

**Chelsea Public Library**  
Long Range Strategic Plan  
FY2016-FY2019



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## **Purpose**

The Chelsea Public Library Board of Trustees and the Library Director, Sarah Gay, determined a need for the Chelsea Public Library to have a current, accurate and comprehensive long range plan on file with the Massachusetts Board of Library Commissioners. The city is growing and changing and library services need to adapt and evolve along with it. Having a long-range plan helps provide a vision of where the community and library is and where it is going. In practical terms, it provides a blueprint necessary to set realistic and tangible goals and provides structure and accountability. Updating and upgrading the library's physical space is a top priority as the library last underwent major renovations between 1988-1991.

## **Committee**

Facilitators: Sarah Gay, Library Director

Martha Boksenbaum, Children's Librarian

Deb Hoadley, Advisor, Massachusetts Library System

Committee Members:

Rob Accomando, Board of Library Trustees Chair

Alexandria Christmas, Chelsea Resident

Lisa Lineweaver, Chelsea School Committee

Bruce Mauch, Friends of the Chelsea Public Library President

Ed Mulkern, Board of Library Trustees

Grace Muwina, Chelsea Resident

Mark Nadow, Chelsea Business Owner

Sergeant John Nofle, Community Liaison Officer, Chelsea Police Department

Officer Joanne O'Brien, Chelsea Police Department

Katherine Palencia, Chelsea Public Library Part-Time Library Assistant

Luis Prado, Director of Health and Human Services for the City of Chelsea

Jeanette Velez, Chelsea Family Network Director and School Committee Member

Melissa Walsh, the Neighborhood Developers Community Engagement Director

## Methodology

The Chelsea Public Library Long Range Plan planning process and plan was developed using the methodology outlined in the standard Public Library Association publication *The New Planning for Results* by Sandra Nelson. The process took place over the course of eight months, beginning with the Library Director attending a Long Range Plan workshop and roundtable with Library directors and staff members from around the state. The workshop was facilitated by advisors from the Massachusetts Library System.

The next step in the process was forming the planning committee, committed to attending a total of three meetings. Open invitations and emails to community based organizations resulted in a planning committee comprised of a cross section of community stakeholders. The committee met at the Chelsea Public Library on:

April 1<sup>st</sup>, 2015

May 13<sup>th</sup>, 2015

September 16<sup>th</sup>, 2015

The next step of the planning process involved the creation of a community survey to be distributed to residents, municipal workers, city government, community stakeholders and members of the Metro Boston Library Network and the Boston Public Library. An online and paper version of the survey was shared over a four week period in the Summer of 2015. The bilingual survey, in English and Spanish, was distributed in the following ways: links to the online survey were distributed by community organizations; links were sent to all municipal employees and teachers; links were posted on all library social media pages as well as through other city organizations' social media pages; the links and paper surveys were handed out at three heavily attended community events; a collection box and display at the library and it was presented at a meeting held at the Chelsea Senior Center.

Additionally, a separate survey was created to distribute to Library Staff, the Board of Library Trustees and the employees of Raising a Reader, MA, which houses their local team at the Library. This survey yielded 26 responses.

The online community survey yielded: 124 online responses and 34 paper responses.

The following issues were identified as priorities across more than half of the survey responses:

- Welcoming and inviting space with soft seating and quiet study areas
- Better lighting
- Parking; senior citizen and ADA compliant access
- Teen Space and additional teen programming
- After hours and social adult programming (book clubs, concerts, art shows)
- User friendly, attractive website
- Safe, clean space
- Updated interior

- Staff engagement, professionalism and technical knowledge
- Basic IT support and classes
- ESL materials and conversation circles
- Updated collection

## Strategic Planning Committee Meetings

### Meeting 1:

At the first meeting, the Director and Children’s Librarian gave a presentation highlighting a general overview of library operations, financials, personnel and key terms in which members of the committee might not be fluent in. There was time for general initial input from the entire committee. Three possible initial goals were agreed upon by the committee:

- Find ways to increase circulation.
- That the library should be more welcoming.
- Investigate the possibility of changing the hours.

The first meeting also examined the Strengths, Opportunities, Aspirations and Results (S.O.A.R.) that would help determine the library needs, achievable goals and measureable outcomes. The results of this exercise include:

- Strengths: Location, family/children’s Programming, working with community, Staff.
- Opportunities: eBooks, digital collection, community, makerspace and STEM programming.
- Aspirations: Creating a vibrant library free of intimidating features.
- Results: Increase in circulation and building usage, community survey, community meeting, and greater role in the community.

The meeting notes were presented and reviewed by the Library Board of Trustees at their April meeting.

### Meeting 2:

This meeting was facilitated by Deb Hoadley from the Massachusetts Library System and was held to discuss the future of Chelsea; the “hopes and priorities of its community members; and create a vision of Chelsea 5, 10 and 25 years from now.”

Key themes from the Community Vision Exercise:

- Community connections
- A safe and pleasing environment
- Awareness and promotion of the community
- Community trust and pride

Key potential roles of the Library supporting these themes:

- Large cultural event
- Educating the public of library resources
- Partnering with the Chelsea Police Department, Chelsea Public Schools and Community organizations
- Exploring new relationships with other community organizations
- Being a source of information on community events, resources, job fairs, multilingual information

The meeting notes were presented and reviewed by the Library Board of Trustees at their June meeting.

### **Meeting 3:**

The third committee meeting had ten attendees and all excused committee members communicated their input prior to the meeting. The plan was reviewed section by section with particular emphasis on the Service Goals and actions. The Committee members approved the plan unanimously.

The plan was presented to the Library Board of Trustees at their meeting held on September 15<sup>th</sup>, 2015 and the Board reviewed and approved the plan.

Additionally the plan was reviewed by Ned Keefe, the City of Chelsea Deputy City Manager on September 23<sup>rd</sup>, 2015 and approved.

## **Description of the City of Chelsea**

The state's smallest municipality geographically, Chelsea, Massachusetts is a dense and diverse urban community of 40,000 just north of Boston. In fact, after being "founded" by a fur trader in 1624, Chelsea was a part of Boston until 1729. A typical 19<sup>th</sup> century community Chelsea excelled in shipbuilding and was a summer hamlet for Boston's aristocracy. That all changed with the onset of the Industrial Revolution when, almost overnight, immigrants turned the 10,000 person seaside community into a city of almost 50,000. The 20<sup>th</sup> century battered Chelsea with 2 major devastating fires, the first of which destroyed the City's library, a flood, the division of the city in two by the construction of a major highway, and a state-imposed Receivership, the first of its kind since the Great Depression.

Chelsea's rebirth began with receivership, reversing the corruption that deprived taxpayers of honest services and saddled them with corrupt politicians. The last four mayors prior to receivership were indicted on a variety of corruption charges and post receivership residents adopted a new city charter that went into effect in 1995 and called for eliminating an elected mayor and hiring a professional City Manager.

Currently the city government is comprised of a City Manager and a Deputy City Manager who report to a City Council of 9 elected City Councilors and 2 elected Councilors at Large. The city has a strong relationship with numerous community based agencies that work tirelessly to provide services and council to what has become largely an immigrant community. Considered a "Gateway City", Chelsea has also become a city with vast swaths of refugees, arriving from ravished countries such as Bosnia, Albania, Iraq, Somalia and Kenya. Civic infrastructure has increased the capacity of each of its participating stakeholders, with agencies increasing communication and engaging in inclusive, thought-provoking problem solving. City government agencies, the city's community based organizations, business leaders and residents have joined to create a civic energy and enthusiasm that is as respectful as it is effective. Among the weighty topics the community is focusing on presently is developing social capital and promoting prosperity among residents, supporting public health responses to drugs and crime, and attempting to manage gentrification pressures to also benefit those who have been living in, and contributing to, the community for years.

(Source: City of Chelsea application for the 2014 All America City Awards; Ash, Jay)

## Community Statistics at a Glance

**POPULATION (as of 2010):** 36,828

**POPULATION PERCENTAGE CHANGE 2000-2010:** +0.28%

### **RACIAL/ETHNIC POPULATION BREAKDOWN:**

WHITE: 47.8%

HISPANIC OR LATINO (of any race): 62.1%

BLACK OF AFRICAN AMERICAN: 8.5%

ASIAN: 3.1%

AMERICAN INDIAN AND ALASKAN NATIVE (AIAN): 1.1%

MIXED RACE: 5.9%

OTHER: 25.2%

**MEDIAN FAMILY INCOME:** \$47,291

**PERCENTAGE OF FAMILIES BELOW POVERTY LEVEL:** 23.3%

(Source/Date: U.S. Census, [quickfacts.census.gov/qfd/states/25/2513205.html](http://quickfacts.census.gov/qfd/states/25/2513205.html)) April 27, 2015

**UNEMPLOYMENT RATE** (avg. 2012-2014): 6.9%

(Source: Massachusetts Department of Employment and Training, April 2015)

### **POPULATION BREAKDOWN BY AGE GROUP:**

19 and under: 29.3%

20-24: 7.7%

25-44: 35.9%

45-64: 18.6%

65 and over: 8.5%

(Source: ACS Demographic and Housing Estimates

[[http://factfinder2.census.gov/faces/tableservices/jsf/pages/productview.xhtml?pid=ACS\\_12\\_5YR\\_DP05](http://factfinder2.census.gov/faces/tableservices/jsf/pages/productview.xhtml?pid=ACS_12_5YR_DP05)] April 27, 2015)

**Percentage of Home Ownership:** 27.4%

(Source/date: U.S. Census, [quickfacts.census.gov/qfd/states/25/2513205.html](http://quickfacts.census.gov/qfd/states/25/2513205.html)) April 27, 2015)



## 2013 Top Industries and Weekly Wages in Chelsea

- 1) HealthCare and Social Assistance, 174 Establishments, Weekly wage: \$735
- 2) Retail, 104 establishments, Weekly wage: \$492
- 3) Wholesale Trade, 73 establishments, \$1385
- 4) Accommodations and Food Service, 62 establishments, Weekly wage: \$346

(Source: Massachusetts Department of Workforce and Labor [[http://lmi2.detma.org/lmi/lmi\\_town.asp](http://lmi2.detma.org/lmi/lmi_town.asp)] April 25, 2015)

## Chelsea School District Data

Number of public and private schools in the community:

	Public	Private	Has a library?
Preschools	1		No
Elementary Schools	4	1	Yes
Middle Schools	3		Yes
High Schools	1		Yes
Vocational Schools	1		No
Other (Charter/etc.)	2		No

## **Chelsea Public Library Operational Mission Statement**

“The Public Library of the City of Chelsea is to be a community library whose circulating collections and public information services reflect the needs of a constituency and to make the availability of its collections and services attractive to all. It is a recognized responsibility and priority of the library to make its services available to prospective users of all ages and backgrounds. The library is the city’s principal organization for serving the adult as an individual by providing resources for continuing education, general and technical information, and cultural development. The library also serves these purposes for those of student age by acting as a supplement to the city’s public and private schools. The prevalence of preschool use of the library and the present recognition of its vital importance are also important factors in the planning of services and collection development.”

Source: (as taken from the Materials Selection Policy)

## **History of the Chelsea Public Library**

Chelsea has had a library since 1848 with the formation of the Chelsea Library Association. In 1863 the Association dissolved and it wasn’t until January 1, 1870 that the first public library in the city opened at the corner of Broadway and Second Street. In 1883, the library was moved to its present location into a building donated by the former Mayor Eustace C. Fitz, and was known as “the Public Library of the City of Chelsea.” Formal dedication ceremonies were held on December 22, 1885 and were highlighted by renowned educator James Russell Lowell, the President of Harvard University.

In 1889, in recognition of the donor of the building, the name was changed to “the Fitz Public Library of the City of Chelsea.”

On Sunday, April 12<sup>th</sup> 1908, the infamous “Great Chelsea Fire” destroyed a third of the city, and along with it, the library.

In October of 1910, a rebuilt library was opened on the Broadway site, funded through the generosity of the philanthropist Andrew Carnegie, along with matching municipal funding. The name was changed from the “Fitz Public Library” to the “Chelsea Public Library.”

It is interesting to note that according to the Charter of the City of Chelsea, the Library Board of Trustees is an advisory multiple member-body of the city and not a governing body.

(Source: *History of the Chelsea Public Library: Ready Reference* 1998. And [https://www.municode.com/library/ma/chelsea/codes/code\\_of\\_ordinances](https://www.municode.com/library/ma/chelsea/codes/code_of_ordinances) August 8, 2015)

## Library Statistics

The Chelsea Public Library is a member of the Metro Boston Library Network. The MBLN Network consists of the Boston Public Library's 25 branches, the Boston Public Schools, the Malden Public Library, Fisher Community College, Roxbury Community College, the State Transportation Library, and the Newman School.

The library has met the MBLC's mid-level compliance requirement for the population group of 25-49,999, of being open 54 hours a week for the FY2005-FY2015.

### Holdings: Adult/Teen

	FY 2005	FY2010	FY2015
Books	44,728	47,816	39,171
Periodical Subscriptions	104	112	81
DVD's & VHS	N/A	3,870	2,026
Audio Books & CD's	N/A	1,425	1,276
Microforms	N/A	217	220
Public Access Computers	9	12	15

### Holdings: Children

	FY2005	FY2010	FY2015
Books	23,319	25,680	17,916
Periodical Subscriptions	Unknown	15	18
DVD's & VHS	Unknown	395	527
Audio Books & CD's	Unknown	976	424
Public Access Computers	2	3	3

Note: The decrease in holdings reflect the implementation of a de-selection process begun in July 2014. While DVD holdings have increased dramatically, the figure represents the elimination of virtually the entire VHS collection. Periodical subscriptions figure does not reflect online subscription databases or the online downloadable periodical subscription service, "Zinio", patrons have access to as a part of the Metro Boston Library Network.

## Library Use

	FY2005	FY2010	FY2015
Registered Borrowers	25,539	14,403	7,377
Circulation of Adult/Teen Materials	34,040	19,321	14,083
Circulation of Children's Materials	10,726	16,932	17,239
Children's Programs/Attendance	50/3,000	35/1,200	179/4,492
Interlibrary loan materials borrowed for patrons	1,783	7,007	12,345
Interlibrary loan materials provided to other libraries	3,979	4,828	6,427

Note: The dramatic decrease in the number of reported registered borrowers is largely due to the new Integrated Library System the Network installed in 2014. This ILS purges inactive patrons on a more frequent basis. The large increase in Interlibrary loan requests and fulfillments reflect an enhanced home online ordering system as well as a streamlined delivery service.

### Programming

	FY 2005	FY 2010	FY 2015
Children's Programs/Attendance	50/3000	35/1200	179/4,492
Teen Programs/Attendance	0	4/50	2/65
Adult Programs/Attendance	0	10/150	10/200

### Library Staff

	FY2005	FY2010	FY2015
Total Number of Employees	11	12	14
Number of Full-Time Employees	6	5	5
Number of Part Time Employees	5	7	9
Number of Volunteers	3	1	1
Number of Volunteer Hours	225	208	208
Number of Staff holding 2 or more years of college	0	0	2
Number of Staff holding a Bachelor's degree	1	2	2
Number of Staff holding an MLS	1	1	3

### Financial Information

	FY2005	FY2010	FY2015
Operating Budget	273,772	272,912	284,415
Materials Expenditure	47,524	41,989	35,854

### Technology

	FY2005	FY2010	FY2015
Monthly average of adult PC users	1,400	1,400	1,860
Number of "hits" on the library website	N/A	N/A	41,864
Monthly average of Wi-Fi usage sessions	N/A	N/A	402

## Service Responses: Goals, Objectives and Actions

### Goal 1: Update and improve the functionality of public spaces

Objective	Actions	Timeline
Repurpose space in Reference Room	Deselect titles in the reference room. Make all items requestable. Move non-essential items into stacks.	FY16
	Move Current Non-Fiction into reference room.	FY16
	Blend highly requested non-fiction sections from stacks into reference room.	FY16
	Eliminate existing metal shelving in center of room	FY16
	Install electrical outlets and charging stations in center of room and along Library St. windows	FY17
	Purchase and install additional computer carrels for center of room (10 qty.) Purchase and install bar tables and seating along Library St. windows.	FY17
	Dispose of metal filing cabinets, bookcases along Library St. windows to make room for Business center.	FY16
	Purchase functional moveable room dividers to create mobile quiet group spaces.	FY17

Objective	Actions	Timeline
Repurpose space in Fiction Room	Move Spanish books into Non-Fiction room	FY16
	Eliminate metal shelving in center of Fiction room	FY16
	Install soft seating with media outlets and tables	FY16, FY 17
	Keep two existing hard wood tables towards back of room (Library St.)	FY16
	New magazine racks that take up less foot space.	FY17
	Paint walls, take down some artwork, and arrange existing artwork in a more linear fashion.	FY17-FY19

Objective	Actions	Timeline
Repurpose Non-Fiction Room into Teen Space/Spanish collection	Move Spanish collection from Fiction room to emptied Non-Fiction shelves on left side of room.	FY 16

	Incorporate Overstock non-fiction into reference room.	FY 16
	Eliminate half of the existing metal shelves. Move Teen NF to bookshelves (700's). Move Teen Fiction to bookshelves (800's-900's) Make existing green metal shelves all Graphic Novels/Manga	FY 16
	Replace wooden tables on right side of room with soft seating and tables w/ charging capabilities.	FY 16, FY17, FY18

Objective	Actions	Timeline
Repurpose Staff lounge	Separate the staff kitchen/bathroom from the staff lounge area. Move door from outside lounge to kitchen doorway.	FY 16
	Add cable line and donated TV.	FY 17

**Goal 2: Update collection and foster relevancy with: collection analysis, rigorous deselection and selected collection enhancements.**

Objective	Actions	Timeline
Collection analysis	Weed Fiction in stacks	FY16- FY17
	Weed Non-fiction in stacks	FY16- FY17- FY18
	Move high-demand sections from stacks to reference room, e.g.: cooking, history, biography, true crime etc.	FY16- FY17
	Allocate materials budget line item from the General Fund each year, in four key areas noted for development: Spanish NF, Books in foreign languages, ESL and children's audio/eBook/Playaways.	FY16, FY17, FY18, FY19

**Goal 3: Technology enhancements**

Objective	Actions	Timeline
Additional computers and business center	Add an additional 9 public computers in the adult department, 1 cataloging computer in the children's department and add 4 additional Teen computers.	FY16- FY20
	Using funds from the Friends of the Library and the Revolving Fund, create Business center in reference room with a 20 min, Express computer, Fax machine, scanner and color printer.	FY17

Objective	Actions	Timeline
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Better web presence and ease of access to online resources	Work with the City IT Director and the Library Board of Trustees to fund and develop a new website.	FY17
	Create Easy to Use pathfinders in brochure and online forms, outlining available online resources and how to access them on different devices.	FY16
	Work with MBLN to increase visibility of network members on the existing BPL mobile app.	FY17
	Purchase online Museum Pass reservation software.	FY16
	Secure funds through the General Fund to purchase the Envisionware upgrade allowing for Mobile Print Service (print from mobile devices and print from home.)	FY17

Objective	Actions	Timeline
Functional seating	Work with the City Manager and Department of Public Works to allocate funds from the CIP to purchase functional, mobile soft seating and tables with USB and charging outlets.	FY17

#### Goal 4: Celebrate Chelsea’s diversity and foster cultural awareness

Objective	Actions	Timeline
Focus on cultural programming	At least one program a year celebrating diversity in the adult dept., the teen dept. and the children’s dept.	FY16-ongoing
	Program quarterly film and book discussions on relevant cultural topics.	FY16-ongoing
	Establish bi-weekly adult ESL conversation circles.	FY16

Diversify collection	Focus on enhancing existing Spanish collection as well as adding titles in Arabic, Albanian, Croatian and languages representing certain African countries.	FY16 FY17
	Enhance the ESL collection	FY17

#### Goal 5: Make the library a welcoming space

Objective	Actions	Timeline
Prepare a Space Plan	Work with DPW and the Board of Library Trustees to design a comprehensive space plan to apply for MBLC Construction Grants as well as inclusion in the City CIP Plan. Explore funding means for a consultant. Create a capitol campaign for matching funds.	FY17
	Work with the Chief Procurement Officer and Director of Public Works to create a comprehensive supplement to	FY17

	the Space Plan addressing the large amount of material to be declared surplus and disposed of accordingly.	
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Create an inviting space	Soft seating, lounge areas with flexible furniture	FY17 FY18
	Enhance lighting (Existing in the City CIP 2014-2018)	FY14- FY18
	Fresh new paint in children’s department, adult fiction and non-fiction rooms and along stairwell leading to basement. (Existing in the City CIP 2014-2018)	FY14- FY18
	Explore the possibility of additional scheduled annual carpet shampoos.	FY16
	New paint on the Marlboro St. door (City CIP 2014-2018)	FY14- FY18
	Deep clean and revive front entrance. Move cigarette disposal per state law and paint door.	Annually
	Purchase new children’s furniture, soft seating, pillows, interactive games and play furniture.	FY16- FY18
	Clear out and clean all windows to allow for natural light. Explore energy efficient windows. (Existing in the City CIP 2014-2018)	FY14- FY18 and annually

**Goal 6: Enhance Public Safety**

Objective	Actions	Timeline
Ensure patrons feel the library is a safe place to be	Continue to work with the Chelsea Police Department scheduling various “Impact Patrols” throughout the day.	Annually
	Collaborate with the CPD on quarterly community events such as “Coffee with a Cop” and the Chelsea K-9 Unit program. Schedule at least one program a quarter.	FY16- Annually
	Implement Staff nametags and an hourly staff walk-thru of the building, promoting a sense of accountability and visibility.	FY17
	Work with the CPD and DPW to identify problem areas outside of the building and work to increase lighting, police patrolling, video cameras use and address litter.	FY16- Annually



**Goal 7: Expand and improve a dedicated Teen and Tween space**

Objective	Actions	Timeline
Hire a Teen Librarian	Secure funding from the City Human Resources dept. to offer a stipend for a paid intern from the Simmons College school of Library Sciences.	Jan.2016
	Work with Simmons to create an internship partnership for a dedicated teen librarian.	Oct. 2015
	The teen librarian will form a Teen Advisory Board.	Jan. 2016- May 2016 and annually
	The teen librarian will: weed the collection and be responsible for purchasing, reader's advisory, social media and creating pathfinders.	Annually
	The teen librarian, with assistance from the Director and the Children's Librarian as well as the Lewis Latimer Science Center housed in the library, will devise, promote and run monthly teen activities.	Annually

Objective	Actions	Timeline
Repurpose teen space	Rework shelving, furniture and computer layout to define the Teen Space as the entire right side of the NF room, maintaining sight lines from front desk.	FY16- FY17
	Add 3 more computer carrels for the 3 additional computers.	FY17

Objective	Actions	Timeline
Define a "Tween" space in the children's department	Conduct a preliminary feasibility study as to dedicating a separated space for tweens.	FY16
	Determine shelf and furniture space that would need to be used for this space.	FY16
	Work with the Director in identifying possible sources of funding for furniture, games, maker space materials and tablets.	FY16- FY17

**Goal 8: Increase programming for residents of all ages**

Objective	Actions	Timeline
Access to relevant collections, activities, programs and events	After-hours social events two times a year.	FY17

	Establish an Online and In-Person Book Club.	FY 16- FY17
	Continue to work with existing, and new partnerships, with community based organizations that will provide free workshops, activities and trainings at the library.	Annually
	Assist the Friends of the Library develop a yearly book sale. Provide storage space for donated books. Recruit volunteers for the Friends who will review donations and organize the book sale. Once it is established, the Friends will run it annually.	FY18

**Goal 9: Improve access and help preserve the Chelsea Public Library Archives**

Objective	Action	Timeline
Improve access to the archives	Continue to apply, on a quarterly basis, for the Digital Commonwealth/DPLA/BPL partnership grant; BPL staff to digitize our collection. Areas of focus: Chelsea High School yearbooks, Garden Cemetery, Clark Ave. school, City directories, Ready reference on Receivership, Naval hospital, Soldiers home and the Civil War.	FY16- annually
	Work with the Chelsea Historical Commission to write and implement a Preservation Plan	FY17
	Apply for a LSTA grant to preserve materials	FY17
	Work with the Chelsea Public Schools to preserve and display the materials from the Clark Ave. School.	FY17- FY18
	Dedicated General Fund line item for archival supplies and materials.	FY17
	Create pathfinders with links to collection for people to access digitally and promote.	FY17

**Goal 10: Improved customer service and ongoing staff training**

Objective	Actions	Timeline
Improve customer service	The Director and the Children’s Librarian will write and implement a staff development plan.	FY16
	Conduct a quarterly customer service training session for all staff.	FY16
	The Director will create a staff wiki and dedicated general email account for staff to access highlighting items of interest in the field and training tips.	FY16
	In accordance with the 2014 FTE agreement with the AFSME Union, the Director will work with the City HR Director to formalize a review process.	FY16

	The Director will work with the City HR Director and other city department heads to formalize a review process for PTE's .	FY17
	Staff will attend offered MBLN trainings and continuing education.	FY16
	Technology competencies will be implemented and reviewed annually.	FY17
	The reference room desk will be repurposed into an "Info Center" and will be continuously staffed.	FY16

### Goal 11: Improve building accessibility

Objective	Actions	Timeline
Address key accessibility needs	Submit the need for a new ADA compliant adult circulation desk to the City.	FY16
	Install a new Express Computer at a desk that is ADA compliant	FY17
	Submit the need for an automatic panel to open the Marlboro St. ADA accessible entrance.	FY17- FY18
	Work with DPW to purchase and install a book drop panel for the Marlboro St. door.	FY19
	Work with the City Manager, Parking Clerk and the Traffic Commission to explore the possibility of two reserved 30 minute "Library Business" parking spots and one additional handicapped parking spot on Marlboro St.	FY17- FY19

### Goal 12: Become a community information hub

Objective	Actions	Timeline
Disseminate relevant information and brand the library as the primary community information center.	Work with MGH Chelsea and collaborate on their website: ourchelseama.org, a centralized communication site.	FY16
	Staff will create a database of relevant community information as well as a pamphlet for newcomers that will be updated annually.	FY16
	Increase social media presence by consistently updating at least three times a week.	FY16
	Partner with the Library Board of Trustees and the City of Chelsea to design and implement a marketing plan and logo design.	FY17
	The Library Director will speak at one city event quarterly, promoting library services: City Council	FY16- Ongoing

	meeting, National Night Out, the Taste of Chelsea and Chelsea WinterFest.	
	The Children’s Librarian will continue to present at school assemblies, host visiting classes in the fall, go to the schools in the spring to promote the Summer Reading Club and Summer events. Additionally the Children’s Librarian will increase outreach at the Middle and High Schools.	FY16- Ongoing

## **Appendices**

- 1) Community Survey
- 2) Staff, Trustees and Raising a Reader Survey
- 3) Massachusetts Library System Facilitator Report

# Appendix 1:

## Customer Satisfaction Survey

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### 1) How often do you use the Chelsea Public Library?

- Once a week
- Two or more times a month
- Once every few months
- Once a year
- I only access services online
- Never

### 2) Please rate the Staff at the Chelsea Public Library in the following areas: Click on the number of stars to rate each item - 5 stars is best!

	Rating
Helpful	_____
Courteous	_____
Professional knowledge	_____
Enthusiastic	_____
Understanding of your needs	_____

### 3) How would you rate the library's collection of these types of materials: (leave unmarked if you don't use certain materials)

Click on the number of stars to rate each item - 5 stars is best!

	Rating
Books	_____
Audio Books	_____

DVD's	_____
CD's	_____
Large Print Books	_____
Teen Books	_____
Teen Graphic Novels & Manga	_____
Children's Books	_____
Children's DVD's	_____
Children's CD's	_____
Children's Graphic Novels	_____
Access to materials from other libraries	_____
Museum Passes	_____

**4) Please tell how you feel about the physical space:  
Click on the number of stars to rate each item - 5 stars is best!**

	<b>Rating</b>
Cleanliness	_____
Lighting	_____

Safety	_____
Accommodating	_____

**5) Please list two strengths of the library- what are we doing that is great?**

Strength: \_\_\_\_\_

Strength: \_\_\_\_\_

**6) Please list two weaknesses of the library- what could we improve upon?**

Weakness: \_\_\_\_\_

Weakness: \_\_\_\_\_

**7) What services do you use the library for, both in person or online? (Please check all that apply)**

Books and/or AudioBooks

DVD's

CD's

Public Computers

Wi-Fi

Public Copier

Quiet Study

Community Meetings

Classes

Magazines/Newspapers

Archives/Research

Children's Programs

Museum Passes

Exam Proctoring

Recreational Reading

Assistance with General Information

Job/Career/Business Information

Information about the community

e-Books

Downloadable/streaming media

Digital Magazines

Request items from other locations

Other: \_\_\_\_\_



**8) If you don't use the Chelsea Public Library regularly, what prevents you from doing so? (Please check all that apply)**

- Library doesn't have what I need
- I use another library
- Library is too noisy
- Library lacks comfortable reading areas
- Library lacks private or group study rooms
- Lack of parking
- Lack of comfortable teen space
- Not enough public computers
- Customer service could be improved
- I find what I need on the Internet
- Library hours are inconvenient
- I can't bring in food or drink
- Those front stairs are too steep!
- Other: \_\_\_\_\_

**9) How would you prioritize the following?:**

**Click on the number of stars to rate each item - 5 stars for the most important to you!**

	Rating
More staff	_____
Expanded Bestsellers/More DVD's	_____
Quiet study space	_____
Comfortable reading/lounge areas	_____
Computer training lab	_____
Business Center (Fax/Email/Scanner)	_____
Book discussion groups	_____

More kids programming	_____
More teen programming	_____
More programs for adults	_____
Teen/Tween Space	_____
More computers	_____
Laptops or Tablets for use in the library	_____
ESL classes/Conversation Circles	_____
Book sales	_____
User-friendly, attractive website	_____
Streamline process of downloadable media	_____
More STEM/Science programs	_____

**10) How do you find out about library programs, events and services? (Please check all that apply)**

- City website
- Library Facebook Page
- Library Twitter Page
- Flyers in library
- Chelsea Record
- Community Organizations
- Word of mouth
- Other community Facebook/Social Media outlets
- Sign in front of library
- Other (Tell us!): \_\_\_\_\_

**11) Please rate the following adult programs you would like to see offered in the future: 5 stars being the most important!**

	<b>Importance</b>
Book Clubs/Discussions	_____
English as a second language conversation circles	_____
Computer classes (Basic computer skills)	_____
Concerts	_____
Film programs	_____
City-Wide Book Club (One Book One City)	_____
Art displays	_____

**12) Using your imagination, how do you think the library will change in the next five years and how would you like it to change? How do you imagine using the library in the future?**

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

**13) For demographic information analysis, what is your gender?**

- Male
- Female
- Prefer not to answer

**14) What is your age group?**

- 18-under
- 19-30

- 31-50
- 51-65
- Over 65
- Prefer not to answer

**15) Is English your native language?**

- Yes
- No
- If not, what is your native language? : \_\_\_\_\_

**16) Do you live in Chelsea?**

- Yes
- No

**17) If no, what brings you to Chelsea?**

- Work
- Family or Friends
- Shopping
- Dining
- Recreation
- Other: \_\_\_\_\_

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**Thank You!**

## Appendix 2:

### Chelsea Public Library Staff Survey 2015

The Chelsea Public Library has started the process to create a Strategic Plan. A Strategic Plan is a management tool for organization, which sets the course for the future based on where a library has been, where it is going, and what strategies will be used to meet future trends, needs and wants of the community and library user.

As a staff member, your insights and opinions are extremely valuable to the process. Please take some time to answer these questions and help develop our priorities for the coming three to five years. If you need more space, please use the back of the page. The deadline for completion is 5/11/15. If you prefer, you may type your answers into a word document to be sent to you via email, and either email it back or print it out. Please return this survey to Martha upon completion. All answers will remain strictly confidential.

1. Thinking five years into the future, what do you believe the library's role will be?
2. What contributions to the Chelsea community would you most like the library to make?
3. What changes do you see happening, related to usage of the library building, participation in programming, usage of the collections, and/or usage of online resources?
4. Are there specific populations you feel need more attention or aren't being served adequately? How could we address those needs?
5. Please share your thoughts about the library space (public and staff space).
6. How could the library change or improve current offerings to better serve patrons?
7. What new offerings should we explore?
8. Are there current offerings that we could potentially reduce in the future?
9. Do you feel that you have the tools and training needed to do a good job?
10. What do you find the most satisfying about working at the library?
11. What do you find most frustrating about working at the library?
12. Is there anything else you would like to say about the library, your work at the library, services, programs, space or any other topic?

## Appendix 3:

Chelsea Public Library  
Strategic Planning – Community Vision  
May 14, 2015  
Facilitated by Deb Hoadley

**Community Vision:** This meeting was to discuss the future of Chelsea; its hopes and priorities of its community members; and create a vision of Chelsea 5, 10, 25 years from now. The group brainstormed the following (everything was recorded and no idea was dismissed):

- Fewer families needing services and provide safety nets
  - Help to transition from needing services to not needing them
  - Public services – access to services that help build community
- Continuing the work of community organizers to lessen poverty
- Create connections between organizations
- Destination point – reasons to come to Chelsea
- Educated
- Quality
- Sustain schools
- Infrastructure to support diversity
- Bring awareness to services that community schools offer
- Establish meeting/gathering places to share resources, interests and knowledge
- Social interactions
- Sports – develop programs for all ages
  - Keep kids playing in Chelsea
  - Community-driven
  - Look at space alternatives
- Awareness of how behaviors affect community – want to be clean and safe; healthy
  - Build off MGH – Healthy Chelsea (happening now)
- Build trust, friendship and safety
- Expand beyond the “same 50” volunteers
- Find best ways to communicate with people (word of mouth, flyers) – bring together councils, library and meetings that are happening
- Consistent, unified message – not competing with other messages
- Reverse 911 (not to be abused, but used for community messages)
- National Night Out, Back to School, 5K, Art Walk – bring these groups together for best practices on marketing
- Places to spend an evening – coffee shops, show/theatre, ice cream shop
- “Good experience, good memories”
- Build on success of Brewery – how to draw tourists and keep them in the area
- Link locations and events together
- Improving transportation & road infrastructure (perception need to change)

- Inclusive, welcoming environment – not being on alert
- Views & waterfront exploited – repurpose spaces in town for events
- Job preparation for future casino – what kinds of services will be needed because of this change
- Prepare people for jobs (hotels) – helps to continue improving other services (transportation)
- Revitalize “Old Chelsea” – preservation balanced with modern
- Awareness of historical aspects (Historical Society – house tour)
- Beauty – aesthetics – creating this type of environment; grant possibilities
- Create “walking by foot” possibilities
- Linking together parts of the city and the people (right around the corner)
- Signage – uniform

**Themes** that emerged from these ideas:

1. Connections (linking groups together; unified messaging & communication) (2)
2. Safe & Pleasing Environment (creating continuity of places, re-imagining spaces, transportation) (7)
3. Awareness and promotion of community (diversity, job preparation, resources, health, education) (8)
4. Community Trust & Pride (“good experiences, good memories”) (5)

These themes are very much tied to one another, and though the group prioritized and #3 was the top choice, there is a general sense of how to bring the people of Chelsea together and provide the services necessary for quality of life.

**Library Role:** Once the top priority was determined, small groups worked on how the library can play a role in supporting this vision. Here are the statements that were created:

Priority Role:

- Hold a specific culture event to celebrate a language/culture, food, holiday, etc. to bring in diversity to the library (will also help with helping transitions)
- Educating and providing its resources (helping with map distribution, signs and aesthetics)

Partnership Role:

- Partnership with CPD to build community outreach with programs such as “coffee with a cop,” “child safety programs,” etc. and holding them at the library
- Joining with the schools, IGLP & community organizations to host events that share texts (books, poetry, film) that open conversations & understanding about diverse cultures (for kids & adults)
- Exploring new organizations and places to collaborate with and visit

Supporting Role:

- Mail calendar to residents to inform about city events
- Serve as a clearinghouse for multilingual information about community resources (example: legal help, food resources, community schools, ESL & GED classes) & host a job fairs, interview practice, police exams, etc. led by partner organizations
- Be a source of information knowledge

**One Word:** We went around the room and people shared one word for how they would like to have Chelsea described in the future.

Safe  
Pride  
Modern  
Friendly  
Clean  
Collaborative  
Diverse  
Peaceful  
Healthy

**Approved and adopted by the Library Board of Trustees on September 15, 2015 and the City of Chelsea on September 23, 2015.**