



George H. Bixby Memorial Library

GEORGE H. BIXBY MEMORIAL LIBRARY STRATEGIC PLAN 2024-2029

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INTRODUCTION

Nestled in the picturesque Monadnock region, Frankestown welcomes around 1,600 residents to its friendly community, just a short 12-mile journey from Peterborough. and conveniently situated near Concord, Manchester, and Nashua. The library is housed in a beautifully renovated historic building at the heart of town.

In 1872 the Home Circle Society and the Frankestown Academy proposed a public library, and in the 1873 Town Meeting accepted the proposed library plan with public funding. In 1923 Alison Bixby Hill purchased the Titus Brown house, restored it, and deeded it to the Town to be used as a public library in memory of her father, George Holmes Bixby. The library's new entry, handicap accessibility and extensive interior renovations were completed in 2009.

As of the end of 2023 the library had over 18,000 titles in our collection, servicing over 1,000 card holders with an annual circulation of approximately 10,000 print books and an additional 3,000 eBooks and audiobooks. Between 350 and 400 patrons visit the library every month in addition to numerous groups that utilize the library's meeting spaces.

PROCESS

A Strategic planning committee was formed including:

Community members: Chairman Stephen Griffin (later a board member), Jan Hicks, and Marcy Tripp.

Library Director: Laura Abrahamsen

Facilitator: Susan Kane (Board member)

Through regular public meetings, the process of data collection, analysis, validation, visioning, and proposal was established.

The data collection plan included a community survey, in person casual interviews at community events, and informational sessions with other town wide organizations. In addition, all financial records and circulation information from the library were examined. Demographic information, comparable library statistics, library best practices, and professional organization information were also gathered and reviewed.

The survey was sent to all town mail addresses. The survey response rate was adequate with 93 completed. The survey structure helped to identify ways to improve it for future iterations. Of the 92 responses, 8 (9%) people indicated that they never use the Library, 18 (20%) people said that they use the resources digitally only or visit the library infrequently.

Community organizations were contacted seeking their views of the library's place in the community and how there might be coordination to the benefit of the residents. These included the Board of Selectmen, Planning Board, Recreation Commission, Old Meeting House, Franchestown Land Trust, Franchestown Improvement and Historical Society, Franchestown Elementary School, and the Heritage Museum.

Informal engagements were conducted via committee participation at several Farmer's Market events and the annual Labor day celebration.

Fig 1.0

Data Collection

Isabella Stewart Gardner Museum

We still have 14 of the original 18 passes and they expire on 5/31. Recommend not renew.

Bedrock Gardens

Used 6 times in 2023, cost is \$125 for the season. Recommend renew.

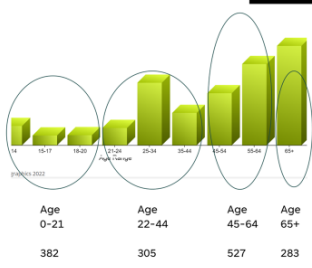
Currier Museum

Used 9 times in 2023, :

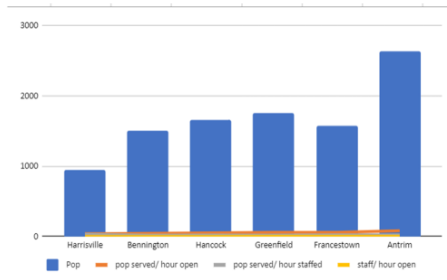
The Fells John Hay Estate

Used 5 times in 2023, \$

Mount Kearsarge Indian Museum



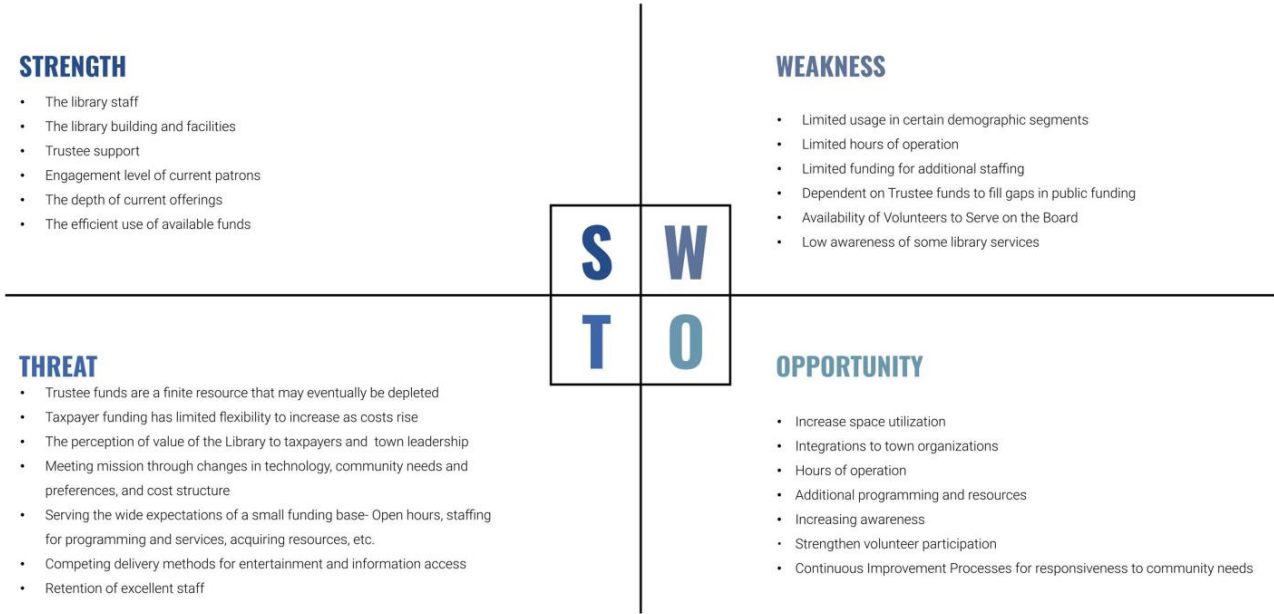
January Activity			
Receipts	Amount	Books	Program
Donations	\$25.00	Donation	
Donations	\$11.46	Donation	
Books	\$24.00	Books/cards	\$24.00
Copier	\$6.85	copier/books	
January Receipts	\$67.31	\$24.00	\$0.00
YTD	\$67.31	\$24.00	\$0.00
Expenses	Amount	Books	Program
Books	\$24.00	Books/cards	\$24.00
Copier	\$6.85	copier/books	
January Expenses	\$30.85	\$24.00	\$0.00
YTD	\$30.85	\$24.00	\$0.00



A SWOT (Strengths, Weaknesses, Opportunities, Threats) analysis and other tools were used to examine and interpret the data collected. This allowed the committee to develop a clear view of the current state as well as the community and financial needs for the future and to interface with the Library board of trustees and Library staff for further validation.

Fig 2.0

SWOT ANALYSIS



MISSION VISION AND VALUES

The committee refined the Library Mission, Vision, and Values Statements (MVV) based on the data and analysis, forming the basis for the strategic goals.

MISSION (What we do)

Provide responsive services and innovative programming that engages lifelong learning, diverse cultural opportunities, and a sense of community in safe, inviting and inclusive environments, both physical and virtual.

VISION (What we will look like when we have done it)

Library resources are efficiently focused and sustainably used to enrich our community. Purposeful partnerships with other town organizations increase the Library's significance to the community. Most of the population uses library services and views the library as a significant benefit to the community.

VALUES (How we will do it)

To accomplish this mission the library is dedicated to its following values:

1. Welcoming- Providing physical and virtual environments that are inclusive, inviting, safe, and engaging.
2. Free and Open Access to Information- Providing access to informational resources in the most desirable and efficient formats, times, and methods. Upholding the "Freedom to Read Statement" as published by the American Library Association.
3. Lifelong Learning- Providing responsive services, programming, and cultural opportunities to meet and stimulate diverse community interests.
4. Community Engagement- Providing opportunities to connect people through programming and services by maintaining strong ties to our other community organizations.
5. Efficient Use of Resources- Assuring the sustainability of the funding needed to achieve our mission and vision through focused and efficient allocation of resources.

Strategic Plan 2023 - 2028

(The Goals and Tactics for achieving the Mission and Vision)

Goals were formed, refined and validated in a continuous process improvement (CPI) cycle before the final four goals were determined. A similar process was followed to determine the tactics for each goal. These tactics are the specific actions that will be completed and measured to fulfill the goals and ultimately the Mission and Vision.

Goal 1: Develop and maintain partnerships with relevant town organizations to leverage resources, strengthen a sense of community, and increase positive perception of the library.

Tactic 1: Develop a process to be aware of all town organizations' dates and events. Look for opportunities for synergy.

Tactic 2: Implement a "Day in the Life" series. Highlighting the functions of various town organizations and positions.

Tactic 3: Participate/sponsor/co-sponsor 6 programs or events with other town organizations annually.

Goal 2: Implement Continuous Process Improvement (CPI) methods to monitor community and stakeholder needs and opportunities and to adjust programs and services responsively.

Tactic 1: Develop a Person-to-Person suggestion channel. I.e. Suggestion box, forms used when attending events/meetings.

Tactic 2: Develop an annual survey process. To include informed survey methodology, implementation planning, and closed-loop processes.

Tactic 3: Implement a consistent process for critique after every sponsored program and event.

Goal 3: Increase awareness and usage of the Library Programs and services.

Tactic 1: Create and distribute collateral highlighting the variety of services and resources available from the Library.

Tactic 2: Develop a multi- year Marketing and Communications Plan, including brand standards/brand book in year 1.

Tactic 3: Implement a welcome plan for new residents and new card holders.

Goal 4: Determine processes to ensure financial sufficiency and sustainability.

Tactic 1: Develop a 5-year financial plan, including annual forecasts for both ideal and minimum budgets.

Tactic 2: Identify differences between the 2 budgets, identify funding sources, and prioritize based on best estimates of available funding.

Tactic 3: Develop Trustee fund policy, including minimum balances, usage of overage funds, sources of funds, and methods to maximize donations.

Next Steps

With the planned hiring of a new Library Director in April 2024, the strategic plan will serve as a solid guide. It's the work of the board to ensure that the strategic goals are met and the tactics are executed. With the full support of the board, it is in the workstream of the Library Director, as the expert and team leader, to determine the specifics and details of the execution and monitoring of the plan. The new director will work with the board to establish timelines and details for executing the plan.

The strategic plan will be posted on the Library website and provided at the library. The Chair of the Board of Library Trustees will present it to the select board at their regularly scheduled meeting. Copies of the plan will be sent to each of the town organizations that participated. A thank you to the residents will be published in local newspapers along with a simplified version of the plan. Graphic posters outlining the plan will also be posted throughout the town.

This resulting strategic plan lays the groundwork for providing an even more welcoming and inclusive environment, enhancing the diversity of resources and services the library provides, enhancing responsiveness to community needs, and improving the overall awareness of the library in the community.

This plan was a direct result of the committed work of all the residents and organizations that provided their time and feedback; the tireless work of the committee members; and most of all, the patience and dedication of the wonderful staff of the Bixby Library. The Members of the Board of Trustees are immeasurably grateful.

Our work isn't done yet! Library staff continue to work on activity plans based on this strategic framework and regularly update the Board of Trustees at public meetings on our progress.

2024-2029 STRATEGIC PLAN

GEORGE H. BIXBY MEMORIAL LIBRARY

Where are we now?

Where do we want to be?

How do we close the gap?

What do we do next?

How do we measure progress and stay on plan?

MISSION VISION VALUES

Mission
Statement:
What We Do

Provide responsive services and innovative programming that engages lifelong learning, diverse cultural opportunities, and a sense of community in safe, inviting and inclusive environments, both physical and virtual.

Vision
Statement:
What We Will Look
Like When We Have
Done It

Library resources are efficiently focused and sustainably used to enrich our community. Purposeful partnerships with other town organizations increase the Library's significance to the community. Most of the population uses library services and views the library as a significant benefit to the community.

Values:
How We Do It

Welcoming- Providing physical and virtual environments that are inclusive, inviting, safe, and engaging.

Free and Open Access to Information- Providing access to informational resources in the most desirable and efficient formats, times, and methods. Upholding the "Freedom to Read Statement" as published by the American Library Association.

Lifelong Learning- Providing responsive services, programming, and cultural opportunities to meet and stimulate diverse community interests.

Community Engagement- Providing opportunities to connect people through programming and services by maintaining strong ties to our other community organizations.

Efficient Use of Resources- Assuring the sustainability of the funding needed to achieve our mission and vision through focused and efficient allocation of resources.

1

Develop a process to be aware of all town organizations' dates and events. Look for opportunities for synergy.

Implement a "Day in the Life" series. Highlighting the functions of various town organizations and positions.

Participate/ sponsor/co-sponsor 6 programs or events with other town organizations annually.

Develop and maintain partnerships with relevant town organizations to leverage resources, strengthen a sense of community, and increase positive perception of the library.

2

Develop a Person-to-Person suggestion channel. I.e. Suggestion box, forms used when attending events/meetings.

Develop an annual survey process. To include informed survey methodology, implementation planning, and closed-loop processes.

Implement a consistent process for critique after every sponsored program and event.

Implement Continuous Process Improvement (CPI) methods to monitor community and stakeholder needs and opportunities and to adjust programs and services responsively.

3

Create and distribute collateral highlighting the variety of services and resources available from the Library.

Develop a multi-year Marketing and Communications Plan, including brand standards/brand book in year 1.

Implement a welcome plan for new residents and new card holders.

Increase awareness and usage of the Library Programs and services.

STRATEGIC GOALS AND TACTICS

4

Develop a 5-year financial plan, including annual forecasts for both ideal and minimum budgets.

Identify differences between the 2 budgets, identify funding sources, and prioritize based on best estimates of available funding.

Develop Trustee fund policy, including minimum balances, usage of overage funds, sources of funds, and methods to maximize donations.

Determine processes to ensure financial sufficiency and sustainability.