

Perrot Memorial Library Strategic Plan

2020-2023



**Perrot Memorial Library
Strategic Plan
2020 – 2023**

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Executive Summary

This document represents the culmination of a process that will provide Perrot Library a roadmap to continue offering services, programs, and a facility that our community has supported and cherished for more than a century. We have utilized a consensus approach to identify the needs and concerns of our residents. This has resulted in a comprehensive understanding of the direction in which the Library needs to go to keep pace with the ever-changing needs of our community.

The public library today is an institution that has been transformed from a repository of books curated by a few dedicated librarians “just in case” a reader might be interested in a particular title toward creative, innovative and constantly improving design that incorporates customer usage and request feedback to better serve the broader community. This library/community collaboration has achieved high levels of exemplary customer service while maintaining and enhancing the prestige of the library.¹

The Planning Process

We utilized resources developed by the Public Library Association (known as ProjectOutcome.Org) to measure the impact of our essential services and library programs. The tools and surveys of Project Outcome provide us with insights about the ways we impact daily life in Eastern Greenwich. The surveys cover seven essential library service areas: 1) Civic/Community Engagement, 2) Digital Learning, 3) Early Childhood Literacy, 4) Economic Development, 5) Education and Lifelong Learning, 6) Job Skills, and 7) Summer Reading. These surveys will be valuable when they are re-issued in the future to measure if the outcomes have changed over time.

The Perrot Library Board and staff are especially grateful to the hundreds of residents who responded to our surveys, both in print and electronically. We are committed to a Strategic Plan that reflects their interests and desires in a library. The duty now rests with the library to create, maintain, and improve the library services in a friendly, efficient, comprehensive, and responsive manner.

¹ Lushington, Nolan. *Libraries Designed for Users: a 21st Century Guide*. New York. Neal-Schuman 2002

Community Profile

Perrot Memorial Library provides library services and materials to everyone who visits the building at 90 Sound Beach Avenue and anyone who holds a current public library borrower's card from Perrot, the Greenwich Library and Branches, and any other town in Connecticut through the State Library funded "BorrowIt" program. Our principal library service area consists of the neighborhoods of Eastern Greenwich: Old Greenwich, Riverside, and North Mianus.

Demographics

Eastern Greenwich's population has changed since 2000, with growth surpassing that of the town as a whole. Like many suburban areas in the region, our population has growing ethnic and racial diversity, as well as an aging population. The local housing market has bounced back from the 2008-2009 housing crisis to a healthy level of activity, but as some Baby Boomers retire, downsize, and migrate away there is some turnover. Old Greenwich and Riverside have been identified as among the top five most expensive real estate zip codes in Connecticut, with average incomes that are in the top 25 in the country. From 2000 to 2010, the share of households with incomes in the top two quintiles of distribution— \$100,000 and over— increased dramatically in Eastern Greenwich, from 58.6 percent to 72.7 percent of total. The 2015 Eastern Greenwich Neighborhood Plan, part of the Town of Greenwich Plan of Conservation and Development, noted these other community characteristics:

- quaint shopping area along Sound Beach Avenue
- major commercial uses along Route 1
- strong community resources such as its schools, Binney Park, Greenwich Point Park, the Eastern Greenwich Civic Center and Perrot Library,
- steady population growth:
 - the population of Eastern Greenwich has increased steadily, from 15,213 residents in 1990, to 15,898 in 2000, to 16,402 residents in 2010,
 - this 0.4% compounded growth over 20 years that matches that of the State of Connecticut but that is below the 1.1% of the United States.

- given Eastern Greenwich's higher overall and youth population growth relative to Greenwich, it is expected that the neighborhood will not experience the population decline expected in Greenwich as a whole.
- four public schools (three elementary and one middle school) serve the immediate library service area.

Residents have been supportive of maintaining the aesthetic consistency and scale along Sound Beach Avenue in Old Greenwich. This was amply illustrated during the Municipal Improvement Application before the Town Planning and Zoning Commission in the Spring of 2018 for the design of a new bridge, traffic rotary and other improvements in the immediate vicinity of the library. The application was not approved in response to the concerns of local residents.

Library Profile

Perrot Memorial Library is an independent non-profit 501(c)(3) non-stock corporation that provides public library services to residents and visitors in Greenwich, Connecticut.

The library was established in 1905 and moved to its present location in 1931. A major renovation and expansion occurred in 1998 resulting in the current facility of 16,577 square feet. Listed below are use statistics and other pertinent data regarding the library since the beginning of the 21st century.

| Library Statistics | 2000 | 2005 | 2010 | 2015 | 2020* |
|---------------------------|-------------|-------------|-------------|-------------|--------------|
| Population | 61,101 | 62,236 | 61,171 | 62,779 | 62,574 |
| Total Collection Size | 67,667 | 71,959 | 71,826 | 70,030 | 69,582 |
| Library Programs | 325 | 351 | 429 | 450 | 430 |
| Program Attendance | 8,144 | 10,856 | 13,081 | 13,598 | 12,871 |
| Reference Questions | 9,964 | 19,123 | 41,838 | 39,113 | 36,511 |
| Public Internet Use | 8,131 | 19,619 | 27,482 | 20,072 | 35,760 |
| Total Circulation | 203,230 | 235,856 | 246,014 | 240,285 | 243,264 |
| Library Visits | 189,584 | 190,519 | 197,789 | 171,017 | 157,617 |

Town of Greenwich General Fund Budget Appropriations for Perrot Library:

| 2000 | 2005 | 2010 | 2015 | 2020* |
|-------------|-------------|-------------|-------------|--------------|
| \$940,441 | 1,239,274 | 1,412,771 | 1,606,644 | 1,684,999 |

* Numbers are for the most recent Fiscal Year 2018-2019

Goals, Objectives, and Action Steps

The Perrot Library Strategic Plan highlights four important goals that we identified in our community and focus group surveys: access to popular resources, recreational activities and community event spaces, integrated Technology services, and learning through play. The implementation and execution of the goals and objectives contained herein will be subject to the prior approval of the Perrot Board of Directors after careful consideration of the funding, resource allocation, and other relevant factors impacting such decision.

Goal 1 - Access to Popular Resources – Current Titles and Topics

Objectives:

- Perrot will, subject to Board approval and necessary funding, provide timely access to new books and other library materials as determined by patron-driven requests and acquisitions (high demand hold lists). Print Book and eBook leasing programs will supplement the new book collection to increase the availability of popular titles.
- Perrot will provide an extensive collection of circulating materials on a wide variety of topics in many formats: print, eBooks, spoken word (audiobooks), music on compact discs and downloadable files, movies on DVD and downloadable files, magazines in print and downloadable files. Electronic files enable the library's collection to be accessible to Perrot Library card holders 24/7/365 anywhere in the world with Internet connectivity.
- Perrot will continuously monitor patron-driven demand to identify shifts in collection use. This information will serve as the basis for new acquisitions and adjustments to material allocations as patron interest wanes. Our emphasis will be on high demand popular titles.
- Perrot Library will continue its close collaboration with the Greenwich Library to enable card holders of either library to freely access library

materials from any public library in town. We will continue to offer our very popular hold/pick up service by supporting daily deliveries from all town libraries in Greenwich.

- Perrot Library will provide instruction on the use of technology driven devices to access our digital resources through our personal “concierge” service. Library patrons can request a personal appointment with an expert staff member to acquire digital downloading skills using their smartphones, laptop or tablet computers, Kindle readers, etc.

Goal 2 - Recreational Activities and Community Event Spaces - Commons

Objectives:

- Perrot Library will provide an inviting, climate-controlled space for library patrons of all ages to pursue their individual interests, attend a library sponsored program, or meet with their family/friends for collaborative work/learning.
- Perrot Library will provide literary and cultural events that encourage both age specific and intergenerational participation.
- Perrot Library will co-sponsor events and programs in partnership with other community organizations dedicated to the vitality of the Greenwich community. Examples include The Historical Society of the Town of Greenwich, the Bruce Museum, the Friends of Greenwich Point, OGRCC, the Greenwich Symphony, etc.
- Perrot Library will fulfill its role as a Community “sanctuary”, serving as a cooling/warming center and emergency storm shelter in response to adverse climatic events in Greenwich.

- Perrot Library will explore and support the feasibility of providing library programs at a location outside of the library. This will enable the library to provide highly popular events at a venue comfortable for large audiences. The Library will initiate discussions with the Town of Greenwich Department of Parks and Recreation to assist with the development of a revitalized Eastern Greenwich Civic Center that can accommodate complete theatrical, technological and other programmatic elements as appropriate for the anticipated uses for such space.

Goal 3 – Integrated Technology Services – Business and Career Information

Objectives:

- Perrot Library, in partnership with the Greenwich Library and its branches, will continue to provide state of the art high speed public Internet Access.
- Perrot will continually maintain and upgrade its Information Technology to ensure access to electronic information enabling residents to be successful in their chosen fields of work, financial interests, and self-directed personal growth.
- Perrot Library will provide specialized training for all staff engaged in our personalized “concierge” service to keep skills current with new and emerging Technology.
- Perrot Library will continuously update and improve the Library’s web page, our 24/7/365 “Virtual Library” where visitors can obtain information from hundreds of databases; download books, movies, music and magazines; access e-government programs and services and receive up-to-the-minute news of library programs and services.
- Perrot will constantly seek to enhance and improve its communications to residents regarding upcoming programs and services through a comprehensive marketing program of posted signs, in-house displays,

regular mailings, web page updates, social media messaging and email distribution.

Goal 4 – Learning Through Play and Lifelong Learning

Objectives:

- Perrot will provide programs that introduce very young children to the joy of reading. The programs will appeal to parents and caregivers of preschool age children: infants, toddlers, and pre-K.
- Perrot will provide story time programs that will prepare children to enter school ready to learn. School age children will be encouraged to read by providing high interest print, audio, and eBook collections.
- In response to patron requests and in keeping with the desire to make Perrot Library a “destination,” Perrot Library will create a Learning through Play Space for toddlers/preschoolers and their parents and caregivers. This space would incorporate a colorful rug with letters and/or numbers and various toys and furniture to stimulate young imaginations and fun learning opportunities.
- Perrot will provide programs, services, and collections to engage older children and young adults in their personal intellectual growth and development.
- Perrot will continue to offer its popular Young Critics Book Club.
- Perrot will offer materials, programs and services that are appealing to older adults. These include but are not limited to large type print collections, audio books on CD and Digital formats, lectures, artistic performances, etc.
- The Library’s web page, www.perrotlibrary.org, is our 24/7/365 virtual library branch where visitors can obtain information from hundreds of databases, download thousands of books, music, movies, magazines, and

acquire knowledge of e-government programs and services. This is a vital library service that Perrot will continue to update and improve on a daily basis.

**Perrot Memorial Library
Strategic Plan 2020-2023
One Page Plan**

MISSION STATEMENT

Perrot Memorial Library provides the Greenwich Community with access to information and library materials in all formats. Committed to friendly, competent, and professional service, the Library shall encourage and satisfy the community's love of books, quest for information and life-long learning. We provide a gateway to recorded knowledge and ideas with the highest level of personal service and we aspire to be recognized as an innovative library that is essential to the quality of individual, family, and community life. The Library will constantly seek to improve its collection, resources, programs, and services in a manner consistent with a full-service library without sacrificing its small-town character.

VISION

Perrot Memorial Library is indispensable to the daily quality of life in our community.

VALUES

- cherished place
- continuous improvement
- source of pride in the community
- a sanctuary in times of trouble
- surprise and delight library visitors
- superb customer experience
- keeping pace with access to information in all formats
- collaborative partnerships
- community engagement
- center of learning, innovation, and creativity