only part of those demands. The library now stands at a philosophical crossroad: it can remain primarily a "bookbarn" or it can begin taking the necessary steps toward becoming the unique and vital community agency it should be. It would appear to have developed greatly in the last few years but still has a long way to go.

Figure 1. Leominster's General Location   **REGIONAL MAP**

Leominster 40 miles West of Boston

SCALE IN MILES

Chapter III.   The Community.

A.   Physical Characteristics

The city of Leominster (see figure 1) is located in
north central Massachusetts, bordered by Fitchburg and
Lunenburg on the north, Lancaster on the east, Sterling
and Princeton on the south, and Westminster on the west.
It is 42 miles west of Boston and 20 miles north of Wor-
cester, the two largest communities in the state. Leominster,
with a 1970 population of 32,939 is the third largest city
in Worcester County behind Worcester and Fitchburg.

The terrain is that of rolling hills with twelve
distinct hills lining the city's horizon. Elevations
range from approximately 300 feet above sea level in the
east to over 1,000 feet in the west. The city's 28.81
square miles possess soils that are mostly moist and some
sandy loan along the southeast.

B.   Origin

In 1701 ninety men form nearby Lancaster pooled their
money and purchased most of what is now Leominster from the
Nashua Indians. The territory was incorporated as the
town of Leominster in 1740. The first representative to
the Massachusetts legislature was sent in 1774, the same
year that John Chapman, better known as "Johnny Appleseed"
was born in the town.

About 1770 the comb industry, which would prove to be
so important to the community, had rather modest beginnings
in the home of one resident with horn as the material used.
By 1845, there were twenty-four factories engaged in comb
production, and later viscoloid was developed as a horn
substitute by E.I. duPont DeNemours. Leominster thus be-
came known as "the Comb City".

C.   Transportation

The highway system that dissects the city has proven
very valuable to its industrial development. The most
significant highway at this time is Route 2 which runs
east from Boston to the western portion of the state and
across the New York state border. The only other east/west

link across the state is the Massachusetts Turnpike in the southern section of the state. Route 2 also provides relatively easy access to Interstate 495 and Route 128, the beltways around the metropolitan Boston area.

Also important are Routes 12 and 13 which connect the city with New Hampshire in the north and Worcester and other points south, as well as Route 117 which provides another access to Interstate 495.

Of great future significance is the construction of Interstate 190, which has just recently begun in the eastern section of the city. This highway will eventually connect the major arteries of Route 2 and the Massachusetts Turnpike, providing easy and quick access to not only Boston and Worcester but to the other major highway arteries of New England as well. It will also ease much of the congestion in downtown since Route 12 is also Main Street and the present principal connector with Worcester (see traffic flow map, figure 2).[1]

This highway will have great impact on the future of Leominster by stimulating economic growth because of its strategic location, added accessibility, and available land and by easing traffic downtown, thereby promoting a rejuvenation of that business area.

Public transportation in the city is provided primarily by bus lines. There are several bus companies that provide charter or regular passenger service to Worcester, Boston, and connections with any part of the state or country. Locally, the Fitchburg and Leominster Street Railway provides bus service between the two communities and allows easy access to the center of Leominster by the residents of its northern sections.

Also worthy of mention are the over thirty-five established trucking firms in the city which provide service both locally and for long distances and the Fitchburg Municipal Airport located in Leominster and providing small plane rental and charter services.

D. Communications Media

Leominster is in a position to be served directly and indirectly by a variety of media. Local media include "The Fitchburg Sentinel and Leominster Daily Enterprise", "The Evening Gazette", and "Worcester Telegram", daily papers; the "Leominster Tribune" and "The Leominster Re-

Figure 2. Traffic Flow Map

MAP OF LEOMINSTER

Average Daily Traffic Rounded
To Nearest Thousand

view", weekly papers; WLMS, WFGL, WEIM, and WFMP, radio
stations for the Fitchburg-Leominster area; and Montachu-
sett Cable Television. Boston media indirectly serving the
area include radio stations WBZ, WHDH, and WRKO; VHF
television stations WGBH (PBS), WBZ (NBC), WCBV (ABC) and
WNAC (CBS); and UHF television stations WSBK and WLVI.
The Worcester area is also served by UHF station WSMW.

This cross-section of media affords the residents of
Leominster access to a great variety of educational, in-
formational, and recreational programming. They also
provide an excellent network for the dissemination of li-
brary promotional materials. At present, the library gen-
erates a weekly radio program on WLMS, the Leominster sta-
tion, which provides about five minutes of book talks,
library news, and information on the variety of library
services.

E. Organizations

A complete listing of all the civic and fraternal
organizations has never been compiled, but a comparison of
listings maintained by the local paper, the library,
Chamber of Commerce, and the 1975 City Directory reveal
several hundred different associations, clubs, or soc-
ieties. Their purposes are as varied as the amount of
their memberships.

This wide variety of activities can be divided into
the following groups, with examples:

        Business - Chamber of Commerce, Greater Leominster
                Jaycee's, Leominster Business and Profes-
                sional Women's Club;
        Civic and Governmental - League of Women Boters,
                Leominster Taxpayers Association;
        Education - Leominster Teachers Association, Parent-
                Teacher Organization;
        Ethnic - Alliance Francaise Order of the Sons of Italy;
        Fraternal - Fraternal Order of Elks, Loyal Order of
                the Moose;
        Historical - Daughters of the American Revolution,
                Leominster Historical Society;
        Hobby - Hobbycrafters, Leominster Art Association;
        Labor - Amalgamated Clothing Workers of America,
                United Plastic Workers Union;
        Patriotic - American Legion, Disabled American Vet-
                erans, Franco-American Veterans, Italian-
                American Veterans;

Religious - Holy Family Guild, Levine Hannah Chapter
        of Hadassah;
Service - Lion's Club, Leominster Hospital Guild;
Sports - Leominster Sportsman's Association, North
        Leominster Rod and Gun Club.

The youth of the city have a variety of activities
from which to choose, including Boy Scouts, Girl Scouts,
Lassie and Little Leagues, Pop Warner Football, Youth
Hockey League, and 4-H.

The Leominster Public Library attempts to maintain
an organizations file of some of the more active groups
with officers, phone numbers, and meeting places, dates,
and times.

At present, the library provides little direct ser-
vice to these groups beyond access to the regional film
collection and occasional use of the library's meeting
room. There is, however, a great deal of potential for
providing library services to these groups.

F. Religious Agencies

There are a number of religious agencies serving the
spiritual needs of Leominster residents. Sixteen churches
of ten denominations have been established in Leominster
with the most numberous group being that of the Roman
Catholic faith. Most of these agencies have active organ-
izations affiliated with them. The Jewish synagogue also
has a very active congregation. Locations of these agen-
cies can be seen in figure 3. They provide a full-range
of activities for their constituencies, including youth
groups and many recreational and social as well as spir-
itual functions.

G. Economy

The backbone of Leominster's economy is in manu-
facturing where 48.6% of the 1970 working population were
engaged. This compares to only 27.6% for Massachusetts as
a whole.

This manufacturing strength, especially in the plas-
tics industry, is born out by the following list of the
ten largest non-municipal employers in 1975 and their
products:

Figure 3. Location of Religious Agencies

MAP OF LEOMINSTER

K
L
M
N
O
P
Q
R
S
T

STATE FOREST

LIBRARY →

Leominster

3   4   5   6   7   8   9   10
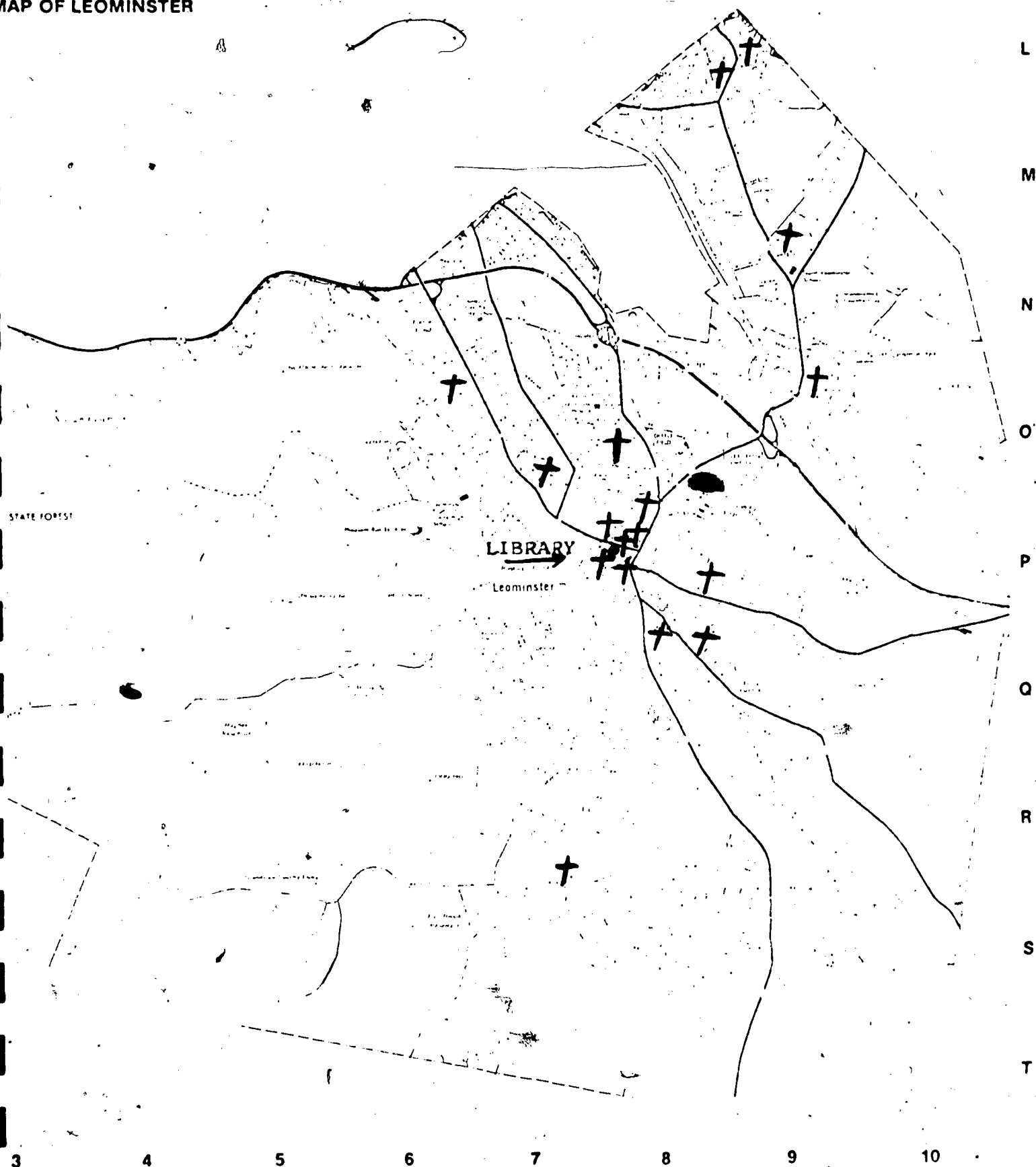
Table 1.   Ten Largest Employers

	Company	No. of Employees	Products
1.	Foster Grant	1550	Plastic products
2.	Leominster Hospital	500	Medical services
3.	Borden Chemical	341	Industrial chemicals
4.	Union Products	225	Plastic flower pots, etc.
5.	DuPont	209	Combs, toothbrushes, etc.
6.	Bay State Products	200	Plastic products
7.	G.S. Carrington	200	Cards, giftwrap, etc.
8.	Charlton Company	185	Living room furniture
9.	Rand Whitney	175	Paper boxes
10.	Tucker Manufacturing	159	Plastic housewares

While the economic picture for the city does not look bright at this time, Leominster's economic history is a strong one, and many factors, including the construction of I-190, available land for industrial or commercial development both in any of the three more developed industrial parks or in other areas, and a pool of skilled labor, lend themselves to some relative strength and growth potential.

H.   Schools

The schools of Leominster are suffering from a distinct case of overcrowding. The total enrollment as of October, 1975 was 7,176, compared to 6,750 in 1970. The school, date of construction, and enrollment figures are shown below and their respective locations shown on figure 4.

Table 2.   Leominster Public Schools

School Name	Construction Date	Enrollment
Johnny Appleseed	1959	402
Bennett	1874	211
Carter Jr. High	1904	296
Fall Brook	1967	994
Gallagher Jr. High	1927	704
George	1896	198
Lancaster	1901	293
Leominster High	1963	1,938
Leominster Trade High	1963	347
Northwest	1956	340
Pierce	1888	194
Priest	1894	227
Southeast	1972	810
Total Enrollment		7,176

Figure 4. Public School Locations

MAP OF LEOMINSTER

● Elementary
▲ Jr. High
■ High School
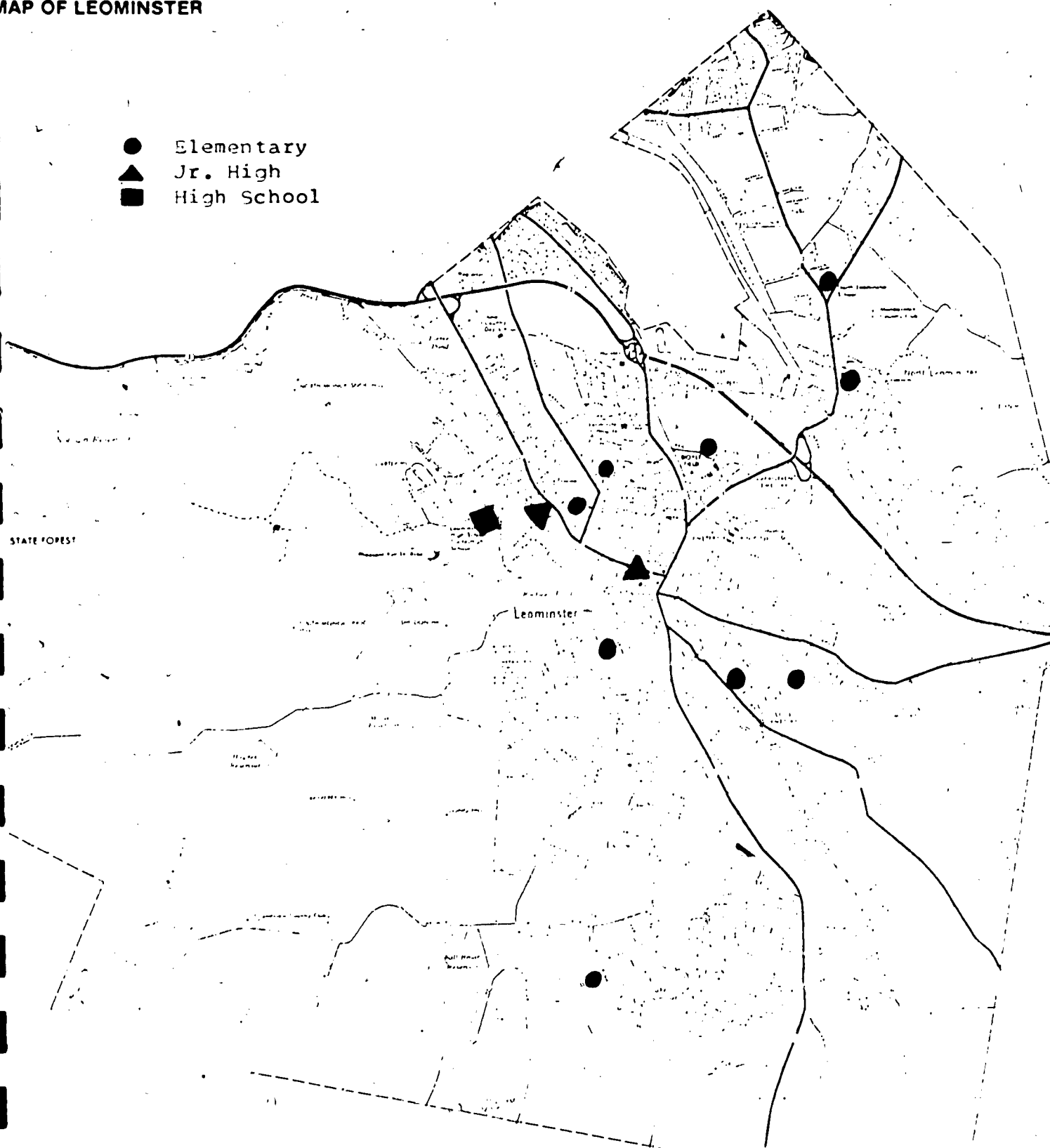
All of the preceding not indicated otherwise are elementary schools with the Carter Junior High housing four sixth grade classes. The city is also served by four elementary parochial schools (Julie Country Day, St. Ann's, St. Cecilia's, and St. Leo's) with a combined enrollment of 1,090.

The enrollments by grade in the public schools are listed below:

Table 3. Public School Enrollments By Grade

Grade	Enrollment
Kindergarten	509
Special	17
I	530
II	486
III	532
IV	552
V	565
VI	561
VII	549
VIII	546
IX	585
X	535
XI	564
XII	556
Post Graduate	31
Total	7,176

The primary problems of the schools rest in the age of many of the buildings and in general overcrowding, which has forced the High School to adopt a double sessions schedule for the past two years. A building program would, of course, provide solutions and is presently being explored, discussed, and debated.

I. Recreation

Many recreational activities are available to Leominster residents. The city contains three golf courses, one skiing area, a bowling alley, four movie theatres, several picnic areas, an amusement park, a YMCA, and many organized league facilities (Little League, etc.).

In addition, the city's very active recreation program, which became full-blown four years ago, maintains

twelve playgrounds, eight tennis courts, fourteen base-
ball or softball diamonds, two summer swimming areas, and
one full-scale athletic field. Through the cooperation
of the School Department, the Recreation Department has
also been able to utilize school facilities for a variety
of indoor and outdoor programs and activities.

Leominster residents, especially with their relative
proximity to Worcester, Boston, and other areas, have a
variety of recreational facilities and activities with
which to use their leisure time.

J. Population Characteristics

Before beginning an analysis of Leominster's popula-
tion, it would be appropriate to profile some of the char-
acteristics of library users. Many studies have been done
to profile library users and non-users. Interestingly
enough, that profile has not changes appreciably since
Berelson's The Library Public of 1949.[3]

From this study and others such as those by Bundy[4]
and Evans[5] that have reaffirmed his findings, it is pos-
sible to state that people who use libraries are likely
to follow these general patterns:

1) more young people than elderly;
2) more highly educated than less educated;
3) more high income than low income;
4) more professional than clerical workers;
5) more housewives;
6) more who live in close proximity to the library.

To determine the applicability of these findings an
indepth analysis of census data is necessary. The city's
official population in 1970 is listed as 32,939. This
is a 17.9% increase over the 1960 total of 27,929.

Population growth for the past 25 years is listed below:

Table 4. Population Growth

Year	Population	Density per sq. mile
1950	24,075	836
1955	24,787	860
1960	27,929	969
1965	29,729	1,032
1970	32,939	1,143
1975	35,331	1,227

The 1975 figure is based upon the city's street list, the most accurate figure at this time.[6] Estimates generated in the early 1970's were for a 1975 population of 37,000 - 38,000. These estimates have not been met for a variety of reasons, including a state ban on construction in the city stemming from the restrictions of the municipal sewer system and a general slump in the area economy, which saw an increase in the unemployment rate from 3.5% in 1970 to 18.3% in August, 1975.[7]

Despite a 7.3% increase in population since the 1970 census was taken, much of the information generated by that study is still valid and reveals a great deal about varying aspects of the community. The following statistical dissection of the city is based on the figures generated by the 1970 census.[8] It covers these areas of concern:

a. Age
b. Educational Attainment
c. Family Income
d. Labor Force Status
e. Major Occupations
f. Major Industries
g. Racial Composition
h. Family Structure
i. Foreign Stock
j. Mother Tongue
k. School Enrollment
l. Veteran Status
m. Mobility of Population
n. Miscellaneous
o. Summary

a. Age. The 1970 population of Leominster can be broken down into the following age categories:

Table 5. Age Composition

Age	Number	% of Total
Under 5	3,003	9.1
5 - 13	6,078	18.5
14 - 18	3,137	9.5
19 - 34	6,899	20.9
35 - 64	10,684	32.4
65 & older	3,138	9.6
	32,939	100.0

37.1% of the population was 18 years old or younger. The percentage of under 5 years old was 9.1, compared to 8.3% for the state. Leominster's 65 or over percentage of 9.6 was slightly lower than the state's 11.2%. Both of these comparisons helped generate a city median age of 28.3 as compared to 29.0 for the state and 29.6 for Worcester County. The city's median age decreased from 30.1 in 1960.

b. Educational Attainment. Of the population 25 years old and over, 31.1% had an elementary school education or less, 48.5% were high school graduates, including 16.3% who had completed some years of college, and 7.9% that were college graduates.

Table 6. Educational Attainment

		Number	Percent
Persons 25 years and over		17,694	100.0
No. school yrs. complete		165	0.9
Elementary:	1 to 7 yrs.	2,881	16.3
	8 years	2,460	13.9
High School:	1 to 3 years	3,609	20.4
	4 years	5,698	32.2
College:	1 to 3 years	1,483	8.4
	4 years	1,398	7.9
Median school years completed		11.8	----

Leominster's percentage of high school graduates was substantially less than that of the state (48.5% vs. 58.4%) as was the median number of years complete (11.8 vs. 12.2). These figures were also less than those for Worcester County as a whole (52.7% and 12.1 respectively). However, these numbers have increased significantly for Leominster since 1960 when only 38.8% of its "over 25" population finished high school and the median for years completed was 10.3. Interestingly enough, Leominster's percentage of college graduates was 7.9% as compared to the state's 6.8%.

In general, the population of Leominster 25 years and over was not well-educated. There were, however, significant variations within the city which will be discussed later.

c. Family Income. The median income for the 8,379 families in 1969 was $10,388 with a distribution that could be characterized as low middle class primarily.

Table 7. Distribution of Family Income

	Number	Percent
All families	8,379	100.0
Less than $3,000	586	7.0
$3,000 - $4,999	509	6.1
$5,000 - $6,999	700	8.4
$7,000 - $9,999	2,154	25.7
$10,000 - $14,999	2,567	30.6
$15,000 - $24,999	1,438	17.2
$25,000 or more	425	5.1

A comparison of Leominster family income with those of the county or the entire state revealed the former fairly consistent with the latter:

Table 8.   Family Income Comparison

Income	Leominster	County	State
Less than $5,000	13.1%	13.4%	13.7%
$5,000 - $7,999	16.2	17.1	15.9
$8,000 - $14,999	48.5	48.5	45.2
$15,000 - $24,999	17.2	17.1	19.6
$25,000 or more	5.0	3.9	5.6
Median family income	$10,388	$10,444	$10,835

Again, there were great differences in income levels throughout the city, and these will be discussed later.

d.   Labor Force Status.   The labor force in Leominster numbered 14,235 individuals (63.6% or all persons 16 years old and over).   Males represented 61.1% of the labor force with females constituting 38.9%.

Table 9.   Labor Force Status - Both Sexes

	Number	Percent
Total, 16 yrs. and over	22,375	100.0
Labor Force	14,235	63.6
Civilian Labor Force	14,077	62.9
Employed	13,578	60.7
Unemployed	499	2.2
Armed Forces	158	0.7
Not in Labor Force	8,140	36.4

Table 10.   Labor Force Status - By Sex

	Number	Percent
Males		
Total, 16 yrs. and over	10,491	100.0%
Labor Force	8,751	83.4
Civilian Labor Force	8,598	82.0
Employed	8,320	79.3
Unemployed	278	2.6
Armed Forces	153	1.5
Not in Labor Force	1,740	16.6

(continued)

Table 10.   Labor Force Status - By Sex (cont.)

	Number	Percent
Females		
Total, 16 yrs. and over	11,884	100.0%
Labor Force - Civilian	5,479	46.1
Employed	5,258	44.2
Unemployed	221	1.9
Not in Civilian Labor Force	6,405	53.9

Of the 13,578 employed persons in the city, 84.5% worked for wages or salary paid by a private company, business, or individual. Another 10.3% worked for local, state, or the federal government. Self-employed persons represented 4.8% of those employed.

Table 11.   Class of Worker

	Number	Percent
Total employed	13,578	100.0%
Private wage or salary	11,479	84.5
Government worker	1,397	10.3
Federal government	379	2.8
State government	181	1.3
Local government	837	6.2
Self-employed worker	655	4.8
Unpaid family worker	47	0.3

e. Major Occupations. The most signigicant occupation (44.5%) for those employed was in the area of skilled work as craftsmen or operators. The remainder of the work force was spread among the other general categories fairly evenly.

Table 12.   Occupations of Employed Persons

	Number	Percent
Total employed	13,578	100.0
Professional, etc.	2,735	20.1
Sales and clerical	2,841	20.4
Skilled workers	6,036	44.5
Laborers, services, etc.	1,966	14.5

The most significant aspect of these figures was the very high percentage of skilled workers (44.5% compared to 30.4% for the state) who were both a cause and effect of

the industrial growth of the city. Approximately 61%
of all employed persons residing in the city worked within
the city.

f. Major Industries. The strongest industrial cate-
gory was manufacturing by a wide margin, followed in order
by wholesale and retail trade, and professional and related
services.

Table 13. Industry of the Employed

	Number	City %	State %
Manufacturing	6,603	48.6	27.6
Wholesale and Retail trade	2,439	18.0	19.0
Professional and Related Services	1,717	12.6	19.4

g. Racial Composition. There were 32,823 white per-
sons living in the city or 99.6% of the total population.
Blacks living in the city in 1970 totalled 87.

h. Family Structure. There were 8,336 families in
the 1970 census. Of these, 91% were headed by a man with
9% headed by a woman.

The average size of families in the city was 3.64 per-
sons as compared with an average of 3.15 for Worcester County
and 3.42 for the state of Massachusetts.

4,886 or 58.3% of these families had children (under
18) living with them. The total number of children was
11,227 or 34.1% of the total population. The average number
of children per family was 1.34.

i. Foreign Stock. 12,551 of the people of Leominster
in 1970 were of foreign stock, i.e. they themselves were
foreign born or were children of foreign born parents.
This total accounted for 38.1% of the population, compared
to 33.3% for the state as a whole, and should have implica-
tions for the planning of library programs and services.

Table 14. Ten Most Prolific Contributors

to the Foreign Stock Population

	Number	Percent
Canada	6,359	50.7
Finland	216	1.7
Germany	369	2.9
Greece	195	1.6
Ireland	622	5.0
Italy	2,540	20.2
Poland	157	1.3
Sweden	104	0.8
USSR	141	1.1
United Kingdom	586	4.7

Canada and Italy alone account for 70.9% or 8,899 of the foreign stock population.

j. Mother Tongue. 37.0% of the population reported that a language other than English was spoken in their homes when they were children. This compared to a 21.1% total for the state and, being such a high percentage, should have an impact on library planning for services and/or programs.

Of 11,800 persons designated as other than English, 7,281 or 61.7% cited French and 2,377 or 20.1% spoke Italian. This correlated with the foreign stock findings with a preponderance of French Canadians and Italians immigrating into the city.

Table 15. Mother Tongue of the Population

	Number	Percent
Total Population	32,939	100.0
English only	20,059	60.9
French	7,281	22.1
German	387	1.2
Hungarian	11	0.0
Italian	2,377	7.2
Polish	154	0.5
Russian	16	0.0
Spanish	499	1.5
Swedish	33	0.1
Yiddish	148	0.4
All Other	894	2.7
Not Reported	1,080	3.3

k. School Enrollment. There were 9,464 persons 3
to 34 years old enrolled in schools that lived in the city.
This includes 733 children in nursery school or kinder-
garten, 5,763 children in grades 1 through 8, and 2,284
in high school. The 684 persons enrolled in college in-
clude only those students who live in the city while at-
tending school.

Table 16. School Enrollment

	Number	Percent
Total Enrolled (3-34 yrs)	9,464	100.0
Nursery & Kindergarten	733	7.7
Elementary, 1-8 yrs.	5,763	60.9
High School, 1-4 yrs.	2,284	24.1
College	684	7.2

l. Veteran Status. Of the 9,772 civilian males 18
years of age and over in the city, 4,835 or 49.7% were
veterans. The table below presents the number of veterans,
classified by periods of service. Veterans with more than
one period of service were classified in the most recent.

Table 17. Veteran Status of Civilian Males

	Number	Percent
Civilian Males, 18 yrs. and over	9,722	100.0
Veterans -	4,835	49.7
Vietnam conflict	643	6.6
Korean War	976	10.0
World War II	2,237	23.0
World War I	222	2.3
Other Service	757	7.8
Non-Veterans	4,887	50.3

m. Mobility of the Population. About 38.7% of the
29,969 persons 5 years and over in the city moved between
1965 and 1970. Of these movers, 61.9% moved within the
same county, and 6.4% moved from a different county within
the state. The remainder of the movers came from states
other than Massachusetts. Of the 1,380 persons who moved
to Leominster during the past five years from other states,
46.1% came from the northeastern states, 19.6% from the
north central, 15.9% from southern, and 18.4% from western
states.

Table 18.   Population Mobility

	Number	Percent
Persons 5 yrs. and over	29,969	100.0
Same house as 1970	18,371	61.3
Different house in the U.S.	9,302	31.0
Same county	7,182	24.0
Different county	2,120	7.1
Same state	740	2.5
Different state	1,380	4.6
Northeast	636	2.1
North Central	271	0.9
South	219	0.7
West	254	0.8
Abroad, and not reported	2,296	7.7

n.   Miscellaneous.   A telephone was available to 9,341 or 93.2% of the 10,019 households in Leominster, and 100.7% had a television.

An automobile was available to 8,551 or 85.3% of the households. Only one automobile was available to 55.0% of the households while 30.3% had two or more.

Table 19.   Autos Available for the City

	Number	Percent
All occupied units	10,019	100.0
1 Automobile	5,512	55.0
2 Automobiles	2,562	25.6
3 Automobiles (or more)	477	4.8
None	1,468	14.7

o.   Summary of Population Characteristics.   There existed in the population data a great diversity among different areas of the city. These deserve additional attention and will be discussed below.

As a whole, however, several generalizations can be made concerning Leominster. In general, the population has less education than the state as a whole both in median number of school years completed and in the percentage of high school graduates, this despite the fact that the city had a higher percentage of college graduates than the state. It should be pointed out, however, that the education level had increased substantially from the 1960 census.

Leominster also had a very high percentage (44.5%) of its workers classified as "skilled" and with almost half of those working engaged in some aspect of manufacturing (almost twice that of the state percentage) and a significantly smaller than state average figure engaged in professional and related activities. This contributed to a median family income that was below the state level with a heavy concentaation in the low middle class area.

The city also had some relatively easily defined significant groups (e.g. ethnic and veterans), for which the library could consider special programs and/or services.

Agewise, the city was slightly younger than the state, due partly to larger percentages under five years old and smaller ones 65 and over, putting added pressure for strong services to children and young adults, both immediately and in the forseeable future.

In general, Leominster could be characterized as a blue collar manufacturing community with pockets of well-educated, relatively high income families in many areas of the city.

K. Census Tract Profiles. Because of the diversity in the people that live within the different areas of the city, a general look at the city should be supplemented by a specific analysis of data by census tract. Leominster for the 1970 census was divided into seven tracts (see figure 5), a tract being an arbitrarily determined group of numbers of persons set up by geography and some degree of homogeneity.

The seven tracts and their population are listed below.

Table 20. Census Tract Population

Tract No.	Population	% of Population
7091	989	3.0
7092	10,723	32.6
7093	715	2.2
7094	5,776	17.5
7095	5,045	15.3
7096	1,708	5.2
7097	7,983	24.2
TOTALS	32,939	100.0

MAP OF LEOMINSTER

Figure 5. Census Tract Map

7095

7097 7096

7091

STATE FOREST

LIBRARY
Leominster

7093

7094

7092

K
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O
P
Q
R
S
T

4   5   6   7   8   9   10
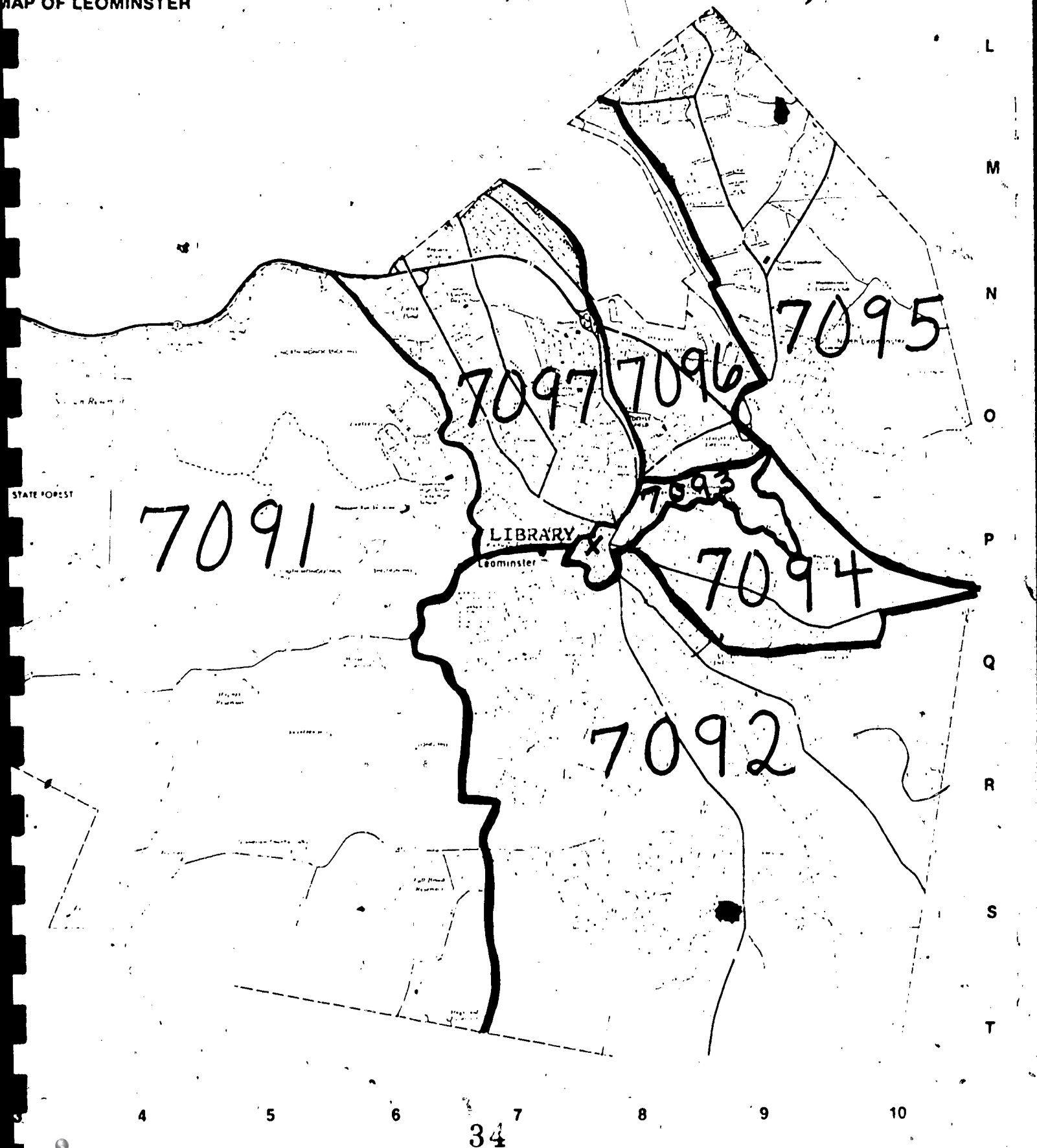
A very substantial knowledge of the characteristics of the people of each tract can be obtained by a careful examination of the data presented in Tables 21 - 27, compiled from the 1970 census data.

A summary of the characteristics of each tract are listed below:

a. <u>Tract 7091</u> with a population of 989 as represented by 208 families was located in the eastern section of the city. It had the lowest population density, and it is in this area that much of the city's future growth will take place. It had by far the highest median family annual income ($15,455) with 0% of its families under $5,000 and 19.6% of them more than $25,000. This area also had the highest percentage (39.4) of its population under 18 years old and the highest number of children per family. It also had a substantially higher percentage (37.8) of its work force in the professional and managerial category.

b. <u>Tract 7092</u> was the largest in population (10,723) and is located in the southern sector of the city. Its most distinguishing characteristic is that of its recent growth, especially in apartment construction in the early 1970's. The area is certainly in a state of flux but as of 1970 it was slightly below the city median in such categories as education and income. This is certainly an area that should be studied at a later date with additional statistical input.

c. <u>Tract 7093</u> was the smallest both in population and area and included much of the city's downtown area. In general, this tract was characterized by less education, lower income, fewer children, and older residents. Its 9.2 median years of school completed was next to last in the city, and its 25.3% high school graduation was the lowest figure. In addition, the area had only eight college graduates (1.4% of the 25 and over population). This lack of education probably resulted in the lowest family income median ($8,036 compared to a city wide $10,388) in Leominster. 26.5% of the families had less than $5,000 annual incomes and no family had $25,000 or more. The tract's percentage (19.3) of population under 18 years old was dramatically lower than any other area as was its .95 children per family. In addition, its 21.8% of its residents which were 65 years and older was almost twice that of any other tract. The same held true for percentage of those widowed (18.2%) and those divorced (8.1% or almost three times the next highest percentage)

Table 21. Age Composition by Census Tract

Age	7091	7092	7093	7094	7095	7096	7097	City
Under 5	77	1104	44	580	443	164	591	3003
%	7.7%	10.3%	6.2%	10.0%	8.8%	9.6%	7.4%	9.1%
5 - 13	229	2090	65	1032	989	320	1353	6078
%	23.2%	19.5%	9.1%	17.%	19.6%	18.7%	16.9%	18.5%
14 - 18	127	942	51	510	550	156	801	3137
%	12.8%	8.8%	7.1%	8.8%	10.9%	9.1%	10.0%	9.5%
19 - 34	156	2438	129	1442	874	341	1519	6899
%	15.8%	22.7%	18.0%	25.0%	17.3%	20.0%	19.0%	20.9%
35 - 64	338	3325	270	1668	1787	543	2753	10,684
%	24.2%	31.0%	37.8%	28.9%	35.4%	31.8%	34.5%	32.4%
65 & Over	62	824	156	544	402	184	966	3138
%	6.3%	7.7%	21.8%	9.4%	8.0%	10.8%	21.1%	9.6%
TOTALS	989	10,723	715	5776	5045	1708	7983	32,939

Table 22.   Median Family Income by Census Tract

Family Income	7091	7092	7093	7094	7095	7096	7097	City
Less than $5,000	--	331	41	301	88	54	280	1095
%	--	11.9%	26.5%	19.5%	7.1%	13.8%	13.6%	13.1%
$5000 - $7999	25	519	36	302	119	71	282	1354
%	12.0%	18.7%	23.2%	19.6%	9.5%	18.1%	13.7%	16.2%
$8000 - 14,999	76	1415	49	758	612	238	914	4062
%	36.6%	51.0%	31.6%	49.2%	49.0%	60.7%	44.4%	48.5%
$15,000 - 24999	66	447	29	141	294	21	440	1438
%	31.8%	16.1%	18.7%	9.1%	23.6%	5.3%	21.4%	17.2%
$25,000 - 49999	30	60	--	32	114	8	99	343
%	14.4%	2.2%	--	2.1%	9.1%	2.0%	4.8%	4.1%
$50,000 +	11	5	--	8	21	--	42	87
%	5.2%	.2%	--	.5%	1.7%	--	2.0%	1.0%
Median Family Income	$15,455	$9,979	$8,036	$8,982	$12,500	$9,067	$11,422	$10,388
Total Families	208	2777	155	1452	1248	392	2057	8399

Table 23. Occupation By Census Tract

Occupation	7091	7092	7093	7094	7095	7096	7097	City
Professional, Technical, Managerial, etc.	142	751	24	237	593	113	875	2735
%	37.8%	16.6%	7.9%	9.9%	29.1%	16.2%	26.9%	20.1%
Sales & Clerical	96	863	36	355	526	154	811	2841
%	25.5%	19.1%	11.8%	14.9%	25.9%	22.1%	24.9%	20.9%
Skilled Workers	84	2259	165	1479	657	322	1070	6036
%	22.3%	49.9%	54.3%	62.1%	32.3%	46.2%	32.8%	44.5%
Laborers, Services, etc.	54	654	79	312	258	108	501	1966
%	14.4%	14.4%	26.0%	13.1%	12.7%	15.5%	15.4%	14.5%
Total employed	376	4527	304	2383	2034	697	3257	13,578

Table 24. Major Industries of the Employed by Census Tract

Industry	7091	7092	7093	7094	7095	7096	7097	City
Manufacturing	135	2345	135	1437	899	328	1324	6603
%	35.9%	51.8%	44.4%	60.3%	44.2%	47.1%	40.7%	48.6%
Wholesale & Retail Trade	105	744	52	294	434	119	691	2439
%	27.9%	16.5%	17.1%	12.4%	21.3%	17.1%	21.3%	18.0%
Professional & Related Services	88	511	39	148	306	96	529	1717
%	23.4%	11.3%	12.8%	6.2%	15.0%	13.2%	16.2%	12.6%
TOTAL EMPLOYED	376	4527	304	2383	2034	697	3257	13,578

Table 25. Family Structure by Census Tract

Category	7091	7092	7093	7094	7095	7096	7097	City
Total pop.	984	10,723	715	5776	5045	1708	7983	32,939
Persons per household	3.88	3.36	1.96	3.12	3.51	3.41	3.09	3.64
# of families	233	2,726	145	1520	1264	407	2041	8336
# of children*	390	3828	138	1963	1838	562	2508	11,227
%	29.4%	35.7%	19.3%	34.0%	36.4%	32.9%	31.4%	34.1%
Children per family overall	1.67	1.40	.95	1.29	1.45	1.38	1.23	1.34
Children per family having children	2.64	2.38	2.26	2.26	2.43	2.61	2.38	2.38

*under 18 years of age

Table 26. Marital Status by Census Tract

Status of persons 14 yrs. & older	7091	7092	7093	7094	7095	7096	7097	City
Single	196	1755	173	1075	867	335	1527	5928
%	28.7%	23.3%	38.6%	25.9%	24.0%	27.3%	25.3%	24.8%
Married	440	5123	274	2707	2446	754	3819	15,543
%	64.5%	68.0%	45.2%	65.0%	67.7%	61.6%	63.2%	65.2%
Widowed	37	493	110	279	262	101	555	1837
%	5.4%	6.5%	18.2%	6.7%	7.3%	8.2%	9.2%	7.7%
Divorced	10	158	49	103	38	34	138	530
%	1.4%	2.1%	8.1%	2.5%	1.0%	2.8%	2.3%	2.2%
TOTAL - 14 yrs.& older	683	7529	606	4164	3613	1224	6039	23,858

Table 27. Educational Attainment by Census Tract

Yrs. of School Completed*	7091	7092	7093	7094	7095	7096	7097	City
None	--	70	--	20	10	11	54	165
%	--	1.2%	--	.7%	.4%	1.2%	1.2%	.9%
Elementary	42	1817	265	1396	309	325	987	5341
%	8.9%	32.2%	47.8%	48.2%	18.8%	36.1%	21.9%	30.2%
High school	274	3121	240	1343	1556	437	2336	9307
%	58.0%	55.3%	43.3%	46.3%	57.4%	48.6%	51.8%	52.6%
College	156	638	49	140	635	127	1136	2881
%	33.1%	11.3%	8.8%	4.8%	23.4%	14.1%	25.2%	16.3%
Total Population 25 yrs. & older	472	5646	554	2899	2710	900	4513	17,694
Median School Yrs. Completed	12.6	11.2	9.2	9.1	12.3	10.6	12.3	11.8
% of High Sch. Graduates	77.5%	44.1%	25.3%	26.4%	62.3%	39.1%	61.6%	48.5%

* At least some completed in each category

Track 7093 also had the highest percentage (47.2%) of people not in the work force and showed a much higher figure (26.0%) of its population classified in the area of laborers.

All these figures lend themselves to the conclusion that many of the residents were retired and/or living on fixed incomes, often alone.

d. <u>Tract 7094</u> with a population of 5,776 also centrally located to the downtown. It also was characterized by low education with the lowest (9.1) median school years completed and a very low (26.4%) high school graduates. 48.2% of the population 25 and over had for their schooling at best an elementary school education. Only 1.7% of that group were college graduates.

Median family income was low at $8,932, with 19.5% of the families in the less-than-$5,000 category. 60.3% of the workers were in the manufacturing category with 62.1% of the workers classified as skilled. Both these figures were substantially higher than those for other tracts. The figure for professional and related services, however, was only 6.2%, substantially lower than any other tract.

e. <u>Tract 7095</u> was the area of 5,045 persons, known as "North Leominster", which had its own identity years ago but is now an area in which much developing has been done so that the historic boundaries are minimal today. This tract was similar to #7091 in that it also had indicators of better educational and income levels. The median years of school completed was 12.3 with 62.3% high school and 14.2% college graduates - all figures second only to #7091. Median family income was $12,500 with 9.1% of the families having income of $25,000 or more. 29.1% of the workers were classified as professional or managerial while only 12.7% (lowest in the city) were laborers. In most other respects this tract was similar to city medians.

f. <u>Tract 7096</u> was an area of 1,708 persons located in the north central section of the city. Its median school years completed of 10.6 and percentage of high school graduates of 39.1% were both significantly below city-wide figures, as was its median family income of $9,067. Beyond these differences and a city high percentage of 60.7% of its families in the $8,000 - $14,999 income and only 2% in the $25,000 plus category this tract was otherwise fairly consistent with the overall city profile.

g. <u>Tract 7097</u> was located in the north central area also and had the second largest population at 7,983. It ranked third in the important categories of high school graduates (61.6%), college graduates (11.9%), and family income ($11,422) and tied for second with 12.3 median school years completed.

The diversity of its population was reflected in the fact that it had the highest number of college graduates (539) and families (42) with $50,000 plus income while containing 32.7% of the city's population with no education and having a higher percentage than the city of its families under the $5,000 annual income level. In addition, its relatively high figure (26.9%) of persons classified as professional or managerial was offset by an also relatively high (15.4%) figure for those engaged as laborers.

h. <u>Summary of Tracts</u>. It is interesting to note that three tracts (7091, 7095, and 7097) were consistently higher than the others in many categories with tendencies toward better education, higher family income, and more white collar occupations. Tracts 7093 and 7094 are characterized by lower educational and income levels and, especially 7093, displayed some unique characteristics. Tracts 7092 and 7096 were closer to being "typical" of the city than the others.

L. <u>Population Growth</u>. It is anticipated that despite declining birth rates, the population of the city will continue to grow.

Table 28. Population Projections

Year	Population	% Increase
1975	35,331	---
1980	39,786[10]	12.6
2000	54,207[11]	53.4

This growth will, of course, depend on many factors, including continued economic growth and residential land availability.

What this growth means for the city depends, to a large extent, on where it takes place and what type of housing is involved. Much of the population growth of the early 1970's caused and was caused by the construction of a large number of apartment buildings. The table below shows a comparison of apartment and single family construction in that period as reflected by building permits issued:

Table 29. Housing Construction[12]

Year	Single Family	Apartments
1969	90	71
1970	87	117
1971	137	1,083
1972	104	509
1973	103	150
TOTALS	521	1,930

Figure 6 reflects the relative stability of the annual construction of single family homes from 1960-1972. while the same period saw dramatic increases in apartment construction from 1970-1972[13].

This growth is important for many reasons. First, it took place in the areas covered primarily by 1970 census tracts 7092 and 7095 and will have appropriate impact on the city, in general, and those areas in particular.
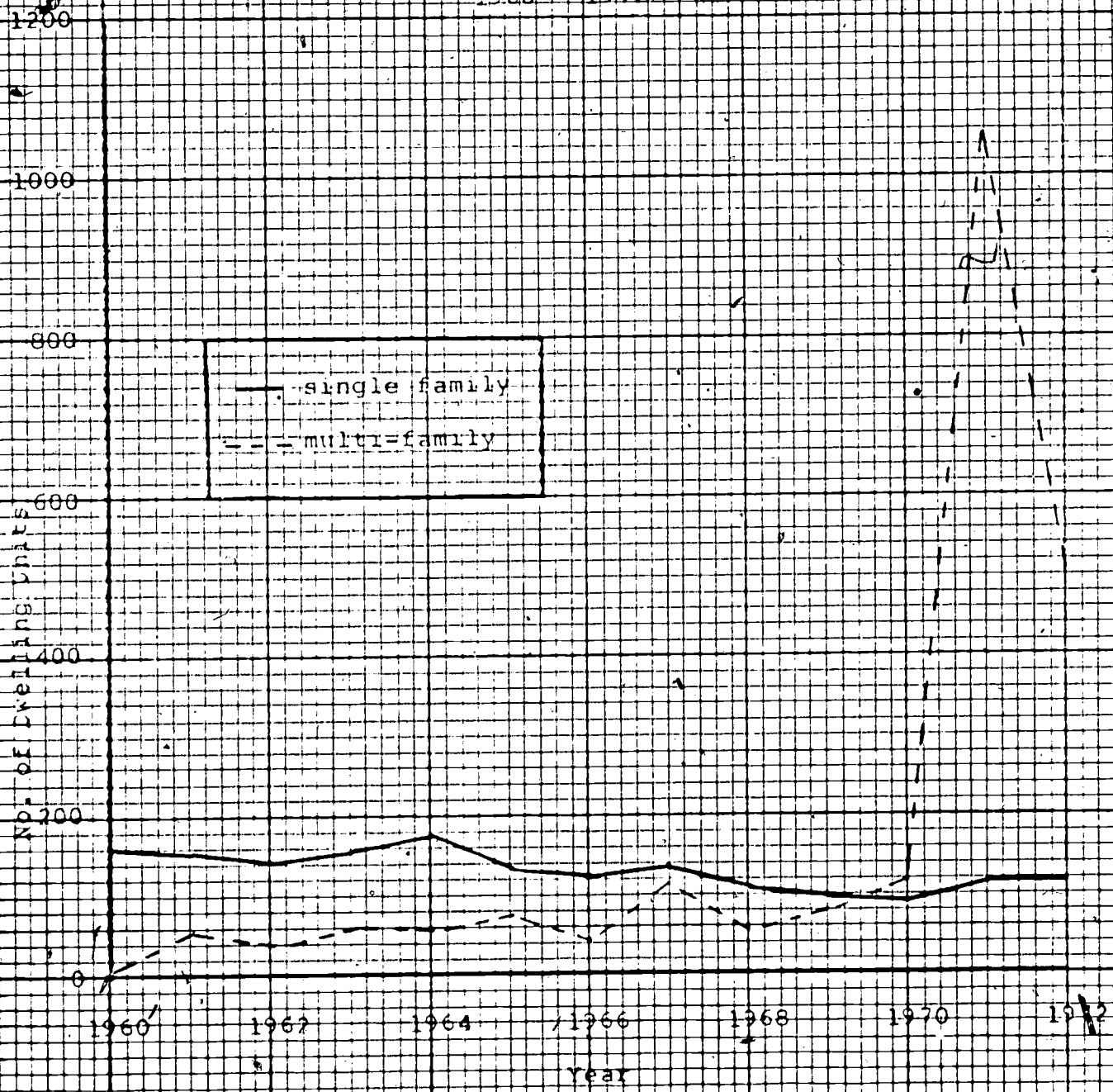
Second, the profile of apartment dwellers as opposed to single family home dwellers is necessary before assessing the impact of these individuals on the library or other city services. These characteristics are taken from the "Housing Impact Study" by city Planning Director Rizzo and show that, among other things, apartment dwellers are generally young adults, probably single or newly-married with a median age of 27 years.[14] Single family homes, however, tend to attract an average age of 39 years for head of household and more established families with higher than median city incomes as opposed to those in apartments with income lower than the city median.

In addition, the apartments tend to attract "white collar" residents as opposed to "blue collar" residents for houses. A significant statistic is that only 26% of the apartment dwellers surveyed by Rizzo lived in the city prior to their new residence while 61% of the single family home people lived in Leominster prior to their new addresses.[15]

Also important, apartment residents tend not to be as involved in the community as single family homeowners. Voter registration and organizational participation tend to lag behind that of the rest of the city.

This profile would indicate that Leominster's apartment dwellers as a group present an interesting area of concern for library services. The attention that should be paid this group becomes even more critical when Leominster's population continues to expand and much of that growth comes from additional apartment dwellers.

FIGURE 6.

BUILDING ACTIVITY
IN
LEOMINSTER*
1960 - 1972

No. of Dwelling Units

single family

multi-family

1200

1000

800

600

400

200

0

1960   1962   1964   1966   1968   1970   1972

Year

* Prepared by Planning Board, 12/72, based on building permits

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4 Bundy, Mary Lee. Metropolitan Public Library Users.
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   Use. Labraries Unlimited, Inc., Littleton, Colorado,
   1970, pp. 13-21.

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7 Division of Employment Security. "Massachusetts Trends
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   Director William J. Rizzo to the Junior High School
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10 Curran Associates. "Water Supply and Wastewater: the
   Regional Plan", August, 1973.

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14 Ibid. p.8.

15 Ibid. p. 10.

Chapter IV.   Library Resources

Introduction

Any attempts at planning library services must begin
with a basic understanding of current library resources.
A comprehensive program of data collection was developed
and implemented to provide information about the resources.
Information obtained on the following aspects of the library's
resources is presented in this chapter:

a)   origin and development
b)   organization and administration
c)   personnel
d)   financial support
e)   facilities
f)   relationship with other libraries
g)   collections

a.   Origin and Development

The library is able to trace its origin from 1763
when approximately 100 books were collected from among
the 743 residents and were housed in a pine wood case
kept in Reverend Francis Gardner's study.[1] The materials
belonged to the Leominster Social Library.

Almost 100 years later on May 5, 1856, a vote of the
town meeting established the Leominster Public Library, and
on June 9, 1856 Mr. Francis Tinker was appointed its first
librarian.[2] The library existed on the funds appropriated
by the town for the purchase of books and rent of the var-
ious locations used to house them until April, 1910 when the
present library building was constructed at a total cost of
63,763.90.[3] $27,500 of this amount came from the Carnegie
Foundation. The building of 12,750 square feet reflects
the period and could be termed as being of the "Carnegie"
style.

In 1966 an addition of 10,000 square feet was opened
and today houses most of the direct public service areas
of the library. The original building is now used primar-
ily for children's services and behind-the-scenes techni-
cal and administrative responsibilities.

b. Organization and Administration

The city ordinances provide for the establishment of the public library department under the charge of a board of trustees consisting of six persons who are appointed by the mayor and subject to city council confirmation and who serve without compensation.[4]

From their own membership the board chooses by ballot a chairman and a secretary. Regularly scheduled meetings are held monthly, the date and hour of which are set by the board at its February organizational meeting.

The powers and duties of the board are summed up by Section 2-50 of the Revised Ordinances which states that "the board shall have the custody and management of the library and reading room and property owned by the city relating thereto, and may expend for library purposes such money as the city council may appropriate."[5]

The "General Policies of the Board of Trustees" adopted in September, 1975 further defines the purpose of the board as "the governing body of the library to ensure that the latter fulfills its responsibilities to provide effective services to meet the informational, educationa, and recreational needs of the community" and representing "the community as a whole in setting goals and objectives to meet these needs and in obtaining adequate facilities, staffing, and funding to implement the necessary programs and services".[6]

The "General Policies" also make a clear definition of the responsibilities of the board and of those of the library director. Simplistically, the board's functions focus on the general setting of community library objectives and policy making to meet those objectives while the director's responsibilities focus on providing input into the board's decisions and then implementing them. This arrangement has produced a very healthy situation in which an active directorship supervises all library operations under the ultimate authority of the board.

The library possesses a good job description file which is updated at least annually. Also reviewed annually are the library's personnel policies, which include staff selection, separations from service, and the working conditions (work weeks, vacations, sick leave, etc.) of the agency.

The primary lacks of the library organization appear
to be that of no written statement of clear and specific
objectives and no step-by-step plan for the future growth
and development of the library.

Although the city ordinances and the "General Pol-
icies" of the board do not identify a specific set of ob-
jectives for the library, they do provide an organizational
base for this next important step. The identification,
articulation, and ratification of objectives is an extremely
difficult process if it is carried beyond the level of
general platitude. However, before specific policy state-
ments can be developed, it is essential that the library
board and staff, possibly, in cooperation with a citizens
advisory group; articulate and approve a statement of
objectives for the library. This means, for example, spec-
ifying the extent to which the library will attempt to serve
the information needs of the community; that is, is it the
objective of the library to limit its services to that of
a book lending agency, or will it attempt to include ad-
ditional general services or services to specific groups
and, if so, to what extent?

This process must include a realistic assessment of
the present and future financial resources available to
achieve these objectives. Once objectives or goals have
been established, the organization or resources (finances,
staff, facilities, etc.) to achieve these aims will natur-
ally follow. As this is done, specific policy statements
regarding allocation of resources for desired effects can
be developed, administered, monitored, and adjusted.

However, this should be done since the service areas
of the library have evolved somewhat piecemeal rather than
through a consolidated, well-thought out plan of public
service.

c. Personnel

At present, the permanent salaried library staff consists of three professionals (Master's degree in Library Science); six pre-professionals (four with Bachelor Degree's and two with considerable library experience); five clerical staff; one half-time secretary; and one full-time custodian. Part-time help includes a college graduate working primarily in the Children's Room, a clerical person at the Circulation Desk, four high school pages, and a college student. In terms of full-time non-custodian personnel and full-time equivalents from pert-time·help, the staff totals 17 persons.

This number has proven totally inadequate in light of an ever-increasing workload. Except for the recent permanent retention of two previous Comprehensive Employment and Training Act positions, the library has established only one new full-time staff position since 1967 and that was the upgrading of a permanent part-time position. Even with these new positions, the library's lack of adequate numbers of personnel remains a problem. A recent study done by the library director based on comparisons with other libraries serving communities used for comparisons by the city's Personnel Board revealed that the Leominster Public Library staff numbers substantially smaller than those of this group.[7]

Table 30 reflects these communities in order of descending 1970 population.

Table 30.   Study Communities By Population

Rank	Community	Population (1970)
1	Haverhill	46,120
2	Fitchburg	43,343
3	Beverly	38,348
4	Melrose	33,180
5	Leominster	32,939
6	Needham	29,748
7	W. Springfield	28,641
8	Wellesley	28,051
9	Gloucester	27.941
10	Dedham	26,938
11	Danvers	26,151
12	Wakefield	25,402
13	Saugus	25,110
14	Winchester	22,269
15	Gardner	19,748

However, when ranked by the size of their staffs, Leominster moves from fifth in population to eleventh in this category as shown in Table 31.

Table 31. Study Communities by Staff Size

Rank	Community	Full-time and Equivalents
1	Wellesley	58
2	Melrose	38
3	Fitchburg	35
4	Beverly	23
5	Haverhill	23
6	Danvers	22
7	Needham	20
8	Dedham	19
9	Winchester	18
10	Wakefield	17
11	Leominster	17
12	W. Springfield	16
13	Saugus	14
14	Gardner	13
15	Gloucester	13

This point comes into focus even clearer when viewed from the stand point of the average numbers of persons potentially served by each staff member as shown in the following table:

Table 32. Study Communities by Most Persons Served Per Staff Member

Rank	Community	Persons Served Per Staff Member
1	Gloucester	2149
2	Haverhill	2005
3	Leominster	1937
4	Saugus	1794
5	W. Springfield	1779
6	Beverly	1669
7	Gardner	1519
8	Wakefield	1494
9	Needham	1487
10	Dedham	1418
11	Fitchburg	1238
12	Winchester	1237
13	Danvers	1189
14	Melrose	873
15	Wellesley	484

Thus, Leominster, ranked fifth in population, is ranked near the bottom in terms of absolute number of staff and near the top in terms of the most persons to be served by each staff member. In fact, if Leominster were to obtain the median in this last category, it would have to hire five additional full-time personnel.

Another important factor revealed by that study is that Leominster's salary schedule coincides fairly well with the survey salary medians.

Table 33. Survey Salaries Compared with Leominster's

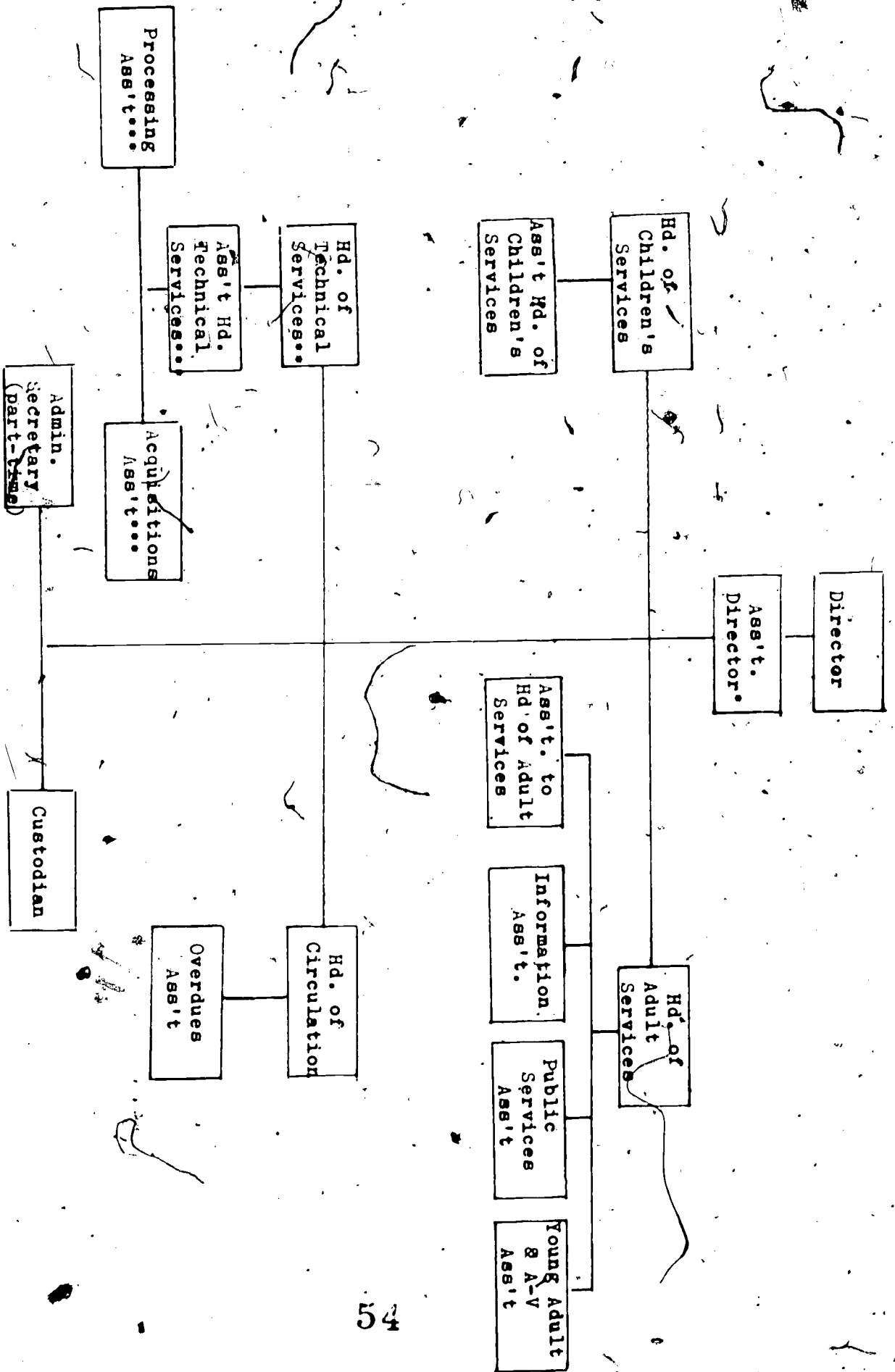| Position	Survey Median		Leominster		Difference	
Director (MLS)	$13,763 –	$16,973	$14,731 –	$17,578	$+968 to	$+605
Ass't. Dir.(MLS)	11,940 –	14,424	11,780 –	14,000	-160 to	-424
Other MLS	10,046 –	12,375	10,675 –	,375	+629 to	0
Pre-Prof. (BS)	9,278 –	10,677	9,670 –	10,925	+392 to	+248
Pre-Prof.	8,492 –	10,072	8,827 –	10,084	+335 to	- 12
Clerical	6,731 –	8,294	6,562 –	8,240	-169 to	- 54

Another aspect of deficiency in personnel is the educational distribution of the staff. At present, there are three professional librarians, four pre-professionals by virtue of their college degrees, two pre-professionals by virtue of some college and many years of experience, and five clerical positions. According to the American Library Association's Minimum Standards for Public Library Systems approximately one-third of the staff would be professional. For Leominster, this would mean almost six professionals instead of three.

An organizational problem is demonstrated by the organization chart (figure 7). The Assistant Director, it is noted, always is also either the Head of Children's Services or the head of Adult Services. This doesn't allow enough professional time to be spent for technical processes, circulation, and especially, adult special services and programming. If the assistant directorship is attached to Children's Services, it then becomes impossible to serve well both the general and specific administrative functions. The position of Head of Adult Services is already too large with responsibilities in collection maintenance, materials selection, supervision, information services, etc. without the added general administrative burden associated with the position of Assistant Director. In fact, although the library has been able to do some programming for adults, this area needs much more attention and is a substantial weakness of the library system.

FIGURE 7   47

LEOMINSTER PUBLIC LIBRARY
ORGANIZATION CHART

Director

Ass't. Director*

Hd. of Children's Services

Ass't Hd. of Children's Services

Processing Ass't***

Hd. of Technical Services**

Ass't Hd. Technical Services***

Acquisitions Ass't***

Admin. Secretary (part-time)

Custodian

Hd. of Adult Services

Ass't. to Hd. of Adult Services

Information Ass't.

Public Services Ass't

Young Adult & A-V Ass't

Hd. of Circulation

Overdues Ass't

* Is also either Head of Children's Services or Head of Adult Services.
** Works for the Head of Adult Services when on Information duty.
*** Works for the Head of Circulation when on Circulation duty.

Therefore, it is recommended that an additional professional position be created so that the heads of Children's Services and Adult Services would then be able to focus on their specialties and an Assistant Director could assume the necessary administrative responsibility and have direct duties in the supervision of technical processes and circulation and the development of meaningful adult programming.

In summary, the personnel situation is the most critical facing the library. Without a good staff in efficient numbers to meet the variety of public needs, the library becomes a "bookbarn", a passive warehouse storing materials rather than an active, vital community service institution meeting a collection of ever-changing public demands. Because of personnel changes and additions, internal reorganization, and a dedicated staff, the library has been able to assimilate growing use to this point and has, in some areas, been able to expand services qualitatively and quantitatively. However, the saturation point has been reached, and the addition of personnel is absolutely critical to library service.

d. Financial Support

The financial resources of the library are generated
primarily by city appropriations against the tax base. In
1974 - '75 city appropriations included $129,885.81 for
salaries and wages, $81,426.07 for regular expenses,
$2,264.50 for capital improvements, and $4,000 in revenue
sharing funds for hourly assistants. The total represents
$217,576.38 or $6.60 per capita, using the 1970 population.
The most recent statewide figures available at this time are
for FY 1975 and show library income for the population group
of 25,000 to 49,999 at median per capita library income
level of $7.60 with a low of $2.19 to a high of 15.76.
Statewide for this group, the ratio of expenditures in the
major categories was salaries 69.0%; materials 17.0%; and
other, 14.0%. Leominster had respective figures of 61%,
22%, and 17%. Since Leominster's expenditure of $1.44 per
capita for materials for this period was nothing extraor-
dinary ($1.38 for the group), it is safe to assume that its
relatively low salary and relatively high materials per-
centages evolve from less emphasis on personnel numbers and
salaries, rather than from more emphasis on building mat-
erials collections.

In fact, this relatively low percentage of the library's
expenditures for salaries is part of a recent trend as
reflected in the following figures:

Table 34. Salary % of Expenditures 1965 - 1975

Year	Total Budget	Salaries	Salary %
'74 - '75	$215,312	$133,886	62.1
'73 - '74(18 mos.)	268,042	167,302	62.4
1972	167,557	104,851	62.6
1971	156,657	104,235	66.5
1970	138,912	89,763	64.6
1965	72,877	51,445	70.6

This trend is further reflective of the critical
staffing needs of the library that were discussed earlier.

Internally, the present fiscal year's budget can be
divided into the categories and amounts shown in the fol-
lowing table.

Table 35. Budget by Program

Program	Amount	%
Adult Services	$90,440	38.5
Circulation	31,509	13.4
Children's Services	35,991	15.3
Technical Services	25,406	10.8
Maintenance	30,063	12.8
Administration	21,654	9.2
	$235,063	100.0

Another perspective of library financial resources can be gained by examining the library budget vs. total city expenditures:

Table 36. Library Spending

Year	Tot. City Payments	Libr. Exp.	% of City
FY '75	$22,160,700	$217,576	0.96
'73-'74(18 mos.)	29,198,408	268,042	0.92
1972	18,665,720	167,557	0.90
1971	18,090,889	156,657	0.87
1970	14,860,072	138,912	0.93
1956	10,825,195	72,872	0.67

As the table indicates, the 1970's have seen significant increases from the 1960's and a relatively stable percentage of city expenditures.

An examination of expenditures for books over a similar period reveals a movement from a position of weakness to one of relative strength.

Table 37. Book Expenditures

Year	Amount
FY75	$39,500
1973	30,900
1970	25,459
1965	11,561

Another source of library income is federal revenue sharing funds. These monies are not appropriated to the library on a regular basis, but the library has benefited from them for specific one-time projects, including land-taking for a parking lot, the installation of same, and several smaller capital improvement projects.

Also worthy of note is trust funds income. The library has over $68,000 in various trust funds. Some of the funds are unrestricted in the use while others allow only their income produced to be used for library purposes. The library's Board of Trustees control these funds and use them only for important projects like a recent renovation of the Children's Room, the initiation of a circulating art print collection, and the establishment of an audio-visual collection for the Children's Room.

Other funds that are theoretically available to the library include a direct state aid grant for public libraries of 37.5 cents per capita or $12,352 annually based on Leominster's 1970 population. To obtain these funds the library must meet some very minimal standards of materials, expenditures, service hours, and qualifications for the library's administrator. While the funds are appropriated for library use, this source of potential additional income is used for tax relief since it is subtracted from the total library allocation and then applied to library expenses.

The library also is the recipient of an occasional Library Services and Construction Act grant for a specific project, such as service to the Leominster Hospital or Spanish Center. These grants have been relatively small ($1500 at most) and center on the purchase of materials since limitations of staff time will not allow for larger, or more active projects.

In summary, the final support of the library has not been outstanding but, in several areas, certainly adequate. The first financial priority should be additional funding for personnel. The continued growth of the materials collections is also very important, particularly in light of weak support just a few years ago. In general, the library is having problems in keeping up with public needs without substantial additional funding.

e. Facilities

As noted earlier, the Leominster Public Library is composed of a 1910 Carnegie-type building of 12,760 square feet with a 1966 addition of 10,000 square feet. The only direct public service areas presently continued in the original building are children's services and a multi-purpose meeting and small program room. The balance of the original building is office space and staff work areas with the original main stack areas being integrated with the newer shelving areas.

The library is located just one block off the center of the city across the street from the city hall, easily accessible but not in the major traffic pattern. A twenty-five car parking lot is adjacent to the rear of the building and is usually adequate for library users. One slight problem is that the lot is approximately 150 feet from the main entrance. A rear door emptying directly into the lot is an emergency exit and can be opened from the outside only with a key. The main entrance is located to the left side of the building, is on ground level, and is about 100 feet from the street. The library's location is marked by a plaque mounted in a setting of small boulders but difficult to see from the street and an attractive wooden sign stating library hours and hanging high above parked cars and easily seen by vehicle and pedestrian traffic is mounted in the front lawn of the library.

Other external factors include an excellent architectural blending of the original building and the addition which are not strikingly different in outward appearance for the casual observer, a book drop for after hours' return of library materials, and a good impression of well-lit library activity since the front entrance and its stairwell leading to the second floor are almost all glass and, therefore, present a good view of what is happening inside.

Internally, the Circulation and Information Desks are conveniently placed and immediately noticeable upon entering, as is the card catalog. Simple but effective signs hang from the ceiling to designate major areas or services including periodicals, fiction, records, reference, pamphlet file, and listening station. Other activities located in this area include several paperback racks, new books shelving, large-type books, a copy machine, a suggestion book, known as "Peoplespeak" where the public can make comments or suggestions and read the answers made by library staff, and, of course, rest rooms and a water fountain.

Obviously, this area is very busy, and while the noise is attempted to be kept at a comfortable level for all, the great amount of traffic, phones ringing, etc. prevent this from being a very quiet study area.

That responsibility is maintained on the floor directly above that of the main entrance. Like its first floor counter-part, this second floor is a very open, rectangular-like structure with its floor carpeted and walls painted attractively. They are both well-lighted and have large windows along two walls. The second floor has two primary purposes: shelving for most of the non-fiction collection and providing a quieter study area. There is an Information Desk, manned during busy periods, as well as a water fountain and rest rooms. The library's microfilm collection and equipment is located on this floor also. Recently, the library has set up a small young adult area on this floor. It contains both hardcover and paperback books, periodicals, games, etc. designed to appeal to that age group. Surprisingly enough, this area has caused very few conflicts with the quieter study aspect of the balance of the floor.

Completing these major areas are the stack areas. Of course, bookstacks are located in more open space on both floors, but there are also two areas containing only stacks and floor stack area is on the same level as the second floor. The stacks on the first floor, however, are half a floor above the remainder of that floor. This situation arose because these stack areas (and a third beneath them used for magazine, newspaper, and local history storage) are part of the original building coordinated with the addition.

This situation has advantage of all available space but also confuses an occasional member of the public because to go from the card catalog to the second floor proper where much of the non-fiction is located requires one to go up a short stairway through one stack area to another stairway and then through the second floor stack area. The alternative to this route is to go up the stairwell near the front door. In either case, there is no direct route to the second floor and despite maps and directional signs, people sometimes get confused. The direct exit from the second floor down the stairs and out the front door without having to go by the main Circulation Desk also lends itself to book theft.

The only public service area in the three floors of the original building is the Children's Room. The transition of this area from being bland and rather dormat into

a colorful, vibrant, and highly successful Children's Room is worthy of a study of its own. Suffice it to say here that within less than a year and a half all available space has been utilized very efficiently despite some severe physical limitations like support columns being in the way, etc. The room is carpeted, set-up well, and has a small audio-visual room contained in it.

The most serious problems facing the Children's Room is that its potential for future growth is virtually nonexistent. The only possibilities would be minor ones such as the removal of the room's separate circulation desk to gain a few more square feet. The growth of the children's book collection will also be in jeopardy in the not-too-distant future.

The other floors of the original building contain staff work areas on the basement floor and offices and a conference room around the balcony on the third floor. The offices are without carpeting, drapes, or partitions separating areas. The meeting room, which seats about fifty persons, is the only available space for library programs and is also used for meetings of various community organizations.

The building has an elevator which stops at every floor or "half-floor" and is used only by staff members.

In general, shelving in the adult section, both in terms of linear feet and general area, appears adequate for immediate needs. Despite the need to continue increasing the book expenditures and, therefore, needing more space for these additional titles, a combination of some available space and a constant upgrading of the book collection through weeding will postpone the need for additional shelving for probably three years. At that time, the most logical method for absorbing the collection growth would be to begin adding taller bookstacks on the second floor. This would result in the slight loss of some sitting area, but that would not be critical for some time.

There are some shelving problems, however, in more specific areas, e.g. oversize, and reference materials are in need of some rearranging to generate more shelving space.

Another slight problem is the size of the meeting room which will not allow for an adult gathering of more than about fifty people. This hampers programming and community use. A small auditorium seating 200-300 would be ideal but not critical at this time.

Also a problem is not having a local history and gen-
ealogy room where old and rare materials can be kept under
good climate controls. Presently, these materials are stored
in the basement stack area, which because of the lack of
air flow is often over-heated.

The most critical facility problem at present is the
children's Room. There is no room left for expansion and
even the possibility of having to add one bookstack in the
not-too-distant future will precipitate a minor crisis in
room rearrangement.

These problems taken individually or collectively are
not enough to justify even the initial planning stages for
a possible addition at this time. Whether the pressures
from increasing collections and public demands would soon
force the consideration of any sort of building program re-
mains to be answered in the next several years of the li-
brary's growth. In general, however, the facility is func-
tional, pleasant, efficiently set-up, and adequate for at
least the next five years.

f. Relationship with other libraries

The Leominster Public Library has a formal direct
relationship with 68 other public libraries through the
state-funded Central Massachusetts Regional Library System.
Films, inter-library loans, free reciprocal borrowing pri-
vileges for non-residents, and telephone reference service
are among the benefits of membership. The libraries of
Fitchburg and Worcester are included in the system, thereby
allowing relatively easy geographic access to their resources
by Leominster residents directly. Leominster also benefits
from Worcester's membership in the Worcester Consortium, a
cooperative alliance including Holy Cross, Clark, Worcester
State, U. Mass. Medical, and other academic and special
libraries, and from the Boston Public Library's role of
"library of last recourse" in the state. Thus, resources
from all types of libraries from many sections not only of
the state but of the nation became available to Leominster.
Last year 326 inter-library loan requests were filled by
other libraries, and the library borrowed 856 films that
were viewed by a total audience of 47,003.

Intra-city cooperation is less formal and, at this time,
less tangible in its benefits for public library users.
School libraries in Leominster are, in general, poorly de-
veloped. The Leominster High School, South East Elementary,
and Fall Brook Elementary have the best-developed library
facilities. The other schools are attempting to establish
the best possible library facilities but are forced to use
converted closets and hallways. This situation has come about
primarily because of crowded conditions that have not allowed
the space for library development and because of the age
of many of the schools, built before the importance of
school libraries was realized.

Communication between school librarians and the public
library is good. The latter is represented at the monthly
meetings of the former. While the activities between the
types of libraries has been restricted thus far to sharing
information, such as the development of a union list of
serials, the potential and interest is available for other
cooperative activities.

There are seven school librarians in the school system.
Four of these have MLS degrees while the others have librar-
ian's certification from the Board of Education. The type
of service the school children receive depends, to a large
extent, on the age of the building. Most of the elementary
schools are without full-fledged library facilities and are

open only the one day a week that the librarian is there
or whenever volunteer mothers are available. Because of the
lack of space the amount and variety of materials available
at many of these facilities are very lacking.

There can be little doubt that the under-development
of meaningful school library facilities and related service
has put an added burden on the public library. How much of
a burden and what that means for the public library should
be studied further.

Table 39. 1974 - 1975 Collection Size Comparison

	Municipality	Collection Size
1.	Haverhill	174,795
2.	Fitchburg	160,369
3.	Wellesley	151,475
4.	Needham	141,600
5.	Dedham	112,601
6.	Melrose	107,171
7.	Beverly	106,991
8.	Winchester	101,101
9.	Wakefield	92,463
10.	Danvers	89,054
11.	W. Springfield	81,054
12.	Leominster	78,724
13.	Saugus	73,572
14.	Gardner	69,908
15.	Gloucester	69,853

Table 40. 1974 - 1975 Volumes Per Capita Comparison

	Municipality	Vols. Per Capita
1.	Wellesley	5.40
2.	Needham	4.76
3.	Winchester	4.54
4.	Dedham	4.18
5.	Haverhill	3.79
6.	Fitchburg	3.70
7.	Wakefield	3.64
8.	Gardner	3.54
9.	Danvers	3.41
10.	Melrose	3.23
11.	Saugus	2.93
12.	W. Springfield	2.83
13.	Beverly	2.79
14.	Gloucester	2.50
15.	Leominster	2.39

Thus, despite Leominster's being fifth in population among these communities, its book collection's size is ranked near or at the bottom. To keep pace with the population projection of 54,207 by the year 2000 the library will have to add at least an average of 1200 titles per year above the 5% accession-withdrawal trade-off. The book collection by that time should be at least 108,414 based on present minimum standards.

66

Qualitatively, the book collection also appears to be gaining in strength. To test the age tendency of the collection a random sample of the library's shelflist was done with a sampling of 375 titles. Their distribution by imprint date and type of material is shown below:

Table 41. Shelflist Sample by Imprint Date

Date	Fiction	N.F.	Youth	Total	% of Total
1971-75	24	72	31	127	33.9
1966-70	24	66	19	109	29.1
1961-65	8	37	10	55	14.7
1956-60	6	12	6	24	6.4
1951-55	2	15	4	21	5.6
1946-50	0	6	3	9	2.4
1945	4	23	3	30	8.0
TOTAL	68	231	76	375	100.0
	(18.1%)	(61.6%)	(20.3%)		

The sample is indicative of a strong trend to new materials with 63.0% of the titles having an imprint date of 1966 or newer due principally to the surge in book expenditures during that period. It is important to note that in the critical area of adult non-fiction 75.8% of those titles were 1961 or newer. 65.8% of the youth titles samples were 1966 or newer, showing the attempts the library has made in recent years to upgrade that area of the collection. There can be no doubt that increases in numbers of titles and in their newness have stimulated a significant portion of the library's circulation increases and have come as a direct result of the library's efforts in obtaining additional funding for materials.

The sample also indicates certain trends in the "on shelf" vs. "circulating" ratio, as well as a percentage of the collection that can be considered "missing".

The "in circulation" figures revealed in Table 42 indicate a strong percentage (23.4% adult; 32.9% juvenile; 25.3% overall) of the library's book collection in circulation at any one time. The "missing" items, books that remain in the shelflist although they cannot be accounted for in the circulation files or on the shelves, can be presumed to be items that have been lost for whatever reason (e.g. theft) or withdrawn items for which the shelflist entry has not been withdrawn. At any rate, since it has been almost twenty years since a full-scale inventory of the book collection was done, the 9.1% missing overall is a low figure

and will not require further action except for replacing or
withdrawing the missing materials as the library becomes
aware of them.

Table 42.   Book Use and Accountability from
Shelflist Sample

Category	Adult (%)	Juvenile (%)	Total	% of Total
In circ.	70 (23.4%)	25 (32.9%)	95	25.3%
On shelf	198 (66.2%)	48 (63.2%)	246	65.6%
Missing	31 (10.4%)	3 (3.9%)	34	9.1%
	299 (100%)	76 (100%)	375	100.0%

Although books dominate the collections, it is important
to mention other aspects of materials. The library currently
subscribes to over 200 periodicals, including library pro-
fessional materials, several daily and weekly newspapers,
and a variety of magazines ranging from those with general
interest or some reference value to those primarily for
browsing. Subscriptions are reviewed annually for possible
additions or deletions. Back issues of many important
reference tools are kept for at least ten years, usually on
microfilm or bound, and seem adequate enough for present
demands. The library should, however, give some consider-
ation to additional magazines on microfilm since space is
becoming a problem and the collections are, at present,
stored in three different locations. Another problem facing
the periodicals collection is that of facing more and more.
demands and requests with a budget that has remained the
same for three years while increased prices have rampaged.
It is hoped that the library's pending budget request will
solve this problem.

In the area of non-print materials, the library has
a collection of over 1900 long-playing records. The selec-
tions run the spectrum of what is available on records, with
about 300 accessions on an annual basis. Two years ago a
project to upgrade the collection and place more emphasis
on popular recordings produced a spectacular increase in use
of about 110% in one year. This use has increased to the
point where record use is a very significant part of the
library's circulation.

Other non-print collections include that of 110 framed
art prints that circulate well over 600 times per year; a

few films that are mostly for children with virtually all
film services being handled through the regional library
system; and a collection of audio-visual hardware and
software started recently in the Children's Room.

In summary, the collections are relatively efficient.
Time, continually growing book expenditures, and careful
collection maintenance will probably yield an excellent
book collection in about ten years. Periodicals are in
need of additional funding. Audio-visual collection of
all types need to grow and still remain, for the most
part, in their infancy.

[1] "History of the Leominster Public Library", 1957.

[2] Ibid.

[3] Ibid.

[4] The Revised Ordinances of the City of Leominster, Mass., 1973.

[5] Ibid.

[6] "General Policies of the Board of Trustees of the Leominster Public Library", 1975.

[7] "Personnel Study", September, 1975.

[8] Bureau of Library Extension. "Comparative Public Library Report FY1975", March 1976.

Chapter V. Library Services

It is the carefully planned range of services that transform a library from a "bookbarn", a warehouse for storing books, into a vital agency meeting a variety of community needs. Therefore, to understand the current status of the library in attempting to meet these needs it is necessary to identify, describe, and analyze the various services which it provides.

The services discussed in this chapter include hours of service; registration; circulation; information, including inter-library loan; services to groups; and miscellaneous services.

A. Library Service Hours. The Leominster Public Library is currently open 68 hours per week. During the summer months it is open 64 hours per week, closing Friday nights because of low user frequency at that time during that season. The distribution of regular hours can be seen below:

Figure 8. Library Hours

	AM 9 10 11 12	PM 1 2 3 4 5 6 7 8 9	TOTAL HOURS
Sun.			0
Mon.			12
Tues.			12
Wed.			12
Thurs.			12
Fri.			12*
Sat.			8

* 9AM - 5PM during summer

Except for Friday nights when it always closes at 5 PM, the Children's Room is open whenever the adult section is open.

Studies to indicate whether this is efficient have to date
proven inconclusive. In addition, the library is the only
one in its area to be open all day Saturday during the
summer. However, an informal survey taken furing the sum-
mer of 1975 indicated that an average of 270 people entered
the library for four different Saturdays that were surveyed.
This is a substantial amount of use, particularly in light
of the minimal staffing that is done on those days. However,
use between 2:00 PM and closing is substantially curtailed.

The library is not at present open on Sundays, but
growing needs and public demands dictate an evaluation of
such an action soon. This possibility would depend, of
course, on additional funding.

Except for the question of possibly too much service
time in the Children's Room and too little on Sundays, the
library's hours are substantial and meet most of the pub-
lic's needs and a standard of cost efficiency.

B. Registration

In order to identify some characteristics of the library
borrowers, studies were made of the library's registration
files. Before discussing that information, however, it
would be useful to look at some general characteristics of
the library registration. Anyone living in, working in, or
holding a valid library card from a Massachusetts community
is eligible for a Leominster Public Library card. The only
restriction on children is that anyone under the age of twelve
years must have his parent sign the registration card, leaving
it the parent's decision as to what age the child should be
to obtain the card. Once a card is issued, a child may use
any of the library's services and may go anywhere in the
public sectors of the building.

The library's registration file is very up-to-date since
in October 1973 a new circulation and registration system
was established with all new library cards being issued and
the borrowers' file being uniformly updated for the first
time. In the slightly more than two years of new registra-
tions, approximately 14,650 new borrowers' cards have been
issued as of November, 1975. Assuming a non-resident regis-
tration of 10%, this leaves a total of 13,185 Leominster per-
sons with library cards within the last two years. This rep-
resents 37.3% of the present population - substantially
higher than nationwide figures of 25-30% and significantly
high for a "blue collar" community, which in 1970 had only
48.5% of its population 25 years and over completing high
school.

A random sample of 378 persons was taken from the reg-
istration file. Table 43 shows the age distribution of the
sample.

Table 43. Age Distribution of Registration Sample

Age Group	Number	% of Total
11 years & younger	62	16.4
12 - 20 yrs.	131	34.7
21 yrs. & over	185	48.9
	378	100.0

The most important statistic here is the very high percentage in the 12-20 year old category. This is significantly higher than the general population ration for this group and is especially important to a library which does very little in the way of specific young adult services and programs.

A breakdown of males/females by age group is shown below:

Table 44. Registration Distribution By Sex Within Age Groups

	11 yrs. & Under		12 - 20 Yrs.		21 & Over		Total	
	No.	%	No.	%	No.	%	No.	%
Males	26	36.1	50	38.2	71	38.4	147	38.9
Females	36	63.9	81	61.8	114	61.6	231	61.6
TOTAL	62	100.0	131	100.0	185	100.0	378	100.0

These last two tables clearly indicate the substantial majority of registrants to be females. The surprising factor is not that that is true since this characteristic is usual, but that the percentages are so consistent throughout the age groups. One might have anticipated, for instance, that expecially the youngest group would be relatively close to an even split.

A view of the percentage of registrants continued in each census tract as contrasted with the general population percentage as shown in Table 45.

Table 45. Population vs. Registrant Distribution by Census Tract

Tract #	% of '70 City Pop.	% of City Registrants
7091	3.0	4.4
7092	32.6	35.4
7093	2.2	2.9
7094	17.5	12.0
7095	15.3	16.4
7096	5.2	2.0
7097	24.2	26.9
	100.0	100.0

To a large extent, this information bears out the pro-files discussed earlier. Tracts 7094 and 7096 with rela-tively low education, median family income, etc. show sig-nificantly lower registration levels than their population percentages would indicate. Conversely, 7094 and 7097 with higher educational levels, greater family income, etc. show slightly higher than their population percentages would in-dicate. 7093 probably fares better than expected because of the fact that the library is located within its boundaries. Tracts 7092 and 7095 could very well have done better be-cause of the population growth that has taken place in those areas of the city.

The registration sample revealed also that 7.8% of the registrants were non-residents, and that 45.6% of the sample lived within a mile (walking distance) of the library.

C. Circulation

A random sample of the circulation for the due date of November 19, 1975 for "28 day" materials and November 12, 1975 for "14 day" materials (predominantly new materials) also reveals many interesting items. By way of clarification, the charge system involved is a Regiscope photographic machine with a common due date of Wednesday for all materials. Materials for both loan periods are charged out on the same machine with their own concurrent transaction numbers.

A random sample of 400 transactions was taken from the circulation film. Table 46 shows the age distribution of the sample.

Table 46. Age Distribution of User Sample

Age Group	Number	% of Total
11 yrs. & under	28	7.0
12 – 20 years	123	30.8
21 years & over	249	62.2
	400	100.0

A further breakdown of males/females by age group is shown below:

Table 47. User Distribution

By Sex Within Age Group

	11 Yrs. & Under		12-20 Yrs.		21 Yrs.&Over		Total	
	No.	%	No.	%	No.	%	No.	%
Males	17	60.7	52	42.3	86	34.5	155	38.8
Females	11	39.3	71	57.7	163	65.5	245	61.2
TOTAL	28	100.0	123	100.0	249	100.0	400	100.0

The most striking figures represented by this table deal with the high percentage of males 11 years and under using the library compared to females in that age group. Whether this is actually true or a result of too small a sample of this age group (since most of this group would be using the Children's Room and its separate circulation system) can only be determined by further study of the Children's Room circulation.

At any rate, males do show slightly better than reg-
istration in the 12-20 age category and less than registra-
tion in the 21-and-over category. Most strikingly, 21 and
over females alone accounted for 40.7% of the total circu-
lation sample. As in registration, the 12-20 group shows
a great deal of activity despite little in the way of ser-
vices and programming designed specifically for it.

Since the library has a separate charge system for the
Children's Room, the individuals (mostly 11 years and younger)
that use that area will probably only charge out children's
materials at the main circulation desk if they have lost
their cards or are new borrowers. It is safe to assume,
therefore, that 6.8% of the use that they represent is pri-
marily displayed by that age group's use of the adult ser-
vices area. Also significant is the substantial use by
the 12-20 year old category.

A comparison on census tract populations with the reg-
istration and use percentages are shown on the following
table:

Table 48. Population, Registration, & Use
Listribution by Census Tract

Tract #	% of '70 Pop.	% of City Regist.	% of City Users	Borrowing Index
7091	3.0	4.4	1.8	.41
7092	32.6	35.4	31.0	.88
7093	2.2	2.9	1.8	.62
7094	17.5	12.0	10.0	.83
7095	15.3	16.4	16.2	.99
7096	5.2	2.0	5.4	2.7
7097	24.2	26.9	31.2	1.2

The "Borrowing Index" is obtained by dividing the per-
centage of borrowers in each tract by its percentage of reg-
istrant. Any number over "1" shows heavier use than the
registration would indicate.

The most significant findings include that Tract 7091,
despite a strong registration percentage, is surprisingly
low in user percentage; 7093 parallels the action of 7091
and reflects the lower use percentage that one might have
expected also in registrations; 7094 drops the most in use
also, probably displaying heavy socio-economic factors at
work; 7095 remains very stable in all categories despite

some distance and traffic problems; 7096 displays strong use
after weak registration with an index of 2.7; and 7097 with
relatively high education and income levels and library
proximity establishes itself as the most significant area
of library users.

The user sample also revealed a 2.2% non-resident use
factor (compared to 7.8% for registration) and a percentage
of 55.4% living within one mile of the library (compared to
45.6% for registration, both facts further demonstrating
that distance to the library does, indeed, influence li-
brary use.)

A look at the types of materials shown borrowed in the
user sample also reveals some important information. Table
49 shows the breakdown by categories.

Table 49.   Circulation Sample by Category

Category	14 Day		28 Day		% of All Circulation
	No.	%	No.	%	
Fiction	59	52.2	55	19.2	28.5
Paperback	--	---	45	15.7	11.3
LP's	36	31.9	--	---	9.0
Children's	--	---	19	6.6	4.8
000's	0	0	4	1.4	1.0
100's	1	.9	6	2.1	1.8
200's	0	0	4	1.4	1.0
300's	3	2.6	17	5.9	5.0
400's	0	0	1	.3	.3
500's	0	0	10	3.5	2.5
600's	5	4.4	51	17.8	14.0
700's	2	1.8	30	10.5	8.0
800's	0	0	6	2.1	1.5
900's	6	5.3	21	7.3	6.7
Biog.	1	.9	9	3.1	2.5
Misc.	--	--	9	3.1	2.3
TOTALS	113	100.0	287	100.0	100.0

Important findings include the ration of "28 day" to
"14 day" loans (71.7% to 28.3%); the importance of new fic-
tion (14.8% of total circulation); the strong circulation
of records (9.0% of circulation while only about 2% of the
materials owned by the library; and the strength of non-
fiction circulation (44.2% overall), especially that of
the 600 and 700's.

A similar but smaller sample was taken for the same November 19 due date from the independent charge system serving the Children's Room. All materials have a common due date and only one loan period of "28 days".

A sample of 200 transactions displays the following age distribution:

Table 50. Age Distribution of Children's

User Sample

Age Group	No.	% of Total
11 yrs. & under	119	59.5
12-20 years	20	10.0
21 yrs. & over	61	30.5
	200	100.0

A further breakdown of males/females is shown below:

Table 51. Children's User Distribution

By Sex Within Age Group

	11 Yrs. & Under		12-20 Yrs.		21 Yrs. & Over		Total	
	No.	%	No.	%	No.	%	No.	%
Males	44	37.0	5	25.0	8	13.1	57	28.5
Females	75	63.0	15	75.0	53	86.9	143	71.5
TOTAL	119	100.0	20	100.0	61	100.0	200	100.0

Once again, these figures display very strong female use in relation to that of males in all age groups. It is reasonably safe to assume that those in the "21 and over" category are predominantly parents charging out materials for their children and that mothers, at least in this sample, who perform this function outnumber fathers by over 6 to 1. More importantly, there are substantial differences in the younger groups, further reinforcing the stronger female library use pattern.

It is also significant to note that if one eliminates the "21 and over" category, one finds that 98.6% of the remaining sample were 13 years and younger. This shows the Children's Room, which is aiming at the general category of individuals through the sixth grade, is hitting the mark.

Comparing this user sample by census tract with the 1970 populations by tract reveals an interesting pattern:

Table 52. Population vs. Children's Use by Census Tract

Tract #	% of '70 Pop.	% of City Children's Users
7091	3.0	8.2
7092	32.6	28.4
7093	2.2	4.9
7094	17.5	8.7
7095	15.3	12.0
7096	5.2	6.6
7097	24.2	31.1

Distance would appear to have influenced use even more than in the adult sample. Tracts 7093 and 7097 show high relative use and are the two tracts closest to the library. Tracts 7092 and 7095 had relatively high rations of children per family in 1970 but also have most of their populations living significant distances from the library, precluding any significant amount of children coming to the library without adults driving them. Tract 7091, on the other hand, had by far the highest number of children per family in 1970, which could account for the very high percentage it represented in this sample. 7096 displays consistency with the adult sample. 7094 drops very significantly, again probably because of socio-economic factors.

The distance from the library consideration is even more dramatic when it is realized that 114 of the 200 sampled lived within one mile (walking distance) of the library. That 57% is consistent with the 55.4% that was revealed by the adult circulation sample. Replotting the portion (139 of 200) of the sample that represented the "under 21" age group reveals an even higher percentage (59.3) that lived within one mile, displaying the distance factor to be perhaps an even greater influence for the children.

Also significant in this sample is the distribution of the types of materials being borrowed:

Table 53. Children's Circulation by Type

Category	Number	% of Total
Easy Books	83	41.5
Fiction	34	17.0
Non-Fiction	60	30.0
Paperbacks	15	7.5
Other	8	4.0
	200	100.0

The most significant figures shown by this sample are the heavy use of the "easy books" (picture and lower grade books) and a strong use of paperbacks, which was also seen in the adult sample.

It is very important to stress that these findings for both samples are for a very limited period and are not strictly statistically valid for an entire year. However, the information is indicative of certain trends that have been identified and can be used to identify some user and non-user characteristics so as to serve the community as well as possible.

Before leaving the area of circulation, it is significant to discuss briefly the recent circulation history of the library. Figures 9, 10, and 11 present the monthly averages for the past three years in the areas of children's, adutl, and total circulations. These graphs reflect substantially more use in March and less in June, probably influenced by school assignments and warm weather non-library activities respectively. The other months appear to be reasonably consistent with each other, showing some fluctuations but no pattern clearly defined as "seasonal use".

To emphasize the dramatic increase in circulation during the last few years, it would be meaningful to examine the trend of recent annual circulation statistics. Figure 12 represents the library's circulation totals for the past ten years. Obviously, it has significantly increased in the last three years only - approximately 50%. During that period per capita circulation has increased from a somewhat low 4.2 to 6.4, slightly above the state average and certainly high for a "blue collar" community with only 48.5% of its 1970 population over 25 years of age as high school graduates.

No. of Circulation

5000
4000
3000
2000

Jan.
Feb.
Mar.
Apr.
May
Je..
Jly.
Aug.
Sept.
Oct.
Nov.
Dec.

Figure 9
Children's Circulation By Month
Average 1973-1975

No. of Circulations

8000　9000　10000　11000　12000　13000
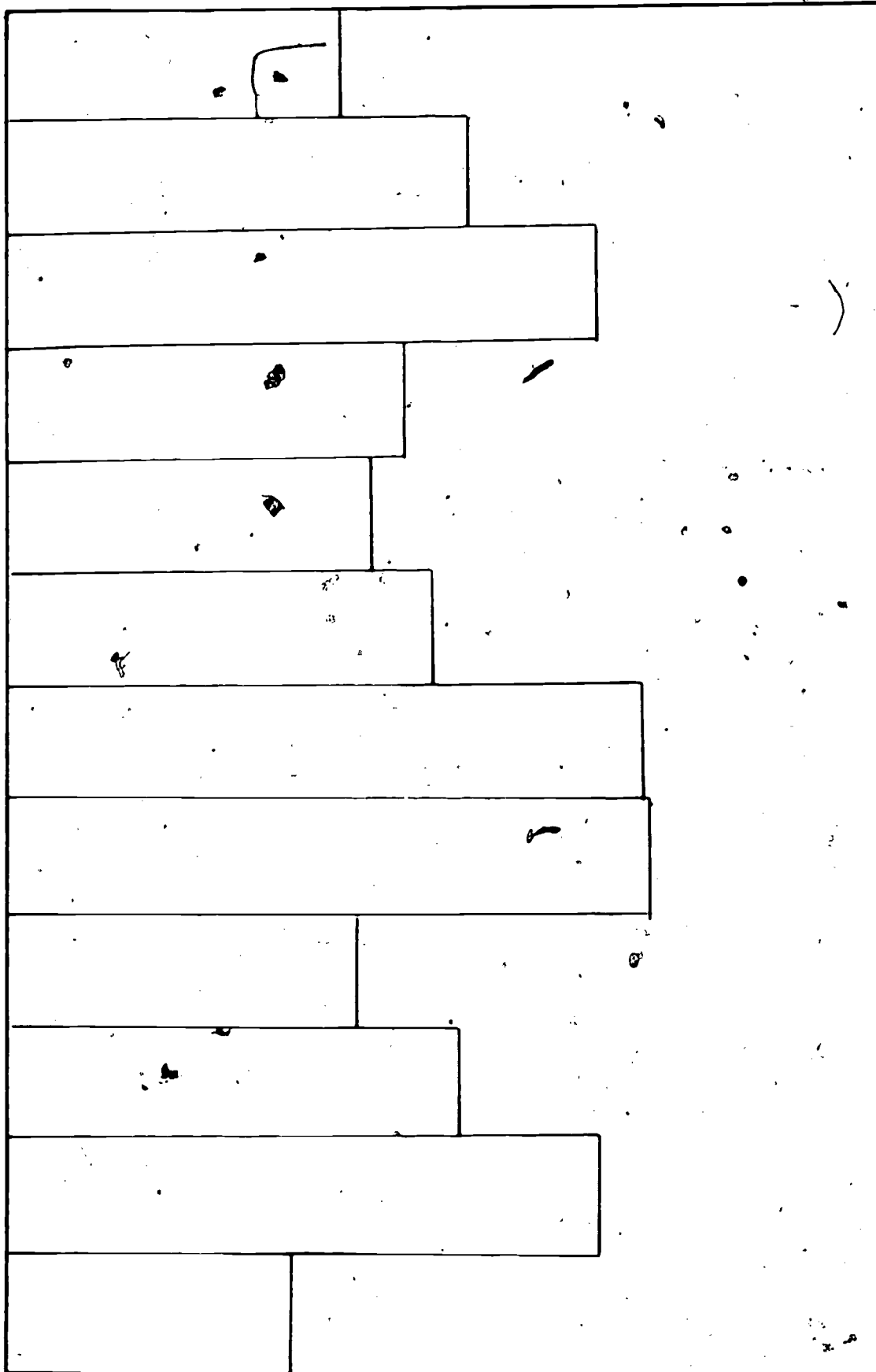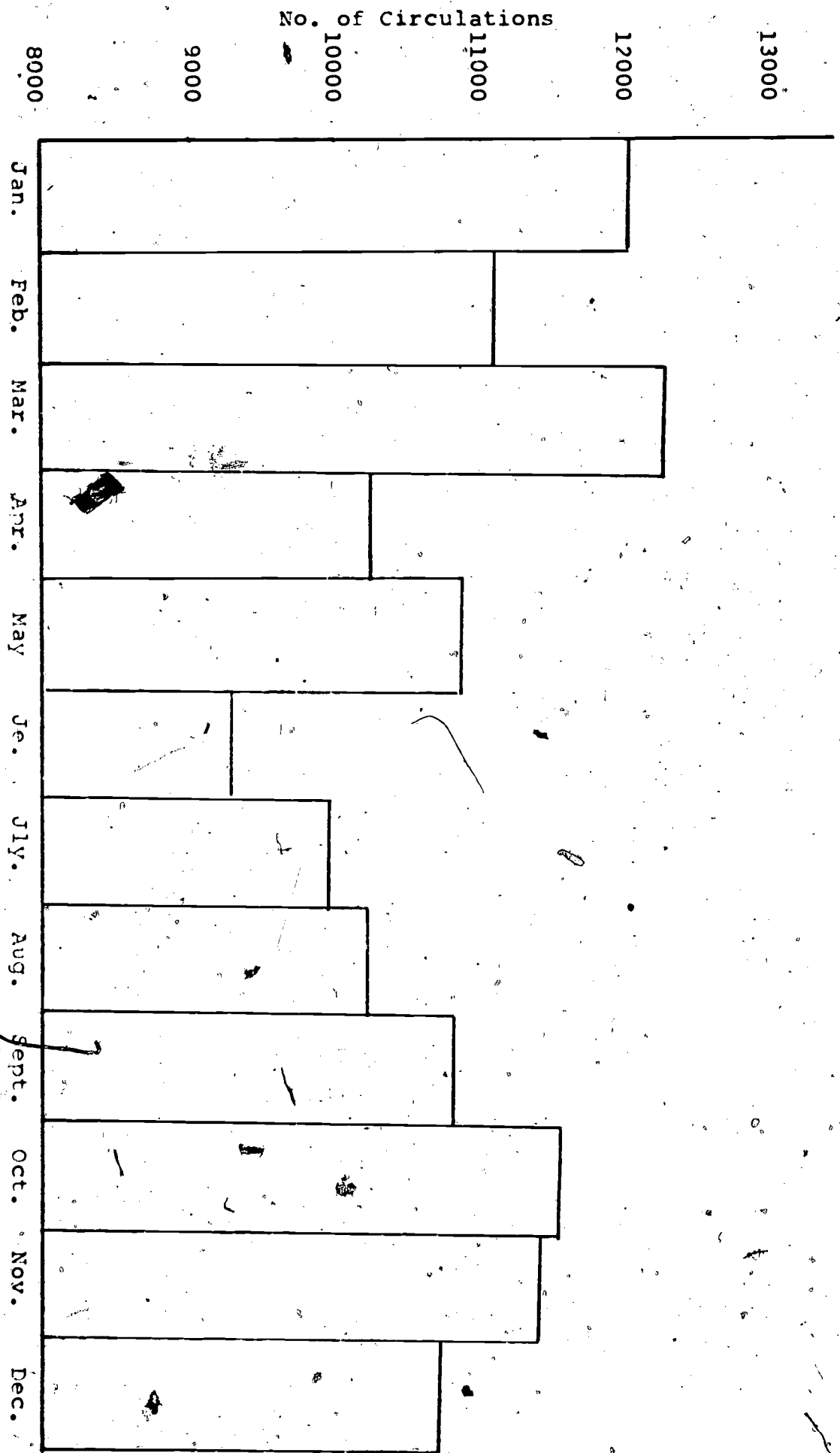
Jan. Feb. Mar. Apr. May Je. Jly. Aug. Sept. Oct. Nov. Dec.

Figure 10
Adult Circulation By Month
Average 1973-1975

Figure 11
Total Circulation By Month
Average 1973-1975

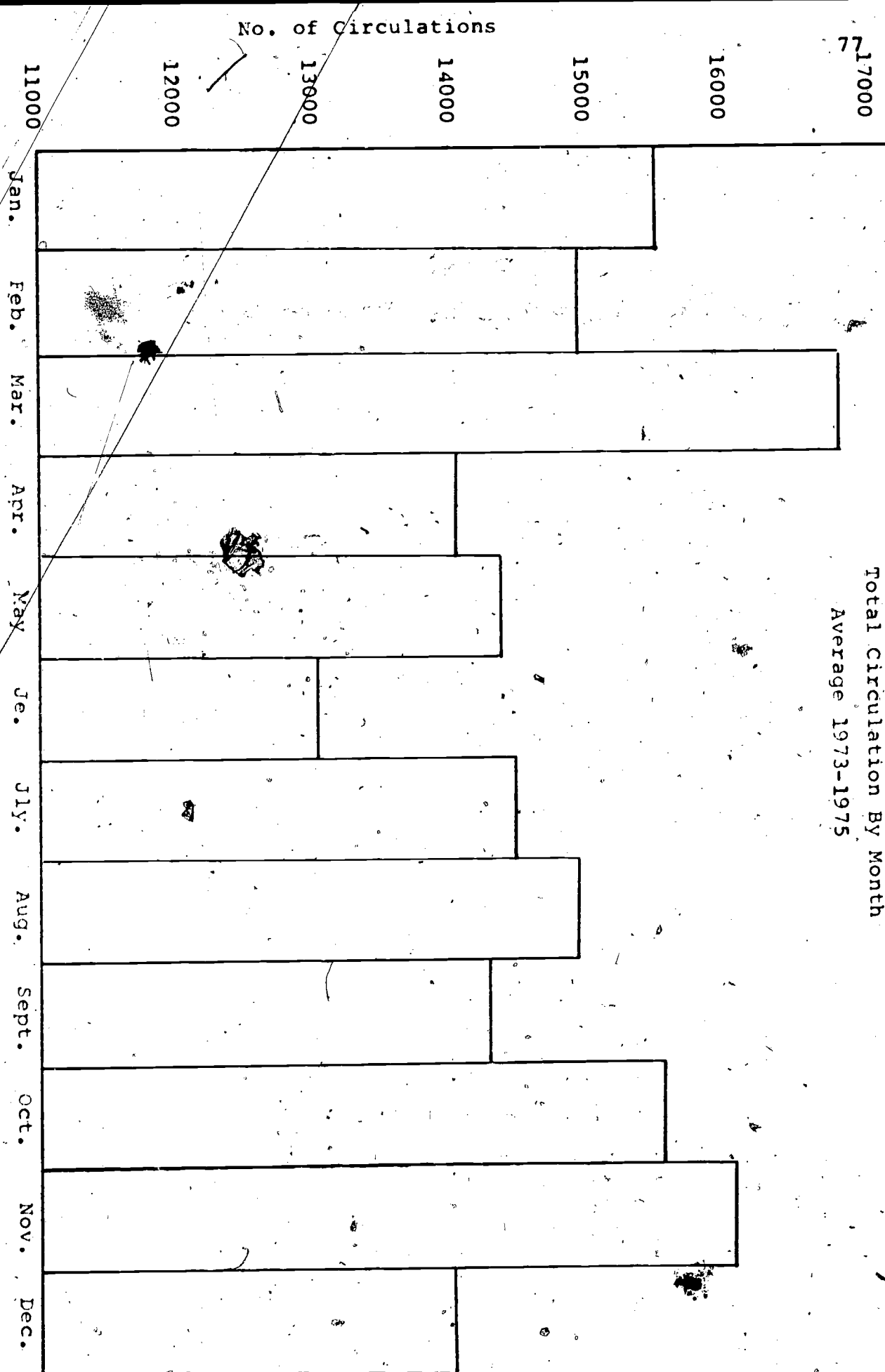circulation

220,000 200,000 180,000 160,000 140,000 120,000 100,000

1966 1967 1968 1969 1970 1971 1972 1973 1974 1975

TOTAL CIRCULATION
1966 - 1975

Figure 12
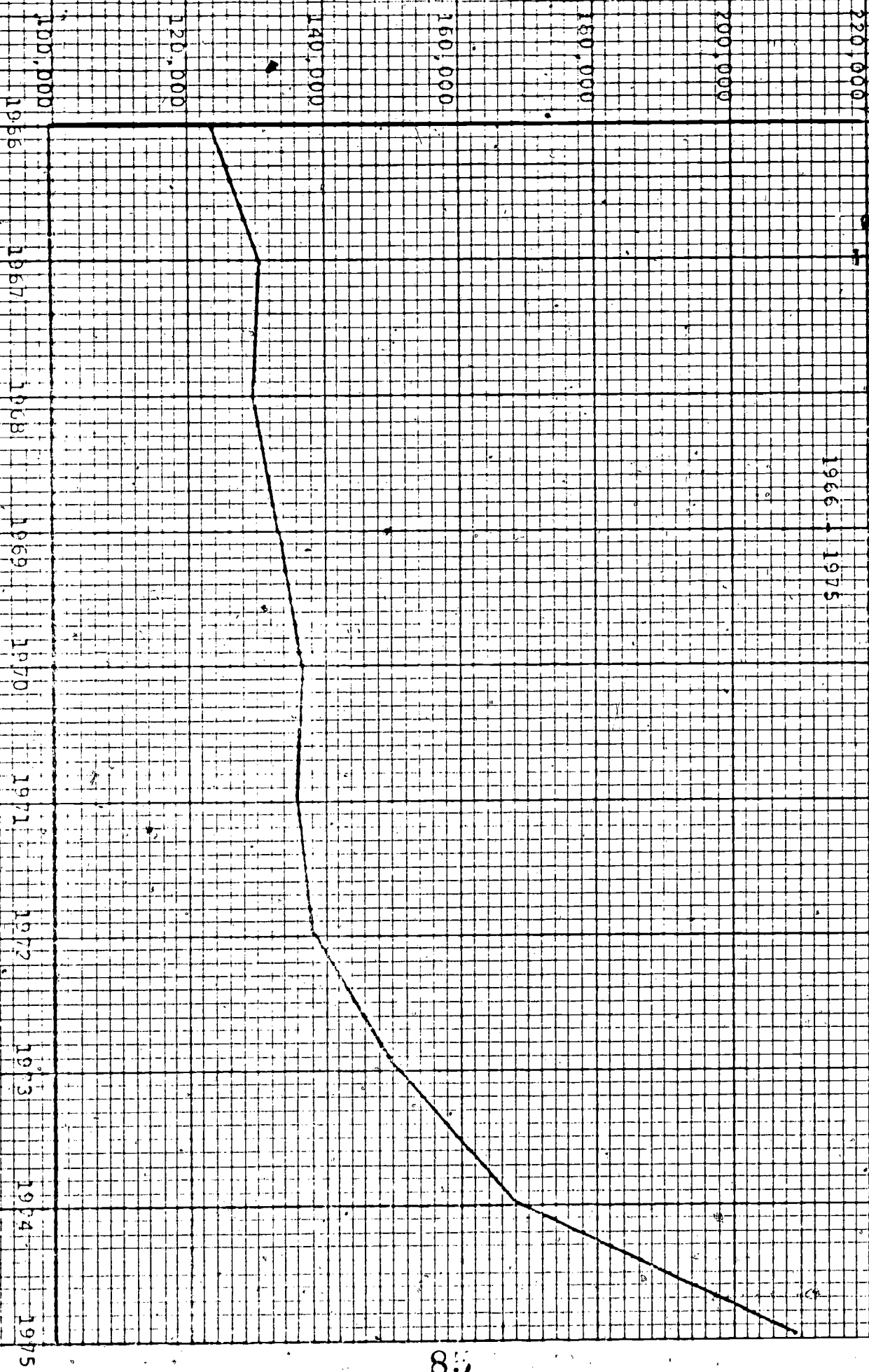
Factors involved in this rise included the increased materials expenditures discussed earlier; the recent economic adversities that have made public libraries greater focal points for individuals with more and different needs and fewer economic resources; a variety of activities, including better publicity of services available; and the vitalization of the library's Children's Room which under the guidance of an energetic and imaginative Head of Children's Services has become an excellent public service area which has shown the amazing increases cited above.

D. Information Services

The library has two Information desks situated conspicuously on each floor in the adult section. The activities at the first floor desk include answering any general information question (location of a book, directions, etc.); booking films through the regional library system; encouraging and accepting reserves on any item the library owns but is not in at the moment; taking requests for materials not presently owned by the library but which will be purchased or obtained through inter-library loan; aiding individuals in research; providing reader's advisory services; and providing telephone information service. The second floor information desk supervises that area and provides primarily directional guidance to individuals.

The Information staff consists of one professional and five pre-professional personnel who have been trained to handle a variety of responsibilities off the desk which consume approximately 50% of their time. They are scheduled for Information duty in two hour blocks. An Information person is on duty whenever the library is open.

The resources available are wide-ranging. The library has a good reference collection backed by substantial general and periodical holdings and an updated pamphlet file. For information not available at the library, other libraries, such as Fitchburg (local call) and Worcester (there is a regional telephone credit card to use so there is no charge to the library or individual user), may be contacted.

The amalgamation of these resources provides a network within which the vast majority of user informational needs can be met. In 1975, 19,682 informational requests were handled by the first floor Information staff.

E.Services to Groups

The library actively conducts services for many groups. Special services to adults include the use of the library's meeting room; aid in the planning and booking of film programs; establishment, maintenance, and rotation of deposit collection at nursing and rest homes and at the Senior Citizen Center; visits to shut-ins with library materials picked specifically for them; regular film programs primarily of feature length movies, including such titles as "The Hustler" and "Citizen Kane", and occasional special programs like Christmas Caroling. Special services to schools include class visits for tours and instructional sessions for research tools like "Reader's Guide to Periodical Literature".

Services to children include a great variety of activity. During the summer months the Children's Room puts on a series of programs that include such items as arts and crafts workshops, puppet-making workshops, song festivals, field trips to interesting places, and reading clubs. The library also has free movies, pre-school story hours, arts and crafts workshops, contests, and special events like a Halloween party and a Pilgrim party throughout the remainder of the year.

F.Miscellaneous Other Services

The library also engages in several other services that are relatively small in nature but large in their value to a number of library users. A community bulletin board is maintained and contains a variety of information, including bus schedules, group activities, and important community information. A listening station is available for public use with library's or an individual's record collection. A collection of talking books and their hardware are available, and connections for direct service from the regional talking book library can be made. A coin-operated photocopying machine is available whenever the library is open. The library also has "The Swap Shop", a display where individuals can leave no longer needed books, magazines, coupons, and clothing patterns and take those for which they do have some use. The library also periodically changes book displays to highlight aspects of the collections and generated lists of new materials or those on an interesting subject. An active public relations program is for the most part, adequate, and its expansion should not be a high priority in a period of under-staffing and over-utilization of library services.

G.Summary

While the Children's Room heavily engages in a variety
of services, the adult section of the library provides
primarily material, circulation, and information services.
More should be done in this area with particular attention
being paid to young adults, who, except for a small browsing
area on the second floor, receive little in the way of
direct services. The potential for programming is quite
great for Leominster with its great number and variety of
organizations, with a rather high percentage of veterans,
and, especially, with a very significant foreign stock
population. These areas are cited as examples of interests
in the community that could be translated in some sort of
library services, be they special displays, ethnic nights
or festivals, etc.

For the most part the library is good but has to be-
come more active in its programming and expanding services.
The keys to doing these are to be found in the recommenda-
tions in Chapter II, which would greatly aid the library
in expanding its horizons and becoming the needed city a-
gency it must be.