



VISION: A connected community starts here.

MISSION: We cultivate connections that empower everyone to learn, explore, contribute, and feel welcome.

Five-Year Strategy

FY26 Foundation, Visibility, & Trust

Establish a visible, values-based foundation that positions the library as a central civic partner in advancing open access, inclusion, and a sense of belonging across Chelmsford. Year one is about both physical and emotional transformation, creating spaces and connections that help every resident feel seen, safe, and welcomed. With a focus on historically underserved groups, this foundational year makes the Library's values tangible through people, spaces, and messages.

FY27 Engagement & Connections

Build on FY26 progress by deepening relationships, expanding outreach, and enabling broader access to services. This is the year of showing up for neighborhoods, schools, housing developments, and seniors with responsive programming and new ways to connect.

FY28 Access & Belonging

Ensure that equity and belonging are fully integrated across library offerings, guided by community collaboration. This year focuses on co-creation with programs, policies, and events shaped by those we serve.

Year 3.5 / FY28 Mid-Year Review, Refine, Refresh

- Evaluate communications through surveys and engagement analytics.
- Refine outcomes and reporting systems.
- Convene a mini-review committee to assess staff capacity, training, and funding needs.

FY29 Innovation & Invention

Position the library as a leader in community empowerment through new technology, creative learning, and civic engagement. We strengthen our role as a convener for partnerships that tackle complex community challenges together.

FY30 Evaluation, Sustainability, & Celebration

Reflect, recognize, and recommit. This capstone year honors collective progress while preparing for the future. Strategic planning becomes a shared practice, and success is measured by its impact, visibility, and the pride of the community.

CORE VALUES

Welcome and Inclusion

We create an open and inviting environment where everyone feels at home, connected, and empowered to share their voice.

Respect

We treat all individuals with dignity, valuing diverse perspectives and actively seeking to understand and consider their input.

Curiosity and Discovery

We encourage asking questions, seeking accurate information, exploring ideas freely, and embracing new possibilities.

Community

We prioritize the well-being and connection of our community, ensuring our actions, programs, and people authentically reflect its diversity.

Key Performance Indicators

By the end of Year 1, at least 80% of library visitors responding to feedback requests/surveys will report feeling that the library is a welcoming and inclusive space for all.

Increase participation in library services outside the main building by 30% through programs and pop-up events.

10-15% of library programs and new services will be designed in collaboration with diverse community members and organizations.

Establish access to creative/maker tools, spaces, and opportunities and increase tech tool circulation (e.g., hotspots, tablets) by 40%.

Complete a community-wide impact evaluation with at least 300 residents participating and identify three scalable programs to carry forward.