



BPL Strategic Planning Committee

July 15, 2024, AT 4:00 P.M.

Via Zoom

Members of the Public may sign up for Public Comment via the CHAT by 4:30 p.m. by leaving your name and "public comment"

Comments left in the chat will not be acknowledged.

Written comments may be submitted to the Clerk of the Board, pcarver@bpl.org

- Christian Westra, Committee Chair

BPL Opening Statement

The Trustees of The Boston Public Library reaffirm our commitment to racial equity and to principles of diversity equity and inclusion, more broadly.

The Library is formally committed to becoming an anti-racist organization in response to systemic racism, inequity, and injustice prevalent in our society.

We acknowledge also that the Boston Public Library's Central Library stands on land that was once a water-based ecosystem providing sustenance for the indigenous Massachusetts people *and is a place which has long served as a site of meeting and exchange among nations*. We are committed to land acknowledgements for all locations at which we operate.

We reaffirm this commitment to set the context for our planning, deliberations, and public engagement so that they take place from the spirit of welcome and respect, found in our motto 'free to all.'

Taken from the Institutional Statement Ratified by the Board of Trustees for the Boston Public Library on September 29, 2020.

Strategic Planning Committee

Christian Westra, Committee Chair

- Welcome Remarks
- Roll Call of Committee Members
- Approval of 5.10.24 Meeting Minutes

Boston Public Library

Strategic Planning Initiative

Strategic Planning Committee Workshop 3

July 15th, 2024



Gensler

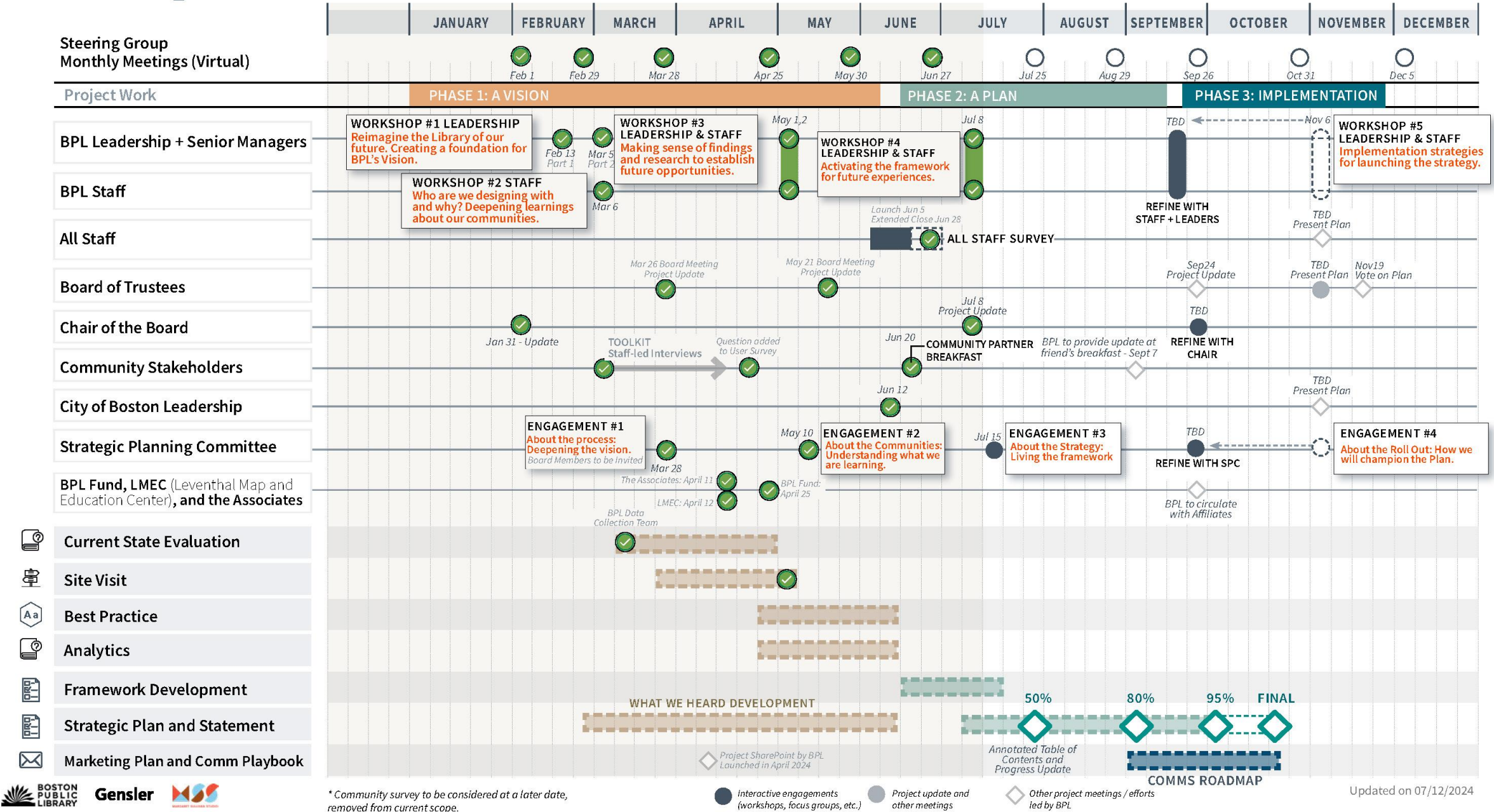


Agenda

- 1.** Project Updates & Engagement Recap
- 2.** Values Initial Results
- 3.** Strategic Role Evolutions
- 4.** Mission & Vision
- 5.** Understanding our Outcomes

Project Updates: Engagement Recap

Roadmap



Strategic Framework Development

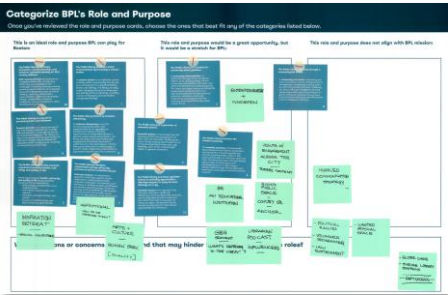
Discussions and collaboration to date



Leadership & Staff Workshops

Discussion:

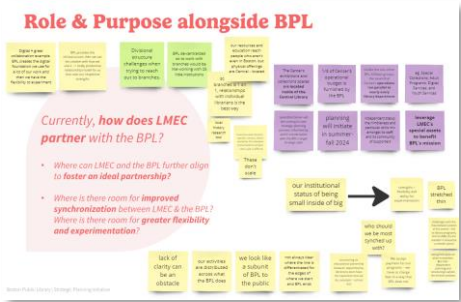
- Visioning: Future role and purpose of the library
- Community Needs & Aspirations
- Development Emerging Roles



Strategic Planning Committee

Discussion:

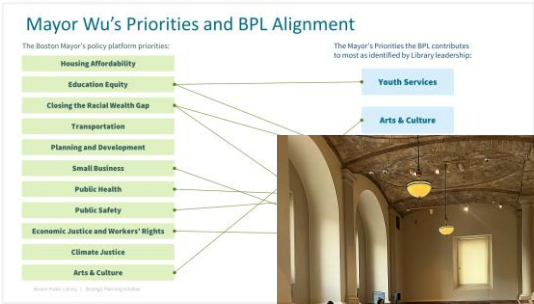
- Future role and purpose of the library
- Partnerships
- Feedback on emerging framework



BPL Fund, the Associates and LMEC

Discussion:

- Future goals, partnership and alignment with BPL



Boston City Leadership & Partner Breakfast

Discussion:

- City goal alignment, partnership and future impact of BPL

Community Survey:

BPL's Offerings and their Impact

Thinking about all of BPL's offerings, which offerings, in your opinion, have the most impact (on yourself, on the city, on the commonwealth, etc.)?

Top Cited Impactful Programs:

- **Free access to Books** (and being able to reserve them, use audiobooks, or eBooks)
- Computers, Software, Printing and Internet Access
- **Digital Tools** (range from Hoopla to New York Times or LinkedIn Learning, Headspace, etc.)
- Variety of **Programming and Events** for the Community
- **Library as Third Space:** Convenient Locations and Hours, Access to quiet spaces, climate controlled safe space for all, Amazing Helpful Staff
- **Commitment to 'Free to All'** through collections, eliminating late fees, etc.
- **Museum Passes**
- **Classes** (ESL, tax prep)
- **Support for Research** (Access to academic publications, Genealogy)
- **Children and Teen's Programming**
- **Summer Reading Challenge, Book Clubs**
- Offerings serving **beyond the City of Boston**
- **Community Room** at each Branch

Book & ebook loans, book & movie discussion programs at branches, magazines on Libby, movies on Kanopy.
Book collection and programs
Book collection for me personally
Book lists, weekly newsletter
Books
Books
Books
Books
Books
Books
Books
Books
Books
books
books and ebooks, local classes, librarian services, computer/internet/printer access
Books and Events are what have the most impact for me.
Books and programs.
Books are great,requesting a purchase is good except I don't get notified if and when the book is bought,libby is great
BOOKS! I am a reader and I appreciate the ease with which I can find a book I want. If my branch does not have the book, I can order it and it is at my branch within days. Great service!
Books! and special collections.
Books! So grateful for the BPL's extensive collection
Books, access to a comfortable quiet environment to study or work, free computers, WIFI, printing, access to digital media like movies, EBooks, audiobooks.
Books, digital access resources (books, films, periodical), events, special collections, the art and architectural value of the library's buildings.
Books, ebooks, audiobooks and movies. Events online and in person
Books, ebooks, older offsite magazines, access to newspapers or other publications
Wish you'd bring back the newspaper room at Copley library
Books, including ebooks and audiobook downloads, and some programs. I think the databases have more impact on students than the rest of us.
Books, instructional virtual training sessions.

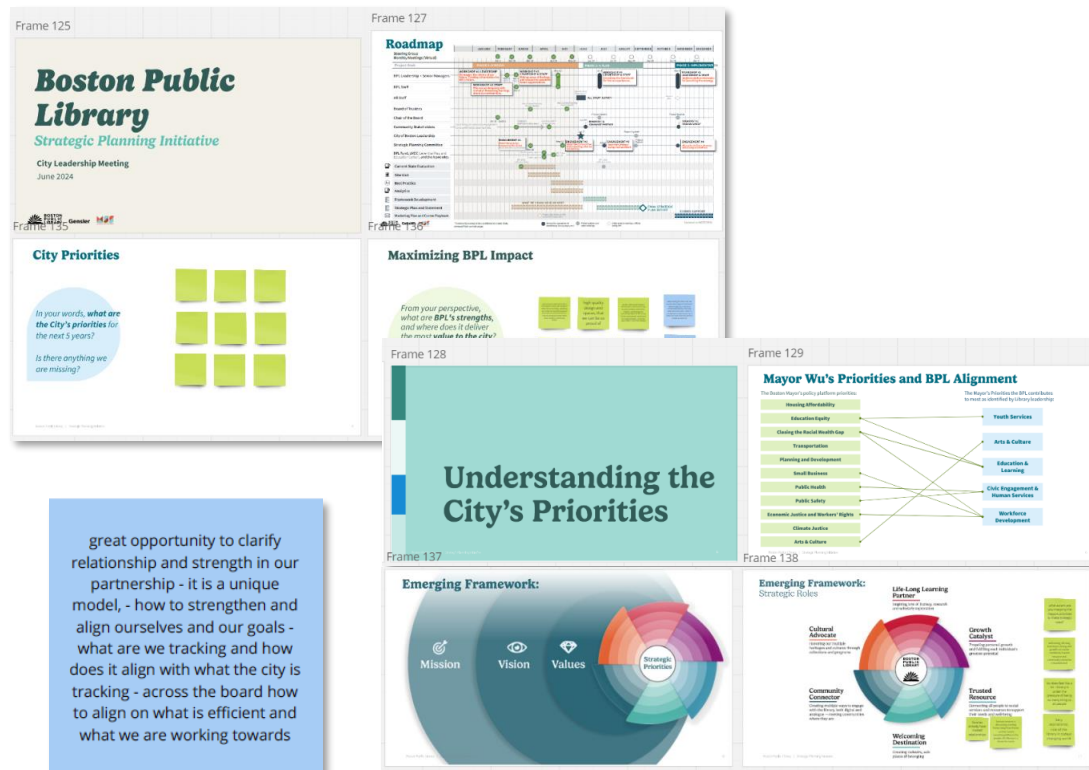
Engagements Recap:

Conversation with the City of Boston

June 12, 2024:

In Attendance:

- Tiffany Chu, Chief of Staff to Mayor Michelle Wu
- Jose Masso, Chief of Human Services
- Nathan Rosin, Advisor to the Mayor



six does feel like a lot - library is under the pressure of being so many thing to all people

welcoming, life long learning is strong and growth cat can be combined, trusted resource and community connector is foundational

Life-Long Learning Partner
Inspiring love of literacy, research and scholarly exploration

Trusted Resource

Connecting all people to social services and resources to support their needs and well-being

Growth Catalyst

Propelling personal growth and fulfilling each individual's greatest potential

libraries already have trusted relationships

human services is discussing creating home away from home - an that means something different for people, the library is a home for some

Trusted Resource

Connecting all people services and resour their needs and well

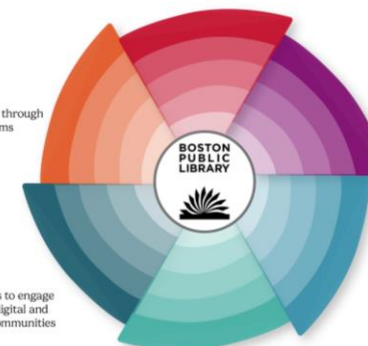
trusted and reliable space, they know what to expect and what experience they will have

Cultural Advocate

Honoring our multiple heritages and cultures through collections and programs

Community Connector

Creating multiple ways to engage with the library, both digital and analogue -- meeting communities where they are



Welcoming Destination

Creating inclusive, safe places of belonging

anchor institutions between communities, libraries are close to parks, schools, community centers - so thinking of a community footprint the library serves as an anchor institutions for neighborhoods - proximity does matter in terms of boston

staff of library are dedicated, passionate - to events, communications - they do a high level job in terms of execution

Engagements Recap: Partner Breakfast

June 20, 2024:

Discussion Takeaways

- Partners expressed that **BPL is already a trusted partner and cultural convener** providing a welcoming space and serving as a bridge to resources and services for Boston communities.
- Staffing was identified as a barrier** to successful implementation across discussion groups.
- Enhanced **communication and outreach** to promote BPL's offerings and **invite** communities that aren't typically reached were emphasized across groups
- Participants called for more **intentional partnerships** and continued formalization, definition, and organization of partnerships beyond the library, while emphasizing BPL as a convener of partnerships.
- There was also a call to promote local branches more, building a **sense of place, safety, and belonging across all locations.**

"No one can bring people in the city together in this way but the library"

-Partner

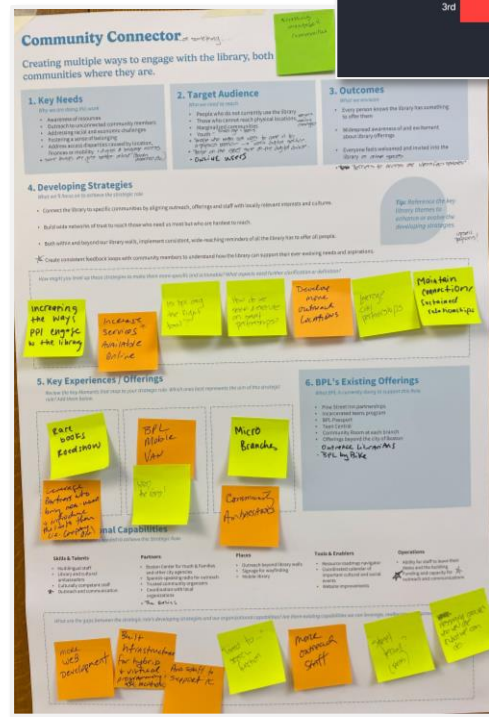
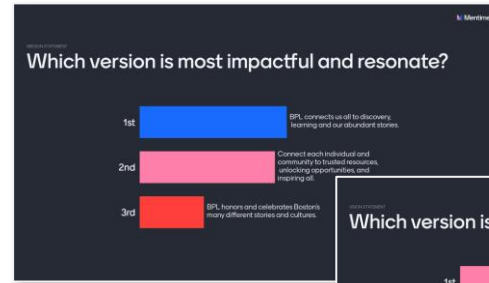


Engagements Recap:

Leadership & Staff Workshop 4

July 8, 2024:
What we did

- Clarified and honed the key elements of the **Mission, Vision and Values**
- Developed new ideas for **programs, offerings and services** to meet community needs.
- Provided feedback and direction on how to evolve the **strategic roles** for greater impact and clarity.





Core Values

What are values?

“What we believe”

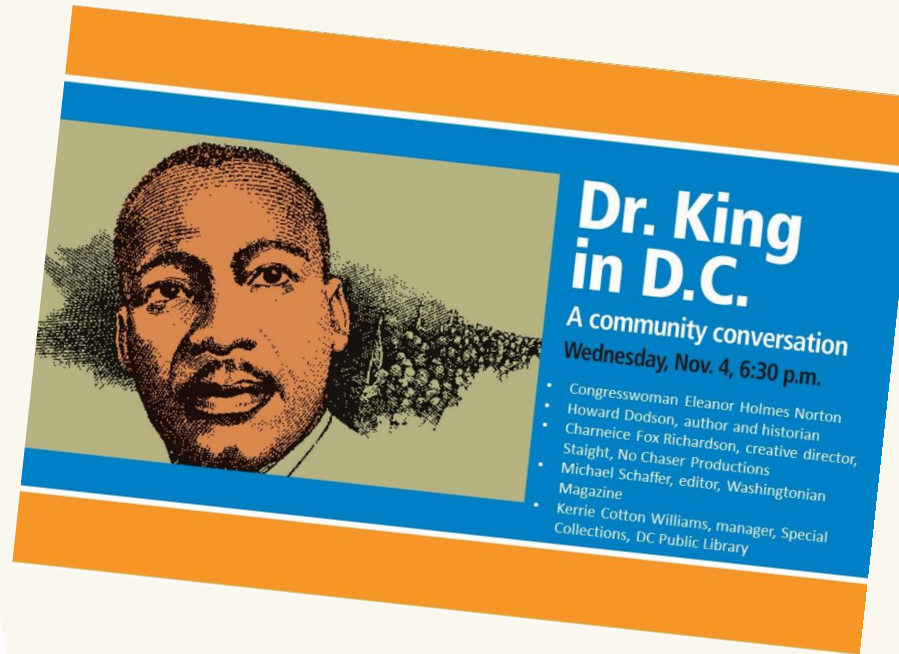
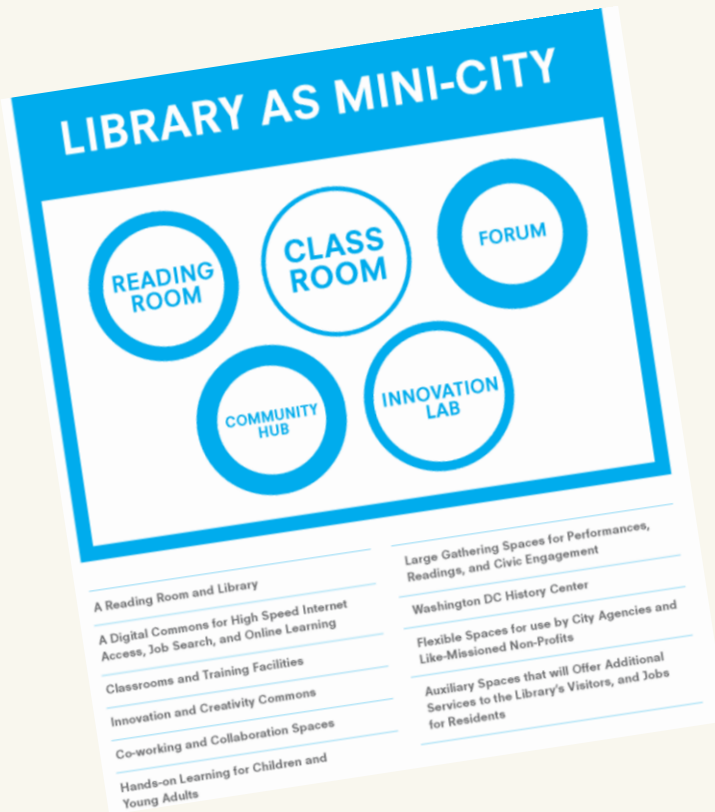
What guides our work, how we interact with each other, and which tactics we use to fulfill our Mission—practices we use every day, in everything we do.

Values at Work

Mission established the role of the library

Values were used to make decisions that informed equitable experiences

This resulted in experience principles that were used to design the building

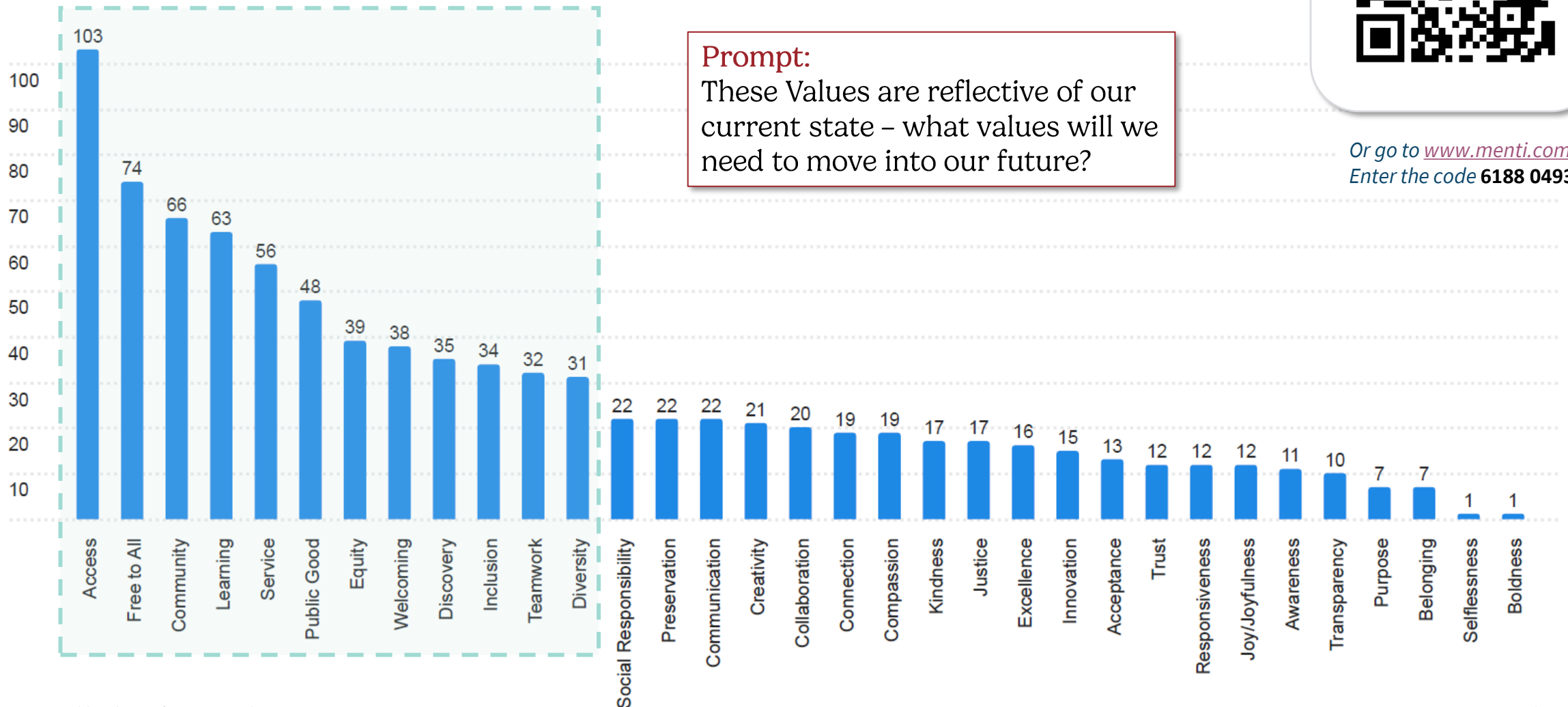


Values: Survey Results

What are the core values that guide the work you do at BPL for the communities you serve?



Or go to www.menti.com
Enter the code **6188 0493**



Values: Staff & Leadership

What we heard:

Removing Barriers

- **Free to all:** Implies equity, barrier-free access and resources available. Addressing the reality that the library or the city hasn't always been "free to all" and aiming to reclaim and re-define this value.
- **Connection:** highlights the importance of connection in fostering community and facilitating access to resources. Staff emphasized that connection felt synonymous to access and service.

Inclusive environment

- **Welcoming, Belonging, Justice and Compassion:** Are interconnected and crucial for creating a welcoming environment ensuring that both patrons and staff feel seen and valued.
- **Diversity Equity, and Inclusion (DEI):** These values ensure a welcoming and equitable environment.
- **Sustainability:** Commitment to being a sustainable institution, considering both environmental and operational sustainable practices.

Dynamic Culture

- **Trust:** Building a culture of trust and transparency.
- **Joy, Discovery and Fun:** Embracing and facilitating joy and discovery in day-to-day activities.
- **Creativity:** Resourcefulness and having creativity despite limited resources.
- **Boldness:** Embracing failure and encouraging a cultural shift to take more risks.

Strategic Roles

Emerging Framework: Strategic Roles

Cultural Advocate

Honoring our multiple heritages and cultures through collections and programs

Community Connector

Creating multiple ways to engage with the library, both digital and analogue -- meeting communities where they are

Life-Long Learning Partner

Inspiring love of literacy, research and scholarly exploration

Growth Catalyst

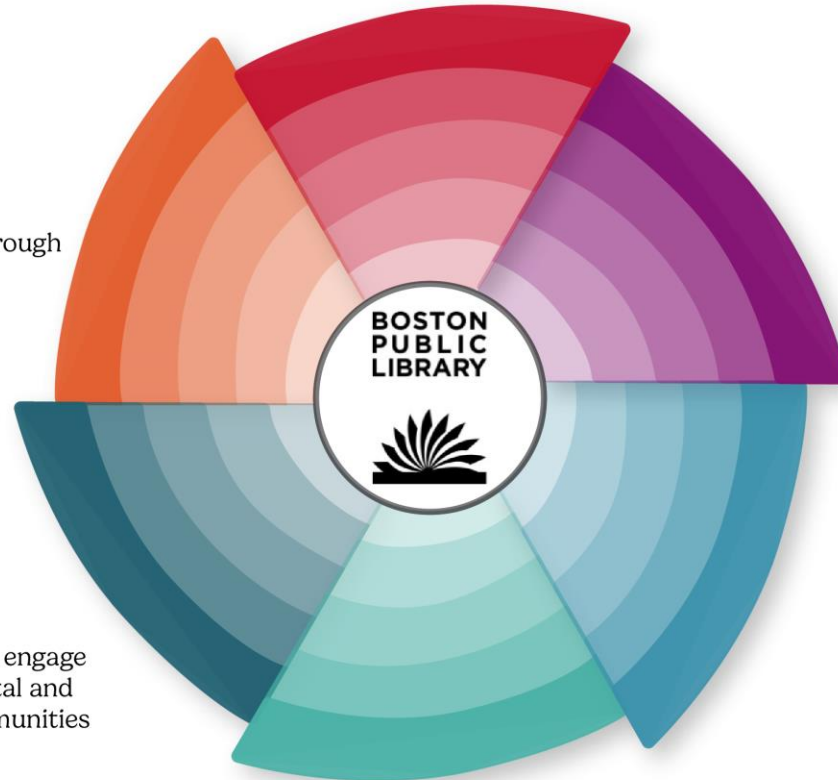
Propeling personal growth and fulfilling each individual's greatest potential

Trusted Resource

Connecting all people to social services and resources to support their needs and well-being

Welcoming Destination

Creating inclusive, safe places of belonging



June Roles

6 Role Model included in Staff Survey, Partner Breakfast, and prior Strategic Planning Committee Meeting

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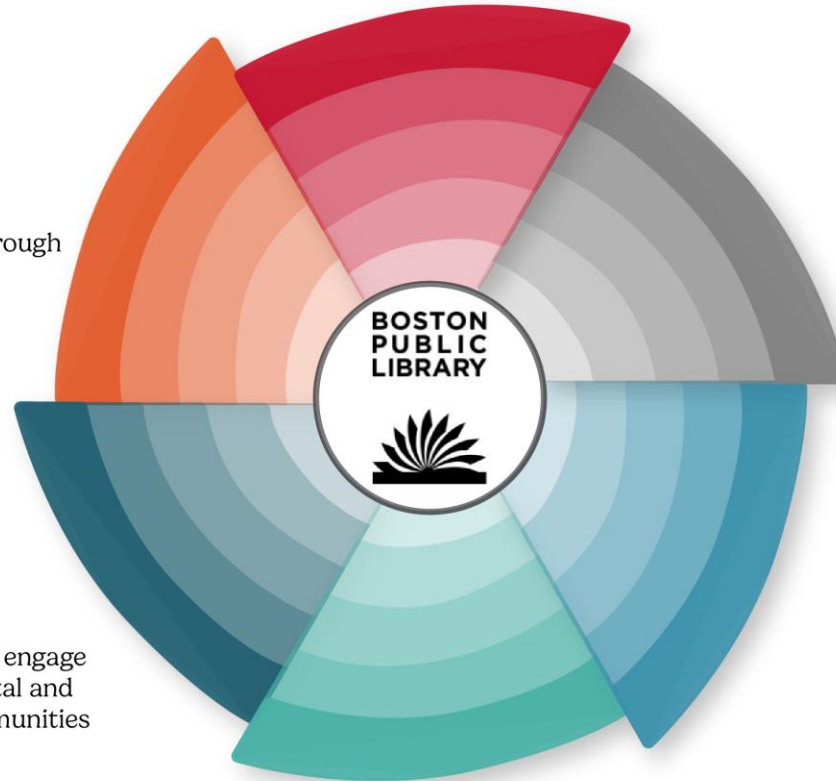
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Emerging Framework: Strategic Roles

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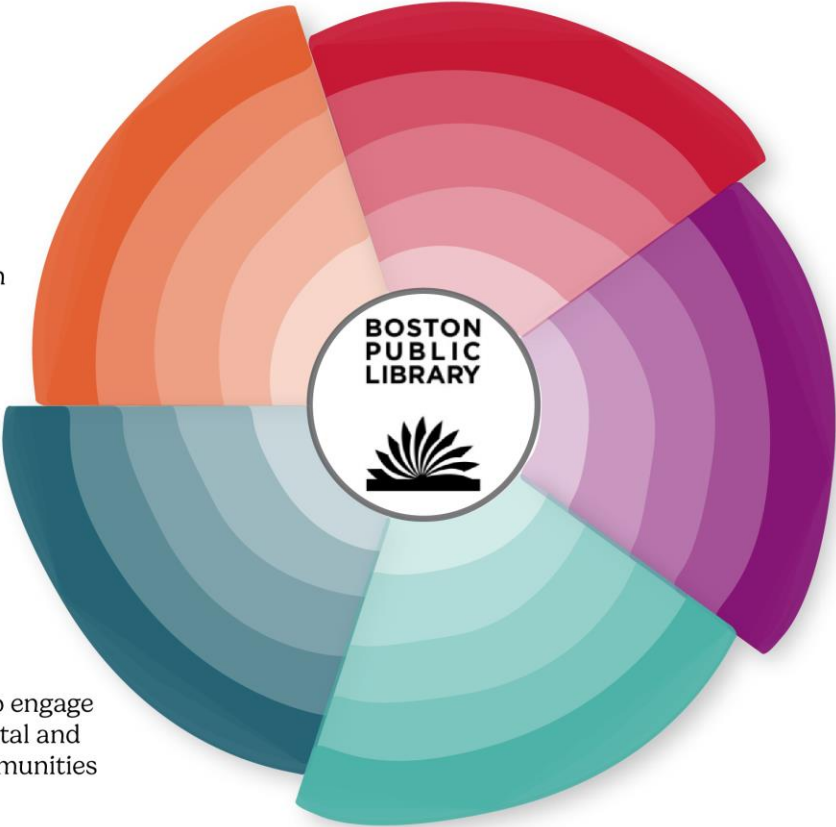
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with the library, both digital and
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Early July Roles
5 Role Model evolved for Discussion on July 8th and July 15th Workshops

Emerging Framework: Strategic Roles

Cultural Advocate
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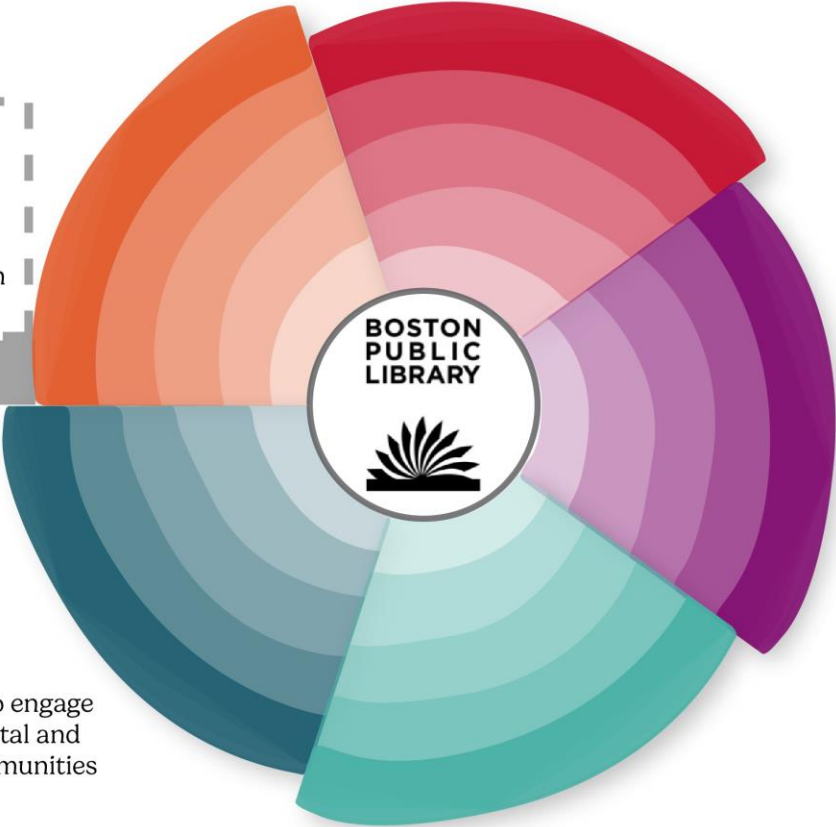
Overarching

Life-Long Learning Partner
Inspiring love of literacy, research and scholarly exploration

Trusted Resource
Connecting all people to social services and resources to support their needs and well-being

Community Connector
Creating multiple ways to engage with the library, both digital and analogue -- meeting communities where they are

Welcoming Destination
Creating inclusive, safe places of belonging



Emerging Framework: Strategic Roles

Discovery Catalyst

Inspire love of literacies and exploration,
celebrating our many heritages and cultures -
past and future.

CONNECT TO
KNOWLEDGE

Magnetic Destination

Create inclusive, safe places
of belonging

BRING
PEOPLE IN

CONNECT TO
RESOURCES

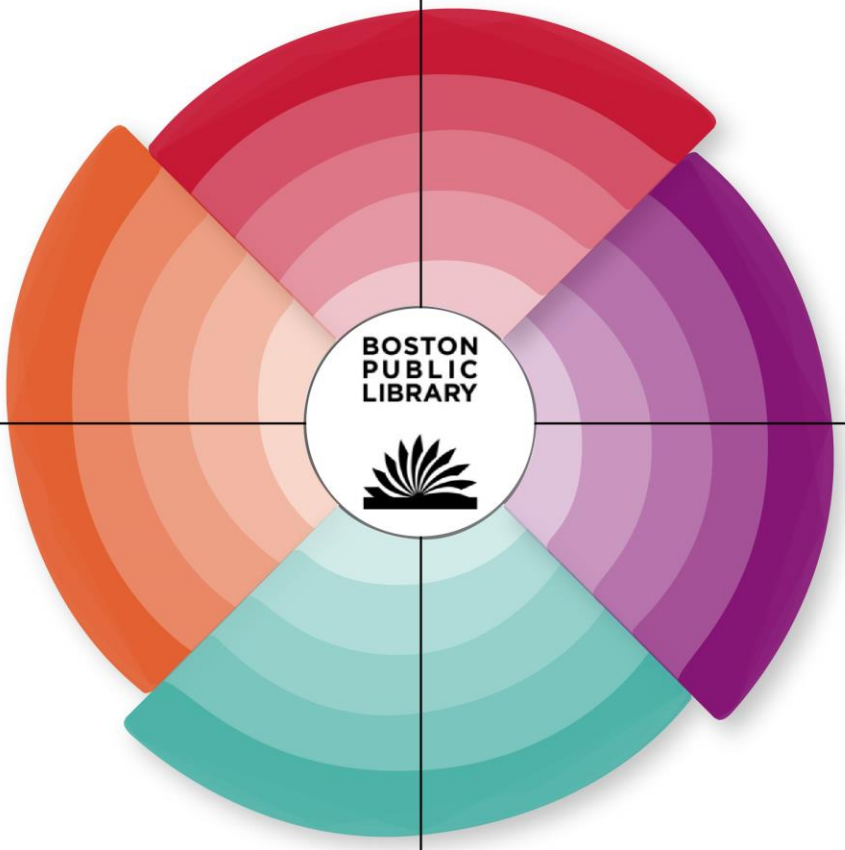
Trusted Resource

Connect each person to
the services, partners and resources that
support their needs and well-being

Community Connector

Unlock multiple ways to engage with the
library, both digital and analogue --
meeting communities where they are

MEET PEOPLE
WHERE THEY ARE



July Evolutions

4 Role Model Draft for Discussion with Strategic
Planning Committee

Emerging Framework: Strategic Roles

Discovery Catalyst

Inspire love of literacies and exploration,
celebrating our many heritages and cultures -
past and future.

CONNECT TO
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Create inclusive, safe places
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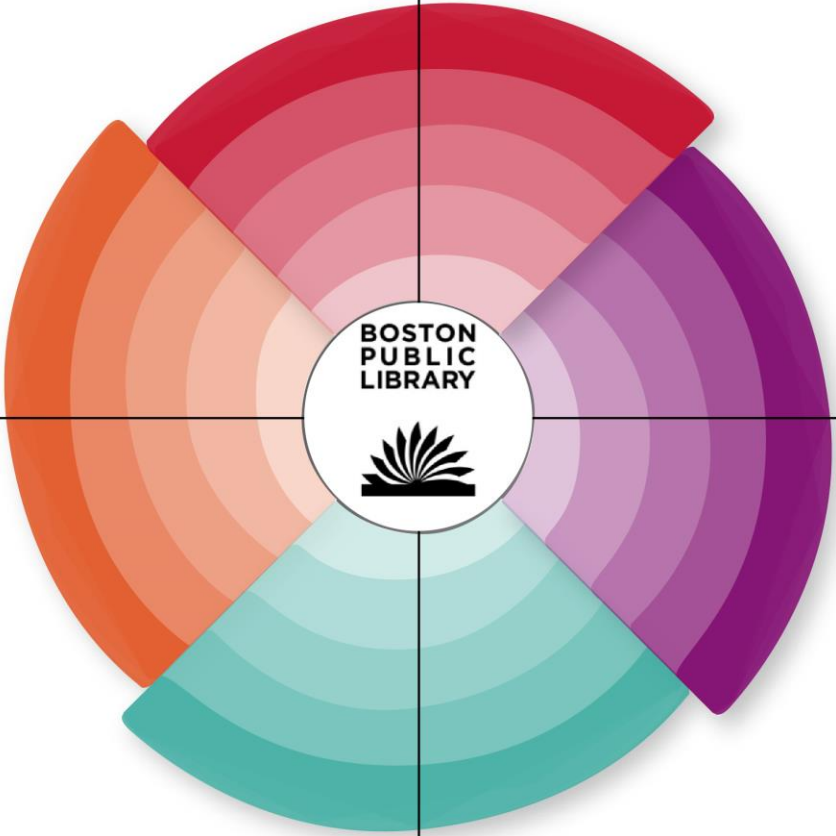
Connect each person to
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Community Connector

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MEET PEOPLE
WHERE THEY ARE

How vs What



Emerging Framework: Strategic Roles

Discovery Catalyst

Inspire love of literacies and exploration,
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past and future.

Trusted Advocate

Connect each person to
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Magnetic Destination

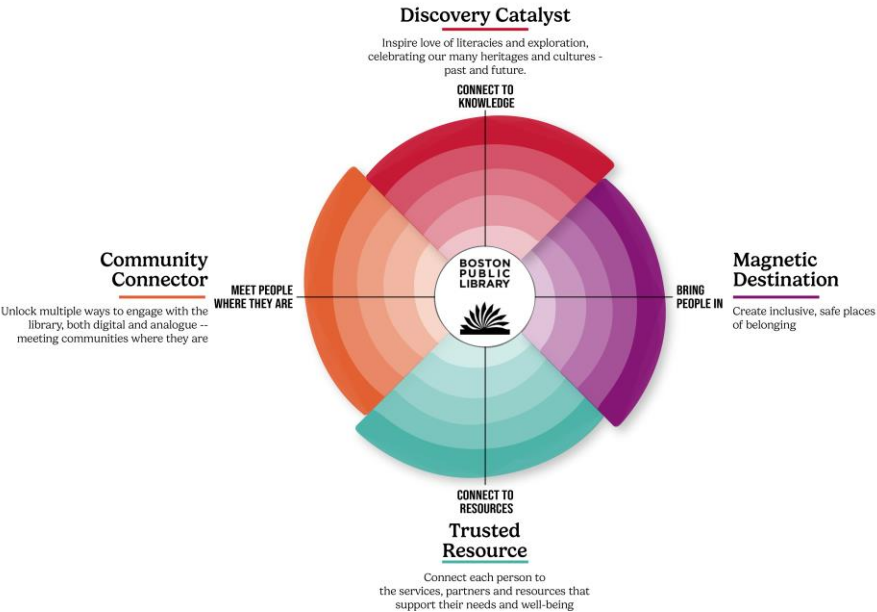
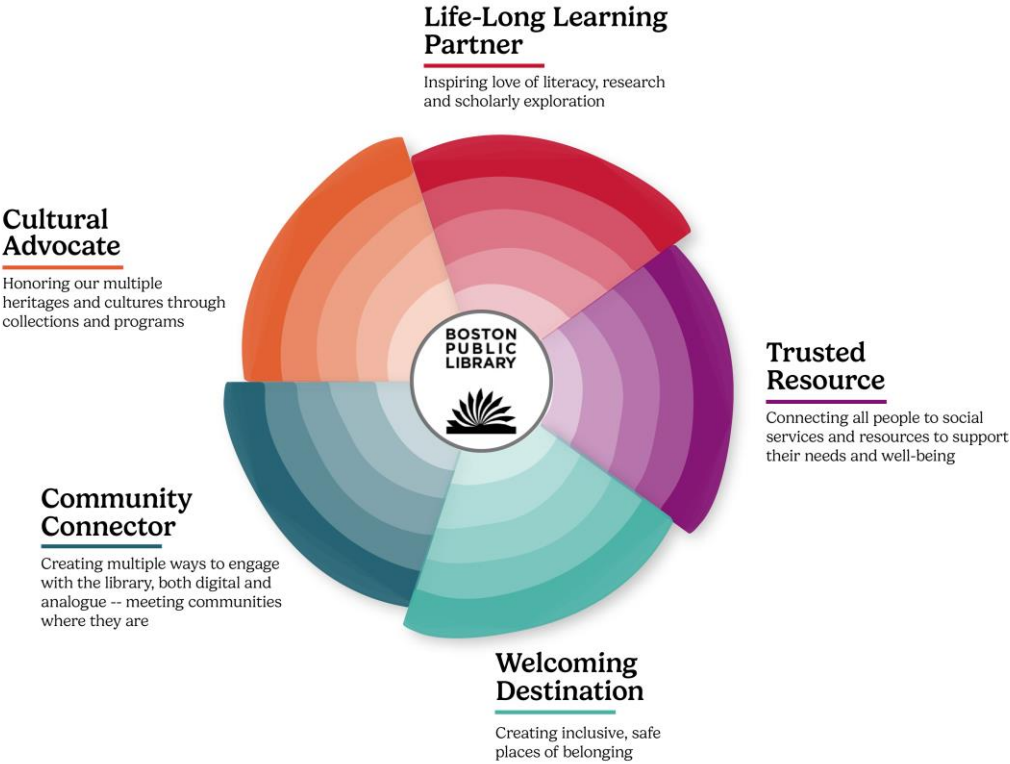
Create inclusive, safe places of
belonging.



July Evolutions

3 Role Model Draft for Discussion with Strategic
Planning Committee

Emerging Framework: Strategic Roles



Mission & Vision

Mission

"What we do"

The purpose of the organization in service of realizing our Vision, based on our role, strengths, and objectives.

Vision

"How we see the future"

Articulates the desired community outcomes resulting from our efforts.

Defining excellence

The Vision should...

- Be warm and accessible
- Stated from BPL's perspective
- Focus on the communities BPL impacts
- Be clear, concise and memorable
- Be evocative and emotive
- Be in dialogue with the Mission

The Mission should...

- Feel differentiated, uniquely Boston
- Explain the “how” behind what BPL will do to realize the Vision
- Be clear, concise and memorable
- Be in the language of the community it addresses
- Be in dialogue with the Vision

Overarching Themes



Aligning resources with city-wide initiatives

Establish coalitions leveraging city-wide resources, leveraging the library's position as a trusted institution among Boston residents.



Focus on the whole person development

Enhance **personal and professional growth** through comprehensive skill development, nurturing a rich cultural environment.



Shift from transactional to actively connecting

Focus on connection allows the library to **take a more active role, connecting people to opportunities, experiences, resources, and each other**



“Free to All” advances equity

Contribute to advancing racial and economic equity, ultimately fostering a more resilient city of civically engaged residents.

Vision & Mission Overview

‘COMMUNITY’

VERSION 1

VISION

Boston is home to an inclusive democracy where diverse communities collaborate, and we all thrive.

MISSION Ranked 1 (60%)

BPL connects us all to discovery, learning, and our abundant stories.

‘CONNECTION’

VERSION 2

VISION Ranked 1 (82%)

An inclusive Boston propelled by discovery, curiosity, and growth.

MISSION Ranked 2 (54%)

Connect each individual and community to trusted resources, unlocking opportunities, and inspiring all.

‘CULTURE & STORIES’

VERSION 3

VISION

A dynamic, innovative and actively engaged Boston.

MISSION

BPL honors and celebrates Boston’s many different stories and cultures.

Mission Development



To be the heart of every community –
nurturing the love of discovery.



To be a portal between past and future –
connecting each individual and community
to knowledge and opportunity.

To be a nexus for discovery – unlocking
the past and present to inspire a bright
future.



Open the doors to a world of discovery,
to enrich lives and empower every
community.

Unlock possibility for each individual
and community by connecting
people, knowledge, and ideas.

Impact Ranking

*Which versions are most
impactful and resonate?*

Rank in order of preference



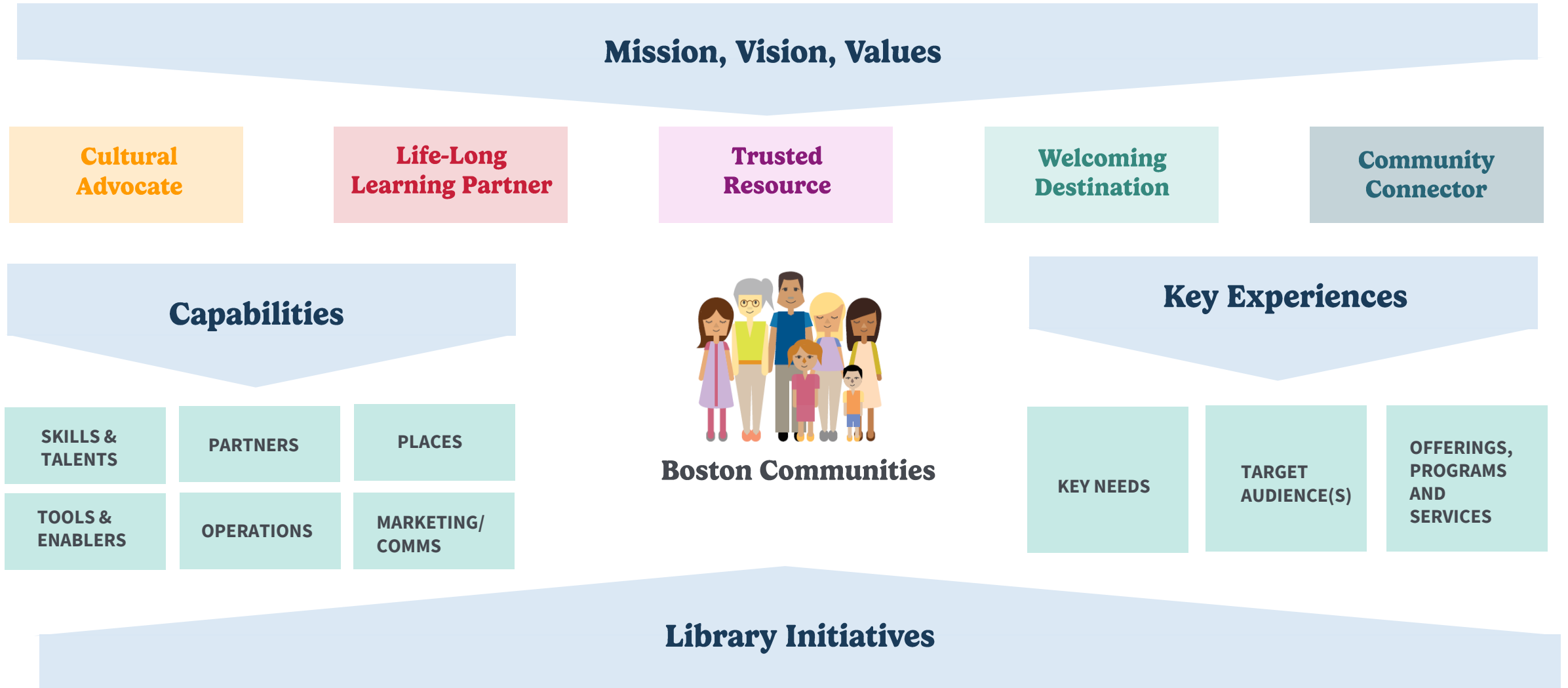
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Enter the code **6188 0493**

BPL's Impact

Understanding Shared Outcomes

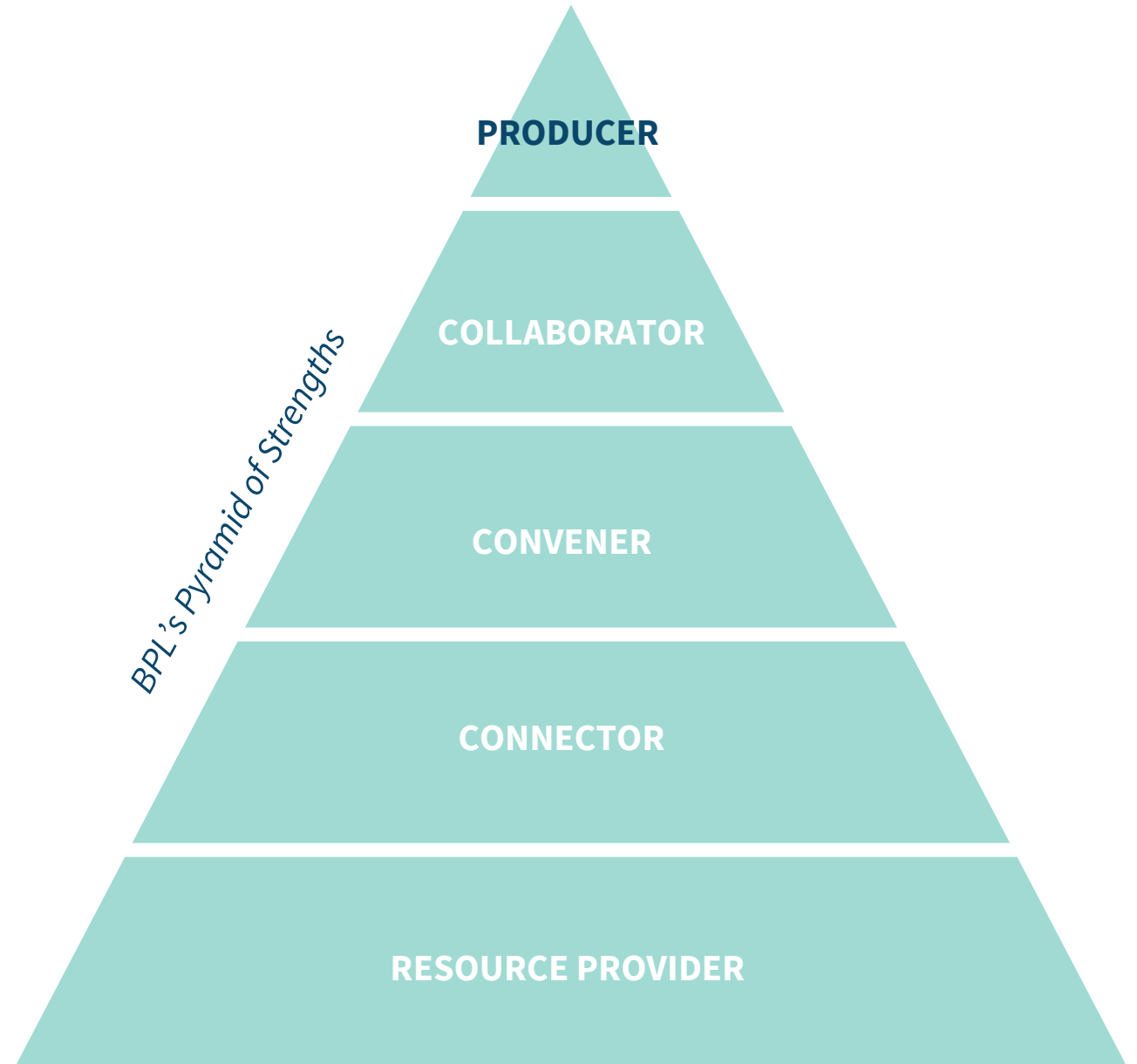
The 21st Century Library Recipe is the 'How'

The 'recipe' is how the library functions to activate experiences to foster outcomes



Why BPL

Boston Public Library (BPL) stands out by leveraging its strengths as a dynamic business model, offering a variety of service modes to connect individuals and communities to expansive library and citywide services.



Outcome

noun [out-kuhm]

How everyone benefits. The observable result and/or difference we make in people's lives.

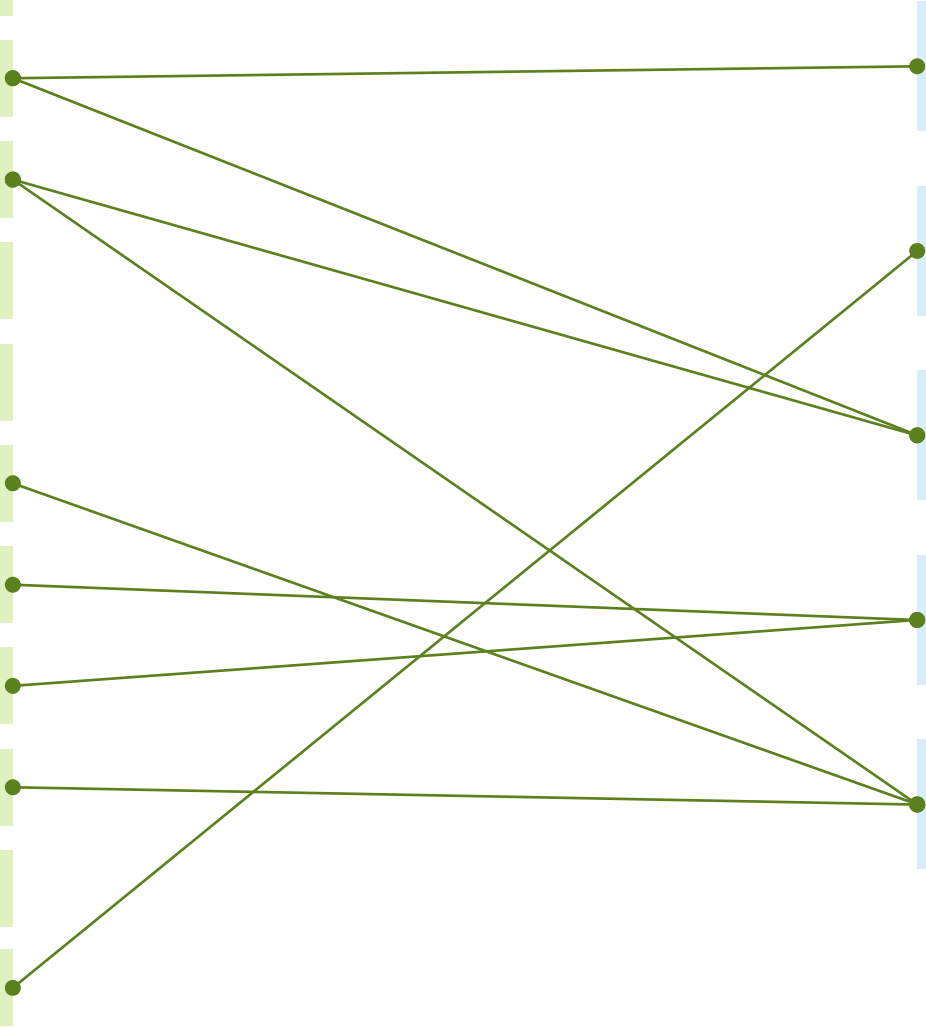
Mayor Wu's Priorities and BPL Alignment

The Boston Mayor's policy platform priorities:

- Housing Affordability
- Education Equity
- Closing the Racial Wealth Gap
- Transportation
- Planning and Development
- Small Business
- Public Health
- Public Safety
- Economic Justice and Workers' Rights
- Climate Justice
- Arts & Culture

The Mayor's Priorities the BPL contributes to most as identified by Library leadership:

- Youth Services
- Arts & Culture
- Education & Learning
- Civic Engagement & Human Services
- Workforce Development



Contemporary Library Initiatives

The following are key themes relevant to libraries and their communities, promoting innovations for librarians and professionals to shape the future.

- 01 Providing active learning experiences**
- 02 Supporting career and workforce development**
- 03 Understanding the whole person**
- 04 Championing an inclusive democracy**
- 05 Activating spaces and collections**
- 06 Building community at the neighborhood level**
- 07 Committing to DEI and anti-racism**
- 08 Operating with a collective impact model**
- 09 Developing pipelines for internal growth**



Outcome Goal Samples:

Prompt: Through the lens of maximizing value to the City, what outcomes can BPL pursue that align with the mayor's objectives?

Strategic Initiatives

- 01 Providing active learning experiences**
- 02 Supporting career and workforce development**
- 03 Understanding the whole person**
- 04 Championing an inclusive democracy**
- 05 Activating spaces and collections**
- 06 Building community at the neighborhood level**
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- 09 Developing pipelines for internal growth**

Outcomes

- Increased reading scores at key developmental milestones with a focus on communities lagging behind
- An increased number of people of color participating in Boston's Innovation Economy
- Boston will continue to be a best city in the country to raise a family
- Communities are better informed against disinformation with access to a trusted information
- Communities are deeply engaged with BPL's diverse and enriching offerings
- Boston neighborhoods experience increased social connectedness and resilience
- BPL leads in social justice, dismantling systemic barriers and promoting an equitable society
- Increased impact through centered initiatives with partner organizations
- BPL's diverse staffing mirrors the communities, boosting use, trust, and value among city leaders

Strategic Roles

Outcomes

Outcome: The library is recognized as actively connecting and enhancing awareness of its offerings for everyone.

Community Connector

Unlock multiple ways to engage with the library, both digital and analogue -- meeting communities where they are

How vs What

Outcome: BPL is the trusted go-to resource for accessing traditional and non-traditional quality of life resources.

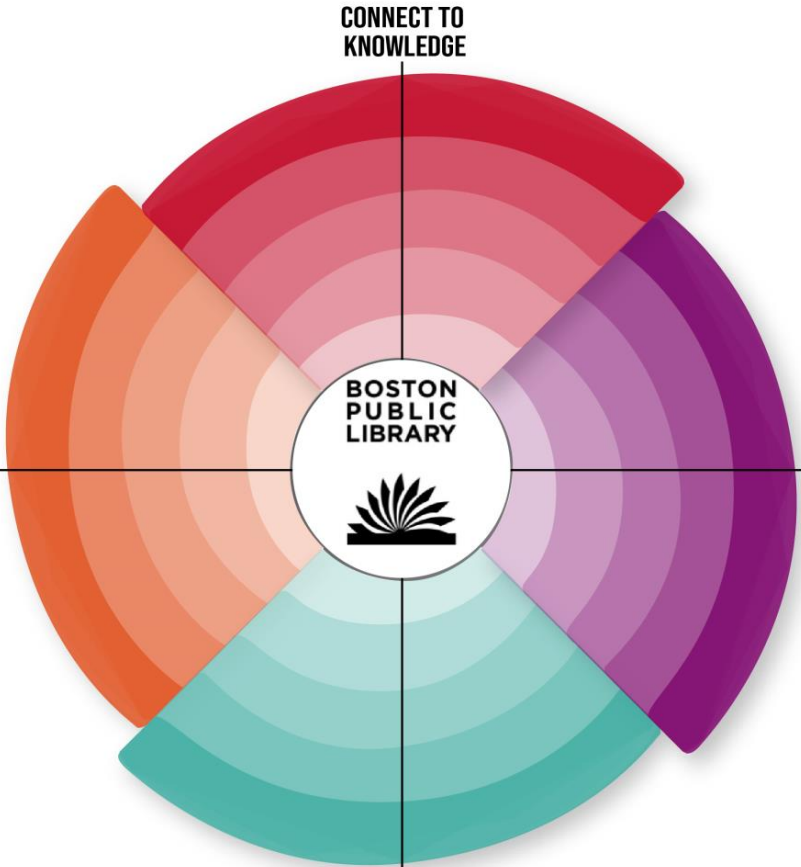
Discovery Catalyst
Inspire love of literacies and exploration, celebrating our many heritages and cultures - past and future.

Outcome: The Library is a life-long learning partner working alongside you to create your stories and personalized learning journeys

Magnetic Destination
Create inclusive, safe places of belonging

Outcome: The Library is a vital component of Boston's social infrastructure, fostering social connectedness, socio-economic diversity, and more.

Trusted Resource
Connect each person to the services, partners and resources that support their needs and well-being



Modeling shared outcomes

Shared Outcome:

BPL plays a crucial role in ensuring foundational literacies, including meeting reading milestones at key developmental stages.

Library Initiative:

Providing active learning experiences for early childhood readiness

Filtering through our strategic roles:

As a discovery catalyst, we can host play-based early childhood initiatives.

As a magnetic destination, we bring the best practices of early childhood development to our communities with the Office of Early Childhood and academic partnerships.

As a trusted resource, we provide the wrap around services and connect families to the essential services for their success.

From your position as leaders, how can we propel forward our thinking on Outcome Goals, 'leveling-up' the conversations to date:

What bold path will the Library embrace as it rings in Boston's 400th Quatercentenary in 2030?

How will we shift from 'salve' to 'solve'?

How will we bring the most value to the City to increase funding and investment ?

New Business

Jose C. Masso III, Committee Vice Chair

**BOSTON
PUBLIC
LIBRARY**



Public Comment

**BOSTON
PUBLIC
LIBRARY**



- If follow up is required, please send your contact email or phone number to the Clerk of the Board at pcarver@bpl.org
- People will be chosen in the order they were received and allowed 2 minutes to speak.
- The Moderator will unmute your mic when you are called on.
- Comments made in chat during meeting will not be acknowledged.

Adjournment

**BOSTON
PUBLIC
LIBRARY**



**Meeting schedule will be posted on the BPL Website*