



STURGIS LIBRARY

Barnstable, Massachusetts

LONG RANGE PLAN FY2007–FY2012

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Methodology

The following Long Range Plan of Service was developed by the Long Range Planning Committee and written by the Library Director with input from Trustees, staff, Friends of the Library, volunteers, and members of the community. With this FY2007 – FY2012 Plan, we continue the tradition of looking back at what we have accomplished in previous years, and looking forward to what we hope to accomplish in the years ahead.

We used many of the strategies outlined in the document **Planning For Results: a Public Library Transformation Process**. We conducted a staff/Trustee’s forum, as well as a community forum, and incorporated SWOT exercises and visioning sessions. We incorporated information gleaned from statistics, formal and informal surveys, and day-to-day observations.

To provide continuity, we’ve incorporated some of the concepts of our previous Long Range Plan into this new plan. We accomplished most of the goals and objectives we had previously set for ourselves. They include:

- Evaluating and expanding our collection of high-demand titles and formats (including non-print materials such as DVDs, music, and audio books).
- Establishing a rental collection of second copies of high-demand books
- Offering expanded program to patrons of all ages
- Providing adequate staffing of Children and Youth Services
- Providing outreach to local schools and children’s organizations
- Marketing meeting room space to local organizations and groups
- Assessing building space and building needs and making changes and repairs as needed
- Seeking grant funding for library programming and services
- Expanding, enhancing, and preserving special collections, including improving storage, installing climate control, and providing cataloging and retrospective conversion
- Investigating cooperative programs and events with other area libraries and organizations
- Developing a new Long Range Plan of Service FY2007–FY2012

Planning is an ongoing process, and as we move ahead we will continue to seek the input of the community and our library users through surveys, forums, and feedback solicitation.

Long Range Planning Committee

The Committee was made up of the following members:

- Ellie Claus, Trustee President
- Lucy Loomis, Library Director
- Marcella Curry, Adult Services Librarian
- John Obbard, Trustee Secretary
- Cliff Hagberg, Trustee
- Jackie Crowley, Trustee

Service Responses

- Current Topics and Titles
- Lifelong Learning
- Commons
- Genealogy and Local History

Community Profile

The Town of Barnstable includes seven villages within its boundaries. Each village has unique and significant cultural and historical qualities. Barnstable Village, with a year-round population of over 3,000 and a summer population of nearly 4,000, is located on the north side of the Cape, with West Barnstable to its west and Yarmouth Port to its east. It is home to the County seat and the County Courthouse Complex. Route 6A, Old King's Highway, runs through the Village, and the homes along 6A have retained their Cape Cod charm. Barnstable Harbor is protected by Sandy Neck Barrier Beach. This beach and the surrounding 3,000-acre Great Marsh is the most extensive conservation area outside of the Cape Cod National Seashore, and the largest salt marsh complex on the Cape. The Village supports a number of small businesses, including several well-known restaurants and the Hyannis Whale Watcher Cruises. Art and antique galleries and small Bed and Breakfast establishments line Route 6A. St. Mary's Church and the Unitarian Church of Barnstable draw parishioners from around the Cape. Visitors and tourists can tour to the exhibits at the Barnstable Historical Society's historic Daniel Davis House, as well as U.S. Coast Guard Heritage Museum at Trayser. Tales of Cape Cod in the Old Colonial Courthouse sponsors lectures during the summer months, and the Barnstable Comedy Club offers a great selection of plays throughout the season.

Library Profile

Constructed in 1644 for the Reverend John Lothrop, founder of Barnstable, the house which forms the original part of the Library is the oldest public library building in the United States. The building is also one of the oldest houses remaining on Cape Cod. Since Reverend Lothrop used the front room of the house for public worship, another distinction of the Sturgis Library is that it is the oldest structure still standing in America where religious services were regularly held. This room, now called "The Lothrop Room," with its beamed ceiling and pumpkin-colored wide-board floors, retains the quintessential early character of authentic Cape Cod houses.

On February 25, 1782, William Sturgis, a direct descendant of Reverend Lothrop, was born in this house. To help support the family after the death of his father, William went to sea at the age of 15. In 1810, he founded Bryant and Sturgis, a clipper ship company engaged in the Northwest and China Trades. In 1863, after a successful career, Captain Sturgis willed his former home, plus \$15,000 in bonds, for the establishment of a village Library in the Village of Barnstable. The Library opened in 1867 with 1,300 volumes, many of which came from Sturgis' private library.

Today, Sturgis Library is listed on the National Register of Historic Places. The Library is situated on Route 6A or the Old King's Highway, recently named as "one of the ten most scenic byways in America." The Library collections have grown to over 70,000 volumes, including extensive Special Collections. These include the Cape Cod History Collection of books, manuscripts, photographs and microfilm, the most important collection of its kind in the United States; the Kittredge Maritime Collection, one of the finest maritime collections on the East Coast, notable for its concentration on Cape Cod sea captains and vessels; and the Lothrop Genealogy Collection, which is used by genealogists from all over the United States in examining their connections to Cape Cod.

The Sturgis Library is one of seven independent public libraries in the Town of Barnstable. Each of the libraries receives only partial funding from the Town; they must raise the balance of their funding through appeals, donations, grants, bequests, and endowment income. The Sturgis Library will receive approximately 46% of its funding from the Town of Barnstable in FY2007.

The Sturgis Library has seen the largest increase in circulation figures of any of the seven libraries over the last six years. While many of the libraries have seen a decrease in usage or only a modest increase, our statistics show an increase of 45% since the year 2000. This circulation growth can be attributed to a number of factors, including

improved and expanded collections, friendly and competent staff, unique special collections, and a warm and inviting historic building.

The Sturgis Library plays a dual role in providing quality public library service to a small community, while also preserving and making available the history of the region to users across the country. A keen awareness of the importance of both these roles is reflected in our mission statement and in our goals and objectives.

Mission Statement

The Sturgis Library, a historic public library in the village of Barnstable, is dedicated to preserving and promoting Cape Cod history while providing services to meet the needs of a contemporary community. The Library:

Supports the lifelong pursuit of personal, vocational, cultural and intellectual self-improvement

Fosters literacy and creativity in residents of all ages

Promotes the free exchange of ideas and serves as a community meeting place

Offers a gateway to technological resources and informational databases

Serves as a regional archive and research center for the study of Barnstable County history, genealogy, and maritime culture

GOALS AND OBJECTIVES FY2007 – FY2012

GOAL 1: ENHANCE AND EXPAND THE RESOURCES AVAILABLE TO THE PUBLIC.

Objective 1 – Provide a collection of current topics and titles for all ages in all formats.

Activities

- Library staff will ensure that patrons have timely access to high-demand titles. Unowned titles which have been requested by two or more patrons will be strongly considered for purchase.
- Working with the six other Barnstable Libraries, the Library Director will investigate and implement the use of the CLAMS Acquisitions Integrated Ordering Module.
- The Library Director will annually reassess the Library's current resource allocation for materials, and shift resources as necessary to materials that are in demand and have high usage statistics.
- Using the CLAMS system, the statewide Virtual Catalog, and other tools for interlibrary loan, the Library will ensure that patrons have effective and timely access to material not owned by the Library.

Objective 2 – Provide a comprehensive collection which fosters lifelong learning and supports continuing education.

Activities

- The Library will encourage input from library users regarding its collections, and encourage suggestions for materials purchases.
- Staff and Trustees will review and revise the Sturgis Library Collection Development Policy by December 2006.
- Library staff will regularly ensure that the Library’s resources are comprehensive, up-to-date, and diverse.
- Library staff will annually assess the Library’s collection strengths and determine areas which need updating and improvement.
- Library staff will develop an annual weeding schedule focusing on areas that go quickly out of date (computers and technology, medicine, etc.).

Objective 3 – Provide state-of-the-art technological resources.

Activities

- The Library Director will develop a computer equipment database, and assess it annually to ensure that Library equipment is up-to-date and working efficiently.
- The Library Director and Technology Committee will develop a long-range Library technology plan by December of 2006.
- The Library will offer materials in new formats (downloadable audio books, downloadable music, etc.) to patrons by autumn of 2007.
- Library staff will provide ongoing training and support to patrons on the use of the CLAMS system, statewide research databases, the Sturgis Library website, and the Internet.
- The Library Director and staff will ensure that the Library’s website is up-to-date, attractive, user-friendly, and functional.

GOAL 2: SPONSOR LIBRARY PROGRAMS, EVENTS, AND ACTIVITIES, AND PROVIDE FACILITIES FOR USE BY LOCAL GROUPS AND ORGANIZATIONS.

Objective 1 – Sponsor and host programs, events, and activities on a variety of topics to audiences of all ages.

Activities

- The Library will sponsor monthly programs of interest to adults, young adults, and children, apart from those offered by the Friends of Sturgis Library.
- Library staff will seek funding from local granting agencies in order to offer quality programs not funded by the Library’s programming budget.
- The Events Committee of the Board of Trustees will work with Library staff to develop a multi-year events and programming calendar.

Objective 2 – Partner with area nonprofit civic and cultural organizations to provide programs and events to the public, and to offer expanded resources to Library users.

Activities

- The Library Director and staff will work to coordinate programs with other area nonprofits, including the Barnstable Historical Society, the Cape Cod Art Association, the Barnstable Civic Association, and the Family United Network. The Library will offer at least two jointly-sponsored programs each year.
- Library staff will work with the staff at the other village libraries in Barnstable to provide coordinated programming, events, and fundraisers to the community.
- The Library Director will develop a database of programs of interest to the community. Local speaker's bureaus will be contacted for potential programs and speakers.

Objective 3 – Provide meeting and gathering space for outside groups, individuals, and organizations.

Activities

- Library staff will regularly publicize the availability of library meeting space in the Library's newsletter, on the website, and through direct marketing to organizations.
- The Library Director will assess the meeting room policy and fee schedule on an annual basis.
- The Library Director will develop a list of contacts, policies, and procedures for organizations using the Library's meeting rooms after hours, and will conduct refresher sessions on building security for designated organization personnel.

GOAL 3: EXPAND THE SCOPE OF THE LIBRARY'S SERVICES BY PROVIDING OUTREACH TO THE COMMUNITY.

Objective 1 – Provide outreach services to area public and private schools.

Activities

- The Youth and Adult Services Librarians will provide outreach services to local schools, colleges, and special education providers to pursue the Library's commitment to supporting lifelong learning.
- The Librarians will host visits of school groups to the Library, and will travel to area schools to promote Library services and offer programs of interest.
- The Librarians will work with area teachers and faculty to assess the current needs of the schools and how best the Library can support those needs.
- The Library, along with the other village libraries of the town of Barnstable, will support the schools' mandatory summer reading program, and provide copies of the books on the summer reading lists. The libraries will seek funding from the Cobb Fund to cover the cost of maintaining the summer reading collections at each library.

Objective 2 – Provide delivery of library materials to homebound patrons.

Activities

- The Adult Services Librarian will work to expand services to homebound patrons throughout the Library's service area, and publicize it in the Library's newsletter, on the website, and through flyers and posters distributed throughout the town.
- The Adult Services Librarian will coordinate the scheduling and delivery of library materials to homebound patrons, and will track homebound usage and assess its effectiveness on an annual basis.
- The Library Director, working with the other village libraries in the Town of Barnstable, will investigate opportunities for funding a town-wide Bookmobile by December of 2007. A Bookmobile would provide delivery services to homebound patrons, nursing homes, and other residents with limited access to library service.

Objective 3 – Seek membership in local, state, and national organizations pertinent to the mission of the Sturgis Library.

Activities

- The Library Director will assess current memberships in local, state and national organizations and develop a list of those organizations for discussion by the Board. Based on those discussions, the Board will set priorities and needs for membership in and affiliation with organizations, and establish a budget for membership dues and fees for FY2007 and beyond.

Objective 4 – Staff and Trustees will be available to speak to town, civic, and cultural organizations about the resources and services of the Library.

Activities

- The Library Director, staff, and Trustees will compile a database of topics on which they would be willing to speak (genealogy, maritime subjects, computer resources, library research, etc.) by the end of June, 2006.
- The Library Director and Trustees will promote this service in the Library's newsletter, on the website, and in fliers and brochures distributed to local organizations.

GOAL 4: ACQUIRE, PRESERVE, AND PROMOTE GENEALOGICAL, MARITIME, AND HISTORICAL MATERIALS RELEVANT TO BARNSTABLE COUNTY AND ITS PEOPLE.

Objective 1 – Enhance, expand, and preserve the Library's genealogical, maritime, local history and archival collections, including print and non-print resources.

Activities

- The Library will establish a position and budget for a part-time professional reference/special collections librarian, and will fill that position by FY2008.
- The Library will employ the services of a professional archivist on a consulting basis to ensure the ongoing integrity of its archives.
- The Library will actively seek out materials for its special collections and archives, with a focus on primary sources, personal collections, papers, manuscripts, books, photographs, deeds, and other materials relevant to genealogy, maritime subjects, and Cape Cod history.
- All materials added to the special collections and archives will be cataloged and processed in a timely matter, and made accessible through a printed finding aid, on the Library's website, and through the CLAMS catalog.
- The Library will seek funds and support for the preservation and digitization of their special collections and archival material through local, state, and federal grants.
- The Library will continue to increase access to its collections and promote its unique materials through exhibits and displays, publishing projects with local book publishers, articles in the Library newsletter and on the Library's website, and programs and events highlighting the collections.

GOAL 5: PRESERVE AND MAINTAIN THE LIBRARY'S HISTORIC BUILDING AND GROUNDS.

Objective 1 – Be proactive in working to preserve, maintain, protect, and improve the Library's building and grounds.

Activities

- The Building Committee and Library Director will establish a prioritized short and long-term building maintenance and preservation plan by June of 2006.
- The Library Director and Building Committee of the Board of Trustees will review space needs in all areas of the library and develop a long-range plan for expansion and renovation by June of 2007.
- The Library will seek local, state, and federal grant funding targeted to the preservation of historic buildings. In addition, it will seek support for building preservation through targeted fundraising to donors.

GOAL 6: HAVE IN PLACE A STRONG GOVERNANCE STRUCTURE WHICH SUPPORTS ALL LIBRARY OPERATIONS.

Objective 1 -- Ensure that the Board of Trustees is well informed about and engaged with the Library's strategic issues, policies, and needs.

Activities

- The Nominating Committee of the Board of Trustees will consider and recruit a diverse group of potential trustees who bring a wide range of talent and experience to the Board.
- Working with the Library Director and Planning Committee, the Board will develop a Strategic 5-year Long Range Plan by June of 2006.
- The Board and Library Director will annually review the Strategic Plan outcomes/measures, and submit an updated action plan to the Massachusetts Board of Library Commissioners by December 1 of each year.
- Members of the Board, individually or as a group, will participate in continuing education workshops offered by the region and the State, and will attend local, regional, or statewide meetings of library and Trustees organizations.
- The Board, with input by all members and under the direction of the Personnel Committee Chair, will annually evaluate the Library Director.
- The Board will annually assess the effectiveness of the Board as a group.

Objective 2 – Formulate strategies and policies that demonstrate Board stewardship.

Activities

- On an ongoing basis, and with input from the full Board, the Nominating Committee will evaluate and design board composition.
- By June of 2006, the Nominating Committee will establish criteria for appointment of new Board members.
- The Nominating Committee will develop and manage an ongoing network of trustee candidates.
- The Nominating Committee, with assistance from Board members, will cultivate and approach candidates each year using an agreed-on process.
- The Chair of the Board and Library Director will conduct an orientation session for new Trustees each year.
- Using the resources of the Massachusetts Board of Library Commissioners, the Board Nominating Committee will develop a flexible evaluation tool for board members to be used on an ongoing basis.

Objective 3 – Have in place a strong and proactive framework for effective fundraising and development.

Activities

- Each member of the Board of Trustees will be an active participant in the Library's fundraising process throughout the year.
- Working together, the Finance Committee, Development Committee, and Events Committee will develop a written multi-year fundraising plan by December of 2006.

- The Board and Library Director will investigate new and innovative means of fundraising, and will seek local, state, and federal grants which foster the mission of the Library and provide funds for special projects or endowment support.
- The Library will coordinate at least one fundraising activity a year with the other village libraries in the Town of Barnstable.

Objective 4 – Foster ongoing partnership with the Friends of Sturgis Library, and work together with them to establish guidelines and priorities for Friends’ support of the Library.

Activities

- The Board and Library Director will work with the President of the Friends of Sturgis Library to develop a multi-year list of potential projects, equipment, and supplies that might be appropriate for Friends’ support.
- The Library Director will attend all monthly Friends Board meetings, and the Chair of the Board of Trustees will attend at least one Friends Board meeting per year.
- The Library Director and staff will coordinate programming and event scheduling with the Friends, and will provide ongoing support for and assistance with the publicity of Friends events.

GOAL 7: CREATE A WORKING ENVIRONMENT WHICH PROMOTES SUCCESS, CREATIVITY, AND TEAMWORK.

Objective 1 – Recruit, develop, and retain exemplary staff members, and provide a working environment that supports creativity and personal excellence.

Activities

- The Library will recruit, develop, and retain a diverse staff, who bring a wide range of talent and experience to their jobs.
- The Personnel Committee and Library Director will annually review the employee handbook and consider updates based on staff suggestions and best personnel practices.
- The Library will provide competitive wages and benefits to its employees each year.
- Library employees will participate in an annual performance evaluation by the Library Director by June of each year, which will be approved by the Chair of the Personnel Committee and the President of the Board of Trustees.
- The Library Director will meet with staff, either individually or as a group, at least bimonthly to discuss library issues, policies, events, and other Library business.
- The Library Director, working with the other village Library Directors, will seek funding through the Town to conduct a library-wide personnel classification study by July of 2007.

Objective 2 – Recruit, develop, and retain a strong volunteer base, and provide a working environment that honors their commitment to community service and Library support.

Activities

- The Library will recruit a diverse group of volunteers of all ages and ability levels.
- The Adult Services Librarian will coordinate and schedule the activities of all volunteers throughout the year, and will develop an updated database of current and potential volunteers.
- The Adult Services Librarian, working with other Library staff, will provide training and refresher courses to volunteers as needed.
- The Library will honor volunteers at an annual event each year, which will be attended by staff and Board members. New volunteers will be acknowledged with an article in the Library newsletter, and a list of current volunteers will appear in the newsletter each year.