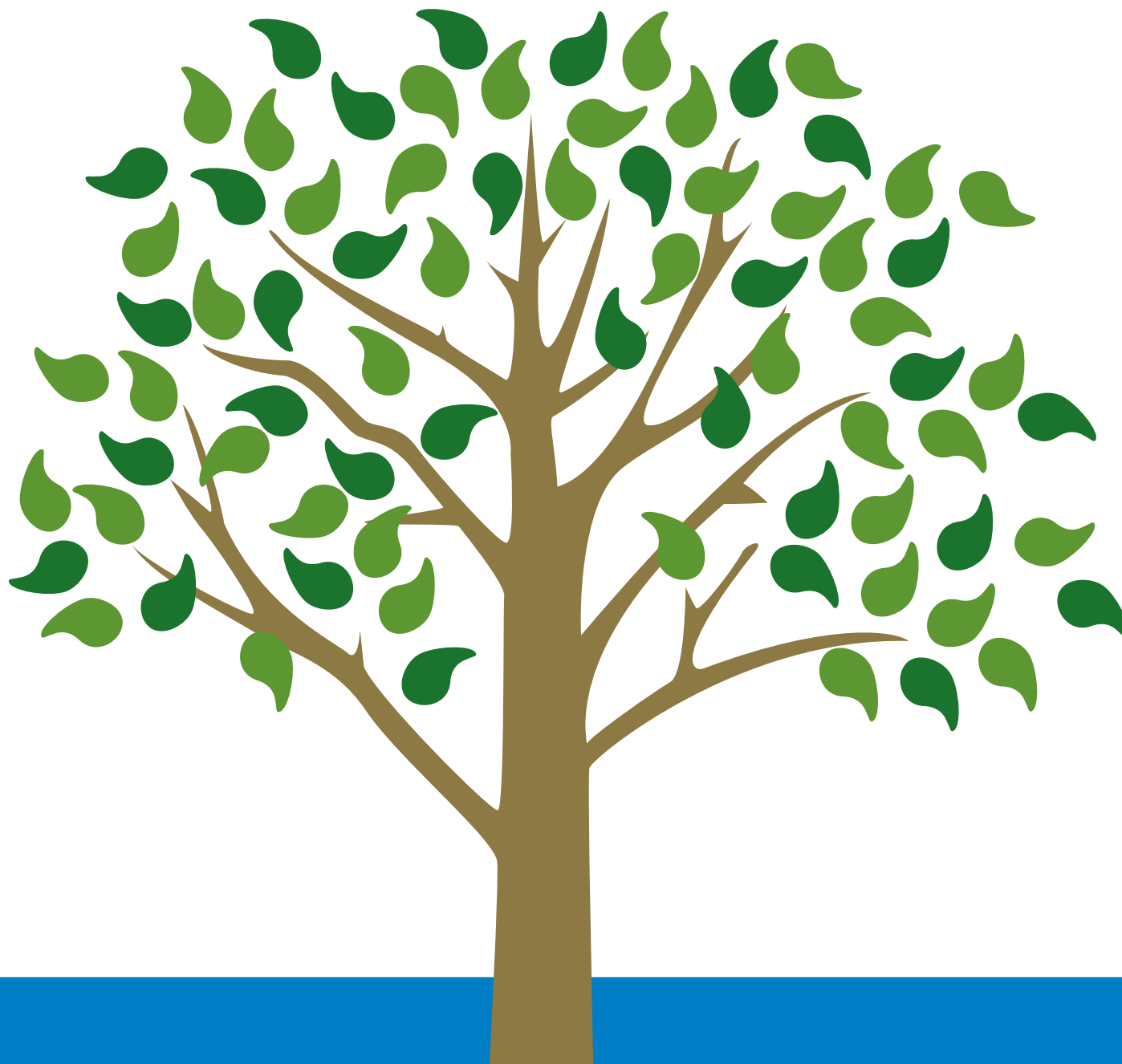


MY LIBRARY

CONNECTING OUR COMMUNITY



2012-17

GREENWICH LIBRARY
STRATEGIC PLAN

2012-17

GREENWICH LIBRARY
STRATEGIC PLAN

Letter from the Board of Trustees



Greenwich Library

A great community deserves a great library, but the notion of a great library is rapidly changing in the 21st century. We know that libraries still need books – as borne out by our recent Community Survey and the fact that circulation of printed materials at Greenwich Library continues to climb every year – but the question of how best to serve our patrons in a time of unprecedented change is more complicated to answer.

For more than 18 months, a talented and dedicated team of Greenwich Library staff members has labored to identify and understand the needs of our community. Working with a highly-regarded outside consultant, the Steering Committee gathered input from our key constituencies, paying special attention to ensure that the voices of our increasingly diverse patrons were heard. Next the team analyzed this information and sought to establish several specific areas of focus that would help us chart a course for the future. All of these efforts took place while the staff continued their regular daily responsibilities; it was a vast undertaking, and one for which the Board of Trustees is profoundly grateful.

The ten Strategic Initiatives outlined in this Plan represent the distillation of thousands of hours of data gathering and interviewing, as well as significant evaluation and discussion. Throughout the process, some ideas surfaced that seemed so necessary that we could not wait for completion of the document to launch implementation. Thus, when patrons made it clear through our Community Survey that they would welcome electronic contact from the Library, we immediately commenced work on an newsletter which made its debut in the summer of 2011. The dynamic nature of the process is reflected in the final Plan, which – above all – embraces a spirit of continuous dialogue with the community to allow the Library to respond to ever-changing conditions, circumstances and opportunities.

For 200 years, Greenwich Library has served as the intellectual and cultural hub of our community, and we anticipate that our role will grow even stronger in the future. Today's technologies and global outlook are creating new kinds of interactions and new avenues are constantly developing for collaborative learning. Through the 2012-2017 Strategic Plan, we aim to preserve our legacy as a "Community Treasure" and to give our great community the great library it deserves.

MY LIBRARY

CONNECTING OUR COMMUNITY

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Introduction

The earliest incarnation of Greenwich Library was formed by 23 residents in 1805, each subscribing to one \$6 share, payable in two installments. Members were allowed to borrow one book for each share they owned.

Greenwich Library has since grown its lending collections to nearly 500,000 items including books, films and music, as well as downloadable eBooks and audiobooks, lending art and a wide variety of electronic resources. In 2011, nearly 1.5 million items were circulated, making Greenwich Library the busiest in Connecticut.

At Greenwich Library today, we are privileged to serve a vibrant, intellectually curious and diverse population and we greatly value our role as one of the community's leading cultural and educational institutions. We are proud of our wide-ranging collections and enriching programs and are honored to provide excellent service and a place of lifelong learning for all patrons. In 2011, the Library offered over 1,400 programs drawing nearly 50,000 participants and was recognized as a five-star library by *Library Journal* for the third time.

Despite this tradition of excellence, we recognize that we can never be complacent. Given the rapid changes in both our local and global environments, we need to plan for the future, keep pace with technological and cultural trends and maintain broad relevancy to the needs of the population that we serve.

Advances in technology are continually changing how people access information and interact. An unstable and unpredictable economy has affected the services people need from the Library, challenging us to do more with existing resources and to make targeted, smart investments. The increasing diversity of Greenwich's population means the Library must be equipped to serve a broader community with a wider range of interests.

We embarked on a strategic planning process in 2011 to explore and respond to key issues facing Greenwich Library today. We started by identifying our strengths and we've noted these throughout the Plan. The ultimate measure of our success will be whether we have positioned the organization to better meet the continually changing needs and interests of the Greenwich community, both now and in the future.



In 1805, a small group of Greenwich residents, each paying \$6 a share, formed the Greenwich Town Library. Members were allowed to borrow one book for each share they owned. Ninety years later, Elizabeth Milbank Anderson gave the Town a new building for the Library in memory of her parents with the proviso that the Library provide "free service to all Town residents."

The Library's endowment sustained it until 1917, when the Town appropriated \$1,000 for maintenance and operating expenses, thus beginning the enduring partnership of public and private funding. By the 1950s, the Library had outgrown its already expanded space and the Town helped fund the purchase and remodeling of a building on the present site. In 1992, the Library received a \$25 million bequest from the estate of Clementine Lockwood Peterson, the largest gift ever made to a community library in the U.S. A new wing was added, and the remainder of the bequest was invested to generate income for the ongoing operation and maintenance of the addition.

The Planning Process

This Strategic Plan is the product of broad and profound consideration of the current and future role of Greenwich Library. With information from our patrons, Trustees and staff, we evaluated what is most important to our community, where we can improve and how we must adapt to remain relevant in a changing world. We also benchmarked strategic plans from leading public libraries across the country. Key inputs to the planning process included:

- ✿ **Establishment of a Strategic Planning Steering Committee.** The Board of Trustees hired library consultant and president-elect of the American Library Association Maureen Sullivan to lead a committee of staff and Trustees through the strategic planning process.
- ✿ **Community Survey and Community Conversations.** Approximately 10% of the Greenwich population over the age of five participated in an online and print survey, weighing in with priorities for Library services and investments; input on Library programming; and thoughts on collections and support for potential new services. These themes were explored in more depth via four “Community Conversations” facilitated by Maureen Sullivan. These focus groups were attended by more than 100 individuals.
- ✿ **Staff Retreat.** A full-day staff retreat was held featuring workshops and two speakers of national prominence. Both speakers are well known in the library profession and both discussed how they saw public libraries evolving over the next 3-5 years and the need for libraries to take control of their own destinies during these challenging times.
- ✿ **Staff Survey.** Approximately half the Library’s staff responded to an open-ended online survey to solicit candid perspectives and ideas about how the Library can better meet the changing needs of its patrons.
- ✿ **Initial Outline.** Based on all of the above input, the Steering Committee established four key strategic planning themes: Collections, Public Service, Staff Development and Technology.
- ✿ **Staff Work Groups.** Staff teams were convened to concentrate on the four themes identified by the Strategic Planning Steering Committee. A scope statement was prepared for each group by Maureen Sullivan to guide their work. Draft recommendations were submitted to the Strategic Planning Steering Committee.
- ✿ **Final Plan Development.** A core group of Library staff collaborated with BERK to develop a Final Draft Plan. Following review and discussion by the Strategic Planning Steering Committee and the Trustees Planning Committee, the Final Plan was developed and adopted by the Library’s Board of Trustees.

Community Asset Map

Asset mapping is an inventory of the businesses, organizations and institutions that constitute a community. By identifying the social, material and intellectual assets of its community, a library discovers a local network of resources to help broaden its impact and contribution.

This Strategic Plan was developed with a full understanding of our position in the web of community assets that strengthen and support the Greenwich community, focusing the Library on its role and identifying opportunities for collaboration with community partners.

Children	Individuals with disabilities	Veterans
Tweens/teens	Elected officials	Nonprofit volunteers
Digital natives	Government employees	Donors
Students	Union members	Multicultural
Educators	Financiers	Economically/ethnically/socially diverse
Adults/parents	Medical professionals	
Seniors	Small business owners	
Artists		

Parkland	Long Island Sound	Playgrounds
Civic centers	Wetlands	Ice skating rink
Teen center	Rivers	Skate park
Senior center	Nature preserves & habitats	Train stations
Boating facilities/docks/marinas	Bike & walking paths	Golf course
Beaches	Picnic areas	Polo grounds
Islands with ferry service	Historical & cultural sites	Parking lots

Animal care groups	Environmental groups	Service clubs
Book clubs	Family services	Social groups
Business organizations	Garden clubs	Support groups
Charitable groups	Health advocacy & fitness	Transportation groups
Civic events groups	Historical	Unions
Community centers	Hobby & collectors groups	Literary/literacy groups
Senior center/groups	Home care	Veteran's groups
Country clubs	Men's groups	Women's groups
Cultural groups	Neighborhood associations	Yacht clubs
Disability/special needs groups	Political organizations	Youth groups
Educational groups	Recreation/sports groups	College & university clubs
	Religious organizations	



Hedge funds & private investment firms	Newspapers	Building trades
Retail establishments	Media: radio, blogs, magazine	Medical facilities
Chamber of Commerce	Movie theater	Landscapers
Banks	Book store	In-home/personal services
Post offices	Personal foundations	Value of the Grand List
Credit unions	Realtors	

Preschools	Churches/synagogue	Fire houses
Public schools	Nonprofits	Recycling facility
Private schools	Representative Town Meeting	Foundations
Police Department	Commissions & boards	Social service agencies
Hospital/medical	Arts groups	Nursing homes
Greenwich emergency	Museums	Senior residences
Medical service	Symphony	
Libraries		

Background & personal history	Overcoming obstacles	Supporting diversity
Personal ancestry	Personal achievements	Reaching out to the underserved
Personal interest & contributions	Historic events	Community pride
	Economic development	

Role of the 2012-2017 Strategic Plan in Advancing the Library's Mission



This Plan establishes a long-term strategic framework for Greenwich Library, placing the Library's ongoing efforts in five key areas of focus and positioning the Library to build on its strengths. Strategic Initiatives within each of these five topical areas identify short- and medium-term efforts to improve our operations. These improvements will come through thoughtful and deliberate changes in how we do business. Over the next five years, patrons will see us change in significant ways, maintaining the core aspects that make the Library a cherished Greenwich institution while boldly embracing new approaches, new technologies and new priorities.

The Strategic Initiatives launched in this Plan speak directly to the most pressing opportunities and challenges we face. They provide a clear sense of priority and purpose as we move forward. We will act based on the directions set by this Plan, report on our progress in each of our five areas of focus and continuously absorb, evaluate and integrate new information.

Recognizing that the Library's external environment will continue to evolve as the Plan is implemented, we have designed this document not as a detailed, step-by-step guide, but as a higher level framework that sets direction and informs subsequent implementation planning. Future space and organizational planning – as well as annual budgeting and work planning – will all take direction from this document.

Ownership of this Plan extends to the Greenwich community, Library management, staff and the Board of Trustees. We will regularly review the Plan, evaluate our progress and update the Strategic Initiatives as necessary.

We look forward to continuing our journey with the Greenwich community, building an even more accessible and relevant Library that best meets the evolving needs and interests of our patrons.

Guiding Statements

Our Vision, Mission & Values

Vision

We aim to preserve our legacy as a community treasure and to give our great community the library it deserves, with a clear focus on the future.

Mission

The mission of Greenwich Library is to provide exceptional resources, programs and services that promote the joy of lifelong learning and discovery, and to offer a welcoming place for people to gather and share experiences.

Values

- ▶ Promote the joy of reading and lifelong learning.
- ▶ Deliver superior library services.
- ▶ Incorporate technology in a mindful and responsive way.
- ▶ Ensure free and convenient access to information.
- ▶ Maintain collections that provide the community with a window to the past and a view to the future.
- ▶ Connect people with the world of ideas and information by developing and presenting programs that provide opportunities for learning and entertainment.
- ▶ Cultivate staff who are knowledgeable, passionate and engaged about the role libraries play in individual lives and the community.

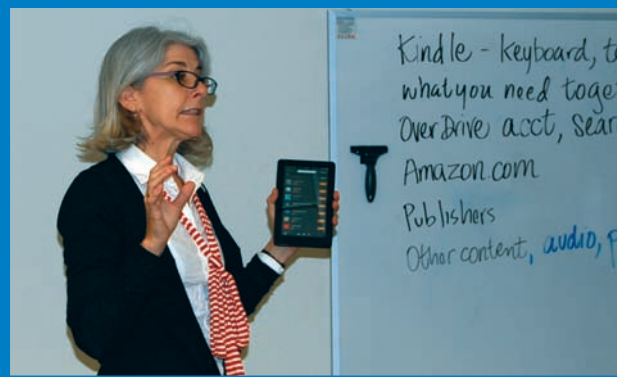
Overview of Topic Areas & Strategic Initiatives

Collections



1. Continue to expand and curate our collections and provide easy access to Library resources.
2. Embrace and integrate emerging media into our collections.
3. Use appropriate media and targeted messages to raise patron awareness of relevant Library resources.

Technology



4. Ensure our patrons and staff have access to established and emerging technologies and the opportunity to achieve technological literacy.

Lifelong Learning & Enrichment



5. Meet the needs and interests of Greenwich residents by making strategic programming choices.
6. Support the academic and life success of Greenwich children by promoting early literacy and a love of reading.

Service & Community Space



7. Strengthen our focus on satisfying the questions, needs and preferences of our patrons.
8. Reimagine our public spaces to reflect changes in technology and how people use the Library.

Community & Connections



9. Strengthen our community of readers by increasing patron connections to one another and to our collections.
10. Expand and focus our partnerships for the collective benefit of the Greenwich community.

Collections

Greenwich Library is respected for its collections of extraordinary depth and breadth, offering patrons an astounding array of opportunities to explore. We know that our patrons value our collections above all other resources and services we offer. We are also aware that free and easy access to our collections differentiates us from other institutions that overlap with some of our offerings. Our first focus is therefore on maintaining and enriching our collections, while increasing awareness and easy access for our patrons.

1 Continue to expand and curate our collections and provide easy access to Library resources.

Our first priority is to continue to expand and curate our collections, increasing their value and ensuring they are as accessible as possible to our patrons, whether for education, discovery, inspiration or recreation.

- ▶ **Continue to focus on our collections, using the best data and tools available to ensure our collections are deep in areas of interest for our patrons and in the formats they desire.**
- ▶ **Make our in-house collections easier to access.**
 - Explore options to organize Library materials in ways that make it easier for patrons to find what they are looking for.
 - Incorporate techniques that libraries have begun to adapt from retailers, such as merchandising and publicizing items to promote discovery.
 - Provide clear, distinctive and flexible signage.

Building on our Strengths

- Free access for all members of the Greenwich community to collections of exceptional depth and breadth that serve as the cornerstone of literacy for all ages.
- Awareness of Library resources in the community and easy access for our patrons.

- ▶ **Improve access to online resources via the Library website and mobile devices.**
 - Expand remote access to content through mobile applications.
 - Improve both catalog searching and site searching of the Library website.
 - Provide online tools to empower our patrons in the use of Library collections.
- ▶ **Expand and simplify our catalog, making it a more comprehensive portal to all Library resources.**
 - Make the catalog easier to search and browse.
 - Integrate digital and print materials in one place in the online catalog and make materials in multiple formats easy to identify and select.
 - Digitize and integrate local content for easy public access.
- ▶ **Explore additional options for more convenient pickup and return of items.**

2

Embrace and integrate emerging media into our collections.

Emerging media formats create exciting opportunities to share information in new ways. We are determined to cultivate and share the broadest range of resources possible with our patrons and will focus on expanding this portion of our collections. We will also take an active role in efforts to ensure that libraries have equal access to digital content, ensuring the full richness of these resources are available to our patrons.

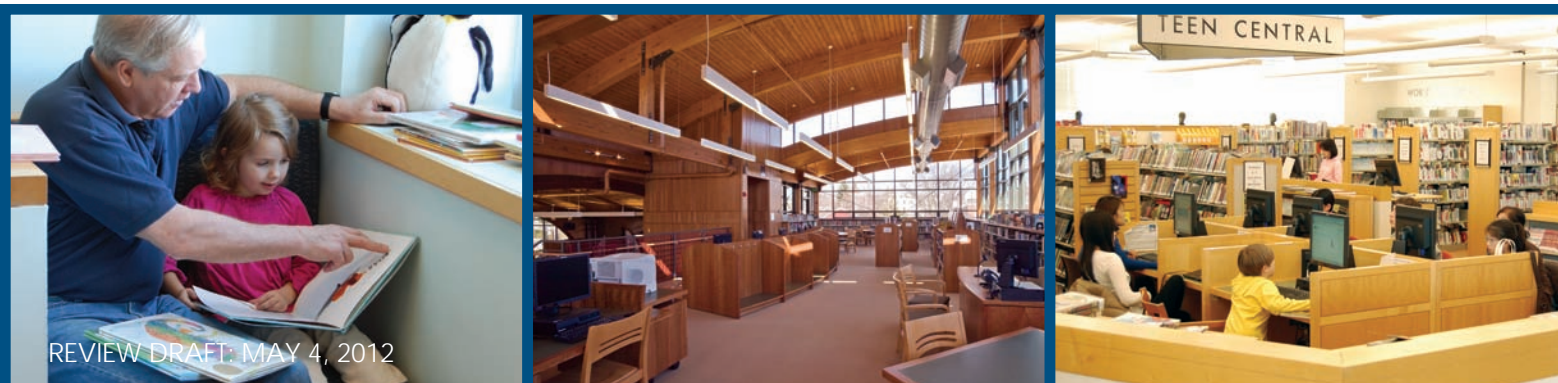
- ▶ **Increase the depth and breadth of our digital collections, including eBooks, downloadable audiobooks, eMagazines and streaming audio and video.**
- ▶ **Work with publishers, wholesalers and library organizations to advocate for equal access to digital content for libraries and library users.**

3

Use appropriate media and targeted messages to raise patron awareness of relevant Library resources.

It would be both impossible and unnecessary to ensure that all patrons are aware of all collections, resources and services offered by the Library. It is more important and more practical to ensure that patrons are aware of those offerings that are most relevant to them, given their interests, affiliations and stage of life. This requires using the most appropriate media to deliver a targeted message. The Library has long used various media to reach its patrons, including print, email and social media. By deepening our segmented approach to communicating with patrons, we will strengthen our ability to make our communications meaningful and useful to the recipient.

- ▶ **Strengthen our segmented strategies and tools to connect with all patrons.**
 - Expand the use of social media, email and other tools to reach targeted audiences.
 - Employ other media for engaging our less technologically-oriented patrons.
 - Strengthen our outreach materials in languages other than English.
 - Ensure newcomers to the Greenwich community are aware of the Library and its offerings.
- ▶ **Further develop the Greenwich Library brand and enhance the community's connection to the Library.**



Technology

The presence of technology is an underlying factor throughout this Plan, facilitating nearly every aspect of our work, from supporting the provision of information and services to helping us communicate with our patrons. Our focus on technology in this topic area is more explicit, addressing our role of providing technology tools and training directly to our patrons.

The Library plays an important, democratizing role in ensuring that all Greenwich residents have access to the tools and skills they need to use technology, whether for education or recreation. The Library is the community's exclusive source of free print and digital materials, a singular location for free access to the Internet and a key resource where area residents can receive free training in the use and application of new and emerging technologies. This function is broadly supported by the Library's patrons, who ranked the provision of technology and materials for people who otherwise might not have access as their second service priority in the Community Survey.

As we commit to refreshing and expanding this core function of Greenwich Library, we recognize the importance of continuing to examine the role of technology in a deliberate and critical manner. We aim to carefully evaluate emerging technologies for our patrons, rather than to immediately adopt leading edge products and devices before they have been adequately tested. We can then incorporate appropriate new technologies in a mindful way that responds to the community's needs and maintains our commitment to being a good steward of public financial resources.

Building on our Strengths

- A robust computer network and other platforms to ensure all residents have access to productivity tools, the Internet and emerging media formats, including digital content and streaming audio and video.
- Technology training on a wide range of topics and tools.
- Hardware and digital resources that are accessible to patrons with a range of special requirements.

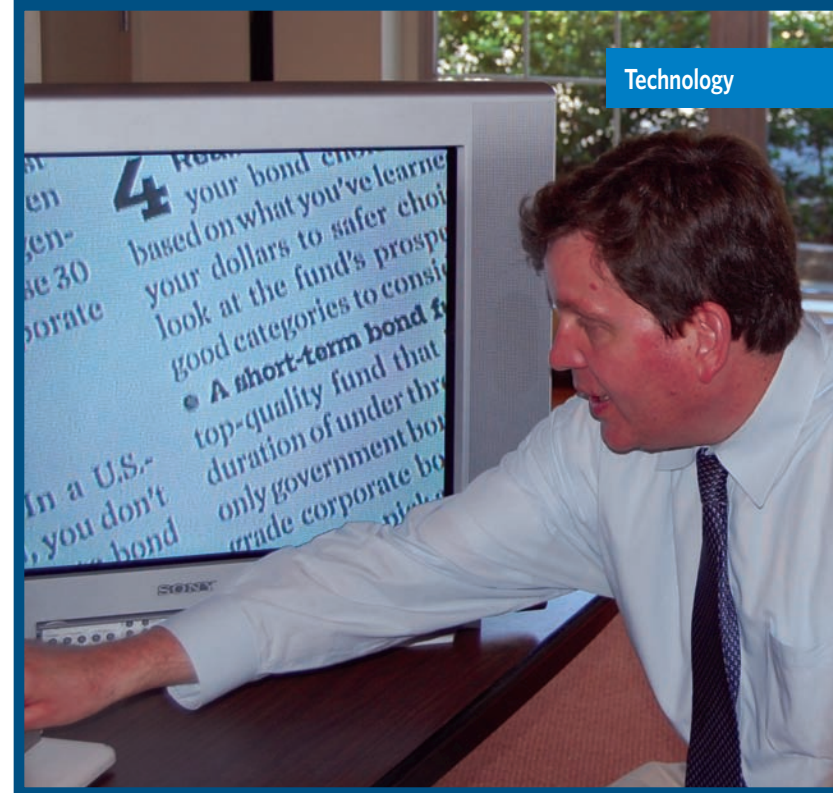


4

Ensure our patrons and staff have access to established and emerging technologies and the opportunity to achieve technological literacy.

As information provision shifts from print and physical media to other formats, libraries and their patrons must maintain their technological savvy and information literacy. This involves providing access to and familiarity with the tools used to access information, as well as the skills required to find, sift and critically assess information. The need for information literacy is magnified by the sheer volume of information and the vast range of sources we have access to today via any computer connected to the Internet.

- ▶ **Maintain a network of public computers that meet the essential technology needs of our patrons.**
- ▶ **Create opportunities for patrons to gain first-hand exposure to and greater comfort with emerging technologies.**
- ▶ **Provide increased technology training opportunities, making sure patrons of all ages and socioeconomic backgrounds are comfortable with technology.**
- ▶ **Help patrons find reliable information sources by serving as a trusted guide and increasing their information literacy and self-sufficiency in critically testing information sources for validity.**



Lifelong Learning & Enrichment

Greenwich Library functions as a primary cultural and educational venue for people of all ages and walks of life, enriching the lives of individuals, families, groups and the Greenwich community as a whole. Our Strategic Initiatives in this area focus our programming efforts to increase their impact and expand our support for early literacy, a key determinant in the future success and happiness of our children.

5 Meet the needs and interests of Greenwich residents by making strategic programming choices.

The Library has traditionally leveraged its collections, physical spaces, partners and patron base to provide a wide range of programming, from cultural enrichment to entertainment to practical skill building. In the face of seemingly limitless programming options and opportunities, we see power in setting limits; by focusing our programming in the key areas identified below, we will make more efficient use of limited resources and provide the greatest benefit to the community.

► Focus the content of our programming where we can have the greatest positive impact.

- Cultivate our community's love of literature and the arts by deepening patron engagement with the content of our collections through community reads, story hours, book clubs, concerts, films and author talks.
- Ensure our programming is topical and highly relevant by staying in touch with and responding to the immediate cultural and intellectual interests of the Greenwich community.

Building on our Strengths

- A forum for training, cultural programming and civic engagement that informs, educates, trains and entertains our patrons to enrich the community overall.
- Literature and the arts that come alive through presentations and discussions.
- After school support for students.

- Feature the expertise and passions of local residents, business owners and other community members in our "Grown in Greenwich" programs.
- Focus on increasing digital literacy for all Greenwich residents.
- Increase programming tailored to the needs and interests of targeted patron segments, including traditionally underserved populations.
- Use program delivery options that maximize the impact of limited programming resources.
 - Seek out opportunities to leverage displays of related resources in Library buildings or in the community and pursue options for theme-based programming or series of related programs.
 - Coordinate programming with related efforts by our community partners, including schools, institutions, associations and businesses.
 - Continue to learn about patron preferences for programming content, formats, locations and times via short questionnaires distributed at events, online surveys and discussions with patrons.

6

Support the academic and life success of Greenwich children by promoting early literacy and a love of reading.

Studies have shown that early literacy programs can be extremely effective investments, providing young children with the developmental foundations and early skills they need to read with fluency. This ability subsequently supports the ability to write and learn other subjects such as history, science and even math, leading to longer-term educational and life success. Beyond benefiting the individual alone, the return to society is significant. By working with our partners, we can do more in this important area, creating brighter futures for our children, strengthening society and cultivating future generations of Greenwich Library patrons.

- ▶ Build on our long-standing collaborations with community partners to expand and formalize our early childhood literacy program.
- ▶ Expand our role in providing after school support for students, coordinating efforts with public and private school leaders and administrators to serve as an extension of the school community.



Service & Community Space

The experience of Greenwich Library patrons is affected by the nature of their interactions with staff and the character of the physical environment they encounter on entering our buildings. We have long had a commitment to excellence in customer service; in this Plan we recommit to adopting best practices to ensure that patron/staff interactions are positive and rewarding. We will reexamine our physical spaces as well, identifying opportunities to adapt the interiors of our buildings to best support the full range of activities our patrons come to the Library to pursue.

Building on our Strengths

- Customer service focused on the needs and interests of our patrons before all other activities.
- Trusted guides to materials and information, helping patrons locate, evaluate, download and borrow materials.
- Facilities that are inviting, safe, accessible and comfortable.

7 Strengthen our focus on satisfying the questions, needs and preferences of our patrons.

We will reinforce our patron-oriented culture and reconfigure our staffing models to better satisfy patron questions, requests and needs. By thinking creatively, we will find ways to position Library staff to be more accessible and better prepared to respond to patron requests.

- ▶ Promote a Library culture that is focused on learning, continuous improvement and innovation, enabling us to continuously adapt to the community's changing preferences.
- ▶ Develop innovative staffing models that provide convenient and integrated access to Library staff to ensure that patron needs are addressed as comprehensively and quickly as possible, putting staff in positions where they are more conveniently available to patrons.
- ▶ Empower patron independence by providing more self-directed choices and opportunities for self-service.

8

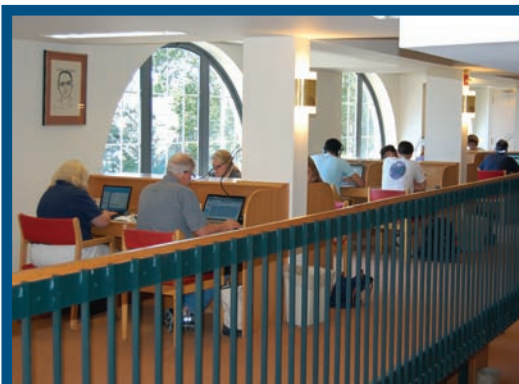
Reimagine our public spaces to reflect changes in technology and how people use the Library.

There is strong demand for places to conduct both quiet and communal activities within our buildings. By thinking creatively about our spaces – reimagining their configuration and use – we can accommodate this range of expectations within our existing structures. Our goal is to make our Library buildings buzzing, vibrant community spaces that are full of life and activity, while also offering dedicated sanctuaries for quiet, individual work. Accomplishing this will require ongoing flexibility, allowing us to reconfigure spaces as needs arise and to modify our spaces to facilitate the use of emerging technologies.

- ▶ **Reconfigure our public spaces to be more accommodating for a range of uses.**
 - Dedicate quiet spaces for individual reading, study or relaxation.
 - Dedicate spaces for group collaboration, engagement and debate, supporting our role as a space for civic discourse, civil debate and community building.

- ▶ **Welcome the community by serving as a primary gathering and meeting space for Greenwich residents.**
 - Enhance spaces where patrons can mingle and interact with each other.
 - Promote conference rooms for business meetings.
 - Make it easy for community groups to schedule and use Library facilities.

- ▶ **Increase the flexibility of our spaces.**
 - Create the ability to adapt the configuration of our spaces based on time of year or spontaneous needs.
 - Adapt our spaces to support the use of emerging technologies.



Community & Connections

Greenwich Library creates and strengthens community through its role as a leading provider of cultural resources and as a forum and venue for events. We intend to expand that role and strengthen our community of lifelong learners as we believe that learning is a communal, as well as an individual, activity and that the Library should be a center for intellectual and cultural engagement.

The Library also supports the community as a service provider, in tandem with our partners in Town departments and Greenwich's diverse array of associations and not-for-profit organizations. This role, too, will be expanded. Through deliberate partnership building and ongoing coordination, the Library will complement Town departments, offering more e-government and Library-based access to government functions. We will also coordinate with not-for-profit providers to ensure that our programs and services, including early literacy efforts, after school supports and practical trainings, complement our partners' offerings and that we collectively meet the needs of the entire community.

Building on our Strengths

- Greenwich Reads Together and other community-based collaborative efforts with partners that bring people together for social, educational and enjoyable interactions.
- Opportunities for lifelong learning through reading groups and other collaborative activities.
- Established relationships with Town departments and other community institutions.

9 Strengthen our community of readers by increasing patron connections to one another and to our collections.

Whether connecting readers to their next book, hosting literary programs, convening community-wide conversations or facilitating patron-to-patron exchanges of ideas, Greenwich Library aims to continuously build a community of readers. New technologies allow us to strengthen that role by providing new platforms for patron reviews, incorporating original, patron-generated materials into our collections and expanding our collection of local history and records of locally significant events.

- ▶ Continue to bring people together around literature, information and the exchange of ideas, leveraging our collections, programs and partnerships.
- ▶ Expand opportunities for patrons to share reviews and other comments on our collections and to collect and circulate patron-generated content.
- ▶ Capture history as it happens by actively seeking out and collecting content of local significance and integrating it into our collections and catalog.
- ▶ Digitize content to make collections and the cultural records of Greenwich easily accessible on our website.

10

Expand and focus our partnerships for the collective benefit of the Greenwich community.

We recognize that we can achieve more in partnership with others than we can on our own. Our skills and assets as an institution are great, but our Vision and Mission are ambitious and our community's needs and interests are more than we can fulfill alone. By strengthening our strategic partnerships and ongoing coordination, we eagerly dedicate ourselves to working with a wide range of partners for the collective benefit of our community.

- ▶ Take a deliberate, thoughtful and wide-reaching approach to expanding our relationships with government, community-based and private sector partners.
- ▶ Magnify our impact by coordinating Library and partner efforts.
 - Increase ongoing information sharing among our partners.
 - Coordinate service provision and programming to ensure that, together with our partners, we respond to the needs of Greenwich residents as efficiently and effectively as possible.
 - Evaluate the effectiveness of our efforts and respond to emerging needs or gaps in service provision.





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