



Strategic Plan FY2022 – FY2026

INTRODUCTION & CONTEXT

Pollard Memorial Library is the public library for the city of Lowell, Massachusetts. The Library operates a main branch downtown, a small branch with limited services within the Senior Center, and a virtual branch known as Library 24/7. Lowell is home to a diverse population of approximately 115,000 residents, more than 25% of whom were born outside of the U.S. (2020 Census population estimates).

The Library seeks to represent and serve all members of the community in a welcoming and inclusive environment while maintaining strong community partnerships and providing access to a wide variety of physical and digital materials. The most recent circulation statistics unaffected by the COVID-19 pandemic are from FY2019 when the Library boasted an overall circulation of materials of just about 155,000. Circulation of physical holdings was negatively impacted by the pandemic, as were in-house visits and program statistics. However, digital materials saw an increase in circulation during this time, and we hope to build on that success.

In March 2021, we formed a Planning Team to guide the strategic planning process with the purpose of establishing forward-thinking goals for the Library. Amanda E. Standerfer, a consultant from [Fast Forward Libraries](#), facilitated our planning process. Planning Team members included:

- Bridget Cooley, Community Planning Librarian
- Doug Cooper, Library Assistant
- Belinda Juran, Chair, Pollard Memorial Library Foundation
- Falicia Lerow, Library Assistant
- Elizabeth Manning, Head of Circulation
- Donna Richards, Chair, Pollard Memorial Library Trustees
- Victoria Woodley, Library Director
- Sean Thibodeau, Coordinator of Community Planning
- Alison Zaya, Adult Reference Librarian

We spent a great deal of time during this process gathering community feedback to ground our future plans in community needs and desires. During the initial phase of our planning process we:

- Met with the Trustees and staff members to conduct an environmental scan and SOAR analysis (strengths, opportunities, aspirations, and results);
- Collected feedback from the Trustees and staff members via a survey;
- Conducted a community survey;
- Held focus groups;
- Interviewed community stakeholders;
- Reviewed library and community demographic data; and
- Browsed strategic plans from other community organizations.

We recognized the importance of obtaining input from as wide a variety of constituents as possible, so we reached out in various ways (emails, paper surveys, electronic and paper newsletters, personal invitations) to a variety of organizations representing Lowell residents of diverse ethnicity, age and socioeconomic resources. We collected all this data into a Learning Report, which appears as the appendix to this plan document.

Considering the insights gathered from the community as set forth in the Learning Report, the second phase of our planning process consisted of a series of retreat sessions with Trustees and staff members. It was during these sessions that the elements of this plan began to emerge. We spent time brainstorming and discussing how to align current library services and activities with the aspirations we hope to achieve, including the goals of a more welcoming library, expanded outreach services, a culture of teamwork, increased engagement and advocacy, and overall growth of library resources.

Finally, the Planning Team brought together plan elements into this document for Trustees to review, refine, and approve. Next, staff will work at the department-level on activity plans, which will be brought together to coordinate library-wide activities to manage the implementation of the plan. Additional implementation details can be found in the Next Steps section at the end of this document.

OUR STRATEGIC PLAN

VISION

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

Our vision is what we aspire to achieve in the community. We feel the library's strength is making connections and providing opportunities. This leads to enriching experiences for members of our community. Ways our community can connect with us to explore, learn, and grow is our key focus during the life of this plan.

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.

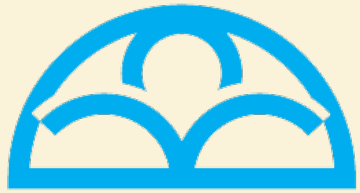
During our strategic planning process, we received ample feedback about the library's role in serving as a hub and connector. Our mission reflects this feedback and states how we will carry out our work to achieve our vision. We embrace the diversity of our community and work daily to provide equitable access to all the resources we have to offer.

GOALS AND OBJECTIVES

This plan is divided into five goals with corresponding objectives. The five goals are:

Welcome -- Outreach -- Advocacy -- Culture -- Engage

During the Trustee and staff retreats, the discussion focused on the key ways the Library should move forward to expand community partnerships, increase the diversity of Library resources, and create a staff culture that values teamwork and communication. We also want to engage with the community through increased opportunities outside of our walls. We look to reassess our physical spaces to provide a more welcoming atmosphere and find new ways to communicate the Library's value to stakeholders. Finally, we aim to engage community members by connecting them to resources and each other through technology, programs, and collections.



POLLARD MEMORIAL
LIBRARY
— LOWELL —

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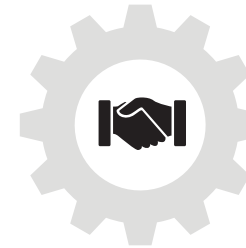
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STRATEGIC PLAN FY 2022-2026



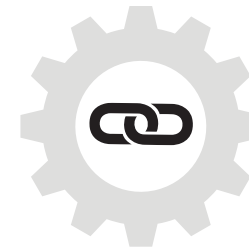
WELCOME

Create accessible and inclusive spaces that are comfortable, flexible, and easy to use.



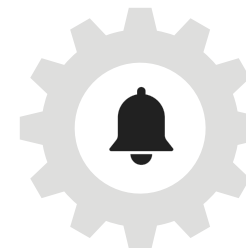
OUTREACH

Celebrate community diversity by strategically connecting people where they are with library services through partnerships and in neighborhoods.



ADVOCACY

Demonstrate the value of a well-funded, sustainable, community-focused library.



CULTURE

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



ENGAGE

Expand community reach and impact by connecting people to information literacy, resources, and programs for exploration, learning, and growth.

GOAL 1: *WELCOME*

Create accessible and inclusive spaces that are comfortable, flexible, and easy to use.

The Library exists to serve the community, and providing welcoming facilities is a critical part of our success. Patron comfort and overall satisfaction starts with inclusive and welcoming staff. Valuing the overall user experience, we will update the building layout and navigation, provide more accessible parking, increase diversity in language collections, and improve technology and digital resource offerings.

OBJECTIVES:

- 1.1 Review and update wayfinding signage language and symbols to make building navigation easier.
- 1.2 Create a building plan that offers alternative layout options (including furniture placement).
- 1.3 Increase world language collections.
- 1.4 Develop a technology plan to guide upgrade and replacement of equipment, software, and online tools (including the website).
- 1.5 Create a library accessibility plan to facilitate better physical and technological access to library resources for all residents, including those of different physical and language abilities.
- 1.6 Conduct an access study to better understand how people get to the library and provide parking recommendations.

Possible measures of success:

- | | |
|--|--|
| • Overall usage increases | • Patrons report feeling welcome and overall patron satisfaction increases |
| • Program attendance increases | • Website usage increases |
| • Circulation increases | • Digital resource use increases |
| • Patrons are able to find their way around the building | • Usage by patrons with a disability |

GOAL 2: *OUTREACH*

Celebrate community diversity by strategically connecting people where they are with library services through partnerships and in neighborhoods.

Outreach to our community beyond the Library doors is an increasingly important part of serving our patrons. Taking our programs and services “on the road” through pop-up libraries, delivery services, and expanded partnerships with community organizations will help us better serve a variety of populations in our community.

OBJECTIVES:

- 2.1** Develop a plan for outreach services that includes small-scale options (like pop-up library services and setting up a table at community events) and supports large-scale options (like hybrid (in-person and virtual) programming, and a mobile library or branch system).
- 2.2** Create a partner plan by assessing current partnerships and discussing opportunities for deepening joint work and expansion to new partners.
- 2.3** Consider ways to reach more patrons through home delivery services.
- 2.4** Develop a plan for evolving programs and services at the Senior Center location.

Possible measures of success:

- Community connections and partnerships increase
- Outreach efforts enable more people to access library services in multiple formats
- Delivery service is started and delivery numbers steadily increase
- City residents express increased awareness of and increased satisfaction with library services

GOAL 3: *ADVOCACY*

Demonstrate the value of a well-funded, sustainable, community-focused library.

Improving the community's understanding of the Library's many services is key to carrying out our mission. We aim to increase awareness of the Library's overall value by introducing new marketing techniques as part of an overall community engagement plan. Engaging more intentionally with community stakeholders will allow staff and trustees to better tell the Library's story and garner support for the increased budget needed to fulfill our vision for the Library in the community.

OBJECTIVES:

- 3.1** Equip Trustees and other advocates to communicate with stakeholders about resources needed to effectively operate the library.
- 3.2** Offer annual tours for city officials and other stakeholders and develop brief monthly communications to keep communication channels open.
- 3.3** Work with the City for an increased budget using 5-year budget projections.
- 3.4** Work with the City to memorialize the Municipal Appropriation Requirement (MAR).
- 3.5** Develop a community engagement plan that communicates the value of the Library for the entire community while continuously gathering input from residents on how the Library can best serve their needs.
- 3.6** Establish a facility maintenance plan and budget to prioritize resolving current building issues and details ongoing upgrades and replacement of the library structures and systems.

Possible measures of success:

- City funding for the Library increases each year
- Trustees report confidence advocating for the Library
- Stakeholders understand the value provided by the Library
- Lowell's per capita library spending improves compared to its peer group
- City budget funds the Library at least at the MAR each year
- Community awareness of library services increases
- More residents advocate for the Library with City leaders

GOAL 4: *CULTURE*

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

The Library staff is the heart of the organization. We seek to support a culture of inclusivity and transparency that positively impacts our daily interactions with patrons and community partners. We will cultivate staff feedback and design new team processes with the objectives of improving communication and diversity efforts, implementing training and onboarding, and developing professional growth plans for staff.

OBJECTIVES:

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- 4.1** Create a staff committee to develop a culture statement that includes assessing staff job satisfaction and ideas for improving team dynamics.
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- 4.2** Design and implement standardized customer service standards that include training current staff, how to on-board new staff, and ways to measure success.
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- 4.3** Consider ways to expand diversity, equity, and inclusion efforts by creating a staff committee to guide activities.
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- 4.4** Create professional development plans for each staff member.
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- 4.5** Empower staff to create a welcoming environment that is responsive to patron needs and develop relationships built on kindness and empathy.
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Possible measures of success:

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- | | |
|---|---|
| • Staff feels more confident | • Patrons report increased satisfaction with customer service |
| • Staff reports higher job satisfaction | • Staff reports better communication |
-

GOAL 5: *ENGAGE*

Expand community reach and impact by connecting people to information literacy, resources, and programs for exploration, learning, and growth.

The Library is a community hub with a wealth of resources and cultural opportunities. We will reassess and prioritize the selection, expansion, and promotion of our collections. We will also further the integration of programming and materials with an eye to digital and diverse collections and programs.

OBJECTIVES:

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- 5.1** Develop a collection development plan and update the selection policy (including gift acceptance policy). Form a committee to meet quarterly to review the collection development plan and plan for collection interfiling.
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- 5.2** Coordinate program planning related to monthly themes to allow for cross-promotion with collections and online resources.
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- 5.3** Expand collections and programs in response to usage/attendance trends and community feedback.
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- 5.4** Promote world language collections that reflect the needs of Lowell's population.
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Possible measures of success:

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- Patrons report satisfaction with the world languages collection
 - Overall circulation increases
 - Program attendance increases
 - Digital circulation increases
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NEXT STEPS

After this plan is adopted by the Trustees in October 2021, staff will complete the activity plan to guide implementation. Implementation is a continual process, as the timing of certain activities will be determined by priority. Review and adjustment of the activity plan will happen on a regular basis.

Evaluation of the plan will be ongoing once the plan implementation is underway. The Planning Team will meet a final time to review and discuss an evaluation framework that will inform what success looks like as the Library implements this plan. Measurements for each goal will vary, and some activities will be best evaluated by collecting data through patron and community surveys. Other activities will be evaluated based on information collected in-house such as circulation and usage statistics, program participation, and staff feedback. Some goals will be met by creating deliverables, like plans for outreach and engagement. Continued reporting of successes and challenges will ensure that the Library is transparent about progress and open to input.

The Library commits to a comprehensive review and update of this plan at its completion. This plan will move Pollard Memorial Library significantly forward in guiding our strategies for a stronger Library and welcoming presence in the community, both within and outside of our building. This plan is an investment in the future of the Library as a critical asset of the overall community.



Pollard Memorial Library

Learning Report

Submitted by Amanda E. Standerfer, MA, MLIS,
Sarah Forbes, PhD., and Kristin Traniello with assistance
from the Planning Team
August 2021

Introduction and Community Context

The City of Lowell is the fifth largest city in the Commonwealth of Massachusetts. Incorporated as a town in 1826 (and later as a city in 1836), Lowell is often cited as being America's first planned industrial city. Lowell's namesake, Francis Cabot Lowell, is famous for adapting English engineering plans for water powered turbines which would ultimately drive the city's textile mills. The red brick architectural make-up of downtown Lowell, the dramatic dam at the Pawtucket falls, and the nearly 6 miles of canals downtown help its denizens hearken back to the boom years when Lowell was the epicenter of industry in America.

Lowell has struggled and changed over the years. As the north deindustrialized after World War I, Lowell's factories slowly shuttered. The Great Depression took a toll as well, and Lowell was slow to move itself out from under its long shadow. The city's resurgence as a leader in technology and cultural innovation began in the late 20th century as it welcomed new technological and educational opportunities such as Wang Laboratories, Middlesex Community College (MCC) and UMass Lowell (UML), which brought the University of Lowell into the UMass system. The Lowell National Historical Park was also established to focus on Lowell's place in industrial history, including the influence of immigrant populations. Successive waves of immigrants to Lowell have also made their mark on its unique cultural tapestry—in fact, Lowell has the second highest population of Cambodian Americans in America.

The mission of the Pollard Memorial Library (PML), Lowell's public library, is to provide collections, current technology, and appealing programs and services to Lowell's diverse population in a safe and welcoming environment. The Lowell 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 Library Department operates the main branch, located downtown next to City Hall, and a small branch with limited service at the Senior Center. There is also a virtual branch – Library 24/7 (www.LowellLibrary.org) accessible on the Internet that allows users to access the catalog and electronic books, music, videos, and databases. It is the responsibility of the Library to acquire and make available to the public works of fact and fiction that are of interest to the population of the City of Lowell. This includes works in formats such as books, DVD's, and CD's; and electronic formats like e-books, downloadable music, and videos.

Technology is a major part of the Library's offerings. It provides computers, Internet access, job searches, consortium networks, e-books, electronic databases, mobile hotspots (Wi-Fi), and

virtual programming. During the COVID-19 pandemic, the Library building was either closed or offered very limited access to the public. As a result, Library staff found new and different ways to offer services in a manner that was safe for the public and the employees. The staff made itself available to patrons online and by phone, even while working remotely from home. The Library offered programs virtually through software-based conference applications like Zoom, YouTube videos, and webinars. The Library offered e-cards (temporary library cards offering access only to electronic materials) for the first time and drastically increased the number of e-books available so patrons could continue to read and learn when access to physical materials was impracticable. Library staff helped Lowell residents throughout the pandemic by maintaining a list of local COVID-related information.

Lowell's Library also includes community / literary events such as lectures by authors, readings, book clubs, an adult literacy program, as well as children and teen programs, much of which have been offered virtually during the pandemic. Library staff members serve our special needs population and partner with the many non-profits in our community to bring more variety and relevance to our programming. The Library also strives to meet the needs of Lowell's varied immigrant residents by offering citizenship information. It is the responsibility of the Library professional and para-professional staff to acquire, process, and circulate materials to the public. They also fill requests for information from our own residents and those of other towns. Library staff create original programs that are of interest to Lowell residents of various ages and cultural backgrounds. The staff often brings Library programs to other locations throughout the City.

As part of our overall review of relevant data, we reviewed library-specific information. The chart below gives an overview of card holders, physical items in the collection, and eContent holdings:

Total unexpired Lowell card holders (as of 06/22/2021):	11,696
Total combined (main & Senior Center) physical holdings (as of 06/22/2021):	162,261
Total eContent holdings (does not include databases – as of 06/22/2021):	50,563 (items/copies) – 30,990 titles)

Visitors to the main building decreased the past three fiscal years (FY) and the impact of the COVID-19 pandemic is evident in the FY2020 and FY2021 numbers below:

Physical visitors to the main building	
FY2019	155,224
FY2020	111,166
FY2021	32,233

A downward trend also exists when reviewing circulation statistics and the COVID-19 pandemic greatly impacted these numbers. One bright spot in the below chart detailing circulation statistics is the increase in usage of Overdrive eContent in FY2021:

	Combined (Check Out & Renewal)	Combined In-house Use	Overdrive eContent	Totals
FY2019	132,371	1,479	21,296	155,146
FY2020	86,564	1,546	26,486	114,596
FY2021	38,971	91	32,015	71,077

Since only limited 2020 Census data is currently available for Lowell, of the information is based on the 2019 estimates. Most information appearing below is from the 2019 American Community Survey.

The Census data shows that Lowell is a less-affluent community than the state average that has grown slightly in the past ten years. Less than half of the households in Lowell own their homes, and the percentage of people living below poverty level is higher than the state and national percentages. Close to a quarter of households do not have an internet subscription.

Data Point	Lowell	MA	US
Population (2019 ACS 5-year Estimate)	111,306	6,850,533	324,697,795
Median Age	33.5	39.5	38.1
Median Household Income	\$56,878	\$81,215	\$62,843
Homeownership	42%	62%	64%
Median Value (owner occupied units)	\$269,800	\$381,600	\$217,500
Below Poverty Level	19%	10%	13%
Households without a Computer	16.6%	8.6%	9.7%
Households without an Internet Subscription	24.4%	13.3%	17%
Average Household Size	2.7	2.52	2.62
Average Family Size	3.35	3.12	3.23
Married Couple Families	35%	47%	48%

Lowell is a diverse city and home to many immigrants. More than a quarter of Lowellians were born outside of the United States, and the percentage of noncitizens is higher than the MA and US percentages. While over half of the population is white, it is a lower percentage than the MA and US populations, and the 2020 Census is expected to show that non-Hispanic whites are now a minority in Lowell. There are significant Asian (particularly Southeast Asian) and Hispanic populations in the city.¹ Over 10% of the population has limited English proficiency. Students in the Lowell Public Schools speak 69 different languages (<https://www.lowell.k12.ma.us/domain/56>). According to a 2011 Limited English Proficiency

¹ While race and gender are widely recognized as a social construct, for purposes of this Learning Report, we are using Census data that is commonly used to provide demographics for the United States.

Plan for Federally Assisted Programs by the City of Lowell Department of Planning and Development, the most predominant languages other than English spoken in Lowell are Khmer, Spanish/Spanish Creole, and Portuguese.

Data Point	Lowell	MA	US
Foreign Born	28%	17%	14%
US Citizen by Naturalization	14.5%	9%	7%
Not a US Citizen	13.9%	8%	7%
Limited English	12%	5.8%	4.4%

Race	Lowell	MA	US
White alone	61%	78%	72%
Black or African American alone	8%	8%	13%
American Indian and Alaskan Native alone	1%	.2%	1%
Asian alone	23%	7%	6%
Native Hawaiian and Other Pacific Islander alone	.1%	.04%	.2%
Hispanic or Latino	20%	12%	19%
Some Other race alone	5%	4%	5%
Two or more races	3%	3%	3%

2019 American Community Survey 5-Year Estimates World Region of Birth of Foreign-Born	Lowell
Foreign-born population excluding population born at sea	31,631
Europe	9.0%
Asia	53.1%
Africa	11.2%
Oceania	0.4%
Latin America	25.6%
Northern America	0.8%

Over 80% of the eligible population has at least a high school diploma or equivalency, but the percentage of people with college and advanced degrees is lower than the MA and US populations.

Data Point	Lowell	MA	US
Less Than High School Graduate	18%	9%	12%
High School Graduate/Equivalency	35%	24%	27%
Some College or Associate Degree	23%	23%	29%
Bachelor's Degree	14%	24%	20%
Graduate or Professional Degree	10%	20%	12%

COVID

The long-term impact of COVID-19 on the city remains to be seen. As of June 10, Lowell had seen 17,653 positive cases. This is by far the highest total in Middlesex County, although nearby Lawrence, in Essex County, had over 20,000 positive cases. As of June 8, 45% of Lowell's population was fully vaccinated, which is lower than both the county and state averages.

Environmental Scan

An environmental scan considers the broader context in which an organization exists and identifies key issues that potentially impact the future of the organization. To kick off the Library's strategic planning process, elements of the environmental scan were identified during a series of staff meetings (in April 2021) and a Trustee meeting on April 7, 2021 and are summarized below.

<u>Political</u>	<u>Economic</u>	<u>Social</u>
<ul style="list-style-type: none">• Changes in local government structures• National unrest• Increased advocacy for the Library• Immigration, citizenship• Funding for the Library and other social services• Social justice movements• Mis/Dis-information• Lack of understanding/value of the Library• Polarization, strong feelings about politics• Political identity• Need for voter education	<ul style="list-style-type: none">• Government budgets (state and local) – loss of revenue, COVID impact• Loss of downtown businesses• Economic uncertainty• Housing market, gentrification, affordable options• Job loss• Transportation• Doing more with less• Showing return on investment• Fine free• Economic disparity• Federal Aid/ARPA	<ul style="list-style-type: none">• Diversity in the community• Immigrant population• Divide based on “haves” and “have nots”• Role of Library and reputation• People experiencing homelessness• Community segmented physically• Diverse language support• Inclusivity• Impact of COVID on the community, especially children and falling behind in school• Substance abuse• Social justice issues• COVID recovery (balance between in-person and virtual)• People reconnecting
<u>Technology</u>	<u>Legal</u>	<u>Library Sector</u>
<ul style="list-style-type: none">• Future of publishing and digital content• Digital divide	<ul style="list-style-type: none">• Licensing vs owning content• Copyright• Privacy	<ul style="list-style-type: none">• Disparities in Library funding in the region

<ul style="list-style-type: none"> • Constant change in technology, dominance of technology in our lives • Expense to keep up with equipment and content • Equal access to technology • Digital literacy • City-wide WiFi • Is Zoom here to stay? • eCards and access during COVID 	<ul style="list-style-type: none"> • Unions • MBLC funding and rules • Censorship 	<ul style="list-style-type: none"> • Community expectations about what a Library can and should offer • Meeting spaces, community hub • Avoiding duplicating services with other nonprofits, increase collaboration • Maker Space • Library organization collaboration, consortiums • What's the "new normal?" • In-person, virtual, hybrid for programs • Digital only user needs • Shifts in staff work • Trying to be everything for everyone • Providing social services • Raising awareness
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SOAR Analysis

A SOAR analysis (strengths, opportunities, aspirations, and results) narrows the focus from an environmental scan to consider the organization specifically. This exercise helps identify potential directions to explore during the strategic planning process. SOAR elements were identified during a series of staff meetings (in April 2021) and the Trustee meeting on April 7, 2021 and are summarized below.

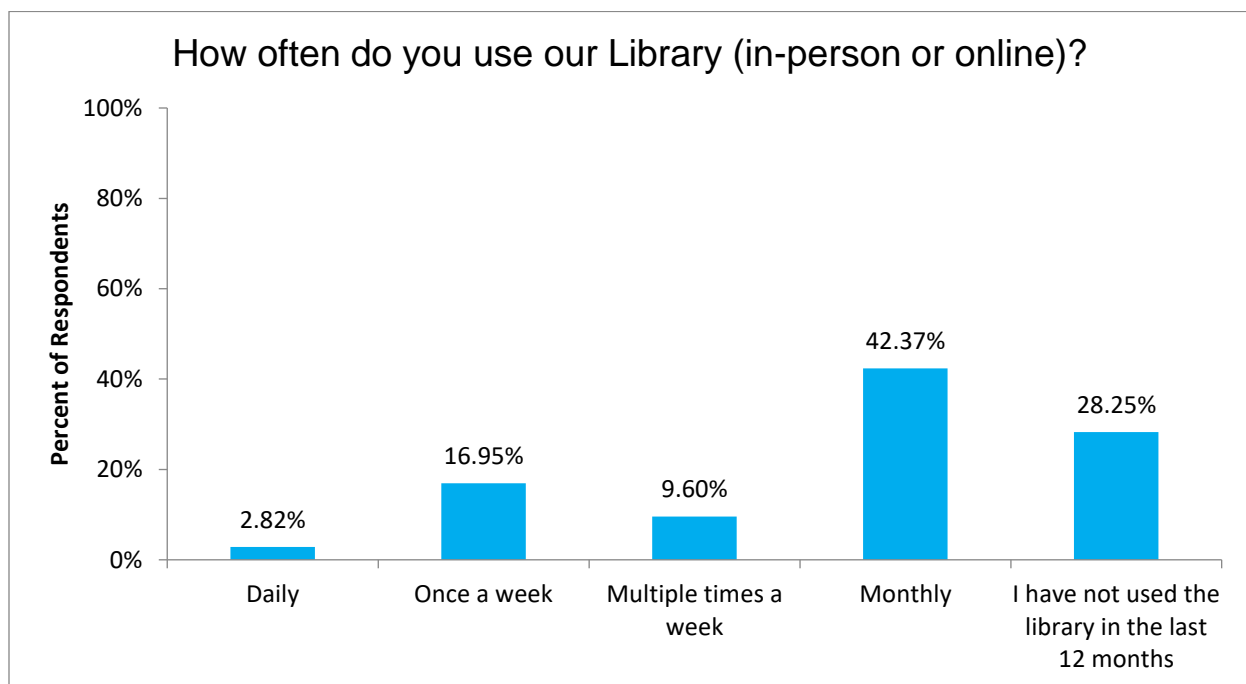
<u>Strengths</u>	<u>Opportunities</u>
<ul style="list-style-type: none"> • Dedicated staff • Magnificent, historic building • Artwork in the building • Unique collection • Children's programs • Museum pass program • Central location • Genealogy assistance • Dedicated to helping people, spirit of service 	<ul style="list-style-type: none"> • Space and parking: meeting space, more space for children and teens, more comfortable reading spaces • Branch or mobile Library, meeting people in the neighborhoods • Increased staff to provide more services and programs • Increased partnerships • Close the digital divide

<ul style="list-style-type: none"> • Community gathering place • Technology access • Outreach in the community • A third space • Resilient and always adapting • Trusted institution • After-school hangout • Responsive to the community 	<ul style="list-style-type: none"> • Create sense of belonging, welcoming to non-English speakers • Connect more with English language learners • Learn more about immigrant population needs • Staff training to equip them to handle various situations they encounter • Social worker to help connect people to essential resources • Perception of safety and convenience • Messaging about the value of the Library • Outreach through branches, a bookmobile, or pop-up libraries • Remodeling the building to better fit workflow • Market the collection more through displays and refreshing through weeding • The Library is a hangout place
<p style="text-align: center;"><u>Aspirations</u></p> <ul style="list-style-type: none"> • Reach more people to raise awareness of what the Library does • Community values the Library • Branches or remote services, outreach • Better media partnerships • Change perception/image of the Library (more than books) • Be more representative of the community • A welcoming place for everyone in the community, focused on quality of life and education • Increased hours and staff • More parking so people know they can access the building • Help people connect to one another • Support people in finding their purpose • Access to resources/information in different languages to make non-English speakers feel welcome 	<p style="text-align: center;"><u>Results</u></p> <ul style="list-style-type: none"> • People want to be involved with the Library – volunteer, work, trustee • More usage overall, generational use of the Library, family habit to use the Library • Increased donations and funding • Lifelong relationship with Library • The Library is a place to learn and makes a difference in people’s lives • Library is embedded in the community • Strong partner relationships • The Library is a destination and essential service • People create memories • Using the Library is always a positive experience • The Library has strong relationships with people • The Library learns about community needs and responds • High job satisfaction • More media coverage

<ul style="list-style-type: none"> Connect staff more with each other to increase knowledge needed to do job 	<ul style="list-style-type: none"> The community feels ownership of the Library
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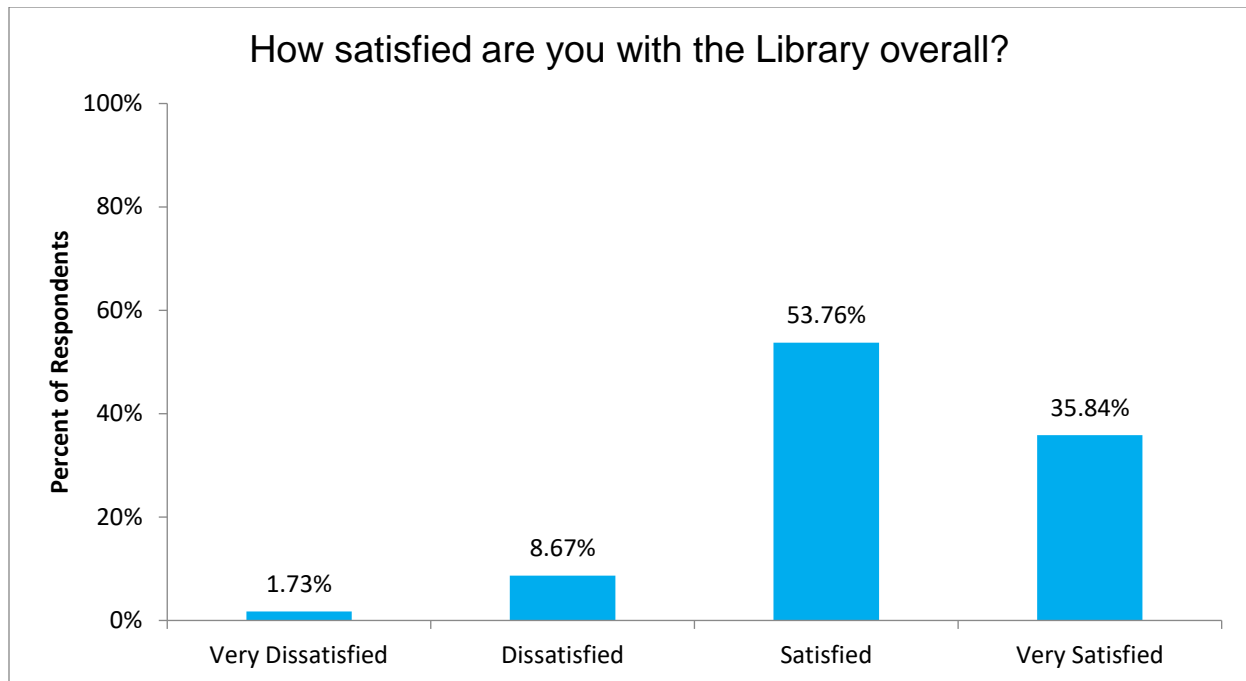
Community Survey

As part of their strategic planning process, the Pollard Memorial Library (PML) conducted a SurveyMonkey survey to learn more about their patrons: what they value about the Library; what collections, services, programs, and spaces they use; and what they would like to see from the Library in the future. A total of 258 community members accessed the survey. Of those, 171 provided complete responses, with 87 having provided partial² responses.



² SurveyMonkey Response Status Descriptions:

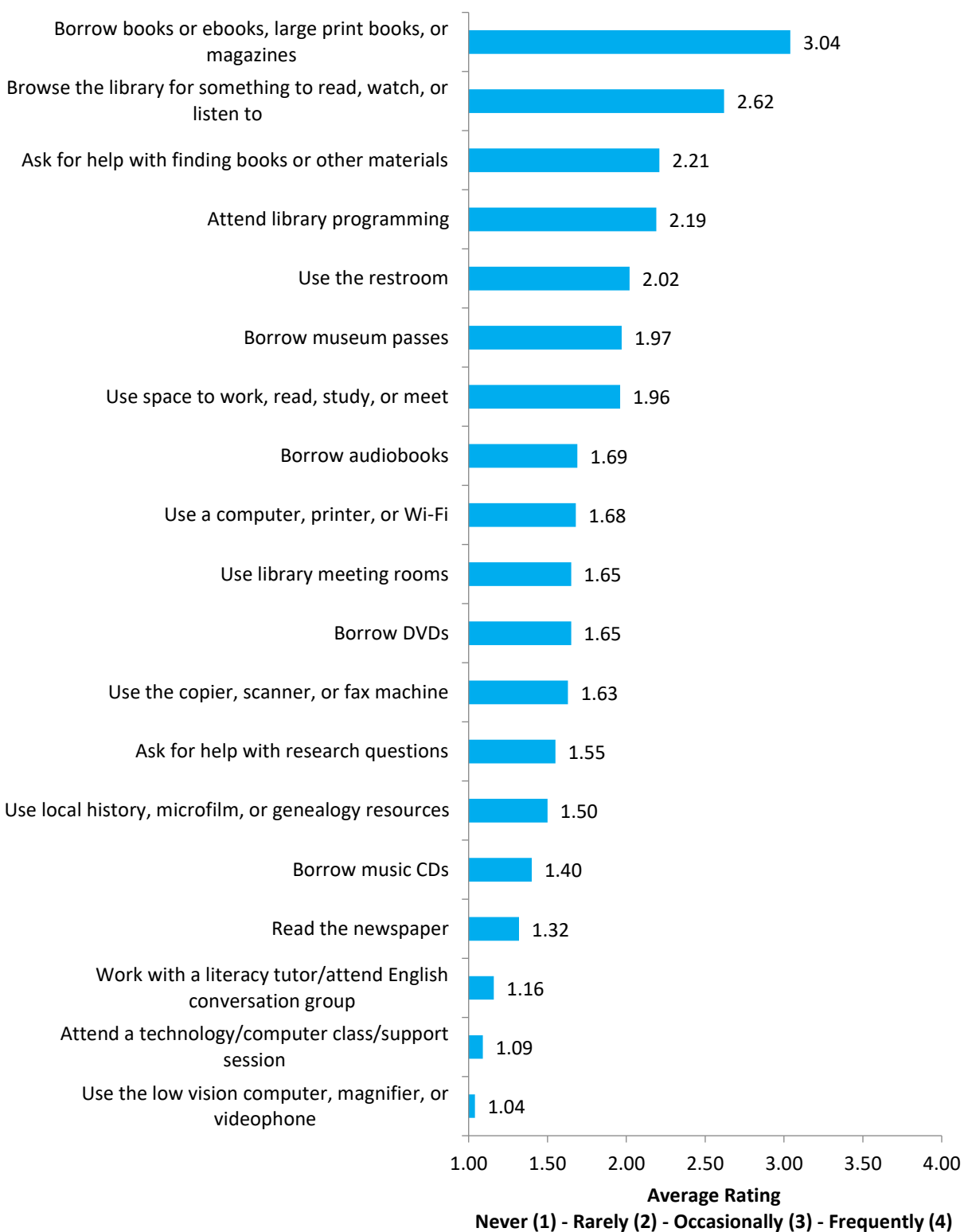
- Complete: The respondent answered all required questions they saw and clicked **Done** on the last page.
- Partial: The respondent entered at least one answer and clicked **Next** on at least one survey page, but didn't click Done on the last page of the survey.



FINDINGS:

- A majority of respondents (89.6%) are satisfied or very satisfied with the Library overall.

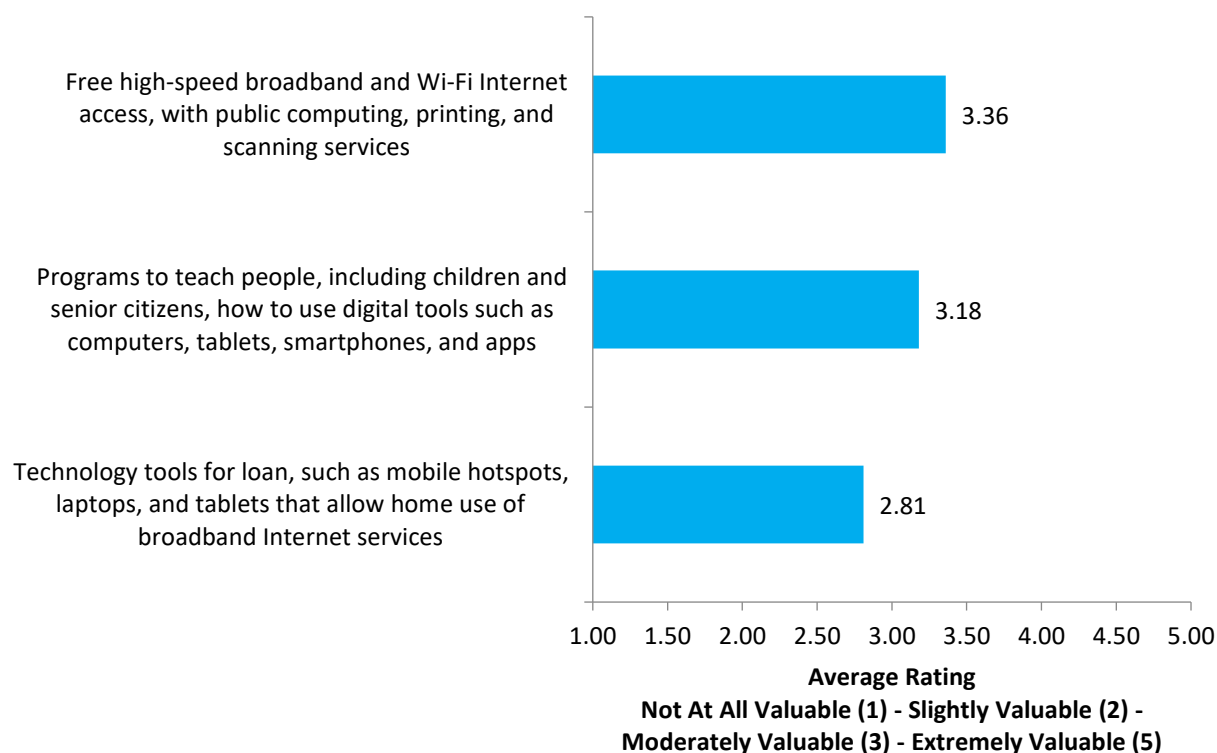
How often do you use the below services in our Library (in-person or online)?



FINDINGS:

- The services most frequently used reflect very traditional aspects of the Library: borrow books or magazines; and browse the Library for something to reach, watch, or listen to.
- The services least frequently used reflect services targeted to specific groups with important needs that would be unmet without the Library: work with a literacy tutor or attend an English conversation group; and use the low vision computer, magnifier, or videophone.

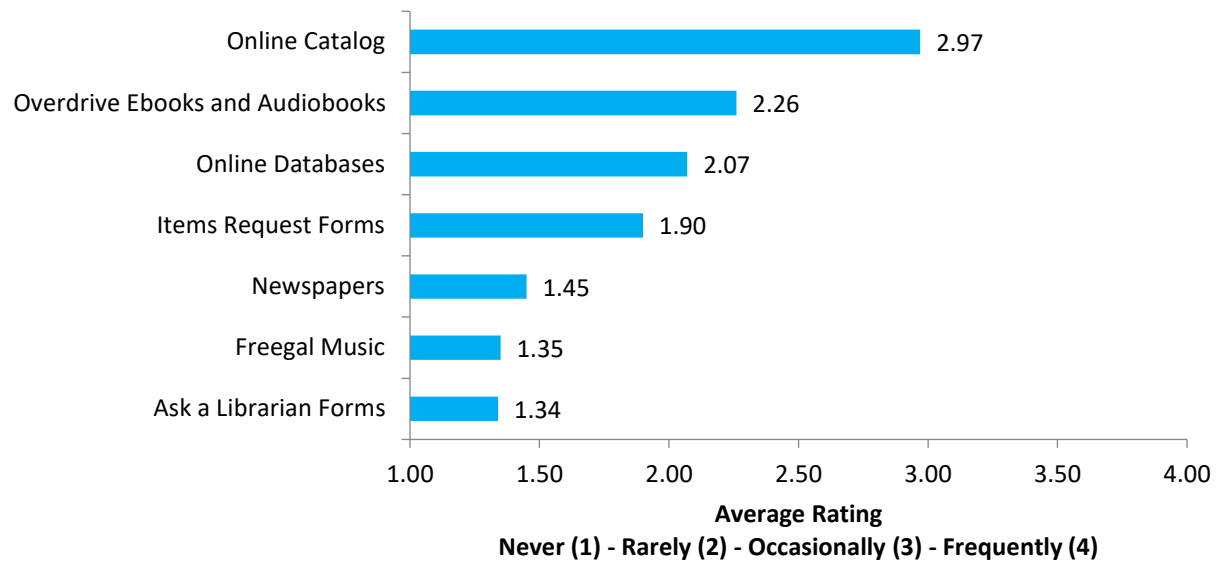
Please rate how valuable these technology services are to you and your family.



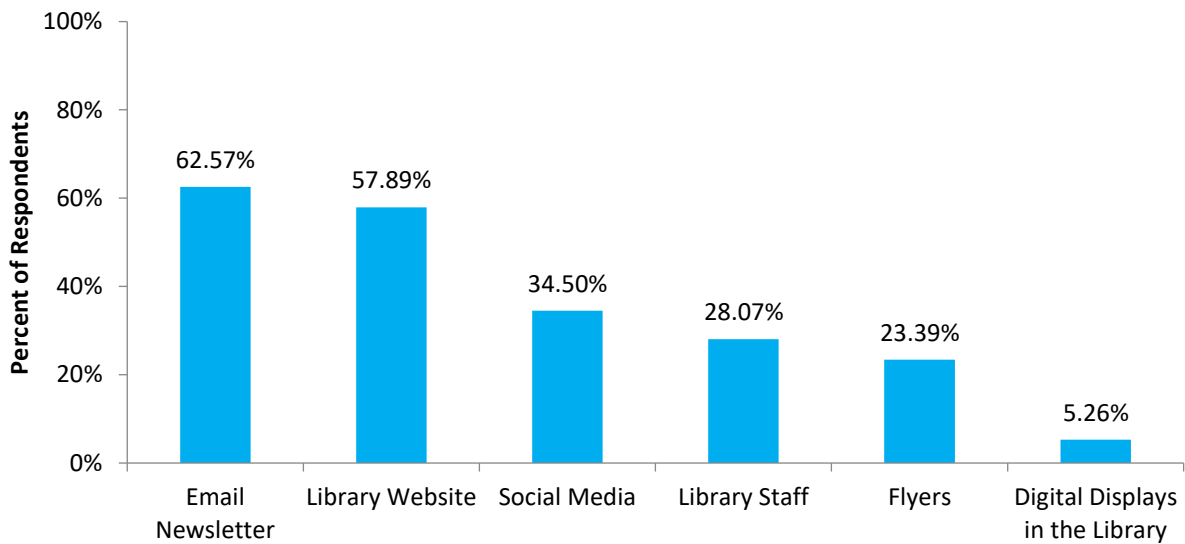
What other technology service would be valuable to you and your family?

- Hardware: tablets; laptops
- Programs: coding workshops; security threats and prevention; remote learning classes; hosting hybrid meetings; technology use; current internet trends and websites
- Content: expanded collection of online books, magazines, newspapers
- Services: access to high speed internet; movie streaming service; research database subscriptions (e.g., EBSCO)
- Other: data entry; photography; vocational support

How often do you use the below digital resources?



How do you find out about services and events at the Library? (Check all that apply.)



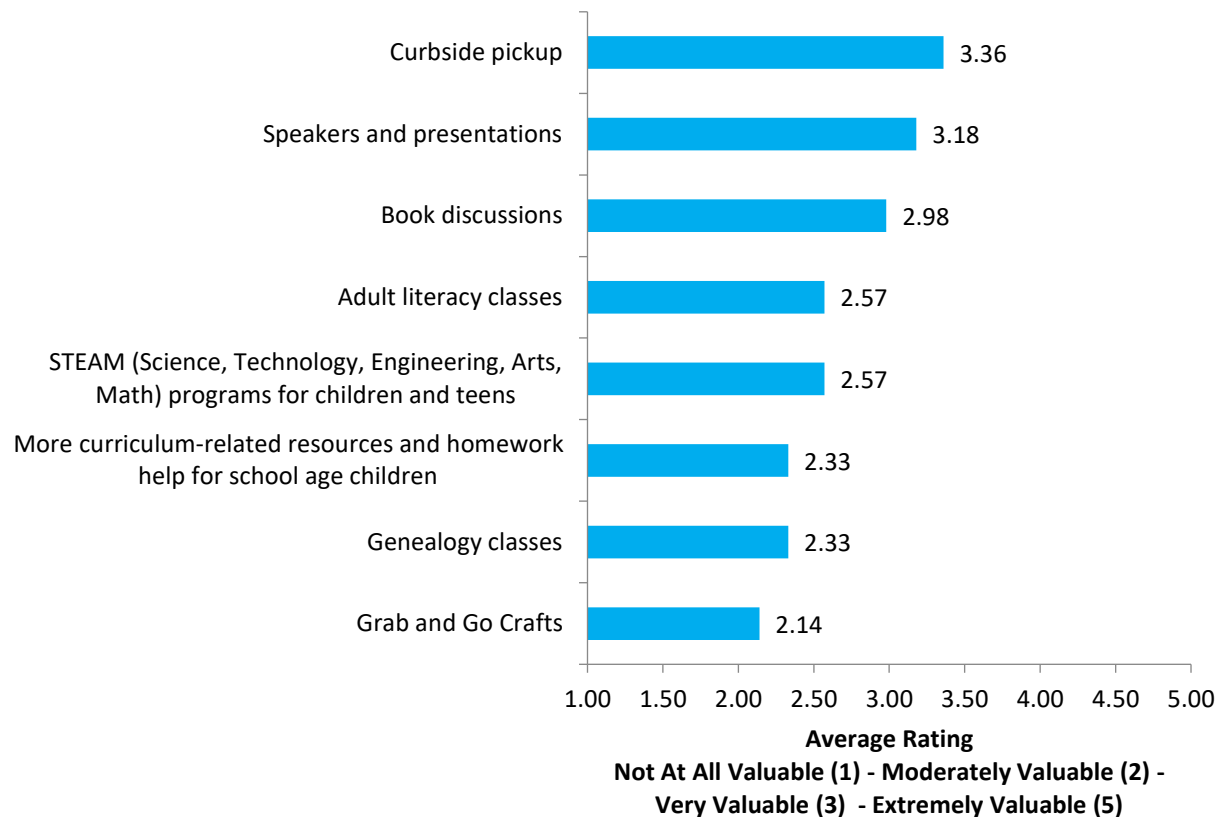
Other ways you find out about services and events at the Library:

- Library bulletin boards
- Lowell Sun newspaper; COOL email
- Word of mouth; friends and neighbors; Friends of PML and PML Foundation
- Direct asking

FINDINGS:

- The most popular sources for information about the Library come from digital and social platforms that can be accessed away from the Library: email newsletter, Library website, and social media.

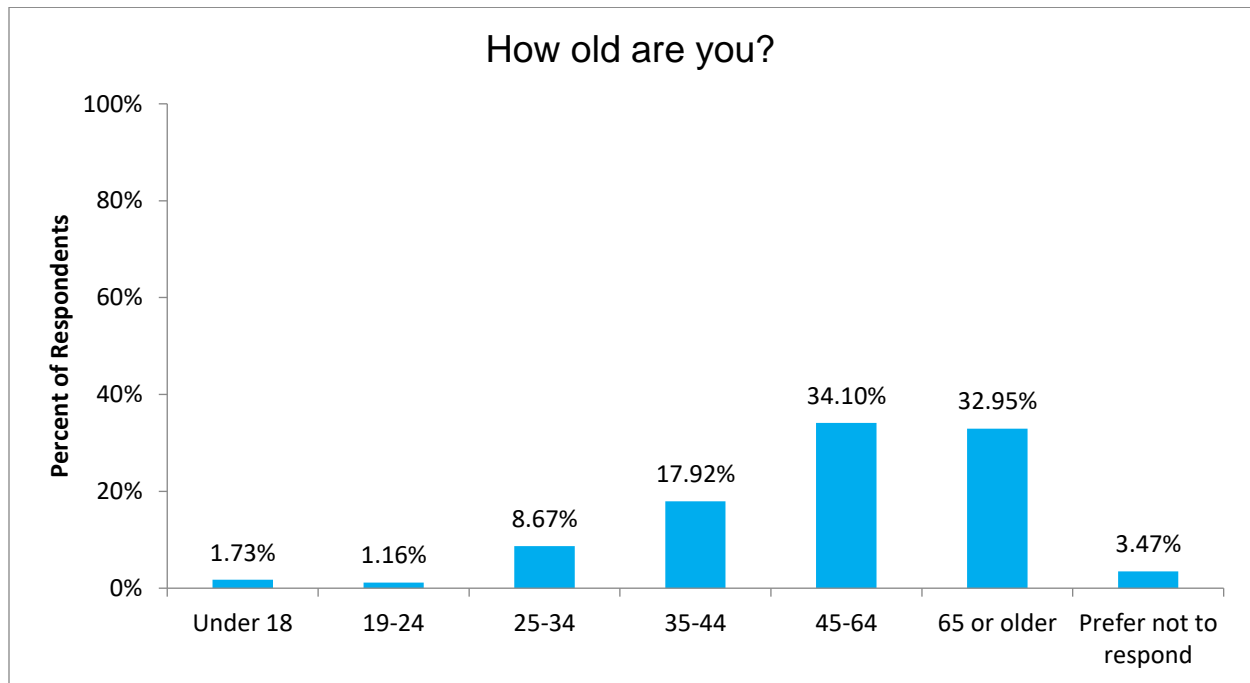
Please rate how valuable the below items are to you and your family.

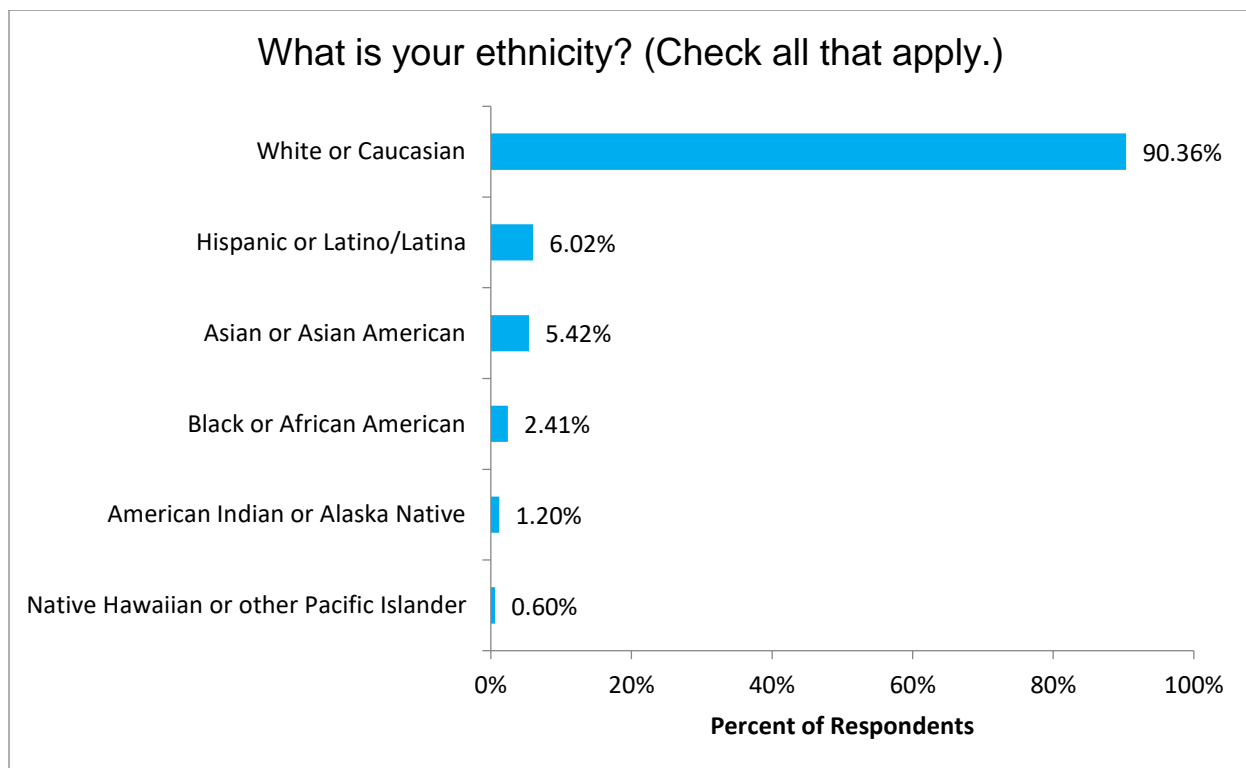
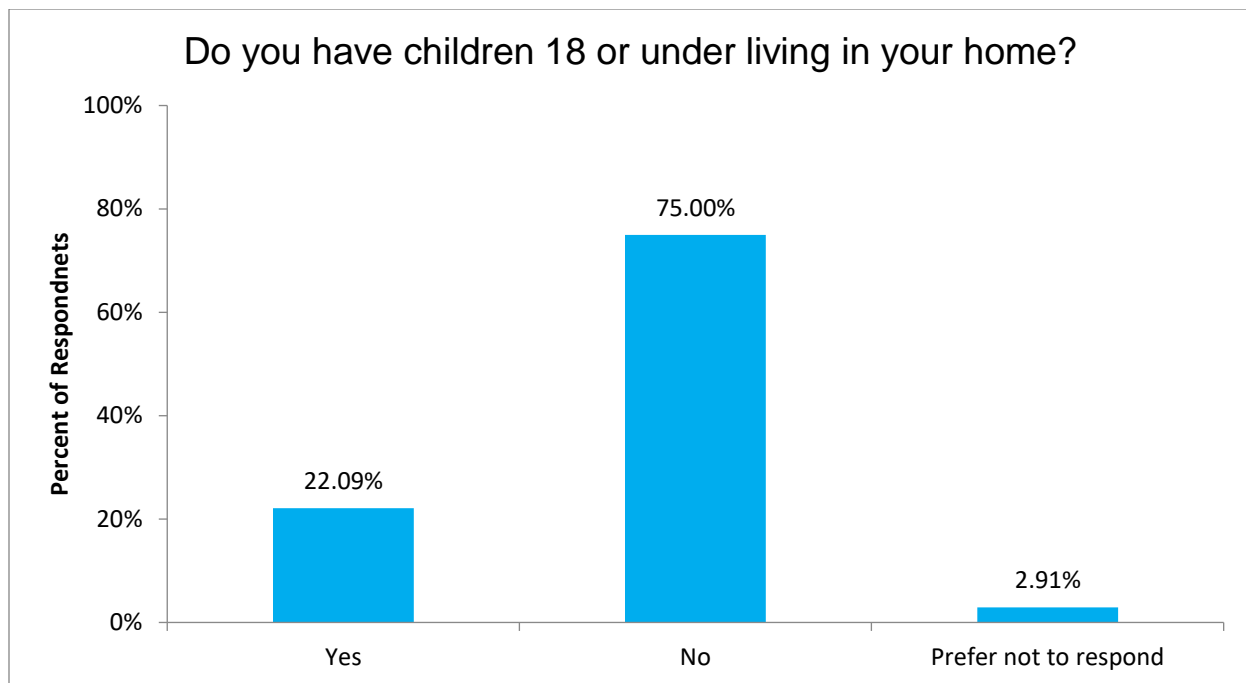


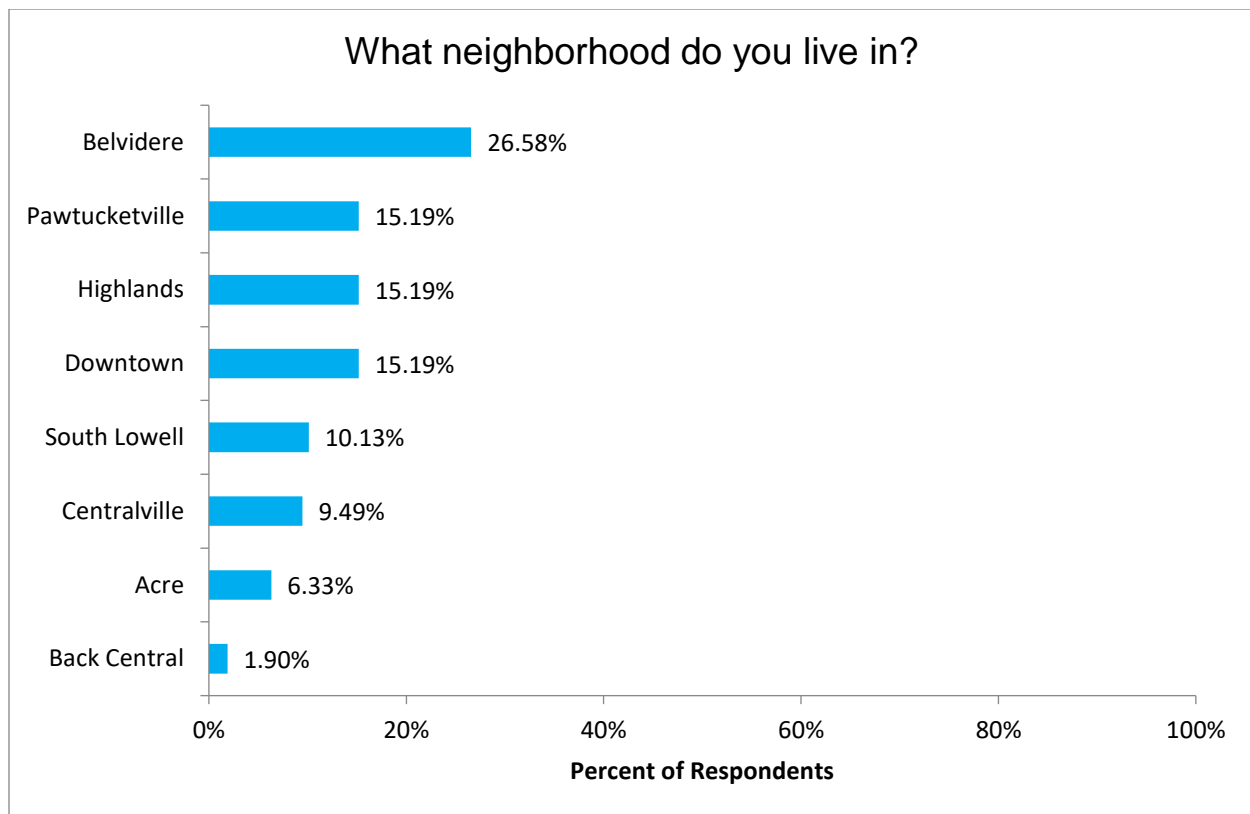
Please share any additional comments or suggestions you have.

- Respondents indicated that they use the Library for research; ESOL tutoring; computer and Wi-Fi usage; browsing books; and attending programs
- Respondents indicated that their visits are limited by lack of close parking; Library card deleted from system; feeling unsafe; limited hours of operation; and the convenience of closer libraries
- Respondents visit other libraries that don't charge late fees; have a more pleasant, safe, and engaging children's areas; have safer and friendlier environments; and for programming
- Respondents are eager to visit the Library without COVID restrictions; would like the Library to open for browsing; appreciated the curbside service; and would like to use curbside service without scheduling a time

- Respondents suggested several improvements to the Library, such as expanding genealogy resources (beyond Lowell); adding a Library of Things; expanding book groups to accommodate a wider variety of interests; opening neighborhood branches; hiring friendlier, welcoming, and helpful staff; hiring bi-lingual staff to assist non-native English speakers; improving the navigation of the Library's website; increasing outreach to the community; decreasing wait times on popular eBooks; providing Hoopla, Kanopy, and other digital access; providing technology session on how to connect everything; updating the card catalog to match the shelves; allowing access to the children's area without a child present; and hosting an author event fundraiser when Jonathan Lemire's book is published
- Respondents indicated that the Library is an important institution for the community; even though some services are not personally valuable, they are still viewed as valuable to the community







If you are outside of Lowell, where do you live?	
•	Amesbury
•	Billerica
•	Chelmsford
•	Dracut (2)
•	Littleton
•	Pawtucketville
•	Tyngsboro
•	Hudson, NH
•	Tewksbury, MA (2)

OVERALL SURVEY FINDINGS:	<ul style="list-style-type: none"> Based on the responses to the survey, respondents see the value of the Pollard Memorial Library for the community. However, COVID restrictions have limited their usage of the Library over the past year.
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Trustee and Staff Survey Summary

For the Learning Report, we conducted a survey of Trustee and staff members to provide an opportunity for initial input into the process beyond the environmental scan and SOAR analysis.

Seven Trustee members and 12 staff members participated. Below is a summary of their responses for each question.

What is your favorite thing about working at the Library or serving on as a Trustee?

- Public service: Helping the community; answering the public's questions; making a difference in people's lives
- Environment: Supportive, friendly atmosphere
- Resources: All the books!
- Civic engagement: Learning more about the Library, bringing the community's voice to the Library's decision-making about resources

What's working well at the Library? What are we good at?

- Customer service: Friendly, flexible, and responsive staff who work hard and problem-solve
- Collaboration: Partnering with community organizations and deepening individual relationships
- Access to technology, resources, and services
- Collections & Programming: Events, craft bags, reading programs, children's services, diverse collection of books

What could use some improvement? What keeps you from enjoying your experience with the Library more fully?

- Poor internal communication (ineffective, impolite)
- Building & grounds: HVAC issues; flooding; inaccessible bathrooms; bad light fixtures; litter; neglected plantings
- Funding: Need more staff; better collections; more programming
- Lack of customer service from some staff
- Access: Language barriers; short hours; limited digitized material; poor parking options
- Lack of visibility: Need more marketing and engagement

How could the Library help you better perform/succeed in your role at the Library? What do you need to be a better Trustee/Staff member?

- Communication & Management: More staff meetings, more frequent staff communication; clear expectations, goal-setting and accountability
- Staff: Hire more people, ensure quality customer service
- Better parking

- Better understanding of patron needs
- More opportunities for Trustees to learn about Library operations, staff and patrons (i.e., tours, events)

What do we hear from constituents/patrons that the Library could do to address unmet community needs?

- Technology: hot spots; color printing
- Facility: Conference spaces; better signage and wayfinding
- Offerings: Resources in multiple languages, a seed Library
- Access: Better parking; bookmobile; mobile libraries; transportation options

What do we think the Library could do to address unmet community needs?

- Community: Increase awareness of community resources; community engagement
- Facility: Renovation; expansion (branches, or pop-up libraries in empty Lowell storefronts); conference rooms; fix HVAC
- Access: bookmobile; parking; services for homebound individuals, multi-lingual resources

What do you think are the top five priorities the Library should focus on in the next three years? Why is each important?

- Increase digital literacy and access to digital resources
- Outreach: Involve minority groups in decision-making; go into neighborhoods; participate in community events
- Accessibility: Branch feasibility study; bookmobile, delivery services
- Facility: Renovate; reassess current space usage; clean; increase accessibility and comfort; ventilate better; create meeting spaces
- Increase funding and advocacy; more engagement between administration and city council
- Technology: Offer more technology to patrons, update existing technology
- Collection development: update policies, make collections more inclusive and diverse, add dvds, tv shows, ebooks
- Add video streaming service
- Staff: fill all open positions; create customer service policies and trainings
- Increase language services and disability services
- Increase online resources and make them easily accessible
- Programming: Virtual, children's, local history & cultures
- Tell the story of the Library's impact better
- Increase parking
- Expand literacy program

What do you see happening in the community if the Library is doing its best work?

- People will come to the Library for trusted information, assistance, and resources
- People will have more empathy and compassion for each other
- Community members will work together and communicate more
- People will appreciate the Library, attend programming, and visit consistently
- People will have access to technology that help them apply for jobs and benefits
- PML will receive more funding

Any other comments you want to share related to the future of the Library?

- Multiple comments showed optimism and excitement about the strategic planning process and helping the Library grow
- Multiple comments discussed diversity, equity, and inclusion issues such as having a more diverse staff and serving non-native English speakers and disabled people
- One commenter talked about their desire for the city government to appreciate the Library more

Focus Groups and Interviews

In June 2021, the Library held a series of virtual focus groups and interviews with community volunteers and stakeholders. A total of 52 people participated in either an interview, focus group session, or provided feedback via email.

In each interview and focus group session, participants discussed what they were proud of and curious about related to the Library. Participants raved about the children's section, programming quality, building history and architecture, and the staff's ability to adapt to the pandemic, their willingness to collaborate with community institutions, and their responsiveness to emerging community needs.

Participants were curious about fundamental operational and financial questions like: *How does the Library choose their collections and programming? How many people use the Library? Why is there only one branch? How is the Library funded? When will the Library get back to pre-pandemic "social times"?* They were also curious about the Library's future: *How will the Library evolve given the increasing use of digital resources and new technology? How does the city support long term Library goals? What are some community partnerships desired by the Library?* A couple of participants specifically asked about the Library's strategy for hosting unstable patrons. And one participant wondered how the Library could better engage the business sector and young professionals (people in their 20s & 30s).

When discussing the community broadly, participants praised Lowell's diversity, resiliency, history, and recent economic and cultural progress. They also emphasized how eager organizations are to partner with each other. However, they were still aware of many

challenges Lowell residents face. In response to a question about how the Library could meet unmet community needs, participants suggested many strategies for serving youth and English-learning (ESL) populations. Multiple participants suggested the Library partner with schools (which have had budget cuts), offer tutoring, loan out puzzles and games, and provide more new technology for youth to use. Language programs, translated materials, multi-cultural programming and multi-language advertisements were offered as ideas to better serve the ESL communities, on top of a general suggestion for more diversity, equity, and inclusion work.

Many participants imagined the Library as an essential resource hub, a place where people in the community experiencing mental health issues, housing instability, and other challenges are met with trained staff who can easily guide them to the appropriate community services. Participants also thought that increasing the accessibility to the Library would help meet the community's needs. These ideas included multiple branches, bookmobile, more (and free) parking, later hours, and a more user-friendly website. A couple of participants thought the Library would be a great meeting place for community conversations. Other participants thought more art programming would enhance the community's culture.

Libraries connect people to lifelong learning opportunities and PML is no exception. When asked how the Library could encourage lifelong learning, participants gave ideas for targeting specific populations like the elderly, kids aged 4-6, autistic people, small business owners, and teens. They also listed a variety of programming ideas that could serve a range of populations: literacy (including financial and digital), local culture, local history, cooking, arts (dance, music, etc.), community-led programming and resource fairs. Many participants encouraged partnerships with MCC and UML as well as other schools, makerspaces, and adult education organizations to support lifelong learning. Increasing the accessibility of programming by going into communities was suggested multiple times.

Public libraries want to maximize their positive impact on the community as a whole and this means reaching a diversity of audiences. Participants had many ideas for how to increase community usage of the Library's resources, including expanded marketing and outreach efforts; welcoming and clear signage; partnerships with community organizations and schools; expanded technology collections (iPads, Kindles, Nooks); better transportation options and parking; longer hours; multi-lingual staff; delivery services; and a bookmobile.

When asked how to optimize their in-person Library experiences, participants suggested better signage outside and inside the building; expanded hours; an updated, welcoming "vibe" in the entryway; more cozy reading nooks; collections beyond books (like games, puzzles, tools); better customer service; the addition of a coffee shop; and better staff diversity in terms of ethnicity and languages spoken. Multiple people suggested that Library staff wear nametags, and one participant suggested staff should add what languages they can speak on the tag so non-native English speakers can feel comfortable interacting with staff. Multiple participants also wanted to know how they advocate for the Library and contribute more to the financial and cultural wellbeing of the Library. For how the Library could better patrons' virtual

experiences, participants suggested updating and decluttering the website, marketing more of what's new and available, and offering Hoopla, Kanopy, and other online tools.

To narrow down participants' top priorities, they were asked what the Library could do to make sure they were a happy patron in five years. The most popular responses included:

- the Library having a more welcoming feel
- being more visible in the community through outreach and community events
- mitigating language barriers
- offering more free parking
- garnering more financial support from the city
- being more culturally responsive
- adding a new branch and a café
- fixing the HVAC issues
- updating programming
- promoting collections and services better online
- collaborating with community resources
- increasing youth engagement (like teen-lead programming)
- increasing accessibility
- providing more opportunities for people to contribute to and advocate for the Library
- expanding collections to include games, toys, museum passes, etc.
- adding more community events and new technology

When asked for final thoughts, participants complimented PML's literacy programs and welcoming staff. They also reemphasized the need for staff diversity; updates to the Library building, collections, and technology; and ways community members can better advocate for and support the Library's goals. Many participants want the Library to extend more into the community through partnerships, neighborhoods events and bookmobiles. Some participants also want the Library to consider longer loan periods and getting rid of late fees. Although participants had many ideas for improvement, it was clear that the PML was an incredibly respected and valued resource and that the staff was doing "an amazing job!"

Other Community Organization Strategic Plans

PML benefits from a proud community full of organizations and residents actively working towards positive change. There are a variety of ways that the Library and other community organizations can mutually support each other to reach compatible goals. The City of Lowell's "Sustainable Lowell 2025" plan lists multiple goals that align with the Library's goals and resources: Mobility & Access; Vibrant & Unique Urban Hub; Effective Operations, Infrastructure, & Technology; and Sustained Public Engagement. Some outcomes they hope for are: Arts & Cultural investment; Resources & Information sharing; Education & Training; Historic Character & Preservation; Social Equity; Civic Engagement & Community Pride; and Collaborative Partnerships. Many of these outcomes align with suggestions from the focus group participants for the Library to develop arts, history, and cultural programming, to act as a resource hub, and to increase social equity.

The Lowell Public School District's strategic plan emphasizes that "the entire community is responsible for [students'] success." The district is committing to "eliminating racial, ethnic, and linguistic achievement and opportunity gaps" and "engaging all families with courtesy, dignity, respect, and cultural understanding." Top priorities include things like "increasing access to early learning opportunities" and "leveraging the rich diversity of the Lowell community to serve the interests of LPS students." Given these goals, the Library and school district could mutually support each other through multi-cultural programming, language resources, early education resources, and social equity advocacy.

Like the school district, the Greater Lowell Community Foundation also lists access to quality early childhood education as a top priority. The organization is also committing to funding social entrepreneurship, "the pursuit of novel applications that have the potential to solve community-based problems and strengthen and foster community growth and development in Greater Lowell." Part of this commitment is special programs to support racial equity and inclusion in the community. The GLCF also wants to increase collaboration between non-profits, neighborhood associations, and local governments to help solve community problems, so they may be great partners as PML grows its network of collaborators in the region.

Given that Lowell is home to one of the largest Cambodian American populations in the U.S., the Cambodian Mutual Assistance Association of Greater Lowell could be an excellent partner if PML wants to expand language programs and increase access to translated materials and resources. In their 2016-2018 strategic plan, the CMAA noted an urgent need for specialized public health resources for those of Cambodian heritage. They also noted that Cambodian-American teens have a very high dropout rate compared to the U.S. average. Although the CMAA's strategic plan is out of date, the goals listed are still relevant. The CMAA would like to increase Cambodians' civic engagement, celebrate Cambodian culture, and support Cambodian youth. These major goals could be supported by strategic programming at the Library. This could increase the Library's role in a major segment of Lowell's population.

Many focus group participants suggested the Library become a "Resource Hub." If PML wants to commit to this idea, the Lowell General Hospital would be a great partner. One of their goals in their 2020-2021 strategic plan is increasing the awareness of resources in the community, especially their own resources for addiction, behavioral health issues, food insecurity, housing, and more.

The Lowell Plan, Inc. focuses on fostering economic development in Lowell. Their strategic priorities include supporting arts and culture, helping local organizations with their marketing, and promoting and enhancing educational resources. They may be a great partner for connecting with the business community (as suggested in a focus group) and could also be advocates for the Library's cultural and educational programming.

These community organizations represent a small portion of current and potential partners for the Library. During the implementation phase of the Library's strategic planning process, Library

staff should review partner relationships to determine which ones to deepen or others that need more investment. Looking for common goals, like community engagement around education and lifelong learning, will be key for a satisfying partnership experience for all those involved.

Resources Reviewed:

- Cambodian Mutual Assistance Association of Great Lowell:
<https://www.cmaalowell.org/wp/wp-content/uploads/2018/06/CMAA-Strategic-Plan-2016-2018.pdf>
- City of Lowell's "Sustainable Lowell 2025":
<https://www.lowellma.gov/DocumentCenter/View/1461/Sustainable-Lowell-2025-PDF>
- Great Lowell Community Foundation: https://www.glcfoundation.org/wp-content/uploads/2021/04/GLCF_StrategicPlan_2021to24.pdf
- Lowell General Hospital:
https://www.lowellgeneral.org/files/lghPublication/documentFile/2020--2021-community-benefit-implementation-strategy-plan_final.pdf
- The Lowell Plan, Inc.:
<https://static1.squarespace.com/static/55949609e4b03888fbb9441f/t/5b4e0970575d1fcb9e89400c/1531840880671/2018+Lowell+Plan+Strategic+Plan.pdf>
- Lowell Public School District 2020-2025 Strategic Plan:
<https://www.lowell.k12.ma.us/domain/56>

Appendix 1: Community Data³

These data are estimates coming from the U.S. Census Bureau's 2019 American Community Survey.

Age

US CENSUS	US	MASS	Lowell
Total population	328239523	6892503	110990
Under 5 years	19404835	355066	5120
5 to 9 years	19690437	355521	4758
10 to 14 years	21423479	395607	5516
15 to 19 years	21353524	451393	6015
20 to 24 years	21468680	484340	13451

³ Again, we recognize that race and gender are social constructs and acknowledge that these are not the best ways to describe people living in a particular geography. However, given that the Census data is used by stakeholders and funders, we are including it here.

25 to 29 years	23233299	502409	10715
30 to 34 years	22345176	490198	8365
35 to 39 years	21728259	439263	7215
40 to 44 years	20186586	410391	7914
45 to 49 years	20398226	429075	5613
50 to 54 years	20464881	465330	9207
55 to 59 years	21484060	483588	7817
60 to 64 years	20984053	458029	6054
65 to 69 years	17427013	372905	4758
70 to 74 years	14148548	303252	2791
75 to 79 years	9759764	204299	2192
80 to 84 years	6380474	131903	1552
85 years and over	6358229	159934	1937
US CENSUS	US	MA	Lowell
Total population	328239523	6892503	110990
Under 5 years	5.9%	5.2%	4.6%
5 to 9 years	6%	5.2%	4.3%
10 to 14 years	6.5%	5.7%	5%
15 to 19 years	6.5%	6.5%	5.4%
20 to 24 years	6.5%	7%	12.1%
25 to 29 years	7.1%	7.3%	9.7%
30 to 34 years	6.8%	7.1%	7.5%
35 to 39 years	6.6%	6.4%	6.5%
40 to 44 years	6.1%	6%	7.1%
45 to 49 years	6.2%	6.2%	5.1%
50 to 54 years	6.2%	6.8%	8.3%
55 to 59 years	6.5%	7%	7%
60 to 64 years	6.4%	6.6%	5.5%
65 to 69 years	5.3%	5.4%	4.3%
70 to 74 years	4.3%	4.4%	2.5%
75 to 79 years	3%	3%	2%
80 to 84 years	1.9%	1.9%	1.4%
85 years and over	1.9%	2.3%	1.7%

Racial Demographics

US CENSUS	US	MA	Lowell
Total population	328239523	6892503	110990
White	72%	77%	63.1%
Black or African American	12.8%	7.9%	8.3%
American Indian and Alaska Native	0.9%	0.3%	1%
Asian	5.7%	6.9%	17.4%
Native Hawaiian and Other Pacific Islander	0.2%	0	0.6%
Some other race	5%	4.3%	6.4%
Two or more races	3.4%	3.6%	3.2%
Hispanic or Latino (of any race)	18.4%	12.4%	20.1%
Not Hispanic or Latino	81.6%	87.6%	79.9%

Household Income

US CENSUS	US	MA	Lowell
Total Households	122802852	2650680	41753
Less than \$10,000	5.8%	5.1%	7.8%
\$10,000 to \$14,999	4%	3.9%	5.7%
\$15,000 to \$24,999	8.3%	6.5%	7.1%
\$25,000 to \$34,999	8.4%	6.1%	8.1%
\$35,000 to \$49,999	11.9%	8.8%	11.9%
\$50,000 to \$74,999	17.4%	14.1%	17.6%
\$75,000 to \$99,999	12.8%	12%	13.1%
\$100,000 to \$149,999	15.7%	18.1%	17.2%
\$150,000 to \$199,999	7.2%	10.8%	7.5%
\$200,000 or more	8.5%	14.6%	4.2%
Below Poverty Level	12.3%	9.4%	13.9%

Educational Attainment

US CENSUS	US	MA	Lowell
Population 25 years and over	224898568	4850576	76130
Less than 9th grade	10874685	203412	6558
9th to 12th grade, no diploma	14743856	217529	4969
High school graduate (includes equivalency)	60482353	1158066	27511
Some college, no degree	44914086	729016	12712
Associate's degree	19381937	360810	4801
Bachelor's degree	45730479	1197208	11736
Graduate or professional degree	28771172	984535	7843
High school graduate or higher	199280027	4429635	64603
Bachelor's degree or higher	74501651	2181743	19579
US CENSUS	US	MA	Lowell
Population 25 years and over	224898568	4850576	76130
Less than 9th grade	4.8%	4.2%	8.6%
9th to 12th grade, no diploma	6.6%	4.5%	6.5%
High school graduate (includes equivalency)	26.9%	23.9%	36.1%
Some college, no degree	20%	15%	16.7%
Associate's degree	8.6%	7.4%	6.3%
Bachelor's degree	20.3%	24.7%	15.4%
Graduate or professional degree	12.8%	20.3%	10.3%
High school graduate or higher	88.6%	91.3%	84.9%
Bachelor's degree or higher	33.1%	45%	25.7%

Marital Status

US CENSUS	US	MA	Lowell
Males 15 years and over	130629205	2780028	50505
Never married	48481154	1107634	27443
Now married, except separated	64078466	1346283	17428

Separated	2041898	38006	716
Widowed	3472244	67063	904
Divorced	12555443	221042	4014
Females 15 years and over	137091567	3006281	45091
Never married	42291512	1055370	19990
Now married, except separated	63423260	1336531	16309
Separated	2808171	49516	1503
Widowed	11834834	250023	3738
Divorced	16733790	314841	3551
US CENSUS	US	MA	Lowell
Males 15 years and over	130629205	2780028	50505
Never married	37.1%	39.8%	54.3%
Now married, except separated	49.1%	48.4%	34.5%
Separated	1.6%	1.4%	1.4%
Widowed	2.7%	2.4%	1.8%
Divorced	9.6%	8%	7.9%
Females 15 years and over	137091567	3006281	45091
Never married	30.8%	35.1%	44.3%
Now married, except separated	46.3%	44.5%	36.2%
Separated	2%	1.6%	3.3%
Widowed	8.6%	8.3%	8.3%
Divorced	12.2%	10.5%	7.9%

Languages

US CENSUS	US	MA	Lowell
Foreign Born Persons	13.60%	16.80%	28.40%
Speak only English (People over age 5)	78%	75.3%	60.9%
Speak a language other than English (People over age 5)	22%	24.7%	39.1%
Spanish	13.5%	9.7%	14.4%
Other Indo-European languages	3.7%	9.2%	9.1%
Asian and Pacific Island languages	3.6%	4.4%	13%
Other languages	1.2%	1.4%	2.6%

Appendix 2: Community Outreach

The following municipal departments, community organizations, and groups were asked to give feedback and input on our strategic planning process through focus groups, stakeholder interviews.

African Community Center
Boys & Girls Club Greater Lowell
Cambodian American Literary Arts Association
Cambodian Mutual Assistance Association
The Center for Hope & Healing
City of Lowell Cultural Affairs and Special Events Office
City of Lowell City Manager's Office
City of Lowell Department of Planning & Development
City of Lowell Elections and Census Office
City of Lowell Fire Department
City of Lowell Health Department
City of Lowell Historic Board
City of Lowell MIS (Management Information Systems)
City of Lowell Neighborhood Services
City of Lowell Parking Department
City of Lowell Police Department
City of Lowell Recreation Department
City of Lowell Senior Center
City of Lowell Veteran's Services
Coalition for a Better Acre
Community Teamwork
Comunidad Colombiana Lowell
DIY Lowell
Elder Services of the Merrimack Valley
Freemasons (Ancient York)
Girls Incorporated of Greater Lowell
Greater Lowell Chamber of Commerce
Greater Lowell Technical High School
House of Hope
International Institute of New England
K.I.D.S. (Kids in Disability Sports)
Knights of Columbus
Latinx Community Center for Empowerment
Literacy Volunteers of Massachusetts
Living Waters
LLAMA (Lifting Lowellians: Assistance and Mutual Aid)
Lowell Adult Education Center

Lowell Association for the Blind
Lowell Canalwaters Cleaners
Lowell Heritage Partnership
Lowell National Historical Park
Lowell Celebrates Kerouac!
Lowell Community Health Center
Lowell House
Lowell High School
Lowell Parks and Conservation Trust
Lowell Plan
Lowell Public Schools
LTC (Lowell TeleMedia Center)
Lowell Transitional Living Center
Massachusetts Alliance of Portuguese Speakers (MAPS)
MassHire Lowell Career Center
Merrimack Valley Food Bank
Middlesex Community College
Mill City Grows
Northeast Independent Living Program
Project Learn, Inc.
Rotary Club of Lowell
South Bay Community Services
University of Massachusetts Lowell Center for Community Research and Engagement
United Way Massachusetts Bay / Merrimack Valley
UTEC (United Teen Equality Center)
The Wish Project