

AMHERST LIBRARY SYSTEM

ACTION PLAN

JONES LIBRARY
MUNSON MEMORIAL LIBRARY
NORTH AMHERST LIBRARY

**Fiscal
Year
2024**



Jones Library
Board of Trustees

Amherst Library System
FY2024 Action Plan
Approved by the Board of Trustees November 16, 2022

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| Executive Summary |
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I. Mission

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

II. 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 leadership so that the town of Amherst and its residents will continue to support the Library, including financially and by volunteering.
- § The Jones Library will seek to promote informational and digital literacy for all community members, including the provision of resources, instruction, and support.
- § Special Collections, which includes works by Robert Frost and Emily Dickinson, will draw people from all over the world, thereby helping business in town thrive as well.
- § 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 use their skills and interests to boost/promote the needs of the Library.
- § The Jones Library will develop and maintain mutually beneficial relationships with other Amherst town departments; with libraries and other relevant departments and offices at surrounding colleges and universities; with CW MARS; and with other local businesses and cultural entities.
- § The Library will actively welcome community members with economic and social disadvantages and ensure their access.

III. Critical Success Factors

- § Fully motivated and engaged staff, including volunteers who are committed to providing patrons with a welcoming atmosphere and exceptional customer service.
- § A welcoming environment for, and full engagement of, all Amherst residents, from youth through seniors.
- § Adequate financing to support current and future operations, as well as proposed building renovations.
- § Innovative, reliable, and proven technology, with flexible responses to changing technologies and the ability to provide those services to patrons.
- § Support from the residents of Amherst and surrounding townships.
- § Mutually beneficial relationships with other Amherst departments, CW MARS, as well as surrounding college libraries and institutions.
- § Ability to identify the community's needs and ensure effective outreach and communication.
- § 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.

IV. Strategies

- § Work with the newly created Equity, Justice, and Inclusion Subcommittee to build on previous diversity efforts to ensure racial equity is a priority at the Jones Library.
- § Provide a pleasant, safe, updated, and accessible building.
- § Provide relevant, quality materials, programs, and services to our patrons.
- § Maintain exceptional customer service by recruiting and retaining outstanding Library personnel.

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- § Increase and enhance communication efforts through social media, an interactive website, traditional media, and other means.
- § Expand funding through the Town of Amherst’s appropriations, The Jones Library, Inc., the Library’s Annual Fund, Capital Fund, Planned Giving program, Sammys event, and new resources.
- § Honor Amherst’s rich history through preservation, sharing, and promotion of the Special Collections.
- § Advocate with local, state, and federal legislators regarding the importance of library funding.

V. 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 must adjust to developing service needs, future growth, and additional salary and benefits expenses due to minimum wage increases and increased health care costs.

VI. Immediate Priorities

- § Secure necessary funding for expansion/renovations of the Jones Library building.
- § Secure additional funding to ensure the Jones Library continues to provide high-quality services, programs, and an engaged staff.
- § Continue to implement the Branch Long Range Plans. <https://www.joneslibrary.org/DocumentCenter/View/5412/Long-Range-Plan-for-the-Munson-Memorial-Library-FY2020---2024-November-13-2019-PDF>
- § <https://www.joneslibrary.org/DocumentCenter/View/5411/Long-Range-Plan-for-the-North-Amherst-Library-FY2020---2024-November-13-2019-PDF>
- § Implement transitional work required for expansion/renovation project.
- § Develop alternate plans in case the Jones expansion/renovation project does not proceed.

| Strategies, Objectives, & Action Steps | By Whom | When |
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1. Build on previous diversity efforts to ensure racial equity is a priority at the Jones Library

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| A. | Hold biweekly meetings of the staff "Antiracism and Equity Collective" to plan staff trainings and share resources, and more. | Director Staff | Ongoing |
| B. | Collaborate with the Town on antiracism work, including through the Government Alliance on Race and Equity (GARE). | Trustees Director Staff | Ongoing |
| C. | Seek to create a diverse workforce. | Trustees Director Staff | Ongoing |
| D. | Seek community "allies" for feedback and advice on improving our services for community members who may be facing barriers to accessing them. | Trustees Director Staff | Ongoing |

2. Provide pleasant, safe, updated, and accessible building

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| A. | Complete Design Development, taking into consideration the following sustainability goals approved by the Board of Trustees: | Trustees Director Staff | Winter 22- 23 |
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| | i. | Reduce the Jones' Energy Use Intensity from the existing 73.2 kBtu/sf/year, to a goal of 25-30 kBtu/sf/year | Trustees Director Staff | Winter 22-23 |
| | ii. | Eliminate the use of fossil fuels in the building | Trustees Director Staff | Winter 22-23 |
| | iii. | Use low embodied carbon materials in its construction (e.g., cross-laminated timber) | Trustees Director Staff | Winter 22-23 |
| | iv. | Build a Net Zero Energy Ready building | Trustees Director Staff | Winter 22-23 |
| B. | | Seek grant funding and energy rebates | Trustees Director Staff | Ongoing |
| C. | | Continue to work with the Friends of the Jones Library System to develop a Capital Campaign | Trustees Director Staff | Ongoing |
| D. | | Implement interim operations plan including relocation, transportation, and funding | Trustees Director Staff | Winter 23-24 |
| | i. | Accelerate weeding of materials | Director Staff | Ongoing |
| | ii. | Determine collection access needs; pack collections; install shelving at interim location(s), and relocate collections | Trustees Director Staff | Winter 23-24 |
| | iii. | Determine technological access needs; pack technology; relocate technology | Trustees Director Staff | Winter 23-24 |
| | iv. | Determine programming space needs; relocate furniture | Trustees Director Staff | Winter 23-24 |
| | v. | Develop and implement plan to relocate and store the collection offsite, and make it available to the public during construction | Trustees Director Staff | Winter 23-24 |
| E. | | Develop alternate plans in case the Jones expansion/renovation project does not proceed | Trustees Director Staff | Winter 23-24 |
| F. | | Begin Construction | Trustees Director Staff | Winter 24 |
| G. | | Address Branch Library facility needs as detailed in Branch <i>Action Plans</i> | Trustees Director Staff | Ongoing |

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| H. | Update Disaster Plan | Trustees Director Staff | FY24 |
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3. Provide relevant, quality materials, programs, and services to our patrons

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| A. | Using insights and resources provided by the staff Antiracism and Equity Collective and the Town's Core Equity Team, ensure the collections, programs, and services reflect the diversity of the community. | Trustees Director Staff | Ongoing |
| B. | Evaluate, develop, and promote print as well as digital collections. | Director Staff | Ongoing |
| | i. Increase Readers Advisory services by continuing and growing the Jones Book-of-the-Month Club | Director Staff | FY24 |
| | ii. Evaluate, develop, and promote programs and services for operations outside the building and within the community | Director Staff | FY24 |
| | iii. Reassess patron interest in various formats to determine if needs have changed | Director Staff | FY24 |
| | iv. Continue to evaluate holdings to match current and future space and needs | Director Staff | Ongoing |
| C. | Work with CW MARS to improve ILS Software. | Director Staff | Ongoing |
| D. | Digitize and preserve appropriate collections within Special Collections. | Director Staff | Ongoing |
| E. | Collaborate with other local cultural, business, and educational entities, including the Amherst school systems, the Business Improvement District (BID), and the Amherst Area Chamber of Commerce. | Director Staff | Ongoing |
| F. | Continue to develop and expand online programming. | Director Staff | Ongoing |

4. Maintain exceptional customer service by recruiting and retaining outstanding Library personnel

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| A. | Ensure Library personnel reflect the diversity of the community. | Trustees Director Staff | Ongoing |
| B. | Conduct annual reviews for all staff, including the Library Director. | Trustees Director Staff | Ongoing |
| C. | Encourage collaboration between Library Departments. | Director Staff | Ongoing |
| D. | Provide cross-training between Library Departments. | Director Staff | Ongoing |
| E. | Provide supervisory training. | Director Staff | Ongoing |

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| F. | Provide ample opportunity for technological training and staff development. | Director Staff | Ongoing |
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5. Increase and enhance communication efforts through social media, an interactive website, traditional media, and other means

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| A. | Promote Library services/programs using social media as well as traditional media. | Trustees Director Staff | Ongoing |
| B. | Engage patrons with website. | Director Staff | Ongoing |
| C. | Attend and initiate community events. | Trustees Director Staff | Ongoing |
| D. | Continue to expand the Homebound Program. | Director Staff | Ongoing |
| E. | Increase outreach to non-Library users by raising the Library's profile in the community. | Trustees Director Staff | Ongoing |
| F. | Increase opportunities for group visits and Library tours. | Director Staff | Ongoing |

6. Expand funding through the Town of Amherst's appropriations, Capital Fund, Planned Giving program, Sammys, and new innovative resources

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| A. | Request increased Town appropriation/JCPC/CPAC funds. | Trustees Director Staff | Annually |
| B. | Support the Friends of the Jones Library System and continue working with the Friends in its fundraising activities. | Trustees Director Staff | Ongoing |
| C. | Continue to work with the Friends of the Jones Library System to develop Capital Campaign | Trustees Director Staff | Ongoing |
| D. | Re-establish a Planned Giving program. | Trustees Director | FY24 |
| E. | Consider the role of the staff in the implementation of the Sammys, and continue to evaluate and improve the Sammys so as to generate excitement and support for the Library's Development program. | Trustees Director Staff | FY24 |
| F. | Research and create innovative funding sources. | Trustees Director Staff | Ongoing |
| G. | Expand corporate and foundation donations. | Trustees Director Staff | Ongoing |

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| H. | Advocate for increased State Aid with legislators. | Trustees Director Staff | Ongoing |
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7. Offer and promote innovative, reliable, and proven technologies to both staff and patrons

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| A. | Develop a plan to guide the strategic choice and successful implementation of technology for staff and patrons | Director Staff | Ongoing |
| B. | Request additional Town Information Technology (IT) appropriation. | Trustees Director Staff | Annually |
| C. | Implement plan for the installation of Radio Frequency Identification (RFID) technology. | Trustees Director Staff | FY24 |
| D. | Implement plan for the installation of an Automated Materials Handling System. | Trustees Director Staff | FY24 |

8. Honor Amherst's rich history through preservation, sharing, and promotion of the Special Collections

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| A. | Preserve Special Collections materials. | Director Staff | Ongoing |
| B. | Promote Special Collections Department. | Trustees Director Staff | Ongoing |
| C. | Provide digital access to Special Collections materials. | Director Staff | Ongoing |
| D. | Continue to add to the collection. | Director Staff | Ongoing |

9. Advocate with local, state, and federal legislators regarding the importance of library funding

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| Trustees Director Staff | Ongoing |
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