

FY2017 - FY2021

## JONES LIBRARY, INC.

# Plan for Amherst Public Library Service

*Approved 10-6-16*

## **PART 1.**

### **MISSION**

The Jones Library will be a community hub to a diverse population of Amherst residents, where books are celebrated and all members of the community can enhance their educational, cultural, and lifelong learning pursuits.

### **VISION**

- The Jones Library staff will create a welcoming atmosphere for everyone, and will be deeply engaged and committed to maintaining the highest levels of professionalism and providing exceptional customer service.
- The Board of Trustees, Friends of the Jones Library System, and staff will provide visionary leadership so that the town of Amherst and its residents will continue to support the Library through financial and volunteer support.
- The Jones Library will help provide Amherst with a bridge to the latest state-of-the-art technologies and will provide those needing training with instruction and support.
- Special Collections, which includes works by Robert Frost and Emily Dickinson, will draw people from all over the world, helping to ensure a vibrant business community.
- A strong base of committed volunteers will augment the Library staff and be recognized for their important contributions, helping the Jones Library remain strong and connected to the entire community. Each volunteer will be matched with appropriate tasks so that their skills and interests are aligned with the needs of the library.
- The Jones Library will augment its effectiveness by developing and maintaining mutually beneficial relationships with other Amherst town departments, with libraries and other relevant departments and offices at surrounding colleges and universities, C/W MARS as well as with other local business and cultural entities.
- The Library will actively welcome and encourage access by members of our community with economic and social disadvantages.

### **CRITICAL SUCCESS FACTORS**

- Fully motivated and engaged staff, including volunteer staff, who are committed to providing patrons with a welcoming atmosphere and exceptional customer service.
- Adequate financing to support current and future operations, as well as proposed building renovations.
- State-of-the-art technology, with flexible responses to changing technologies and the ability to provide those technologies to patrons.
- Support from the residents of Amherst and surrounding townships.
- Mutually beneficial relationships with other Amherst departments, C/W MARS as well as surrounding college libraries and institutions.
- Ability to identify needs and serve the community of Amherst.
- Effective marketing and public relations.

- Strong support from the Board of Trustees and the Friends of the Jones Library System.
- Visionary leadership from the Board and staff to ensure that the Jones Library continues to be a value-added entity to the Town of Amherst.
- Full engagement of all Amherst residents, from youth through seniors.

## **STRATEGIES**

- Provide a pleasant, safe and up-to-date building by presenting a concise and focused plan for the renovation/expansion of the Jones Library facilities.
- Provide relevant, quality materials, programs and services to our patrons.
- Maintain exceptional customer service by recruiting and retaining outstanding library personnel.
- Increase and enhance communication efforts through social media, an interactive website, newspaper and radio.
- Expand funding through the Town of Amherst's appropriations, the Library's Annual Fund, Capital Fund, Planned Giving program, Sammys and new innovative resources.
- Offer and promote the latest state-of-the-art technologies to both staff and patrons.
- Honor Amherst's rich history through preservation and promotion of the Special Collections.
- Advocate with local, state, and federal legislators regarding the importance of library funding.

## **GAPS**

- Although the Jones Library patrons appreciate many aspects of the current facility, the interior is outdated and inefficient, creating difficulties in serving patrons and managing the physical plant. Resolution of these issues requires physical enhancements and additional space.
- A major drawback to patrons and non-patrons alike is inadequate parking.
- Funding from the Town of Amherst and other sources of funding must adjust to developing service needs and future growth.
- The Library's social media and marketing vehicles are not optimal in order to inform patrons and non-patrons about the Jones Library's services and programs.

## **IMMEDIATE PRIORITIES**

- Complete *Building Program* and secure necessary funding for expansion/renovation of Jones Library.
- Secure additional funding to ensure the Jones Library, Inc. continues to provide high quality services, programs, and a well-educated and engaged staff.
- Create a comprehensive *Technology Plan* that addresses current and future technology needs.
- Enhance communication efforts with the community through a more interactive and up-to-date website as well as through newspapers and radio.

## PART 2.

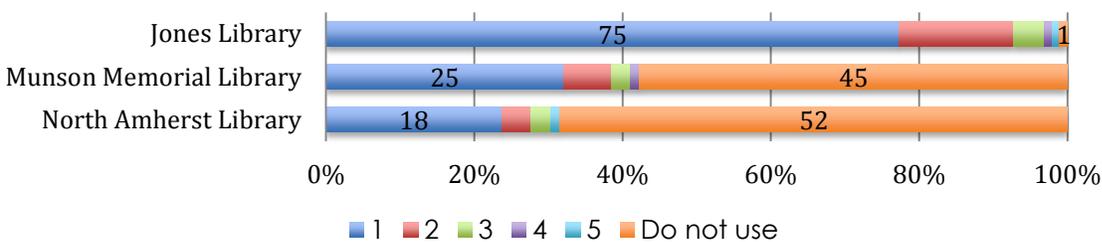
### SURVEY and FOCUS GROUPS RESULTS

A lengthy survey to measure the effectiveness of the Jones Library and future needs was conducted from 2/12/2015 through 3/5/2015. The survey was conducted through both the Jones Library and the Town of Amherst websites as well as via hard copy distributed at all Amherst Library branches. Over 900 people out of the 20,000 active membership cardholders completed the survey. Three public focus groups were publicized throughout Amherst and held at the Jones Library for people to publicly share their views.

### OPERATIONS

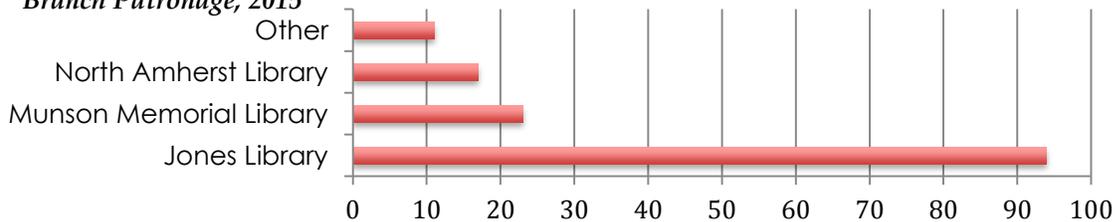
On a scale of 1-5, where one is extremely satisfied and five is extremely dissatisfied:

#### Customer Service Satisfaction



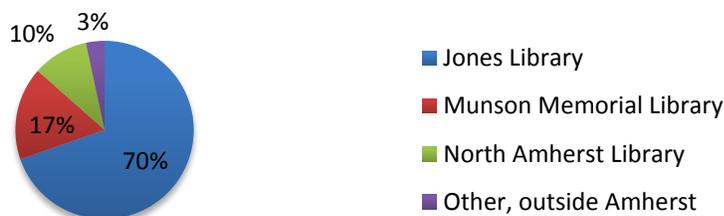
Source: Public Survey, The Birch Group

#### Branch Patronage, 2015



Source: Public Survey, The Birch Group

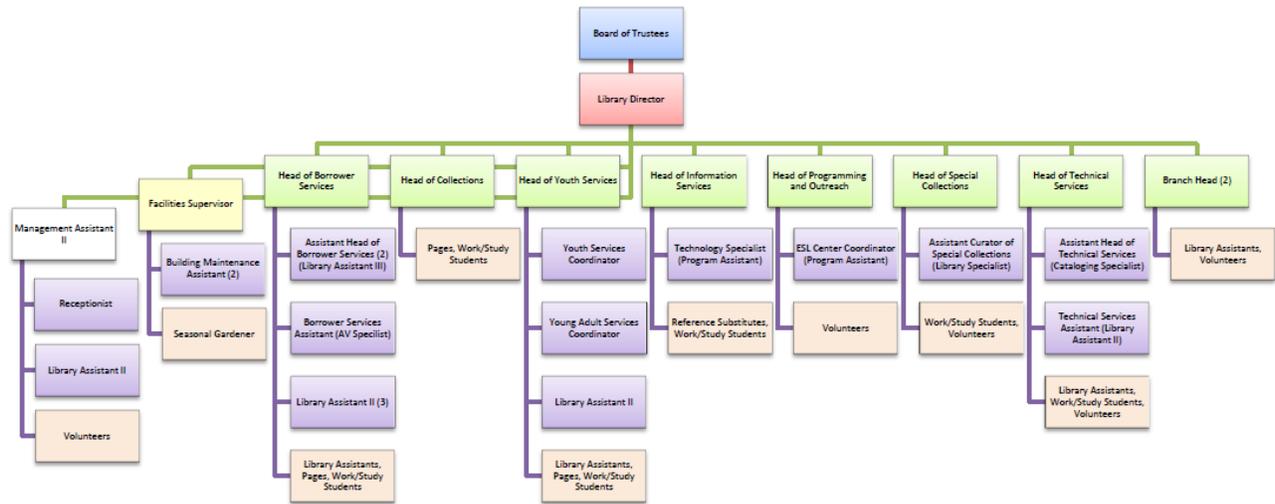
#### Most Convenient Branch, 2015



Source: Public Survey, The Birch Group

## PART 3.

### ORGANIZATIONAL CHART



### FINANCES

12/9/2015	FY 12 Actual	FY 13 Budget	FY13 Actual	FY 14 Budget	FY 14 Actual	FY15 Budget	FY15 Actual	FY16 Budget	FY17 Budget	Change FY 17-16	Percent Change
Personnel Services	\$ 1,397,519	1,419,493	1,464,274	1,510,012	1,506,036	1,556,393	1,541,732	1,586,746	1,598,403	11,657	0.73%
Employee Benefits	\$ 237,280	264,796	264,796	265,000	265,017	265,640	265,640	270,000	291,000	21,000	7.78%
Circulating Materials	\$ 187,105	186,000	190,060	192,000	218,455	197,976	211,185	204,000	207,000	3,000	1.47%
Operations	\$ 285,059	402,541	468,421	347,745	404,440	349,583	387,329	351,059	371,783	20,724	5.90%
<b>TOTAL</b>	<b>\$ 2,106,963</b>	<b>2,272,830</b>	<b>2,387,551</b>	<b>2,314,757</b>	<b>2,393,948</b>	<b>2,369,592</b>	<b>2,405,886</b>	<b>2,411,805</b>	<b>2,468,186</b>	<b>56,381</b>	<b>2.34%</b>

#### SOURCE OF FUNDS

Town Appropriation	\$ 1,641,299	1,690,789	1,690,789	1,741,512	1,741,509	1,788,533	1,788,533	1,833,246	1,879,077	45,831	2.50%
Library State Aid *	\$	63,000	44,781	40,000	36,044	40,000	25,339	30,000	94,171	64,171	213.00%
Jones Library, Inc. Endowment	\$ 404,436	396,041	396,041	372,779	372,779	329,656	329,656	292,796	300,618	7,822	2.67%
Woodbury Funds	3,495	5,000	174,258	23,000	22,320	23,000	16,747	25,000	25,520	520	2.08%
Building Expansion and Renovation	7,158	7,000	4,630	7,000	15,560	5,000	9,900	5,000	2,000	(3,000)	-60.00%
Special Collections	2,001	5,000	6,167	5,000	2,705	6,000	1,024	6,000	15,000	9,000	150.00%
Annual Fund Mailing	8,619	38,000	16,369	57,500	67,000	70,000	60,555	70,000	70,000	-	0.00%
Replacements/Lost Books		5,000	8,055	5,000	225	7,000	6,014	7,000	3,000	(4,000)	-57.14%
Jones Friends' Donation (Books)	\$ 22,076	15,000	14,000	15,000	14,975	16,500	12,371	16,500	12,000	(4,500)	-27.27%
Jones Friends' Donation (Programs)	9,313	8,000	11,092	8,000	11,793	17,805	16,815	16,010	9,800	(6,210)	-38.79%
Gifts, Fundraising, Grants, Reserves	\$ 8,566	40,000	21,369	39,966	109,038	66,098	138,932	110,253	57,000	(53,253)	-48.30%
<b>TOTAL</b>	<b>\$ 2,106,963</b>	<b>2,272,830</b>	<b>2,387,551</b>	<b>2,314,757</b>	<b>2,393,948</b>	<b>2,369,592</b>	<b>2,405,886</b>	<b>2,411,805</b>	<b>2,468,186</b>	<b>56,381</b>	<b>2.34%</b>

#### POSITIONS

Full Time	17	17	17	17	17	17	17	17	19
Part Time/Over-20's	12	12	12	12	12	12	12	12	10
Full Time Equivalents	26.5	26.5	27	26.9	26.9	26.9	26.9	26.9	27.5
Part Time/Under-20's	28	28	28	27	27	31	31	31	31

Endowment Spend Rate	5.4%	5.4%	5.4%	5%	5%	4.5%	4.5%	4%	4%
	plus \$10,000								

\* Actual State Aid Received \$ 67,330 \$ 69,623 \$ 67,484 \$ 82,650 \$ 80,470

## PART 4.

### THE JONES LIBRARY

#### 1. Facility

- The Jones Library building, and the land it sits on, is owned by the Trustees of The Jones Library, Inc. Located in the heart of downtown Amherst and serving as an economic anchor for the Town, the Jones Library building was opened on November 1, 1928, with further expansion from 1990 to 1993. It was designed to look like a large home, conveying the image of “Mother Amherst welcoming her children” into her living room. The Jones Library serves as a community center for the Town and its meeting space is critical to many community groups.
- The Jones Library is 48,000 sq. ft., with four meeting rooms and three individual study rooms. The seating capacity in the largest meeting room is 125. The seating capacity in the Library is 160.
- New health and safety regulations, library services, technologies, forms of information and State and Federal funding guidelines highlight the limitations of the current facility.
- The majority of survey and focus group participants indicated that they appreciate the front façade of the Jones Library due to its style and its history. However, many respondents noted the need for significant improvements to the existing facilities and the need for expansion. Comments related to the following topics were consistent throughout the survey results:
  - ✚ The building is uninviting and noisy.
  - ✚ The upper floors are not continuous, requiring multiple staircases and two elevators.
  - ✚ The Jones Library is not aesthetically pleasing on the inside.
  - ✚ There is a need for improvements to accessibility for the handicapped.
  - ✚ There should be areas set aside for reading/research (quiet areas) and conversations/meeting/etc.
  - ✚ A separate area for teens should be created.
  - ✚ The Children’s Room is cramped, outdated, and dingy.

#### 2. Collection/Circulation

- FY16 Main Branch Holdings: 236,081 items
- FY16 Main Branch Circulation: 411,391 items
- After the 1990’s renovation, the Jones Library’s circulation increased by 38% within six years.
- The Jones Library, Inc. has a very high rate of circulation. In FY15, only nine other libraries within its population group across the state circulated more; and those nine are each located in the Boston area.
- In FY15, regardless of population group, only nineteen other libraries across the state circulated more than The Jones Library, Inc.; and with the exception of Worcester and Springfield, each of the remaining seventeen are located in the Boston area.

#### 3. Programming/Attendance

- FY16 Main Branch Attendance: 257,946 people
- FY16 Main Branch Youth Programming Attendance: 6,557 people
- FY16 Main Branch Teen Programming Attendance: 2,828 people
- FY16 Main Branch Adult Programming Attendance: 4,615 people
- The Jones continues to increase and improve its nationally recognized English as a Second Language program, to meet the needs of the community.

- The Jones continues to increase and improve its foreign language collection. We circulate materials in 13 different languages.
- Important Jones Library services include Interlibrary loan, tax forms distribution, meeting room usage, Special Collections, the Burnett Art Gallery, youth services, teen services, programs for adults and seniors, and help from our professional Librarians. Access to our public computers, copiers, printers, fax, scanner, and wi-fi is important. The Jones is a warming place during the winter and a cooling place during the summer for all members of the community. The Jones also serves a large portion of the area's homeless population; we offer space to a Social Worker-in-Residence two days per week.

#### 4. *Technology*

- In its largest meeting room, the Jones offers a complete AV system including a laptop, two projectors, two screens, surround sound, microphones, and assisted listening.
- In its small meeting room, the Jones offers a laptop, projector, and screen.
- The Jones offers public Internet computers and printing capabilities in its Reference and Children's areas. The Jones has a public photocopier, fax machine and scanner. We also offer laptops for teens and we circulate eReaders.

### **NORTH AMHERST LIBRARY**

#### 1. *Facility*

- The North Amherst Library building, and the land it sits on, is owned by the Town of Amherst.
- See attached completed questionnaire for additional information.

#### 2. *Collection/Circulation*

- FY16 Branch Holdings: 18,364 items
- FY16 Branch Circulation: 34,086 items
- The North Amherst Branch serves as a neighborhood Library, circulating books, audiobooks, DVD's, and other popular materials. Patrons rely on the staff to assist with advice on reading choices and to create interesting and informative material displays.

#### 3. *Programming/Attendance*

- FY16 Branch Attendance: 21,197 people
- FY16 Branch Youth Programming Attendance: 268 people
- FY16 Branch Adult Programming Attendance: 66 people
- Programs are offered for children including a very popular weekly story and craft program, and an annual Summer Reading Club.

#### 4. *Technology*

- Offers four public Internet terminals.
- Provides wi-fi and circulates eReaders.
- Staff provide the public with instruction on the use of new Library formats. There are also ongoing, free drop-in technology support sessions funded by the Friends of the Library.

### **MUNSON MEMORIAL LIBRARY**

#### 1. *Facility*

- The Munson Memorial Library Building, and the land it sits on, is owned by the Town of Amherst. The Munson Memorial Library service space covers about 25% of the Munson building; the Jones Library, Inc. rents this space from the Town of Amherst. The remaining 75% of the building is administered by the Town of Amherst. The building houses several

offices, meeting rooms and a Hall with a stage and space to seat 650 people. The Library and adjoining areas are used by many diverse groups for ongoing classes, musical events, community meetings and for several Library programs. The building is considered a community center, as well as a focus for the residents of the South Amherst. The Library staff provide security for the building during Library hours.

- See attached completed questionnaire for additional information.

2. *Collection/Circulation*

- FY16 Branch Holdings: 20,147 items
- FY16 Branch Circulation: 35,372 items
- The Collection of the Munson Memorial Library contains popular materials of interest for very young children to our senior citizens. New forms of technology have been added to the collection, including eReaders. State and National Interlibrary loan services extend the Library's collection beyond Amherst borders; no library is a small library today with the services it provides. The Munson Library is open 20 hours per week to serve the public.

3. *Programming/Attendance*

- FY16 Branch Attendance: 26,486 people
- FY16 Branch Youth Programming Attendance: 58 people
- FY16 Branch Adult Programming Attendance: 203 people
- The Munson Library provides a monthly adult book discussion group, a popular summer reading club for children, a weekly session with PC Doctor Hank, who solves the public's technology problems, and will add a children's craft/story hour this fall. The Library has been called upon to aid the groups using the Hall and the meeting room when needed.

4. *Technology*

- Our small staff is trained to use Evergreen (the area's automated circulation system), the Commonwealth Catalog, and other tools provided by the state. Staff are also asked to provide assistance to the public with the Internet. Wi-fi is available inside the Library and on the surrounding grounds. The Library has four public computers, a printer, scanner, and public photocopier. The Munson Library also uses social media to keep the public informed about programs and events.