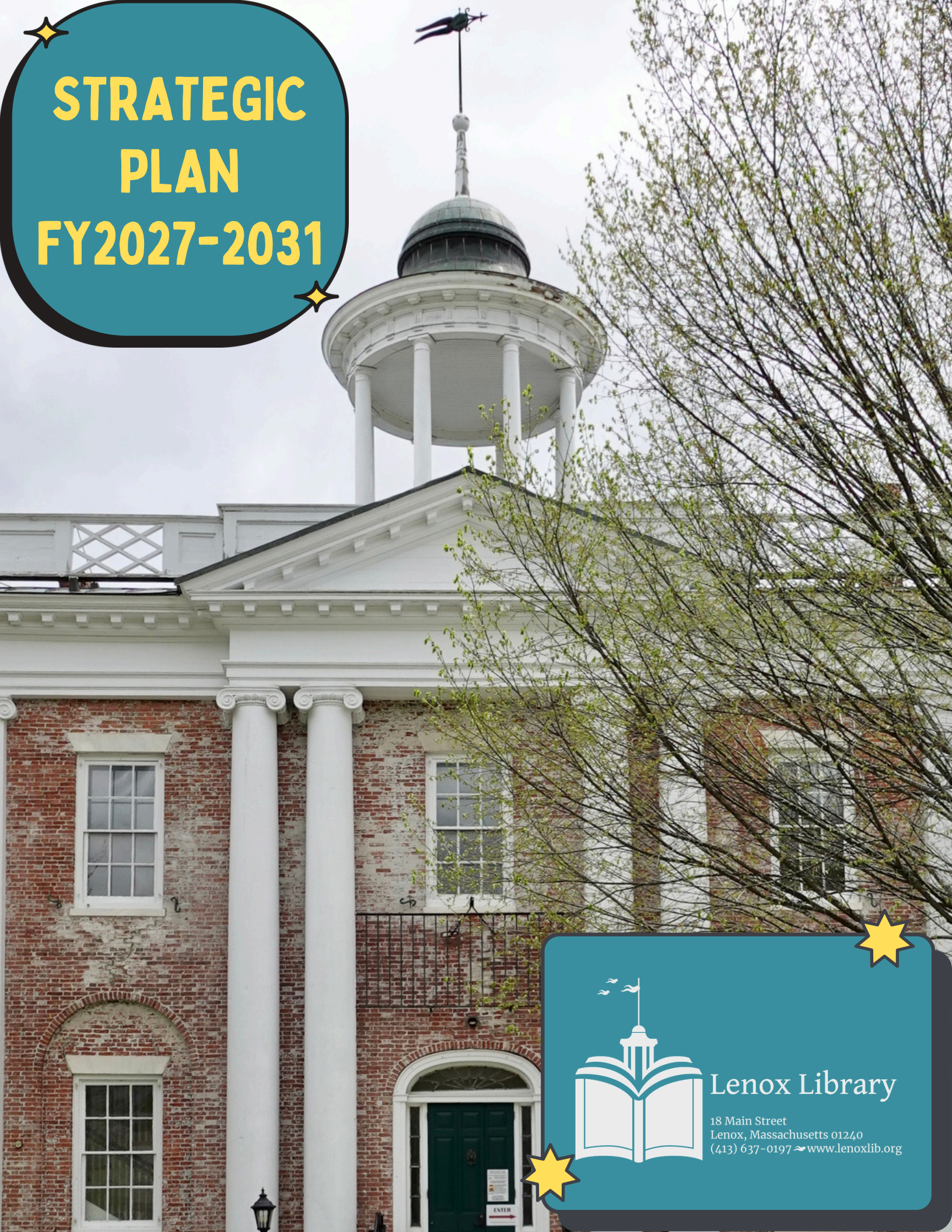




STRATEGIC PLAN FY2027-2031



Lenox Library

18 Main Street
Lenox, Massachusetts 01240
(413) 637-0197 www.lenoxlib.org

PLANNING TIMELINE

January-
February
2026

Library staff brainstormed ideas for individuals who might serve on the Strategic Planning Committee and issued invitations to identified community members.

Library Director arranged for facilitators for the two Strategic Planning Committee meetings.

February
2026

March 26,
2026

User Needs Assessment
Strategic Planning Committee
Meeting 1:
SOAR Exercise

User Needs Assessment
Strategic Planning Committee
Meeting 2:
Visioning Meeting

April 29,
2026

July 1-mid-
August
2026

- *User Needs Assessment:* Community Survey open
- Information Librarian gathered community and library data
- Library staff submitted desired goals and actions

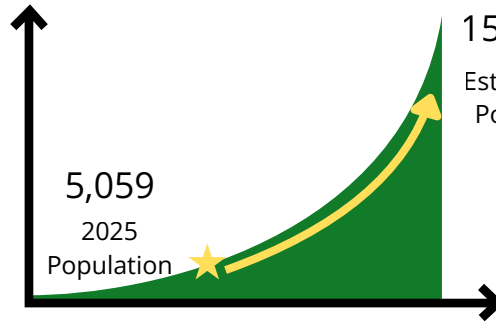
- Reviewed Community Survey responses; updated mission and goals; developed actions.
- *Governing Body Approval:* Plan approved by Lenox Library Board of Trustees on September 22, 2026.

Mid-August
-September
2026

TOWN OF LENOX



15 families
at 1767
incorporation



VOTE! 3,875
registered
voters in 2025



2,973
Lenox Home Owners

22%
Second Home Owners



2.3% Under 5
13.3% Under 18
40.1% Over 65
54.6% Female
93.9% White

52.7% Bachelor's degree or higher
\$106,080 Median household income
97.1% Households with a computer
94.6% Households with broadband
Internet Subscription

School Population



762
Total
Students

~41%
School Choice
Students



*Data from QuickFacts Population Estimates, July 1, 2025
at <https://www.census.gov/quickfacts/fact/table/lenoxtownberkshirecountymassachusetts/PST045225>
& Town of Lenox 2025 Annual Report

LENOX LIBRARY AT A GLANCE

52 Weeks
2,034 Hours
Town Library
296 Hours open after 5 p.m.
356 Saturday Hours



10 Staff Members
5 Staff with MLIS
8,554 Reference transactions



71,326 Total Holdings
645 Meeting Room uses
89,572 Total Circulation
64,074 Annual Visits



4,700 Lenox Library card holders
2,034 Lenox residents with Lenox Library cards!

3,640 computer sessions
5 Internet Computers
6,826 Wi-Fi sessions
9 Circulating Hotspots



42 Volunteers
1,273 hours!



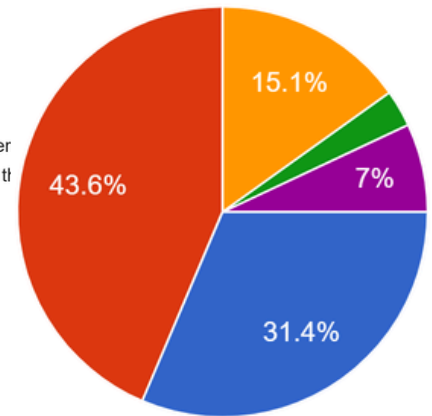
COMMUNITY SURVEY

What three words would you use to describe the current Lenox Library?



How often do you usually visit the Lenox Library?

- At least once a week
- At least once a month
- 2-3 times per year
- I only visit during the summer
- Never (please tell us why in the question)



Top 5 Most Important Library Services to Offer

- ① Interlibrary loan
- ② Programs & activities
- ③ Access to computers, WiFi, & hotspots
- ④ Assistance from librarians
- ⑤ Quiet study/work spaces



Top 5 Program Topics of Interest

- ① Author visits & book clubs
- ② Community & civic engagement
- ③ Youth programs
- ④ Creative arts & crafts
- ⑤ Local history & genealogy

My Dream Library

Draw your dream library.



Describe it!

Tell us about your dream library.

My Library has free Drinks and video games and Legos.

You have the most incredible staff...I have been blown away by how open, welcoming, knowledgeable, and community-focused they are.

Local history programs/ records

A place where you can find an answer no matter what question you're asking.

What do you like most about Lenox Library?

The youth activities are outstanding.

Wide range of programming

The building itself. It just feels right in there.

↑ Children were invited to draw & describe their dream library

Survey shared via Library's enewsletter and social media; town-wide email list; on Lenox Public Schools' social media; and via hard copy surveys given to homebound patrons. 175 respondents.

MISSION

The mission of the Lenox Library is to provide a joyful space for community connection and learning.

The Lenox Library strives to enhance the quality of life in our community by:

- Offering a wide array of engaging, high-quality programs that inform and inspire community members of all ages
- Maintaining collections and resources that support lifelong learning
- Fostering community spirit and civic engagement
- Preserving and promoting Lenox's history and historic resources
- Providing a welcoming and comfortable space for community engagement



GOALS

Goal: Continue to offer a wide array of engaging, high-quality programs that inform and inspire community members of all ages.

Actions:

1. Continue to offer weekly Baby Circle and Story Time.
2. Improve promotion of 1,000 Books Before Kindergarten program.
3. Continue the Summer Reading Program, with expansion of adult activities. Annually.
4. In FY2027-8, create and offer more after-school programs specifically for youth ages 6-12.
5. Engage more teens in programming, including passive activities in the Teen Space.
6. Connect with local homeschool groups to develop and host activities that match their needs and interests.
7. Expand number of author talks for adults, in partnership with The Bookstore.
8. Offer events targeting adults ages 30-55 that reflect interest and expertise of community members.
9. Continue to offer individual Tech Help sessions and consider expanding to include structured courses based on community input about topics of interest.
10. By FY2028, present at least one program on topics of Internet safety and/or AI.



Goal: Maintain collections and resources that support lifelong learning.

Actions:

1. Intentionally curate collections with professionally selected resources that represent and celebrate a diversity of ideas, peoples, and cultures. Ongoing.
2. Establish and implement monthly weeding schedule to ensure that materials are relevant, accurate, and easy to browse. Ongoing.
3. Maintain updated list of reference links and the Rest of River webpage on Library website.
4. Make Reference collection more accessible to patrons by allowing circulation of most items.
5. Explore expansion of technology lending to include tablets and/or laptops.
6. Using social media, how-to videos, and instructional handouts, improve promotion of digital resources to patrons and assist them in using them remotely. By the end of FY2031, usage of digital resources will have increased.
7. Maintain Little Free Libraries.

Goal: Foster community spirit and civic engagement.

Actions:

1. Continue to provide rewarding volunteer opportunities for both youth and adults. Ongoing.
2. Continue to partner with community organizations to develop and cross-promote activities and resources.
3. Continue delivery of service to homebound patrons.
4. Conduct regular outreach visits and lend collection items to local schools and their students.
5. Host GivingTuesday Food Drive. Annually.
6. In FY2029, host voter registration drive and other non-partisan programs related to election.
7. Become involved with local census activities leading up to the 2030 census.



Goal: Preserve and promote Lenox's history and historic resources.

Actions:

1. Continue to offer four in-depth local history programs per year, with accompanying adaptations for YouTube, that draw attention to and utilize items from the Local History Collection.
2. Create three video shorts per year highlighting an aspect of local history.
3. Curate four or more displays per year of material from the Local History Collection and in partnership with Lenox Historical Society.
4. Continue to pursue applicable grants to fund needs of the Local History Collection.
5. Continue to serve as the definitive source for correct historical information on Lenox by advising municipal staff, boards, and committees.
6. By the end of FY2027, all books in the Local History Collection will be cataloged and searchable in Evergreen.
7. By FY2028, complete metadata for Robert DeLage postcard collection for processing by Digital Commonwealth.
8. By FY2029, create overlays of local historic maps (Proprietors, 1794, 1831, 1854) on modern Lenox map and post on Library website.



Goal: Provide a welcoming and comfortable space for community engagement.

Actions:

1. In FY2027, complete Dome Room stabilization project.
2. In FY2028, begin to implement recommendations of the Space Utilization Study.
3. Identify and establish separate co-working and quiet work areas.
4. Working with the Town Facilities Department, develop building maintenance calendar to track routine facility needs and execute smaller improvement projects.
5. Upgrade Welles Gallery walls to better accommodate various art installations.
6. Purchase new reading room furniture that offers improved comfort and flexibility.

Goal: Ensure that the Library has the appropriate policies, staffing, and infrastructure in place to deliver high quality services to the public.

Actions:

1. Update MOU between Town of Lenox and Lenox Library Association.
2. Review and update the following policies: Interlibrary Loan (ILL), Local History, Reference, and Volunteer.
3. Conduct annual trainings for staff on current technologies and digital collection offerings to better serve patrons.
4. Establish technology replacement plan to ensure that the Library's technology systems and offerings are upgraded on a regular basis.
5. By the end of FY2027, be fully compliant with Children's Internet Protection Act (CIPA) requirements.
6. Review staff salaries. Annually.

GOVERNING BODY APPROVAL

The Lenox Library Board of Trustees approved and adopted the FY2027-2031 Strategic Plan on Tuesday, September 22, 2026.

ACKNOWLEDGEMENTS

As we carry forward a mission based in joy, Library staff do so with great appreciation for those who have supported and dreamed with us along the way:

- The Strategic Planning Committee: Christine Conklin, Sue Daly, Brenda Durrin, Sara Goodberlet, Robert Horvath, Vanessa Justice, Amy Lafave, Nola Mariano, Marybeth Mitts, Shannon O'Brien, Katie Pratt, Julia Rosebeck, Rebecca Sheir, Katie Simonelli, and Shawnee Tannenbaum
- Planning meeting facilitators Alex Reczkowski of the Berkshire Athenaeum and Massachusetts Library System Consultants Michelle Eberle and Katherine Adelberg
- The Lenox Library Association
- Lenox Library's Board of Trustees, Town Manager Jay Green, and the Lenox Select Board
- Our community, whose spirit inspires us every day

Together, we build a stronger, more informed, and more engaged community. Joy awaits!



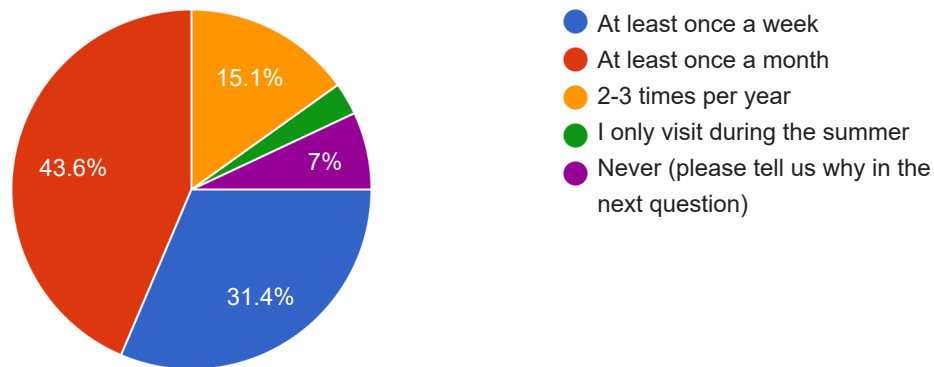
APPENDICES

Lenox Library 2026 Community Survey Charts

175 responses

How often do you usually visit the Lenox Library?

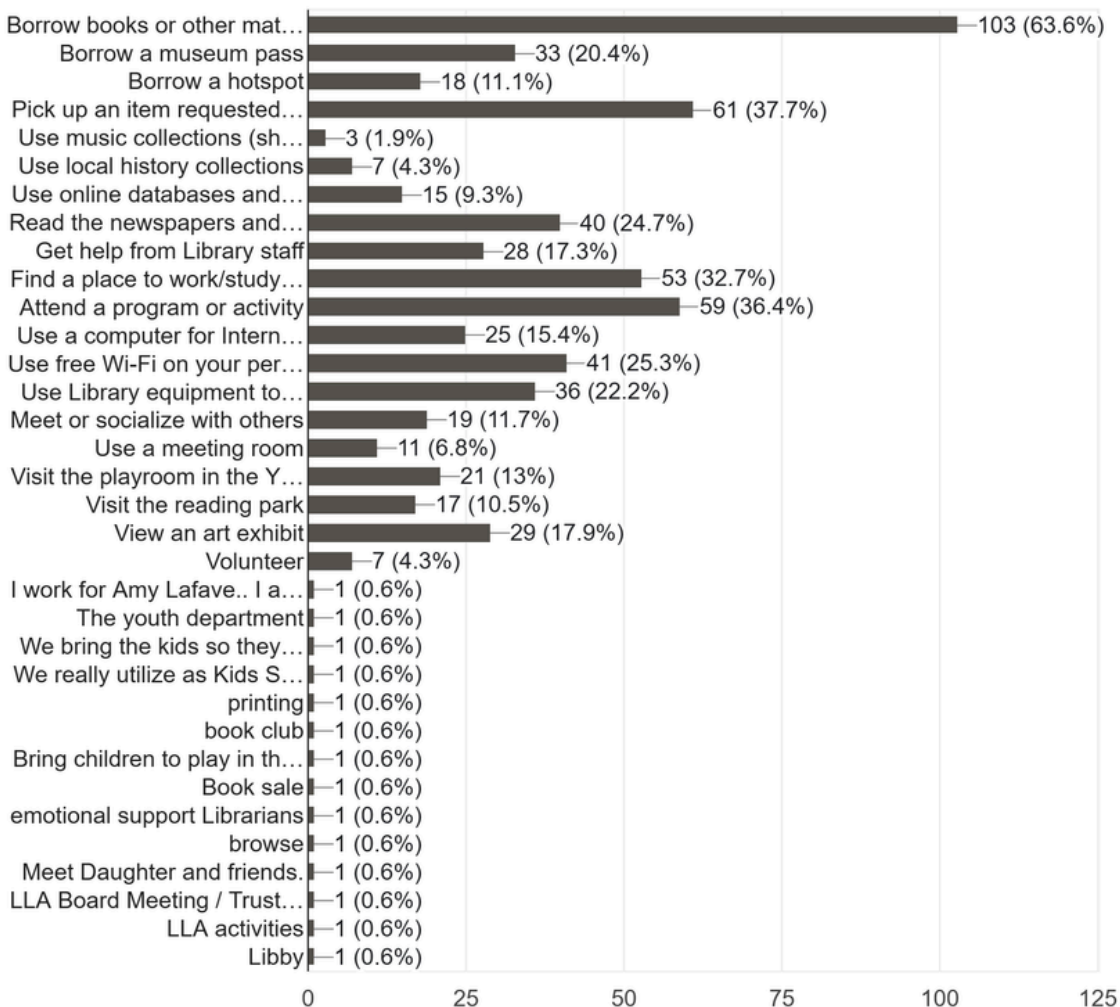
172 responses



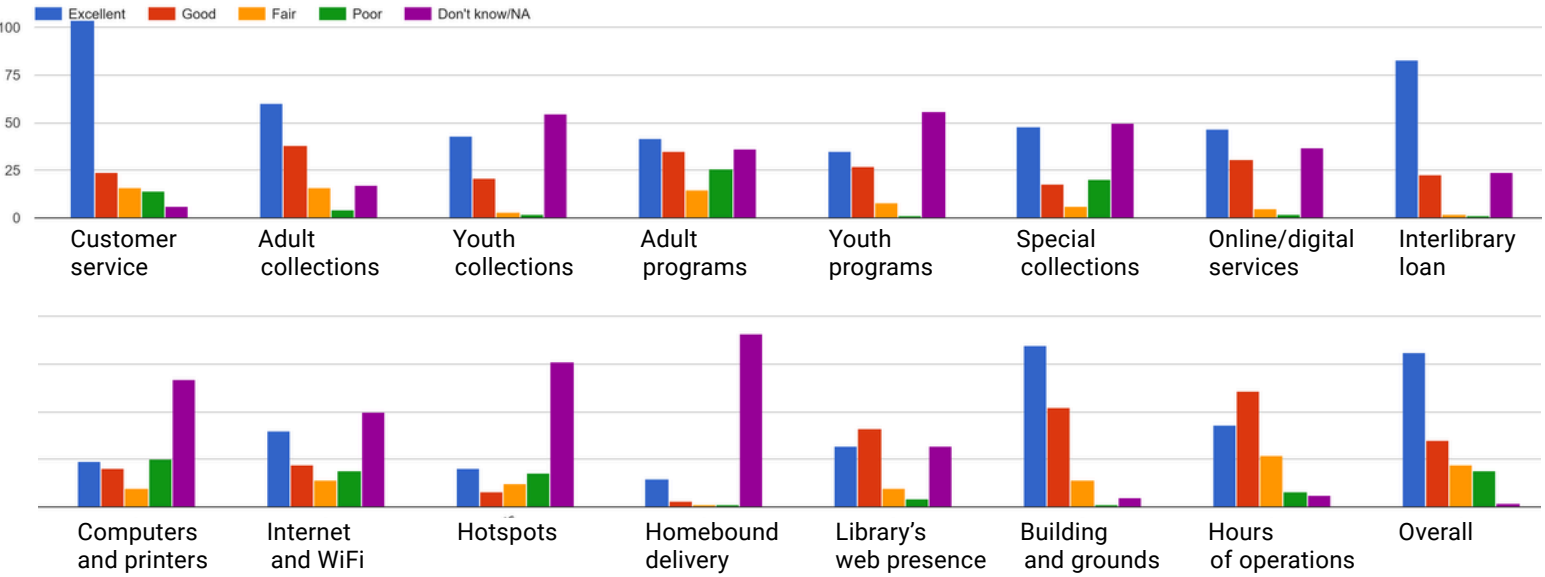
If you regularly use the Library, what is the purpose of your typical visit?

(Please check all that apply.)

162 responses

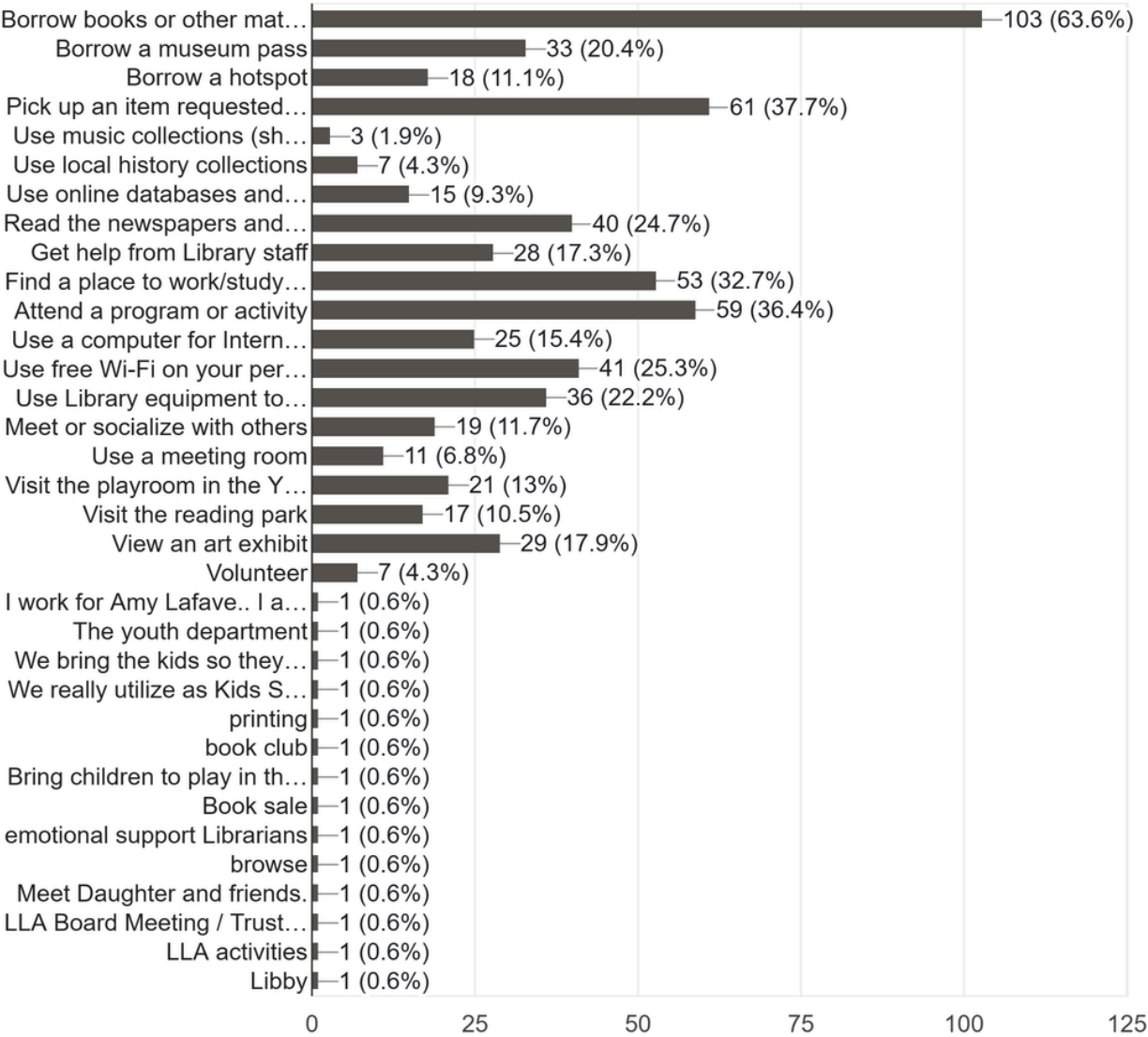


How would you rate each of the following library services?



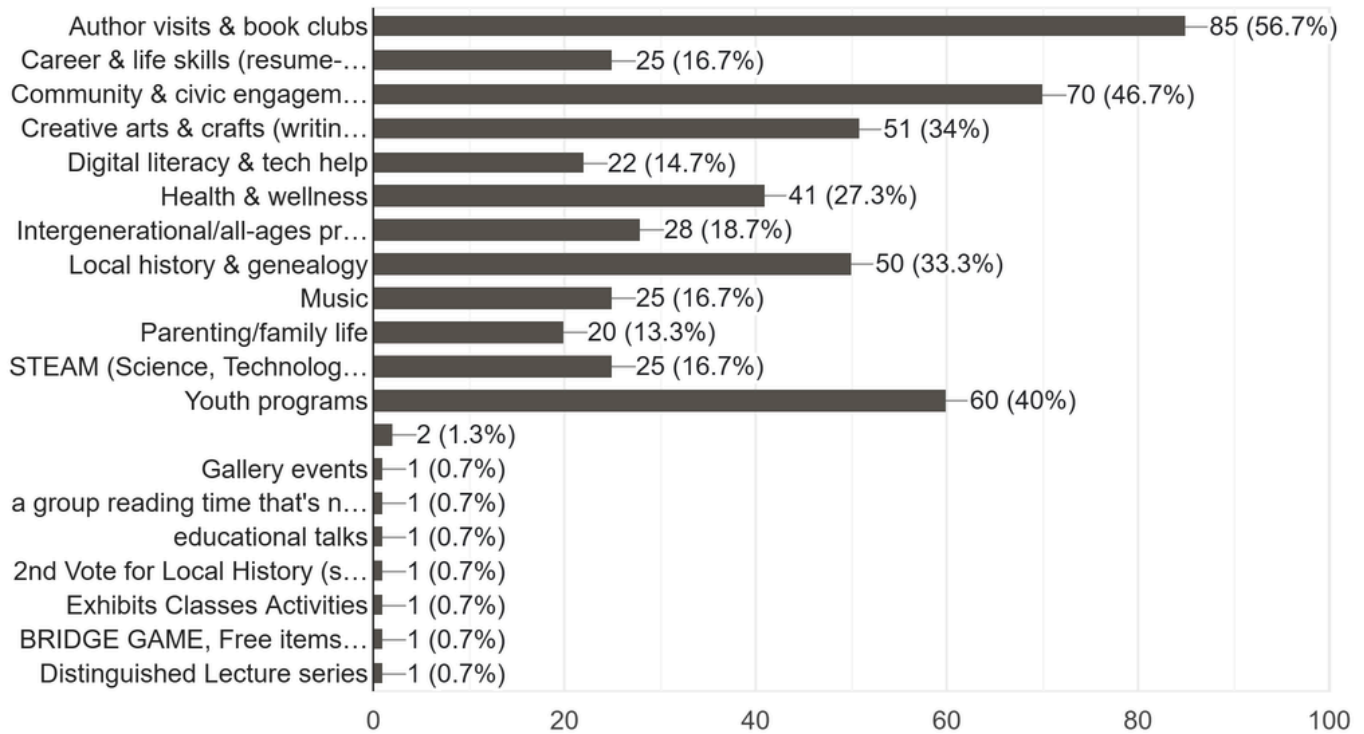
If you regularly use the Library, what is the purpose of your typical visit? (Please check all that apply.)

162 responses



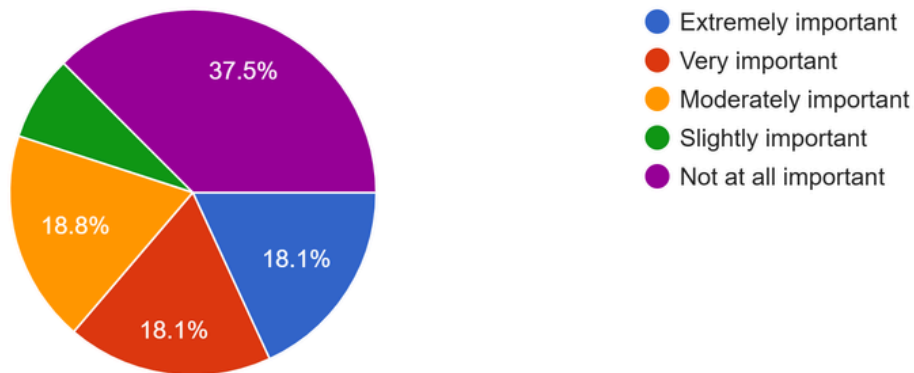
Please select up to 5 program topics that interest you most.

150 responses



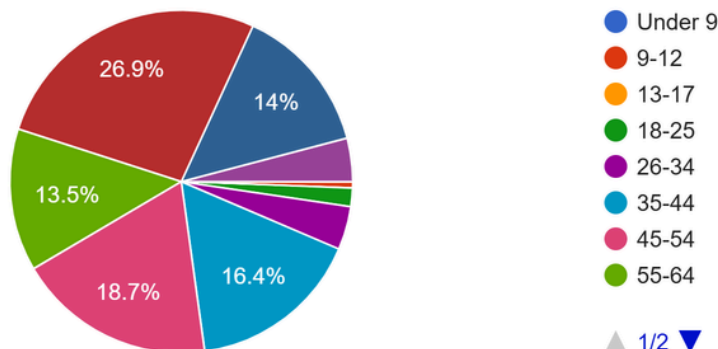
Looking ahead, how important is it to you that the Library continues to offer virtual programs?

160 responses



How old are you?

171 responses



**Lenox Library
Strategic Planning Committee
Meeting March 26, 2026**

SOAR Exercise

Strengths

- Wi-Fi and hotspots
- AC and heat
- Restroom
- National register building
- Location
- Walkability
- Park
- Business owners
- Strong school system
- Patron base up 60% from FY19
- Collection
- Tanglewood, The Mount, Ventfort, Shake & Co in Town
- Summer influx
- Local
 - o authors
 - o writers
 - o scientists
- Generous donors to LLA
- Devoted Board of Trustees
- Community Support
 - o for programming
 - o changes
 - o keep & grow
 - o Taxpayer support
 - o Participation: Junior Librarians
- CPA
- Size
 - o Small/manageable
 - o Big square footage
 - o Meeting space/gallery
- Book Groups
- >We Work Together<
- Staff (11 - 7FTE; 5 with MLIS)
 - o Engaged
 - o Wicked Smart
 - o "Everyone Knows Your Name"
 - o Professionalism
 - o Patience
- Growth!!
- Embarrassment of Riches
- Meet People
- Local History Resources
- Ambassadors

Opportunities

- Facility not built as a library
- Acoustics
- Tweens and other in-betweeners

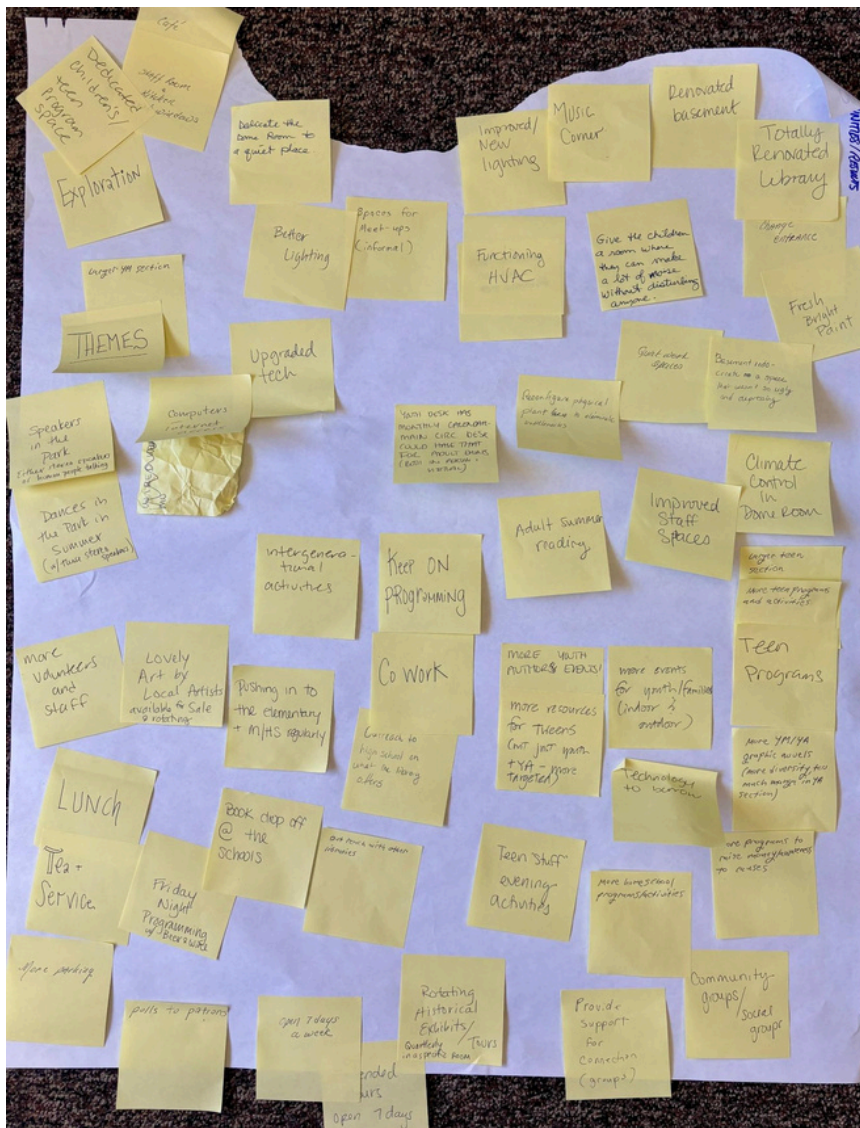
Aspirations

- >Destination<
- Dome Room shines
- Historical collections
- Scholars
- Tours
- Quiet space
- Respite
- Visibility
- Free
- Open space
- Inviting
- Hands-on, interactive, touch and move, art installations
- Light, peace, floating
- Staff space
- Shared kitchen
- Come back out and be social
- Basement
- Technology/makers
- 21st century
- Co-working space
- Joy
- Energized
- Calm, relax, peaceful
- Fish tank
 - o Sound
 - o Background noise
- Hustle and bustle
- Inspired
- Unexpected
- Connection
- Exploration

Results

- Space for small groups and large groups
- Computers with camera
- After school hours
- Natural light
- Bench window seat
- Access to computers
- One database of library
 - o CWMARS
 - o Historical Collection
 - o Beyond
- Color
- Activity

- Twens**
- IN-BETWEENS**
- HONORING the Bldg.**
as we improve it
- Space for groups (if small)
good & loud
- COLOR & paint
- Welcoming Entrance
- Lighting - warm but bright
- Staff right there
- Intentional Spaces → w/ purpose
- Distinct
- Sound Control/Proofing
- SPACE RECONFIGURE**
- CONEX**
Name(s)
- Kitchen**
Bigger V.A. - round tables
comfy chairs
- More books
- diverse VA
- easier to find
- Bright
- Interactive Art
- Continuity
- LATE BUS**
#20K/yr
- In-person adult programming
PARK!
- Grow Jr. Librarian
↳ from programming
450 m.b. 12 → 2700
- Re-Connect Here
- TECHNOLOGY**
Office space & tent
in basement w/ computers & camera
- Upgraded servers
wiring
- Land chromebooks
- Security
- books & people
- IDENTITY**
- In Schools
on a
Regular
Basis
- COA van
or
OUTREACH
VEHICLE
- LH Database
- Funds
Volunteers
- INTER-
GENERATIONAL



Lenox Library

Visioning Meeting Report



Director: Katie O'Neil

Strategic Planning Consultants: Michelle Eberle, Katherine Adelberg

Date: 4/29/2026

Attendance: 10 strategic planning committee members, including library staff, trustees, and community members

Part one: Opening and community visioning

Opening: Something that's not currently available in Lenox

Participants were invited to share something they would like to do or have in Lenox that is currently not available.

- Have the dome room restored
- Family-friendly arcade restaurant
- Space for teens to be teens
- More shopping and restaurants downtown
- Craft or fabric store
- [Reliable] cell service
- Queer teen club
- Affordable farmer's market
- Augmented/virtual reality
 - o Kennedy Park to be able to see the former Hotel Aspinwall
 - o In town to see what town used to look like

Community Visioning

Following a brief mindfulness exercise, participants were invited to complete the following statement.

I dream of a Lenox where...

- Everyone is welcome
- There are many teen clubs and groups, especially for homeschoolers. There are protests, marches, and other activities to bring awareness to important causes.
- There is a balance of generations, with a solid middle class. There are opportunities for employment besides the service/ tourism industry.

- There's more family-friendly places to shop, eat, recreate, etc. There's a more diversified/affordable place to buy groceries & other essentials. Places have more available hours of business. There's ample cell-phone service for mobile users. It's a hip-hop-happening place day & night, even during not-tourist season!
- I can walk around town and have opportunities to gather indoors or out with my family members to enjoy music out, dance, performances, lectures and stop at a cafe or park bench or table, right in town.
- There are a lot fewer Airbnbs and these homes go to year-round residents. The downtown would then be more vibrant than it already is and the library would benefit from that.
- There are murals, live music, community gatherings, art celebrated in many ways. It is colorful, vibrant, eclectic, diverse.
- The elementary school has a certified school librarian; where teens have a devoted space to be; where housing is more affordable
- There is a diverse population with no traffic in town (walkable) and there is affordable housing for working families. And there is a large addition to the library. Where the needs of young & old are considered in policy making decisions.

Part two: Drafting mission and vision statements

Library purpose

Participants were invited to finish the sentence: Our library exists to...

Themes that emerged included:

- Create safe spaces for expression
- Bringing the community together
- Inform, entertain, and foster community
- Help young people develop and explore
- Safe, welcoming, joyful
- Haven; free, accessible
- Beautiful calm safe space where everyone can find something for them
- Make materials accessible
- Safe and welcoming
- Technology
- Safe after-school spaces

Draft mission statements

Participants worked in groups to shape the purpose(s) they identified into a first draft of a mission statement.

- Themes: Connect, community, joy
- Tagline: Joy awaits!
- Consider adding to mission/strategic plan: democracy, library is a bastion of democracy, hallmarks of democracy
- Lenox Library is a safe space to broaden your mind through engaging programs, materials, and experiences.
- Lenox Library exists to provide a safe space to all to provide resources and opportunities to grow.

Draft vision statements

Participants worked in groups to complete the following sentence: In achieving its mission, our library is helping to create a community that/in which/where _____.

- In achieving its mission, our library is helping to create a community where everyone is welcome to engage civically, artistically, and intellectually in a safe and diverse space.
- In achieving its mission, our library is helping to create a community that provides resources for lifelong learning and supports civic engagement in a safe and welcoming space.
- In achieving its mission, our library is helping to create a community where everyone has access to resources and materials that foster creativity and connection to encourage lifelong learning.
- In achieving its mission, our library is helping to create a community that is welcoming, vibrant, diverse, and safe.

Part three: Strategic priorities, wish for the library, and final reflections

SOAR reflection

Participants reviewed the SOAR report from the previous meeting, and added the following notations to the opportunities, aspirations, and results sections:

- ✓ - A check for an idea that's feasible
-  - A heart for something that's a stretch goal

-  - A star for something that feels more like a pie in the sky idea (currently out of reach, but may be possible in the future)

Opportunities	Ratings
Tweens and other in-betweeners	   ✓✓✓
Facility not built as a library	 
Acoustics	 
Aspirations	Ratings
Shared kitchen	       ✓
Co-working space	      ✓✓
Dome Room shines	   ✓✓✓✓
Historical collections	  ✓✓✓✓
Quiet space	 ✓✓✓✓✓✓
Staff space	     ✓
Hands-on, interactive, touch and move, art installations	    ✓✓
Tours	   ✓✓✓
Basement	   ✓✓✓
Fish tank	   ✓✓
Open space	   ✓✓
Technology/makers	  ✓✓✓
Inviting	 ✓✓✓✓
Calm, relax, peaceful	 ✓✓✓
Scholars	 ✓✓✓
Free	✓✓✓✓
21 st century	✓✓✓✓
Respite	✓✓✓
Inspired	 ✓
Visibility	✓✓
Come back out and be social	✓✓

Joy	✓✓
Energized	✓✓
Hustle and bustle	✓✓
Connection	✓✓
Destination	✓
Light, peace, floating	✓
Unexpected	✓
Exploration	✓
Results	Ratings
Space for small groups and large groups	      
New library facility, study, park	     
One database (CWMARS, historical collection, beyond)	     
Computers with camera	     
Natural light	    
Access to computers	    
Bench window seat	   
After school hours	  
PR	  
Color	 
Staff support	 
Programming	 
Activity	
Good place to be	

Strategic priorities

Participants worked together in groups to identify top priorities to implement the library's mission and vision.

- Repair dome room – create research, quiet space
- Open up the reading room (less of a gentlemen's club atmosphere): flexible furniture, multi-use, flex spaces
- Plexiglass wall on balcony for sound-proof teen space
- Tweens and in-betweeners
- Restore and improve building functionality
- Dedicated historical collection area
- Improve staff space and public restrooms

- Create a space for quiet study
- Keep children's space soundproof and accessible and fun
- Improve the basement
- Renovation and addition
- Allocation of space: quiet space versus gathering space, group space, youth space – currently in space utilization study
- Access to resources, technology, teaching technology
- Local history collections; expanding access to historical collections through physical spaces and database Physical programs (continue, strength)
- Physical improvements with staff space as a priority
- Dome Room and basement space
- Expand programming for teens, and in-betweeners (12 – 50), town is already supportive of seniors and children

Wave a magic wand – If you could have one wish come true for the library, what would you wish for?

- Queer teen club
- Programming for in-betweeners
- Accessible building
- Very large addition with great parking and embracing the history of the old building
- Fantastic donor
- Brand new library respects history
- Lots of light and parking
- Redo of library – freshen from top to bottom
- Restore and improve beautiful building and honor the legacy of location – key in the heart of the community – with restoration and improvement
- Redo – respect historic, landmark
- Update and renovate the inside
- Love Junior Librarian program – more of that
- Working HVAC

Final reflections

- Hope all are supportive of the library
- Liked the mindfulness
- Wonderful and encouraging to hear shared ambitions and hopes for the library moving forward – honoring important place in the community

Report submitted on May 13, 2026

Prepared by Katherine Adelberg