



Long-Range Strategic Plan 2022-2026

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# Introduction

- In 2021, the Chappaqua Library Board of Trustees embarked on a journey to create a long-range strategic plan to guide the library through the next five years. To create the plan, they formed the Strategic Planning Committee that included members of the Board of Trustees, the Library staff, the local community and Friends of the Chappaqua Library.
- The goals of the strategic plan are driven by the Library's mission statement, core values, and the results of the committee's research, interviews, and community survey.
- The Chappaqua Library Board of Trustees is committed to the long-range strategic plan and will evaluate how well these goals are met throughout the five-year term of the strategic plan.

# About the Chappaqua Library

- The Chappaqua CSD Public Library is a school district library that serves a population of over 16,000 residents with a collection of over 130,000 items. Our community is active and engaged, with the Library being the fourth busiest library in the county despite Chappaqua's smaller population. Founded in 1922, the Chappaqua Library has grown from a small collection in Lou Kopp's Coal and Feed Store to a modern and well functioning library in downtown Chappaqua.
- In the last year, the Chappaqua Library has opened a newly renovated children's room and teen spaces and has completed a roof restoration project. The Pandemic has created new challenges, but the Library continues to be a warm and welcoming space for patrons. With the dramatic changes that have occurred over the last few years, the Library saw this was an opportunity to assess, evaluate, and to create a meaningful strategic plan as a guide forward.

# Chappaqua Library Goals

- Be a welcoming community center for human interaction, intellectual stimulation and cultural enrichment for people of all ages;
- Provide, through books and other informational, educational and cultural materials, including non-print resources, events and programs, a place where the experience of the past can meet the needs of the present and future;
- Provide access to its own materials and to sources beyond its collections for people on-site and in other locations; and
- Work with institutions, organizations and individuals within the community in the pursuit of these goals.

# Research Process

- To inform this process, the Strategic Planning Committee reviewed and discussed a variety of resources, including internal library data, the library's annual reports to New York State, industry and library reports and websites, the library's prior strategic plan, and other libraries' strategic plans.
- The committee then conducted in-depth interviews to ensure meaningful feedback from across the community regarding its diverse needs and the library's strengths and weaknesses. Interviewees included community members, library personnel, the library board and leadership, representatives from the Chappaqua Central School District, the library's partner organizations, and town administration, services, and committees.
- The committee mailed a community survey addressing these issues to 5,500 households. A digital version of the survey was shared broadly through the library website, social media, emails blasts and outreach to community organizations. The survey gave both library users and nonusers an opportunity to comment on library offerings and the prioritization of library resources.
- From the interviews and survey results, the committee identified several major themes for its strategic planning.

# Key themes identified from the research

- The community desires a warm and welcoming library that is diverse, inclusive and equitable.
- There is a strong desire to learn and grow together, with the community overwhelmingly supporting the library. However, most users are not aware of the many ways they could use the library, so therefore there is a tremendous opportunity to educate and expand library usage.
- Many of the most recent enhancements to the library haven't been experienced by patrons due to COVID.
- There is a high percentage of active users. They seek more engagement, entertainment and learning opportunities, and space to meet a variety of needs, e.g., small social gatherings, one-on-one meetings, and quiet spaces to hold a Zoom meeting.

# Survey response

**Q: What type of community do  
you want to live in?**

- . Diverse
- . Inclusive
- . Welcoming
- . Friendly

Word cloud containing the following terms: Warm, community, always, open, minded, question, Vibrant, happy, respectful, minded, ages, strong, Small, town, Quiet, engaged, embraces, people, learning, open, intellectual, inclusive, diverse, informed, kind, want, friendly, connected, One, well, diverse, offers, community, intelligent, inclusive, events, welcoming, respects, Safe, Bucolic, caring, values, live, place, Small, family, supportive, loving, progressive, Chappaqua, Educated, everyone, active, grow, tolerant, people, know, Warm, welcoming, town.

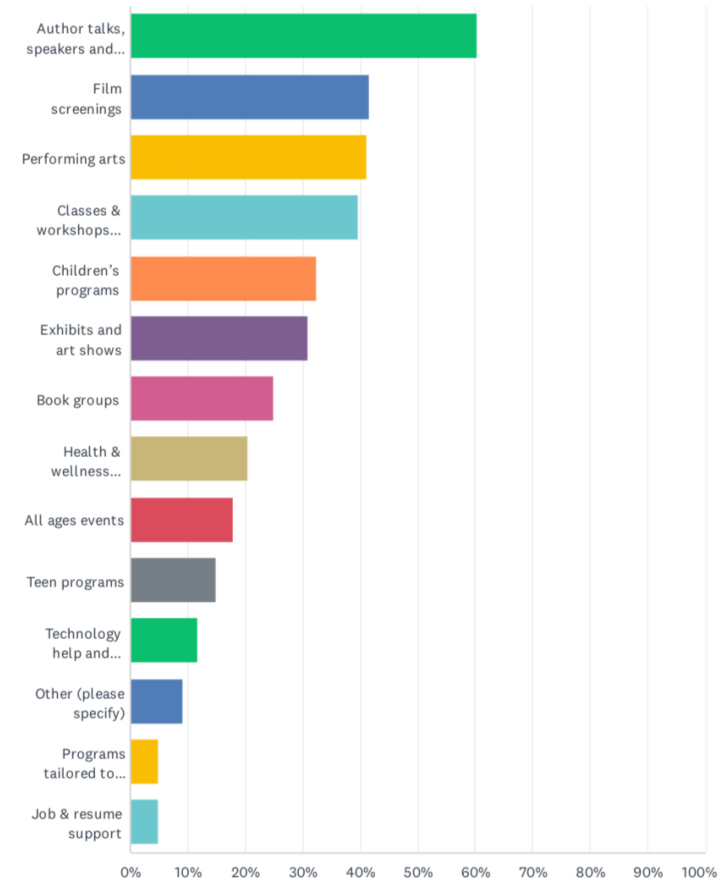


# Programming meets patron needs

- Patrons are seeking to engage with content and value the current offerings
- There is strong interest in film screenings and performing arts programming
- There is demand for more hands-on learning opportunities

Q4 What types of library programs are you most interested in participating in? (Please select up to 4.)

Answered: 229 Skipped: 2

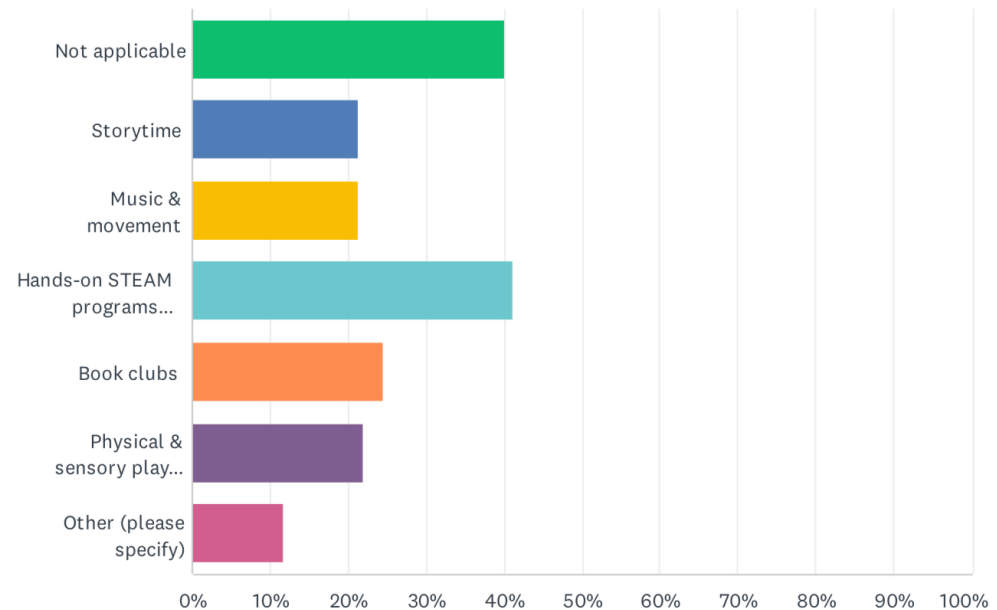


# Children's services meet the needs of the community

- Librarians are creating meaningful personal connections with the youngest patrons and their caregivers
- Storytimes continue to have a huge value to patrons
- There is interest in expanding hands-on STEAM programming

Q5 What types of children's programs are you most interested in participating in? (Please select up to 3.)

Answered: 187 Skipped: 44

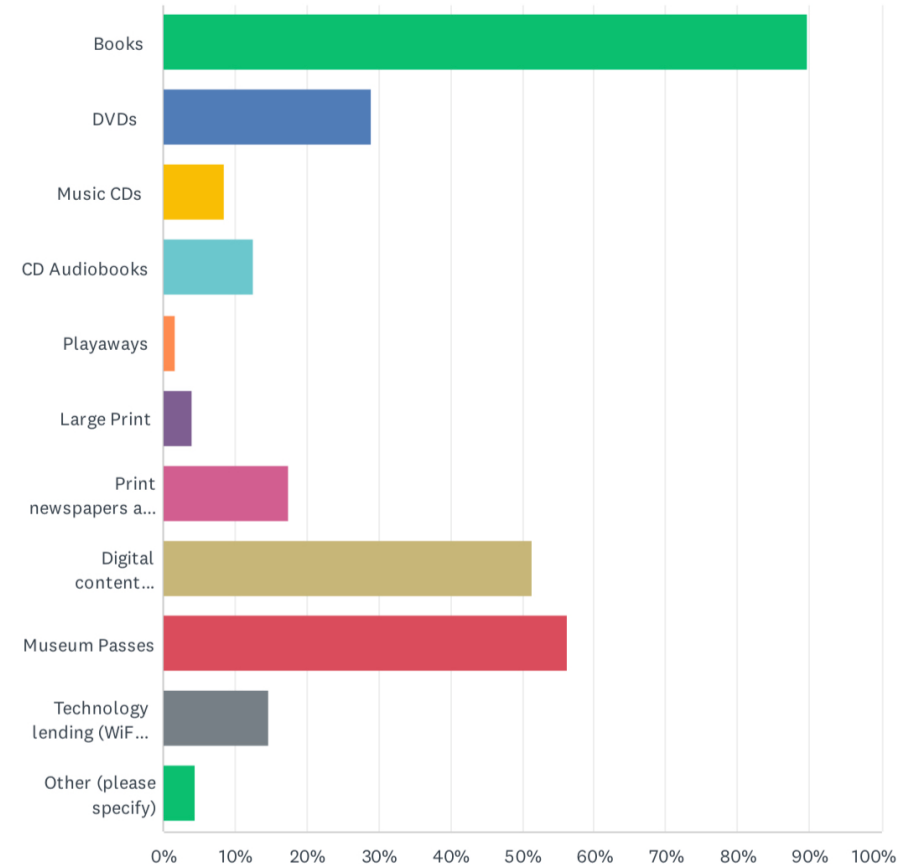


# Digital offerings increased circulation

- Patrons continue to value physical materials in the library collection
- Patrons indicate that their digital content consumption increases their overall library use; Digital users still borrow physical materials
- There is room to expand the collection in non-traditional lending, e.g. tools and technology
- Digital access, i.e., hold length and checkout duration frustrate some patrons

Q7 Which of the following materials in the collection are you most interested in using? (Please select up to 4.)

Answered: 224 Skipped: 7

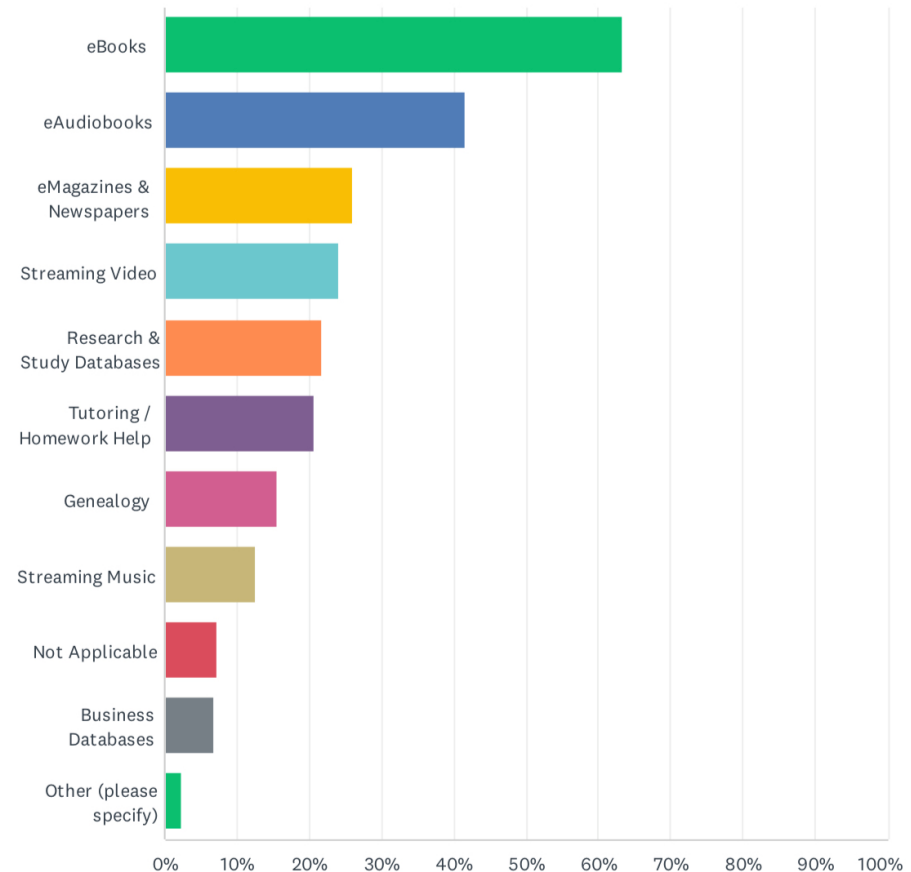


# Initial digital usage is traditional

- Patrons report accessing digital content converted from print formats
- Some users expressed a desire for more support to access and navigate the digital collection
- Patrons seek access to more popular and current content, e.g., best selling authors/books, new releases

Q9 What types of digital resources are you most interested in using? (Please select up to 4.)

Answered: 207 Skipped: 24

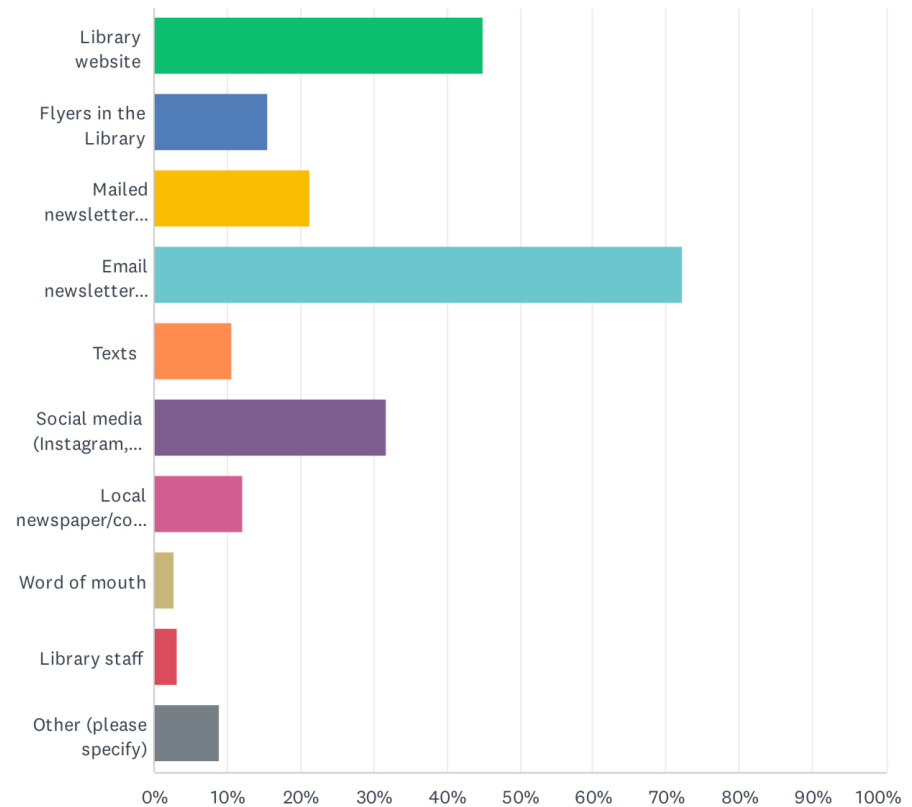


# eNewsletter is an extremely valuable tool

- Patrons express the desire to be better informed about library collection and programs
  - The eNewsletter has been cited as a valuable place to find out about the library's offerings
  - Social media – especially Facebook, is used to learn about library programs
- Patrons enjoy curated collections and programs while at the library
- Patrons continue to show strong preference for paper flyers and mailings

Q22 How would you like to be notified about library news/events? (Please select up to 3.)

Answered: 224 Skipped: 7

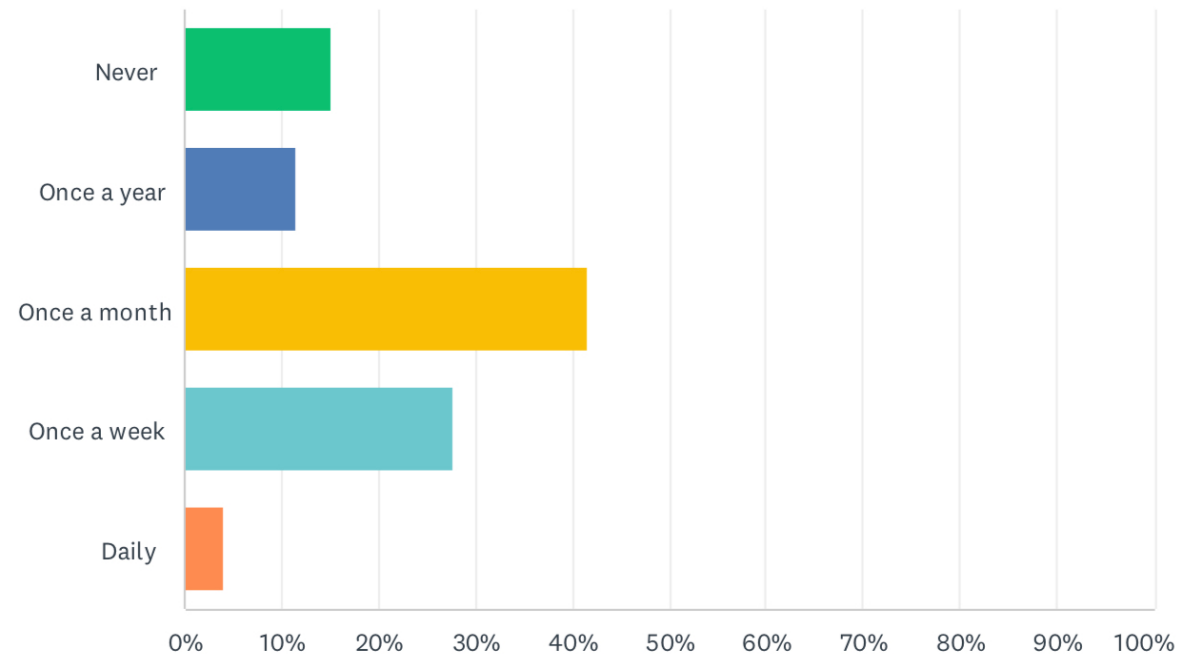


# Website is transactional

- Website acts as a portal to digital offerings
  - Patrons visit the website to access apps and databases in the digital collection, e.g., Hoopla
- Patrons sign up for library cards and programs on the website
- Patrons are requesting additional support in navigating the digital offerings through the website

## Q18 How often do you visit the Library's website?

Answered: 224 Skipped: 7



# Strategic Plan Priorities

- 1 Diversity, Equity and Inclusion
- 2 Community Engagement
- 3 Library Services
- 4 Sustainability
- 5 Space and Infrastructure

# Diversity, Equity and Inclusion

Champion  
Diversity,  
Equity and  
Inclusion

- Be a warm and welcoming place for everyone
- Center inclusion as a primary goal of every process and program.
- Reflect a diverse range of experiences and identities in our offerings and collection



# Community Engagement

Improve the  
Library's  
Community  
Engagement

- Strengthen existing community relationships
- Identify additional outreach opportunities
- Develop and implement a plan to improve communications

# Library Services

Provide  
relevant and  
impactful  
library  
services

- Design library services to meet community needs, wants and curiosities
- Solicit feedback and suggestions from the community
- Audit library collections and offerings to ensure that they are diverse, equitable and inclusive
- Provide library staff with opportunities for training and continuing education

# Sustainability

Ensure  
sustainability  
of the library

- Strengthen the existing library sustainability practices and look for more efficiencies for conservation
- Center the library around practices that are environmentally, socially, and financially sound
- Partner with other libraries and community organizations on sustainability initiatives

# Space and Infrastructure

Identify  
creative  
solutions to  
utilize space  
and  
infrastructure

- Address health and safety within the library environment
- Develop a comprehensive site plan that addresses the parking lot and outdoor space use
- Enhance the library experience by providing flexible and engaging library spaces and furnishings
- Adapt existing spaces within the library to serve multiple functions, including social gatherings and alternative work and study spaces
- Ensure that the library's technology remains up to date and meets the needs of the community

# Performance Measurement

- Ongoing evaluation is an essential part of implementing the strategic plan. A system to monitor and track implementation of the strategic plan and assess progress annually will be developed. Information will be collected on an ongoing basis and may be measured on a more regular basis depending on the availability of data. This will allow the library to:
  - Be accountable to the community
  - Improve the planning process
  - Solicit regular feedback from the community
  - Ensure the most up-to-date services and technology
  - Address new trends in library services
  - Tell the library's story to the community

# Metrics

- Develop criteria for evaluating the diversity of the collection and programs
- Conduct a diversity audit of the library's collection and programming to determine a baseline analysis of the collection and to determine the correct percent of the budget to purchase and provide diverse, equitable, and inclusive materials and programs
- Review the library's policies to address any biases or racially insensitive language
- Work in conjunction with local libraries to host workshops and professional development for staff

# Metrics

- Develop an updated website that meets the needs of library patrons
- Develop a communications plan
- Double the subscribers to the eNewsletter
- Meet with community organizations on an annual basis
- Work with the Westchester Library System and other member libraries to increase the availability of continuing education for staff
- Create and implement program surveys, to be reviewed annually

# Metrics

- Achieve Green Business Certification through the Green Business Partnership (GBP), a public-private partnership managed in part by Westchester County
- Develop a plan to execute regular upgrades to library space and equipment
- Earmark funding to redevelop the outdoor space
- Implement a drainage channel maintenance plan
- Restore the theater to fully operational status
- Fully furnish and decorate the teen and children's rooms



# Acknowledgements

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## **The Strategic Planning Committee**

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## **Chappaqua Library Board of Trustees**

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Lane Shea, Finance Officer  
Nishat Hydari, Secretary  
Shohreh Anand, Member-at-Large