

# STRATEGIC PLAN



## 2022-2027

**CHICOPEE PUBLIC LIBRARY**  
449 FRONT STREET, CHICOPEE, MA 01013  
[WWW.CHICOPEEPUBLICLIBRARY.ORG](http://WWW.CHICOPEEPUBLICLIBRARY.ORG)

# Thank you to everyone who helped create this plan including:

## **Our Library Trustees**

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Thank you to everyone who works at the Chicopee Public Library  
for your ideas, comments, and input.

## **Laura Bovee, Director    Anne Gancarz, Assistant Director**

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**Thank you to all survey respondents and community  
partners who shared their ideas about  
the library we all love so much.**

On behalf of the Chicopee Public Library Board of Trustees, I'm pleased to present our 2022-2027 Strategic Plan. This plan will guide the library and its staff as we move through the next five years; it will keep us focused while also encouraging us to stretch ourselves to serve our community better.



The Chicopee Public Library has connected the residents of the city of Chicopee with materials, resources, information, and with one another since the library was formed in 1853. The library currently offers circulating collections of materials in a variety of formats, both physical and digital, as well as programming for all ages and a space to gather. This strategic plan will help the library grow and adjust as we move forward, so that our core mission of providing our patrons with compassionate service, enrichment, and access to information and entertainment will remain even if the types of materials or services we offer change with the times.

I am honored to work in this community and privileged to work with such a thoughtful, caring, and hardworking staff. I look forward to what the next years bring for the City of Chicopee and for the Chicopee Public Library.

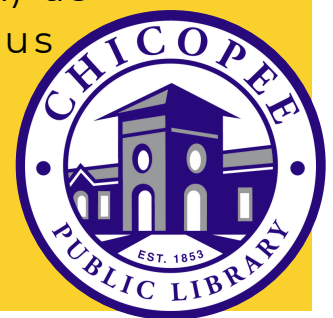
A handwritten signature in cursive script that reads "Laura Bovee".

Laura Bovee  
Director, Chicopee Public Library

**The 2022-2027 Strategic Plan was unanimously accepted by the Chicopee Public Library Board of Trustees on October 12, 2022.**

## **WHY CREATE A STRATEGIC PLAN?**

The Massachusetts Board of Library Commissioners (MBLC) requires libraries to submit a strategic plan to be eligible for grants administered by MBLC under the federal Library Services & Technology Act (LSTA) as well as state funded grants. This plan will help us prepare for the future, prioritize activities & programming, and administer our budget in an efficient way that benefits our patrons and community.



## **MISSION STATEMENT:**

The Chicopee Public Library embraces the spirit of Chicopee by providing all community members with compassionate service; free access to materials, information, and instruction; and opportunities for learning, leisure, and cultural enrichment.

## **VISION STATEMENT:**

As a trusted community partner, the library strives to collaborate with city departments, library consortia, and community agencies to provide engaging programming and resources that satisfy curiosity, provide enjoyment, and expand knowledge.



# VALUES STATEMENT:

## EVERYONE IS WELCOME AT THE CHICOPEE PUBLIC LIBRARY.

### **We provide access to information.**

We help people get the information they seek by actively removing barriers to our services, and we do so without judgment or commentary. We provide current and relevant information in our physical and virtual spaces and regularly evaluate our resources and update them as needed.

### **We are inclusive.**

We respect people for who they are and we help them get what they need. We recognize that each individual has different needs and we meet patrons where they are.

### **We appreciate and cultivate diversity.**

We engage differences with humility and curiosity and include diverse representations in our collections and programs. We strive to create a library community that does not simply present information or programs to patrons; we partner with community leaders, patrons, and organizations so that people of all backgrounds see themselves reflected in our services, programs, and our physical and electronic materials.

### **We foster lifelong learning.**

We champion the learning of all our patrons: from the littlest ones, who are beginning to acquire language, through all ages and levels of education. We believe learning is never complete, and we provide opportunities for all to continue gaining knowledge.

### **We are compassionate.**

Compassion moves us to understand that everyone faces challenges, visible and invisible, known and unknown. We cultivate a friendly, equitable environment that fosters kindness, and we treat each other and our patrons with empathy and respect.

**WE ARE HERE FOR YOU.**

# CHICOPEE COMMUNITY DESCRIPTION

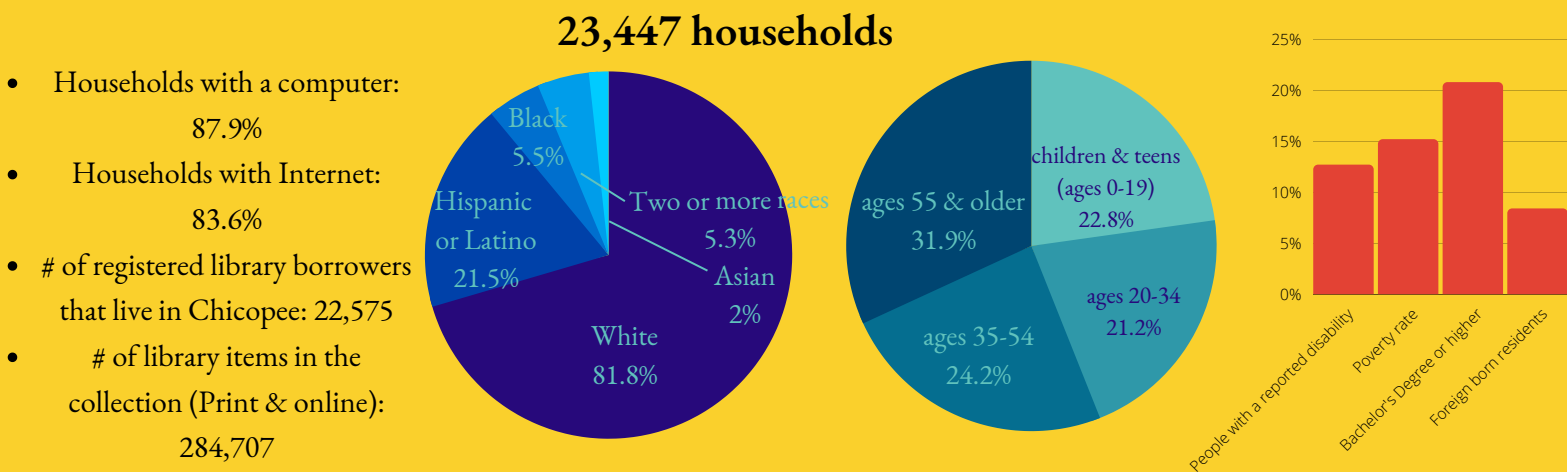
The City of Chicopee is located in Southwestern Massachusetts. Chicopee shares borders with West Springfield and Holyoke to the West, South Hadley and Granby to the North, Ludlow to the East, and Springfield to the South. The city is located near the junction of the Massachusetts Turnpike and Interstate 91, and is 92 miles west of Boston. The city has several distinct neighborhoods including: Aldenville, Willimansett, Chicopee Center, Chicopee Falls, Fairview, Sandy Hill, and the Burnett Road area. Additionally, Chicopee is home to Westover Air Reserve Base, which is the largest reserve base in the nation by land mass (2511 acres) and employs a total force of 2493 (Westover ARB Fast Facts, 2021).

Chicopee is the second largest city in Hampden County with a 2020 population of 55,373 (Pioneer Valley Planning Commission, 2020). It is the 23rd largest community in Massachusetts (American Community Survey, 2020) and is part of the 1st congressional district, currently served by Congressman Richard Neal. The State Senators are Eric Lesser and Adam Gomez. The State Representatives are Joseph Wagner, Michael Finn, Jacob Oliviera, and Orlando Ramos. As of June 2022, there were 39,426 Chicopee residents registered to vote (City of Chicopee Registrar of Voters).

Chicopee is home to a diverse urban community and has a rich 19th century industrial past, which is evident in the transformation of the city's industrial buildings to more modern uses, as well as the ongoing importance of the manufacturing sector to Chicopee's economy. Notably, the manufacturing industry continues to make up 14.5% of employment in Chicopee (U.S.Census, 2020) which is a greater percentage than in the surrounding communities. Manufacturing in Chicopee is driven largely by Mechanical Power Transmission Equipment Manufacturing, Sporting and Athletic Goods Manufacturing, Plastics Product Manufacturing, and Commercial Printing (Envision Our Chicopee:2040).

The city is also home to Elms College, a private, Catholic, coeducational liberal arts college founded in 1928 by the Sisters of St. Joseph of Springfield, Massachusetts. The city operates fifteen public schools within the district, serving 6796 students. There are nine elementary schools, two middle schools, one early childhood education center, two high schools, and one alternative school. Additionally, there are two parochial schools and one charter high school.

## According to the 2020 Decennial U.S. Census date, Quick Facts and American Community Survey, Chicopee's population is made up of:



# LIBRARY DESCRIPTION

Since 1853, the Chicopee Public Library has taken pride in providing services and information to the residents of the City of Chicopee. In addition to the Emily L. Partyka Main Library, the library has a smaller branch and a bookmobile that makes weekly stops around the city.

In 1853, Cabot Institute donated its collection of nine hundred books to form a public library. The town voted on March 11, 1853 to support a public library using tax dollars, making the Chicopee Public Library the first publicly funded library in Western Massachusetts. In 1907, Sarah Spaulding donated \$20,000 towards a new library building and on May 13, 1913, the Chicopee Library opened its first building built solely for the purpose of being a library. Since then, the library has been a central part of the community offering resources and education for lifelong learning and personal enjoyment.

In 2004, the Library expanded again, thanks to a \$500,000 donation from the Partyka family and fundraising efforts by the Friends of the Library through their "Raise the Roof" campaign. The library's current location at 449 Front Street includes a 34,000-square-foot, handicap accessible, two-level facility with a local history room, computer lab, teen space, children's room, and conference and community rooms. It is named in honor of Emily L. Partyka whose family's generosity to the Chicopee community made the library possible.

The Fairview Branch of the Library is located in the Fairhaven Apartments, an apartment complex with 96 units for those over 60 and/or with disabilities, at 402 Britton Street. It is located on the north side of the city, which makes the library accessible to residents who would otherwise need to travel across the city to visit the main library. The branch's collection focuses on new and popular items for all ages, has four public computers, a printer/copier, and hotspots available for check out.

In 2015, the Polish National Credit Union made a substantial donation of \$75,000 to purchase the bookmobile. Lovingly known as "Booker," it travels around the city daily to provide outreach services to the community. In addition to regularly scheduled stops, Booker is part of Chicopee parades and other community events (i.e. school visits, National Night Out, Spooktacular, and Block Parties).



***"This is the jewel of Chicopee" - Library Patron***

# USER NEEDS ASSESSMENT

The Chicopee Public Library is a community resource that is more than just a place where patrons borrow books or DVDs. It is a social space for many people who are seeking human interaction and connections. The library hosts programs for all ages, has an extensive summer reading program for adults, children, and teens, and is a meeting space for the city, local clubs, and groups.

A number of important shifts have happened in the past 5-10 years at the library. The library has :

- Increased our holdings, including digital resources
- Built and expanded our Digital Archive
- Expanded community collaborations
- Added resources and programming for people with disabilities
- Focused on and grown our social media presence
- Added a bookmobile (donated by PNCU)
- Created a designated Teen Space
- Revamped our Children’s Play Space

A significant recent change is that the library has a new director. One of her priorities is to bring the library into the community and help people in Chicopee make use of what the Library has to offer. At the same time, the Library is acutely aware of challenges that currently face our community, including reopening and adjusting to a “new normal” after the COVID shutdown, and also acknowledging that a large segment of our community lives within the parameters of an Environmental Justice Population. Environmental justice means that all Chicopee residents should enjoy the benefits of a healthy environment. (Envision Our Chicopee: 2040 pg 15) (See Appendix A for further explanation and a map).





The Library building was closed to the public due to COVID from March 2020 through May 2021. The library continued to provide services throughout the shutdown in the form of Curbside Pickup, Home Delivery, Computer Appointments, and Online Programming via Zoom. From June 2020 - July 2021 there were 19,428 curbside appointments made, 1162 home deliveries completed, and 1459 computer appointments set up.

When the library reopened to the public in June 2021, many of the programs were held outside. It was an opportunity to showcase the library's outdoor space with the intention of creating a usable, beautiful, healthy space in which to invite our neighbors and library patrons for storytimes, activities, concerts, and recreation. Our hope is that our neighbors and patrons will feel welcome to use our back yard as a space for a picnic, a quiet shady place to read a book or reflect, or a place to bring their children to run in the grass or roll down a hill.



In gathering and reviewing our data from our public survey, SOAR analysis, and community questions (See Appendix), we noticed a number of themes emerge:

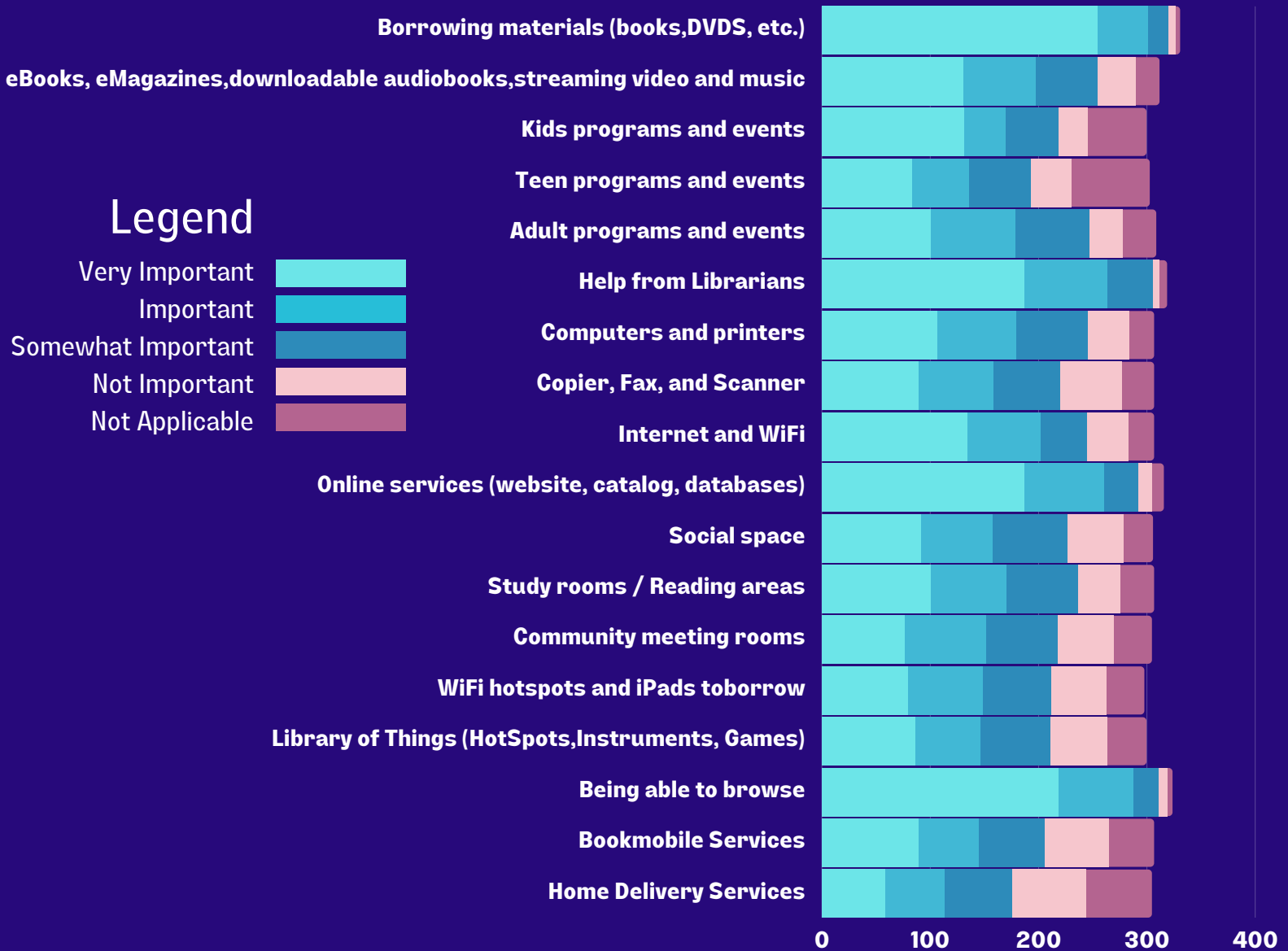
- The library is beloved by the Chicopee community.
- The library is celebrated as a space where people can browse, read, use the computer and get help from librarians.
- The library is relied upon for access to technology and programs, as well as print and digital resources for educational and entertainment purposes.
- The library is valued as a trusted community partner working with other agencies to support the well-being of the community at large.
- Many community members are not aware of the breadth of library resources and programming available to them.

These themes will be evident in our strategic priorities and will be carried through as we continue to serve our patrons.

*"The library is great at outreach to the community. It hosts many different events for all ages. It also has extensive digital offerings for those unable to travel to the library in person."*

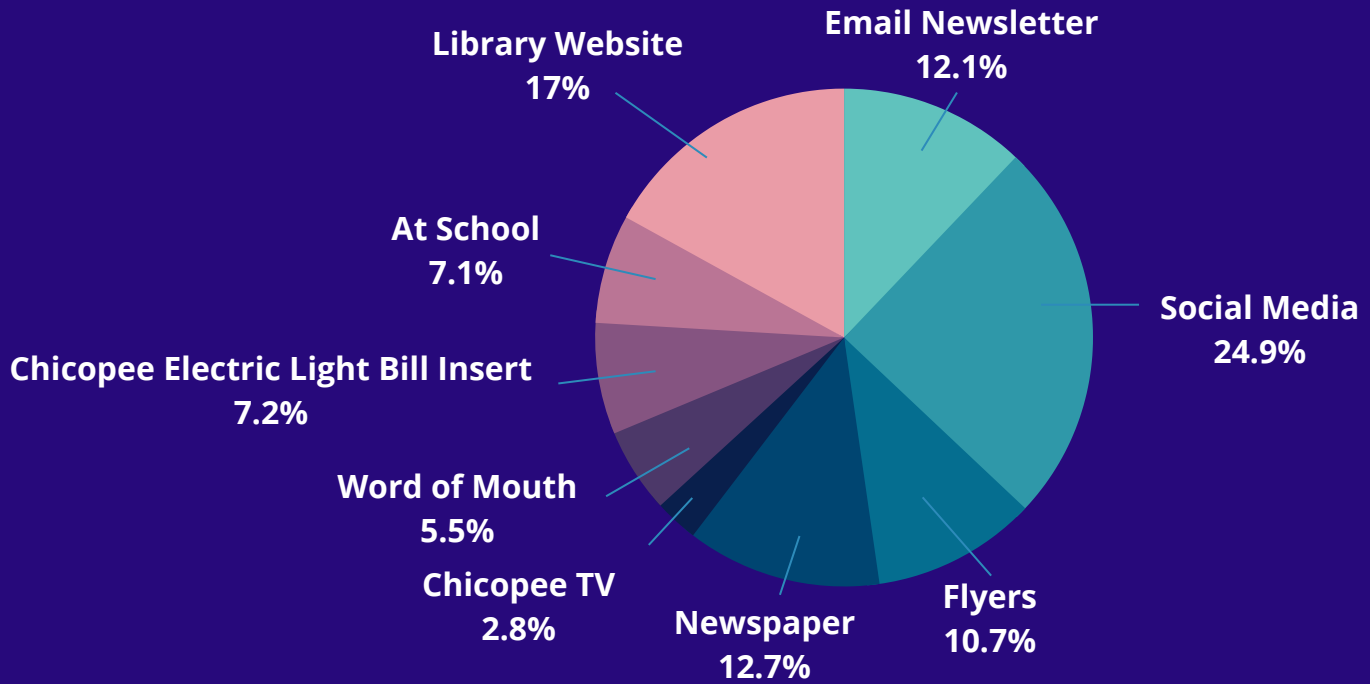
*-Survey Respondent*

## Rating of Importance of Library Services

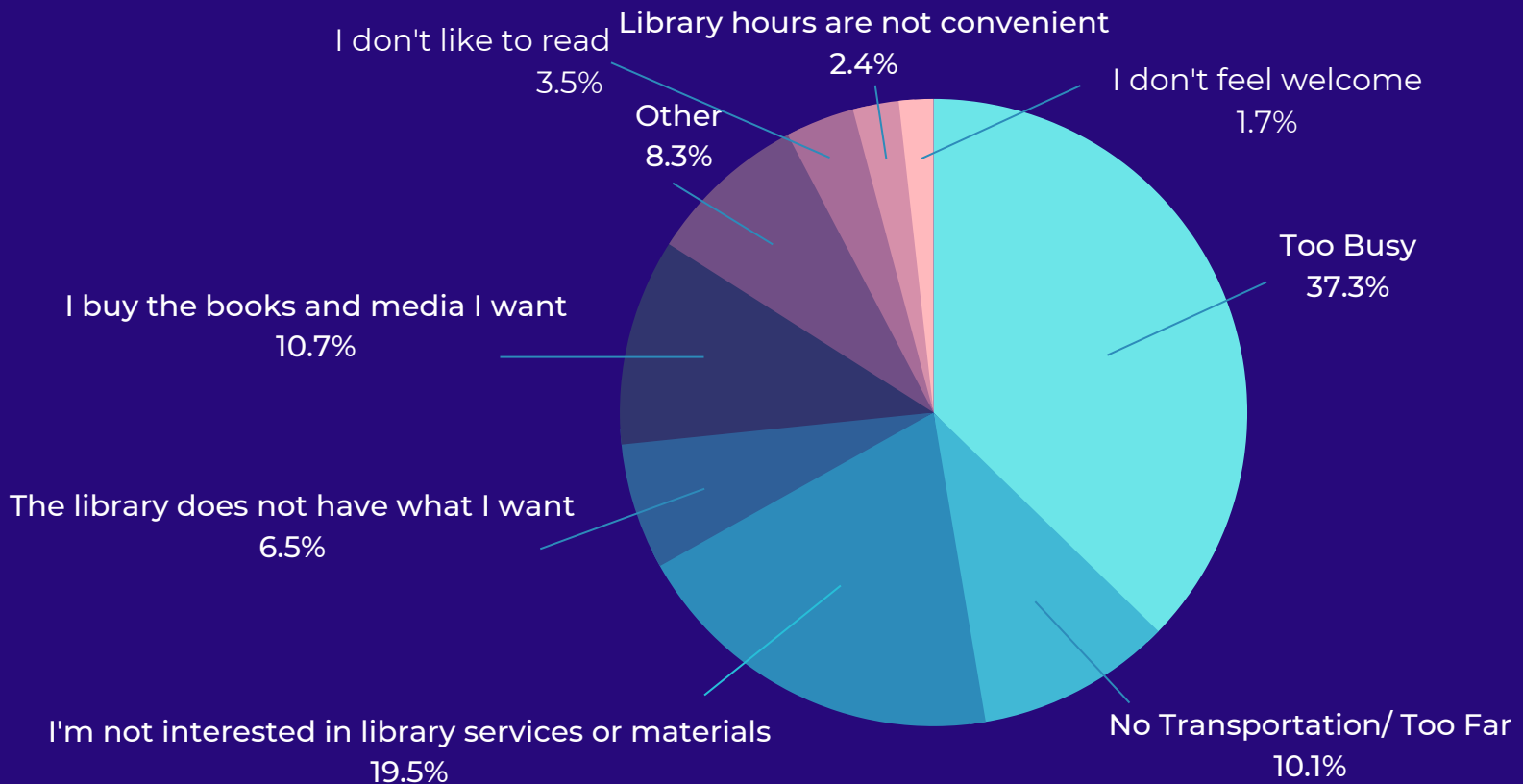


*"I would be lost without our library. The librarians are so helpful; the CWMars website is easy to use to reserve books. I was so appreciative during the shutdown that we could pick up books outside; reading became my lifeline. The library hours are expansive. Keep up the good work!" - Survey Respondent*

# How people prefer to learn about library services and programs



# Reasons people don't use the library



# PLANNING METHODOLOGY

The Assistant Director, under the direction of the Library Director and Board of Trustees, in cooperation with Administrative, Adult, and Youth Services staff, worked to develop the methodology for the strategic planning process. A core group of library staff acted as the steering committee in the creation of a survey and determining where and how we should gather data. We used statistics from agencies including Pioneer Valley Planning Commission, the 2020 Decennial U.S. Census data, Quick Facts and American Community Survey, and the City of Chicopee: Envision Our Chicopee 2040 report.

We referred to the *Aspen Report*, *The Harwood Institute for Public Innovation Libraries Transforming Communities*, and *Strategic Planning for Public Libraries* by Joy L. Fuller. We were inspired by strategic plans from surrounding libraries including Springfield Public Library, Forbes Library, and Worcester Public Library.

There are three sets of data that were collected online and in person with the intention of creating this plan. Due to COVID concerns in Chicopee, we made the decision to forgo focus groups and in-person community input sessions.

*1) A public survey was administered throughout the community and shared with various stakeholders. The survey was available online and in paper format.*

The committee created a Google Form survey which was shared online on our homepage, Facebook, and Instagram pages. It was also shared with a variety of community partners and stakeholders including: Library Trustees and their networks, the Chicopee School Department, Boys & Girls Club of Chicopee, Library staff and their networks. Additionally, library staff brought the survey in person to a number of community events including Chicopee Pride, the Patriotic Parade, National Night Out, Senior Center Carnival, and various Bookmobile stops. Staff also set up a table in front of a local shopping center and asked passersby to contribute their thoughts.

We received a total of 454 completed surveys.  
(See Appendix B)



*2) Informal community input questions which were posted in the lobbies of our main library, our branch library, and on our bookmobile*

The committee set up a table in the lobby of our main library with pens and paper to answer these questions:

What do we do well?

What can we do better?

What would you like to see us do?

We also had these questions available at the Fairview Branch and the Bookmobile.

We received 126 individual responses.

(See Appendix B)

*3) SOAR- type questions were presented to staff and community stakeholders. Again, due to COVID concerns in our area, we did not gather stakeholders to participate in a traditional SOAR exercise.*

The committee created a shareable Google Form with the following sections:

STRENGTHS - What do we do well? What is the library known for? What does the community think we do well? What makes the library unique?

OPPORTUNITIES - What can we do better? What community needs and wants could the library address? What are key areas of untapped potential for the library? What community partnerships would lead to greater programming success?

ASPIRATIONS - What do we want to do? What is our community passionate about? What should our library look like and what should we be doing 5 years from now?

RESULTS - How will we know we are doing it right? What results do we want to see? How might we track the impact or changes that have happened?

We received 93 individual responses.

(See Appendix B)

*"I honestly feel satisfied in all respects when I endorse this library to all my friends."*

*-Survey Respondent*

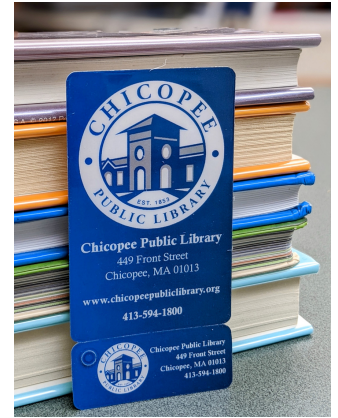


# STRATEGIC PRIORITIES

## Priority #1

### Library Collections & Programming

The Chicopee Public Library encourages curiosity, recreation, and lifelong learning by providing resources and programming to enrich lives. The Library is committed to the principle of intellectual freedom and recognizes the importance of offering diverse perspectives within its collection and programming.



### Objectives:

- Provide a thoughtfully curated collection of materials in a variety of formats that support the needs and interests of the community. Librarians will continually evaluate collections and make appropriate adjustments based on need, interest, and awareness of trends.
- Develop opportunities for creativity and exploration, as well as learning and entertainment, by providing relevant, engaging, year-round programs for adults, teens, and children.
- Promote and maintain our electronic databases and online resources collections.

## Priority #2

### Technology & Access

The Chicopee Public Library is committed to providing equitable access to our resources. The Library will continually explore changes and trends in technology and share new information with staff and community.

### Objectives:

- Provide up-to-date technology for in-house library users; including: public computers, subscription software, tablets, and secure internet connections.
- Explore and improve assistive technology for patrons who are deaf/hard of hearing or who are blind/low-vision.
- Deliver a website that is easy to use, accessible, and promotes information about library services, programming, and access to an array of online resources.
- Improve and expand access to electronic devices that patrons can check out and take home.



### **Priority #3**

#### **Outreach & Community Connections**

The Chicopee Public Library is a trusted community partner. The Library commits to actively seeking out opportunities to collaborate with other agencies and organizations and create opportunities for our larger Chicopee community.

#### **Objectives:**

- Expand outreach services to community members who are unable to come to the library or are currently not using the library.
- Explore new ways to market our services in the community.
- Improve engagement on social media.
- Expand our efforts to reach out to organizations who are supporting refugees and immigrants coming to the city from other countries.

### **Priority #4**

#### **Library Building & Outdoor Space**

The Chicopee Public Library building is a modern and clean space for people to gather, to study, or to simply be. We strive to be a welcoming place for everyone who uses the library.

#### **Objectives:**

- Provide space for both library and community programs inside the library and on its grounds.
- Shape new spaces and evaluate existing space within the library to accommodate and support the changing needs of library patrons and staff.
- Transform the library's outdoor space to be conducive to a variety of activities in warmer weather.

### **Priority #5**

#### **Library Staff & Board of Trustees**

The Chicopee Public Library staff and trustees are committed to being good stewards of the public trust by ensuring library resources and services are shared equitably and responsibly. The Library staff are focused on providing excellent service and providing assistance that will empower library users make the most of their library experience.

#### **Objectives:**

- Provide opportunities for professional development and training in regard to customer service, health, safety, and technology.
- Encourage advocacy within the organization for support at the City and State level.
- Effectively manage City funding resources and advocate for appropriations that meet or exceed certification requirements.
- Maintain and enhance Library funding opportunities through ongoing evaluation of needs and grant opportunities.

# APPENDIX A: ENVIRONMENTAL JUSTICE

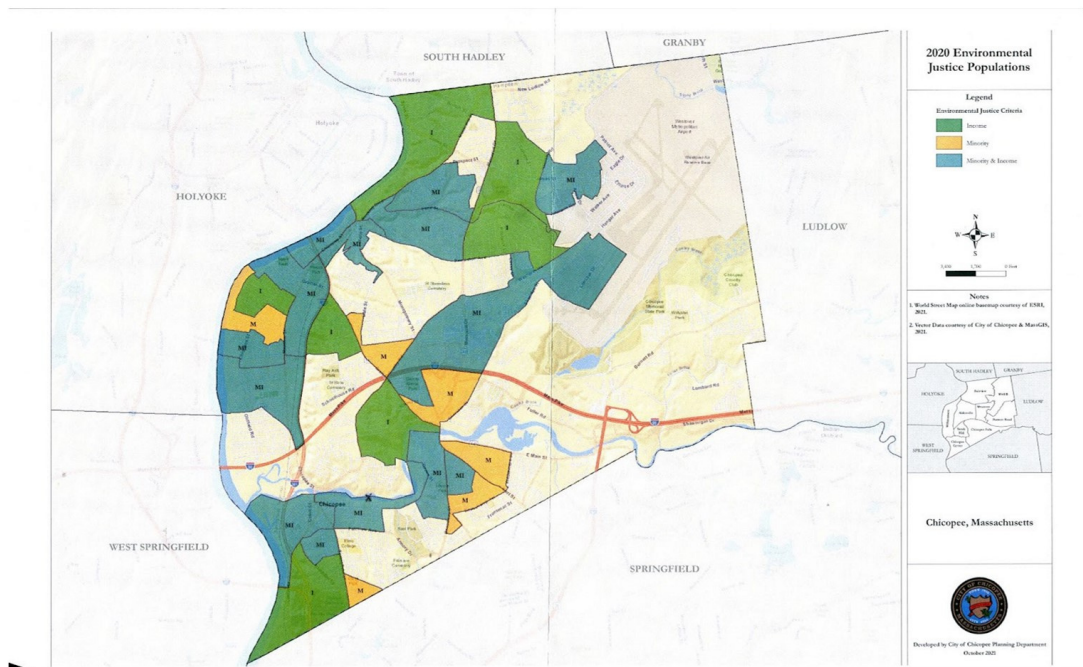
From Mass.Gov website:

<https://www.mass.gov/environmental-justice>

In Massachusetts, an environmental justice population is a neighborhood where one or more of the following criteria are true:

- the annual median household income is 65 percent or less of the statewide annual median household income
- minorities make up 40 percent or more of the population
- 25 percent or more of households identify as speaking English less than "very well"
- minorities make up 25 percent or more of the population and the annual median household income of the municipality in which the neighborhood is located does not exceed 150 percent of the statewide annual median household income.

The Executive Office of Energy and Environmental Affairs (EEA) uses data from the 2019 American Community Survey to identify environmental justice population areas in Massachusetts. Policy makers and state agencies can then use this information to communicate more effectively with communities affected by their work.





# APPENDIX B: SURVEY

**1**

Do you use the library?

- Yes
- No

**2**

If no, why not?,

- I'm too busy
- Transportation
- I'm not interested in library services or materials
- The library does not have what I want
- I buy the books and media I want
- Library hours are not convenient
- I do not feel welcome at the library
- other

**3**

If yes, which branches do you visit?

- Main
- Fairview
- Bookmobile

**4**

How important are the following library services to you?

	Very important	Important	Somewhat Imp...	Not Important	Not Applicable
Borrowing mat...	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
eBooks, eMaga...	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Kids programs ...	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Teen programs...	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Adult program...	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Help from libra...	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Computers and...	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Copier, Fax, an...	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Internet and Wi...	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Online services...	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Social space	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Study rooms / ...	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Community me...	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
WiFi hotspots ...	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Library of Thin...	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Being able to b...	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Bookmobile Se...	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Home Delivery ...	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

**5**

Do you have comments about how any of these services could be improved?

**6**

How do you prefer to learn about library services and programs? (check all that apply)

- Email Newsletter
- Facebook
- Flyers
- Newspaper
- Chicopee TV
- Word of Mouth
- Chicopee Electric Light Bill Insert
- At School
- Instagram
- YouTube
- TikTok
- Twitter
- Library Website
- Other

**7**

What do you use the library website for?

- View library catalog?
- Account login
- Hours/Directions/General info
- Learn about programs & events
- eBooks, eMagazines, audiobooks, movies, music
- Research databases
- Library policies
- Text-a-Librarian
- Museum Passes
- Newspapers (NYTimes, WSJ)
- Genealogy Research
- Wowbrary

**8**

The library has a variety of items including: WiFi hotspots, iPads, musical instruments, chess boards, and outdoor games to check out with your library card. Are there any items you would like to see added to our Library of Things? \_\_\_\_\_

**9**

Are there any programs, services, or collections you would like the library to offer that we do not currently offer? \_\_\_\_\_

## Demographic Questions

What is your zip code?

What languages are spoken in your home?

How old are you?

- 12 or under
- 13-18
- 19-24
- 25-40
- 41-64
- 65 or older

What would you like to tell us about the library that we have not already asked?

Please share your email address to receive a newsletter about upcoming events & programs (don't worry - we won't share your info)

# LOBBY QUESTIONS

We asked the following questions to our library patrons. They filled out their responses on a small sheet of paper and put them in a box. The following responses represent the variety of themes we encountered:

## What do we do well?

### In regard to staff:

- you are kind polite and helpful thanks
- speedy smiling check out staff
- always attentive with us
- you are doing an amazing job
- thank you for all you do for our community

### In regard to programming:

- clubs are awesome
- genealogy lab and programs
- summer concerts
- i love story time
- thank you for yoga classes

### In regard to resources

- plenty of great books
- online information and books is great
- book selection is outstanding
- packets that were created for mental health and subject materials were great
- thank you for removing fines - very much appreciated

## What can we do better?

- make the computer times longer
- more games in kid section please
- acoustics in auditorium are non-existent for hearing impaired - special hearing device for programs
- too many romantic novels clogging up the shelves
- making more awareness to your events
- become more useful and more used by immigrants and non English speakers
- need to order more history, European non-fiction, biographies, autobiographies

## What would you like to see us do?

- 3D printer for the public
- Spanish conversation intermediate
- expand computer time to 1.5 hours or more
- more yoga please
- autism-friendly programs for kids or groups
- more talks on chicopee history
- more exercise classes
- a die cut machine that the public can use
- arts & crafts
- coffee Bar

# SOAR INSPIRED QUESTIONS

These questions were emailed to various stakeholders and staff

STRENGTHS - What do we do well? What is the library known for? What does the community think we do well? What makes the library unique?	OPPORTUNITIES - What can we do better? What community needs and wants could the library address? What are key areas of untapped potential for the library? What community partnerships would lead to greater programming success?
<ol style="list-style-type: none"><li>1. The library is great at outreach to the community. It hosts many different events for all ages. It also has extensive digital offerings for those unable to travel to the library in person. For example, I live far from Chicopee but am able to attend the book group virtually and can check out ebooks.</li><li>2. The hours of operation are a strength. Evening and weekend hours make visiting the library [easy] for patrons. I feel our staff at this time is friendly and welcoming. The community and conference rooms are spacious and comfortable. The print and technology offerings are superior.</li><li>3. Diverse collection, helpful and knowledgeable staff, unique programming for kids, teens, and families, summer reading program and events</li><li>4. Central location &amp; branch services, willingness to collaborate with community groups, extensive YA graphic novel collection, and passionate employees</li><li>5. Our library is considered the hub of the city. It is where people come to learn, relax and gather information. I think that we are known for our programs and access to information. The community loves our programs and services. The Bookmobile is a great asset and gives Chicopee a unique opportunity to serve the community.</li></ol>	<ol style="list-style-type: none"><li>1. Find new ways of marketing library programs and services, programs that reflect what our community is looking for/wants to be a part of. Continue to expand the library of things. Create a maker space. Simpler printing process for patrons.</li><li>2. More recurring groups and events (book clubs, writing groups, craft groups, etc), more offerings for speakers of other languages, particularly Spanish</li><li>3. I wish there was a way that we could advertise our programs and resources better. It's frustrating when people say "Oh - I never knew you did XYZ" when we post it in standard places. i wish we could figure out what works for this community.</li><li>4. We've started to partner with other city departments and I think we should work on continuing this. It would be ideal if all city departments were familiar with each other and aware of all the great things we're doing for the community! It would also be good to partner with the city's small businesses and other non-profit organizations whenever possible.</li><li>5. Outside space - Proper, permanent signage out front, more exciting and welcoming space and features out back.</li></ol>

ASPIRATIONS - What do we want to do?  
What is our community passionate about? What should our library look like and what should we be doing 5 years from now?

RESULTS - How will we know we are doing it right? What results do we want to see? How might we track the impact or changes that have happened?

1. I would love it if everyone who came into the library could find something that sparks their interest - or that they feel welcome. Five years from now, I imagine a library that is buzzing with activity. I would LOVE to see our grounds used more so that we don't look like an institutional building that isn't friendly. I would love to have a more diverse staff but do it in a way that doesn't feel like we are forcing the issue.

2. Grow the "Brand" continuing to evolve as tastes change but continuing to be an integral part of the community.

3. Maker space, expanded library of things, more programming throughout the year/classes like yoga that bring large numbers of patrons into the building on a regular basis

4. Better Teen Space or proper Teen Room

5. Better allowance for food and drink by either large scale re-flooring or redoing small sections to allow for kids, teens, and families to enjoy snacks

1. Continuing to see an increase in guests at the library and a focal point in the community.

2. One result would be the number on our door count being increased along with our check out numbers increasing. Also by making sure no patron leaves here unsatisfied (if possible of course).

3. Our patrons will let us know if we are headed in the right direction. Attendance, satisfaction with programs, etc.. will probably be the measure of how we are doing and if we are meeting the needs and interests of our community.

4. I think we will know we're doing it right if we see more diversity in our patrons and we see an uptick in our numbers. I would also love to be included in the first round of people's "go-to" community partners. I would love to see us share our stories and techniques with a wider audience by way of conferences or writing.

5. Add some qualitative notes to our monthly stats. Even if it's just bullet points of cool stuff that happened this month. Get quotes from patrons about how we've helped them. Do better at keeping folders of positive reviews/notes/etc from patrons.