

Strategic Plan Briarcliff Manor Public Library

1 Library Road, Briarcliff Manor, NY 10510

www.briarcliffmanorlibrary.org

July 2025 through June 2026

Director: Kim Naples

Welcome To The Briarcliff Manor Public Library

A place to learn, grow, and let your imagination run free.



Introduction

Strategic plans and long-range planning are critical for libraries to thrive and grow. The Briarcliff Manor Public Library is committed to creating and disseminating a community-based, board-approved, written plan of service developed by the library board of trustees and staff. Strategic plans are important to: 1) Provide information about the community and library to use in decision-making; 2) Clarify for board, staff, and community the role of the library in the community; 3) Evaluate the usefulness and quality of specific services and activities; 4) Assist in preparing for change (dropping old services or adding new ones); 6) Establish priorities for the allocation of resources; and 7) Document the need for sustainable funding. The prior Briarcliff Manor Public Library strategic plan was approved in 2019 and covered 2019-2022. In 2023, a Community Survey was developed and disseminated with 474 responses. Due to unavoidable staffing changes at the Briarcliff Manor Public Library, the survey, as well as the current strategic vision of the board and the library Director, are now being incorporated into this 2025 Strategic Plan until a more comprehensive strategic plan can be crafted.



Our Mission

To provide community members of all ages with convenient access to print and digital resources within our library and beyond; enriching educational and social programs; and opportunities for interaction and engagement in a warm, welcoming environment.

Vision Statement

To create a place to learn, grow and let your imagination run free.

Briarcliff Manor Public Library

The Briarcliff Manor Public Library serves Briarcliff Manor, New York, a town of 7,867 people in Northern Westchester County. The library was founded by Edward S. Arnold in 1914, and grew over the next 38 years until on March 18, 1952, the New York State Board of Regents granted the library a charter. The Briarcliff Manor Public Library is chartered as a Municipal Public Library and is a member of the Westchester Library System, the 38-member library system for Westchester County.

In 1959, the library moved to its current home, the former Briarcliff Manor Station originally on the New York City & Northern Railroad. This site, 1 Library Road, Briarcliff Manor NY, 10510, is conveniently located adjacent to the Law Park, the village's swimming pool, down the street from the community center, town hall, and downtown shopping district, and next to a 48-mile long rail trail, with plenty of parking. The library building was expanded and renovated multiple times, including most recently, a \$4 million expansion, which opened in 2009.

The library has an annual budget of \$830,086, with 7 FTEs, and 38,348 items in its collection. In 2024, The Library had 19,561 visits, 46,894 physical items circulate, 41,690 electronic items circulate, and 163 programs with an attendance of 2,367. Library spending constitutes 3.5% percent of the village budget. In addition to serving on its 9-person board, community members support the library through the Friends of the Briarcliff Manor Public Library organization, which provides additional funds for programming, renovations and other needed services in conjunction with the Director and the Board.

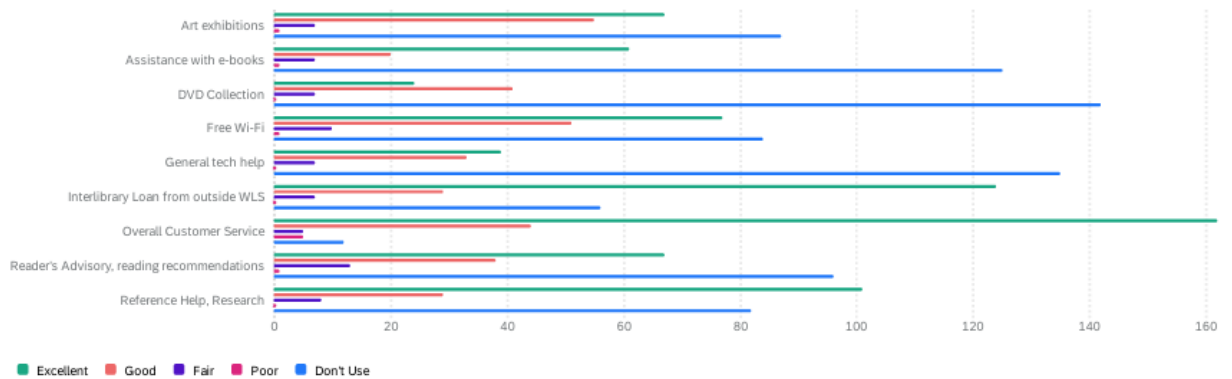
Methodology of Strategic Plan

In 2023, an outside consultant developed and administered a community assessment regarding the Briarcliff Manor Public Library. 474 responses were garnered from our town 7,867 people (6%). Additionally, with the hiring of the new library Director in the summer of 2024, the Board and new Director co-developed a SWOT analysis and a 1-year strategic plan in early 2025.

Community Assessment:

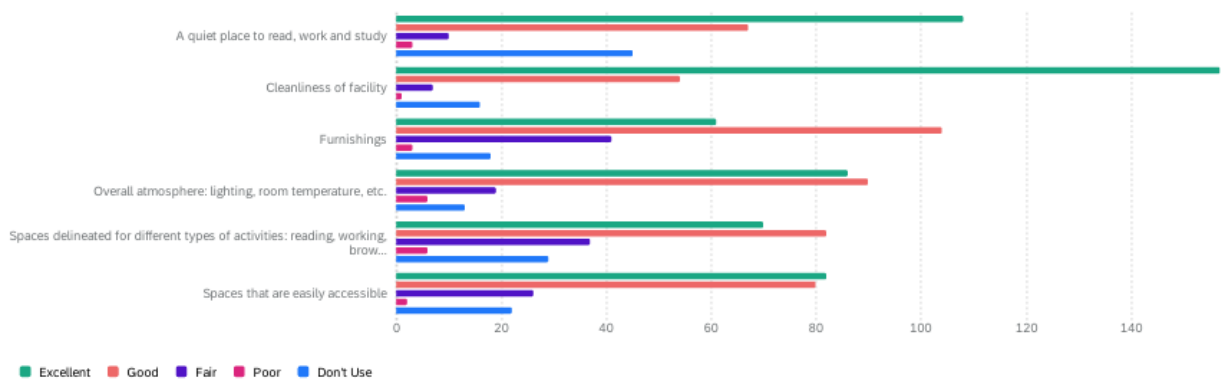
The 2023 Community Assessment identified that the vast majority of respondents were pleased with the services offered by the Briarcliff Public Library.

How would you rate the Library's offerings and services? 231 ⓘ



The graph above illustrates that many respondents report high levels of satisfaction with customer service.

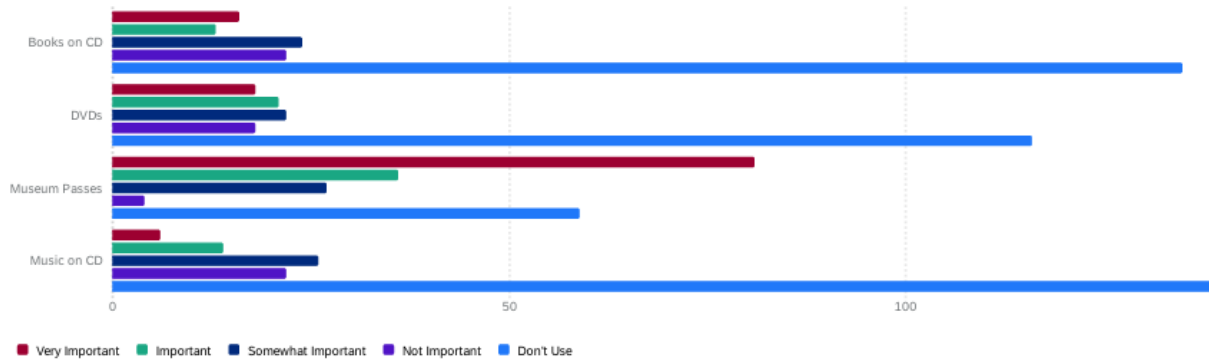
How would you rate the Library's facility and environment? 235 ⓘ



This graph highlights the cleanliness of the facility while also suggesting improvements to the furniture and accessibility. It also shows that the library meets people expectations of a quiet place to read, work, and study.

In addition to books, the library offers other items that can be checked out with your library card. How important are the following to you and your family?

211 ①



This last graph speaks to co-called “legacy media”. These formats are being replaced by streaming. The library might consider removing these items from the collection. Museum Passes, however, are highlighted as being “Very Important”.

Briarcliff Manor Public Library SWOT Analysis

STRENGTHS	WEAKNESSES
<p><i>What do we do well? What internal resources do we have? What advantages do we have over similar organizations?</i></p> <ul style="list-style-type: none"> Committed Board and Director Community engagement Location in heart of town Friendly and committed staff Partnership with Westchester Library System New staff hiring Innovative collection with birding kits and museum passes Fine free as of April 15, 2025 	<p><i>What factors in our control detract from our ability to be more effective? What areas need improvement? What does our organization lack?</i></p> <ul style="list-style-type: none"> Older building with space limitations Limited hours of operation Recent staff turnover
OPPORTUNITIES	THREATS

What opportunities exist in our area of expertise that we can benefit from? Is the opportunity sustainable or one-time?

- Broadening connections to school librarians
- Increasing connection to Friends of the Library organization
- Use of existing funds
- Social media presence
- Staff development and growth

What might threaten our effectiveness? What factors exist that are beyond our control? Are there any anticipated unfavorable trends?

- Increased costs of materials
- Increased labor costs
- Competition from other local libraries
- Tight town finances

2025 Strategic Goals

Based on the Community Assessment and the SWOT analysis and strategic vision of the Board and current Director, the Briarcliff Manor Public Library puts forth the following goals for the next 12-months:

1. Enhance Digital and Print Collections

Objective: Reduce the wait time for popular materials.

2. Increase Number of Events and Programs

Objective: Drive community engagement with staff and materials through valuable programming.

3. Expand Library Hours

Objective: Pre-pandemic, the library had 50% more open hours, and the goal is to get closer to this timeframe.

4. Increase Staff Excellence

Objective: Enhance staff skills, performance, and reliability to improve service delivery.

5. Library Facility Improvements

Objective: Create a more welcoming and functional library environment.

6. Marketing and Outreach

Objective: Raise awareness of the library's resources and programs.

7. Governance and Oversight

Objective: Ensure effective oversight and strategic decision-making.



Action Steps to Reach Goals:

Each goal above has specific action steps to be taken to achieve these critical priorities. The Library Director, in close partnership with the Board, will monitor these action steps and adjust accordingly to ensure they will be met. Additionally, each goal has specific measures of success to determine if the goal was reached.

1. Enhance Digital and Print Collections

Action Steps:

- Allocate budget for purchasing high-demand digital and print materials.
- Secure sustainable funding to support increased purchasing of popular materials.
- FY 2024-2025 Grant funding from New York State
- Encourage Library Assistant to purchase more popular materials.

Measure of Success: Reduce holds ratio from 6:1 to 4:1

2. Increase Number of Events and Programs

Action Steps:

- Explore funding avenues.
- Identify successful programs hosted by previous Director.
- Partner with local schools and organizations to co-host events.
- Hire Children's Librarian and PT Reference Librarian who will host programs.

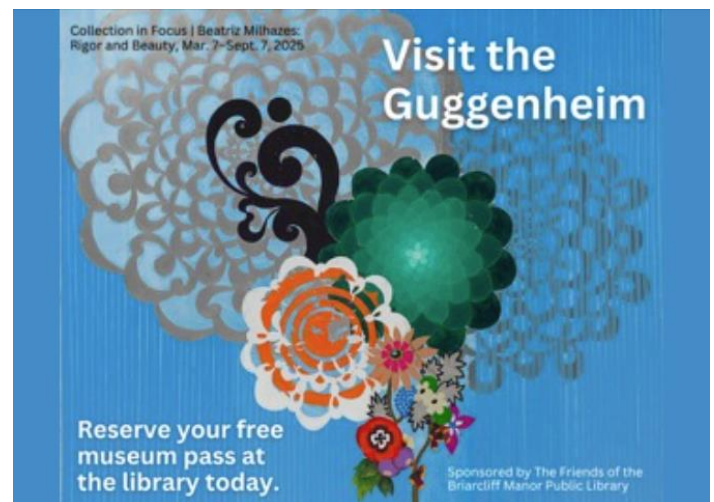
Measure of Success: Number of programs held per month; number of adult-focused & children-focused events

3. Expand Library Hours

Action Steps:

- Work with Village staff and village budgeting process to secure funding
- Once secured, hire PT staff to specific extended hours
- Marketing and communication of extended hours and monitor response from patrons
- Plan for sustainability of extended hours

Measure of Success: Number of extra per month; number of patrons during those hours



4. **Contribute to Staff Excellence**

Action Steps:

- Schedule monthly staff meetings to improve communication and consistency in high level of service.
- Identify and encourage staff to attend relevant conferences and workshops.
- Complete updating of staff educational assistance program policy

Measure of Success: Number of FT staff attending annual workshops or conferences

5. **Library Facility Improvements**

Action Steps:

- HVAC Project Grant obtained; schedule installation and work
- Wi-Fi Improvement Project
- Lighting Project
- Space consultant hiring and completion of work

Measure of Success: Successful move out of building and return with new HVAC installed; completion of Space consultant work



**Read Across America Children's
Room Bookmark Contest**

6. **Marketing and Outreach**

Action Steps:

- Develop a comprehensive marketing plan, including social media, local media, and community bulletin boards.
- Modernize the monthly newsletter.
- Design and distribute promotional materials, such as flyers, posters, and bookmarks, at local businesses and community centers.
- Engage with patrons on social media platforms to promote events, share updates, and gather feedback

Measure of Success: Number of monthly social media posts; number of patrons per month

7. **Governance and Oversight**

Action Steps:

- Prepare and distribute monthly progress reports to board members.
- Conduct monthly board meetings to review progress, discuss challenges, and make strategic decisions on all goals.
- Involve board members in key projects and initiatives to ensure alignment with strategic goals.

Measure of Success: Number of successfully completed strategic goals above.



This Strategic plan was approved by the Briarcliff Manor Board of Trustees, Stephanie Casper-President, on September 13, 2025.