

NEW BRITAIN PUBLIC LIBRARY STRATEGIC PLAN



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2023 - 2028

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STRATEGIC PLAN

LETTER FROM THE PRESIDENT OF THE BOARD OF TRUSTEES

In today's fast changing world of new technologies, climate changes and an ever-evolving workforce, the Trustees of the New Britain Public Library created a flexible and an intentional plan.

The Trustees conducted a series of interviews with community leaders as well as conducting focus groups with library patrons. Both were used to formulate the goals and objectives of the strategic plan.

The Trustees considered the vision, mission and needs of the library to develop the goals, objectives and evaluations of the plan.

The New Britain Public Library is a community-based learning center for residents of all ages and backgrounds. As President of the Board of Trustees, I am pleased to present the NBPL strategic plan for 2023 - 2028.

Sincerely,



Michael Humen
President of the Board of Trustees

MISSION STATEMENT

The New Britain Public Library (NBPL) aspires to give every resident the opportunity to become successful and well-informed by offering resources, services and experiences that build skills and provide enrichment.

VISION STATEMENT

As a hub of our community, NBPL resources, services and experiences will have a positive impact on people's lives and will celebrate the cultural diversity of New Britain.

- We will provide equal access to our resources, services, experiences and facilities and demonstrate impartiality to those we serve and ensure that everyone feels welcome.
- Our collection of physical and digital materials will expand and evolve to meet the needs of our community.
- We will explore new services and technologies that will enhance our ability to support our mission.
- We will provide space for our community to gather, to improve access to our resources, and to ensure a welcoming environment for our users.
- We will maintain a positive working environment for the Staff, one of our strongest assets.
- The Board of Trustees will be a committed, engaged group, representative of our diverse community.

VALUES

- Access to All: We provide equal access to our resources, services, experiences and facilities.
- Evolution: We embrace change and adapt our resources, services, experiences and facilities to meet the needs of our community in a fast-changing technology-driven world.
- Respect: We believe in showing regard and appreciation for the uniqueness of every person, family and culture.
- Professionalism: We maintain high standards of customer service and strive for excellence in the services and resources we provide.
- Collaboration: We seek out opportunities to partner with other groups and organizations to improve the community.

STRATEGIC GOALS AND OBJECTIVES

Goal 1: Provide Programs and Services to all community members.

- a. Increase NBPL usage and the number of card holders.
- b. Provide program offerings geared to community needs (social issues, housing, employment, education, health, technology training).
- c. Meet the community where they are (outreach and promotion of services).

Goal 2: Community

- a. Develop and implement DEI (diversity, equity and inclusion) initiatives for the particular needs of our Staff, Board of Trustees and New Britain population.
- b. Work with Central Connecticut State University (CCSU), the Chamber of Commerce, New Britain Public Schools, and Religious, Civic and Community Partners to develop programs connecting all of us.
- c. Improve and expand programming and interaction with New Britain youth in grades 6-12, and young adults ages 18-24.
- d. Recruit and appoint members to the Board of Trustees who reflect the diversity of the community including young people.
- e. Expand the reach of NBPL services including ways to go to the community rather than have them come to us, via bookmobiles, traveling programs, etc.

Goal 3: Building: Provide healthy, safe space at New Britain Public Library

- a. Work with the New Britain Institute Board of Managers to monitor the NBPL endowment and the use of funds to maintain and improve its buildings.
- b. Continue monitoring and funding building improvements.
- c. Complete fundraising for Phase II of outdoor renovations.
- d. Create a fundraising plan for parking lot entrance renovation.
- e. Explore additional small meeting rooms and a small business center.
- f. Expand space or change location of Local History Room and explore the possibility of re-establishing a New Britain Historical Society.

Goal 4: Operations and Fundraising

- a. Review personnel policies and procedures.
- b. Conduct a Staff climate survey annually in order to promote a positive, creative and inclusive culture.
- c. Review backup and recovery supports for all technological systems; adjust as needed.
- d. Expand training opportunities for Trustees in the areas of DEI, fundraising, library services and programming.
- e. Invite staff to make quarterly presentations on programs and/or services to the Board so members can be better stewards of the NBPL.

FOUNDATIONAL STRATEGY

The objectives and goals of the New Britain Public Library for the years 2023-2028 will be evaluated and measured by the Board Development Committee on an annual basis and submitted as a report to the full Board of Trustees at the May meeting of the Board.

If the Board Development Committee, the Executive Committee of the Board or the Library Director decide to monitor the goals and objectives more frequently, the full Board of Trustees can vote for the evaluation.

Each goal will be evaluated by a measurable achievement determined by the Board Development Committee. Measures will include, but not be limited to, the following:

- Results of annual climate survey
- Ongoing conversations with community partners
- Diversity in Board recruitment
- Completed building repairs
- New sources of financial support
- Increased use of NBPL by teens and adults

PLANNING PROCESS

The pandemic delayed the start of the process to update the NBPL Strategic Plan. The Board of Trustees Development Committee began the planning process in December of 2021 with the identification of various community, business and nonprofit organizations that the NBPL has communication or working relationships with. The committee drafted goals and objectives, honed the Vision, Mission and Values statements, and conducted a SWOT analysis to determine Strengths, Weaknesses, Opportunities and Threats facing the NBPL.

The Strategic Plan for the NBPL included input from the Board of Trustees, the Library Staff and the Community. Individual interviews and focus groups were conducted to gather input from the Community Partners.

NEW BRITAIN COMMUNITY PARTNERS

Boys and Girls Club

City of New Britain

Mayor Erin Stewart

Community Services

Consolidated School District of New Britain

Greater New Britain Teen Pregnancy Prevention Program Pathways/Senderos
Center

Human Resources Agency

Islamic Association of Central Connecticut

Literacy Volunteers

OIC

Prudence Crandall Center

YMCA

YWCA

The Staff of the New Britain Public Library gave valuable input and was part of a focus group.

MEMBERS OF THE COMMITTEE

Dr. Aimee Pozorski, Trustee and Original Chair of the Committee (12-2021 to 4-1-2022)

Deidra Ierardi, Past President of the Board, Current Chair

Pat Rutkowski, Library Director

Donald Naples, Secretary of the Board

Daniel Salerno, Mayoral Appointee to Board

Sarah Dutro Cormier, Trustee

SUMMARY OF COMMUNITY PARTNER INTERVIEWS AND FOCUS GROUPS

Several general themes were recurring among the Partners as follows:

- The high quality of the NBPL Staff. Staff was described as accommodating, professional, kind, welcoming and dedicated.
- The NBPL does a wonderful job of programming for children, but there needs to be a more concerted effort by NBPL and its Community Partners to reach deeper into the community to make more residents, and particularly youth, aware of programming.
- Lack of transportation is a barrier. Outreach efforts and more mobile services would address access issues.
- Closer collaboration with the New Britain Public Schools would be advantageous.
- The pandemic was still in the forefront of conversation and was cited as an ongoing challenge negatively impacting the mental health of community members.