

Greenwich Library

STRATEGIC PLAN 2026 - 2028

June 2025

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Acknowledgements

Plan A Advisors is grateful to the Board and Staff of Greenwich Library for their insightful and active engagement throughout the development of this Strategic Plan. The Steering Committee led by Chairs Marty Gendell and Diana Seaton included current Board members Hilary Martin Lea (Chair, Friends of Greenwich Library), David Mullen, President Ian Murray, Karen Royce, Peter Schwartzstein; and Library Director Joe Williams and Staff members Moira Danehy, Lisa Mandel, Kate Petrov, Kate Soboleva, Stephen Schmidt, and Deirdre Sullivan.

We appreciate the many community leaders who participated in confidential one-on-one interviews, and the groups of professionals to the Teen Advisory Board who participated in the roundtable conversations that explored themes drawn from our research. They are acknowledged by name in the appendix section. A peer scan was conducted to learn from colleagues; we are grateful to the leadership from New York Public Library – Stavros Niarchos Foundation Library, Brooklyn Public Library – Central Library, and West Hartford Public Library for their time and invaluable insight.

Staff deserve many thanks for their eager participation both in the roundtables and in developing detailed tactical plans for the implementation of this Strategic Plan giving us great confidence in Greenwich Library's ability to deliver on its promise.

Plan A Advisors is particularly grateful to Joe Williams and Kate Soboleva for the collaborative and productive nature of this engagement which made the process a generative one and the product stronger. We are eager to watch your success and available to offer guidance during this exciting and critical period in the organization's development.



Plan A Advisors

Foreword

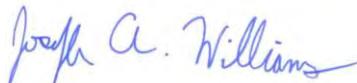
For well over a century, Greenwich Library has built deep community trust through exceptional collections, outstanding services, stellar programming, and dedicated Staff and volunteers. Today, the Library is at another pivotal time in which it will continue to evolve to respond to the changing needs of our community and society.

This strategic planning process is in response to the changes around us. Social, economic, and political divisions have created new challenges. These challenges have also created new opportunities for Greenwich Library. This plan seeks to expand access to those who do not or cannot access our offerings as well as make them aware of what the Library can do for them. What we heard clearly from our research is that while Greenwich Library excels at serving those who have found us, the time has come to actively reach those who have not.

This plan charts a focused path forward, building on the Library's considerable strengths while addressing recognized gaps. We envision a Library that serves as both a community bridge across divides and an innovation hub that balances traditional services with emerging technologies. Most importantly, we are committed to ensuring that every Greenwich community member knows the Library is truly for them as a place where they belong and can thrive.

The comprehensive process we undertook—engaging dozens of stakeholders and studying exemplary peer institutions—has already strengthened our understanding and resolve. We are grateful to our dedicated Steering Committee, to Plan A Advisors for its expertise, and especially to the many community members who shared their wisdom and aspirations.

As we look ahead, we see a Greenwich community that remains vibrant, connected, and thriving, with its Library serving as an essential cornerstone. The challenges of this moment are real, but so is our commitment to meet them. Together, we will ensure that Greenwich Library continues to be the community anchor our residents need and deserve.



Joseph A. Williams
Library Director



Ian Murray
Board of Trustees President



Hilary Martin Lea
Friends of Greenwich Library Chair

Introduction and Executive Summary



Introduction and Executive Summary

Public libraries today operate in an environment of unprecedented complexity and opportunity. Nationally, libraries face escalating politicization, with the American Library Association documenting record numbers of challenges to books and materials, while simultaneously grappling with the proliferation of misinformation and disinformation that threatens the credibility of traditional information sources. At the same time, rapid technological advancement continues to reshape how communities access and interact with information, creating new forms of digital inequality even as it opens possibilities for expanded service delivery. These external pressures intersect with evolving community needs for trusted gathering spaces and neutral forums for civic engagement in an increasingly polarized society.

In response to this changing landscape, forward-thinking libraries are reimagining their role as vital community anchors and "third spaces" that bring people together across social, economic, and political divides. They are investing in strategic partnerships to extend their reach beyond traditional library users, developing comprehensive approaches to digital equity, and positioning themselves as essential infrastructure for democratic participation and lifelong learning. The most successful libraries are those that build on their historic strengths while thoughtfully adapting to serve their communities' evolving needs.

Greenwich Library has long been recognized as one of Connecticut's premier public libraries, serving a community of over 63,000 Greenwich residents and a broader regional audience through its Main Library and two welcoming branch locations at Cos Cob and Byram. With exceptional staff, impressive collections, acclaimed programming, and strong financial and civic support, the Library enjoys an outstanding reputation for service quality and has experienced remarkable growth in usage. However, in a community experiencing economic and demographic shifts, and with persistent gaps between the Library's offerings and community awareness of its resources, Library leadership recognized the need for strategic planning to ensure the institution continues to serve all Greenwich residents effectively.

The goal of this plan is to build on Greenwich Library's considerable strengths while addressing opportunities to expand access, enhance community engagement, and position the Library as an even more vital community cornerstone for the future. This plan provides clear direction for ensuring that every Greenwich resident knows the Library is for them, while preparing the institution to navigate technological change and serve as a bridge across community divides.

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Introduction and Executive Summary

Most importantly, it establishes a sustainable path forward that delivers on the Library's mission of service to the entire Greenwich community.

Greenwich Library's strategic planning process began with the identification of several primary research questions posed by the Steering Committee on community connection, service evolution, technology and digital access, resources and sustainability, communication and outreach, and community partnerships (The full list of questions can be found in Appendix A.)

To arrive at answers to these questions and more, Plan A Advisors, Greenwich Library Staff, and the Steering Committee undertook a number of research exercises including:

- Review of organizational data and a range of board, marketing, and program materials
- Confidential interviews (24) with Board and Staff members, community leaders, public officials (see Appendix B)
- Confidential roundtable conversations (four) with groups of constituents (see Appendix B)
- A peer scan to surface best practices at other high-performing organizations nationally (see Appendix B)

Why is this research important? If used properly, it gives focus to Greenwich Library's collections, programs, and services over the coming few years and provides "guardrails" for Greenwich Library in determining how it will best deploy its human and financial resources for maximum mission impact, enabling the Library to eliminate and/or pass on initiatives that fall outside of its mission and the most pressing community needs. This plan charts a path to the future that builds on organizational strengths and is framed by the two major goals that follow:

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Introduction and Executive Summary

- **GOAL I: WELCOMING IN AND REACHING OUT.** **Enhance the Library's ability to actively engage the Greenwich community by building meaningful partnerships and ensuring access to the full range of Library resources.** Greenwich Library has built a strong reputation for exceptional service with impressive collections, programs, and facilities, yet many community members remain unaware of the Library's extensive free services or face challenges to accessing them. These challenges include transportation, language access needs, the Main Library's size, and insufficient community knowledge about some of the Library's specialized offerings. With nearly 36,000 active cardholders in a town of over 63,000 residents, and feedback indicating many newcomers are surprised at the range of free services, significant opportunity exists to better communicate the Library's value and remove access obstacles. English language learners, residents with mobility limitations, and those in under-resourced neighborhoods face particular challenges that partnerships with community organizations could help address. As a public institution, everyone should know that the Library is for them and that they can meaningfully access its resources.
- **GOAL II: POSITIONING THE LIBRARY FOR A NEW ERA.** **Amplify the Library's role as a vital, forward-thinking community cornerstone and innovation hub, balancing traditional library collections and services with emerging resources and forms of information.** The environment in which Greenwich Library operates today is one of both increasing division, isolation, and rapid technological change. Community members consistently identify the need for trusted spaces that bring people together across political, cultural, and generational divides—a role the Library is uniquely positioned to fill as a neutral, credible institution, a “third space” between home and work. Complicating these social dynamics is a digital revolution that is fundamentally reshaping how people access information, with digital materials representing nearly 40% of total library circulation and growing rapidly. However, this transformation creates new inequalities as technological literacy and access vary across the community. At a time of change, the Library must strategically position itself to serve as both a bridge across community divides, and a leader in helping residents navigate the complex information landscape of the 21st century, balancing innovation with traditional services.

Planning Process & Research Findings



Planning Process

The planning process was guided by a Steering Committee comprised of board, community, and staff members who played an active role throughout, selecting research participants, responding to the research and informing the direction that the entire plan has taken.

A review of Greenwich Library materials, census data, programmatic statistics, and Connecticut public library data provided essential background and context.

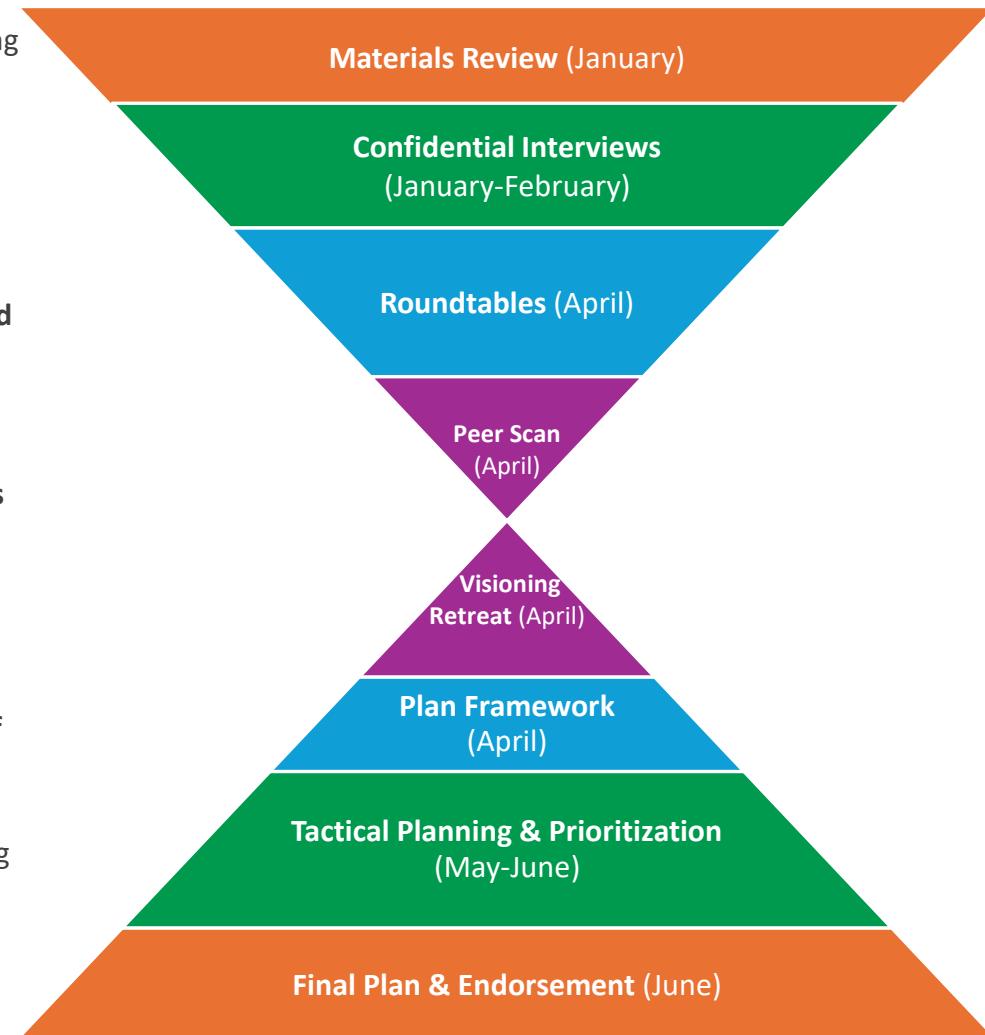
Confidential interviews were conducted with board and staff members, community and civic leaders, public officials, and interviewees representing diverse perspectives on the Library and Greenwich community.

Roundtable conversations with four constituent groups and staff added important perspective on community needs and service gaps.

A peer scan highlighted innovative practices at three exemplary libraries for Greenwich Library to consider.

The visioning retreat brought board members and staff together to review research findings, develop and refine the Strategic Plan framework, and articulate the impact that will guide Greenwich Library's work over the coming years.

Training and coaching sessions with staff helped them develop tactical plans for each Strategic Plan objective. (See the Appendix for a list of research participants.)



SWOT Analysis

A SWOT analysis offers a concise catalog of an agency's **Strengths, Weaknesses, Opportunities and Threats** so that it may build a plan for the future responsively. Good planning builds on internal strengths and takes advantage of external opportunities; works to address internal weaknesses and mitigate external threats or challenges. This Strategic Plan addresses many of the items identified below; the SWOT Analysis serves as an important backdrop because it reflects commonly held understandings among the board and staff of current conditions to which the plan responds.

Strengths	Weaknesses
<ul style="list-style-type: none"> ◦ Dedicated and high-performing boards ◦ Dedicated and high-performing staff ◦ Expansive, welcoming, multi-purpose facilities ◦ Financial resources ◦ Impressive collections ◦ Positive reputation ◦ Esteemed public programs ◦ Well-placed and welcoming branches 	<ul style="list-style-type: none"> ◦ External visibility (among niche populations) ◦ Inconsistent customer service ◦ Internal signage/wayfinding ◦ Language access (beyond collections) ◦ Ratio of space needs vs. availability
Opportunities/Needs	Threats/Challenges
<ul style="list-style-type: none"> ◦ Enhanced focus on civic and civil engagement ◦ Opportunities to educate for the digital information revolution and narrow the digital divide ◦ Opportunities to improve access ◦ Opportunities to improve English fluency and literacy ◦ Stronger partnerships with educational and human service organizations to meet community needs 	<ul style="list-style-type: none"> ◦ Economic uncertainty ◦ Escalating attacks on libraries nationally ◦ Impact of rising cost-of-living on workforce ◦ Pace and cost of technological innovations ◦ Societal polarization ◦ Proliferation of misinformation and disinformation

Major Research Themes

Plan A's interviews and roundtables with community stakeholders surfaced a number of major themes, summarized below with select, illustrative quotes from interviews included as well. This plan seeks to address the findings highlighted here, and the SWOT Analysis findings, through the goals and objectives detailed later in this report.

For where I am in Cos Cob, the area has changed substantially – housing prices specifically. Cos Cob's old blue-collar character has completely changed.

DEMOGRAPHIC & COMMUNITY CHANGES. Greenwich's community is becoming increasingly diverse – culturally, linguistically, and socioeconomically. The Library is poised to serve as a vital community anchor during this transformation, building on its existing broad reach to meet the varied needs of longtime residents, newcomers, young families, and an aging population across the socioeconomic spectrum.

The Library is the jewel of our town, along with the beach. The sign of a healthy community is that in one spot you see a variety of languages, backgrounds. That happens at the Beach and the Library. That is commendable.

The role of the library is to act as a community unifier, and it's sorely needed these days. People need to be able to get together, talk things out, and talk civilly and be civic-minded. The library has a role in that.

EVOLVING COMMUNITY NEEDS. The Library offers a vital "third space" in Greenwich capable of providing needed opportunities for community connection, safe gathering places, and programming that brings a diverse cross-section of the population together. Library programs and services can address these needs while recognizing that each branch serves a community with its own characteristics and patterns of use.

While we try to be everything for everyone, we should look at our branches to have outreach for specialty areas. Our communities are different; we shouldn't assume what works at the Main works at the branches.

The Library... really serves everyone across the lifespan and socioeconomic backgrounds; they can be asked to support people outside of their scope, and for that they need partners.

ACCESSIBILITY & INCLUSION. True accessibility means removing all barriers to library use – physical, linguistic, and psychological. This includes addressing transportation challenges, expanding services for those with disabilities, providing multilingual resources, and ensuring the library feels welcoming to all regardless of their background. Where challenges go beyond the Library's area of expertise, partnerships are essential tools for overcoming barriers to access.

We could do a better job of figuring out what needs are, and being a little more friendly; outreach is a part of this problem, and I'd like to see us reaching out more beyond our walls to welcome everyone in – we have so much to offer them.

Major Research Themes continued

Digital and artificial intelligence: it is a revolution on the order of the Industrial Revolution. We are all struggling with how much time gets spent on devices. Maybe there are programs that could help parents deal with that? Some kind of education.

DIGITAL EVOLUTION & ACCESS. As technology evolves, the library must balance digital innovation with equitable access, ensuring all community members can benefit from both traditional and emerging resources. This includes addressing the digital divide, improving online systems, and preparing for future technologies while maintaining essential services for those who rely on physical access.

The usage is shifting, which is changing the economics because every time I download, it charges them a fee. So I question them on how they shift their resources internally. Should we be supporting the books in the library? Or the other programs?

I just came back from the American Library Association midwinter conference. I was amazed that Greenwich librarians were on the Newbery Committee and the Caldecott Committee. This means that Greenwich librarians are connected and supported to take place in the field.

SUSTAINING EXCEPTIONAL HUMAN CAPITAL. The Library benefits from exceptional staff and Board leadership who maintain high standards of service. At the same time, it faces increasing pressures on its workforce – from capacity constraints to recruitment challenges as cost-of-living continues to escalate.

I think that in order to keep up with demand, it will be difficult the next couple of years to find people who work in libraries. It may be difficult to maintain the number of staff members the library is going to need because of cost of living.

Plan Framework



About the Framework

A Strategic Plan’s “framework” consists of a plan vision, goals and objectives.

A **plan vision** describes the future state Greenwich Library hopes to achieve through this plan: the role that the organization aspires to play, and the impact it will have, on the community and its organizations.

Greenwich Library’s Strategic Plan is framed by two key **goals**—statements of expected outcomes or impacts—that the organization seeks to achieve in the next three years in support of its mission and to realize the plan’s vision.

Objectives were established to achieve each goal. Objectives are strategies or initiatives that are implementable over three years. Objectives have specific actions and measurable outcomes.

Each objective has been turned into a **tactical plan** that details the following:

- a. The person responsible for implementing the objective
- b. The rationale behind the objective
- c. The outcomes the objective intends to achieve
- d. The metrics that will be used to measure success
- e. The implementation steps that will be pursued over a three-year period
- f. The financial implications of the objective, including up-front and annual operating costs and anticipated savings or revenues it will achieve

The tactical plans for implementation live in separate documents “owned” by staff for implementation purposes.



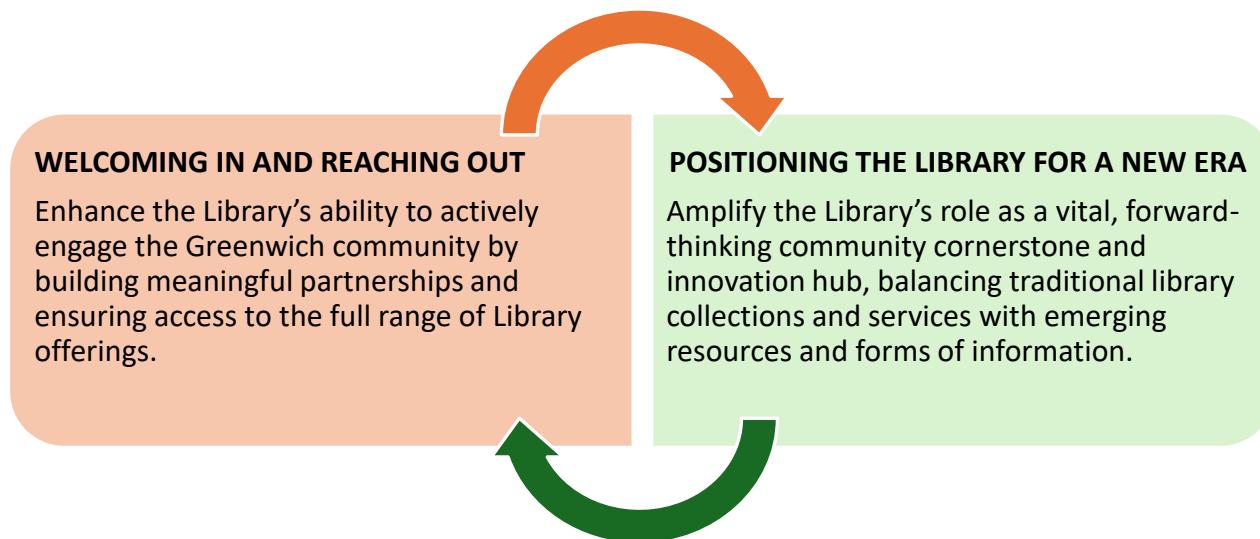
Goals

Greenwich Library's Strategic Plan is framed by a plan vision for the impact that the Library wants to achieve over the next three years:

Greenwich Library will serve as a vital community bridge and third space.* In a rapidly changing world, we will provide accessible pathways to knowledge, technology, and connection for all people. We will ensure that the entire Greenwich community can fully engage with our resources, spaces, programs, and services in ways that enrich their lives and strengthen our community.

*A “third space” is a place that brings community together between home and work or school.

The plan is then further framed by two goals—statements of expected outcomes or impacts—that the organization seeks to achieve over the life of the plan:



Each goal is supported by a series of objectives—initiatives designed to implement each goal—which are outlined on the following pages. For each objective, Greenwich Library has a **tactical plan to guide implementation.**

Goal I. Welcoming In and Reaching Out

Enhance the Library's ability to actively engage the Greenwich community by building meaningful partnerships and ensuring access to the full range of Library resources.

Context: Greenwich Library has built a strong reputation for exceptional service with impressive collections, programs, and facilities, yet many community members remain unaware of the Library's extensive free services or face challenges to access. These challenges include transportation, language access needs, the Main Library's size, and insufficient community knowledge about some of the Library's specialized offerings. With nearly 36,000 active cardholders in a town of over 63,000 residents, and feedback indicating many newcomers are surprised at the range of free services, significant opportunity exists to better communicate the Library's value and remove access obstacles. English language learners, residents with mobility limitations, and those in under-resourced neighborhoods face particular challenges that partnerships with community organizations could help address. As a public institution, everyone should know that the Library is for them and that they can meaningfully access its resources.

Objectives:

- 1. OPEN DOORS.** Systematically improve access to the Library through enhanced multilingual services, signage, and welcoming practices that ensure our community knows the Library is for them.
- 2. COMMUNITY ENGAGEMENT.** Deepen collaborations with schools, cultural and human service organizations, and other community groups to engage with English language learners, residents of under-resourced neighborhoods, and those with limited mobility or access challenges.
- 3. COMMUNICATION & AWARENESS.** Strengthen the Library's communications strategy and channels to ensure that the entire community understands the full range of the collections, spaces, programs, and services and how to access them.

Goal II. Positioning the Library for a New Era

Amplify the Library's role as a vital, forward-thinking community cornerstone and innovation hub, balancing traditional library collections and services with emerging resources and forms of information.

Context: The environment in which Greenwich Library operates today is one of both increasing division, isolation, and rapid technological change. Community members consistently identify the need for trusted spaces that bring people together across political, cultural, and generational divides—a role the Library is uniquely positioned to fill as a neutral, credible institution, a “third space” between home and work. Complicating these social dynamics is a digital revolution that is fundamentally reshaping how people access information, with digital materials representing nearly 40% of total library circulation and growing rapidly. However, this transformation creates new inequalities as technological access and literacy vary across the community. At a time of change, the Library must strategically position itself to serve as both a bridge across community divides, and a leader in helping residents navigate the complex information landscape of the 21st century, balancing innovation with traditional services.

Objectives:

- 4. THIRD SPACE.** Reinforce the Library's role as a center for credible information, community engagement, and dialogue that brings people together across socioeconomic, political, cultural, and generational divides in a trusted space.
- 5. DIGITAL TRANSFORMATION.** Develop a digital resources plan that enables the Library to 1) remain abreast of technological innovations, 2) ensure the right balance of digital and physical collections and services, and 3) help reduce the digital divide among patrons through resources, programming, and education.
- 6. WORKFORCE.** Develop an impactful Library workforce engaged in the wider field of libraries and librarianship in order to serve our evolving community in a time of rapid change.

Plan Implementation



Cost & Oversight

With few exceptions, the implementation of Strategic Plan objectives in the first year will be cost-neutral or may be funded through the reallocation of existing resources. For some objectives, initial planning and piloting in the first year will require some additional investment in a second or third year. In these cases, the implementation budget will have to be revisited as part of the Library's annual budget process and may depend, in part, upon fundraising over time.

Oversight for Strategic Plan implementation will take place as follows:

1. Greenwich Library's management team will review progress monthly, objective by objective through a detailed dashboard, and determine where adjustments are needed to the plan.
2. Greenwich Library's management team will present a status report to the Planning Committee biannually to discuss any proposed adjustments to objectives, including timing.
3. Greenwich Library's Planning Committee will report regularly to the Board of Trustees as to the progress of the plan.

Additionally, occasional updates and news items will be shared with donors via Greenwich Library's communications channels. This will encourage Greenwich Library supporters and the larger community to appreciate that Greenwich Library is a forward-looking organization that is making deliberate and meaningful progress towards its goals – which were informed by community input.

Appendices



Appendix A. Big Questions

Community Connection & Inclusion

- In a polarized society, how can the Library work as a unifying element for the community?
- How can the Library do more to bring the community together?
- How does the Library ensure everyone feels comfortable coming to one of its locations?
- How does the Library reach out to those who may not know what it offers?
- How does the Library reach people who haven't had access to its full suite of offerings?
- In a diversifying community with political divisions, is the Library meeting diverse programming needs?
- Is the Library perceived as having political leanings?

Space & Service Evolution

- What is the role of a historically print library in the digital age?
- If users are not coming here to check out physical items, what does bring them here?
- Does the Library need to keep the amount of space allocated to print media?
- How do Library spaces accommodate people's needs?
- Does the Library's community rooms meet the needs of the community right now?
- What services is the Library not offering, that fit within its mission, for which there's demand?
- How are the Library's priorities changing with the landscape?

Technology & Digital Access

- Are the Library's spaces prepared for the new technology that's coming out now?
- How does the Library ensure technology staff are preparing us for the technologies of tomorrow?
- How does the Library best capture and utilize leading technology?

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Appendix A. Big Questions continued

Resources & Sustainability

- How does the Library balance service provision and finite resources?
- How does the Library allocate internal resources to achieve the best result?
- How does the Library effectively deploy volunteers in its facilities without adding to its administrative burden?
- How does the Library ensure retention of its staff?
- How does the Library ensure staff are satisfied and receive the right training?

Communication & Outreach

- How does the Library promote collections, services, and programs?
- How does the Library cover it all from a PR perspective?
- How can the Library reach people through the channels they use most often?
- Are Library services offered clearly on its website?
- How does the Library make it easy to find the programming people are looking for?
- How does the Library ensure that it maintains its good name and trust with the community?

Community Partnership & Needs Assessment

- How does the Library continue to strengthen relationships with community partners?
- How does the Library address particular gaps in community needs that are within its mission?
- Is the Library meeting community needs? Is the Library communicating with the community?
- What are the Library's most-used services and most asked questions?
- How does the Library stay relevant within the community and continue to maintain quality of services?

Appendix B. Research Participants

Steering Committee

- Marty **Gendell**, Co-chair
- Diana **Seaton**, Co-chair
- Moira **Danehy**
- Hilary Martin **Lea**
- Lisa **Mandel**
- David **Mullen**
- Ian **Murray**
- Kate **Petrov**
- Karen **Royce**
- Stephen **Schmidt**
- Peter **Schwartzstein**
- Kate **Soboleva**
- Deirdre **Sullivan**
- Joe **Williams**

Interviews

1. Deborah **Armstrong**, Chair, Friends of the Cos Cob Library
2. Ben **Branyan**, Chief Financial and Administrative Officer, Board of Education
3. Rosario Jimenez **Brooks**, Member, Greenwich Library Board of Trustees
4. Fred **Camillo**, First Selectman, Town of Greenwich
5. Lillian **Dutra**, Chairwoman, Woman-Owned Greenwich
6. Harry **Fisher**, Chairman, Board of Estimate and Taxation (BET)
7. John **Fisher**, President, Greenwich Parent Teacher Advisory Council (PTAC)

8. Miguel **Garcia-Colon**, Branch Librarian, Byram Shubert Branch
9. Alan **Gunzburg**, Chair of First Selectman's Committee for those with Disabilities, Town of Greenwich
10. Miho **Hayashi**, Member, Japan Society of Fairfield County
11. Lise **Jameson**, Executive Director, At Home in Greenwich
12. Scott **Kalb**, Member, Board of Estimate and Taxation (BET)
13. Hilary Martin **Lea**, Chair, Friends of the Greenwich Library
14. Ian **Murray**, President, Greenwich Library Board of Trustees
15. Sarah **Muccio**, Director of Case Management, Town of Greenwich
16. Demetria **Nelson**, Commissioner, Department of Human Services, Town of Greenwich
17. Susan **Polos**, Middle School Librarian, Greenwich Country Day School
18. David **Rabin**, CEO, Greenwich United Way
19. Corina **Restrepo**, Assistant Director of Outreach and Prevention Services, Greenwich Together
20. Linda **Sandiaeas**, Director of Human Services Programs, Town of Greenwich
21. Judith **Schultz**, Former President, Newcomers Club of Greenwich
22. Carla **Sherman**, Branch Librarian, Cos Cob Branch
23. Kate **Soboleva**, Deputy Director, Greenwich Library
24. Joe **Williams**, Executive Director, Greenwich Library

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Appendix B. Research Participants Continued

Roundtables

1. Nicole **Allen**, Librarian III, Greenwich Library
2. Gretchen **Anderson**, Director of ELL Program, Building One Community
3. Rosario Jimenez **Brooks**, Founder, Greenwich Spanish School
4. Pam **Ehrenkranz**, CEO, UJA JCC Greenwich
5. Michael **Erickson**, Founder, FirstBuild
6. Joanne **Gaither**, Librarian III, Greenwich Library
7. Vanessa **Harrington**, Innovation Lab Coordinator, Greenwich Library
8. Alex **Hylton**, Innovation Lab Maker Specialist, Greenwich Library
9. Rachel **Kornfeld**, CEO, Jewish Family Services of Greenwich
10. Vladimir **Mariano**, Owner, Desktop Makes
11. Jeanne-Marie **McAnanly**, Retired ESL Teacher, Greenwich High School
12. Janet Stone **McGuigan**, Selectman, Greenwich Board of Selectmen
13. Everett **Perdue**, Library Technical Assistant, Greenwich Library
14. David **Rabin**, CEO, Greenwich United Way
15. Gaby **Rattner**, Executive Director, Barbara's House
16. Lorna **Rhyins**, Librarian, Greenwich Library
17. Shari L. **Shapiro**, Executive Director, Kids in Crisis

18. Diana **Silveira**, President, Novare Library Services
19. Kimberly **Steinhorn**, Program Associate & ESL Teacher, Greenwich High School
20. Bobby **Walker**, Assistant Head of School for Student and Community Life, Greenwich Academy
21. Sandy **Waters**, President, Greenwich League of Women Voters
22. Walker **Wind**, Senior Consultant, Guidehouse
23. Colleen **Wood**, Librarian, Greenwich Library
24. Library Teen Advisory Board (multiple participants)

Peer Scan Organizations

1. New York Public Library – Stavros Niarchos Foundation Library
2. Brooklyn Public Library – Central Library
3. West Hartford Public Library