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
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
**Strategic Framework Development**

Discussions and collaboration to date

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**Leadership & Staff Workshops**

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

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**Strategic Planning Committee**

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

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**BPL Fund, the Associates and LMEC**

**Discussion:**
- Future goals, partnership and alignment with BPL

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**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
Engagements Recap:
Conversation with the City of Boston

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

Great opportunity to clarify relationship and strength in our partnership. It is a unique model - how to strengthen and align ourselves and our goals - what are we tracking and how does it align with what the city is tracking - across the board how to align on what is efficient and what we are working towards.

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

June 12, 2024:

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

- Libraries already have trusted relationships
- People of color and reliable space, they know what to expect and what experience they will have

Cultural Advocate
Serving cultural heritage and diversity through collections and programs

Community Connector
Creating multiple ways for people to engage with the library through digital and analog - meeting community where they are

Welcoming Destination
Creating inclusive, safe places of belonging

staff of libraries 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 convenor 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"
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?

Prompt:
These Values are reflective of our current state – what values will we need to move into our future?

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

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

Growth Catalyst
Propelling personal growth and fulfilling each individual’s greatest potential

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

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
Emerging Framework: Strategic Roles

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Emerging Framework: Strategic Roles

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

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** Welcoming Destination**
Creating inclusive, safe places of belonging

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**Early July Roles**
5 Role Model evolved for Discussion on July 8th and July 15th Workshops
Emerging Framework: Strategic Roles

- **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
- **Welcoming Destination**: Creating inclusive, safe places of belonging
- **Community Connector**: Creating multiple ways to engage with the library, both digital and analogue -- meeting communities where they are
- **Cultural Advocate**: Honoring our multiple heritages and cultures through collections and programs
Emerging Framework: Strategic Roles

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

CONNECT TO KNOWLEDGE

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

MEET PEOPLE WHERE THEY ARE

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

CONNECT EACH OTHER

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 KNOWLEDGE

Magnetic Destination
Create inclusive, safe places of belonging

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

How vs What

2024
Emerging Framework: Strategic Roles

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

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

Magnetic Destination
Create inclusive, safe places of belonging.

July Evolutions
3 Role Model Draft for Discussion with Strategic Planning Committee
Emerging Framework: Strategic Roles

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

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 analog, inviting communities where they are

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

Discovery Catalyst
Inspire love of literacy and exploration, celebrating our many heritages and cultures – past and future

Magnetic Destination
Create inclusive, safe places of belonging

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

Connected to Knowledge
Know people where they are

Connected to Impact
Create inclusive, safe places of belonging
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 Mission
**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

‘COMMUNITY’
VERSION 1
MISSION
To be the heart of every community – nurturing the love of discovery.

‘ACCESS’
VERSION 3
MISSION
Open the doors to a world of discovery, to enrich lives and empower every community.

‘CONNECTION’
VERSION 2
MISSION
To be a portal between past and future – connecting each individual and community to knowledge and opportunity.

‘ACCESS’
VERSION 3
MISSION
Unlock possibility for each individual and community by connecting people, knowledge, and ideas.

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

Which versions are most impactful and resonate?

Rank in order of preference

Or go to www.menti.com
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

Mission, Vision, Values

- Cultural Advocate
- Life-Long Learning Partner
- Trusted Resource
- Welcoming Destination
- Community Connector

Capabilities

- SKILLS & TALENTS
- PARTNERS
- PLACES
- TOOLS & ENABLERS
- OPERATIONS
- MARKETING/COMMS

Key Experiences

- Boston Communities
  - KEY NEEDS
  - TARGET AUDIENCE(S)
  - OFFERINGS, PROGRAMS AND SERVICES

Library Initiatives

Boston Public Library | Strategic Planning Initiative
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:

**Strategic Initiatives**

<table>
<thead>
<tr>
<th>Initiative</th>
<th>Outcomes</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>01 Providing active learning experiences</strong></td>
<td>Increased reading scores at key developmental milestones with a focus on communities lagging behind</td>
</tr>
<tr>
<td><strong>02 Supporting career and workforce development</strong></td>
<td>An increased number of people of color participating in Boston’s Innovation Economy</td>
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<tr>
<td><strong>03 Understanding the whole person</strong></td>
<td>Boston will continue to be a best city in the country to raise a family</td>
</tr>
<tr>
<td><strong>04 Championing an inclusive democracy</strong></td>
<td>Communities are better informed against disinformation with access to a trusted information</td>
</tr>
<tr>
<td><strong>05 Activating spaces and collections</strong></td>
<td>Communities are deeply engaged with BPL’s diverse and enriching offerings</td>
</tr>
<tr>
<td><strong>06 Building community at the neighborhood level</strong></td>
<td>Boston neighborhoods experience increased social connectedness and resilience</td>
</tr>
<tr>
<td><strong>07 Committing to DEI and anti-racism</strong></td>
<td>BPL leads in social justice, dismantling systemic barriers and promoting an equitable society</td>
</tr>
<tr>
<td><strong>08 Operating with a collective impact model</strong></td>
<td>Increased impact through centered initiatives with partner organizations</td>
</tr>
<tr>
<td><strong>09 Developing pipelines for internal growth</strong></td>
<td>BPL’s diverse staffing mirrors the communities, boosting use, trust, and value among city leaders</td>
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</table>
**Strategic Roles**

**Outcomes**

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

- **Connect to Knowledge**

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

- **Meet People Where They Are**

**Magnetic Destination**
Create inclusive, safe places of belonging.

- **Bring People In**

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

- **Connect to Resources**

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

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

**Outcome**: BPL is the trusted go-to resource for accessing traditional and non-traditional quality of life resources.
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 400\textsuperscript{th} 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
Public Comment

• 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

*Meeting schedule will be posted on the BPL Website