Pollard Memorial Library

Long Range Plan 2013-2016

Building a Library, Building a Community
# Table of Contents

## Part I - Strategic Plan

<table>
<thead>
<tr>
<th>Chapter 2</th>
<th>Page</th>
</tr>
</thead>
<tbody>
<tr>
<td>Introduction</td>
<td>1</td>
</tr>
<tr>
<td>Library Profile</td>
<td>1</td>
</tr>
<tr>
<td>Community Profile</td>
<td>2</td>
</tr>
<tr>
<td>Planning Process/Methodology</td>
<td>4</td>
</tr>
<tr>
<td>Mission &amp; Vision Statements</td>
<td>5</td>
</tr>
<tr>
<td>Opportunities - Community Needs</td>
<td>5</td>
</tr>
<tr>
<td>Challenges - Library Needs</td>
<td>6</td>
</tr>
<tr>
<td>Goals and Objectives</td>
<td>7</td>
</tr>
<tr>
<td>Technology Plan</td>
<td>17</td>
</tr>
</tbody>
</table>

## Part II – Appendices

<table>
<thead>
<tr>
<th>Appendix</th>
<th>Page</th>
</tr>
</thead>
<tbody>
<tr>
<td>Appendix A: Patron Survey</td>
<td>A</td>
</tr>
<tr>
<td>Appendix B: Results from Patron Survey</td>
<td>B-1</td>
</tr>
<tr>
<td>Appendix C: Community Focus Group Discussions</td>
<td>C-1</td>
</tr>
<tr>
<td>Appendix D: Background Documents</td>
<td>D-1</td>
</tr>
</tbody>
</table>
Introduction

More is being asked of libraries. The world is expanding and moving faster - we have truly become an information-driven society. With the advent of an online shared catalog and electronic resources such as the Internet, electronic databases, e-books, downloadable books and music; how individuals use and access information has radically changed. This is a fundamental and permanent shift. These changes have empowered library users and transformed forever how libraries operate. Many libraries have encountered problems as they struggle to keep up with users' increased expectations for resources and services. It is ever more crucial to clearly define community needs in order to focus limited resources in the most effective way. Libraries must meet these new expectations without being overwhelmed in the process. As posted on a house in post-Katrina New Orleans, "Hope is not a Plan." Libraries cannot merely hope to keep up with these rapid changes. Libraries must plan. We must understand our communities, analyze data, and set appropriate goals and objectives for meeting users' expectations.

To ensure that community expectations are met through this Strategic Plan, we increased our efforts to get input from library users and from community organizations that represent interests of various citizen groups. This document represents the results of this ongoing planning process.

To demonstrate our dedication to the community, in the months to come we will post information about new changes and improvements based on our new Strategic Plan on the Pollard Memorial website.

Library Profile

History

Lowell’s first public library, called the City School Library was established in 1844 and originally located in the Old City Hall on Merrimack Street. As a result of a petition by Lowell citizens the City Council authorized the building of the current library (Memorial Hall) completed in 1892. In 1981, the library was renamed in honor of Samuel S. Pollard, a World War II veteran and Mayor of Lowell. In May 2002, the City completed a stunning two-year renovation of the library; restoring and reviving the library to its original historic detail and updating the facility for the new millennium. In December 2012, the combined efforts of the PML Foundation and the Trustees allowed us to restore and install seven historic pieces of artwork.

Adult and References Services

The Reference staff provides professional informational service to the public using up-to-date print resources and online databases. The department provides computer instruction, reader's advisory services and research services. The department oversees the library's interlibrary loan services. The Reference staff maintains the library's special and local history collection and works to preserve Lowell's historic heritage.
Youth Services
The Youth Services Department provides information services for children, birth through senior year in high school, as well as their parents and caregivers. The children’s collection consists of print and audiovisual materials and electronic resources. In support of young children and their caregivers, the department conducts programs such as Mother Goose on the Loose Story times, Born to Read workshops, programs for children on the autism spectrum, summer reading programs and many other activities. A full-time Young Adult Librarian supports students in middle and high school. She coordinates the library’s Teen Advisory Group, Teen Friends Group, two teen parent book clubs, an Anime Club, an Interactive Fiction Club, and additional teen-related programming.

Community Planning
The Community Planning department provides library outreach to the community, arranges programs for adults, and produces the library’s publicity. It also updates the library’s website. Community Planning staff oversees adult volunteers within the library, manages the museum pass program, coordinates library displays, acts as liaison to the Library’s Friends organization, and manages the Community Room calendar.

Adult Literacy Program
As part of adult programming, the Library offers a literacy program administered by a specially funded and trained librarian. The adult literacy program is a one-on-one volunteer program funded by the Massachusetts Department of Education.

Technical Services
The Technical Services and Library Automation department is responsible for the cataloging and processing of materials, and computer services. The department installs and maintains all computer equipment, peripherals, and software for the main library, the branch at the Senior Center, and computer-training lab.

Circulation
The Circulation Department staff is responsible for checking materials in and out of the Library using our ILS (Integrated Library System). They also process requests for our library materials from our own patrons and other libraries. Circulation staff reserve and checkout museum passes to patrons.

Community Profile

Demographics
Lowell is the nation’s first successful planned industrial community located 25 miles north of Boston on the banks of the Merrimack and Concord Rivers. The City of Lowell is a diverse urban community built primarily around the extensive industrial mill complexes. The Industrial Revolution of the 19th Century gave the city its economic base, heritage, and character.

Lowell grew steadily as immigrants continued to move into the city, gradually replacing the early “mill girls” as the major source of labor. Today, Lowell continues to be a destination city for immigrants and refugees. According to the 2010 Census,
approximately 25 percent of Lowell’s population is foreign-born; twice the national average of 12.9 percent.

The foreign-born population of Lowell originates from the following regions of the world:
- Africa: 6%
- Asia: 53%
- Europe: 16%
- Latin America: 22%
- Other: 3%

<table>
<thead>
<tr>
<th>Year</th>
<th>Total Population</th>
<th>White (%)</th>
<th>Black (%)</th>
<th>Asian (%)</th>
<th>Other (%)</th>
<th>Latino (%)</th>
</tr>
</thead>
<tbody>
<tr>
<td>1990</td>
<td>103,439 (100%)</td>
<td>84,048 (81.3%)</td>
<td>2,293 (2.2%)</td>
<td>11,549 (11.2%)</td>
<td>5,568 (5.4%)</td>
<td>10,089 (9.8%)</td>
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<tr>
<td>2000</td>
<td>105,167 (100%)</td>
<td>65,760 (62.53%)</td>
<td>3,644 (3.46%)</td>
<td>17,302 (16.45%)</td>
<td>3,727 (3.54%)</td>
<td>14,734 (14.01%)</td>
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<tr>
<td>2010</td>
<td>106,519 (100%)</td>
<td>64,240 (60.3%)</td>
<td>7,238 (6.8%)</td>
<td>21,513 (20.2%)</td>
<td>13,528 (12.7%)</td>
<td>18,396 (17.2%)</td>
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(From the City Master Plan “Sustainable Lowell 2025”):
Since 1990, Lowell’s ethnic population has doubled from being 23.5% of the total population to 47.2% in 2010. Although white residents still make up the largest population in the City, they are the only group whose population is declining. This is mirrored on a national level also. By 2042, the United States will become majority of persons of color, and the white population will become the minority.

2020 112,377  (Projected figure based on 5.5% growth rate from 2010 Census)
2010 106,519
2000 105,167
1990 103,439
1980 92,418
1970 94,239
1960 92,107

Downtown
Perhaps the most significant changes within the city have occurred with the redevelopment of downtown. Since 1970, downtown has had the greatest increase in density of population. It has increased by 512%. (From “Sustainable Lowell 2025”). Since 2010, 180 new units have been completed in the downtown area, 130 of which were affordable. There are an additional 189 other units currently under construction, 15-20 of which will be affordable.

In addition to a growing community of commuters, Lowell’s downtown is home to a growing arts district. Since 1998, Lowell has dedicated itself to the development of a thriving arts district, understanding that through culture one can revitalize a city. With the opening and expansion of the Western Avenue Lofts in 2012-2013, Lowell now has one of the largest artist communities of its kind on the East Coast. These new residents have become frequent library users. The Library has also partnered with community arts organizations including COOL (Cultural Organization of Lowell), Lowell Film Collaborative, UML (Univ. of Mass. Lowell) Center for Arts & Ideas and local artists for
art displays and programming. Lowell has become a “Festival City”, bringing the community together through various cultural festivals, including the nationally renowned Lowell Folk Festival and the Southeast Asian Water Festival. Lowell is home to a growing number of cultural, educational, and historic organizations including the National Historic Park, the American Textile History Museum, New England Quilt Museum, Whistler House Museum of Art, Brush Art Gallery and Studio, and the Arts League of Lowell all located in the downtown area and only a few blocks from the Library. Lowell also is home to a nationally-recognized institution of higher learning, the University of Massachusetts Lowell and a community college that serves the greater Lowell area, Middlesex Community College.

**Process / Planning Methodology**

In 2012, a long-range planning committee was established to review our previous long-range plan and create an updated plan to tailor services to our changing community and its needs. The committee included representatives of the Pollard Memorial Library Board of Trustees, library users, library staff, and representatives from the business, education, and immigrant communities. With the assistance of Alan Hurvitz, a consultant from Jericho Road, the group was guided through the planning process, retooling the library’s mission and vision statements, analyzing the library’s strengths, weaknesses, opportunities and threats (SWOT), conducting an environmental scan of the changes in demographics in the community, and creating goals and objectives for the library’s future. We also interviewed various representative focus groups in our community and conducted online and written surveys.

Our Strategic Planning Committee met with members of the Greater Lowell Chamber of Commerce, Light of Cambodian Children Inc., Coalition for a Better Acre, Acre Coalition to Improve our Neighborhood, Lowell School Committee, and Lowell Senior Center. Among them there were nearly 60 suggestions on things the Library could do to make itself more appealing to the population it serves. Please see Appendix C for more specific information.

The online and written survey we conducted in October 2012 also gave us many ideas of what people presently do at the Library and would like to see at the Library. See Appendices A and B for the survey and results.
Vision Statement
The Pollard Memorial Library will be an increasingly vibrant community destination and Lowell’s premier information center for all its citizens; dedicated to fostering education and literacy, nurturing life-long learning, and promoting personal and cultural enrichment.

Mission Statement
The Pollard Memorial Library is a vibrant community hub and Lowell’s gateway to knowledge, meeting the information needs and enriching the quality of life in our community. The mission of the library is to provide diverse collections, state of the art technology, appealing programs and services to Lowell’s diverse population in a safe and welcoming environment.

Opportunities - Community Needs for the Library to Address
The Pollard Memorial Library contributes to Lowell’s quality of life, but with this Strategic Plan, we renew this commitment and increase our efforts to better serve community needs. The library will increase its support to Lowell residents through social, cultural, and educational opportunities so that all residents feel welcome to participate in the community. Areas where the library will increase its support to identified community needs include:

- **General Information.** Support life-long learning and the desire for personal growth and development. Meet the need for answers to questions on a broad array of topics related to work, school, and personal life.
- **Formal Learning and Education Support.** Help students who are enrolled in a formal program of education or who are home schooling, especially in the area of early childhood literacy, resources for teens, and supporting adult literacy and ESOL programs.
- **Information and Reference Services.** Address a need for information related to business, medicine, government, careers, small business development, personal finances, and obtaining employment.
- **Technology Access.** Assist in bridging the technological divide by providing free computer and Internet services, computer literacy instruction, downloadable e-books and audio books. We will also provide electronic databases for scholarly research, technical reading, writing resumes, and learning languages.
- **Community Programming.** Provide a convenient place for public events and meetings - a place for people to meet and interact with others in their community and to participate in public discourse about community issues.
- **Community Referral.** Address the need for information related to services provided by community agencies and organizations, including assisting in the orientation of the new immigrant community.
- **Cultural Awareness.** Help satisfy the desire of community residents to gain an understanding of their own cultural heritage and the culture of others by providing a world language collection and special collections in local history and genealogy.
Challenges – Library Needs to Address

The Pollard Memorial Library must remain a strong and vibrant library with adequate community support to meet community needs. Based on patron surveys and focus groups, areas where the library needs must be addressed include:

- **Physical Space and Facilities.** The Library must address issues related to parking, signage, downtown location, facility maintenance and space limitations due to the historic nature of the building.

- **Collection Maintenance.** The Library needs to maintain a current and diverse collection of popular material in many formats, including DVDs, Audio Books, and e-books. The Library must deal with rising costs of materials and limitations in funding. No one can own everything, so the Library needs to strongly support resource sharing and reciprocal borrowing.

- **Supporting Diversity.** The Library needs to support Lowell’s newest residents, especially immigrants, by providing a diverse staff, a multi-lingual collection, literacy programming, and cultural sensitivity training for the staff.

- **Neighborhood Services, Extended Hours, and Staffing Levels.** Studies and surveys show that the closer a household is to the library, the more members use it. Lowell residents desire library services that are convenient in location and hours of operation, including extended weekends, year-round Saturdays, services close to home via neighborhood branches, reinstatement of bookmobile and/or home delivery services. Current staffing levels are not adequate to meet these needs, but have been improving as more funds are budgeted for the Library by the municipality.

- **Funding.** The Library funding remains low compared with other Massachusetts libraries supporting similarly sized populations. In FY12 the average annual appropriated municipal income for public libraries in the Commonwealth was $38.77 per person. The next two largest cities in Massachusetts, Springfield and Worcester expended $32.64 and $22.77 per capita respectively on their libraries. **Lowell expended $8.97 per capita in that fiscal year.** In FY13, the Pollard Memorial Library’s local revenue appropriation is $10.61 per capita. In the current year, 74.4% of the library’s municipal expenditure is designated to salary & wages. The remaining 25.6% is designated for utilities, consortium membership fees, library material purchase, office supplies, and equipment repair.
Goals and Objectives

Goal 1 – To make the Library a center of life long learning, enrichment, and enjoyment.

Objective A. Identify issues that concern community members at different life stages and address them through the purchase of related library materials, workshops, lectures and programs.

Action Step: Use data available through the MVLC network to identify and target high use and high interest areas for increased purchasing.

Action Step: Use census, GIS data available through the GIS mapping, and periodic community surveys to identify demographic changes in the city.

Action Step: Monitor pre-publication and advertising to anticipate public interest in current topics and “most popular” materials.

Action Step: Use data from the library survey and focus group discussions to offer programs, services and materials that meet the needs of different age segments in the community.

Objective B. Library users will borrow more materials from the library and the library will provide materials that people want and that are timely and useful on a broad array of topics related to work, school, and personal life.

Action Step: Continue to evaluate and weed the collection to maintain currency and subject area coverage. The American Library Association recommends that a minimum of 5% of the entire collection should be weeded out each year.

Action Step: Train staff in use of resources to advise people who are reading for pleasure and investigate grants for readers’ advisory services.

Action Step: Use data from the library survey and focus group discussions to add to the collection of materials.

Action Step: Promote new materials in all formats through booklists, the library’s website and electronic options.
Action Step: Review space use and signage in the library to better promote high interest, high use materials and materials in popular formats (DVDs, Audio Books).

Action Step: Allocate annual budget for new materials by categories based on an assessment of usage and community needs.

Objective C. **The Library will encourage young children, teens, and the special needs community to develop an interest in reading and learning through services for children, parents, special needs adults and children, and the professionals who work with them.**

Action Step: Continue to provide summer activities that expand on the statewide summer reading program.

Action Step: Hang welcome banners representing all the languages spoken in Lowell in the library entrance with involvement from children in the community.

Action Step: Continue school and library partnerships through increased collaboration on collection development, programs/activities, like school visits to the library and library staff outreach visits, and grant opportunities. Support school curriculum through appropriate library programming.

Action Step: Support early literacy programs including Born to Read, Tiny Tots Concerts, Mother Goose on the Loose, and others. Collaborate with other local organizations such as Raise a Reader to bring library programming to their sites. Work with organizations like Early Intervention to provide a venue for early assessment of children with learning difficulties.

Action Step: Continue to enhance services to teenage library users by adding materials to the collection that meet patron needs such as life skills information. Continue programs such as the Interactive Fiction Club, Teen Friends of the Library, Anime Club and teen volunteer activities. Continue the Young Parent book group for teen parents and literacy programs for their young children. Add book groups that are targeted to specific teen populations. Provide workshops on financial literacy, job interview skills, the college application process, and other useful life skills.
Action Step: Continue to provide services to the special needs community in Lowell by offering story times and other programs for autistic children and their families. Maintain a webpage listing resources for families with autistic members. Offer programs to developmentally-delayed adults such as American Training. Increase outreach efforts to our low-vision residents through advertising of our resources and special programs.

Objective D. **The Library will preserve historical documents, make them accessible and promote their use so residents have an opportunity to know and better understand the community’s heritage.**

Action Step: Seek grants for preservation of high interest and high use local history materials including environmental equipment for the archive storage room.

Action Step: Continue to offer local history programming including special Genealogy Lock-In events

Objective E. **The Library will answer the informational needs of patrons in person, by telephone, by email, and via the library’s website.**

Action Step: Regularly review the library’s website and investigate ways to revise links and provide information easily.

Action Step: Evaluate reference statistics (including online databases) and explore new ways of delivering reference services.

Action Step: Staff Reference Desk on main (first) floor of Library for patrons’ convenience.

Action Step: Create an automated greeting on the main telephone line to direct patrons to specific departments for quicker service. Offer the automated greeting in English, Spanish, and Khmer.

**Goal 2 – To make the Library a vibrant cultural and educational resource that empowers, engages, and provides interaction for segments of our diverse population.**

Objective A. **The Library staff will be aware and informed about changes in the community to better target needed resources for diverse population.**
Objective B. **The Library will provide Lowell’s diverse populations with the pleasure of finding materials in their own languages.**

Action Step: Expand collections for newer immigrant groups in the community.

Action Step: Continue to promote expanded collections for African, Portuguese, Brazilian, Cambodian and Hispanic residents. Our PML Foundation group recently purchased a number of Cambodian books that we are cataloging and will add to our collection.

Action Step: Provide evening library tours to new immigrant groups in their languages to promote understanding of library collections and services.

Action Step: Continue to review and expand the library’s new readers and adult literacy collection, including material about grammar, reading and citizenship.

Objective C. **The Library will support the development of a diverse staff, as well as assist current staff in serving non-English language library users.**

Action Step: Work to effectively recruit and retain a diverse workforce that reflects Lowell’s diverse communities and languages.

Action Step: Provide training to assist staff in better understanding the cultural differences among Lowell’s diverse populations.

Objective D. **The Library will reduce barriers to literacy and language in order to increase quality of life in Lowell’s under-served populations.**
Action Step: Continue staff and budget support for library’s Adult Literacy Program providing literacy instruction and English conversation groups.

Action Step: Increase the number of adult learners served through the Adult Literacy Program by providing additional sessions for English as a Second Language and ABE tutors.

Action Step: Hire additional part-time staff for the Literacy Program to serve more adult learners.

Action Step: Increase community awareness of library’s literacy efforts by creating new partnerships with community organizations.

Action Step: Support the City’s efforts to launch an advocacy/public awareness/education program on prevention of homelessness.

Action Step: Ensure that persons with disabilities have access to information by upgrading the library’s TTY system and ADA compliant workstations as new technology becomes available.

Goal 3 – To assure that the Library contributes to the quality of life of Lowell and plays an integral role as a downtown destination.

Objective A. The library will offer expanded services, spaces, and hours to better respond to the needs of the new active downtown neighborhood and younger, “bookstore-oriented” residents.

Action Step: Expand the hours of the library to include more Saturday and Sunday hours.

Action Step: Increase Internet wireless service coverage in the library.

Action Step: Create signage and way-finding guides for the entire building that are omnipresent and multilingual.

Action Step: Reclassify many of our Reference materials to Circulating so that patrons can check out these materials for research purposes.

Action Step: Explore “bookstore” merchandising techniques including changes in smells, lighting, and music, layout, shelving by genre, lighted book displays, staff recommendation shelf, and addition of a coffee bar.
Action Step: Create a "patio" area on the Merrimack St. sidewalk next to the front steps with tables and chairs to make the Library’s façade more welcoming to patrons.

Action Step: Allow patrons to access the Library through the street-level entrance on Merrimack St.

Objective B. **The Library is an inviting public space fulfilling the need for people to come together and share ideas. It is a central focus point for community activities, meetings, and services.**

Action Step: Install equipment and accessories that will support groups using the community room.

Action Step: Provide technology to support public meetings and art exhibits at the library.

Action Step: Explore the possibility of purchasing folding, wall division system to sub-divide meeting room for simultaneous use by smaller community groups.

Action Step: Explore the possibility of re-designing different spaces in the Library that will allow us to create temporary meeting/program areas.

Action Step: Continue to maintain the infrastructure of the Library building, such as replacing carpeting, to make the Library a more pleasant and safer environment for its patrons and staff.

Objective C. **Review parking needs of main library and assess and develop transportation options.**

Action Step: Continue to educate the public on the use of library’s parking lot and the availability of nearby parking areas.

Action Step: Continue to work with the Parking Department on monitoring library’s two-hour parking restrictions.

**Goal 4 – To assure that City residents and public officials will recognize the value of the library - economic, cultural and educational - to the City of Lowell.**

Objective A. **Increase public awareness of library resources**
Action Step: Create attractive, useful, and timely displays in the library of materials and resources to promote access to and use of collections.

Action Step: Promote library materials and services through the library’s website, postings and fliers, local media outlets, online mailings, and social media such as Facebook, Twitter, and blogs.

Action Step: Promote and expand the library’s e-newsletter and investigate the purchase of an online email reader’s advisory service (such as Constant Contact).

Action Step: Use blogs and other social media (such as Tumblr) to communicate with our teenage patrons about our programs and resources.

Action Step: Identify appropriate non-library locations to increase awareness of library services.

Action Step: Continue to support the ongoing efforts of the Friends of the Pollard Memorial Library and the Pollard Memorial Library Foundation by assuring that the Friends’ Book Sale and Children’s Shopping Day events are held in the community room.

Objective B. The Library will encourage community members to take part in Library programs, forums and services on community issues and interests. Residents will have access to programs, exhibits and displays that meet their needs for information on popular cultural and social trends.

Action Step: Expand data gathering to assist in development of programs, displays and exhibits of interest to the community.

Action Step: Continue to collaborate with local museums, colleges, the National Park and other non-profits to explore additional partnerships for programs and exhibits.

Action Step: Provide appealing community programming, including Parker at the Pollard, film festivals, and author speaker series.

Objective C. The Library will improve communication with city officials and expand community relations initiatives

Action Step: Continue to prepare the library’s annual report for elected officials and other library stakeholders.
Objective D.  The Library will increase public perception of the library as a destination and a means of attracting current non-users and former library patrons.

Action Step: Work with PML Foundation on annual author event.

Action Step: Continue to work with the Greater Lowell Convention and Visitors Bureau on promoting the library as a visitor and cultural destination.

Action Step: Increase the number of adult learners served through the Adult Literacy Program by providing additional sessions for English as a Second Language and ABE tutors.

Action Step: Continue city-wide Lowell Reads program.

Goal 5 – To acquire and maintain up-to-date technology architecture necessary to achieve the Library's service goals.

Objective A. The Library will provide maximum access to resources and services through effective use of technology.

Action Step: Purchase self-checkout modules for circulating books and audio-visual items.

Action Step: Continue to update the library's website to make it an information portal for the public.

Action Step: Continue to develop library services for remote users who cannot or choose not to visit the library by making as many resources as possible available electronically.

Action Step: Continue to ensure that persons with disabilities have access to information by upgrading workstations as new technology becomes available.

Objective B. The Library will ensure the availability of computers for general use, for student research and technology training.

Action Step: Update library's technology plan.
Action Step: Continue to monitor bandwidth issues created by the use of streaming video, Overdrive downloadable books, gaming, use of personal laptops and other devices. Upgrade bandwidth, as necessary.

Action Step: Investigate the need to reconfigure placement of computers in the library.

Action Step: Investigate the possibility of creating a separate computer area.

Action Step: Apply for grants to update computer equipment at the Main library, the branch at the Senior Center, and the computer lab.

Objective C. **Train staff and have adequate documentation to use technology best practices.**

Action Step: Continue to train staff in the use of the Evergreen ILS system.

Action Step: Investigate the use of a server(s) for the main library and computer lab that will allow global maintenance, updates, and greater security of the library’s computer system.

Action Step: Provide staff training in the use of blogs and wikis as a resource to appeal to a broad spectrum of users.

**Goal 6 – To secure, organize and be accountable for the library’s financial, human and physical resources.**

Objective A. **The Library will maintain a safe, comfortable and welcoming environment for library users and staff.**

Action Step: Review space at library to identify best uses especially in the area of computer / Internet workstation locations

Action Step: Continue to review security incidents in the library and increase security measures, such as adding more cameras, upgrading cameras and security computer, as necessary.
Action Step: Implement a new type of security system, RFID, which will make it easier for staff to determine if patrons are taking materials without proper checkout procedure.

Action Step: Ensure the security of the library by securing municipal funding for a security guard.

Objective B: **The Library will recruit and retain knowledgeable and skilled staff trained to provide excellent customer service.**

Action Step: Provide continuing education opportunities for all staff.

Action Step: Review library policies annually and update staff training to reflect changes in services and procedures.

Action Step: Improve internal communication by exploring additional electronic means of communicating with all staff.

Action Step: Involve staff in decision-making, creative problem-solving, and innovation at all levels of the organization.

Action Step: Evaluate and update job descriptions as vacancies occur.

Action Step: Annually review staffing levels to compare staff levels to workload and identify needed changes.

Action Step: Investigate possible ways to fund library staffing levels necessary for services to neighborhoods (i.e. branches) and bookmobile service; and implement when feasible.

Objective C. **Support regional partnerships, resource sharing, and reciprocal borrowing and collection development.**

Action Step: Continue library’s active membership in the Merrimack Valley Library Consortium and the Massachusetts Library System.

Action Step: Continue to participate in reciprocal borrowing and delivery through the Massachusetts Library System (MLS).

Action Step: Monitor delivery services and make recommendations for changes as needed.

Objective D. **Maintain the library at a level appropriate to its landmark status.**

Action Step: Review monthly plan of routine maintenance and repair of library facilities.
Objective E: **Implement new three-year long-range strategic plan for the library.**

Action Steps: Present new long-range plan to City Officials, including City Manager and City Councilors.

Action Step: Work with Trustees to annually review action steps and progress on reaching goals and objectives.

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### Technology Plan

#### Staff Computers

Action Step: Purchase or lease new staff computer stations (including PCs, monitors, and all peripherals) that meet MVLC’s specifications for full-functionality of the open-source ILS, Evergreen, in FY2014.

Action Step: Purchase Office Suite software and anti-virus programs for staff computers.

Action Step: Purchase 2-laptop computers for staff use with appropriate software.

#### Public Computers

Action Step: Purchase or lease new public computers stations in FY2015 for Main Branch and branch at the Senior Center.

Action Step: Purchase new computers and peripherals for the Computer Lab in FY2014.
Action Step: Investigate upgrading bandwidth of Internet connection to make it more accessible to patrons using their own electronic devices in the Library and restrict logon to patrons in the Library building.

Personnel

Action Step: Hire an IT Systems Support Specialist.

Circulation Systems

Action Step: Purchase self-checkout workstations for the circulation desks and technical services.

Security Systems

Action Step: Investigate and upgrade our materials security system by upgrading to an RFID type of security tag, replacing the security gates at the ground and first floor entrances, and adding a security gate to the sidewalk level entrance on Merrimack St.

Action Step: Upgrade and add to the security camera system in the main public areas and stacks to help deter theft and vandalism.
Appendix A: Patron Survey

2012 POLLARD PATRON SURVEY
Fill this out to Win $50 Market Basket Gift Card

All of the information you provide is very helpful to us. We’ll use it to help tailor library services to the needs of Lowell, to make sure we’re providing tools and services most useful to city residents. Help us help you better! Don’t forget to enter your contact information to be entered in the raffle for a $50 Market Basket Gift Card. Survey also available online at: http://www.surveymonkey.com/s/3PYTMY7.

Please fill out and place in box, or return to Sean Thibodeau, Pollard Library, 401 Merrimack St, Lowell, MA 01852, sthibodeau@mvlic.org

1. What did you do during your last three library visits? (Check all that apply)
   - Never use Library
   - Returned items
   - Checked out items
   - Borrowed for books
   - Borrowed for DVDs
   - Borrowed for CDs
   - Research a subject
   - Worked on homework
   - Met with a tutor/student
   - Read magazines
   - Read newspapers
   - Used the bathroom
   - Got help from library staff
   - Picked up museum pass
   - Attended a childrens’ program
   - Attended a teen program
   - Attended an adult program
   - Attended a meeting
   - Used a laptop
   - Used the computer
   - Used the printer
   - Used a study room
   - Other (please specify)

2. Are you aware of these library services?

   Low-Vision Computer/Workstation
   Adult Literacy Tutoring
   Free wireless internet access
   Access to Energy Efficiency devices
   Access to Consumer Reports
   Request items from other libraries
   Free tax help
   Reading suggestions

   Yes  No  I've Used This

3. Are you aware of these ONLINE library services?

   Library hours & contact info
   Downloadable ebook/audio book
   Request/renew library materials
   Museum pass reservation
   Research/homework databases
   Events calendar
   Events Newsletter
   Library program details
   Library blogs
   Library Twitter account
   Library Facebook page

(TURN OVER- SURVEY CONTINUES ON BACK )
2012 POLLARD PATRON SURVEY CONT.
Fill this out to Win $50 Market Basket Gift Card

4. What is the best way for you to learn about library events or services? (check all that apply)
   - Posters in the library
   - Calendar on website
   - Posters around town
   - Facebook
   - Twitter
   - Email newsletter
   - Sign outside of library
   - Newspaper listing
   - Local Access TV station (LTC)
   - Word of mouth
   - Radio stations
   - Other (please specify)

5. Share your comments or suggestions with us:

   __________________________________________
   __________________________________________
   __________________________________________
   __________________________________________
   __________________________________________
   __________________________________________
   __________________________________________
   __________________________________________
   __________________________________________

6. Provide your name and email to be entered to win a $50 Market Basket gift certificate.

   Name: ___________________________________
   Email: _________________________________
   Phone: ________________________________

   Thank you!
Appendix B: Responses to Patron Survey

2012 Pollard Patron Survey - October 12th - November 2nd

Question #1: What did you do during your last three library visits?
(Check all that apply)

<table>
<thead>
<tr>
<th>Activity</th>
<th>Print %</th>
<th>Print Count</th>
<th>Online %</th>
<th>Online Count</th>
<th>Total %</th>
<th>Total Count</th>
</tr>
</thead>
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<td>Never Use Library</td>
<td>0%</td>
<td>0</td>
<td>0%</td>
<td>0</td>
<td>0%</td>
<td>0</td>
</tr>
<tr>
<td>Returned Items</td>
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<td>68</td>
<td>68%</td>
<td>61</td>
<td>73%</td>
<td>129</td>
</tr>
<tr>
<td>Checked out items</td>
<td>83%</td>
<td>71</td>
<td>74%</td>
<td>67</td>
<td>61%</td>
<td>138</td>
</tr>
<tr>
<td>Browsed for Books</td>
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<td>57</td>
<td>60%</td>
<td>54</td>
<td>63%</td>
<td>111</td>
</tr>
<tr>
<td>Browsed for DVDs</td>
<td>45%</td>
<td>39</td>
<td>29%</td>
<td>26</td>
<td>37%</td>
<td>65</td>
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<tr>
<td>Browsed for CDs</td>
<td>22%</td>
<td>19</td>
<td>17%</td>
<td>15</td>
<td>19%</td>
<td>34</td>
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<tr>
<td>Researched a Subject</td>
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<td>13</td>
<td>17%</td>
<td>15</td>
<td>16%</td>
<td>28</td>
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<tr>
<td>Worked on homework</td>
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<td>7</td>
<td>8%</td>
<td>7</td>
<td>8%</td>
<td>14</td>
</tr>
<tr>
<td>Met with tutor/student</td>
<td>3%</td>
<td>3</td>
<td>2%</td>
<td>2</td>
<td>3%</td>
<td>5</td>
</tr>
<tr>
<td>Read magazines</td>
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<td>6</td>
<td>7%</td>
<td>6</td>
<td>7%</td>
<td>12</td>
</tr>
<tr>
<td>Read newspapers</td>
<td>10%</td>
<td>10</td>
<td>6%</td>
<td>5</td>
<td>9%</td>
<td>15</td>
</tr>
<tr>
<td>Used the bathroom</td>
<td>33%</td>
<td>33</td>
<td>16%</td>
<td>14</td>
<td>27%</td>
<td>47</td>
</tr>
<tr>
<td>Got help from library staff</td>
<td>39%</td>
<td>39</td>
<td>31%</td>
<td>28</td>
<td>39%</td>
<td>67</td>
</tr>
<tr>
<td>Picked up a museum pass</td>
<td>6%</td>
<td>6</td>
<td>7%</td>
<td>6</td>
<td>7%</td>
<td>12</td>
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<tr>
<td>Attended a children's program</td>
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<td>6</td>
<td>6%</td>
<td>5</td>
<td>6%</td>
<td>11</td>
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<tr>
<td>Attended a teen program</td>
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<td>N/A</td>
<td>N/A</td>
<td>0%</td>
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<tr>
<td>Attended an adult program</td>
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<td>2</td>
<td>7%</td>
<td>6</td>
<td>5%</td>
<td>8</td>
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<tr>
<td>Attended a meeting</td>
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<td>7%</td>
<td>6</td>
<td>5%</td>
<td>8</td>
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<tr>
<td>Used a laptop</td>
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<td>3</td>
<td>4%</td>
<td>4</td>
<td>4%</td>
<td>7</td>
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<tr>
<td>Used the computer</td>
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<td>51</td>
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<tr>
<td>Used the printer</td>
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<td>6</td>
<td>12%</td>
<td>10</td>
<td>9%</td>
<td>16</td>
</tr>
<tr>
<td>Used a study room</td>
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<td>9</td>
<td>1%</td>
<td>1</td>
<td>6%</td>
<td>10</td>
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<tr>
<td>Other (see appendix A)</td>
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Answered  86 | Answered  90  | Answered  176
Skipped    2   | Skipped    0  | Skipped    2
Question #1: What did you do during your last three library visits? (Check all that apply)
Other (please specify)

PRINT:
- Audiobooks Specifically.
- Your Workers (esp in Childrens library are awesome. Sear and Ing esp).
- Read to my grandsons
- Bought books

- Volunteered
- Reserved passes
- CDA class

ONLINE:
Picked up ILL holds.
Rented books on tape
wanted a quiet place to sit in between meetings
looked for books on tape and cd
browsed for books on CD or M3
browsed for audio books
Used online database.
Used Microfilm

member of the non-fiction book club
Checked out museum passes
used low vision machine
Library Con. Website. Love IT!
Used Wi-fi
got new library card
read books to my 5 year old daughter
Question #2: Are you aware of these library services? (Check all that apply)

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<th>PRINT RESPONSES:</th>
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<th>No</th>
<th>I've Used This</th>
<th>Response Count</th>
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<tr>
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<td>31%</td>
<td>60%</td>
<td>3% (3)</td>
<td>82</td>
</tr>
<tr>
<td>Adult Literacy Tutoring</td>
<td>36%</td>
<td>52%</td>
<td>6% (5)</td>
<td>81</td>
</tr>
<tr>
<td>Free wireless internet access</td>
<td>64%</td>
<td>24%</td>
<td>20% (17)</td>
<td>93</td>
</tr>
<tr>
<td>Access to energy efficiency devices</td>
<td>22%</td>
<td>65%</td>
<td>1% (1)</td>
<td>76</td>
</tr>
<tr>
<td>Access to Consumer Reports</td>
<td>40%</td>
<td>48%</td>
<td>3% (3)</td>
<td>78</td>
</tr>
<tr>
<td>Request items from other libraries</td>
<td>62%</td>
<td>19%</td>
<td>35% (30)</td>
<td>99</td>
</tr>
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<td>Free tax help</td>
<td>26%</td>
<td>63%</td>
<td>2% (2)</td>
<td>78</td>
</tr>
<tr>
<td>Reading suggestions</td>
<td>47%</td>
<td>38%</td>
<td>12% (10)</td>
<td>83</td>
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<tr>
<td>Special Needs Childrens Programming</td>
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<th>Response Count</th>
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<td>2% (2)</td>
<td>89</td>
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<tr>
<td>Free wireless internet access</td>
<td>21%</td>
<td>80%</td>
<td>16% (14)</td>
<td>89</td>
</tr>
<tr>
<td>Access to energy efficiency devices</td>
<td>52%</td>
<td>44%</td>
<td>2% (2)</td>
<td>87</td>
</tr>
<tr>
<td>Access to Consumer Reports</td>
<td>77%</td>
<td>23%</td>
<td>7% (6)</td>
<td>86</td>
</tr>
<tr>
<td>Request items from other libraries</td>
<td>33%</td>
<td>68%</td>
<td>45% (40)</td>
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<tr>
<td>Free tax help</td>
<td>56%</td>
<td>36%</td>
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<td>Reading suggestions</td>
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<td>17% (15)</td>
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<td>Special Needs Childrens Programming</td>
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<th>Response Count</th>
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<td>Free wireless internet access</td>
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<td>Skipped Question</td>
<td></td>
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<tr>
<td>---------------------------------</td>
<td>-------------------</td>
<td>-----------------</td>
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</tr>
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<td>Access to Consumer Reports</td>
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<td>5% (9)</td>
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<td>Request items from other libraries</td>
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<td></td>
</tr>
<tr>
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<td>51% (50)</td>
<td>1% (112)</td>
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<td>14% (65)</td>
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<td></td>
</tr>
<tr>
<td>Special Needs Childrens Programming</td>
<td>45% (37)</td>
<td>2% (48)</td>
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<tr>
<td></td>
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Question #3: Are you aware of these ONLINE library services? (Check all that apply)

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<th>PRINT RESPONSES:</th>
<th>Yes</th>
<th>No</th>
<th>I've Used This</th>
<th>Response Count</th>
</tr>
</thead>
<tbody>
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<td>Library Hours &amp; Contact Info</td>
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<td>5%</td>
<td>29% (24)</td>
<td>95</td>
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<tr>
<td>Downloadable ebook/audiobook</td>
<td>45%</td>
<td>45%</td>
<td>8% (7)</td>
<td>83</td>
</tr>
<tr>
<td>Request/renew library materials</td>
<td>61%</td>
<td>19%</td>
<td>26% (22)</td>
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</tr>
<tr>
<td>Museum Pass Reservation</td>
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<td>26% (21)</td>
<td>88</td>
</tr>
<tr>
<td>Research/homework databases</td>
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<td>39%</td>
<td>12% (10)</td>
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<tr>
<td>Events calendar</td>
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<td>Events Newsletter</td>
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<td>Library blogs</td>
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<td>Library Twitter account</td>
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<tr>
<td>Library Face book Page</td>
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<table>
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<th>Response Count</th>
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<tr>
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<tr>
<td>Request/renew library materials</td>
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<tr>
<td>Museum Pass Reservation</td>
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<td>25% (22)</td>
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</tr>
<tr>
<td>Research/homework databases</td>
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<td>Events Newsletter</td>
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<td>13% (11)</td>
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<td>Library Twitter account</td>
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Answered Question: 84  Skipped Question: 4
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<td>Request/renew library materials</td>
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<td>(111)</td>
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<tr>
<td>Research/homework databases</td>
<td>42%</td>
<td>58%</td>
<td>9%</td>
<td>170</td>
</tr>
<tr>
<td>(73)</td>
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<tr>
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Answered Question: 174
Skipped Question: 4
Question #4: What is the best way for you to learn about library events or services? (Check all that apply)

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Other:
PRINT RESPONSES:
- Mailings
- Blogs (library and others), City of Lowell website/email in conjunction with other programs events log UMLowell)
- Schools Newsletters!
- Library Staff mostly
- Would like to get a regular mailing of events
- Just advertise more everything is at the 1st floor front desk which happens to be located right near the front entrance and when you walk in all the stuff on the desk just looks like a bunch of clutter. Plus it's right as you walk in. People want to head to or start whatever it is that they come here to do not to have to sit there and file through the 15 different things you guys have up there. Bad location. Bad advertisement. And just too much going on on such a little bit of space on the desks front area.
Question #5: Share your comments or suggestions with us:

PRINT RESPONSES (51)

1. I have not had contact with the library. Will try to be more proactive as you have GREAT resources.

2. New and wonderful experience every time!

3. I would love a fiction book club for more book discussions. The Dickens programs have been great. Perhaps some special focus on the different cultures / immigrant groups that make Lowell such a vibrant city would be appreciated. Sean Thibodeau’s blog is great & the more posting he does the better. I know that many people look to the Lowell Sun for news and events and would recommend more features in that venue. Perhaps a regular column could be proposed. I am willing to serve on any committees in conjunction with this process, as I’ve already told Victoria.

4. Everything so far with Staff has been courteous and helpful! No complaints! Please put all Manga Shoen Jumpmass Movies Books in a 2nd locked cabinet for usage it would be most appreciated. Thank you.

5. I absolutely love getting your email newsletters with updates on events and library services. I also love the fact that the card catalogue is online so I can find the call numbers for all the books I want to read at home from my computer. I was also excited to read that you now have an after hour media drop off box! =)

6. I love my library it is very helpful and the staff are very kind and sweet everytime I am there.

7. You guys should get more Maximum Ride books. More Manga and regular. And please more of The Lying Game Series.

8. I love the library I can also got o the library website and order books and they email me when the book is ready. I love to read.

9. I have been coming here for 50 years and everyone is always pleasant and helpful.

10. I so appreciate the programs for the children! The library provides a safe, happy, calm place for families. Thank you. =)

11. I wish you would do the listings for new items also it would be nice if you cold search online for new books and new books on CDs and the popular list (top 50) is no longer available.

12. I have always had a good experience at this Lowell library. Thank you.
13. I love this library! And encourage my friends with kids to utilize it instead of Chelmsford but I hear things like “there’s no parking” but Chelmsford’s programs. I share the greater Lowell happenings, but I don’t have any converts yet. Who can beat LEGO Club? It’s great. I wish the carpets weren’t so ratty and the stacks were better organized (meaning books weren’t shoved back in all over the place) sometimes I know a book is here, but just mis-shelved. Could access to the parking lot be marked or routed closer to the library? I cut through the parking lot for city employees. I know this is not the official route.

14. Tutorial or a way on how to use the library catalog on the computer.

15. I love using the library. I am a pre-K teacher and I teach dance/drama in the community. Even though I use the library weekly sometimes more the condition of most of the children’s picture books is very poor. I regularly clean and tape books before distributing them in my classroom. I am elated when nice clean books appear on the shelves. Please please please update books that are old and wounded. I teach my students to care for and respect books and educate “Library time” in my classroom daily for reading and research (and book/library manners!). Also updated audiobooks would also be wonderful! I have seen some classrooms use books with MP3 players. Will this be available here soon? Also, please stay open on Saturdays in the summer!!!

16. I love the library! The staff is always helpful and knowledgeable.

17. Our family gets a lot of use of the services at the library. We enjoy it and everyone is always helpful. We come here on a weekly basis.

18. We love storytimes. The childrens staff is always friendly. I frequently reserve movies and books from other libraries and appreciate this service a lot. Thank you!

19. I love the Pollard! Keep up the good work. My only suggestion is that some of the folks who work at the check-out desk are not as friendly as others.

20. My name is Sarah Andrews. I just opened a new card today 10/6/12 all the staff members were very helpful with books and kind to myself and daughter and I felt very welcome and comfortable. Keep up the great work. Thanks again, Sarah Andrews.

21. My son, Liam, and I come to the library regularly. The staff is always friendly and helpful. Fortunately we are part of the same community. Thank you.

22. I would like to give you my email address so I can stay up to date in what’s happening in the library.

23. You have all been wonderful. I love this library and come all the time. Love live libraries. Thank you. Thank you. Thank you.
24. Have unsuccessfully tried to obtain museum passes in past. Also, parking can be dismal. Just now, I had to park at meter, while handicapped spaces sat unused. Possibly more museum passes needed.

25. I love this library and am impressed by the level of outreach and number of services. No suggestions at the moment.

26. I wish I had some for you. I think this library is great. And beautiful.

27. A better way to find out about new material that is available. Paper list come out too infrequently.

28. Excellent library. Staff pleasant and professional.

29. I love using the library but dislike when I get charged late fees when I return things on time.

30. Nothing at this time. Staff is always helpful. =)

31. I like to come to the library because it was nice and had a lots of book. Cing good thing to learn. At the library they were a nice people. My daughter did a homework in computer. It was good help. Thank you very much.

32. Keep up the good work.

33. Please mail pollard library events— Parket Lecture. Send in regular mail or email.

34. I really enjoy your selections of DVD and CDs I think it is a very helpful environment.

35. I think the library there is very helpful for me and all the staff there are wonderful and very helpful towards me. Very kind people are there I really enjoy spending time there. It’s a wonderful and very clean environment to be in.

36. Would like to get a regular mailing of events.

37. It would be convenient if it was possible to find out about certain books that may or may not be in library by looking them up on our own on computer or something.

38. Love the free museum passes, should offer more.

39. How about a book club/discussion group on a weekly basis? Love to see this.

40. Would like to see more DVD movies, like True Stories, History, Christian and others.

41. It would be nice to have longer time on computer. 2 on 1st floor not working.
42. Just want to say my twin grandsons had a great experience at the library today.

43. Lots of resources and services.

44. This places helps me a lot. Thank you.

45. It would be helpful if the computer terminals that are normally locked up in a computer room at the Senior center in Lowell are made available to the public at least during the same hours as the other computer terminals are available in the Lowell Library’s branch at the Senior Center. Currently the computers are only available when computer courses are being offered. Thank you!

46. Thank you for your assistance.

47. Valuable community resource.

48. You guys need to hire more friendly people to work here and more of what you call a people person to work here. The few people you have now aren’t very approachable and aren’t very friendly or nice. Only one I really like is the head Director! Thank you for your time to read this whoever you are! Happy Holidays.

49. I think the library is a nice and safe place. The staff here are nice. I like to come and use the computer and pick up DVD movies to watch I appreciate that the library helps people in need.

50. Great place to be with my daughter, we read and play games.

51. There are a lot of Cambodian American live in Lowell. So I need to be having some of Cambodian of Khmer History Books, DVD, Magazines, & Newsletter in the Pollard Memorial Library if you can. Thank so much for your services and cooperation.

ONLINE RESPONSES (31):

Excellent staff and services - especially access to the computers and internet.
11/1/2012 4:55 PM View Responses

I LOVE OVERDRIVE!!
10/30/2012 11:50 AM View Responses

the Library is a wonderful resource for the community and the free access it provides to information and services is a mainstay of the community
10/30/2012 9:07 AM View Responses

maybe add news about upcoming live plays
I have been going to the library since my daughter was an infant, she is now 9. She loves all the activities. During the summer we go twice a week. She really enjoyed the wii olympics, the Harry Potter and last year the graphic novel club. You guys do a great job in the Children's Department.

Library is in great need of shelf checks. It is very common (and I do mean "very"!) to find that a book listed as available is not where it should be. Also, when this is discovered, missing books need to be marked as missing in the catalog to save the next patron from experiencing the same frustration. :-)

I love the library!

If I win please donate appropriately.

More signs about computers and where to find online catalogue

i am very happy that the library now has the low vivion center and so many books available on CD's

Love the Lowell library and the staff..very helpful. Love requesting books online and being notified when they're in.

Both my children attend programs there one for small children and afterschool teen programs and they both love them. We've also rented books, movies and museum passes for the family. And have used the computers and printers there so we are really happy our library has so many services available to us.

Need More Help at Check Out Desk. The demand in Lowell is Very High.

love my library!!
Beautiful Library, let's keep up the great resources that are offered...
10/15/2012 12:11 AM View Responses

nice, quiet place to do any kind of work/research, when my in-home computer is down i head right to this library for services and always leave satisfied.... good job library staff
10/12/2012 9:46 AM View Responses

I love the Pollard Library. Thank you for all the services you provide!
10/11/2012 8:32 PM View Responses

Love the library - would like staff to wear name tags so when I get excellent service I can complement them and send a letter to the director.
10/11/2012 7:15 PM View Responses

As a very long time user of the library and the website and a very capable use of the internet, I am incredibly disappointed and frustrated with the changes that have been made to this site. There is no longer an area where we can see what the recommended items are or to see what the new items added to the library are. The home page is not user friendly for someone who is a constant internet user so it must be really frustrating for the capable user. The home page quick links are not easily identifiable since the page is so 'busy'. I would guess that you are losing users of the website based on conversations with other long time users of the site. I have shared this concern with Vicky but she didn't seem too interested in hearing it. Thank you
10/10/2012 10:54 AM View Responses

Thank you for the media drop box! I've been suggesting one since I moved here 4 years ago - such a great convenience. Now... how 'bout a parking garage?
10/10/2012 10:05 AM View Responses

I don not go to Lowell Library as I do not feel safe it is safe for my 11 yr old daughter or even for myself. I find too many "chararcters" hanging around so I go to Chelmsford Library.
10/10/2012 2:39 AM View Responses

There needs to be a comprehensive guide, handout regarding these services
10/9/2012 8:58 PM View Responses

I really enjoy getting the e-mail newsletter. It lets me plan, in advance, activities I would like to do with my toddler for the coming month. The newsletter can be a little difficult to read (mostly because it is all plain text). Services like mailchimp.com offer free e-mail marketing which would make messages more attractive and easier to follow. Or, even more simply, using some underlining or bolding in the messages would be great.
10/9/2012 3:28 PM View Responses
Love the library and happy to have such a great resource in our city!
10/9/2012 2:54 PM View Responses

Many of the library services that I said I was not aware of are things that I really am not interested in/looking for at the library, (except wifi I guess). I wouldn't say my lack of knowledge of these services have to do with outreach, there's a good chance some of that information has crossed my path before and I just haven't bothered to pay attention because it doesn't interest me.
10/9/2012 1:35 PM View Responses

I am so happy to have the entire library consortium available.
10/9/2012 1:02 PM View Responses

It would be nice to have some online video tutorials about using or accessing lesser known services at the library. Especially for a population that might be illiterate, or have limited English understanding.
10/9/2012 12:14 AM View Responses

Great place to browse; on-line facilities are tremendous.
10/9/2012 12:13 AM View Responses

I would like to attend some of the children activities the library provides however, I could never attend because they are usually on a weekday morning. can you do something on a saturday morning?
10/9/2012 11:36 AM View Responses

You're doing a great job!
10/9/2012 11:34 AM View Responses

I like getting the emails to let me know what's coming up for the month! Thank you!!
10/9/2012 11:29 AM View Responses
Appendix C: Focus Group Recommendations

CONSOLIDATED RECOMMENDATIONS AND SUGGESTIONS FROM FOCUS GROUPS AND SURVEYS

Greater Lowell Chamber of Commerce
Interviewed Danielle McFaddon, President CEO of the Greater Lowell Chamber of Commerce on Tuesday, October 9, 2012. In attendance were Marianne Gries, Jen Barrelle, Sean Thibodeau, and Victoria Woodley.

1. Interested in library hosting seminars and workshops for job seekers and employers
2. (Library) create a Linked-In Group and host meet-ups
3. Library reaches out to area businesses to host monthly fundraising challenges for the library (at the library)
4. Host monthly business or employment themed brown bag book groups or lectures
5. Host library tours for area businesses in the hopes of suggesting they donate monetarily or in kind to the library’s physical structure and/or contents (such as sponsored reading couches, etc.)
6. Cull interesting pieces of information about the library from our archives or old newspapers and post on social networks (PV Note: could be turned into a newspaper article and/or posted on library website)
7. Love the idea of pitching the library as the heart of the Lowell Community!

Light of Cambodian Children Inc.
Interviewed Sayon Seoun, Executive Director and Sopheap Theam, Program Director of Light of Cambodian Children Inc. on Wednesday, October 10, 2012. In attendance were Pat Vondal and Sean Thibodeau.

1. Update movie collection (GENERAL COMMENT ON THE COLLECTION)
2. Update French materials in the international collection (GENERAL COMMENT ON THE COLLECTION)
3. Bring mobile library services (not necessarily a truck) to the Cambodian community because elderly do not like to travel out of their area. The mobile library/program service could be the first step of a longer process to bring Cambodians to the library
4. As part of outreach to the Cambodian community, once or twice a month come with a book to read and activities for children. A volunteer can read the book in Khmer to the elderly (translation not needed for children), as many of the elderly are illiterate in their own language. Cambodian elderly babysit grandchildren and do not bring them to the library for children’s events and books.
5. One way to read and engage elderly Cambodians is at the adult day care center on Chelmsford Street. 98% are Cambodian!

6. Karoke DVDs and soap operas on DVDs in Khmer would be real draws to the library for this community. Both are wildly popular with Cambodian community.

7. Translate flyers and notices/pamphlets at library into several different languages

8. Signage and library map in different languages

9. Think about doing something to celebrate/acknowledge Cambodian New Year in April and use it as a link to draw Cambodians in to see newly enlarged collection and to learn about programs of interest

10. They like the idea of an international book club based on reading books representing all of Lowell’s ethnic and immigrant groups

11. Add to the collection of books, DVD movies, CDs etc, in ENGLISH, about Cambodian history (ancient, historical and contemporary), politics, Cambodian folk tales, Cambodian culture and present day popular culture. This would be for different age levels that can be used by Lowell schools, for students, etc. at MCC and UMass, and for the general public who want to learn about Cambodia and Cambodians. Educational (non-fiction) materials in particular, but also popular materials. The current collection is very small, especially given the size of the population and the fact that it is the second largest in the US.

12. Bilingual books in Khmer/English

13. American and European classics in Khmer

14. Requested more follow-up and discussion with this organization and with community representatives from other Cambodian organizations for culturally appropriate programming, ideas for materials, books, how to better service the Cambodian community, and to draw them in

Coalition for a Better Acre and the Acre Coalition to Improve Our Neighborhood

Interviewed Suzanne Frechette from Coalition for a Better Acre (CBA) and Dave Ouelette from Acre Coalition to Improve our Neighborhood (ACTION). In attendance was Marianne Gries.

1. Both organizations loved the children’s multi-cultural book club idea

2. Enthusiastic about the library doing outreach to Lowell Public Schools, especially ones with large neighborhood populations like Murkland, Stoklosa and the Robinson.

3. Both liked the Welcome Banner idea and thought it would be a great community outreach and art project. If the kids are involved, the parents will come.

4. Create materials for Channel 8’s Khmer Program as a way to do outreach to the Cambodian community that has been successful for CBA

5. More comfortable chairs for reading in the second floor reference room
6. Think the café idea would be an excellent addition to PML – referenced Billerica’s library café
7. Ideas for PML Meeting Room: if available during the day, let businesses and non-profits know as people are always looking for meeting spaces.
8. Suzanne from CBA is also President of the Non-Profit Alliance. Would love to see someone from PML come to one of their meetings and talk about library services.
9. Would like to hold NPA meetings at the library – they have been talking to the Greater Lowell Community Foundation about hosting a series of informational brown-bag lunches and it would be great to have them at PML
10. Dave, from ACTION, would like to host a meeting for ACTION participants and residents at PML and have someone from the library speak to the group about its services. They hold their meetings at a different location in and around the Acre each month so that residents get to know their neighborhood better
11. Have businesses host workshops at the library and sponsor events like the Fall Festival.
12. Host a non-profit organization fair at the library to let non-profits have tables so that patrons could learn about community services. This would work with local businesses also.
13. Hold flu clinics from Red Cross, blood pressure checks, etc., at the library
14. Hold themed scavenger hunts at the library as a way for patrons to get to know their library and its collection. They could be tied to different themes – holidays, Kerouac, Civil War, etc., and it provides a more interactive way to do tours. There could also be prizes donated from local businesses
15. Do more outreach at community events. Loved the Friends’ table at the Tyler Park concerts and would love to see more of that. PML could have a table at community festivals and fairs, and bring programming out to the neighborhoods story times in parks, bake sales to benefit the library at community events, etc.
16. Post small lending carts in churches or other community hotspots with information about programming and services

Lowell School Committee (3 members)
Meeting with 3 members of the Lowell School Committee; Connie Martin (also Director of CTI), Kristin Ross-Sitcawich (also of CTI), and Kimberly Scott on November 1, 2012. In attendance Pat Vondal.

1. Like the idea of an international book club for different age groups based on literature from or about different ethnic and immigrant groups in Lowell. Suggest we ask for book suggestions with appropriate representatives from each group and have them help advertise each book club event related to their own community
2. Invite all the school library media specialists to the library for a discussion, and afterwards, maintain outreach with them. Include library media specialists from Catholic schools as well. Idea is to determine how PML and school libraries can be mutually supportive to support learning outcomes, excitement for learning, etc.

3. Resend the online survey (with tweaks) to all staff in the Lowell Public School System. To do this, first contact Superintendent Franco

4. Hold a discussion with Claire Abrams (asstnt sup of LP school system) in her role as Director of Curriculum. Find out how library programs and events can be created as ties into public school curriculum at different age levels to support learning outcomes

5. Arrange field trips in conjunction with schools for students to the library to introduce them to PML and all the services, types of programs and information sources PML offers based on the model of field trips to the National Park. Very effective.

6. Circulate flyers on children events (k-3) at the library to each of the schools for distribution by teachers to the kids to bring home in their lunch boxes. Many parents don't know about programs for children at library kids bring flyers home in their lunchboxes all the time, an established practice

7. Set up a table at each school on How to Get a Library Card where they can sign up and get a card on the spot. It would excite students, get them going to the library, and instill pride in having their own library card.

8. Circulate flyers on programs that would interest those youth that are involved in Workforce Training for At-Risk Youth. Also, do this at the Career Center, focusing on ages 16-24, with info on programs, materials, resources, etc., that would benefit/interest them.

9. Contact Boys and Girls, Inc. on types of programs that would attract those children

10. Contact Tom Belgrade from the Recreation Department for discussion on programs for kids (links with the Dept.)

11. Consider giving a presentation to the School Committee on the completed Library Strategic Plan

12. Love the idea of an outdoor café on library grounds.

Lowell Senior Center
In attendance Pat Vondal and Victoria Woodley.

1. Have noticeable (to elderly) signage at the entrance of the Senior Center that tells people that the Center PML Branch is upstairs on the second floor many seniors stay on first floor for activities, meals, etc., and do not even know there is a library upstairs
2. Have a large welcome to the Lowell Senior Center Branch of Pollard Memorial Library at the entry area of the library section

3. Update computers — seniors love to use them, appreciate computer classes but many of the computers are old and extremely slow, some don’t work. Quite frustrating

4. Fix it so that when seniors return books borrowed from PML at the Senior Center that these returns are duly noted at PML. Seniors are getting overdue library book notices and fines. So they think why bother. Frustrating for them

5. Update movie and books on tape collection — …they are old

6. Include more movie nights that are appropriate for seniors and their grandchildren; include movies (DVDs) in the collection that are appropriate for seniors to watch with their grandchildren

7. Cull out books that no one has read in a long time

8. Make sure all books are on lower shelves so that seniors can reach them

9. Include notices of programs, services, etc. at the Senior Center and at PML in the Senior Center’s monthly newsletter
Appendix D: Background Documents

Pollard Memorial Library Long Range Plan, 2008-2013

Pollard Memorial Library Three Year Plan, 1994


The 2005-2010 Five-Year Consolidated Plan, DPD, City of Lowell, July 2006
http://www.lowellma.gov/depts/dpd/services/comdev/consolidated/
Downtown Lowell New Residents Survey, DPD, City of Lowell, July 2006

http://www.lowellma.gov/depts/dpd/master_plan/complete_masterplan/master-plan-update/WholeFinalPlan

United States Census 2012
www.census.gov_2010census

Massachusetts Board of Library Commissioners ARIS Report Financial Data Summary FY12

City of Lowell FY2013 Proposed Budget

A Profile of the Foreign-Born in Lowell, Massachusetts
Katherine Lospeich, Michael Fix, Dan Perez-Lopez, and Jason Ost. October 2003. (Prepared by the Urban Institute for the Building the New American Community Project.)