

THE BOSTON PUBLIC LIBRARY

COMPASS: Strategic Plan



THE BOSTON PUBLIC LIBRARY

COMPASS: Strategic Plan



www.bpl.org/compass



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WELCOME

When I arrived in Boston as the new President of the Boston Public Library in 2008, it was a professional librarian's dream come true. I knew of the BPL's world-class book collection and treasures like its 15th century illuminated manuscripts and seafaring maps. I know now, however, that the library's greatest treasure lies in the people with whom I am privileged to work.

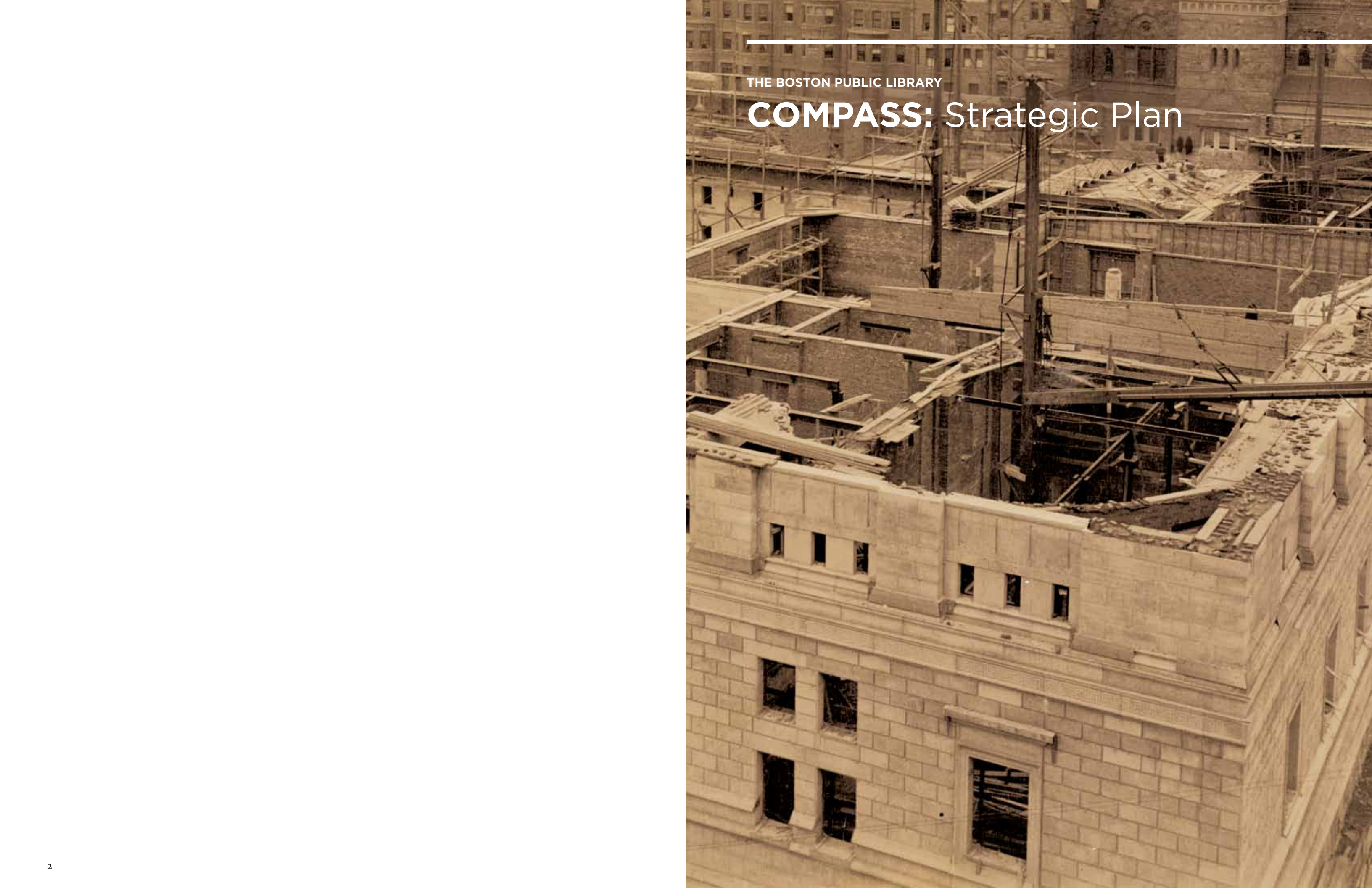
For many years, long before I arrived in Boston, it has been clear that the way people read, think, learn, and teach is being redefined. Libraries everywhere must place themselves at the forefront of such change all while minding the gap, so to speak, between those with access to technology and information and those without.

This strategic planning process has afforded my colleagues and me the privilege of personally communicating with thousands of Bostonians. Whether we serve people in buildings, online, or out in the community, we have listened to them talk about the library they have loved since childhood and their hopes for the library of the future.

Libraries have never been more important or useful than they are today. In this era of ever-expanding information, libraries help people make sense of the world. In buildings, the Boston Public Library's core services will thrive with more books, open hours, story times, programs, and access to and assistance with technology. Online, the Boston Public Library will truly open the gate to the information highway in our buildings, at work, and on-the-go. In the community, the Boston Public Library will extend itself beyond bricks and mortar to meet our users – and our potential users – where they are.

Fulfilling the Boston Public Library's 21st century potential may take some time, but I believe we can deliver on the vision contained within these pages. With Mayor Thomas M. Menino's support and leadership, the Boston Public Library is committed to investing in the future of Boston. With this document, we have our compass.

Amy E. Ryan
President, Boston Public Library



THE BOSTON PUBLIC LIBRARY

COMPASS: Strategic Plan



THE BOSTON PUBLIC LIBRARY

COMPASS: Principles for Excellence

The Public Library of the City of Boston built by the people and dedicated to the advancement of learning. The Commonwealth requires the education of the people as the safeguard of order and liberty. Free to all. MDCCCLXXXVII (1887).

Carved in stone on the McKim Building of the Central Library in Copley Square

I) USER-CENTERED INSTITUTION

The BPL is a user-centered institution with services that anticipate and respond to neighborhood interests and the changing demographics of the City and Commonwealth.

II) COMMUNITY GATHERING

The BPL exists to serve and sustain communities that foster discovery, reading, thinking, conversing, teaching, and learning, in accessible, sustainable, and welcoming facilities throughout the City, as well as with an engaging online presence.

III) SPECIAL COLLECTIONS

The BPL is committed to the ongoing development and preservation of its distinctive special collections, which provide citizens from all walks of life with access to their common cultural heritage.

IV) CENTER OF KNOWLEDGE

The BPL is a center of knowledge that serves researchers, lifelong learners, and the intellectually curious through its incomparable collections, digital resources, and access to other scholarly networks.

V) CHILDREN AND TEENS

The BPL fosters the love of reading and skills in critical and creative thinking among children and teens – from early literacy through mature readership – by offering a slate of services that provide academic support and intellectual growth.

VI) ACCESS AND INNOVATION

The BPL provides access to and training in innovative technology, electronic resources, and digital information through its own holdings and its strategic position within the wider world of knowledge.

VII) SUSTAINABLE ORGANIZATION

The BPL depends on sustainability of resources through a judicious stewardship of finances; active employee participation and professional development in an environment of dignity and respect; and partnerships that enrich services, expand outreach, and leverage public investment through private support.

VIII) FUN

The BPL leads the way for people of all ages with recreational reading and media, invigorating programs, user-created content, and opportunities for discovery in settings that are stimulating and engaging.



STRATEGIC PLAN

I) USER-CENTERED INSTITUTION

The BPL is a user-centered institution with services that anticipate and respond to neighborhood interests and the changing demographics of the City and Commonwealth.

OUTCOMES

A **Enable easy and effective access to library services.**

- 1 Evaluate and improve programs and services offered to the public
- 2 Improve navigation and use of physical locations for able-bodied users and those with physical, vision, or auditory challenges
- 3 Evaluate hours, staffing levels, and capabilities across the system in order to provide optimal, sustainable public service

B **Continue to collect and value input from library users.**

- 1 Develop ongoing plan to obtain input from public and staff
- 2 Track suggestions, evaluate, and implement accordingly
- 3 Create meaningful and dynamic advisory groups
- 4 Use data about library use to analyze patterns and develop better service

C **Enhance commitment to serving diverse users.**

- 1 Conduct a demographic study to determine scope of potential audiences
- 2 Plan and initiate services in other languages – online and in print
- 3 Value and develop the skills and capacity of staff to respond to diverse communities of users

When Josephine Bruzzese’s parents moved from Italy to the United States, they faced a challenge that is common to immigrants to this country: ensuring that their children become fluent in a language they themselves could neither speak nor understand. They realized that the best way to go about it was to have their children mingle with native English speakers. So, when Josephine was just four years old, they began sending her to the library.

That decision instilled in Josephine a lifelong love of libraries—in particular, her neighborhood library. “The neighborhood branch is the center of the community,” she explains. And as her neighborhood has diversified over the years with the arrival of Latino, Chinese, and North African Muslim immigrants, she has seen how the library helps others for whom English is a second language, just as it once did for her.

Because she believes so strongly in the importance of the library to her neighborhood, Josephine today is active in her local friends of the library group. “The requirements of one branch location are different from another, because the demographics are so different in different parts of the city,” she says. “There’s a lot going on with the library, all over the city.”

User-Centered Institution

JOSEPHINE BRUZZESE

Friends of the Orient Heights Branch



User-Centered Institution

AMY E. RYAN

President, Boston Public Library

When Amy Ryan became president of the Boston Public Library in 2008, one of her first priorities was to create a structure for moving the library forward. “The Compass is rooted in some of the excellent work that came before me, especially the Neighborhood Services Initiative,” said Amy. “With the leadership of Board Chair Jeffrey Rudman, the community’s help, and thoughtful contributions from staff, the Compass strategic plan has developed into a living, breathing plan for the future.”

Describing the strategic plan and the principles for excellence as “community-identified” is something that Amy is particularly proud of. “We’re fortunate at the Boston Public Library to be able to directly interact with our users each and every day. The BPL and its strategic plan are better for the conversations we have – large and small – with the people who use our services, our collections, and our buildings. In fact, all of those things belong to the people of Boston and the people of the Commonwealth. We are the guardians and are charged with the privilege of sharing the community’s treasures as widely as possible.”

According to Amy, a great many things are possible at the Boston Public Library. “At our core, we want to do our work well, we want it to be customized for the communities and neighborhoods we serve, and we want it to have a positive, lasting impact on our users.”



User-Centered Institution

THOMAS M. MENINO

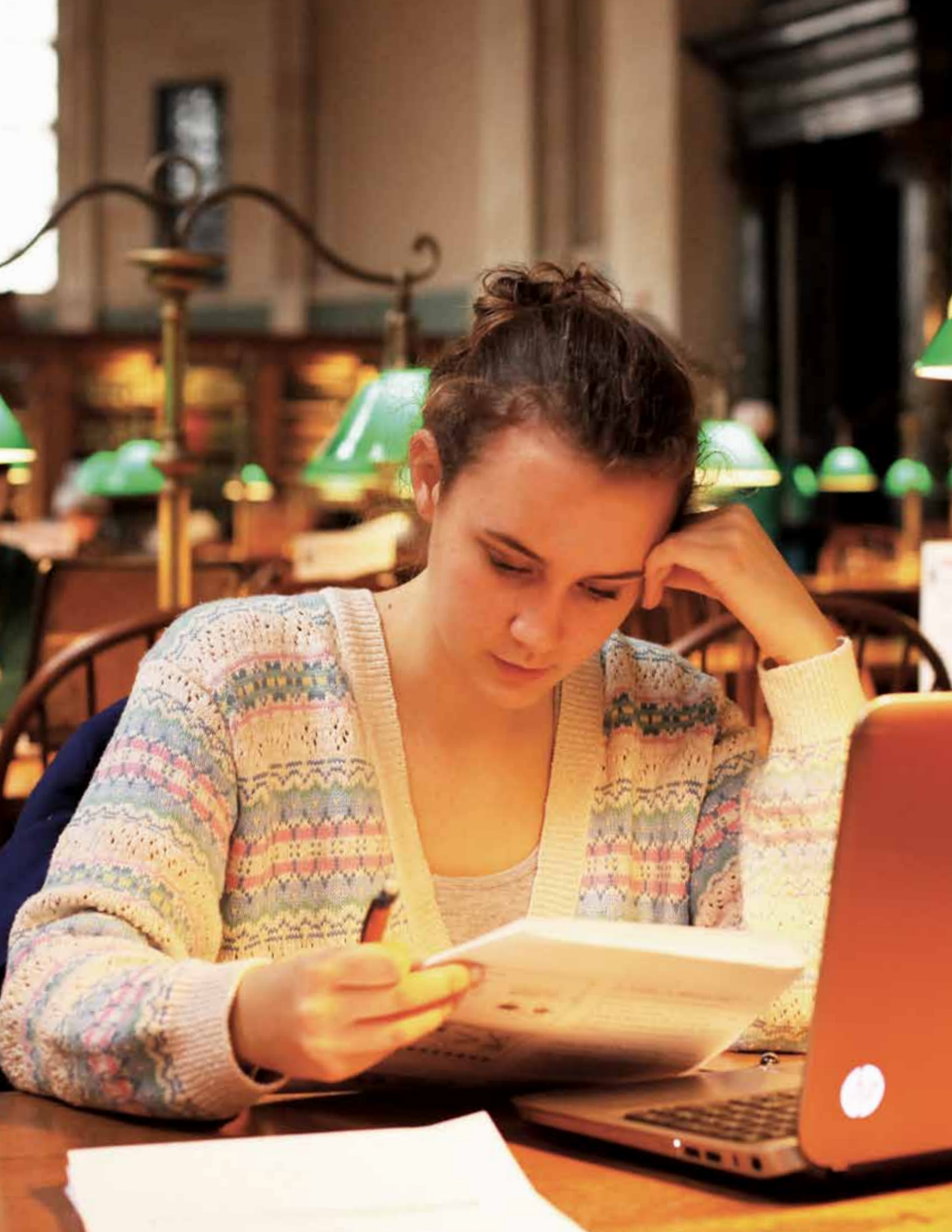
Mayor, City of Boston

A national leader on neighborhood issues, Mayor Thomas M. Menino believes that government is about helping people. Elected five times as Mayor of Boston and five times as a City Councilor from Hyde Park, he has spent a lifetime building a better Boston for residents and businesses.

“The Boston Public Library is an important place for the people of Boston to make a connection – to learning, to history, and to each other,” says Mayor Menino. “Libraries are not only a place where families can find books to read, they are also the place where people can learn how to use a computer, search for jobs, and research their family trees. Libraries are opportunity.”

While Mayor Menino has been in office, Boston’s population has grown. According to 2010 Census numbers, the City of Boston population is 617,594, a 4.8% increase over the 2000 census or 28,453 more residents. The latest numbers mark the first time since the 1970s that Boston’s population exceeded 600,000.

“Now, more than ever, building connections in our communities is an important part of a great, growing city,” says Mayor Menino. “The public library was born in Boston. We can be proud of our history and prouder still of all that libraries do for the people of Boston today.”



STRATEGIC PLAN

II) COMMUNITY GATHERING

The BPL exists to serve and sustain communities that foster discovery, reading, thinking, conversing, teaching, and learning, in accessible, sustainable, and welcoming facilities throughout the City, as well as with an engaging online presence.

OUTCOMES

- A **Provide library spaces that are inviting, stimulating, comfortable, clean, and safe.**
 - 1 Develop a long-term capital plan for existing and potential locations, including the reduction of physical barriers to accessibility
 - 2 Develop a plan to update or renovate furnishings, as needed
 - 3 Review security plan to foster a safe workplace
 - 4 Evaluate existing locations, including outdoor spaces, in order to maximize usage
 - 5 Look for opportunities to create “innovation lab” space in existing buildings for group work, conversation, and conference
 - 6 Establish and enforce community behavior guidelines for online and offline spaces
- B **Reimagine and redesign the BPL website to create a single location for connecting users with resources and with each other.**
 - 1 Develop a plan to create and foster online communities through the catalog and social media
 - 2 Work with community to develop avenues for user-created content in catalog, collections, and other online services
 - 3 Develop and implement a training program that is deliverable online, i.e., e-training
 - 4 Create plan for development of mobile applications
- C **Link community members to library programs and services within the BPL system and beyond.**
 - 1 Position library as a community information node linking library users to other resources in their communities
 - 2 Create outreach plans for neighborhoods
 - 3 Deliver outreach programs to communities and different community organizations out in the community
- D **Minimize the library’s environmental impact.**
 - 1 Improve existing environmental and recycling efforts
 - 2 Develop a plan to become a greener institution
 - 3 Track suggestions, evaluate, and implement accordingly

Community Gathering

UMA MURTHY

Branch Librarian, Boston Public Library

When Uma Murthy first came to the U.S. from India, she wanted a place where she could go and feel part of the community. She found it at her local branch of the Boston Public Library. Now, as a Boston Public Library branch librarian, she is delighted to offer that same sense of belonging to others in her neighborhood.

The branch at which Uma serves is the Brighton Branch, which is housed in a building that was recently extensively renovated according to U.S. Green Building Council's LEED (Leadership in Energy & Environmental Design) Commercial Interiors guidelines. "People come to see it and ask how we're saving money," Uma reports. More than that, the building design invites the community in. "It has big double doors and very good lighting," she says. "It's very welcoming."

The branch's programs and resources also draw people in—from books and technology resources to active children's and adults' programming, including book clubs, English as a Second Language classes, support groups, and more, depending on the current needs of the community.

The branch's two librarians also often reach beyond the building walls to drop off pamphlets at local colleges, restaurants, and the YMCA. "We want to let our friends and neighbors know we're here," says Uma.



Community Gathering

CHRISTINE SCHONHART

Director, Branch Libraries, Boston Public Library

To Christine Schonhart, the Boston Public Library branches are more than just books and programs. They are the very heart of the communities in which they're located. "I see the library as a safe and welcoming environment, a haven for kids and adults," she says. "Each branch is a beautiful place for people to bring their families, and it's free, so it's accessible throughout the city."

As the director of branch libraries, Christine juggles a host of responsibilities, from hiring staff and developing new programming to overseeing operations and budgets. "It's an interesting job every day," she says.

To do her job, she also is mindful of the need for each local branch to evolve with its community. "Neighborhoods change and grow more diverse," she points out. "I want to hire staff who know the neighborhoods, and at the same time provide consistent, quality programming throughout the city."

To keep her finger on the pulse of each neighborhood, Christine makes customer feedback a priority, through surveys, online forums, social media, and outreach programs. "I want each branch to be seen as a fun, engaging, welcoming, friendly space where people can come no matter what's going on in their lives," she says.

Community Gathering

RONALDO RAUSEO-RICUPERO

Associate, Nixon Peabody LLP

Member, BPL Compass Committee and Strategic Planning Committee

Growing up in East Boston, home of the first branch library in America, Ronaldo Rauseo-Ricupero had a keen sense of the importance of branch libraries to local neighborhoods. "The branches are uniquely Boston," he says. "They double as community centers—a place for reading groups, exhibitions, lectures, research, and community-based activities. They're the lifeblood of the community."

Now an Associate with Nixon Peabody LLP, a Global 100 law firm, Ronaldo also served as a member of the Boston Public Library's Strategic Planning Committee. He sees this initiative as a way for the library and local communities to build a future together. "It's a way to sit down and think about a systematic approach for where the library should be," he says.

He also recognizes that, in this era of limited resources, creative strategies are needed. "We need to keep changing to meet the needs of the communities on a day-to-day basis," he says. "I'm more than honored to be a part of it. The library is a special place."





III) SPECIAL COLLECTIONS

The BPL is committed to the ongoing development and preservation of its distinctive special collections, which provide citizens from all walks of life with access to their common cultural heritage.

OUTCOMES

A Strengthen and grow collections that focus on existing strengths and geographic specialties.

- 1 Prioritize the preservation of the City’s local history; identify, exhibit, and promote appropriate collections
- 2 Create clear, structured evaluation process for acquisitions and gifts to special collections
- 3 Develop local collections with focus on cultural heritage
- 4 Complete work on Collections of Distinction and focus financial and staff resources on collection strengths and gaps in existing collections
- 5 Prioritize archiving, storing, and describing current collections over acquiring new ones

B Special collections will be discoverable by users in buildings and online.

- 1 Create 3-year plan to make items and collections discoverable in online catalog including retrospective conversion and in-house cataloging
- 2 Create and maintain an online space for users to contribute their specialized knowledge
- 3 Develop and maintain statewide digital repository and web portal in conjunction with Digital Commonwealth
- 4 Create and support public Map Center space that provides service point for BPL’s map collections
- 5 Consolidate off-site storage space to City of Boston Archives Center with public access

C Develop a digitization plan.

- 1 Focus plan on Collections of Distinction
- 2 Begin development of a preservation plan for digitized material
- 3 Continue collaboration with the Associates of the Boston Public Library to conserve and restore books, manuscripts, works of art, and historic documents
- 4 Continue to work with Map Center on conservation efforts of library’s cartographic collection

Special Collections

CHRISSY RISSMEYER

Digital Projects Metadata Coordinator,
Boston Public Library

Even in library school, Chrissy Rissmeyer was more attracted to the cataloging side of library work than the research side. So it was only natural that she would be drawn to digitization—that is, converting printed materials or film into electronic files. “Digital libraries open these materials up to the wider world and make them accessible,” she raves. “It’s part of the future of libraries.”

The Boston Public Library has two digital imaging laboratories, one for books and “anything bound,” as Chrissy describes it, and the other for unbound materials such as posters, maps, postcards, photographs and negatives, manuscripts for rare books, and more. It is with the unbound materials that Chrissy shines as the library’s Digital Projects Metadata Coordinator. (“It’s an evolving title,” she laughs.)

“What I love most about digitizing is that it makes things available to people that they might not come across otherwise,” says Chrissy. For example, photographer Leslie Jones’ humorous depiction of 20th-century Boston has inspired a lively online social engagement that probably would not have occurred in a traditional library setting.

“We have some of the most fun in the building,” Chrissy says. “I love seeing people interacting with these collections and enjoying them. Sometimes it even inspires them to learn more about it.”



Special Collections

SEAN CASEY

Reference Librarian, Boston Public Library

The George Ticknor Collection of Spanish and Portuguese literature. A portion of Shakespeare’s first folio. The first printed dictionary in the West. The John Adams Library. One of the largest collections of anti-slavery manuscripts in the world. These are just a few of the treasures of the Boston Public Library’s Rare Books & Manuscripts Department. And they are in the care of reference librarian Sean Casey.

Much of Sean’s day is spent answering emails or assisting patrons in the reading room. For him, every day brings new discoveries. “We have PhDs and scholars coming here from all over the world and we have people walking in off the street. Anybody can access these collections. It’s amazing.”

While many of these rare books and manuscripts can only be handled at the library, digitization is increasingly making them available online—a phenomenon that is rescuing many precious documents. One such document is the Code Henry, which established the independent government of Haiti in 1812. When the earthquake destroyed Haiti’s national library, the Boston Public Library held the only known surviving copy. It has since been digitized. “With digitization, formerly rare things are now available to the world,” Sean says. “It’s great.”

STRATEGIC PLAN

IV) CENTER OF KNOWLEDGE

The BPL is a center of knowledge that serves researchers, lifelong learners, and the intellectually curious through its incomparable collections, digital resources, and access to other scholarly networks.

OUTCOMES

A Develop community-responsive and neighborhood-reflective circulating collections.

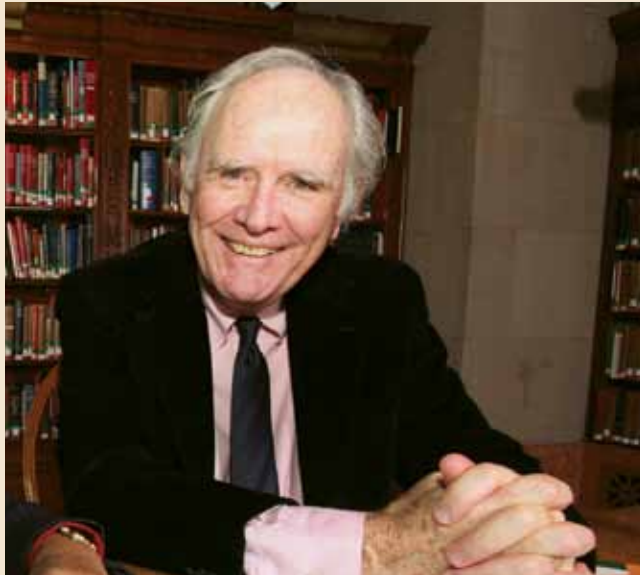
- 1 Assess current circulating collections and develop plan for maximizing the use of existing collections through weeding and collection development
- 2 Leverage information from demographic study on diverse users, ongoing surveys, and industry best practices
- 3 Continue development of plan to float collections and centralize the selection process
- 4 Purchase and use collection assessment tool to discover areas of neighborhood interest
- 5 Increase access to eBooks and other digital content

B Develop and support a public training program that meets the needs of a wide range of communities.

- 1 Develop tools to determine community training needs
- 2 Provide and enhance public training program to include technical, health, civic, and financial literacy
- 3 Develop creative ways to engage and support community skills sharing with public trainers such as genealogy experts and more

C Support the research, scholastic, and literacy needs of the City and Commonwealth.

- 1 Expand adult literacy volunteer and mentor program
- 2 Highlight and leverage the knowledge and expertise of staff
- 3 Establish the library as the go-to place for basic computer skills learning
- 4 Work with Map Center to explore expansion of K-12 educational programming
- 5 Increase collaboration with local schools, higher learning institutions, corporations, and private organizations



Center of Knowledge

JAMES CARROLL

Writer

Former Trustee, Boston Public Library
Chair, BPL Compass Committee

"I love the library and had done a lot of work there as a researcher and writer, going back to when I first came to Boston in 1969," says James Carroll. "It was such a vital center of civic life and intellectual life for me already, and I knew from my own experience how urgently important the library is for the citizens of our Commonwealth." So, when an unofficial "writer's seat" previously held by Doris Kearns Goodwin and David McCullough became open, Jim was happy to join the Boston Public Library's Board of Trustees. During his 11-year tenure, Jim chaired the Neighborhood Services Initiative and the BPL Compass Committee.

"Culture changed more between 1450 and 1550, one might argue, than in any other century over the last several millennia. A vast population of Europe that had no relationship to reading, for example, within a century became significantly

literate," he explains. "So from Gutenberg to Shakespeare, this revolution in human awareness embodied in reading and the book, and the changes in the way the human mind works, the way communication works, the way culture identifies itself—all of that followed on a technological revolution in how human beings read."

To Jim, we're going through a version of the very same thing—perhaps with even more far-reaching consequences. "And libraries are at the dead center of this revolution, which is why it's so urgent," he says.

Recognizing that there is resistance to the evolution in digital technology, he warns against succumbing to it. "The library can't be defensive and afraid of new technologies on one hand—that's the perfect formula for being left behind and discarded by culture—and it can't let go of its custodianship of the treasured literacy of the past," he says. "It's more important than ever that we remember what the book was and learn from how human beings treasured it. The Boston Public Library is doing a great job, in my opinion, of maintaining the cultural tradition by keeping the book as the central symbol, but also understanding that service to the public is about far more than books." He adds that, "If there were no public libraries today, someone with the brilliant idea of establishing public libraries would never get the funding. It would never happen today. There's no way government—local, state, or federal—would undertake to embark on the library system."

Fortunately, he sees a brighter future ahead for the Boston Public Library. As he puts it, "I think it's the center of public service, the heart of the way city government responds to the needs of its citizens as they grow from infancy to old age, centrally and in partnership with public schools and other public institutions."

For that reason, he predicts "more and more, not less and less" public resources poured into libraries, enabling them to expand their services. In his vision, libraries will serve as community centers and connectors. "Many community members urgently require the services that are available at the library, whether you're talking about internet access so that people can go online and apply for jobs or academic assistance for kids who are living in homes where both parents are working late, and so forth," he says. "The library does it all."



Center of Knowledge

MIMI JONES

Vice President, Board of Directors,
Friends of the Dudley Branch Library

Member, City-Wide Friends
of the Boston Public Library

Member, BPL Compass Committee
and Strategic Planning Committee

Established in 1978, the Friends of the Dudley Branch Library—a nonprofit partnership between the Dudley Branch of the Boston Public Library and the local community—promotes an appreciation for the arts, culture, and humanities. Fifteen-year member and now Vice President of the board of directors, Mimi Jones is proud of the events supported by the group.

Her passion for the library is not limited to the Dudley Branch, however. Mimi recognizes the Boston Public Library as one system and has taken an active role in planning for its future, as a member of both the Compass Committee and the Strategic Planning Committee. "I've been very pleased with the fact that there's been tremendous public discourse around the strategic plan," she says. "The goals and vision of the previous documents like the Neighborhood Services Initiative dovetail nicely with the new, system-wide strategy. It's a privilege to be at the table to make a contribution and help shape things."

Ultimately, to Mimi, what's most important is to make sure the Boston Public Library system remains a window into the world of knowledge. "Beyond books, the Boston Public Library is a place where so much can be acquired, discovered, and learned," she says.

Center of Knowledge

MIRIAM CARRASQUILLO

Library Assistant, Boston Public Library

Member, Staff Compass Committee

"As soon as I started here, I knew it was my place," declares Miriam Carrasquillo. That was more than 24 years ago, and Miriam has since served the library in a number of departments, including rare books, music, and now human resources.

Over the years, she has observed a sharp increase in the number of immigrants coming to Boston from other countries. "Some don't speak much English at the beginning, and they don't know what programs are available," she says. "They come to the library as a place to find that information in this country. It's a place of knowledge. A place to start."

Another change she has seen taking place is the shift toward the internet. "I've seen how people are using computers more than books now," she says. "*Click click* is what people are requiring more often, not encyclopedias and yellow pages."

Miriam is proud that the Boston Public Library is the oldest public library in the nation, and, as a member of the Staff Compass Committee, she is dedicated to honoring that history while ensuring that the library continues moving forward, in step with technology. "Being part of an institution that helps the community—it's a privilege," she says.





STRATEGIC PLAN

V) CHILDREN AND TEENS

The BPL fosters the love of reading and skills in critical and creative thinking among children and teens – from early literacy through mature readership – by offering a slate of services that provide academic support and intellectual growth.

OUTCOMES

A Focus on providing early learning experiences.

- 1 Enhance early literacy programs, such as reading readiness, including age-appropriate, multilingual collections
- 2 Collaborate with area organizations on early learning experiences
- 3 Explore expanded outreach to special institutions that serve children, such as children’s hospitals, family centers, and more

B Provide scholastic support during out-of-school time.

- 1 Enhance and re-imagine the library’s Homework Assistance Program to provide learning and critical thinking support to young people
- 2 Develop collections in support of academic excellence

C Invest in and support systemwide youth services.

- 1 Hire and support Youth Services Coordinator
- 2 Examine use of teen and children’s services across the system and determine appropriate staffing
- 3 Provide positive and energetic programs for children and teens
- 4 Explore the possibility of volunteer opportunities or internship programs to get youth interested in and involved with the library earlier
- 5 Provide training to public service staff on current understanding of youth development to facilitate age-appropriate services
- 6 Adopt appropriate standards for services to youth and teens
- 7 Update and enhance technology provided for youth and teens



Children & Teens

JOHN NGUYEN

Senior, Excel High School
Member, Boston Public Library Teen Council

The Boston Public Library’s Teen Council was formed to help teenagers engage their peers in library activities. Comprised of eight to 20 members, the Teen Council meets weekly to plan programs such as talent shows, computer workshops, video games, special-interest clubs, and poetry slams for the teen room, a dedicated space for teenagers at the Central Library in Copley Square.

“The teen room is a place where we can hang out and have fun in a safe environment,” explains John Nguyen, a senior in high school in South Boston who is also a current member of the Teen Council. John discovered the library only a couple of years ago, when a sophomore project led him to the Central Library. He went inside and “the lines connected,” as he puts it. “I started enjoying reading books again.”

Currently, the Teen Council is spearheading the making of a Hollywood-style movie, from start to finish. “All the teens are involved in it,” says John. The Teen Council is also giving him an opportunity to practice public speaking— a skill he’ll rely on as he pursues his dream of becoming a community leader.

“The library is a fun place,” he says.

Children & Teens

ANGELA P. BONDS

Children’s Librarian, Boston Public Library

Although she was 24 before she realized her true calling, Angela Bonds has always loved the library. “It was librarians who got me enthusiastic about the library,” she recalls. Early in her career, when she worked in circulation and shelving, she loved spending time in the teen room of the Central Library in Copley Square —“even when I wasn’t working,” she says. “I liked watching the interactions of the kids, and even shelving books in the children’s room was so much fun. I liked the hustle and bustle and being asked for book suggestions.”

Today, Angela is thrilled to be a new children’s librarian for the Boston Public Library. “I want to make sure kids have a good time in the library,” she says. To accomplish that, she hopes to find “fun ways to connect” with young people, from story hours and showing movies based on books to providing out-of-school time experiences.

Serving a mix of age groups is one of the rewards of her job. “Seeing kids go from babies to teens is exciting,” she says. “Maybe someday one of them will become a librarian.”



STRATEGIC PLAN

VI) ACCESS AND INNOVATION

The BPL provides access to and training in innovative technology, electronic resources, and digital information through its own holdings and its strategic position within the wider world of knowledge.

OUTCOMES

- A **Lead in digitization practices.**
 - 1 Provide leadership in the statewide digital library program in collaboration with Digital Commonwealth
 - 2 Increase participation in national digital initiatives
- B **Provide state-of the art public computing spaces.**
 - 1 Deliver a reliable and dynamic IT infrastructure
 - 2 Implement new technologies and train both staff and public in their use
- C **Keep pace with evolving standards on in-person access to public computing resources, and to online resources.**
 - 1 Improve ease-of-use of downloading electronic materials, audiobooks, and eBooks
 - 2 Integrate electronic resources into the rest of the library’s collections regardless of format
 - 3 Utilize current software to support needs of users with learning challenges
 - 4 Explore innovative ways to expand access to digitized material
 - 5 Modernize method of recommending external online resources for BPL website



Access & Innovation

JULIO CHANG

Technical Specialist, Boston Public Library

If you ever sit down at one of the free computers at the Boston Public Library, you might not realize what it takes to keep those computers humming. And not just the computers available to the public, but also all the administrative technology.

Among those charged with maintaining and updating the library system's more than 600 computers plus copiers and printers is technical specialist Julio Chang, who has been with the library full-time for more than 15 years. "We try to help patrons satisfy their needs," Julio says. "Technology keeps moving ahead, and we try to implement these changes in a way that's easy to use." That includes providing training for patrons and staff alike.

Julio points out that the library's computers also offer special services to library patrons. "We get a lot of tourists who use the express terminal to print passes and find directions," he cites as an example. Julio also enjoys lending a hand directly to library users—such as recently, when a woman had trouble printing a PDF file due to a problem with the website she was accessing. "I was able to go to my office, print off the document from my own computer, and hand it to her," Julio says. "It's all about customer satisfaction."



Access & Innovation

MICHAEL COLFORD

Director of Library Services, Boston Public Library

Michael Colford has many responsibilities at the Boston Public Library, including overseeing the BPL's role as Library for the Commonwealth, a designation that signifies that the BPL provides services and access to its collections to people across the entire state of Massachusetts. "We have a lot of very rich and deep collections, and access is a very important concern," he says. "A big part of what libraries do is describe and catalog their materials and make them discoverable."

For that reason, the library is focused on cataloging and digitizing material in order to make it accessible online. Michael is also taking the next logical step by providing technological equipment and training programs that help to bridge the "digital divide" between the most techno-savvy and those who might not yet know how to use a mouse.

Does that mean that the physical library is becoming obsolete? On the contrary, according to Michael. "The thing I think comes as a surprise to everyone is that people still want to come in to the library and be a part of a community," he says. "While people are saying everything's moving online and we're not going to need the library building any more, that's definitely not true. People are coming to socialize, to go to programs, to go to events, and to physically interact with the collections. Libraries have a unique role in society. It'll be very interesting to see how things grow and change."

Access & Innovation

ZAMAWA ARENAS

Principal, ARGUS

Trustee, Boston Public Library

Member, BPL Strategic Planning Committee

A native of Venezuela, Zamawa Arenas spent part of her childhood in Pittsburgh, Pennsylvania, where she discovered that the library "mattered to me," as she puts it. So when she moved to Boston from Venezuela to obtain a Master's degree at Boston University, "the first thing I did was get a BPL library card," she says. "It was a place to start connecting with the city."

Today, Zamawa is the Principal of ARGUS, a Boston-based multidisciplinary communications company specializing in multicultural markets. She has proven herself a far-sighted strategist. For example, prior to ARGUS in 1996, she helped launch the first art-house pay-per-view movie service on the internet—long before the creation of Netflix and Hulu.

Zamawa brought those visionary skills to bear on the Boston Public Library's Strategic Planning Committee. "The library is doing a great job of being forward-thinking," she says. "Establishing itself as a venue for digital content is critical for the library to expand and grow."

To Zamawa, that focus on digitization benefits not only future generations of library users, but also the city's many different cultural groups. "The demographics of the city have changed dramatically," she points out. "We need to be mindful of inclusiveness and serving people of all ages and backgrounds. To me, the most rewarding aspect of my involvement with the library is seeing it alive with users and seeing how they enjoy going online."





VII) SUSTAINABLE ORGANIZATION

The BPL depends on sustainability of resources through a judicious stewardship of finances; active employee participation and professional development in an environment of dignity and respect; and partnerships that enrich services, expand outreach, and leverage public investment through private support.

OUTCOMES

A Support a staff that is diverse and enriched through professional development and training.

- 1 Create a culture of inclusion and accountability for staff
- 2 Develop and implement a customer service campaign
- 3 Commit to technical literacy for staff; create program to constantly upgrade technology skills; develop librarians as teachers/librarians to help users with resources

B Be financially stable and fiscally transparent.

- 1 Explore new revenue streams to supplement services
- 2 Limit use of one-time funding sources to support operating budget or to close budget gaps
- 3 Continue to post financial documents online
- 4 Continue to engage stakeholders in the budget development process

C Evaluate business practices and workflow to optimize efficiency.

- 1 Introduce additional means of payment for fines and services, including electronic check payment, debit cards, and credit cards
- 2 Improve fine receipt procedures and explore alternatives to current pay-for-print system
- 3 Increase access to financial reporting for managers and supervisory personnel
- 4 Ensure adherence to internal controls, including the security of existing assets
- 5 Streamline workflow in collections, technology, and resource sharing areas

D Seek out and establish partnerships that enhance services.

- 1 Explore a new programming model where partner organizations complement and enhance library services and expertise
- 2 Enhance volunteer and docent programs
- 3 Provide collaborative opportunities to foster connections/relationships with local schools, businesses and improve coordination with city agencies
- 4 Work with other libraries and related organizations to contribute to the future of librarianship

continued

VII) SUSTAINABLE ORGANIZATION

The BPL depends on sustainability of resources through a judicious stewardship of finances; active employee participation and professional development in an environment of dignity and respect; and partnerships that enrich services, expand outreach, and leverage public investment through private support.

OUTCOMES continued

E **Coordinate with affiliate partners and Friends in order to develop and expand fundraising efforts, both large and small scale.**

- 1 Continue to work with Boston Public Library Foundation, Associates of the Boston Public Library, Norman B. Leventhal Map Center, and Friends on prioritizing initiatives for fundraising purposes
- 2 Develop fund-raising strategy that yields a unified and systemwide approach
- 3 Be responsive to Friends groups and foster coordination of support

F **Create ongoing marketing campaigns and initiatives that inform residents of programs and services.**

- 1 Implement updated visual identity and brand standards across system
- 2 Create a marketing and advertising budget, and increase marketing and communications capacity
- 3 Leverage information from demographic study on diverse users, ongoing surveys, and industry best practices

Sustainable Organization

BYRON RUSHING

Massachusetts House of Representatives
Trustee, Boston Public Library
Chair, Strategic Planning Committee



One of the things that makes Representative Byron Rushing’s work for the library a pleasure is the positive feedback he gets from its users. “If you ask people what they don’t like about the library, there’s very, very little that people say. People *love* libraries. People use words like that,” he says. “In fact, most of the suggestions I hear are to make the library more accessible and keep it as up to date as possible.”

That, of course, takes money, which prompts Byron to reflect on the library’s role as a public institution. “I think one of the things that people take for granted about libraries is one of the most profound things about them, and that’s that they are public institutions,” he says. “We really have very few public institutions—schools, parks—and there are not many public institutions we have that serve so many and such a variety of people.”

“Think about it,” he says. “When you compare libraries to parks, it’s sort of interesting, because in most parks, you can’t go pick the flowers. You’ll get arrested if you go to some parks and say, ‘Oh what wonderful flowers, I’m going to take some home.’ So think about how remarkable it is to be a library, because we let you borrow the books and the DVDs and even computers. What is so remarkable about the libraries is that they are a real example of a public institution and what it means to be a public institution.”

What it all comes down to is chiseled in granite above the doors of the Central Library in Copley Square: *Free to all*. “You can’t take that sign down,” Byron points out. “And everyone, when they see that, they know what that means. It means that all of the services of the library are available to everybody. And everyone knows to do that costs money. That’s the remarkable thing about a public institution—the public says we are actually willing to pay money in order for it to be available to everybody. We never want to get to a point where a significant amount of tax dollars aren’t going to the library, because that’s a significant part of what makes it public.”

Still, Byron believes that it’s important to find ways to add to the coffers with private funds. Those public dollars need to be supplemented. The library, like other cultural institutions, has the ability to raise money. A great future source of sustainability is the people who use the library for free, who “love the library,” and would welcome an opportunity to give back.

Underlying all of Byron’s activities on behalf of the Boston Public Library is a strong belief in the library’s robust future. “I’m a library user, I love libraries, and I’ve had an ongoing relationship with various branches over the years as I’ve done work in Boston,” he says. “I think that the library has an incredible constituency, which is bigger than its users, because people like libraries even if they buy books. The major resource the library has for sustaining itself is all the people who use it and love it.”



Sustainable Organization

JOSHUA KRAFT

President & CEO, Boys & Girls Club of Boston
Compass Committee Member, Boston Public Library

He doesn't live in Boston. And by his own description, he's a "bookstore guy" more than a library user. Then why is the president and CEO of the Boys & Girls Club of Boston active with the Boston Public Library?

To Josh Kraft, the answer is simple. "Education is the great equalizer," he says. "We all know that, and libraries are free and open to anyone and everyone, which makes them a great equalizer, too."

The Boys & Girls Club of Boston serves approximately 14,000 children, ages six to 18-49% of whom come from families with an income of less than \$27,000, according to Josh. "We try to do as much as we can for kids," he says. "In order to sustain our ability, we partner with other nonprofits, be it the Boston Public Library or other education-based organizations."

That partnership can take many forms, such as bringing kids into the library to view a recent Civil War exhibition. And Josh envisions future library-based programs that could help club members gain access to college and apply for financial aid. "Partnerships with other nonprofits will help get more kids into the library," says Josh.

STRATEGIC PLAN
VIII) FUN

The BPL leads the way for people of all ages with recreational reading and media, invigorating programs, user-created content, and opportunities for discovery in settings that are stimulating and engaging.

OUTCOMES

- A **Connect people to popular books, music, films, and artwork – whether the materials are brand new or simply new to select audiences.**
 - 1 Use catalog to highlight acquisitions
 - 2 Develop book discussion groups, online and in-person, coordinated with author visits
 - 3 Rededicate efforts to support interactive formats through collections and programming
- B **Embrace role as a cultural and entertainment hub in the City of Boston.**
 - 1 Embrace Central Library as a tourist destination, exhibition space, architectural attraction, and performance venue
 - 2 Embrace neighborhood branches as tourist destinations, exhibition spaces, architectural attractions, and performance venues
 - 3 Add new programs; attract new users and audiences
- C **Create an engaging and positive atmosphere for library users and staff.**
 - 1 Hire and develop a staff that is fun, energetic, and joyous
 - 2 Embrace social media fully; accept user-created content and highlight users' contributions
 - 3 Encourage collective staff activities, such as rewards for best Halloween costume, recognition of holidays, family-focused gatherings, and other events
- D **Showcase the library's collections through vibrant, interactive exhibitions and programs.**
 - 1 Develop a multi-year plan for exhibitions that involves the Central Library and branches



Fun

GINA PERILLE

Chief Communications Officer, Boston Public Library

As head of the communications office, Gina is responsible for the Boston Public Library's internal and external communications. "It is always someone's first time walking into the Boston Public Library and interacting with us online," says Gina. "We have opportunities each and every day to introduce ourselves to new users and to demonstrate our relevance to long-time library card holders."

One of the ways Gina has expanded the library's conversation with the public is through social media. "Communications tools like Twitter, Facebook, and Foursquare provide the opportunity to directly connect with readers and visitors. It's one of the elements of my job that I enjoy the most. The Boston Public Library has a lot of personality and social media is a fun way to show it."

Gina says that there is no shortage of content to share or programs to highlight. "My colleagues never cease to amaze me with their creative programming and strong core services. Whether it's an exhibition of the library's holdings, a best-selling author visit, or a new literacy experience for children, there are wonderful things happening at the Boston Public Library each day."

Fun

LAURA IRMSCHER

Collection Development Manager, Boston Public Library

Next time you walk into the Boston Public Library and find exactly what you were looking for, think of Laura Irmischer. As the library's Collection Development Manager, she and her staff are charged with purchasing and managing everything from books, DVDs, and CDs to electronic resources such as eBooks and databases. It's a daunting task, considering that it includes not only the Central Library in Copley Square, but all the branches.

It's a challenge Laura embraces.

"The heart of the collections are the things people are excited to use," she says. To decide what those things are, Laura relies on a number of sources. Many suggestions come directly from users through email, the library website, Facebook, and Twitter. She also works closely with the librarians at the various branches. "We use a lot of data about what's being checked out to find out what the trends are," she says. "In one branch, DVDs might need more shelving. In another branch, it might be romance."

One thing is certain. A lot has changed since librarians relied mainly on traditional book reviews to decide what to acquire. "We look at a lot of websites and magazines," Laura says. "We're always taking the pulse of what people are interested in as a culture."





PLANNING PROCESS

82 MEETINGS

OVER 1,500 PARTICIPANTS



PHASE 1: 2009

- Began in September
- Compass Committee and Staff Compass Committee established
- Community Conversations, staff meetings, Friends meetings, community blog, staff blog, committee meetings
- Website www.bpl.org/compass and email address compass@bpl.org created
- Launch of visual identity research
- 1,000 individual comments from staff, affiliates, friends, and the community
- Linked to the Neighborhood Services Initiative and the Central Library Services Initiative

Result: A draft set of Principles for Excellence was created. Later, in response to community requests, the BPL took a break from strategic planning during the annual budget process in early 2010.

PHASE 2: 2010

- Began in September
- Draft set of Principles for Excellence reintroduced to staff and the public for feedback
- Public working sessions, focus groups, staff meetings, Compass Committee meetings, Staff Compass Committee meetings, online chat, and blog
- Online survey launched, gathering nearly 16,000 responses
- 10,000 postcards distributed to non-library locations throughout the city to gather non-user survey responses
- Key-question paper survey distributed at the branches, gathering an additional 1,000+ responses

Result: Using all the additional community input, the BPL revised the Principles for Excellence, which were approved by the Boston Public Library Trustees on December 16, 2010.

PHASE 3: 2011

- Began in March
- Strategic Planning Committee established
- Staff Compass Committee re-engaged to examine community input from earlier phases and update demographic info with 2010 Census numbers
- Visual identity work continued; embedded into strategic planning process
- Roundtables held across the city and online – for staff and for communities of users, including elected officials, affiliates, friends, and more
- Compass blog and compass@bpl.org email address utilized
- Strategic planning committee and staff generated first list of draft outcomes for the plan, based on approved principles
- Outcomes tested with community and new outcomes accepted and added at roundtable meeting that took place throughout spring and summer
- Draft outcomes shared with community for additional feedback and review in the fall

Result: The full strategic plan – principles, outcomes, and strategies – was approved by the Boston Public Library Trustees on November 15, 2011.



15,632 ONLINE SURVEYS COMPLETED



3 PHASES



10,000 POSTCARDS DISTRIBUTED TO NON-LIBRARY LOCATIONS THROUGHOUT THE CITY

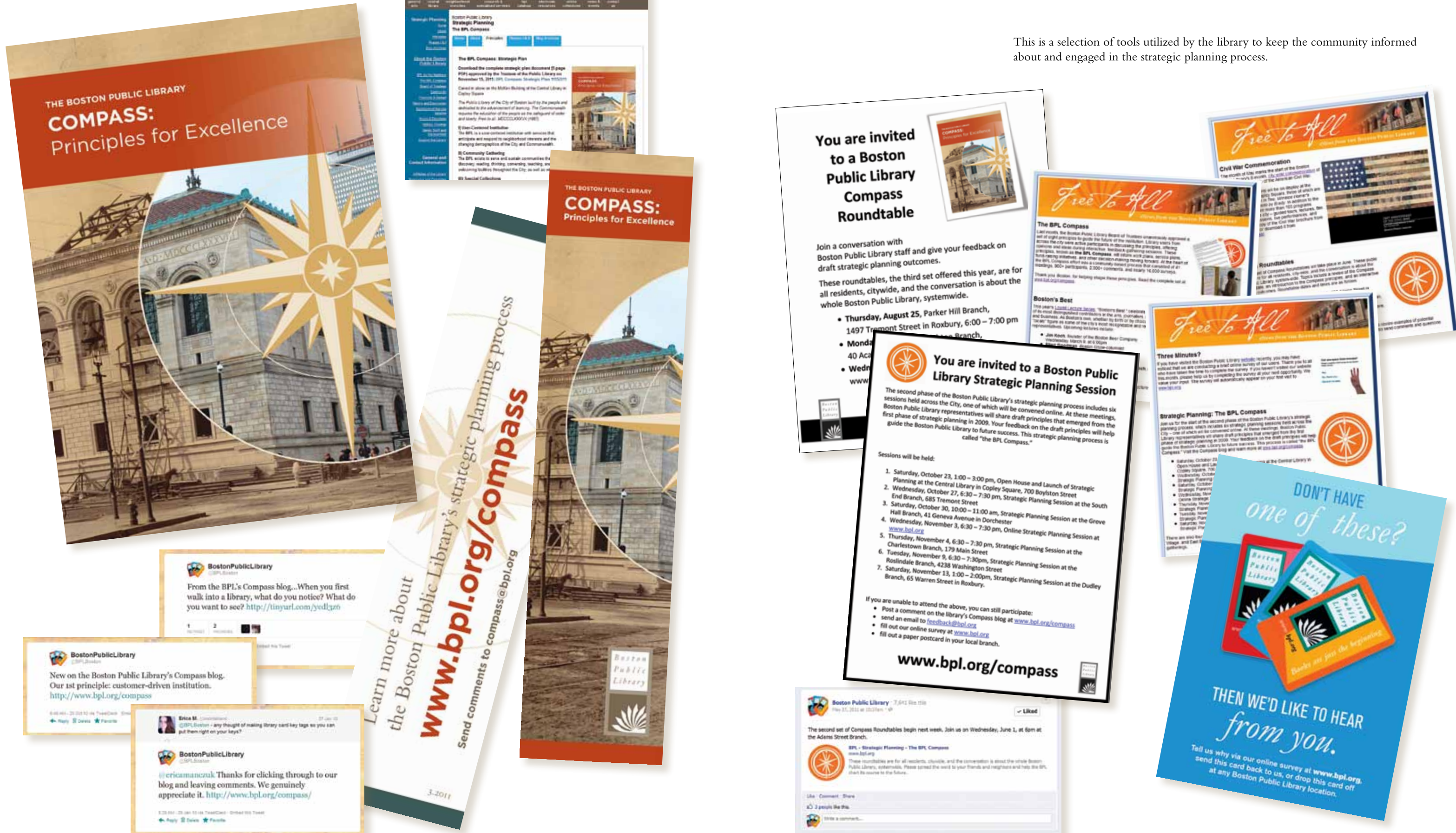
COMMUNITY COMMENTS

This word cloud was generated via Wordle.net using comments collected from the public and staff during Phase II. The cloud gives greater prominence to the words that were used more frequently.



OUTREACH EXAMPLES

This is a selection of tools utilized by the library to keep the community informed about and engaged in the strategic planning process.



SUPPORTING DOCUMENTS



ENGAGEMENT SUMMARY

Phase I

2009-2010	FORUM	LOCATION	ATTENDEES
November 16	Staff Committee	Johnson Trustees Room, Central Library	10
November 17	Trustee Meeting	Codman Square Branch	35
December 7	Manager Forum	McKim Lower Level, Central Library	30
December 7	Staff Forum	Johnson Trustees Room, Central Library	45
December 7	Staff Forum	Fields Corner Branch	5
December 8	Staff Forum	Parker Hill Branch	28
December 8	Trustee Compass Committee	McKim Orientation Room, Central Library	14
December 7-21	Staff Blog	Online	Over 150 comments
January 1-15	Community Blog	Online	Over 160 comments
January 5	Community Meeting	Mattapan Branch	32
January 7	Community Meeting	Hyde Park Branch	29
January 11	Community Meeting	South Boston Branch	19
January 11	Staff Committee	Johnson Trustees Room, Central Library	8
January 25	Trustee Compass Committee	McKim Orientation Room, Central Library	14
February 6	Friends Meeting	Jamaica Plain/Egleston, Junebug Café	8
February 6	Friends Meeting	Dudley, Grove Hall, Parker Hill, Haley House Café	4
February 8	Staff Committee	Johnson Trustees Room, Central Library	8
February 13	Friends Meeting	Mattapan/Roslindale/Hyde Park/ West Roxbury, West Roxbury Branch	8
February 13	Friends Meeting	West End/Charlestown/South End/ North End/Tealuxe, Newbury Street	6
February 20	Friends Meeting	Allston/Brighton, Friends President's home	7
February 23	Trustee Compass Committee	McKim Orientation Room, Central Library	14

Phase II

2010	FORUM	LOCATION	ATTENDEES
June 8	Staff Committee	Johnson Trustees Room, Central Library	8
September 14	Trustees Meeting	McKim Orientation Room, Central Library	40
October 1 – November 30	Online Survey	www.bpl.org	Over 15,500 responses
October 12 – November 30	Branch Key survey cards	All locations	Over 1,000 responses
October 23	BPL Compass Phase II Launch & Open House	Boston Room, Central Library	20
October 27	Community Meeting	South End Branch	53
October 30	Community Meeting	Grove Hall Branch	10
November 2 – December 31	Community Blog	Online	Over 30 comments
November 3	Managers’ Forum	McKim Lower Level, Central Library	29
November 3	Community Chat (online)	www.bpl.org	18
November 4	Community Meeting	Charlestown Branch	43
November 5	Focus Group – Seniors	City Hall	88
November 9	Staff Forum	McKim Orientation Room, Central Library	12
November 9	Branch Librarians Forum	McKim Conference Room, Central Library	14
November 9	Focus Group – Teens	City Hall	25
November 9	Community Meeting	Roslindale Branch	48
November 10	Staff Forum	McKim Orientation Room, Central Library	8
November 10	Branch Librarians Forum	McKim Conference Room, Central Library	13
November 10	Central Department Heads	Johnson Trustees Room, Central Library	6
November 10	Trustee Compass Committee	Mezzanine Conference Room, Central Library	15
November 13	Community Meeting	Dudley Branch	28
November 16	Trustee Meeting	Roslindale Branch	65
November 17	Library Assistants Forum	Conference Room 04, Central Library	22
December 6	Community Meeting	McKim Orientation Room, Central Library	15
December 7	Trustee Compass Committee	McKim Orientation Room, Central Library	10
December 16	Trustee Meeting	East Boston Branch	41

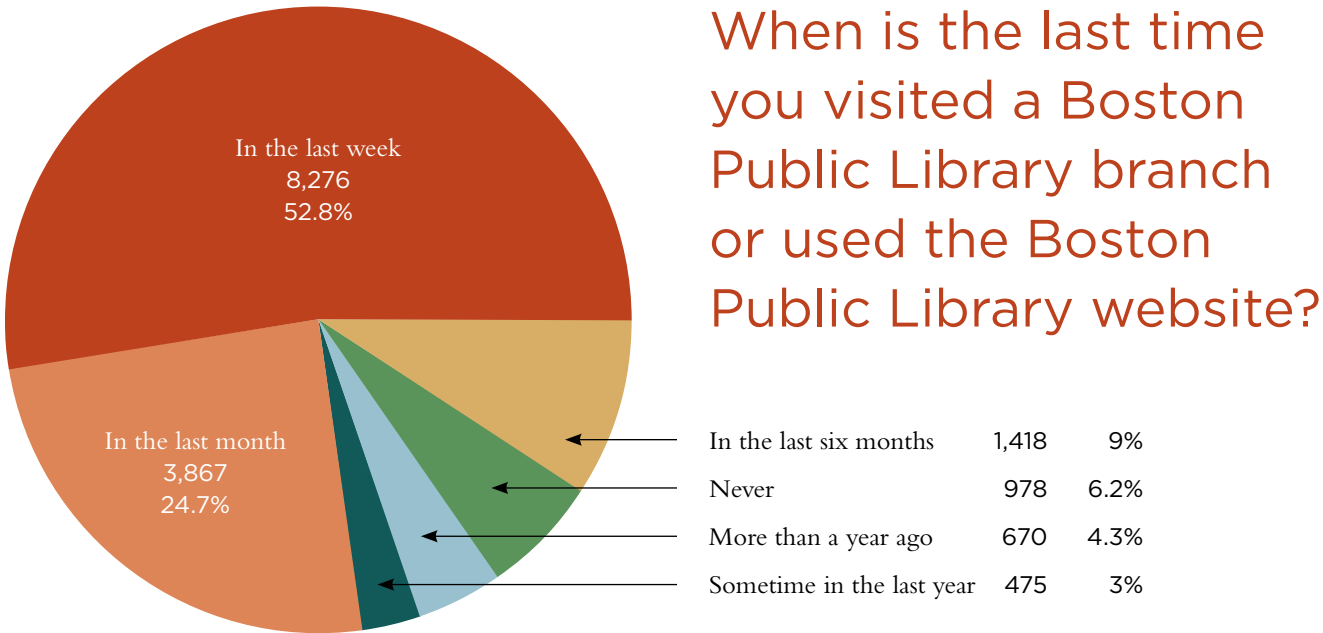
Phase III

2011	FORUM	LOCATION	ATTENDEES
March 17	Strategic Planning Committee Meeting	McKim Trustees Room, Central Library	8
March 23	BPL Trustee Meeting	Rabb Lecture Hall, Central Library	45
March 29	Community Blog	www.bpl.org/compass	
March 29	compass@bpl.org	dedicated email address	
April 12	Staff Meeting: Manager Forum	Johnson Trustees Room, Central Library	15
April 13	Strategic Planning Committee Meeting	Orientation Room, Central Library	12
April 19	Staff Meeting: Resource Services Department	Johnson Trustees Room, Central Library	8
April 21	Roundtable	West End Branch	15
May 4	Staff Meeting: Managers	Orientation Room, Central Library	30
May 5	Roundtable	West Roxbury Branch	30
May 7	Friends Appreciation Breakfast	Central Library	49
May 10	BPL Trustee Meeting	Rabb Lecture Hall, Central Library	35
May 10	Staff Meeting, Branch Librarians	Conference Room 4, 5 Central Library	22
May 11	Staff Meeting Open to All Staff	Orientation Room, Central Library	5
May 11	Staff Meeting: Central Dept. Heads	McKim Trustees Ante Room, Central Library	8
May 12	Staff Meeting: Open to All Staff	Orientation Room, Central Library	23
May 12	Staff Compass Committee	McKim Trustees Ante Room, Central Library	6
May 18	Staff Meeting: Library Assistants	Mezzanine Conference Room, Central Library	31
May 25	Staff Meeting: Public Service Librarians	Mezzanine Conference Room, Central Library	4
June 1	Staff Compass Committee	Johnson Trustees Room, Central Library	6
June 1	Roundtable	Adams Street Branch	17
June 6	Roundtable	Connolly Branch	20
June 9	Staff Meeting: Teen Librarians	Teen Room, Central Library	7
June 9	Roundtable	Orientation Room, Central Library	9
June 15	Strategic Planning Committee Meeting	Orientation Room, Central Library	14
August 3	Staff Meeting: Managers Meeting	McKim Conference Room, Central Library	24

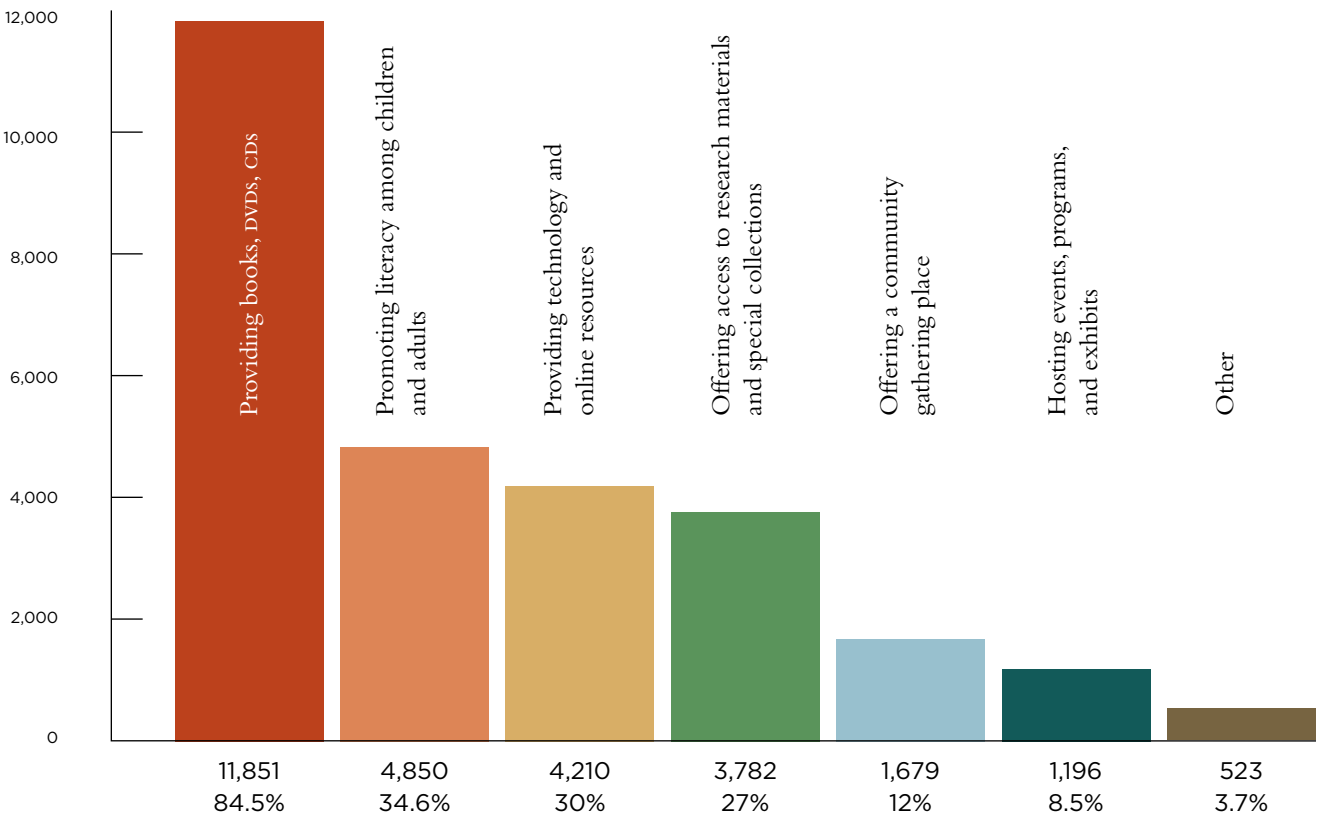
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Phase III continued

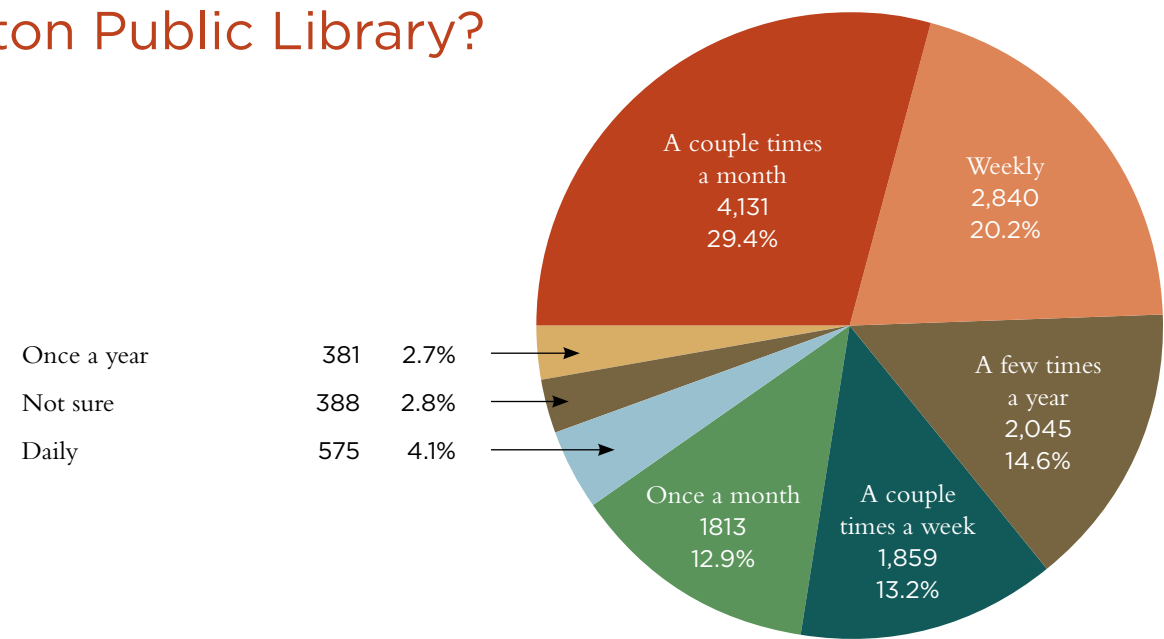
2010	FORUM	LOCATION	ATTENDEES
August 16	Staff Compass Committee; Argus	Johnson Trustees Room, Central Library	12
August 24	Elected Officials Breakfast Update	Central Library	18
August 25	Staff Compass Committee	Johnson Trustees Room, Central Library	6
August 25	Roundtable	Parker Hill Branch	18
August 29	Affiliate Meeting: Map Center	Map Center Offices, Central Library	6
August 29	Roundtable	Brighton Branch	11
August 31	Staff Roundtable Meeting	Orientation Room, Central Library	5
August 31	Roundtable (online)	www.bpl.org	19
September 1	Staff Roundtable Meeting	Orientation Room, Central Library	5
September 6	Affiliate Meeting: BPLF and Associates	Central Library	4
September 6	Staff Meeting: Admin Council	Central Library	5
September 7	Strategic Planning Committee Meeting	Orientation Room, Central Library	8
September 15	BPL Trustee Meeting	Orientation Room, Central Library	35
October 12	Strategic Planning Committee Meeting	Orientation Room, Central Library	8
November 15	BPL Trustee Meeting	Fields Corner Branch	40



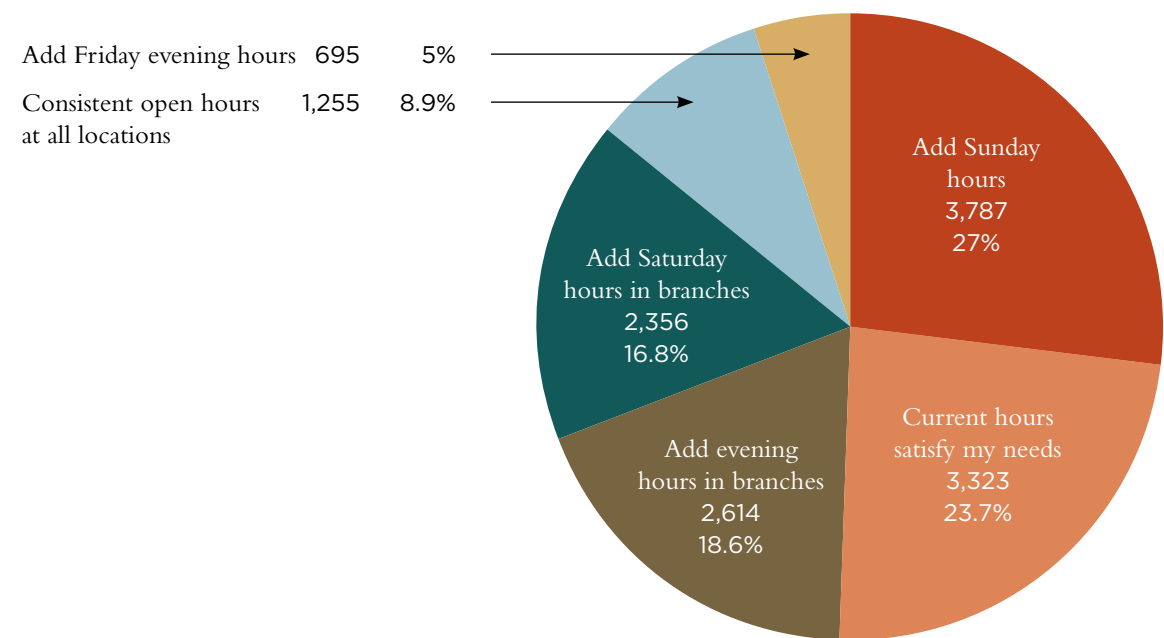
Which two of the following services offered by the Library do you think are most important?



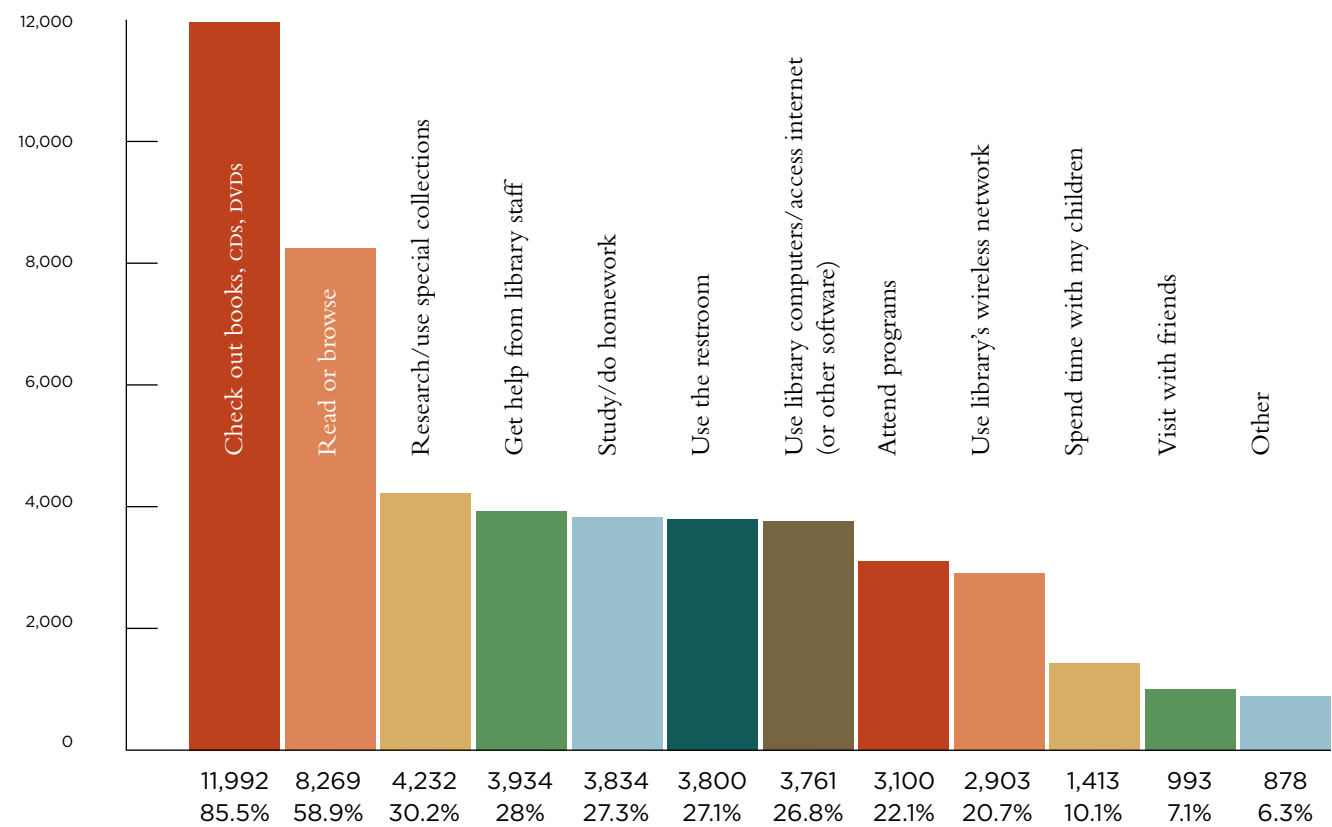
On average, how often do you visit one of the locations of the Boston Public Library?



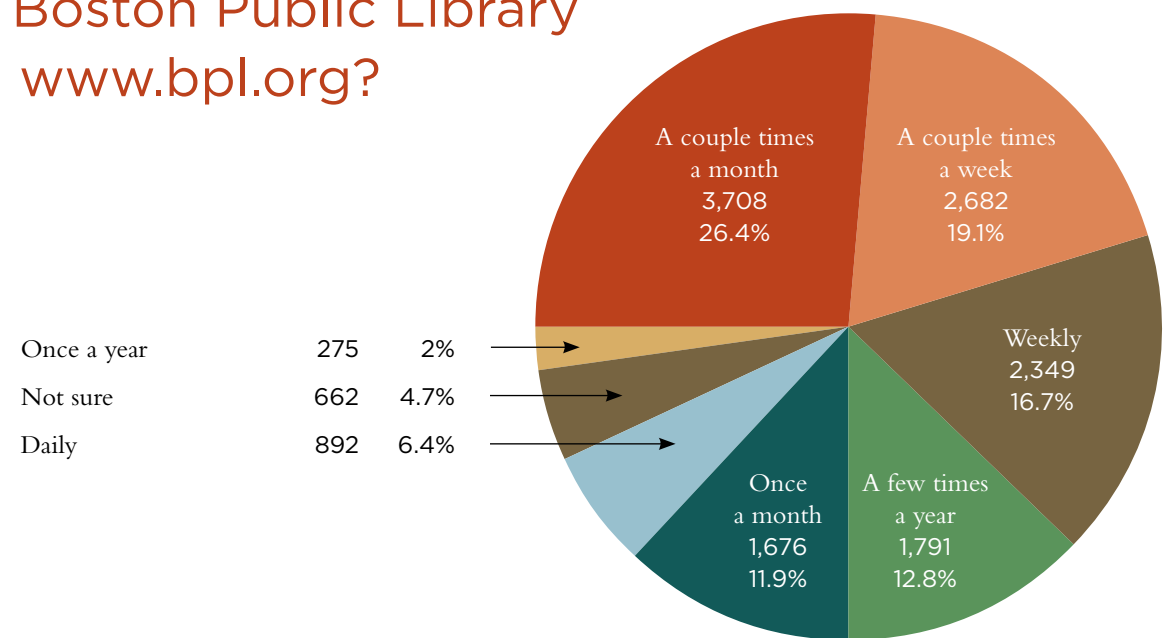
If Library hours could be added, which of these would be your top priority?



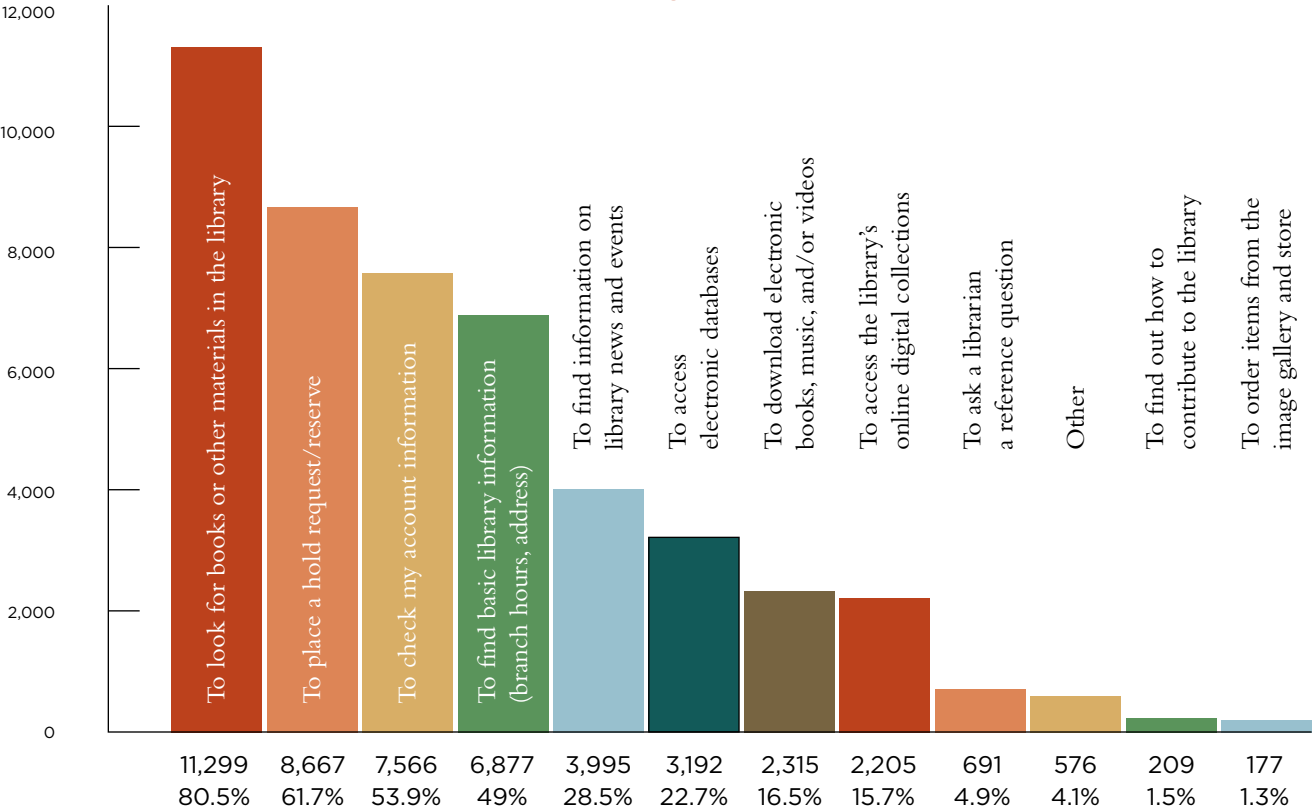
What do you usually do when you visit the Library?



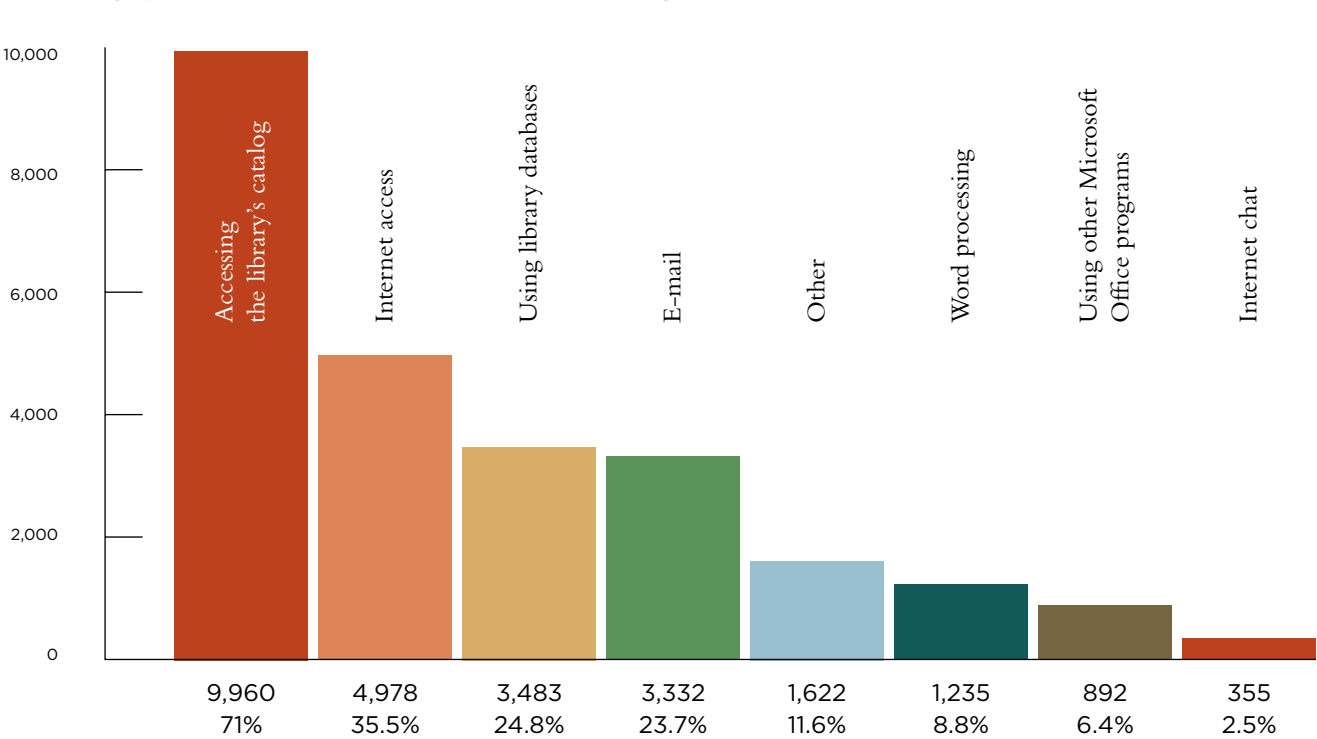
On average, how often do you visit the Boston Public Library website, www.bpl.org?



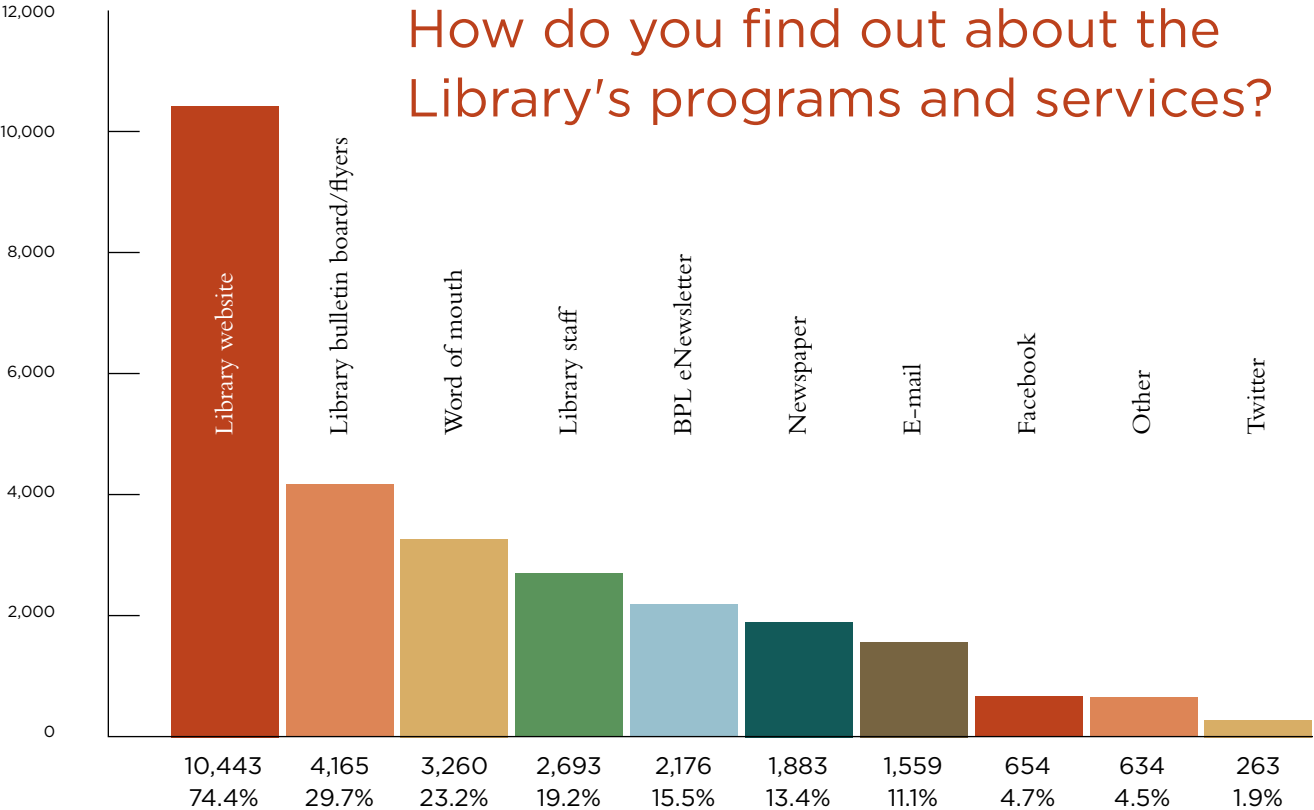
Why do you visit the Library's website?



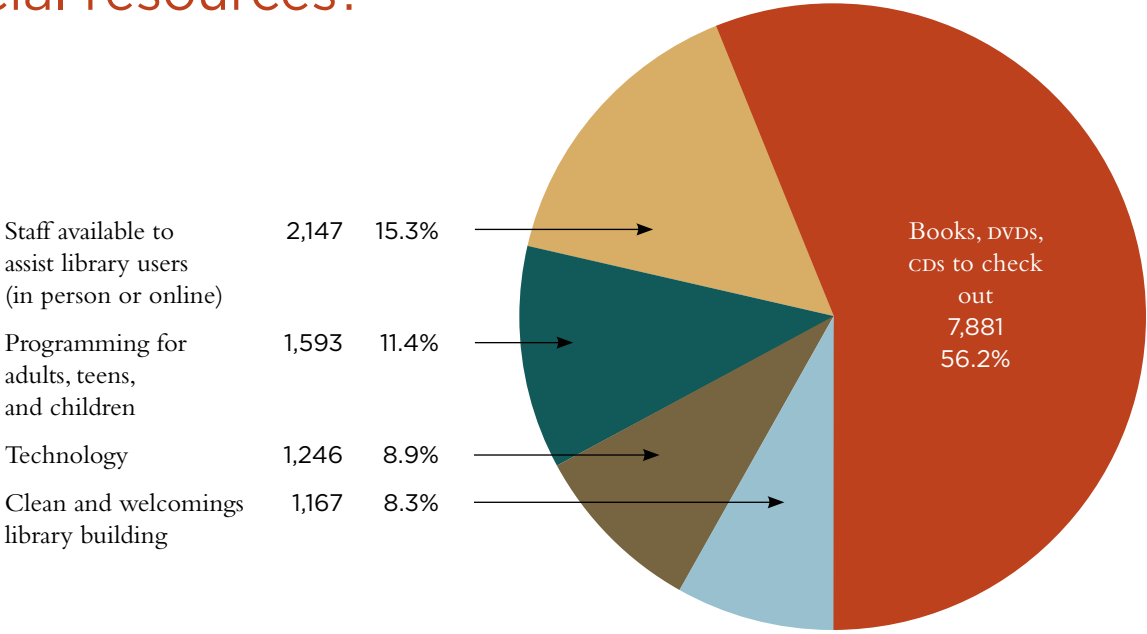
When using the Library's computers, what types of activities do you use them for?



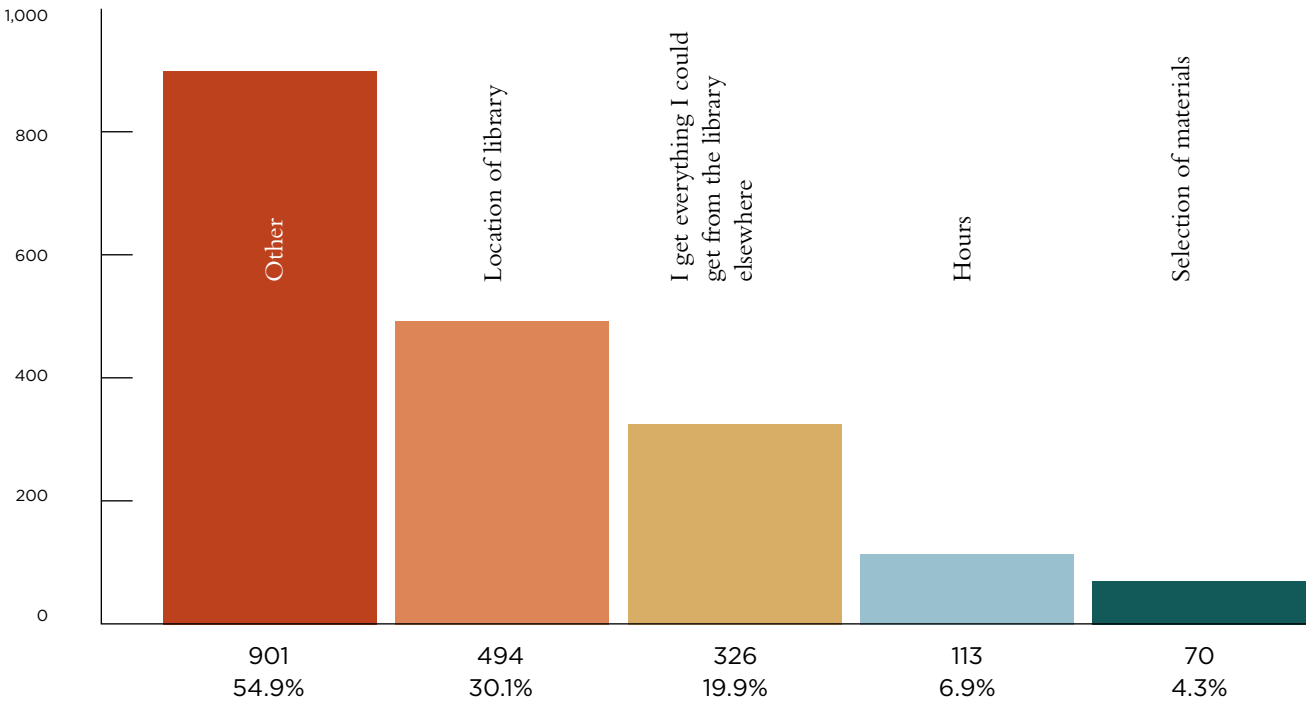
How do you find out about the Library's programs and services?



Overall, where would you most like the Library to focus its financial resources?

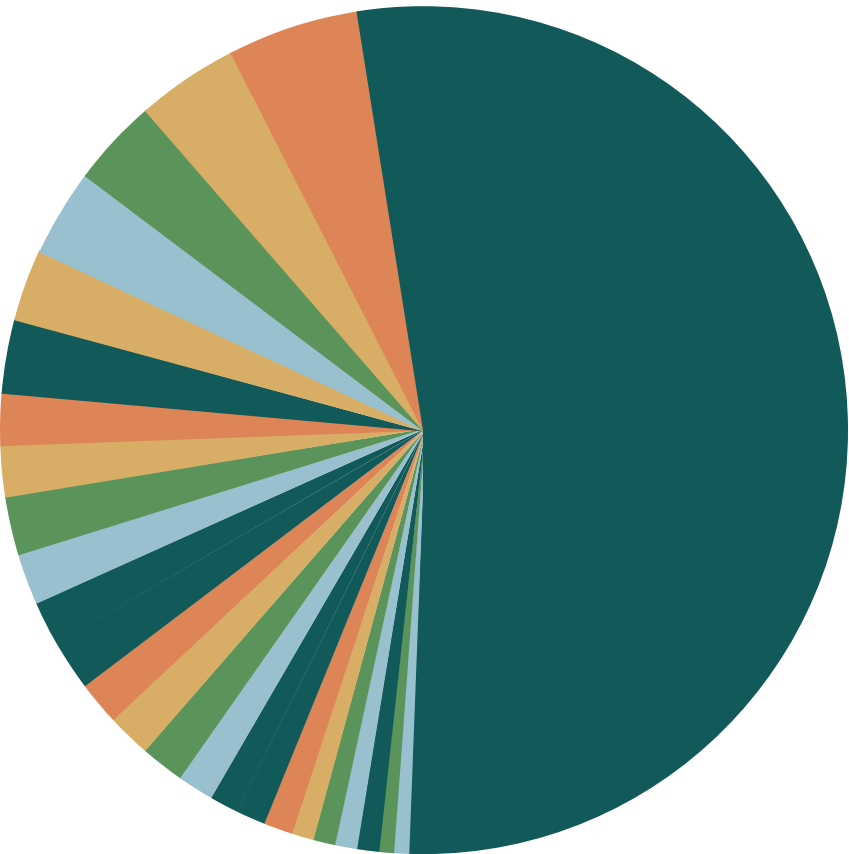


What are the reasons you do not use the Boston Public Library?

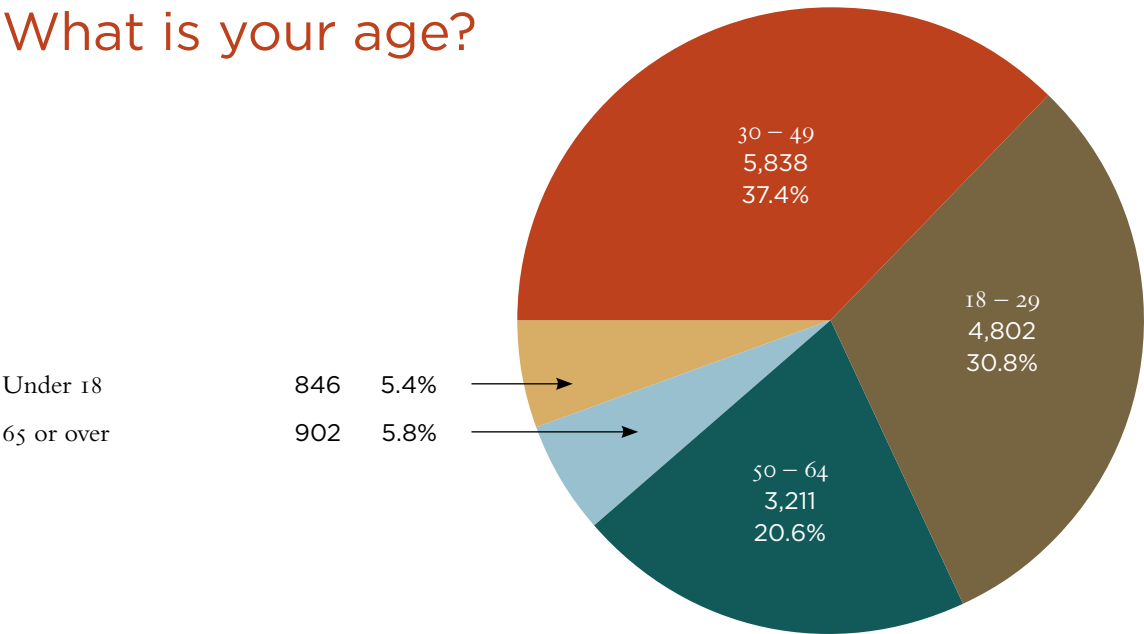


Which Boston Public Library location do you use the most?

Central Library	7,321	52.5%
Jamaica Plain Branch	712	5.1%
West Roxbury Branch	538	3.9%
West End Branch	490	3.5%
Honan-Allston Branch	433	3.1%
Faneuil Branch	398	2.9%
South Boston Branch	373	2.7%
Adams Street Branch	293	2.1%
Connolly Branch	283	2%
Roslindale Branch	281	2%
North End Branch	268	1.9%
Charlestown Branch	262	1.9%
Hyde Park Branch	249	1.8%
Lower Mills Branch	241	1.7%
South End Branch	235	1.7%
East Boston Branch	216	1.5%
Brighton Branch	195	1.4%
Mattapan Branch	162	1.2%
Codman Square Branch	160	1.1%
Fields Corner Branch	146	1%
Dudley Branch	129	0.9%
Grove Hall Branch	129	0.9%
Orient Heights Branch	116	0.8%
Egleston Square Branch	97	0.7%
Parker Hill Branch	95	0.7%
Uphams Corner Branch	77	0.6%
Washington Village Branch	43	0.3%



What is your age?





ONLINE SURVEY OPEN RESPONSE THEMES

The Boston Public Library ran an online user and nonuser survey during October and November 2010. The following statements summarize identified themes in the responses written in by survey-takers when the option of “Other” was given, of which there were six (6), not including the question that asked survey-takers to write in the most recent program they attended. For each of the statements below, the percentage of “other” responses is included in parentheses.

Services

- Which two of the following services offered by the Library do you think are the most important?
- Top write-in for this section was “All of the above”
 - Library as place or library as quiet or library as work spot
 - Reference and research
 - Technology/online resources
 - Museum passes

Other (3.7%)

Activity

- What do you usually do when you visit the Library?
- Top write-in response was the building or space, some positive aspect thereof
 - Programs, lectures
 - Remote access, downloadables, wireless access
 - Museum passes

Other (6.3%)

Website

- Why do you visit the Library's website?
- Top write-in responses were “Renew materials” and “Never use the website.” Many respondents mentioned “renewing items” as separate from the provided response of “To check my account information”
 - Research responses referenced doing their research online or stated a general need to “do research”
 - Specific databases or genealogy research
 - Job hunting

Other (4.1%)

Promotion

- How do you find out about the Library's programs and services?
- Top write-in was word of mouth, individual friends, or Friends Groups
 - By walk-in or discovery
 - From school, school staff, or teachers
 - Banners and signs outside the Central Library
 - Radio

Other (4.5%):

Computers

- When using the Library's computers, what types of activities do you use them for?
- Top write-in response was that people do not use the computers
 - Printing out documents
 - Researching
 - Playing games
 - Wi-Fi
 - Looking for jobs

Other (11.6%)

Nonuser

- What are the reasons you do not use the Boston Public Library?
- Top write-in response was that the survey respondent did not live in/near Boston
 - New to Boston, just moved
 - Visiting Boston, travelling through

Other (54.9%)

Future Services

One question on the survey was wholly open response: What services can you imagine libraries offering in five years that are not available currently?

- Digitized materials/downloadables
- eBook reading devices
- More convenient hours for working people
- More hours in general
- Access to technology
- Well-trained staff
- All locations ADA accessible
- Library as community gathering place
- Clean buildings
- Buildings arranged more like bookstores, allow food/drink in some sections
- More promotion and marketing of library
- Online transactions, i.e. paying of fines
- Online book clubs
- Books by mail
- Print-on-demand books
- Public scanners (i.e., in addition to printers and copiers)

Things Mentioned as Future Services that the BPL Already Does/Provides

- Book return drop boxes
- Digitization
- Wireless access
- Tax help
- ESL
- eBooks, downloadables
- Homework assistance, tutoring
- Collections in Spanish

BPL LOCATIONS



BOSTON

2010 CENSUS POPULATION

	2000		2010		2000-2010 CHANGE	
	Count	%	Count	%	Count	% Change
TOTAL POPULATION: ALL AGES	589,141	100%	617,594	100%	28,453	4.8%
White	320,944	54.5%	333,033	53.9%	12,089	3.8%
Black or African American	149,202	25.3%	150,437	24.4%	1,235	0.8%
American Indian and Alaska Native	2,365	0.4%	2,399	0.4%	34	1.4%
Asian	44,284	7.5%	55,235	8.9%	10,951	24.7%
Native Hawaiian and Other Pacific Islander	366	0.1%	265	0.0%	(101)	-27.6%
Some Other Race	46,102	7.8%	51,893	8.4%	5,791	12.6%
Two or More Races	25,878	4.4%	24,332	3.9%	(1,546)	-6.0%
Race and Ethnicity						
White (alone)	291,561	49.5%	290,312	47.0%	(1,249)	-0.4%
Black or African American (alone)	140,305	23.8%	138,073	22.4%	(2,232)	-1.6%
Hispanic or Latino (alone)	85,089	14.4%	107,917	17.5%	22,828	26.8%
American Indian and Alaska Native (alone)	1,517	0.3%	1,227	0.2%	(290)	-19.1%
Asian (alone)	44,009	7.5%	54,846	8.9%	10,837	24.6%
Native Hawaiian and Other Pacific Islander (alone)	271	0.0%	182	0.0%	(89)	-32.8%
Some Other Race/Ethnicity (alone)	8,215	1.4%	10,078	1.6%	1,863	22.7%
Two or More Races/Ethnicities (alone)	18,174	3.1%	14,959	2.4%	(3,215)	-17.7%
TOTAL POPULATION: 18 YEARS AND OVER	472,582	100%	513,884	100%	41,302	8.7%
White	283,109	59.9%	298,050	58.0%	14,941	5.3%
Black or African American	102,491	21.7%	111,715	21.7%	9,224	9.0%
American Indian and Alaska Native	1,604	0.3%	1,756	0.3%	152	9.5%
Asian	36,480	7.7%	48,017	9.3%	11,537	31.6%
Native Hawaiian and Other Pacific Islander	296	0.1%	228	0.0%	(68)	-23.0%
Some Other Race	30,267	6.4%	37,276	7.3%	7,009	23.2%
Two or More Races	18,335	3.9%	16,842	3.3%	(1,493)	-8.1%
Race and Ethnicity						
White (alone)	261,917	55.4%	266,389	51.8%	4,472	1.7%
Black or African American (alone)	96,897	20.5%	103,642	20.2%	6,745	7.0%
Hispanic or Latino (alone)	57,258	12.1%	76,708	14.9%	19,450	34.0%
American Indian and Alaska Native (alone)	1,071	0.2%	952	0.2%	(119)	-11.1%
Asian (alone)	36,275	7.7%	47,733	9.3%	11,458	31.6%
Native Hawaiian and Other Pacific Islander (alone)	231	0.0%	157	0.0%	(74)	-32.0%
Some Other Race/Ethnicity (alone)	5,666	1.2%	7,563	1.5%	1,897	33.5%
Two or More Races/Ethnicites (alone)	13,267	2.8%	10,740	2.1%	(2,527)	-19.0%
HOUSING						
Total Housing Units	251,935	100.0%	272,481	100.0%	20,546	8.2%
Occupied	239,528	95.1%	252,699	92.7%	13,171	5.5%
Vacant	12,407	4.9%	19,782	7.3%	7,375	59.4%

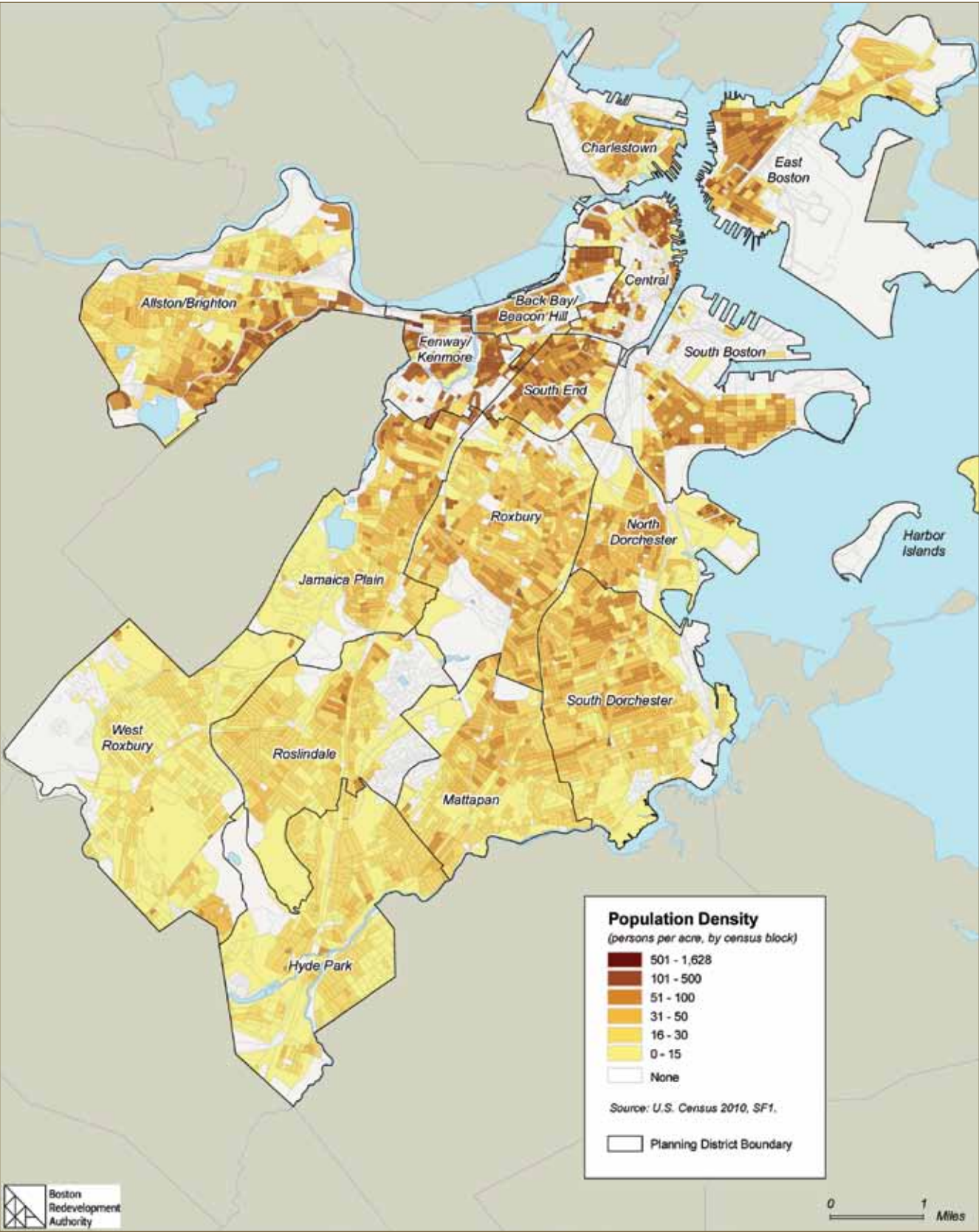
Prepared by:
Boston Redevelopment Authority, Research Division
Source:
United States Census Bureau

MASSACHUSETTS
2010 CENSUS POPULATION

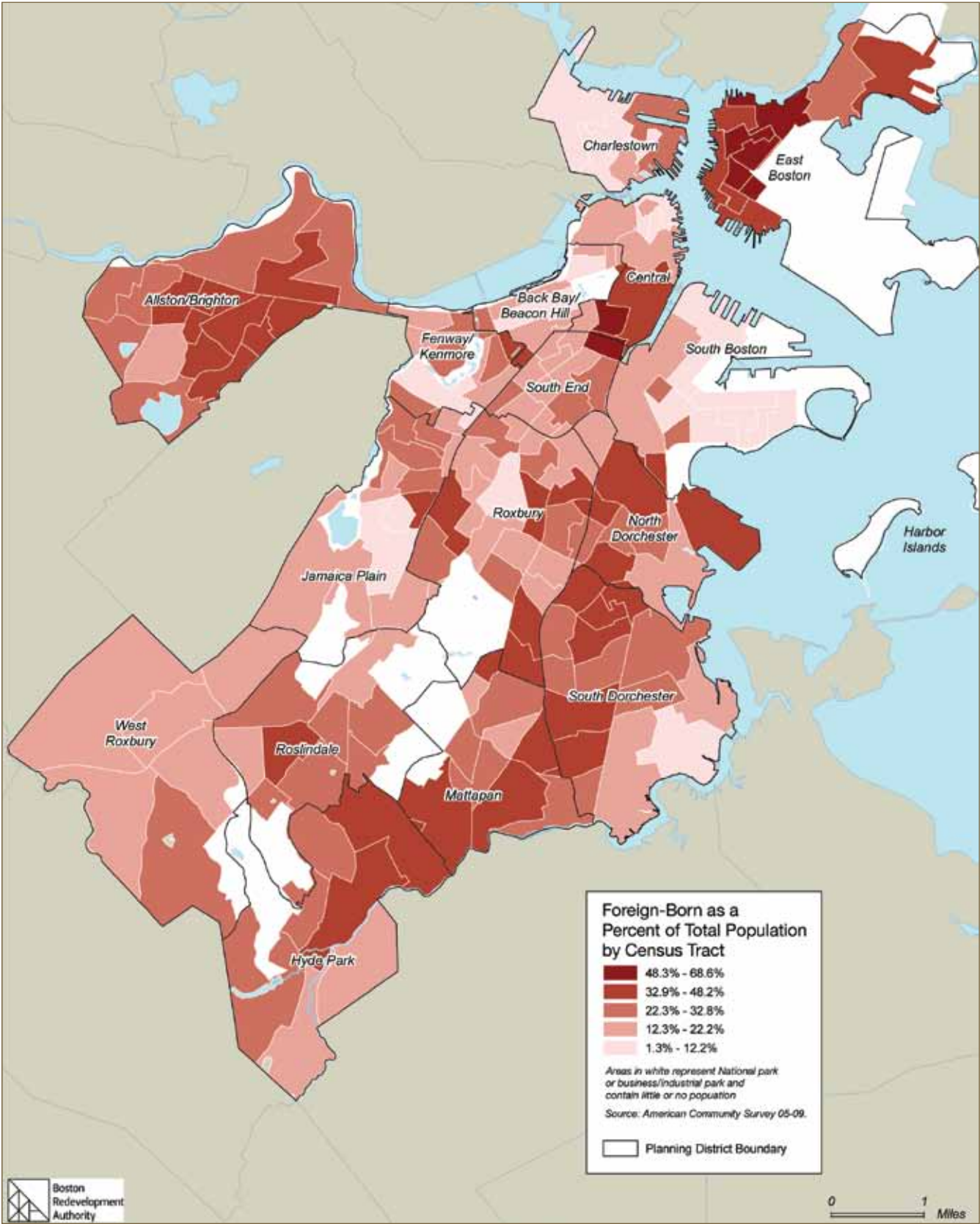
Prepared by:
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Source:
United States Census Bureau

	2000 Count	%	2010 Count	%	2000-2010 CHANGE Count	% Change
TOTAL POPULATION: ALL AGES	6,349,097	100%	6,547,629	100%	198,532	3.1%
White	5,367,286	84.5%	5,265,236	80.4%	(102,050)	-1.9%
Black or African American	343,454	5.4%	434,398	6.6%	90,944	26.5%
American Indian and Alaska Native	15,015	0.2%	18,850	0.3%	3,835	25.5%
Asian	238,124	3.8%	349,768	5.3%	111,644	46.9%
Native Hawaiian and Other Pacific Islander	2,489	0.0%	2,223	0.0%	(266)	-10.7%
Some Other Race	236,724	3.7%	305,151	4.7%	68,427	28.9%
Two or More Races	146,005	2.3%	172,003	2.6%	25,998	17.8%
Race and Ethnicity						
White (alone)	5,198,359	81.9%	4,984,800	76.1%	(213,559)	-4.1%
Black or African American (alone)	318,329	5.0%	391,693	6.0%	73,364	23.0%
Hispanic or Latino (alone)	428,729	6.8%	627,654	9.6%	198,925	46.4%
American Indian and Alaska Native (alone)	11,264	0.2%	10,778	0.2%	(486)	-4.3%
Asian (alone)	236,786	3.7%	347,495	5.3%	110,709	46.8%
Native Hawaiian and Other Pacific Islander (alone)	1,706	0.0%	1,467	0.0%	(239)	-14.0%
Some Other Race/Ethnicity (alone)	43,586	0.7%	61,547	0.9%	17,961	41.2%
Two or More Races/Ethnicities (alone)	110,338	1.7%	122,195	1.9%	11,857	10.7%
TOTAL POPULATION: 18 YEARS AND OVER	4,849,033	100%	5,128,706	100%	279,673	5.8%
White	4,180,644	86.2%	4,217,035	82.2%	36,391	0.9%
Black or African American	236,027	4.9%	315,902	6.2%	79,875	33.8%
American Indian and Alaska Native	10,415	0.2%	13,622	0.3%	3,207	30.8%
Asian	178,698	3.7%	270,514	5.3%	91,816	51.4%
Native Hawaiian and Other Pacific Islander	1,799	0.0%	1,692	0.0%	(107)	-5.9%
Some Other Race	151,094	3.1%	211,925	4.1%	60,831	40.3%
Two or More Races	90,356	1.9%	98,016	1.9%	7,660	8.5%
Race and Ethnicity						
White (alone)	4,069,567	83.9%	4,029,458	78.6%	(40,109)	-1.0%
Black or African American (alone)	220,658	4.6%	288,523	5.6%	67,865	30.8%
Hispanic or Latino (alone)	271,003	5.6%	416,775	8.1%	145,772	53.8%
American Indian and Alaska Native (alone)	8,150	0.2%	8,219	0.2%	69	0.8%
Asian (alone)	177,829	3.7%	269,089	5.2%	91,260	51.3%
Native Hawaiian and Other Pacific Islander (alone)	1,317	0.0%	1,189	0.0%	(128)	-9.7%
Some Other Race/Ethnicity (alone)	30,993	0.6%	45,871	0.9%	14,878	48.0%
Two or More Races/Ethnicities (alone)	69,516	1.4%	69,582	1.4%	66	0.1%
HOUSING						
Total Housing Units	2,621,989	100.0%	2,808,254	100.0%	186,265	7.1%
Occupied	2,443,580	93.2%	2,547,075	90.7%	103,495	4.2%
Vacant	178,409	6.8%	261,179	9.3%	82,770	46.4%

POPULATION DENSITY (2010)



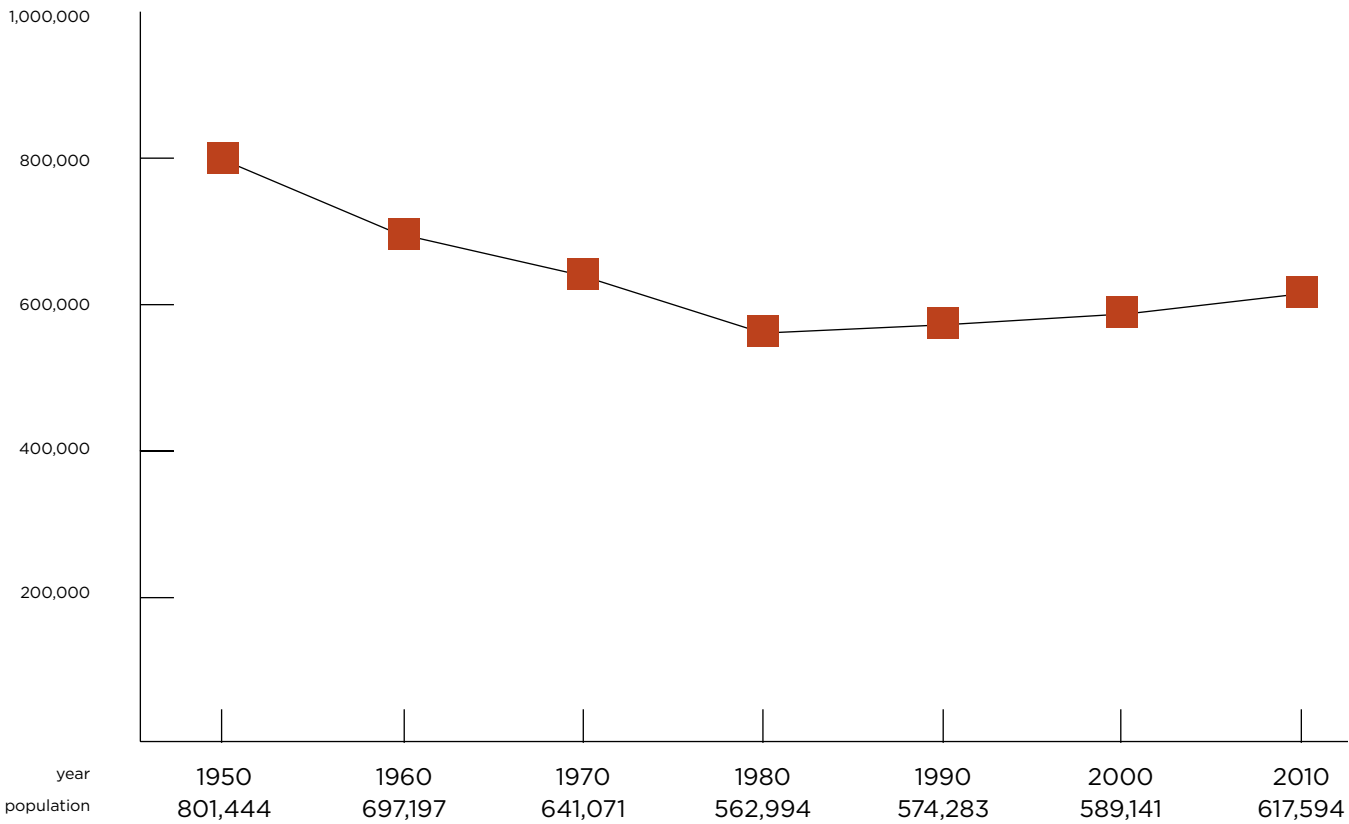
FOREIGN-BORN POPULATION



HISTORIC TRENDS

Boston's Population

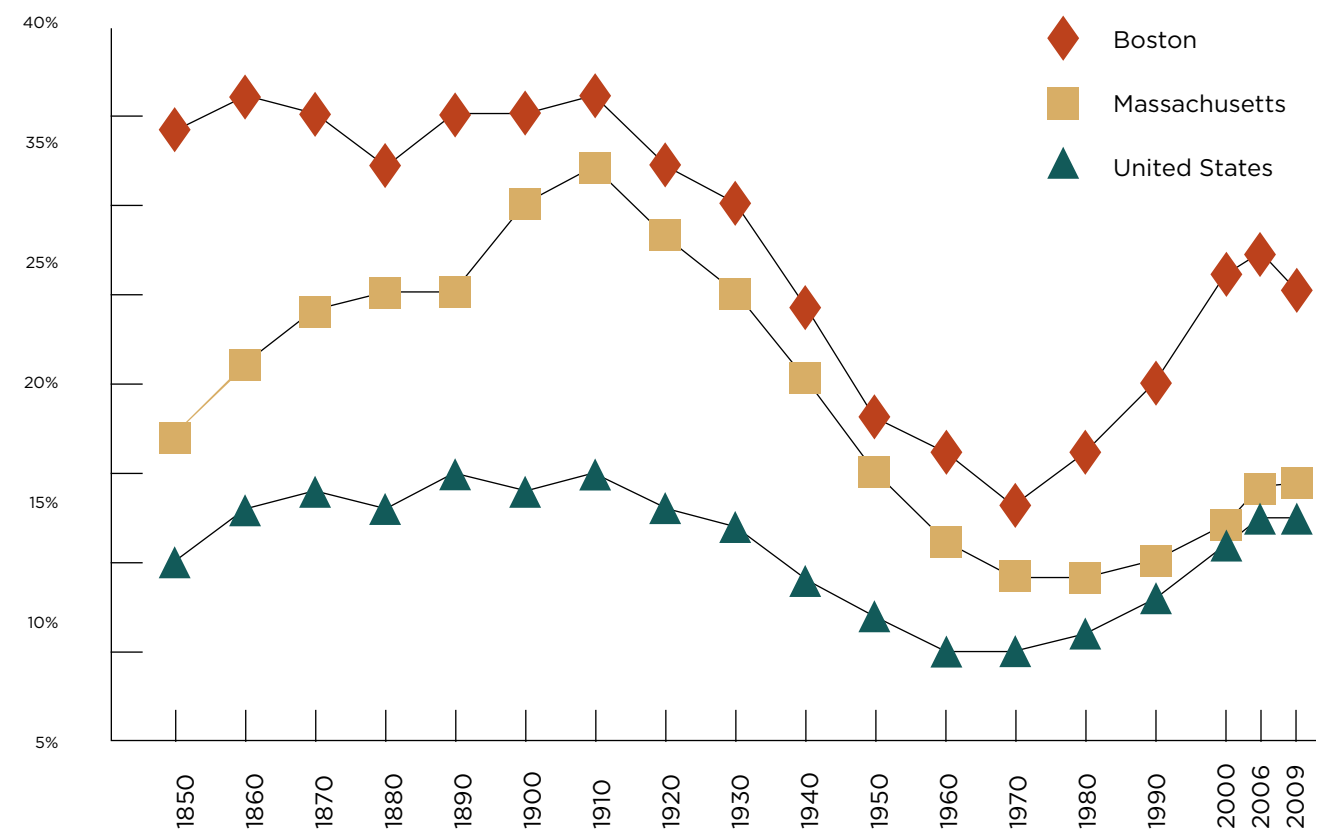
- The 2010 Census marks the first time since 1970 that Boston's population has been over 600,000



Source: US Census Bureau, BRA Research Division Analysis

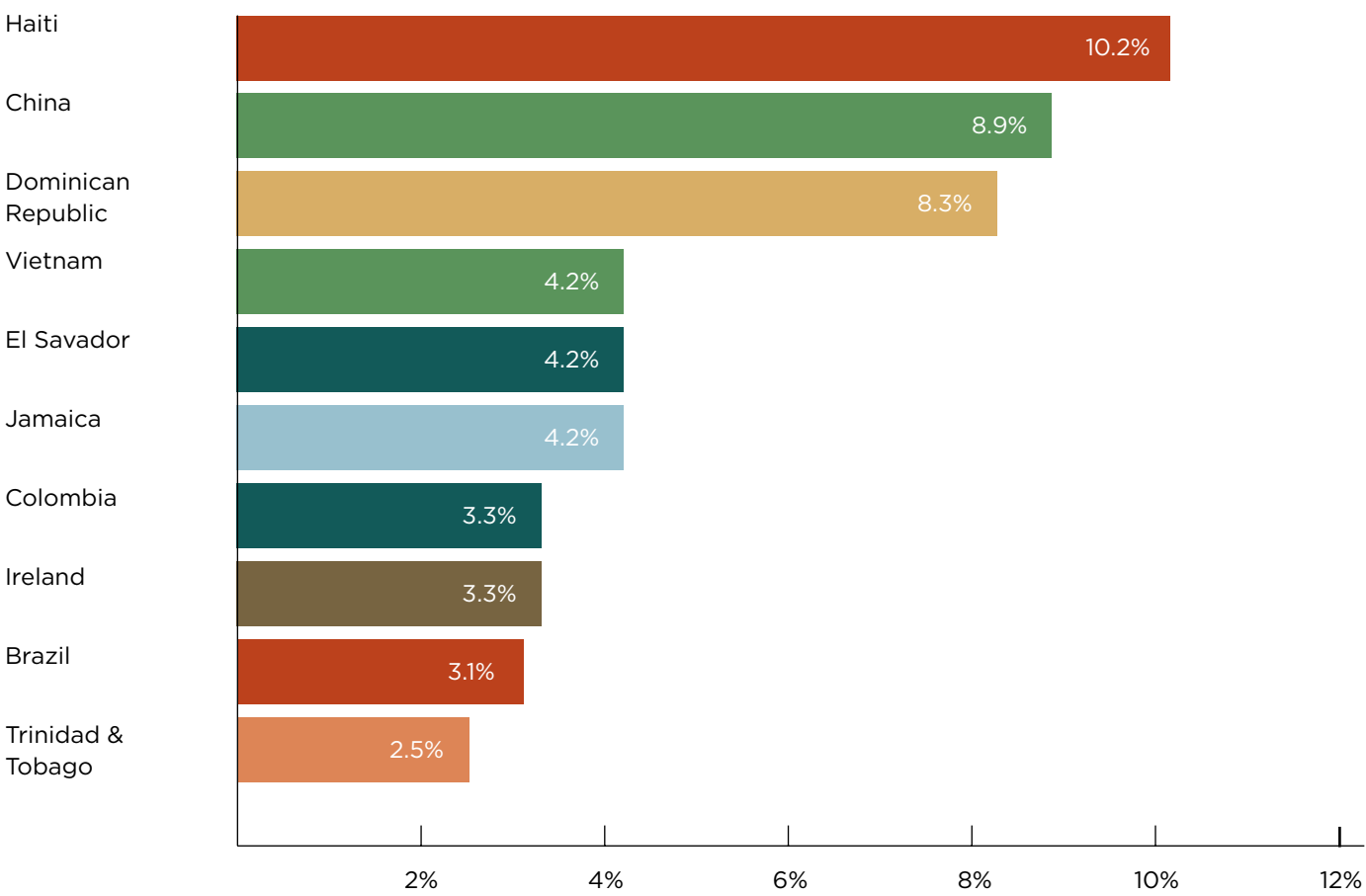
Proportion of the Population that is Foreign-Born, 1850-2009

- Historically, Boston has had a greater proportion of foreign-born residents than both the Commonwealth of Massachusetts and the nation as a whole
- Since the 1970s, the proportion of foreign-born residents in Boston has grown dramatically



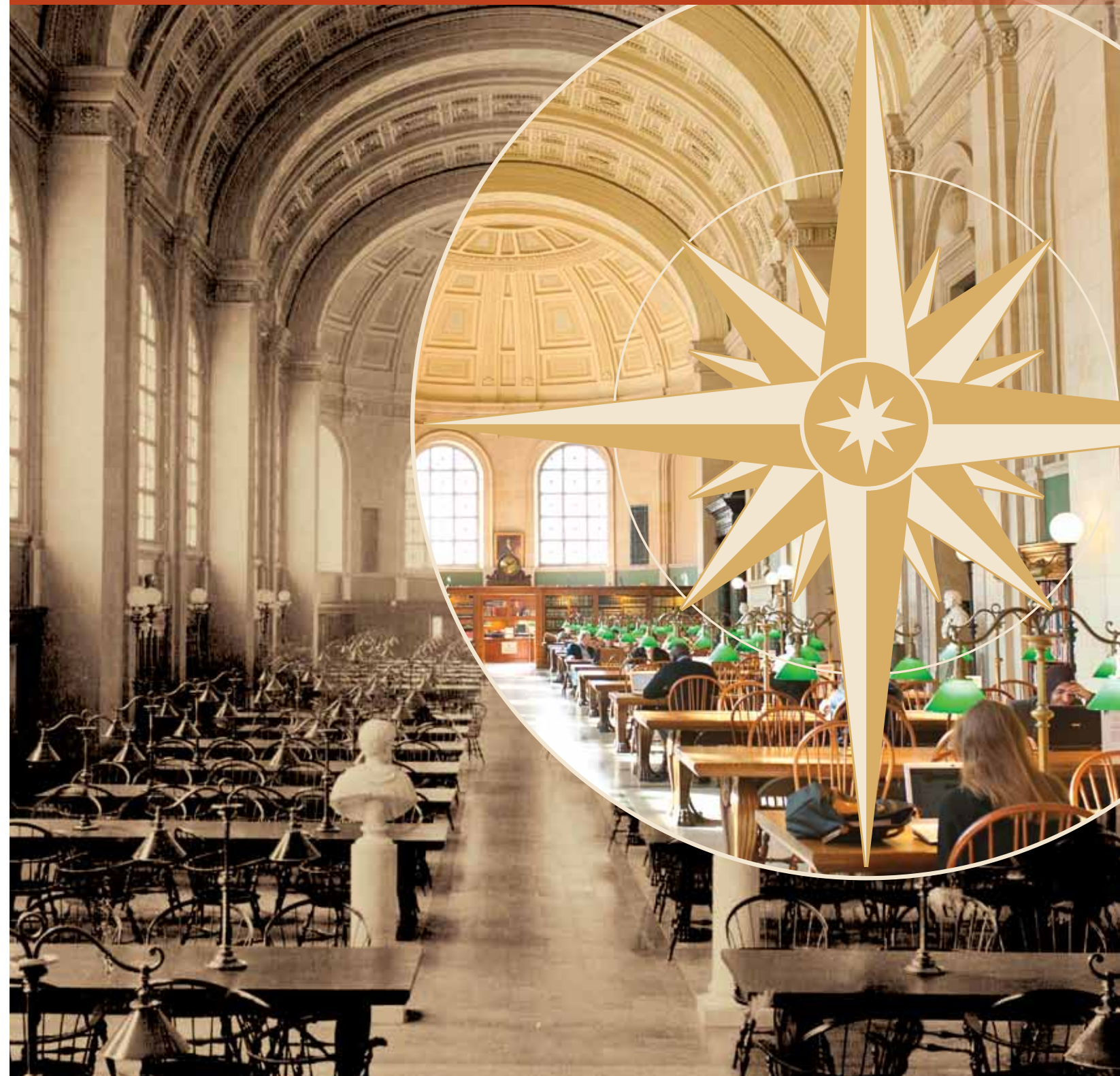
Source: U.S. Census Bureau, American Community Survey, BRA Research Division Analysis

Countries of Origin for Boston's Foreign-Born Population, 2010



Source: 2010 Census, BRA Research Division Analysis.

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Contributing Authors	People of Boston and the Commonwealth of Massachusetts
Graphic Design	Neva Corbo-Hudak
Photos	Ty Bellitti Boston Public Library Print Department Randy H. Goodman Sheryl Lanzel Gina Perille Emily Restivo
Writer	Pamela Schweppe
Printer	Kirkwood Press

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