

STURGIS LIBRARY
STRATEGIC LONG RANGE PLAN
FY2020 – FY2025



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BACKGROUND

Community Profile

The Town of Barnstable, located on Cape Cod, is made up of seven villages, including Barnstable Village where the Sturgis Library is located. Each village has unique and significant cultural and historical qualities. Barnstable Village, with a year-round population of over 2,000 and a summer population of nearly 2,500, is located on the north side of the mid-Cape, with the village of 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, also known as Old King's Highway, runs through the Village, and the homes along 6A have retained their historic Cape Cod charm.

Barnstable Harbor, a beautiful and busy resource, is protected by Sandy Neck Barrier Beach. This beach and the surrounding 3,000-acre Great Marsh is the most extensive conservation area on Cape Cod outside of the Cape Cod National Seashore and the largest salt marsh complex on the Cape. There are numerous hiking trails throughout Barnstable Village and Cummaquid, including Mass Audubon's Long Pasture Wildlife Sanctuary. Fishing, boating, sailing, and swimming are primary recreational activities.

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 view art and sculpture exhibits at the Cape Cod Art Center, historical exhibits at the Barnstable Historical Society, and learn more about the legacy of the Coast Guard at the U.S. Coast Guard Heritage Museum. Tales of Cape Cod in the Old Colonial Courthouse sponsors lectures during the summer months, and the Barnstable Comedy Club offers a wide selection of plays throughout the season.

Library Profile

Constructed in 1644 for the Reverend John Lothrop, one of the founders 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.

Library founder William Sturgis, a direct descendant of Reverend Lothrop, was born in the house in 1782. Sturgis went to sea at the age of 15 to help support the family after the death of his father. 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 library in the Village of Barnstable. The Library opened in 1867 with 1,300 volumes, many of which came from Sturgis' personal library.

Today, Sturgis Library is a thriving public library and research archive listed on the National Register of Historic Places. The Library collections have grown to over 60,000 volumes, including traditional library resources (books, periodicals, audio and ebooks, games, newspapers and digital resources) as well as extensive special collections. The special collections consist of books, manuscripts, documents, photographs, maps, microfilm, and electronic resources with an emphasis on Cape Cod history, genealogy, and the maritime trades.

Sturgis Library is one of seven independent 501(c)(3) nonprofit public libraries in the Town of Barnstable – one library in each of the seven villages. 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 investment income. Sturgis Library will receive approximately 40% of its funding from the Town of Barnstable in FY2019.

Sturgis Library's circulation of library materials increased by over 100% from 2003-2013, topping off at 100,000 per year. It decreased slightly to approximately 70,000 per year and has held steady there for the last 5 years. We

welcome between 60,000 to 65,000 visitors from all over the country each year; approximately one third of our visitors come to use our special collections or visit our 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 strategic goals and objectives.

PLAN METHODOLOGY

The following Strategic Long Range Plan was developed and written by Library Director Lucy Loomis with input from Trustees, staff, members of the community, and survey respondents. With this FY2020 - FY2025 Plan, we continue the tradition of honoring the past while anticipating future library needs.

The participants used the SOAR process as a springboard for discussions. SOAR, which stands for **S**trengths, **O**pportunities, **A**spirations, and **R**esults, is “a profoundly positive approach to strategic thinking and planning that allows an organization to construct its future through collaboration, shared understanding, and a commitment to action.”¹ We conducted two soar sessions with Board members, staff, and volunteers, and solicited responses from the community via both written and online surveys. We incorporated additional information gleaned from statistics, conversations with Library users and visitors, suggestions, anecdotal information, and day-to-day observations.

PLAN OUTCOMES

Themes

In our SOAR sessions, we found that the themes that emerged in our previous Plan had not changed but were emphasized again as the themes that should guide us for the next five years.

Themes definitions:

- **Community**
The Library serves as a place where all members of the community feel welcome and safe; functions as a space where the public gathers together, formally or informally; civic and cultural events and programs occur; and residents and visitors can find information about the local area and provide feedback about what they need in a community center. Community also comprises outreach to and collaboration with other groups and organizations.
- **Knowledge**
The Library serves as a center for visitors to seek out and gain knowledge in all its forms, including literacy, technology, history and culture, current events and more. Included in this concept is the knowledge imparted by staff, both in assisting users with finding what they seek as well as whatever personal knowledge they can share.
- **Historic Preservation**
The Library acts to preserve the history of the region, including its own historic building, and the archival collections in its care. Preservation in this case also includes acquiring historical materials for the collection, disseminating historical information to the community, and inviting community input that will become part of the historical record.
- **Technology and Innovation**
The Library is a portal for the community for current and emerging technology and service platforms. Not only will it provide access to the Internet and digital resources, as well as information and training on specific systems and devices, but it will also be a leader in adopting new ways of delivering library services to its users.

¹ *The Thin Book of SOAR : Building Strengths-Based Strategy* by Jacqueline M. Stavros and Gina Hinrichs.

Strategic Goals, Objectives, and Actions

Using the primary themes, we have developed strategic goals, objectives, and actions found on the following pages. Each action includes an evaluation measure.

Mission Statement

The Sturgis Library mission statement was originally developed and adapted 10 years ago. When assessing the feedback from our current planning meetings, we determined that our mission statement was still sound, and only needed a few edits to bring it up to date.

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

- *Supports the lifelong pursuit of personal, vocational, cultural, and intellectual enrichment*
- *Fosters literacy, curiosity, and creativity in library users of all ages*
- *Promotes the free exchange of ideas and serves as a community gathering place*
- *Offers a gateway to emerging technologies and online resources which enhance traditional resources*
- *Serves as a regional archive and research center for the study of Barnstable County history, genealogy, and maritime culture*

STRATEGIC GOALS, OBJECTIVES, AND ACTIONS FY2020-2025

GOAL 1 – Community: *Provide an inviting, multifunctional community resource center for the village of Barnstable and surrounding area.*

Objective 1: Ensure that we have a professional, friendly, helpful staff, and provide them with the knowledge and training to effectively assist the public

Action:

Each staff member will participate in the self-directed bite-sized learning program under the direction of the Assistant Director. Quarterly training sessions will be offered inhouse on new technologies, services, etc. Staff will also be encouraged to attend professional development and customer service training workshops offered by CLAMS and the Massachusetts Library System when pertinent.

Evaluation Measure:

Track the number of sessions attended by staff, types of training sessions, results of learning experience, and ability to apply it to work at the Sturgis Library. Each staff member should attend at least one outside training session annually.

Action:

Offer readers' advisory, reference and technology support to patrons, including "staff and patron picks" book displays, formal training workshops, and one-on-one assistance. As part of a staff reading challenge, encourage staff members to read books outside their preferred genre and discuss them with other staff and patrons.

Evaluation Measure:

Track the number of workshops, displays and tours given, as well as patron feedback and periodic user surveys. Strive to provide *all* patrons with a satisfactory answer to their inquiry or a referral to another resource.

Objective 2: Offer a comfortable, welcoming, safe, and satisfying library experience to diverse library users with differing needs.

Action:

Work with a library space planner and/or architect to evaluate library space and potential areas for improvement, plan for reconfiguration of existing space, and begin to consider addition of flexible space in the future.

Evaluation Measure:

Use the findings of the space evaluation to implement at least two improvements by 2022.

Action:

Maintain attractive, well-lit environment with comfortable, ADA-compliant seating and facilities.

Evaluation Measure:

Regularly communicate with janitorial staff in regard to housekeeping regimen and consult with users of differing physical needs about the usability of seating and facilities. Solve at least three maintenance challenges by 2022.

Action:

Assess and evaluate the building for safety issues, and take action where safety improvements are required. Work with local Fire and Police Departments to ensure that local, state, and national safety standards are being followed.

Evaluation Measure:

Use the findings of the safety assessment to make at least 3 improvements by 2022.

Action:

Revise the Library's Disaster and Safety Plan. Update contact information, procedures, and space information. Using information from the full plan, create a "quick and dirty" version for easy reference in the case of an emergency.

Evaluation Measure:

Complete both the full and condensed versions of the Disaster and Safety Plans by 2021.

Action:

Train staff in all safety procedures, and familiarize them with all aspects of building and systems safety. Have regular fire and emergency drills, and engage the staff in assessing the building for safety improvements.

Evaluation Measure:

All staff will be trained in safety procedures by 2021. At least 1 emergency drill will be held each year.

Action:

Evaluate interior and exterior directional and informational signage to improve navigation throughout the building. Work with signage providers to replace, update, or add signage in deficit areas.

Evaluation Measure:

Track types of questions users ask and assistance requested to assess the effectiveness of finding aids and signs. Replace or improve two signs in FY2022.

Objective 3: Connect Library users with resources, with each other and with the Library itself.

Action:

Offer a wide range of rich and compelling programming for a diverse audience with differing needs.

Evaluation Measure:

Monitor attendance levels and audience makeup and provide evaluation forms for participants after programs to measure response. Offer at least two programs each month for varying ages.

Action:

Provide flexible space for formal and informal gatherings, meetings and workshops for groups of all sizes.

Evaluation Measure:

Record the type of meetings held each year, as well as requests for meetings that we are unable to fill. Strive to solve two small meeting space challenges by FY2022.

Action:

Request patron/community input into programming on a semi-annual basis through newsletter and library display queries, as well as through informal conversations.

Evaluation Measure:

Adult and Youth Services Librarians will incorporate at least two user-suggested programs into annual programming schedule.

Action:

Reach out to other community partners (local nonprofits, businesses, schools, etc. – see appendix)) to explore collaborative programming and targeted services, and seek out innovative ways to expand/promote Library collections/services throughout community.

Evaluation Measure:

Count the number and type of collaborative events held each year, as well as tracking feedback through formal and informal user surveys. Plan and implement at least two collaborative programs or events annually.

Action:

Promote online relationships and collaborations with users and fellow organizations through social media, blogs, e-newsletter, and other online resources by making sure Sturgis is represented in various communities, both library/literary and museum/archival.

Evaluation Measure:

Track the number of outside organizations with links to Sturgis Library on their sites. Contact at least two new organizations or service providers with information on our services and programs.

Action:

Engage in nationwide/worldwide outreach to researchers, genealogists, Lothrop and Sturgis family members, and those with an interest in Cape Cod history.

Evaluation Measure:

Track number and type of research inquiries (via email, phone, or in person), as well as visits from researchers using sign-in records. Informally and formally poll users and visitors by inquiring how they heard about us, and how they found their research experience. Strive to increase usership by 3% annually.

Action:

Report back to community what we have learned from them in an annual community forum, and engage the community in regular conversations about library programs, services, building space, and other library issues.

Evaluation Measure:

Track and record feedback from library users and community members, and implement at least three ideas from the community annually.

Action:

Evaluate current volunteer participation and explore new models for community and volunteer involvement in library activities.

Evaluation Measure:

Track and record volunteer hours and seek feedback from existing volunteers regarding their job satisfaction. Undertake formal and informal polls and discussions with community members. Increase volunteer participation by 2% by 2022.

Objective 4: Educate library users and community members about the Library's 501(c)(3) nonprofit status and the need for private support, donations, and non-municipal funding.

Action:

Through a variety of venues (e-newsletter, brochures, displays, conversations, letters, phone calls), provide information to the public about library funding and the need for community support.

Evaluation Measure:

Track number of informational outreach strategies and number of individuals contacted. Record and evaluate feedback from donors and potential donors. Provide at least two informational pieces about library funding and community support annually.

Action:

Increase donations to the Annual Appeal, and expand donor base.

Evaluation Measure:

Track increase in total donations, number of increased donations from existing donors, and number of new donors. Strive to increase donations and/or donors by 3% in FY2022.

Action:

Improve donor tracking and engagement with the addition of new donor database software.

Evaluation Measure:

Research software products and select the best product for our needs by FY2021.

Action:

Improve bookkeeping and financial practices by reevaluating administrative staffing and hiring staff who are skilled in bookkeeping practices.

Evaluation Measure:

Develop job description for both the Administrative Assistant and Bookkeeper position. Fill the new bookkeeper position by FY2021.

Objective 5: Maintain a diverse, engaged, and effective Board of Trustees.

Action:

The Nominating Committee of the Board of Trustees will reach out to and recruit a diverse group of potential Trustees who bring a wide range of talent and experience to the Board.

Evaluation Measure:

Track existing and potential Board members and their respective skills and experience. Increase the list of potential Trustees by asking each Board member to propose one new name each year.

Action:

The Board of Trustees will annually evaluate itself, the Library Director, and the Strategic Long Range Plan for effectiveness.

Evaluation Measure:

Track evaluation responses, and develop an annual action plan and goals based on those responses by November each year.

GOAL 2 – Knowledge: *Strengthen public perception of Sturgis Library as a comprehensive Knowledge Center*

Objective 1: Promote a love of reading, knowledge, learning, and ideas.

Action:

Provide space for individuals and families to engage in the act of reading.

Evaluation Measure:

Monitor current seating arrangements and informal spaces for usage. Collect anecdotal feedback from users about the use of Library space for “random acts of reading.” Solve at least two reading space challenges by FY2021.

Action:

Offer both traditional and nontraditional learning opportunities to users of all ages. Provide lectures, workshops, hands-on creative programs, field trips, outdoor activities, and patron-led opportunities. Programs and events should be offered on a wide variety of topics, learning levels, and for a variety of ages, including multigenerational programs.

Evaluation Measure:

Record number of workshops/classes/tutorials held at the Library, and evaluate user feedback through formal surveys and informal discussions with attendees. Offer at least two learning opportunities per month for user of different ages.

Objective 2: Provide a comprehensive, diverse, quality collection of print, non-print, electronic and other materials for users of all ages and different access needs.

Action:

Staff will order materials from a variety of sources based on reviews, patron requests and suggestions, reader's advisory discussions, etc. The Library's Collection Development policy will be the guiding document for addition of materials to the collections.

Evaluation Measure:

Accession and usage statistics will be tracked, as well as anecdotal information on the quality and usefulness of library resources. We will fill at least 95% of patron requests in a timely fashion annually, or suggest alternative resources.

Action:

Expand collections and resources outside the Library building and into the community – deposit collections, school collaboration, etc. Construct and install a second Little Free Library near the beach at Millway by FY2023.

Evaluation Measure:

Collection and usage statistics will be tracked, as well as anecdotal information on the quality and usefulness of library resources. Offer at least one community outreach resource annually.

Objective 3: Promote the Library's collections and resources to encourage lifelong learning and curiosity.

Action:

Highlight parts of collection through exhibits, displays, and other promotional means. Brainstorm new ways of promoting staff and patron picks, topical titles, and "have you read this" lists.

Evaluation Measure:

Usage statistics will be tracked, as well as anecdotal information on the quality and usefulness of library displays. Staff will develop or coordinate at least two exhibits, displays, or promotional items per month.

Action:

Design programs that explore or promote aspects of both the circulating and archival collections. Work with local schools, historical societies, and museums to collaborate on projects matching curriculum and collection strengths.

Evaluation Measure:

Statistics will be tracked, and attendees will be surveyed both informally and formally for their feedback on the programs/collaborations. At least two collection-related collaborations will be undertaken annually.

Action:

Maintain comprehensive and easily accessible information about Library collections/resources on the Library's website, through promotional material, and in-house pamphlets and brochures. Upgrade website on a regular basis to improve functionality and integrate new technologies.

Evaluation Measure:

User feedback will be tracked, as well as number of hits on website, number of promotional brochures taken, etc. All resources will be assessed and updated annually.

Action:

Continue with a project to prioritize and undertake the digitization of the Library's archival materials. Complete the digital archive of the Barnstable Patriot and Register, as well as the Stanley Smith Deed Index.

Evaluation Measure:

Track number of collections/items digitized, usage statistics, and user feedback. Complete at least one digital project by FY2022.

Action:

Provide staff assistance with research for users of all ages and different access needs. Strive to provide *all* patrons with a satisfactory answer to their inquiry or a referral to another resource. Reference service will be provided in person, by phone, and via email.

Evaluation Measure:

Track number of reference questions answered and/or users assisted on a quarterly sampling basis, as well as user feedback.

Action:

Provide reader's advisory services through multiple means—staff, print resources, displays, links on website, social media, etc. Engage library users and community members in sharing their feedback to enhance the reader's advisory experience.

Evaluation Measure:

Track number of books/library materials checked out through the reader's advisory process, and use reader's comments in subsequent reader's advisory sessions. Provide one new type of reader's advisory service each year.

Action:

Provide an annual reading challenge to patrons of all ages to promote reading in new subject areas, trying new genres, and discovering new favorite books.

Evaluation Measure:

Track number of books/library materials checked out through the reader's advisory process, and use reader's comments in subsequent reader's advisory sessions. Provide one new reader's challenge each year.

Action:

Provide outreach services to area public and private schools as well as the homeschooling community. Offer in-library visits and workshops for schools and homeschooling families to introduce them to our resources.

Evaluation Measure:

Track school visits and outreach to educators, with a goal of coordinating at least four school-related visits per year.

Action:

Provide delivery of library materials to homebound members of the community. Promote this service widely to reach its intended audience, and explore partnering with volunteers and other organizations (Senior Center, Meals on Wheels etc.) to expedite delivery of materials.

Evaluation Measure:

Promote the homebound delivery service in a variety of public relations venues, with a goal of serving at least five homebound community members each year.

Objective 4: Seek increased funding for the Library's regular and special collections.

Action:

Staff will apply for local, state, federal and special grants to enhance Library collections.

Evaluation Measure:

Track number and amount of grants, number of increased items added to collection and feedback from users regarding quality of new additions. Apply for at least two grants annually.

Action:

The Board of Trustees and Library Director will seek donations from Library users and the community to enhance Library collections, including bequests, one-time donations, memorial gifts, and monies

given to increase our investment account. Staff will keep a “wish list” of fundable items on an ongoing basis.

Evaluation Measure:

Track number and amount of donations, number of increased items added to collection and feedback from users regarding quality of new additions. Strive to increase donations specifically for Library collections by 2% annually.

GOAL 3 – Historic preservation: *Become the leading repository of original materials and resources on Barnstable and Cape Cod history in the country.*

Objective 1: Ensure a safe, accessible environment for Sturgis Library's historical and special collections.

Action:

Monitor archival collections and process/conservate new acquisitions in an appropriate and timely fashion.

Evaluation Measure:

Monitor temperature and humidity control in the archival storage space, as well as environmental conditions in the special collections rooms and other storage areas in order to anticipate adverse effects on collections. Strive to correct at least two environmental challenges by FY2022.

Action:

Provide duplicate/digital copies of often used but fragile resources.

Evaluation Measure:

Create an inventory of highly used materials and provide preservation photocopies or scan items for use online. Duplicate at least 5 items by FY2021.

Action:

Seek funding to maintain and expand special collections archival storage (e.g. archival storage boxes, map cases, specialty storage for fragile items, etc.).

Evaluation Measure:

Submit at least one funding proposal for archival storage purposes by FY2021.

Objective 2: Connect collections and community by making historical resources relevant to all users.

Action:

Use programming and promotional materials to connect current residents with Barnstable's past, including displays of parts of the archival collection, collaboration with schools, other historical organizations, and family associations, and programs by historians and residents who have personal family history in Barnstable and Cape Cod.

Evaluation Measure:

Track the number and type of programs and materials offered, as well as feedback from attendees and users. Offer at least one program or promotional item annually.

Action:

Promote opportunities for volunteers, students, and others to connect with our collections through projects, programs, workshops, etc.

Evaluation Measure:

Track number of participants, types of projects, and feedback from participants. Increase volunteer participations by two percent annually.

Action:

Host a “Mass Memories” type of event where members of the community can come and bring photographs and print items of local historical significance to be scanned and added to the Library’s archival collections.

Evaluation Measure:

Track number of participants, types of projects, and feedback from participants. Hold event and compile, catalog, and promote the new materials by FY2022.

Objective 3: Preserve the historical features of the Sturgis Library building and grounds.

Action:

Maintain and protect the 1644-1867 wing and its artifacts, including floorboards, Lothrop Bible and other objects, so that users can continue to experience the building’s architecture and history.

Evaluation Measure:

Keep maintenance and repair log. Solve at least two preservation maintenance challenges annually.

Action:

Update and edit the Library’s Emergency and Disaster Plan. Create both a full plan and an abbreviated “quick and dirty” plan for ease of use in an emergency situation.

Evaluation Measure:

Complete a Disaster Plan by FY2021.

Objective 4: Provide sufficient funding and staffing to ensure that our historic collections and building are maintained and preserved.

Action:

Seek new funding sources through bequests, grants, donations, planned giving, etc.

Evaluation Measure:

Track increased funding, new donors, and new funding sources, with a goal of increasing preservation funding by 3% annually.

GOAL 4 – Technology and Innovation: *Act as a central resource for current and emerging technologies and library service platforms.*

Objective 1: Provide access to reliable, high-speed Internet service and other technology.

Action:

Maintain Internet access, public access computer terminals, 24/7 WiFi, printers, scanners, photocopiers, fax machines for public use.

Evaluation Measure:

Track public and staff use of resources, as well as feedback from library users about new technologies. Create an equipment inventory and assess equipment for upgrades annually.

Action:

Provide access to downloadable resources including music, movies, eBooks, audiobooks and other content as it emerges. Work with CLAMS and other libraries on Cape Cod to maximize access to electronic and digital resources.

Evaluation Measure:

Track number of titles and new acquisitions, requests for items, as well as circulation of downloadable items and user feedback. Increase collection of digital content by at least 3% by FY2021.

Objective 2: Educate the public about emerging technologies.

Action:

Offer technology training classes or one-on-one assistance for the public, using staff and volunteer resources.

Evaluation Measure:

Track number of classes and workshops, as well as user feedback. Provide at least two training sessions annually.

Action:

Promote new library technologies through Library PR outlets (web site, Facebook, blog, newsletter, pamphlets), including links to third-party information articles and critical reviews.

Evaluation Measure:

Track feedback from users and increase in users of website and social media. Promote at least two new technologies annually.

Action:

Work with users to troubleshoot technology challenges and help them gain competence and comfort with new technology.

Evaluation Measure:

Track user feedback via informal and formal questionnaires.

Action:

Ensure staff has appropriate, up-to-date training on and familiarity with current and technologies. Utilize the Library's Bite Sized Learning sessions to familiarize staff with new technologies.

Evaluation Measure:

Track number of training sessions attended and staff feedback, with a goal of each staff member attending at least one training session each year.

Objective 3: Seek out innovative technologies that enhance current services and integrate new service and communications models into existing operations.

Action:

Send staff to attend workshops dealing with new and emerging systems/models. Be on the forefront of CLAMS libraries adopting new models, including acting as network beta testers for assessing new ideas.

Evaluation Measure:

Seek feedback from staff regarding level of comfort with new technologies. Track number of workshops and topics covered. Send staff to at least two workshops annually.

Action:

Investigate integrating a makerspace into the Library when considering renovation plans.

Evaluation Measure:

Research makerspaces in libraries and create a list of priorities for such a space here at Sturgis Library by FY2022.

Action:

Provide assistance and information to patrons using technological formats such as You Tube, podcasts, Facebook Live, other live streaming venues, etc.

Evaluation Measure:

Match the appropriate format with the targeted program or service. Plan to offer 3 new formats by FY2021.

Objective 4: Seek funding for testing and implementing new technologies, including hardware, software, staff training, staff administration, etc.

Action:

Apply for grants and seek donations for testing, training, and using new technologies.

Evaluation Measure:

Track funds raised, use of funds, and feedback from staff and users. Apply for at least one grant or seek donations for at least one technological improvement annually.

IN CONCLUSION

Using, Promoting, and Updating the Plan

The Plan will be used to guide the Board of Trustees and staff in providing services to the community over the next five years. It will be:

- Submitted to the Board of Trustees for approval in July of 2018
- Approved plan will be submitted to the Massachusetts Board of Library Commissioners by October 1, 2018
- Executive Summary of plan will be shared with and publicized to the community, and copies made available in the library and on the Library's website
- The Board and Staff will regularly review the plan for progress towards goals and objectives, and draft an updated action plan each year beginning in July
- An updated action plan will be submitted to the Massachusetts Board of Library Commissioners by December 1st each year

Potential Community Partners

The following community partners were identified during the planning process as potential collaborators:

- Arts Foundation of Cape Cod
- Barnstable Historical Society and other Cape and regional historical societies
- Barnstable Senior Center
- Barnstable Village Association
- CapeAbilities
- Cape and Islands Historical Association
- Cape Cod Art Center
- Cape Cod Genealogical Society
- Cape Cod Museum of Art and other Cape and local museums
- Cape Cod Museum Trail
- Cultural Center of Cape Cod
- Friends of Barnstable Harbor

- Libraries and research archives on Cape Cod, around the state, and across the country
- Maritime organizations
- Palaemon House and other group homes for young people and adults with special needs
- Schools, homeschoolers and educational organizations
- Tales of Cape Cod
- Local churches, community groups, and businesses

STURGIS LIBRARY SOAR EXERCISES (2) WITH BOARD, STAFF, AND VOLUNTEERS

STRENGTHS

- Professional/welcoming/nonjudgmental staff and Director ... attention to detail, teamwork, great customer service, responsiveness, helpful
- Continuing education for staff made a priority
- Unique, historic building and collections
- Impressive genealogy, Cape Cod history and maritime collections
- 150 years of heritage and history
- Strong programs -- quantity and quality
- Good atmosphere
- Invested Board --supportive
- Status in community
- Safe place
- Financially stable
- Building well taken care of
- Offers good services
- Excellent volunteers
- Is a community center – a meeting and gathering place
- Has great exhibits
- PR and communication -- newsletter
- Connections with Lothrop, Sturgis, and other related families
- Access to resources outside the library
- Positive patrons and community – engaged in activities
- Village feel but not stuck in the past
- “Open doors, open arms”
- Active and awesome children’s activities
- Has great reputation

OPPORTUNITIES

- Increased/stronger financial support
- Have a hugging booth fundraiser!
- Sustain mission and services
- Adjusting our offerings to reflect changing tastes and technology
- Collaboration
- Role in providing direction in research
- Education to patrons about resources
- Library of the future
- Offer classes to all ages / community teaching to community
- Raise visibility of library on and off the Cape – communicate our strengths and value to the community

- Information open house
- More media and PR
- Maximize name of library
- Website
- Have state of the art technology – Vimeo, You Tube, Podcasts, equipment
- What does no other library offer that we could
- Promote genealogy collections
- Partner with schools to educate
- Highlight special collections in e-news
- Floor plan/exhibit (you are here)
- How to make our history come alive
- Field trips related to programs
- Get young people (CCYP) involved – offer more events
- Have an ATM machine
- Research services promotion – hack-a-thon
- Be adventurous
- Add questions to card application, e-news and donor return card about getting involved
- Information/referral to local business
- Fundraising divide – diversify techniques for broadening the age gap

ASPIRATIONS

- Develop property behind parking lot (look up deed restriction)
- Expand endowment
- Be a place of support/retreat/along-together
- Building expansion and relocation of spaces
- Computer room to attract children
- YA space
- Education/literacy/tutoring
- Place for games
- Makerspaces
- Building Preservation Fund – Priority for community
- IT Professional
- Development assistant
- Broad range of people on board
- Dedicated research staff person
- Attract young people to the Board
- Keep printed book relevant
- Make the building user friendly by adjusting and adding on spaces
- Budget that supports additional staff
- Reference/genealogy dedicated staff
- Maintain continuity
- Be known internationally
- Create rental space or maximize the use of the historic upstairs
- Offer tours for \$\$
- Field trip destinations
- Patron feedback system – interactive/proactive
- Piggyback on 2020 Pilgrim event
- Communicate our successes more broadly
- Communicate our fundraising needs

- Identify untapped volunteers
- Naming opportunities
- Retain our role as a community center – the heart of the village
- Create a legacy program
- Value everyone
- Create a little free library @ the beach

RESULTS OF ONLINE SURVEY

STRENGTHS What are Sturgis Library's greatest strengths? What do you value most about the Library?

Involvement with the community and keeping up with the changes in library needs

Welcoming, enthusiastic staff with infectious curiosity, interest in books and knowledge. Willingness to obtain materials from outside the library's collection. Creates opportunities for fun community engagement in numerous special learning events at the library, even on hours when normally closed (Sundays). Ready availability of all staff for help in using resources or finding new ones. Efficient and convenient access on hold shelf to items discovered and requested via the web.

Fabulous, friendly staff

The friendly, knowledgeable staff and comfortable atmosphere. It's great to have the Thursday programs to pull in young families.

The small, comfortable size - like being with friends.

Exhibits Interesting, Book Sales, Staff are very helpful!

The staff is always warm, friendly, supportive & helpful no matter the question or service required. I love the building itself, the community involvement and extra activities/offering.

Community oriented, extremely wonderful staff, access to all CLAMS material, excellent special events

19th century newspaper access

Friendly atmosphere in beautiful building, great service and programs

Very community oriented with strong community ties. The children's program is WONDERFUL. Megan is very caring, creative and outgoing to all the kids who join storytime!!

Staff Variety History Research

Great staff. Great atmosphere, creative programming especially for children. Like many of the community events

Wow! Sturgis is a great resource - the staff, the hours, the access to books, dvd's, music, ebooks etc; access to computers, the programs

The staff, and the historical importance of the building and its collections.

Ability to research old genealogically related material

OPPORTUNITIES What untapped opportunities do you see for the Library? How might we better meet your needs or the needs of the community? How might we add value or benefit others?

There is a need for a meeting room for solo business owners to use or rent for meetings, no place really exists without monthly fees and most do not need it on a monthly basis to justify the expense.

This is such an inventive and facilitative library that it's hard to think of anything they haven't done! Would be nice to have access to more e-books or magazines that could be checked out online for use on kindle or iPad, perhaps with the option for a quick "thumb-through" without actually checking the item out, just as one could do with a physical book in the stacks. Would also be interesting to have access to a similar electronic loan for music files. Alternatively, I'd enjoy a larger music CD selection to browse through. Finally, I'd like a more extensive "new book" display; for me it's always the easiest way to stay abreast of new materials and discover new interests. It could be augmented by posters or a computer display of recent reviews or new book (or bestseller) lists nearby.

Open on Sunday afternoon?? (Though one can always get e-books any time, anywhere.) A writing workshop??

Book clubs bring people together. Lend out games, toys, tools? Get someone like Greg to lead discussions about topical issues.

I think you offer so many things, not sure what else.

Already doing great at this! Great Communication!

I believe one untapped opportunity would be to offer more classes for the community in a variety of subjects not necessarily "Book/Author" related. In order to appeal to the community they can vary from Tech to Philosophy, World Religions to Astrology! Some would be 1 meeting others perhaps up to 4. We have many highly educated people to volunteer for this if we get the motivation going.

All is fine with me.

Placing the microfilm reader at a lower table or desk or provide a taller seat chair or stool so it is not required to strain one's neck to read the film. The present arrangement reduces the time one can spend reading the film.

Enlarge selection of books.

Actually, we feel the library is carrying out its mission very well. Satisfied with books, interlibrary loan system, and special problems. Both search systems could use an upgrade, as it can be hard to find books in categories if you don't know the exact title or author. Travel section could be upgraded.

More/longer evening hours

How can the library appeal to millennials? Continue to offer services for lifelong learners? Can you take out books for the kindle? What about audio books, podcasts? Barnstable has many seniors, how can Library tap into the lifelong learning movement? Does the library work with literacy groups in the community? Do you have library interns from library science programs? Is there a role for the library to play on civic education (esp.in this day and age) - maybe create an event to draw the huge crowds that come to the July 4th parade? Does the library do

outreach into the Barnstable schools? Can you offer a paying for college session, partnering with other organizations?

You are doing a great job. Maybe more concerts and guest lectures...

Hard to say--the Library seems to grasp most opportunities out there, and I cannot think of anything specific additional it must do.

Collaboration with genealogy society and historic societies from all over Cape Cod
8/2/2017 12:10 PM

ASPIRATIONS How do you envision the Library in the future? What projects, programs or services would the Library offer to support this vision?

Continue with community involvement and interaction. Any existing or new programs geared toward families.

Two ideas: 1) regional libraries could share a pool of new books that circulates to the "new book shelves" in the various branches. A "new book" area can be a powerful way to maintain and increase patron's interest in the library's offerings. Could make this area more elaborate by pooling with resources to explore related reviews, bibliographies (to expand upon a newly discovered interest or author), as above. 2) Increased electronic book/periodical offerings to check out on the web and read at home online or on a personal eReader. Might even consider preloading eReaders with curated collections of materials relating to a focal area of interest or research topic.

Even more outreach to children ... planting the seed for a lifelong love of reading.

Maybe we could invite some random patrons to get together to explore these questions. The travel programs are a way for locals to share what they have seen..

Accessible to everyone as it is now.

Continuing with display projects & communication

Perhaps a more updated space would help...it's quite old fashioned looking and might be more appealing with just a little design help. In the future if libraries are to survive there will need to be a gathering space for folks to sit around and use WiFi, have tea/coffee. This may not be possible in the near future for Sturgis, but as the older generation adores the traditional "library services" the coming generations will need a more modern updated look/feel space if you want to draw them in and continue interest in the future. Change the old homey library feel to a more current updated feel...this would not necessarily take tons of money... just good designer, updated furniture etc.

I actually don't want to see that much change apart from normal changes in technology and media.

Ease of online access to digital data for those of us who support the Library with donations but, live out of state & cannot always come to the library. Current access is poor due to poor explanations of how to connect & access.

Continue the successful projects, programs and services you already do. You are an amazing library!

Perhaps a different area for the computers that people can use more comfortable seating to do historic research

Library needs to keep current with technology, digital storytelling trends

Keep doing what you're doing!

Again: the Library does an exemplary job in fulfilling its present mission. I might be less than imaginative but cannot think of any further projects, programs or services it should offer than it does not now.

Genealogy programming -- classes, workshops for both beginners and more experienced researchers

RESULTS What benefits do you see for yourself and the community if we realize that future vision? How might we measure our success?

Increased community involvement.

Both aspirations detailed above (more elaborate and extensive "new resource/books" area, and more extensive electronic book or music resources) could broaden the patrons' range of interests and knowledge, add the excitement of discovering new interests/fields of study/current publications. Might be measurable easily electronic resources just by monitoring circulation of new resources beyond their meat world equivalents. Similarly could watch for circulation of new book resources or patron hours spent in the new book area. I think the community and I would benefit from the broader downhill pathway to discovering new interests and rapidly accessing cutting edge materials (or ones that were previously less conspicuous).

A more literate, informed next generation. (Measurable??)

I see it as a neighborhood place to cross paths with fellow villagers.

By continuing to do what you do.

Keeping community informed very helpful & enticing.

By increased usage which will generate donations.

More people will be involved in a positive way and reading will continue to be central in people's lives (old and young.) Through the lectures we will be more informed and enlightened.

I would utilize the library more often

The library could do another survey or have a suggestion box for anonymous questionnaires

Number of collections accessed, number of visits, fundraising

Increased attendance; increased financial support