



Strategic Plan

FY25 - FY29



Introduction

Pollard Memorial Library completed a full strategic planning process with facilitation by Fast Forward Libraries LLC in 2021. The plan included five goals: Welcome, Outreach, Advocacy, Culture, and Engage. In Spring 2024, the library considered the progress made on the strategic plan and, alongside new leadership, initiated a refresh of their strategic plan. Fast Forward Libraries LLC was again engaged to facilitate the process. This document includes new goals and objectives that will guide Pollard Memorial Library through FY 2029.

By implementing a refreshed strategic plan, Pollard Memorial Library will renew its commitment to providing strategic communications to connect people to library services, strengthening core services that support learning and growth, considering the use of library spaces, and cultivating a strong, supportive organizational culture.



Vision

Enriching lives and connecting our community through opportunities to explore, learn, and grow.

Mission

We are a vital hub of learning in the City of Lowell and serve as a connector for our diverse community by providing equitable access to information, technology, and space needed to support lifelong learning.



Communicate and Connect

We reach out to our community in a variety of ways, expanding awareness of library services and increasing partnerships that connect the community to the library and to each other.

GOAL:

Celebrate community diversity by strategically communicating and connecting people with library services.

OBJECTIVES:

- 1.1 Develop a community engagement and communication plan to articulate the value of the library for the entire community
- 1.2 Implement, evaluate, and adjust the outreach plan
- 1.3 Create a partner plan by assessing current partnerships and discussing opportunities for deepening joint work and expansion to new partners
- 1.4 Regularly communicate with and engage City officials and other stakeholders

Strengthen Core Services

The library belongs to the community, and we design and provide responsive services and spaces that meet the diverse needs of our community.

GOAL:

Connect people to information literacy, resources, and programs for exploration, learning, and growth in welcoming spaces.

OBJECTIVES:

2.1 Increase understanding and usage of library services for all patrons

2.2 Increase access and remove language barriers of non-English speakers through signage, library information, programs, and collections

2.3 Study ways to reach more patrons through home delivery services

2.4 Implement a system for evaluation of programs and services to support data driven decision making

2.5 Holistically consider the use of library spaces and create a phased plan to update and renovate

Organizational Excellence

The library thrives because of the people who dedicate their time and talents to its success. We support the development of staff, implement customer service that benefits our patrons, and work together to improve the library for all.

GOAL:

Cultivate a strong, supportive organizational culture dedicated to continuous improvement to increase job satisfaction and ensure excellent patron experience.

OBJECTIVES:

- 3.1 Engage regularly in ongoing dialogue about what it means to be a patron-centered library and use data to make changes and improvements
- 3.2 Continue to implement customer service standards and evaluate staff success in achieving these standards
- 3.3 Expand efforts to fulfill community needs by working with other departments within the City and throughout the library
- 3.4 Create professional development plans for each staff member
- 3.5 Find ways for staff members to connect with each other across library departments for better understanding of roles and responsibilities

NEXT STEPS

Implementation and Evaluation

Now that the strategic plan has been adopted by the Pollard Memorial Library Board of Trustees, the staff will develop an activity plan to guide implementation.

Implementation is a continual process. The timing of certain activities will be determined by priority and influenced by various factors, such as funding and other resource allocation. Review and adjustment of the activity plan will happen on a regular basis.

Evaluation of progress towards the goals and objectives will be ongoing once the plan implementation is underway. The status of activities and progress towards goals will be reported regularly to Trustees and stakeholders.

