

Chelmsford Public Library
Strategic Plan FY 2020 –FY2025



CHELMSFORD

Submitted by:
Becky Herrmann, Library Director

Chelmsford Public Library

Strategic Plan

Fiscal Year 2020- 2025

In October of 2018, the Chelmsford Library was excited to be one of three libraries to receive a Civic Engagement grant, a pilot project from the MA Board of Library Commissioners. Our *REACT: Read, Engage and Come Together* project focused on six key issues in America today, namely, Poverty and Food Insecurity; Racial Justice; The Environment and Climate Change; LGBTQ+ rights and equality; Public Education; Immigration and Refugees. Our programs and discussions on these topics provided a space for people to learn and engage in civil debate on issues often mired in misinformation, emotion and partisan politics. It was a lofty library project and it yielded great participation and enthusiasm from the community. It was also extremely beneficial to the staff and fundamentally changed the lens that we use to view the community.

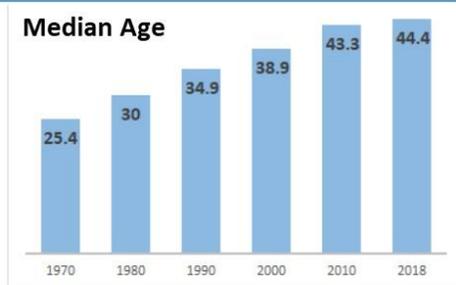
The *REACT* grant spurred us into action, not to simply update our Strategic Plan but to re-invent it. We wanted to make it personal. We wanted to make sure that our planning conversation was a two-way street – sharing our library values with the community while gathering thoughts, opinions and advice from our library users. We expanded on one of the goals of the grant – ensuring that the library is a welcoming community space for congenial conversation and discussion of civic issues. We focused on continued outreach with the schools, town departments, community and civic groups, authors, and performers – to expand our programs and services, break down barriers, and create community both inside and outside the library walls. And we set as a goal that the community would recognize the library as “a bridge to exploration, engagement and enjoyment.” Our strategic initiatives spring from that community goal.

Process

The Strategic Plan process began with a series of focus groups for the town residents, town officials and department heads, library staff, Friends of the Library and the Board of Library trustees. Using data gathered from the focus groups, several questionnaires (broad and specific) were sent to the library’s mailing list, distributed around town and placed in the library. We reviewed demographics, business indicators, town services, Chelmsford’s Master Plan - Vision Quest 2020, Chelmsford’s Historic & Cultural Preservation Plan 2013, the Open Space and Recreation Plan from 2010, and the Long-range Technology Plan for Chelmsford Schools 2011-2016. (The Chelmsford School System did not have a more updated Technology plan to share.) This final document is a true collaborative effort that will help frame future community conversations and shape the next five years of the Chelmsford Public Library.

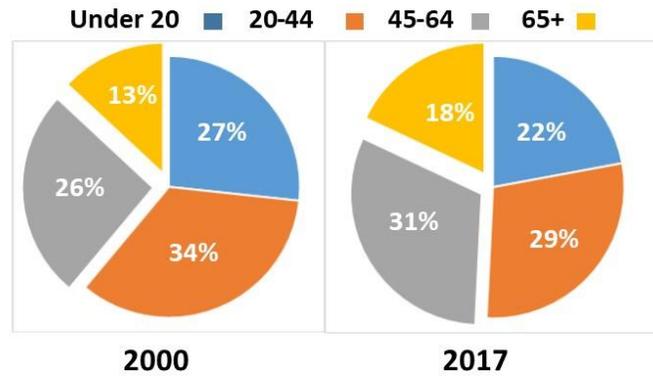
What We Look Like Today – A Community Snapshot

Chelmsford By the numbers



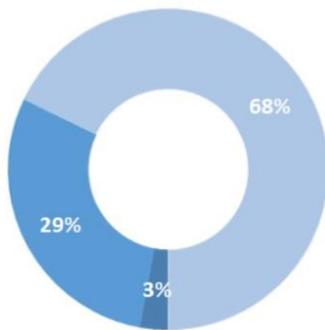
Population: 35,067

Age Distribution — The 45+ demographic has increased by 10% over the last 20 years



Labor Market: 19,470 Employed

Employed ■ Out of the workforce ■
Unemployed ■



Income



Chelmsford Household Median \$106,432



Statewide Average \$74,167

Education



High School 95.8%

College or Higher 52.1%



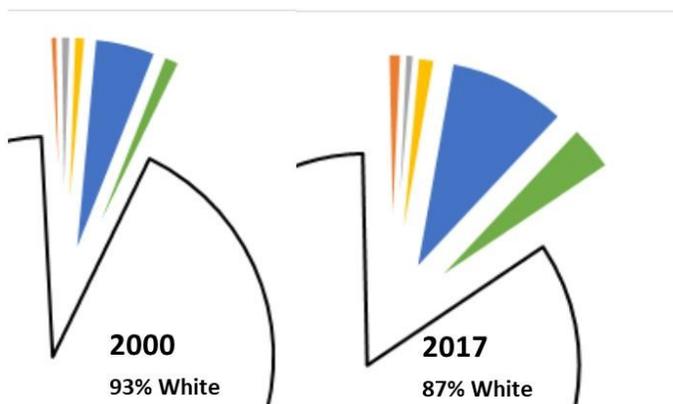
Statewide Average 90%



42%

Race and Ethnicity

Chelmsford has become more diverse over the last 20 years.



- American Indian, Native Hawaiian or other race ↗ 88%
- African American / Black no change
- Multiracial ↗ 59%
- Asian ↗ 114%
- Hispanic or Latino ↗ 212%

Mission: We are the community's bridge to exploration, engagement and enjoyment.

Vision: Our Library will be the spark for discovery at the heart of Chelmsford. The Library will provide the support, resources, and environment for our patrons to:

- Explore – new ideas, new frontiers, new dreams
- Engage – with the written word, with each other, with the community, with the world
- Enjoy – learning new skills, vibrant programs, quiet reflection

Our Values: Our shared values are what guide our library staff as we work with the community and with each other.

People Come First

We take time with you, listen to your thoughts and strive to fulfill your informational, recreational, and literary requests. We are welcoming, accepting, and compassionate. We value all members of our diverse community and are respectful of your ideas and opinions.

Open to New Ideas

Saying “we have always done it this way” isn't reason enough to keep it that way. We aren't satisfied with the status quo and we're always looking for ways to expand and improve service. We're not afraid to try new things or to admit we made a mistake. We welcome innovation and love it when the community inspires us.

Need to Know

You have questions; we want to find the answers. We are seekers, guiding your discovery and satisfying your curiosity. We won't rest until the mysteries are solved, the answers revealed, and you are content.

A Place at the Table

Everyone has a seat at the community table. Both inside and outside the library walls, we value our community partnerships, and work to build places where people and ideas can come together.

Something for Everyone

It is important to us that we level the playing field, equally serving people of all ages, incomes, ethnicities, genders or physical abilities while responding to our community's varied interests. We offer a diversity of resources, services, and programs for everyone to explore and enjoy.

Passion for Reading

We all have a book on our nightstand; we love to read! From the latest bestsellers to hidden gems, our staff reads them all, in all formats, and we love sharing them with you. Our passion for the written (and spoken) word goes beyond the sheer joy of reading; it illuminates the necessity of literacy in a world of written information.

Goals

The Chelmsford Public Library plans to explore these strategic priorities:

Key: Year One – Y1, Year Two – Y2, Year Three – Y3, Year Four – Y4, Year Five – Y5, Ongoing- OG

Community Engagement

Partnering with individuals and groups to develop the knowledge, skills, and shared opportunities to reach out and build a strong, vibrant civic network.

- Change is gonna do you good - Turning non-users into users
 - Increase library cardholders – Y1, OG
 - Improve program attendance –Y1, OG
 - Create more users of online resources --Y2
- One step beyond – Outside the library walls
 - Pop-up Library –Y1, Y2
 - Visits to schools, senior center, civic groups, businesses -- OG
 - Grow our online presence –webpage, social media, newsletter -- OG
- All in! - Engage with other town departments
 - Age-friendly Chelmsford initiative –Y1, Y2
 - Community Services Coordinator -- OG
 - Town Clerk -- OG
 - School Department -- OG
 - Board of Health --OG
- Do a good turn -Volunteers
 - Clearinghouse/referrals -- OG
 - In-house training -- OG

Fundamental Literacies

Fostering life skills such as reading, learning a language, using a computer, and other basic literacies to thrive in a modern society.

- What you need to know
 - Adulting- life skills where you are – Y1, Y2
 - Parenting and early literacy -- OG
 - Creating conversations –ESOL, Conversation circles -- OG
 - One on ones –Tech talks –Y1

Economic Success

Assisting individuals and area businesses with resources to meet their economic, financial, and career goals.

- Personal Finance -- OG
 - Home budget development --
 - Buying a house
 - Estate planning
 - Investing
 - College planning
- Career Development --OG
 - Online applications
 - Building a resume
 - Interview skills
- Entrepreneur/Small Business support --OG
 - Business plans
 - Legal resources
 - Marketing management
 - Website /social media for businesses

Healthy Matters

Supporting the physical, mental, and emotional health of the community.

- Partnerships with Board of Health, Town's Social Services Coordinator, MIIA etc. --OG
- Collection focus – in all formats -- OG
- Programs- Death Café, Wellness Fair etc. –Y1
- Caregiver support -- OG
- One Healthy Chelmsford – Y1, OG
- Age-friendly Chelmsford –Y1, Y2
- Staff development with a focus on wellness – OG
- Aging In-Place - OG

Stronger Together

Exploring and celebrating our cultural complexities with diverse and inclusive collections and programming.

- Help us help you...Outreach to minority groups to build collections/create a wish list/advisory board –Y1, OG
- Celebrate/represent secular holidays from many cultures in Chelmsford –Y1
- Support groups for all – OG
- Engage the community in the creation of a new and improved diverse, equitable and inclusive teen space –Y4, Y5
- The Board of Trustees will strive for a board that is balanced and represents the community's diversity – OG
- Work to communicate with signage, and marketing language that the library is inclusive, and welcoming to all

Creative Culture

Creating, experiencing, and enjoying the arts, and encouraging individual curiosities and talents.

- Explore Maker-Space options – cart – space- off-site and circulating materials –Y4, Y5
- DIY programs –Y1, Y2
- Repair Café –Y2
- Tool Library – Y1
- Add to Library of Things - OG
- Craft Club--OG
- Market collections and Creative Bug etc.—Y1, OG
- Outreach to Millennial/Gen x-meetup—Y1, OG

Dovetailing Goals - Community Needs/Library Services

The **Town of Chelmsford's Master Plan 2020** goals align well with our library goals. The Master Plan talks about preserving community heritage, promoting local culture and maintaining a vibrant sustainable community. In particular, the following goals are addressed in our past and future programs, services and projects.

Goal 5. Open Space and Recreation: Manage, preserve and protect the open space and recreation resources and invest in the expansion of these areas in order to enhance the quality of life.

- The library, town, Friends and Trustees worked to create a park adjacent to the library called the Marjorie Scoboria Greenway. It is a lovely open space with a reading circle, benches, trees, perennials, birdhouses and outdoor community art.
- Bartlett Park- In partnership with the Chelmsford Land Conservation Trust, the library advocated for and supported the installation of a crosswalk and pedestrian light to provide linkage from the library property to an historic park across the street. We use for it for outdoor programs, such as a recent Border Collie Frisbee show.
- Story walk – in partnership with the Open Space Stewards and a Girl Scout earning her Silver award, we updated our Story walk boxes, and improved the Story Walk trail which is located at the town-owned Sunny Meadow Community Gardens.
- The Library's Wi-Fi extends our reach as Internet service goes beyond the four walls and patrons use it 24/7 in the parking lot and the Greenway

Goal 6. Natural, Historical and Cultural resource: maintain, protect and preserve the natural, cultural and historic resources that provide the Town its unique identity and enhance the quality of life of its residents.

- Town records project – The library's Assistant Director has been working in an advisory capacity with the town clerk and an oversight committee to organize, preserve and make permanent town records accessible to the public. This also involved a major overhaul of the town facility, creating high-density storage space with climate control, making it environmentally friendly for long-term storage of these permanent records.
- Digitization Project: A dedicated handful of library volunteers have been working diligently to convert the library's Chelmsford Newsweekly and Chelmsford Independent newspapers from Microfilm to PDF. With more than eighty years of weekly newspapers on microfilm, this project is a huge undertaking.
- Yearbooks Digitization: The library assisted the Historical Society this year by providing copies of past yearbooks to be scanned for use online. All past Chelmsford high school yearbooks are now available through both the Historical Society's and the Library's webpages.
- This past year, acting as historical and cultural stewards, the library and the facilities department worked together to update and modernize the historic Anna C. MacKay Library, keeping in mind historical context. The branch library's roof was re-shingled, the building was painted in a historic Garrison Red and the outdoor signage was updated.

Goal 7. Facilities and Services: Provide high quality, cost effective and accessible services to meet the changing needs of the Town's residents and businesses.

- The library and the town worked together to maintain a robust main library facility by regular upkeep and improvements. This past year we also re-carpeted all the public areas of the main library and updated HVAC issues with new insulation on ductwork.
- The library's materials also had 469,244 uses, we offered 1,189 programs, and over 262,998 people walked through the doors – for an average of 954 visits on a typical day.
- In addition, the Trustees of the Library introduced a new fundraising initiative called "Make Your Impact" which has resulted in a Mobile Pop-up Library truck that will be rolled out at the end of October 2019. It will visit parks, playgrounds, schools, senior housing and Farmer's markets and festivals.

The Library is participating in the **Chelmsford's Age-Friendly Initiative**, an effort to make Chelmsford an "Age-Friendly Community" as designated by AARP. This means that the community meets the needs of residents of all ages, but in particular, older adults, in eight major areas called domains. These domains include housing, transportation, health and civic engagement, among others. We have taken the lead on the Communication and Information domain. We expect to be a big part of driving improvements in helping residents get the information they need, where, when and how they need it. In pursuit of these goals, the library has:

- Worked on evaluating the current state of communication in town, and gathered information about how people, especially seniors, get their information from town departments, agencies and community groups.
- Put together a preliminary report and communication action plan, which will be incorporated into the town's full application to be certified by AARP.
- Will continue to participate in meetings with the town's Age-Friendly committee to implement the action plan.
- Added a Senior section to our library webpage.
- Digitized the Senior Center's Resource list for older residents and put it on our website.
- Made it easier to adjust the font size on the library website.
- Sent staff to Dementia Friendly training.

We also offered/will continue to offer the following programs particularly targeted for seniors

- On-going Friday lecture series
- Grandparents becoming primary caretakers of grandchildren
- Day-time tech talks covering basic computer skills
- Book groups in morning, afternoon and at MacKay
- Elders Climate Action regular meetings
- Information session for Caregivers of people suffering with Alzheimer's
- Intergenerational Poetry Slam
- Medicare 101 sessions
- AARP tax prep
- Long-term Financial Fitness workshops
- End of life care planning and discussion group with Nashoba Nursing and Hospice

The **Greener Chelmsford Initiative (GCI)** encourages and engages Chelmsford town departments and businesses to participate in an effort to recycle, reuse, and reduce that will:

- Benefit the local environment
- Bring attention to simple steps that town departments and businesses can employ on a daily basis to reduce the costs of recycling and waste
- Foster a sense of community in a town-wide cause

Library projects that fall under the GCI and earned us a GCI seal of approval certificate include:

- Electric Car charger
- Solar panels on the roof
- LED lighting updates
- Carbon neutral carpeting installed, old carpeting was recycled
- Recycling containers for public and staff
- Clean and Green series of programs offered
- HVAC energy audit, energy efficient controllers were added along with more insulation
- Currently working with recycling department to expand and grow our Library of Things to include a tool library and a Repair Cafe

Planning Methodologies and Summaries

Focus Groups

Our focus group process began in October 2017 when we hired Ipswich Library Director and consultant Patty DiTullio to run a SOAR exercise for the Board of Library Trustees. This set the framework for the strategic planning exercises that followed. In January of 2019, we contracted with Patty to run four additional focus groups to gather input about the perceptions and needs of our community, and how the library was doing to meet those needs. We also measured how we were living up to our library values. The focus groups were each for a specific audience: Staff, Friends of the Library, other Town of Chelmsford departments, and the general public. Each group was composed of 12-20 individuals. (Focus group raw data is attached in an addendum)

Community

In general, there is a great sense of pride about the town. It offers good services, strong schools and sports programs, and a long history of civic participation.

Some of the concerns in common among the focus groups:

- The makeup of Chelmsford is changing with increasing numbers of older residents and overall greater diversity. This can lead to competing demographic groups and a lack of communication between them.
- The need for more community services such as public transportation, mental health/substance abuse care, recreational programs.

- Some tension between increasing development while preserving open space.
- There is a lack of civic engagement and spirit of community.
- The town is perceived as a small, farming town, but the reality is it is growing and farms have been replaced by commercial and industrial areas.

Overwhelmingly, the biggest concern was that communication between government, groups and residents is lacking. Especially in the area of getting the word out about programs and services. There is a strong desire for a community calendar, and an equally strong feeling that the library should manage it.

Library Values

We asked participants to indicate the degree to which the library holds to its values:

- People come first
- Open to new ideas
- Need to know
- A place at the table
- Something for everyone
- Passion for reading

The majority of respondents replied with “We’ve got it” and “Real Progress” for all six values. There were a few replies of “Starting to improve” and only a single reply of “Lip service”, regarding the value of the library being “Open to new ideas”.

Library Suggestions and Program Ideas

We asked the focus groups to offer suggestions for library improvement and program ideas based on the concerns they had for the community, and the values expressed above. There were 63 suggestions and program ideas in all. The top result suggested that the library try to create more partnerships with other town departments, agencies and community groups. Second was for the library to manage one calendar/location for town and library event information. Other common responses included:

- Listen to the public (regular meetings to gather information)
- Seek out diverse cultures and ask how the library can serve them better
- Cultural Exchange Festival (food, music, opportunities to converse)
- Engage with workforce through local business (also support job seekers)
- Library marketing/messaging is weak and doesn’t reach all audiences
- Expansion of hours (more Sundays at Adams, more in general at MacKay)
- Closer school/library relationship

Chelmsford Community Questionnaire 2019

This questionnaire was begun at the end of April 2019, with most of the 921 responses collected in May and June. It was distributed electronically through email, social media, and the library website, print copies were in the library and at the Senior Center, and flyers around town directed people to the online version.

The goal was to find out what current resources and services are most important to the community (both existing patrons and people who do not use the library), and to identify what we're not doing that could be of benefit to the community.

Based on the responses, both traditional library resources (books, DVDs, programs) and using the library as a casual space to meet or relax are the library's most important contribution to the community. Respondents were very willing to provide information on their other interests and their preferred method for learning about local news and events, and library staff will use this guide future programs, collection development, and other services. Additionally, almost 100 people requested follow-up contact with library staff, to explore how the library can assist their group.

Board of Trustee Fundraising Surveys

Throughout 2018, the Library's Board of Trustees conducted a series of surveys in preparation for a new fundraising initiative. In the past, besides unsolicited donations, the custom was to conduct fundraising campaigns only when there was a big project needing funding. The current Trustees decided that an annual campaign was a better strategy. This "Impact Fund" would then be used to supplement the library's regular budget to have a dramatic and visible "impact" on the community we wouldn't otherwise be able to achieve. The surveys researched the best ways to contact residents and other potential donors, peoples' opinions on annual giving versus project-based giving, as well as how they felt their donations could have the biggest impact on the library, and their use of the library.

The Trustees' final survey was the "Big Idea Survey," presented in the attached Appendix. It presented three "big" ideas for potential future directions in which the library could grow, and the community ranked them on in order of their preference to become a reality. Using weighted averaging, the "Library Around Town" Outreach Impact Fund edged out the other options. This began the process of designing and purchasing a Mobile Pop-Up Library, which will allow library staff to bring library resources and services outside the library building to numerous locations around town, such as parks, playgrounds, senior house, daycare centers, farmers markets, and community events. It will also reach people who would otherwise have difficulty accessing these services, such as senior citizens, veterans and parents with school-aged children.

Thanks to All Who Helped Shape the Conversation

Library Staff

Administration

- Becky Herrmann, Library Director
- Brian Herzog, Assistant Director
- Vickie Turcotte, Assistant Director of Support Services

Department Heads and Marketing

- Jessica FitzHanso
- Danny Lykansion
- Sara Dempster
- Supriya Bhat
- Jeffrey Hartman

Library Trustees

- Jillian Kenny, Chair
- David Braslau
- Sarah Conte
- Laura Ecker
- Maggie Marshall
- Adam Schertzer
- Katy Wood Van Dyne

Town of Chelmsford Staff

- Paul Cohen, Town Manager
- Mike McCall, Assistant Town Manager
- Gary Persichetti, DPW
- Kathleen Canavan, Facilities
- Evan Belansky, Planning
- Lisa Marrone, Business Development
- Sue Rosa, Public Health
- Gary Ryan, Fire Chief
- John Sousa, Finance
- Tricia Dzuris, Town Clerk

Governing Board Approval

This plan was reviewed by the Board of Library Trustees at their monthly meeting and approved on September 11, 2019

Addendum

Data from the Community Survey

921 responses

Methodology

The survey was comprised of a 13 question survey, distributed via email, social media, and print promotional material. 921 responses were submitted. Data collection started on April 30th, 2019, with an email inviting people to take the survey. Of the 6,258 recipients of the email, 3,138 opened the message and 694 clicked through to the survey. Links to the survey were also posted on the library's website and social media accounts for the month of May. Posters and flyers in the library, at the Town Office building, and at local businesses also encouraged responses. A large-format paper version of the survey, along with a box for completed surveys, was at the Chelmsford Senior Center.

The questions in this survey varied in type, and a few notes of explanation are warranted.

- Questions #2 and #3 were asked in response to how the respondent answered question #1 – “yes” answers were routed to #2 and “no” answers were routed to #3.
- Since questions #5 and #6 asked about related topics, the responses were grouped into one table for ease of comparison.
- Questions #7 and #14 both asked for patron's contact information for later follow-up by library staff. Their responses are not included here to protect their privacy.
- Question #11 prompted people to provide their email address if they would like to be added to our newsletter. Of the 173 addresses provided, only 32 were not currently subscribed. This indicates that people just provided their email address because we asked, or that they don't know they're getting the newsletters because it goes to their spam folder or they miss it for some other reason.

Results Summary

Although an effort was made to reach non-library users in addition to regular patrons, responses indicate that the answers are predominately coming from people already using the library. Of those people, traditional library resources such as books, DVDs, audiobooks, and programs receive the most use. A significant percentage of people also indicated they use the library study rooms or spend time at the library (reading books, newspapers, working a puzzle, etc), which indicates that the library is a destination and meeting place, not just for quick visit to pick up items and leave. The answers provided by the people who do not use the library are likewise valuable. This small sample may speak for non-users as a whole, and provides us with areas to improve to better serve the entire community.

One goal of this survey was to find out more about peoples' lives – with that information, the library can then tailor resources and services to meet the needs and interests of our community. Questions 4, 5, 6, 8, and 12 were targeted at collecting this information. Our plan is to offer programming, develop print and media collections, and add items to the Library of Things, that will address as many of these needs and interests as possible, in addition to adjusting services and outreach where possible.

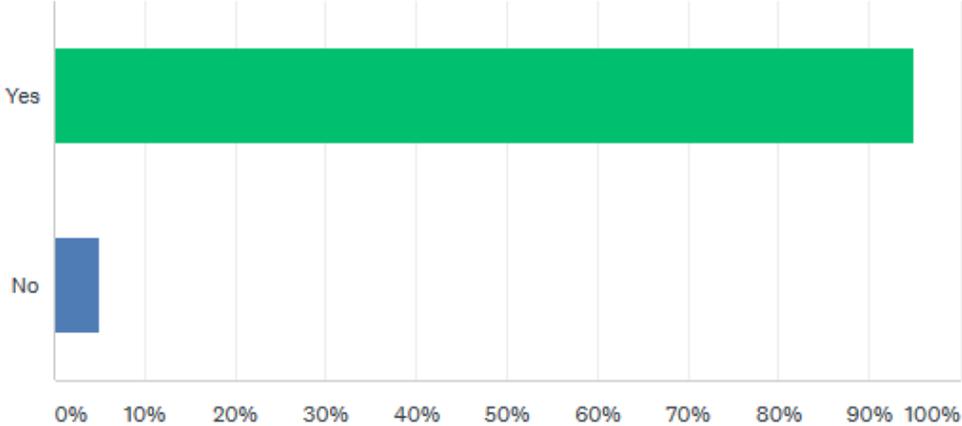
Marketing effectiveness was also a focus of this survey. Question 9 was targeting at discovering the channels through which people find out about local events and information, so we can more efficiently promote our resources.

To further address community needs and engage with local groups, we also offered to have Library Staff and Library Trustees visit with groups. These visits have been part of our overall outreach initiative, and serve to both learn more about the role of each group, and to present and promote relevant library resources and services. Almost 100 respondents requested to be contacted by the library as a follow-up to this survey, and staff is in the process of making those connections.

Results Data

Q1. Do you use our Library?

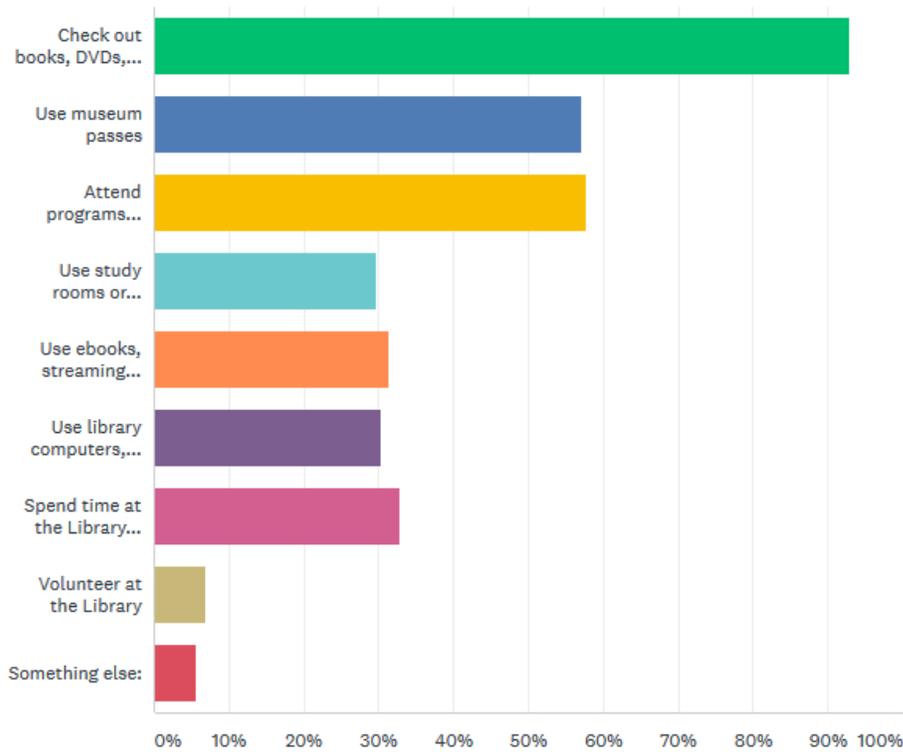
Answered: 921 Skipped: 0



ANSWER CHOICES	RESPONSES	
Yes	95.01%	875
No	4.99%	46
TOTAL		921

Q2. What aspects of the Library have you used? (check all that apply)

Answered: 849 Skipped: 72



ANSWER CHOICES	RESPONSES
Check out books, DVDs, audiobooks, Library of Things, etc.	92.82% 788
Use museum passes	57.13% 485
Attend programs (lectures, art receptions, Springfest, storytimes, etc.)	57.71% 490
Use study rooms or meeting rooms	29.68% 252
Use ebooks, streaming services, or research tools remotely	31.45% 267
Use library computers, wifi, or printing	30.39% 258
Spend time at the Library reading books, newspapers, working a puzzle, etc.	32.74% 278
Volunteer at the Library	6.95% 59
Something else:	Responses 5.65% 48
Total Respondents: 849	

“Something else” responses:

Response	# Responses
Research (history, investment, genealogy)	4
Get Reading Suggestions (bookmarks, staff)	4
Book Sale	3
Safe Place (also, power outage)	2
Tax Forms	1
Studying	1
Tax Appointments	1
I Work There	1
I am a FoL member	1
Bulletin Board	1
Self Checkout	1

Note: some responses have been excluded for lack of relevance

Q3. What prevents you from using the Library?

Answered: 40 Skipped: 881

Response Responses	#
Time/Busy	10
No reason to use library, nothing of interest there, or don't know about offerings.	6
Library too far from where I live (in N. Chelmsford (1) out of town (2), out of state (1))	5
I prefer to buy my books/materials	4
Nothing prevents me or I don't know what prevents me.	4
Haven't since children were small	2
Can accomplish everything from home on computer.	2
Habit of not using it, don't think of using it.	2
My card expired.	1
Too hard to access library services (ex: Overdrive)	1
Library hard to navigate.	1

Note: some responses have been excluded for lack of relevance

Q4. What do you do on a typical weekend?

Answered: 653 Skipped: 268

Response	# Responses
Spend time with family/friends	199
Errands/Shopping (esp. grocery)	143
Reading	135
Children (classes, sports, activities, etc)	106
Exercise (gym, walk, road race, etc)	98
Cleaning House (incl laundry)	81
Watch Movies or Watch TV (esp. sports)	79
Enjoy Outdoors (parks/lawns, beach, hiking, biking, kayaking, camping)	78
Attend Performances (Theatre/Plays, Dance, Music, sporting events)	76
Yard Work	75
Vague/Nothing Specific	67
Gardening	63
Church/Religious Services	60
Go out to eat	60
Relaxing	49
Visit Library	48
Cooking	48
House Projects/Repairs	42
Crafts (esp. quilting)	38
Play Sports (esp Golf)	34
Work	33
Travel/Road Trip (esp to Boston)	33
Sleep In or Nap	21
Visit Museums	18
School Work	17
Practice Music (piano, violin, guitar, choir)	12
Dog	11
Volunteer	9
Write	7
Caregiver for family member	5
Drink Beer/Visit Breweries	5
Spend time on internet	3
Genealogical Research	3
Jigsaw Puzzles	3
Podcasts	2
Study Language (English, Mandarin)	2
Video Games	2
Pottery	1
Dungeons and Dragons	1
Board Games	1
Modeling and Simulation Projects	1

Q5. What hobbies do you wish you had more time for?

Answered: 604 Skipped: 317

Q6. What skills would you like to learn?

Answered: 522 Skipped: 399

Response	Q5 Totals Combined	Q6 Totals	
Reading	193		193
Gardening	68	43	111
Cooking/Baking	45	47	92
Art	52	30	82
Knitting	33	42	75
Painting	41	31	72
Sewing	37	29	66
Crafts	57	7	64
Building/Woodworking/Carpentry	12	48	60
Learn a Language (French, German, etc)	10	45	55
Travel	48	1	49
Home Improvement/Repairs	3	44	47
Computer/Internet Skills		46	46
Photography/Photo Organizing	23	23	46
Writing	26	20	46
Hiking/Backpacking	39	2	41
Learning/Classes/Education	41		41
Crocheting	12	21	33
Music	24	3	27
Biking/Cycling	25	1	26
Drawing	11	15	26
Quilting	17	5	22
Exercise	18	1	19
Genealogy	14	4	18
Golf	16	2	18
Coding	2	15	17
Piano	12	5	17
Decorating/Interior Design	4	12	16
Meditation/Mindfulness/Relaxation	5	11	16
Sailing/boating/kayaking	13	3	16
Yoga	14	2	16

Walking	15		15
Financial Planning/Investing		14	14
Watching TV/Movies	14		14
Dancing	9	2	11
Guitar	5	6	11
Maker Stuff/Electronics	6	5	11
Singing	4	7	11
Car Repair	2	7	9
Floral Arranging	1	8	9
Furniture Refinishing/Making	2	7	9
Scrapbooking/Journaling	8	1	9
Board Games	8		8
Card Making	8		8
Pet/Dog Training	6	2	8
Plumbing		8	8
Volunteering	8		8
Cell Phone Skills		7	7
Family	7		7
Filming/Video Editing/Animations	4	3	7
Fishing	7		7
Glass Blowing		7	7
Welding		7	7
Wiring/Electrical Repair	1	6	7
DIY Projects	2	4	6
Embroidery	5	1	6
Jewelry Making	2	4	6
Needlepoint	3	3	6
Playing an Instrument	2	4	6
Ukulele	1	5	6
Video Games	6		6
3D Printing	1	4	5
Chess	2	3	5
Climbing (Rocks usually)	3	2	5
Social Media		5	5
Stained Glass Making		5	5
Type Faster		5	5
Weaving	4	1	5
Yard Work/Landscaping	2	3	5
Attending Lectures	4		4

Bird Watching	4		4
Calligraphy	2	2	4
Horse Riding	2	2	4
House Projects/Cleaning	4		4
Marketing		4	4
Motorcycling	4		4
Pottery		4	4
Puzzles	4		4
Small Engine Repair	1	3	4
Sports	4		4
Swimming	3	1	4
Basket making	2	1	3
Ceramics	1	2	3
Civic Engagement	2	1	3
Cloud Computing (basic to advanced)		3	3
Coloring	3		3
Conservation/Environment	2	1	3
Decluttering	3		3
Dungeons and Dragons (RPG games)	3		3
Graphic Design		3	3
Learn Violin/Fiddle		3	3
Makeup	2	1	3
Meet new people	3		3
Metalworking		3	3
MS Excel		3	3
Museums	3		3
Public Speaking/Presentation Skills		3	3
Tennis	3		3
Attending theater	2		2
Book Binding		2	2
Canning/Jarring/Food Preservation		2	2
Choir	2		2
Cross Stitching	2		2
How to brew beer		2	2
Hunting	2		2
Live Action Roleplaying (LARP)	2		2
Make a website		2	2
Mushroom Growing	1	1	2
Painting Miniatures	2		2

Read Faster		2	2
Silversmithing	1	1	2
Skiing	2		2
Soap Making	2		2
Solar Energy		2	2
Wood Turning		2	2
Acting		1	1
Antique Radio Repair	1		1
Archaeological Excavation	1		1
Archery		1	1
Astronomy	1		1
Badminton		1	1
Baseball	1		1
Becoming an RN		1	1
Being a DJ	1		1
Blogging		1	1
Bobbin Lace	1		1
Brewing Beer	1		1
Candle Making	1		1
Candy Making		1	1
Composting		1	1
Creating a Will		1	1
Decoupage		1	1
Dollhouses	1		1
Drinking Wine	1		1
Essential Oils	1		1
Farming		1	1
Flute	1		1
Fly Airplane		1	1
Geocaching	1		1
Gluten Free Vegan	1		1
Green Energy	1		1
Grilling	1		1
Ham Radio	1		1
Historical Research	1		1
Hockey	1		1
How to borrow a digital book.		1	1
How to grow/use herbs.		1	1
How to make a stone wall		1	1

How to make a tree house		1	1
How to make cheese		1	1
How to make Kombucha		1	1
How to make soda		1	1
How to publish a book		1	1
How to sell on Ebay		1	1
Java Certification		1	1
Learning Federal Regulations		1	1
LEGOs with the kids	1		1
Linux Certification		1	1
Mah Jong	1		1
Making cat food from scratch		1	1
Masonry		1	1
Modeling		1	1
Mosaics		1	1
Museum Visits	1		1
Nutrition		1	1
Online Businesses		1	1
Paddle Boarding		1	1
Parent-Tween Activities	1		1
Pastels	1		1
Patience		1	1
Picture Framing		1	1
Playing Bridge	1		1
Playing the Lottery	1		1
Podcasts		1	1
Project Management		1	1
Quantum Physics	1		1
Relaxing	1		1
Restoring old vehicles and machinery		1	1
Resume Writing		1	1
SCUBA Diving	1		1
Seeking out the dark forces and joining their hellish crusade.		1	
	1		
Shopping	1		1
Sketching	1		1
Snow Shoeing		1	1
Social interactions		1	1
Spinning	1		1

Stamping	1	1
Survival and Self Defense		1
Tai Chi		1
Taxes		1
Toddler Parenting		1
Trumpet	1	1
Tutoring	1	1
Understanding DDC and LC classifications		1
Volleyball		1
Winemaking		1

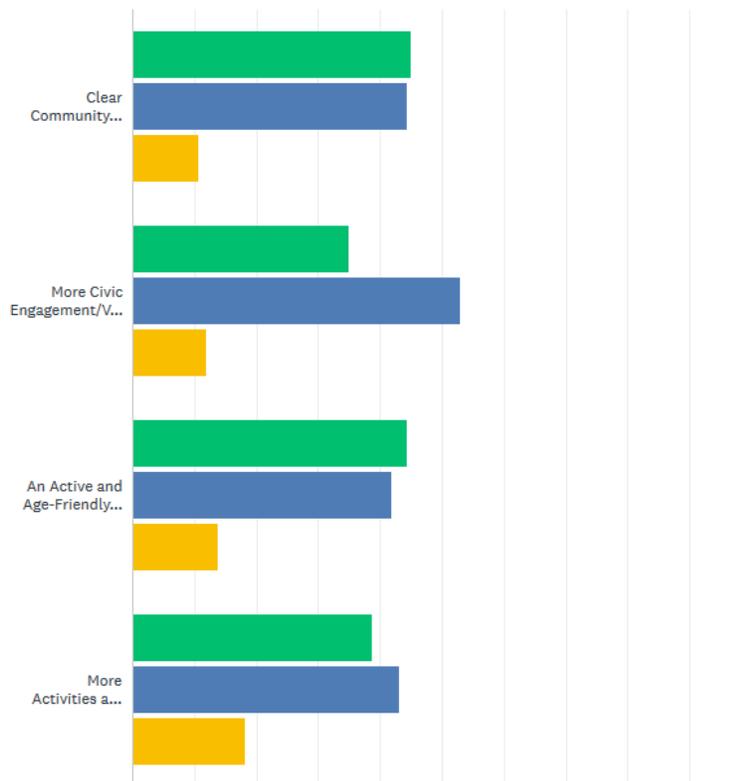
Q7. Did you know Library staff meets with and offers support, reading suggestions, and resources to local businesses, church groups, social clubs, school groups, or other local organizations? If you'd like us to visit your group, please leave your email or phone number here.

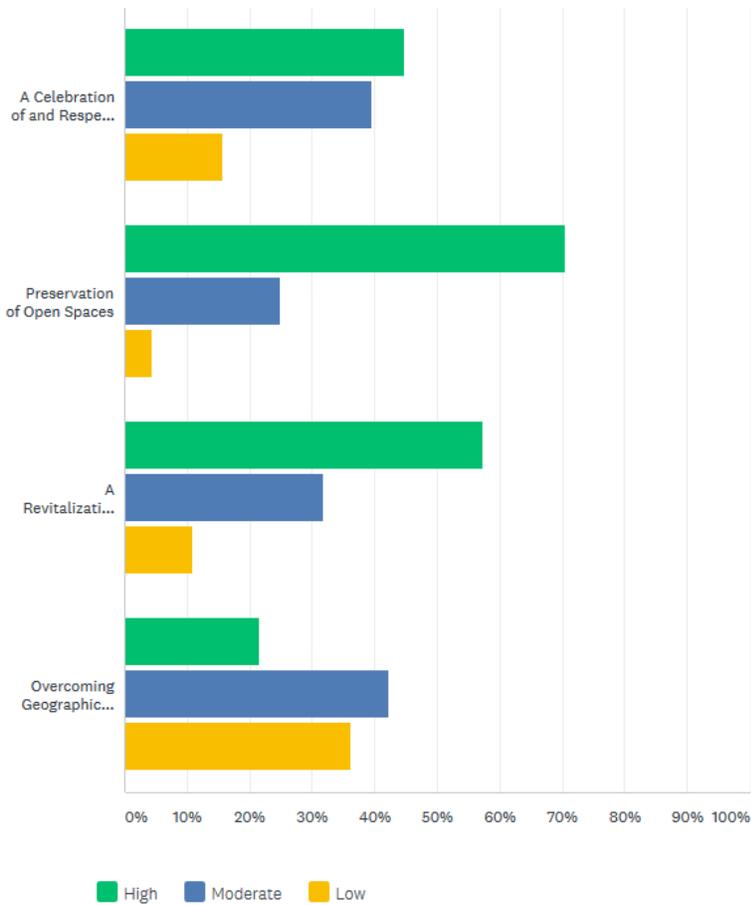
Answered: 31 Skipped: 890

The responses to this question are not included to protect patron privacy. Library staff will contact each respondent, as appropriate.

Q8. From our recent community focus groups, your neighbors identified the items below as "wish list" for Chelmsford. We would like to hear what you think - please rank each as High, Moderate, or Low. You have a wish for:

Answered: 655 Skipped: 266





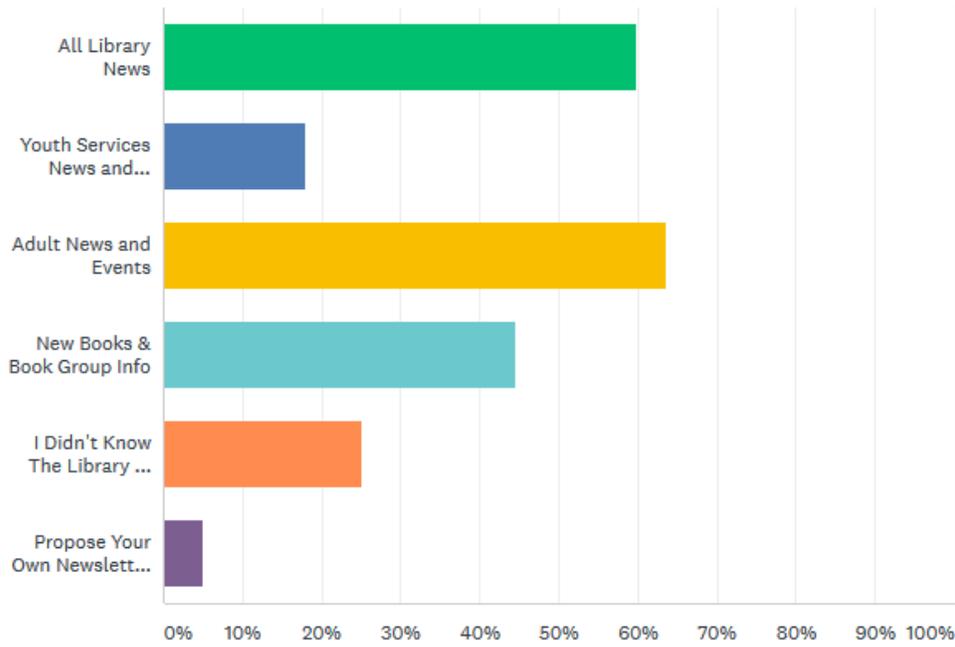
	HIGH	MODERATE	LOW	TOTAL	WEIGHTED AVERAGE
Clear Community Communication Tools	44.92% 274	44.43% 271	10.66% 65	610	1.66
More Civic Engagement/Volunteerism	35.02% 214	53.03% 324	11.95% 73	611	1.77
An Active and Age-Friendly Community for Seniors	44.30% 280	41.93% 265	13.77% 87	632	1.69
More Activities and Spaces for Teens	38.67% 232	43.17% 259	18.17% 109	600	1.79
A Celebration of and Respect for Diversity in Chelmsford	44.75% 277	39.58% 245	15.67% 97	619	1.71
Preservation of Open Spaces	70.60% 449	25.00% 159	4.40% 28	636	1.34
A Revitalization of the Town Center	57.33% 356	31.72% 197	10.95% 68	621	1.54
Overcoming Geographic Boundaries between Neighborhoods	21.52% 130	42.22% 255	36.26% 219	604	2.15

Q9. Besides word of mouth and Facebook, how do you hear about local events (not just library events)? Answered: 445 Skipped: 476 *Note: some responses excluded for lack of relevance*

Group	Specific Response	Number of Responses	% of Group	% of Total Responses
EMAIL		TOTAL:	156	24.76%
	Non-Specific	71	45.51%	11.27%
	Newsletters (from other organizations or library)	61	39.10%	9.68%
	School Emails	22	14.10%	3.49%
	Boston Happenings Newsletter	2	1.28%	0.32%
PRINT ADS		TOTAL:	132	20.95%
	Bulletin Board (at library, Market Basket, telephone poles, or around town)	60	45.45%	9.52%
	Roadside Banners/Signs (library sandwich board, town banners in center or on common)	50	37.88%	7.94%
	Physical Mail	11	8.33%	1.75%
	Library Calendar (print)	3	2.27%	0.48%
	Community Ed Mailing/Flyer	3	2.27%	0.48%
	Weekly Community Magazine	3	2.27%	0.48%
	Library Handouts/Takeaways	2	1.52%	0.32%
NEWSPAPER		TOTAL:	172	27.30%
	Chelmsford Independent or Lowell Sun	126	73.26%	20.00%
	Chelmsford Patch (online or off)	31	18.02%	4.92%
	Action Unlimited	15	8.72%	2.38%
ONLINE		TOTAL:	106	16.83%
	Direct to organization's website	33	31.13%	5.24%
	Town of Chelmsford Website	22	20.75%	3.49%
	Macaroni Kid	16	15.09%	2.54%
	Library Website/Calendar (online)	13	12.26%	2.06%
	Googling Interests (incl Google News local)	10	9.43%	1.59%
	School Website/Calendar	4	3.77%	0.63%
	Nextdoor.com	3	2.83%	0.48%
	Hulafrog.com	1	0.94%	0.16%
	Eventbrite App	1	0.94%	0.16%
	Meetup.com	1	0.94%	0.16%
	Goldstar.com	1	0.94%	0.16%
	Groupon.com	1	0.94%	0.16%
ONLINE: SOCIAL MEDIA		TOTAL:	21	3.33%
	Twitter (Wicked Local, Chelmsford Police, Chelmsford Schools)	9	42.86%	1.43%
	Chelmsford News (number likely not representative due to exclusion of fb. See note below).	7	33.33%	1.11%
	Instagram	4	19.05%	0.63%
	LinkedIn	1	4.76%	0.16%
ORGANIZATION		TOTAL:	23	3.65%
	Senior Center	14	60.87%	2.22%
	CCA	4	17.39%	0.63%
	Religious Institution (Church/Synagogue)	4	17.39%	0.63%
	PTO Meetings	1	4.35%	0.16%
TV/RADIO		TOTAL:	20	3.17%
	Local News (Channel 5 or Channel 8)	8	40.00%	1.27%
	Telemedia/CCTV	7	35.00%	1.11%
	Radio (92.5 The River; 980AM WCAP; WBZ)	4	20.00%	0.63%
	NPR	1	5.00%	0.16%

Q10. Which online newsletters would you sign up for (choose all that apply)?

Answered: 607 Skipped: 314



ANSWER CHOICES	RESPONSES
All Library News	59.80% 363
Youth Services News and Programs	17.96% 109
Adult News and Events	63.59% 386
New Books & Book Group Info	44.48% 270
I Didn't Know The Library Had That!	25.21% 153
Propose Your Own Newsletter Topic	Responses 5.11% 31
Total Respondents: 607	

Additional Proposed Newsletter Topics

Proposals	# Responses	
Events/News in Chelmsford	5	
Parenting (esp. toddlers, child safety)	3	
Kids Activities	2	
Arts	1	
Astronomy	1	
Baby Boomer Club	1	
Citizen of the Month	1	
Creative Active and Resourceful Elders (CARE)		1
Drudge Report	1	
Environmental (esp. climate)	1	
Mental Health Monthly Focus Topic	1	
Outdoor Activities	1	
Politics (local & national)	1	
Vegetable/Gardening Tips	1	

Q11. If you'd like to start receiving our newsletter, please enter your email address:

Answered: 192 Skipped: 729

The responses to this question are not included to protect patron privacy. Library staff added these respondents to the Library newsletter.

Q12. I wish the Library would...

Answered: 331 Skipped: 590

Hours	Responses	
More Sunday Hours/Summer Sunday Hours	19	
More open hours (2 people said 24/7)	7	
Open earlier (esp. weekends; suggested: 9am or 8:30)	6	
Be open later (esp fri, sat, sun)	6	
Expand Hours (open earlier on weekends)	2	
Timing	Responses	
More Evening events (esp. adult)	5	
Weekend children's events	4	
More weekend events for adults	4	
Afternoon/evening children's events	3	
More evening/weekend book clubs	2	
More school vacation programs	2	
More afternoon events (won't drive after dark)	1	
Pre-school activities at midday times	1	
Story/Play times should start at 11am	1	
More movies in daytime	1	
More weekday programs, fewer weekend ones	1	
Programs	Responses	Notes/More Info/Specific Suggestions
Educational programs	9	other religions/holidays, other countries, medical, technology, plant-based diets, traveling, holistic/natural healing, photography, bee keeping, controversial issues pro/cons, reducing carbon footprint,
More How-To Demos	7	knitting, painting, checkbooks, birdwatching

More social events	7	Book tastings, beer tasting, more like Spring Social (1/season?); events for singles; baby boomers club
More authors/book events	7	
Concerts/Music	6	especially outside; also a request for winter concerts
More movies	6	Friday afternoons? Also more for adults. Also more current movies.
Yoga/Meditation	6	Ages 6+ after school, one request to use different company
Cooking/Food Tasting	5	
More Tween programs	4	crafts, creative writing, book clubs
Social game group	3	board games, D&D, trivia
Summer story times	3	
More intergenerational programs	3	
More book sales	3	
Crafts for adults	2	
Elementary Aged Book Group	2	
More teen programs	2	
Foreign language discussion groups	2	French, Spanish
Political meetings	2	
More family activities	2	
Partner with Merrimack Rep	1	Programming to complement plays.
Children's events in summer	1	
Escape Room	1	
Children's programming for multiple age ranges.	1	I have a 2 and 4 y.o. and want them in the same programs.
Children's programs/staff unfriendly	1	Unsure of expectations of patrons at children's programs.
More children's programs	1	
Chess Club	1	especially for children
Organize trips	1	
Career services	1	opportunities to network
Create digital hub	1	Computers, ipads, etc for public use.
Partner with outside orgs for toddler programs	1	Like NE Aquarium, or other animal orgs.
Local History scavenger hunt	1	
Drag Queen teen event	1	
More one-off children's summer program	1	
Info meetings for pre-seniors	1	What to expect after you retire. Senior Center doesn't address this!

Change storywalk location	1	Start at library greenway, go through Bartlett park, across 27 to hiking path - make path accessible by stroller.
More read-alongs	1	Year round, not just in summer.
Help young people with goal development, future planning, learning about taxes	1	
More fun programs	1	
More REACT programs	1	Tired of hearing about politics/controversial issues
More tech presentations	1	Improve quality - discussion programs turned out to be lectures and diverged from advertised topics.
More events for tweens with special needs.	1	Not just for beginners.
Have a "free rummage sale"	1	
Music classes for children	1	People donate items, volunteers display them, and anyone can come and take anything for free.
Family Harry Potter night	1	
Mother/daughter book club	1	
Parent/child community service events	1	
Offer teen crafts for adults!	1	
Adult play reading group	1	
Adult writer's workshop	1	
Crossword Puzzle Contests	1	
Photoshop lessons	1	
Teach gardening	1	
Family financial Management	1	
Workshop on how to use the library	1	
More and better children's programs; adult programs	1	ch - Like Billerica; ad - like Tewksbury
Mahjong	1	
Bridge	1	
Graphic Arts	1	
Photography	1	
Rain Garden Design Workshop	1	
Revive Reading is Fundamental	1	Or similar.
More elementary aged programming	1	
More outdoor activities	1	
Children read to therapy dog	1	
Tai Chi	1	
More programs for adults without children	1	

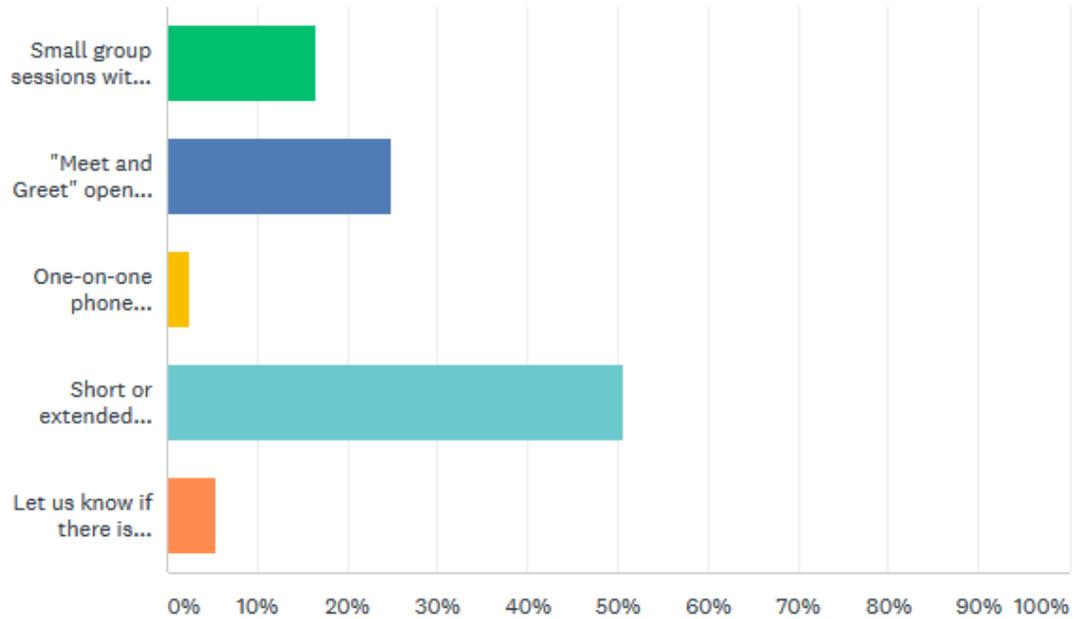
Materials	Responses	Notes/More Info/Specific Suggestions
More ebooks	8	esp. audiobooks; also older audiobooks (pre-2000); more award winners; more copies to reduce wait times.
More bestsellers/new books	4	also more copies to reduce wait times
More museum passes	4	
Expand Lib. Of Things	3	Digital Recorder, hardware tools, kids toys, new telescopes, geocaching kits
More up-to-date travel guides	3	
More LP books	2	
More SF/Fantasy books	2	esp. Hugo/Nebula winners/nominees; esp on Overdrive (heavy YA slant on Overdrive?)
Display more books	2	in children's; NYT bestsellers; if you liked X you'll like Y; travel destinations
More GN & Manga	1	
More westerns	1	
Pivo DVDs for workouts	1	
Have full sets of some authors' works/series	1	
More CD audiobooks	1	
Buy Season 8 Game of Thrones	1	
Post what's popular (lots of holds, lots of checkouts)	1	on mvlc.org site
More Christian authors	1	
Sort DVDs by Genre	1	
More foreign language music and film	1	
More paperbacks	1	
More Blu-rays	1	
More genealogy resources	1	
More streaming movies	1	esp. critically acclaimed movies
Lend streaming services	1	Netflix, Prime Video, and Audible
Stop carrying video games	1	
Seed Library	1	
Children's Kit Idea: historical time periods, including "artifacts", dress up clothes, picture books, and interesting facts about that time.		
	Responses	Notes/More Info

OTHER SUGGESTIONS		
Open café/coffee shop	8	
Get the word out better	7	Don't hear about materials/services/programs enough. Publicize online reference tools. Advertise at town/church/group meetings. Advertise museum passes more.
Circulate items (books, DVDs) for longer periods.	4	Length of book should determine circ period.
Have resource for finding volunteer opportunities in town	3	esp for seniors
Pick up lockers for 24/7 hold pickup	3	Drive though
More/Overflow parking	3	
More meeting rooms	2	
Collaborate more meaningfully with community groups/orgs	2	
Mobile Book Truck or pop-up library	2	
More quiet	2	esp. front desk staff
Add maker space	2	3d printer, electronics, STEM activities for all ages
Offer delivery	2	
Be open to suggestions	1	
Easier handicap access	1	
Playground on greenway	1	
Picnic tables on greenway	1	
Fewer open ended questions on survey	1	
Leave community fliers up longer on bulletin	1	
Outreach for the homebound	1	
Send 1 month advance notice for next month's book group selections	1	
Clean/replace children's room toys	1	
Make it easier to reserve meeting space	1	
Shared access to popular software	1	MS Word, Powerpoint, Excel.
Need a place to take phone calls.	1	
Assist veterans/military	1	
Let children eat in children's room.	1	
Fundraise for cancer/Alzheimers	1	
Make newspapers easier to access	1	
Create dedicated support space for LGBTQ+ community	1	Incl - books, movies, music, help and assistance
Play music in the library	1	

Support MacKay better	1	
Clean the fabric chairs	1	
Outreach to Senior Housing developments	1	book talks requested
Keep children's room door closed so children can't run out	1	
Add list of DDC call numbers to new book room	1	
Add a high quality large flatbed scanner.	1	Patron wants community members to be able to preserve family documents and rare materials easily.
Separate child play area from books and computers	1	
Allow kids to volunteer at library	1	
Create media lab for children	1	Tablets and computers with timers.
Tutoring exchanges	1	
Add more space to library	1	
Remote access to Ancestry	1	
Better technology	1	OPAC especially is not intuitive/easy/modern.
Don't approve meeting space, then revoke approval 1 week before the meeting.	1	
Allow animals	1	
Add covered area for reading/streaming outside	1	
Better layout and readable format for newsletter	1	Offered Tewksbury as an example of what they want.
Offer babysitting during visit so I can browse the library child free	1	
Employees should wear nametags	1	I don't know people's names.
More teen job positions	1	
Encourage older teen usage	1	Don't mix them with younger teens.
Softer seats for meeting room	1	
Have section to show off rare books	1	Books to be donated by community members.
Allow dance performances in meeting rooms	1	

Q13. We'd like to continue this conversation. What's the best way to do that?

Answered: 504 Skipped: 417



ANSWER CHOICES	RESPONSES	
Small group sessions with staff and the public	16.47%	83
"Meet and Greet" open house to share ideas	25.00%	126
One-on-one phone interviews	2.58%	13
Short or extended surveys	50.60%	255
Let us know if there is something else you'd prefer:	Responses 5.36%	27
TOTAL		504

Q14. If you'd like to be involved, please provide your name and contact information:

Answered: 81 Skipped: 840

The responses to this question are not included to protect patron privacy. Library staff will contact each respondent, as appropriate.