A large, light blue, stylized leaf graphic is positioned on the left side of the page, extending from the bottom left towards the top right. The background is a solid blue color with a white grid pattern.

Greenwood Public Library  
**BLUEPRINT 2023**  
2019 - 2023 Strategic Plan

# INTRO

Libraries are busy places. On an average day at Greenwood Public Library, over six hundred people walk through our doors to connect with their community, find resources, and enjoy a shared community space built just for them. There is a sense of ownership here, and it is a space where all are welcome.

As this five year Strategic Plan begins, Greenwood Library has served the community of Greenwood for nearly 102 years. What began as a grassroots effort to create a free public library in 1917 now occupies a beautiful 52,000-square-foot building at the heart of our community. Our library has not stood still over the last century, and neither has the city that surrounds us which now boasts a rejuvenated downtown and a dynamic plan for the future.

As the community around us changes, it is increasingly important that our Strategic Plan give more than lip service to becoming the library our changing community needs. And so, instead of assuming we know, we asked. And instead of bringing our assumptions with us, we started fresh. After all, there is a lot on the line. The Greenwood Public Library's vision of the future is an engaged community of enthusiastic readers. We believe so strongly in that vision that we created the Reading Revolution in 2017 to ignite a passion for reading in our community. It is what drives us.

Blueprint 2023 is a five-year plan that provides the nuts and bolts of constructing a reading community. We need a strong foundation built on a clear understanding of who we serve. We need support beams that help us invest in exceptional user experiences and ensure that we will engage and strengthen our community. And over it all we need to know that our organizational health will provide a water-tight, protective roof to ensure that we can continue to inspire and serve our community long into the future.





**"The library helps me teach my children that learning is life long."**

- comment from patron  
on the Blueprint Survey

## WHO WE ARE

### OUR CORE VALUES

Building Relationships

Inspiring Excellence

Fostering Growth

Nurturing Creativity

### OUR MISSION

The Greenwood Public Library actively enriches lives, promotes discovery, and fosters personal growth.

### OUR VISION

An engaged community of enthusiastic readers.



# OUR FOCUS AREAS



**INVEST IN  
EXCEPTIONAL  
USER  
EXPERIENCES**

**ENGAGE AND  
STRENGTHEN  
COMMUNITY**

**ADVANCE  
ORGANIZATIONAL  
HEALTH**

**SPARK A READING REVOLUTION**

# INVEST IN EXCEPTIONAL USER EXPERIENCES

## GOALS:

### Empower staff

- Create a consistent “heads-up” culture
- Work on unifying staff

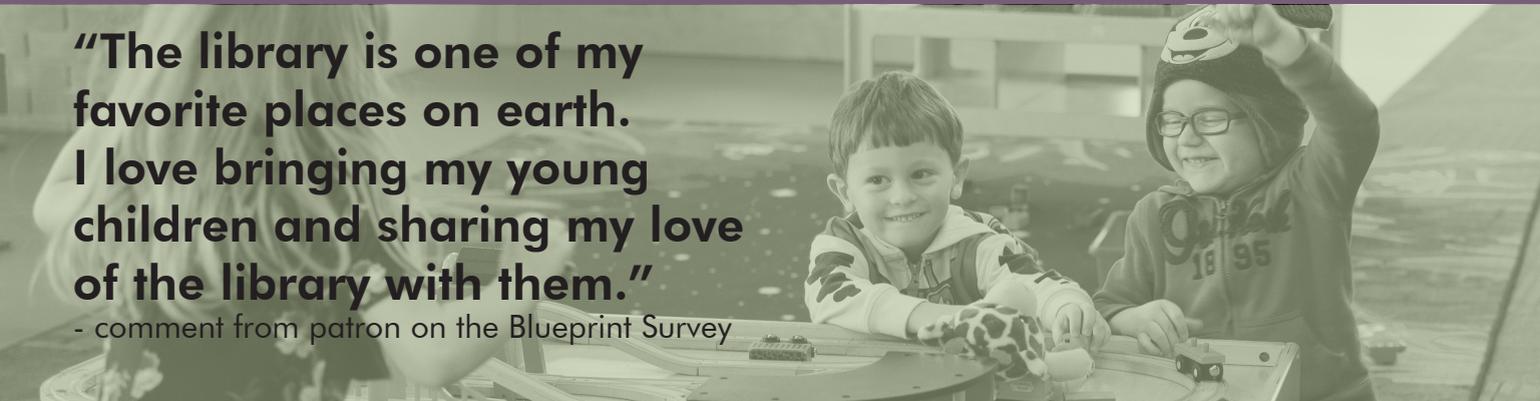
### Delight our customers

- Make library easy
- Ensure a patron-driven collection

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Providing exceptional user experiences gives structural integrity to the Reading Revolution. When people see the library as a place that meets their needs and exceeds their expectations, we believe we will find more opportunities for readers to connect with us and with each other. And none of that can happen if we are not investing in and empowering our staff. Each year we will focus on specific initiatives to help create a unified team who feel supported in the work they do and who have a consistent and positive approach to public service.

We also want to delight our customers with services and resources that enrich their lives and anticipate their needs. We will work to curate our resources to reflect our community so every library visit will be full of expansive possibilities. Diversifying our physical and eresources will enable us to inspire patrons of all ages by providing moments of discovery. We will seek to remove barriers to service wherever they exist to “make library easy.” Each year we will assess our processes, policies, and services to ensure that they truly benefit our patrons.



**“The library is one of my favorite places on earth. I love bringing my young children and sharing my love of the library with them.”**

- comment from patron on the Blueprint Survey

# ENGAGE AND STRENGTHEN COMMUNITY

## GOALS:

Bridge the opportunity gap

Become a community catalyst

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It would be easy to assume we already know our community after 100 years together. But our research has helped us identify the ways in which our community is changing as well as areas where we need to improve in order to reach those who have never been through our doors. One of our tasks over the next five years is to use analytic tools and research to do a deeper dive and learn about our community. Who is reading? Who isn't? Where can we meet needs that we are currently blind to? We want to build a reading community that extends beyond our immediate neighborhood.

We also want to make sure that we are using the connections we already have in order to be a catalyst for our community. Engaging and strengthening our community will involve initiating conversations with patrons (or customers), community partners, and the rest of our community in the hopes of connecting them to each other, to larger issues, and to new reading experiences.



**“The library has supported my family  
and the community with resources  
that are priceless.”**

- comment from patron  
on the Blueprint Survey



# ADVANCE ORGANIZATIONAL HEALTH

## GOALS:

Tell our story

Steward community resources

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Organizational health allows everything else that we do to succeed. Goals included in this area of focus will help us transparently tell our story and steward community resources. While telling our story is not a new focus for us, we are aware that there are always gaps in communication. Our goal is to share the Library's story and the importance of literacy in new and more visible ways with a wider audience.

Stewarding community resources over the next five years involves not only fiscal responsibility but also planning for future stability. We are approaching a period that will require significant facility updates, and preparing for these expenses will protect our financial stability. Creating an attractive, useful, and inviting space that feels like home to our community is only possible through careful management of our resources. We will also work on the best pathways to finance these projects, including building our capacity through our Rainy Day fund.

# SPARK A READING REVOLUTION

## GOALS:

### Champion a culture of literacy

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This fourth area of focus is the true heart of our Blueprint for the future, and, as such, all other goals support and enable it. The most important thing we can do is keep our focus on literacy. It may seem obvious that a library would make reading a top priority, but it is all too easy to place the wrong values at the top. We will be effective when we keep our priorities in order and understand that our finances, our facility, our programs, and our community relations only matter if we are succeeding at what matters most: creating a culture of literacy.

A culture of literacy is a community where conversations about books are common and engaging. Where students excel and employers have qualified candidates for their positions. Not only does it benefit individuals and families, but it provides a shared passion that bridges cultural and economic gaps, uniting our community.

In the next five years, we will prioritize events, resources, and moments of discovery that help our larger community remember that reading is cool. The statistics on the benefits of reading are so clear. It mitigates the impact of poverty for young children. It engages older adults and promotes brain health. It improves school performance and boosts career achievements.

With this Blueprint it is our goal to build with integrity and quality so that our community is changed, that a passion for reading becomes contagious, and the impact is felt for years to come.



**“The library has encouraged my love of reading throughout life.”**

- comment from patron  
on the Blueprint Survey



# DRAFTING THIS BLUEPRINT

The initial phases of this plan began near the end of 2017 with a desire to create a five-year strategic plan that would help us respond to our rapidly changing community and be prepared for those we would be serving both tomorrow and in the years ahead. We had already launched the Reading Revolution initiative, and our passion for that initiative helped us realize that meaningful progress would require a deeper understanding of who we serve. At the start of 2018 we formed our Strategic Planning Committee.

## FACT-FINDING

The committee studied data compiled through Gale Analytics software and a survey of our patrons. 422 individuals participated in our survey and provided invaluable input for our planning. Our trustees and staff visited successful libraries across Indiana and Ohio and were inspired by the ways in which those libraries serve diverse communities in innovative ways.

## DRAFTING

A significant influence on this Blueprint was our decision to adopt a Hoshin X Matrix lean management tool. It helped us create a five-year plan which won't be a dusty document in three. It helped us to create a five-year plan which is more than strategic. It is a five-year building plan – a blueprint with specifications that will be layered one on another to structurally connect our vision to our objectives, goals, initiatives, and outcomes.

Our “True North” is nothing short of a revolution. Our passion to see our vision realized means that we will closely track our success on the goals outlined in this Blueprint, and evaluate them annually. For the next five years, we will weld our actions to the foundations laid out in this plan to ensure that what we build is intentional, and that it is continually relevant to the people we serve.

**“The purpose of the Hoshin Kanri X Matrix Template for Lean Policy Deployment is to develop and implement plans that are both strategic, tactical, and coordinated across people across the organization. ... Hoshin means ‘shining metal pointing direction’ – in other words, it’s a compass that points to True North.”**

-Pete Abilla,  
founder of shmula.com

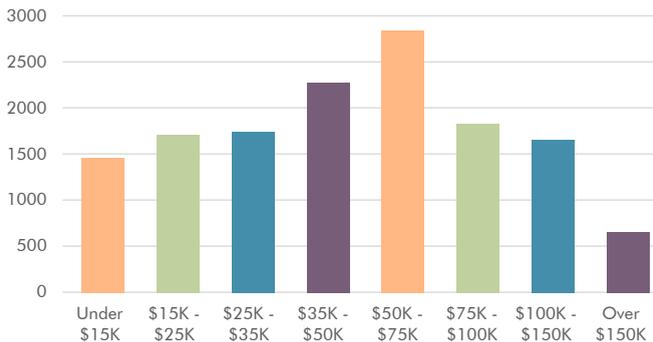
# OUR COMMUNITY

Greenwood sits on the cusp of change. Our local government is hard at work creating inviting spaces for both residents and businesses. Our population is diversifying as never before, showing the highest rate of growth among minorities. Households in our district are predominantly middle income and trending upward. Over the last five years there has been a significant decrease of lower income households and an increase in the \$50,000 per year and higher households.

We have initially identified gaps in our services for entrepreneurs and small businesses, as well as young professionals. We excel at attracting young families, students, and college educated residents and are looking to improve in our support of lower income families and also to empower those working on start up businesses or competing in the gig-economy.

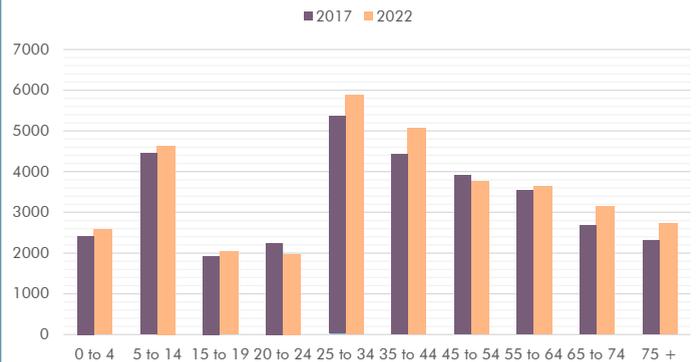
Our research has shown us how much more there is more to learn, and one of our first year goals is to dig deeper and understand not only who we are reaching but who we are not and why. We are excited to bring a more focused, data-driven approach to reaching our community in the next five years.

Households by Income Group - 2017



*In 2017 the predominant household income category was \$50K - \$75K, and the income group that was least represented was \$150K and over. The middle and upper income groups are expected to grow over the next five years.*

Population by Age



*In 2017 the median age was 35.6 and is predicted to change in five years to 36.1. The prominent age group in 2017 was Age 25 - 34, and the least represented was Age 15 - 19.*

# ACKNOWLEDGEMENTS

## STRATEGIC PLANNING COMMITTEE

Cheryl Dobbs, Executive Director  
Emily Ellis, Assistant Director  
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Janet Buckley, Head of Technical Services  
Lynn Johnson, Head of Operations  
Karen Jewell, Head of Patron Services

## BOARD OF TRUSTEES

Lori Feller, President  
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Tamara Russell

Additional thanks to the entire Greenwood Library Staff who participated in field trips, contributed their insights, participated in brainstorming and planning sessions, and participated in collecting and tabulating survey results. Without this team's efforts and expertise, this Blueprint would not have been created.



**“We have met many delightful, upbeat, and helpful staff at GPL who provide a fun place for us to take our grandkids.”**

- comment from patron  
on the Blueprint Survey



Greenwood Public Library

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