



CHARLOTTE & WILLIAM BLOOMBERG MEDFORD PUBLIC LIBRARY

Strategic Plan 2023-2028





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STUDY
ROOM 1



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Introduction

A fantastic new building was the opportunity for a new, innovative vision for the near term as well as long term future. The Library's technology, services, collection and staff are all integral to that vision. The strategic planning/strategic technology planning process is both exciting and challenging. It included the opportunity of working with all the key leaders who are responsible for setting that new vision in place. It involved staff, Trustees, Foundation and Friends, elected officials in Medford and the community at large.

Successful strategic planning is built on communication – listening, analyzing, and utilizing the experience of the consultants to explore solutions that are the correct ones for the Charlotte and William Bloomberg Medford Public Library. Working together to examine the critical issues and potential strategic solutions through a robust community engagement and the participation of the library staff and the Strategic/Strategic Technology Planning Committee, this process resulted in the Library's new vision, mission and strategic goals and the means to identify those objectives and resources that will help meet those goals. It is mission-critical that the objectives of the strategic/strategic technology planning process are accomplished, and it is equally important to recognize that flexibility and adaptability throughout the process is paramount.

The Strategic Planning/Strategic Technology Planning process was begun in September 2022 and took place over a six-month period.

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Message from the Director

In January of 2022, we opened the doors to the brand-new Charlotte and William Bloomberg Medford Public Library. It was a day we had longed for through seven years of grants and meetings and fundraising and design, not to mention the Covid lockdown and life in our temporary basement space across the hall from the thumping soundtrack of Workout World.

For many years, I had been telling people that my staff did great work in a terrible building, and I couldn't wait to see what they could do in a great building. And there we were finally – in the building we had designed to fulfill our potential. And we all faced one giant unexpected question – if you can do anything, where on earth do you start?

Thanks to the patronage of Bloomberg Philanthropies, and their sponsorship of this strategic plan, we found help in answering that giant question. With the



guidance of our consultants Susan Kent and Carson Block, we figured out the important questions to ask. And then we asked them, to staff, to the Trustees, to the community, to community groups, to city department heads and stakeholders, to the Library Foundation and the Friends of the Library. From those conversations, we created goals and now as I write this in the Spring of 2023, we know where we're going and we know what we need to get there. And I still can't wait to see what comes next.

Thank you to everyone who helped with this plan.

Barbara Kerr

Strategic Planning Process

The project began in late August 2022 as a six-month long process to establish a comprehensive strategic and technology plan to guide programs, services, collections and organizational development.

The first phase of the project included a review of the Library's data and a detailed look at the new building and the usage it is getting since its opening and the community's emergence from the pandemic. This phase included a survey of library staff, meetings with staff, the Library Foundation of Medford and with the Library Board of Trustees.

The external review phase looked at factors such as predicted changes in the Medford community and an extremely robust community engagement process. A Community Advisory Committee for the strategic planning process was consulted throughout the project.

These assessments resulted in the development of a new vision statement and a new mission statement for the Library as well as strategic goals for the next five years. The development of specific strategies and actions to achieve these goals will be developed by Library staff.

Key Strategic Plan Themes

As a result of the work done through community and staff engagement, connecting with key stakeholders and partners, working with the Library's leadership team, Board and others, new Mission and Vision statements were adopted by the Library Board.

A Vision Statement is a focus on the future – where is the Library going and what does it hope to achieve. It should be inspiring and aspirational. A Mission Statement is a definition of the Library's purpose, the fundamental reasons for the Library's existence.

The Vision and Mission statements address the themes heard throughout the process of the Library's position in the community, its role in education, culture, creativity and discovery and its role as a bedrock of democracy, equity and inclusion, a place for everyone in Medford.

The Strategic Goals are built upon the needs and hopes expressed by the community and staff as they look towards the future in Medford as it continues to grow and diversify.

A young girl with long brown hair, wearing a colorful floral dress and silver shoes, is standing in a library aisle. She is reaching up to a high shelf to touch a book. The shelves are filled with books of various colors. In the background, there is a blue beanbag chair and a wooden chair. The lighting is bright and even.

Vision

Enriching the quality of life for every Medford resident through inclusive access and diverse collections, services, programs and technology.

Mission

A center for innovation, opportunity, creativity, and learning.





Strategic Goals

Tell the Library's story

Expand the Library as a center for community engagement

Affirm the Library as a center for learning and creativity

Cultivate an environment that supports ongoing staff development

Ensure the financial and physical health of the Library

Goal: Tell the Library's Story

The Library will place a priority on widely and clearly communicating the Library's role in the community and articulating how the Library provides resources needed to connect, explore, and create - now and in the future.



The background image shows a community event taking place in a library. People are seated at long tables covered with white cloths. On the tables, there are various items including plates of food, a container of 'Funfetti' frosting, and other supplies. In the background, a projection screen displays a blue-tinted image of a palm tree and the word '...while' written in a light blue font. The overall atmosphere is social and community-oriented.

Goal: Expand the Library as a center for community engagement

The Library will strengthen its role in the community by building partnerships to encourage and support inclusion, diversity, equity, and accessibility in all aspects of its services, collections, and programs.

Goal: Affirm the Library as a center for learning and creativity

The Library will establish itself as a place for creativity, where the community can access and participate in innovative programs, collections, and services. The Library shall be a leader in introducing tools for knowledge acquisition, creation, and sharing in the community.



Goal: Cultivate an environment that supports ongoing staff development

The Library will plan for and respond to a constantly changing environment by supporting opportunities for innovative library staff to anticipate and adapt to community needs.



Goal: Ensure the financial and physical health of the Library

Ensure that the Library has the resources needed to provide exceptional services to the public along with the flexibility to adapt and create new programs and activities that meet the needs of the community.





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This Strategic Plan was developed with the participation of the Library Trustees, the Community Advisory Committee, the Friends of the Medford Public Library and the Library Foundation.

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Elizabeth Schaefer, *Secretary*

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Ellen Tonello, *Representing the Library Trustees*

Leilani Germain, *Representing the Friends of the Library*

David Chia, *Representing the Library Trustees*

Barbara Kerr

This plan would not be possible without the involvement of the staff of the Charlotte and William Bloomberg Medford Public Library. Staff members were surveyed, participated in planning meetings and provided many new ideas for enhanced and expanded library services. Their commitment to excellence and community service is reflected in the Strategic Plan.

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Bloomberg Philanthropies

PHOTOGRAPHY

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CWBMPL's Instagram and Facebook Pages

STRATEGIC PLAN CONSULTANTS

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 **Carson Block
Consulting Inc.**
Technology Vision. Technology Power. Your Library.





**CHARLOTTE & WILLIAM BLOOMBERG
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2023