



Greenwich  
Library

# GREENWICH LIBRARY RENEWED

Strategic Plan 2018-2022

April 2018

No Other World

CHARLIE LOVETT  
VIKING  
THE LOST BOOK OF RAHUL MEHTA  
ALGONQUIN

LAUREN GRODSTEIN  
OUR SHORT HISTORY OF ALMOST EVERYTHING  
ALGONQUIN

GEORGIA HUNTER  
VIKING  
We Were the Lucky Ones

# INTRODUCTION

## A Letter from the Board of Trustees, Library Administration, and the Friends of the Greenwich Library

*“Few institutions are challenged to keep up with rapid changes in electronic media more than libraries. At the same time, libraries remain our primary guardian of traditional media, which hold unique pleasures, along with the accumulated body of knowledge, expression and imagination. The library that fails to find the balance between those missions is the library that risks irrelevancy. Greenwich Library will not risk irrelevancy...it remains a place where people can go to learn about the world around them and how to function well within it.”*

— Greenwich Time, 2013

**T**his article was written five years ago, when the Town of Greenwich enthusiastically welcomed Greenwich Library’s long-range plan, *Connecting Our Community*. Since then, our staff and trustees have worked tirelessly to achieve the goals we outlined. The results have been remarkable, as noted in the recent accomplishments throughout this plan. In 2017, the national



publication *Library Journal* named Greenwich Library a 5-Star Library—for the ninth time.

Two key factors have enabled this extraordinary success. First is our **community**. Our dreams become realities because of the people, partners, and organizations that provide strong and unwavering support. At the Library, we endeavor to be careful stewards of the resources that the Town and our community provide.

Second is our **flexibility** in the face of constant change. Every five years, we pause to reflect on our patrons' needs and preferences, re-examine our practices, and affirm fresh goals and strategies that advance our vision of giving our great community the great library it deserves.

Our new Strategic Plan, *Greenwich Library Renewed*, is our commitment to a set of clearly defined goals and strategies for the next five years. It is the product of many

perspectives, and incorporates significant input from staff, trustees, and community partners, as well as the venerable Friends of the Greenwich Library, Friends of the Cos Cob Library, and Friends of the Byram Shubert Library. Informed by the Library's Mission, Vision, and Values, the Plan offers a practical roadmap to guide our journey into the next decade.

Greenwich Library—the Main Library, the Byram Shubert Library, and the Cos Cob Library—will concentrate on new and continuing efforts in five Focus Areas:

- » Collections
- » Lifelong Learning and Enrichment
- » Service
- » Space
- » Community Connections

In each of these areas, the Plan takes into account the need to revitalize our spaces to allow for flexibility, connectivity, and delivery

of high-quality programming, education, and resources to an increasingly diverse community. The Plan also recognizes that technology serves as a foundation for all our activities and is essential to advancing our goals.

On behalf of our Board of Trustees, staff, Friends groups and community partners, we invite you to explore *Greenwich Library Renewed* and share in our excitement as we chart our course forward.

- **Chip Haslun**  
*President, Greenwich Library*  
*Board of Trustees*
- **Barbara Ormerod-Glynn**  
*Director, Greenwich Library*
- **Sharon Fortenbaugh**  
*Chairman, The Friends of the Greenwich Library*



Author Somini Sengupta discusses *The End of Karma: Hope and Fury Among India's Young*

## Plan Update Process


Greenwich Library's 2018–2022 Strategic Plan Update builds on the success of the Library's 2012–2017 Strategic Plan. The new plan was produced by the Strategic Plan Steering Committee (SPSC), which included members of the Board of Trustees; representatives of the boards of the Friends of the Greenwich Library, the Friends of the Byram Shubert Library, and the Friends of the Cos Cob Library; Library administration; and key Library staff. The Library contracted with BERK Consulting to assist and advise with the planning process.

To develop the Plan, the SPSC leveraged Work Groups, made up of Library staff, to gather input on seven topic areas through data assessment, discussion, and on-the-ground expertise. Work Group reports were synthesized into a Summary Situation Assessment for initial plan development, after which the Situation Assessment was amended to include popular themes and ideas from strategic planning engagement activities with the SPSC and the Friends of the Greenwich Library Board, as well as the Staff Retreat in late September 2017.

The draft Plan was developed with Library administration and key Library staff, then circulated for review by the Steering Committee, Board of Trustees Planning Committee, the Friends of the Greenwich Library Board, and the Boards of the Friends of Cos Cob and Byram Shubert Libraries. The Plan was adopted by the Board of Trustees in April 2018.

For a full list of people who contributed to this Plan, see page 16.





Families enjoy an Animal Embassy program at Byram Shubert Library

## 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

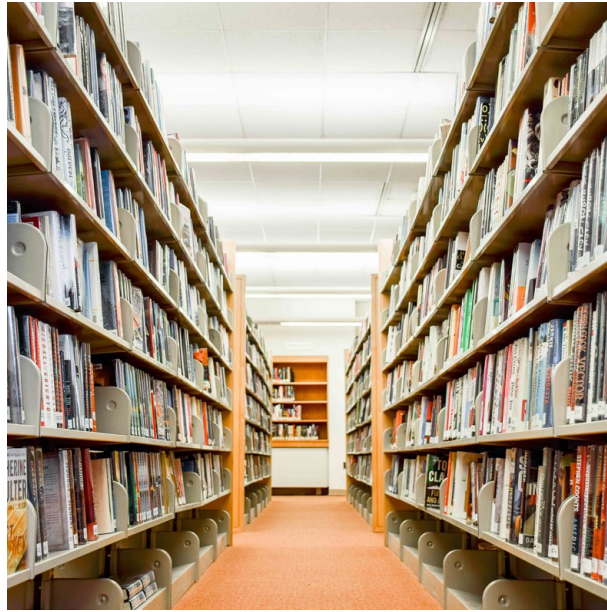
- » Promote the joy of reading and lifelong learning.
- » Deliver superior library services.
- » Celebrate and support the diversity of our community.
- » Incorporate technology in a mindful and responsive way.
- » Ensure free and convenient access to information.
- » Maintain collections that provide 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.

# PLAN OVERVIEW



## Focus Areas and Supporting Goals

The five Focus Areas and ten Goals listed here are interrelated. Goals listed under *Space* and *Community Connections*, for example, will help us implement Goals listed under *Collections* and *Lifelong Learning and Enrichment*. Technology is a key part of every Goal.



## COLLECTIONS

- 1 Deliver collections and resources of exceptional depth and breadth that reflect the interests of our community.
- 2 Encourage a passion for reading in people of all ages through exploration and personal discovery.



## LIFELONG LEARNING AND ENRICHMENT

- 3 Think comprehensively about library programming and offer high-quality, culturally rich programs that reflect community needs and interests.
- 4 Support contemporary skill development and literacy of all kinds.





## SERVICE

- 5 Enhance the user experience by meeting patron needs, when and where they occur, applying both technology and a human touch.
- 6 Identify and build staff core skill sets to meet changing and expanding demands for service.



## SPACE

- 7 Create accessible, engaging, and flexible library spaces.
- 8 Reimagine spaces for greater community connections and cultural enrichment.



## COMMUNITY CONNECTIONS

- 9 Enhance our ability to provide tailored services by understanding and engaging our community.
- 10 Advance partnerships that build on our strengths and help us address the needs of our community.

# COLLECTIONS



## RECENT ACCOMPLISHMENTS

- » Evaluated collections and set target sizes for over 100 different collection areas.
- » Shifted the entire collection at Main Library for a better browsing experience in the stacks.
- » Implemented a new user-friendly online public access catalog.

## LOOKING AHEAD

Demand for printed materials is not going away, but will be accompanied by an interest in the convenience and personalization of electronic media. Libraries will need to provide satisfying digital experiences for users, making sure that patrons are connected to collections in contemporary ways.

Library users in the future will be active participants in selecting and purchasing new materials, changing the ways in which collections are traditionally acquired, replaced, and removed.

We are committed to expanding and enhancing our offerings to build on the success of our collections. We will continue to explore ways to connect our patrons to our unique materials, both physical and digital. Meeting the collection needs of an evolving Greenwich community is core to our Mission and critical to our future.

## GOAL 1

**Deliver collections and resources of exceptional depth and breadth that reflect the interests of our community.**

- » Update the collection development policy to reflect local needs and interests.
- » Maintain a collection that best reflects the diverse backgrounds of Greenwich community members.
- » Tailor collections to meet the unique interests and needs of branch library communities.
- » Deepen our collection of local history and creative content.

## GOAL 2

**Encourage a passion for reading in people of all ages through exploration and personal discovery.**

- » Use displays and distinct merchandising strategies to engage patrons and complement programming.
- » Make reading easy and fun by offering the tools and resources users need to move through different stages of life.
- » Complement the needs of Greenwich students with fresh approaches to materials for children and young adults that are both instructive and engaging.

# LIFELONG LEARNING AND ENRICHMENT

Lifelong learning is key to a healthy community; it builds self-worth, connects people to new ideas, and promotes active citizenship. Greenwich Library recognizes that learning isn't limited to school or one stage of life, and designs programming that meets our community's evolving needs and interests.

## GOAL 3

Think comprehensively about library programming and offer high-quality, culturally rich programs that reflect community needs and interests.

- » Foster civic engagement and connect people with diverse views in a safe space through forums and town hall-style events.
- » Provide cultural programming that aligns with and supports Greenwich community priorities.
- » Experiment with creative program implementation, such as Library-wide theme days.

## GOAL 4

Support contemporary skill development and literacy of all kinds.

- » Establish the Library as a place to foster creativity, technological exploration, and self-directed, interest-driven learning.
- » Expand the Library's ability to help patrons develop skills for today's world and workplace.
- » Be a gateway for literacy of all kinds for all ages, including: traditional (speaking, reading, writing), digital, media, technology, civic, cultural, musical, artistic, and financial.
- » Expose patrons to emerging technologies and offer technology training across a spectrum of user levels.



## RECENT ACCOMPLISHMENTS

- » Evaluated programs and addressed issues such as marketing, venue size, and subject matter to provide consistently exceptional programs.
- » Promoted early literacy through Library visits and Library cards for first-graders.
- » Expanded the number of preschool story times to instill a love of reading in young children.

## LOOKING AHEAD

Human connection is core to individual and community wellbeing. Libraries will play a critical role in bringing people together.

This is increasingly important as people are living longer and more active lives, and as the knowledge economy is changing what is required to thrive in both the workplace and everyday life. Not only will libraries be a place to maintain social bonds and grow through encounters with different points of view, but they will also be a resource for developing new skills, especially over long and varied careers.

# SERVICE



## RECENT ACCOMPLISHMENTS

- » Responded to feedback from a Community Survey to strengthen patron experiences.
- » Implemented self-service pickup, checkout, and payment options for users.
- » Redesigned the Library website for greater usability and more effective communication.
- » Launched an online booking system for group study rooms.

## LOOKING AHEAD

The pace of change for library services is remarkable, and as offerings continue to improve, customized user experiences will reshape library services. Service won't begin or end with a library building, website, or mobile app—it will all be a connected, personalized system. Libraries and librarians of the future will need to be creative, nimble, and deft with both people and technology.

Each user's experience, whether in person, by telephone, or online, is an opportunity for the Library to create a fulfilling experience. To maintain our high-quality service, we must bridge the worlds of traditional reference and research with the new, ever-changing world of digital service. Excelling in both worlds is challenging, but necessary to our success.

## GOAL 5

**Enhance the user experience by meeting patron needs, when and where they occur, applying both technology and a human touch.**

- » Evaluate user experiences, both physical and online, for diverse populations, especially first-time users, using analytical tools and statistics.
- » Expand and offer direct technology assistance at service points throughout the Main Library, making it available for patrons during all open hours.
- » Provide new 24/7 digital service offerings, staying abreast of emerging trends.
- » Support patron needs and preferences, ensuring patrons find what they are looking for or get the help they need, whether they are visiting in person or accessing resources remotely.

## GOAL 6

**Identify and build staff core skill sets to meet changing and expanding demands for service.**

- » Establish a core skill set committee to develop a long-term plan for implementation of this strategy.
- » Provide a constant and flexible training curriculum for staff to ensure greater patron assistance.
- » Conduct a strategic evaluation of Reference Services.
- » Maintain statistics that better measure and evaluate patron inquiries for Reference Services.

As a community anchor and a ‘third place’ separate from home and work, Greenwich Library nurtures residents and visitors by providing the opportunity for social cohesion, learning, and a sense of place. Because of this, it’s important that the Library’s physical facilities, both exterior and interior, not only reflect community values but also respond to user needs in exciting and effective ways. A multi-year Main Library Master Plan will modify spaces, technology, and services to ensure that we continue to be flexible and responsive to new trends and community needs.

## GOAL 7

### Create accessible, engaging, and flexible library spaces.

- » Enhance spaces for children and young adults by making dedicated areas more dynamic, comfortable, and attractive.
- » Improve physical access and connectivity throughout the Main Library.
- » Study the facilities of the Cos Cob Library and how they may be adapted to best serve the community.
- » Design dedicated spaces that enhance collaboration, entrepreneurship, and individual study, especially for students, the self-employed, and patrons using the Library as a workplace.

## GOAL 8

### Reimagine spaces for greater community connections and cultural enrichment.

- » Create a ‘cultural commons’ at the Main Library to draw the community together and enhance literacy and learning experiences.
- » Create friendly and comfortable spaces where community members can gather, interact, and enjoy conversation.
- » Develop and enhance spaces that can be used to engage the community with the latest and emerging technologies.



## RECENT ACCOMPLISHMENTS

- » Developed a multi-year Master Plan for the Main Library that considers the latest trends in library spaces and outlines the critical improvements needed to match our facilities to contemporary service needs.
- » Initiated the evaluation of collections and interior space at the Cos Cob Library.

## LOOKING AHEAD

As digital access to basic information increases, libraries will continue to evolve into community cultural hubs with a focus on public programming and education. People will come to libraries for a broader range of reasons than ever before, from interpersonal interaction and group gathering to quiet study and independent reflection. Library space and design will need to remain highly flexible to accommodate a variety of educational and cultural activities, both individual and communal.

# COMMUNITY CONNECTIONS



## RECENT ACCOMPLISHMENTS

- » Increased local and regional partnerships, creating dynamic new programming opportunities.
- » Expanded the Library's presence at town-wide events, and invited community representatives to staff meetings to share organizational missions.
- » Proactively engaged with Greenwich Public Schools to co-brand and promote summer reading to support children's academic and life success.

## LOOKING AHEAD

Libraries of the future will serve as the crossroads or 'common' of their communities. This shift means libraries will play increasingly essential and complex roles in supporting communities—not just as repositories of resources but as active, engaged leaders. Libraries will need to partner with other community organizations, in an integrated and complementary way, and bring their specific strengths and resources to collaborate for the good of the community.

Connecting our community is important to Greenwich Library, so much so that it was the theme of our 2012–17 Strategic Plan. However, bringing the community together isn't the only role we play. We ourselves are connected to the community, and our success depends on our ability to partner and collaborate with others—individuals, associations, and institutions—who can help broaden our impact and contribution.

## GOAL 9

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**Enhance our ability to provide tailored services by understanding and engaging our community.**

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- » Anticipate community interests by analyzing library data and trends and use the results to develop and cross-promote library programs, collections, and services.
- » Reach out to different community groups to ensure we meet their needs and interests and identify underserved populations that can benefit from library programs, services and collections, such as adult English Language Learners and daily commuters.
- » Explore non-English language options for Library communications to connect English Language Learner communities with information and services.

## GOAL 10

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**Advance partnerships that build on our strengths and help us address the needs of our community.**

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- » Establish a standing committee to develop and maintain community partnerships and to provide outreach leadership and guidance to Library staff.
- » Align partnerships with the Strategic Plan to expand the Library's reach and impact beyond Library walls.

### What's Next?

*Greenwich Library Renewed* establishes a framework to guide discussions and decision-making focused on improving services for the Greenwich community. Greenwich Library administration and the Trustee Planning Committee will monitor progress against goals, while collaborating with the Friends of the Greenwich Library, the Friends of the Byram Shubert Library, and the Friends of the Cos Cob Library. Together, we will use an annual process of selecting, prioritizing, funding, and implementing projects and activities that support the Focus Areas, Goals, and Strategies of the Strategic Plan.

This ongoing planning process marries the flexibility required to respond to emerging needs and opportunities with a consistent framework and the steady pursuit of long-term goals.



R.E.A.D. to a Dog, a popular program at Byram Shubert Library, is now offered at Cos Cob Library too

# CONTRIBUTORS

## Board of Trustees Planning Committee

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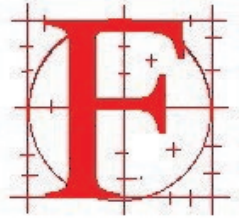
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Greenwich Library Renewed Strategic Plan 2018-2022

# CONTRIBUTORS



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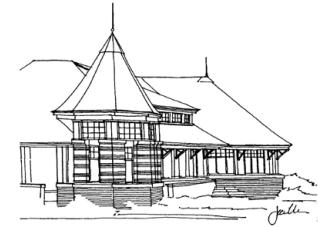
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