



STRATEGIC PLAN

FY2022-2026

October 2021

Lenox, MA

Submitted by:

Katherine O'Neil, Director



Lenox Library

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Acknowledgements

First, we would like to thank the members of the Strategic Planning Committee who contributed their ideas and enthusiasm to our brainstorming sessions:

Deborah Cote
Kay Cuthbertson
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Jenney Maloy, Youth Librarian

Brendan Mathews
Darlene McCauley
Marybeth Mitts
Jennifer Nacht
Katherine O'Neil, Director
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We are grateful to Alex Reczkowski of the Berkshire Athenaeum in Pittsfield, Massachusetts, who served as facilitator for our first planning meeting.

Thank you to Information Librarian Christy Córdova, who researched and developed the community profile and library history portions of this plan.

We also would like to express our appreciation to Massachusetts Library System Consultant Kristi Chadwick, who facilitated our second planning session.

Thank you to our staff and the Lenox Library Association for their continued support of the Library and its services.

Last, but certainly not least, thank you to those who responded to the user survey, and to the members of our community who help us make the Library a welcoming place for all.

Approval of Governing Body

Town of Lenox Select Board Chair Marybeth Mitts and Town Manager Christopher Ketchen accepted and adopted this Strategic Plan FY2022-2026 for the Lenox Library on September 10, 2021.

Signature of Select Board Chair:  _____

Signature of Town Manager:  _____

Planning Methodology

To create its new strategic plan, the first since becoming a department of the Town of Lenox, the Lenox Library adopted the Massachusetts Library System's planning methodology created by Deborah Hoadley.

In December 2019, a new Director took up her position at the Library. Knowing that the organization's strategic plan would expire in 2020, she reviewed the previous plan as well as planning resources available on the Massachusetts Library System website.

During January 2020, the Library Director, together with the Local History Librarian and Youth Librarian, began brainstorming ideas for individuals who might serve on the strategic planning committee. Together they proceeded to invite those individuals to join the committee, and met with much success. The Director also met with the Information Librarian to request her assistance in creating the community and library description portions of the strategic plan, setting March as a deadline for a draft.

In February 2020, the Director contacted fellow Library Director Alex Reczkowski of the Berkshire Athenaeum in Pittsfield, Massachusetts to see if he would serve as a facilitator for the first committee meeting; he accepted. The Director also asked Massachusetts Library System advisor Kristi Chadwick to facilitate the second meeting of the strategic planning committee, to which she agreed. Dates for the two committee meetings then were finalized.

Then, everything changed.

On March 11, 2020, the World Health Organization characterized the outbreak of the 2019 novel coronavirus (COVID-19) as a pandemic. On March 24, Massachusetts Governor Charlie Baker announced an emergency order that directed employers to "close their physical workplaces and facilities to workers, customers and the public" if they did not provide "COVID-19 Essential Services." Initially meant as a two-week safety measure to help fight the spread of the virus, the order was extended three times into May.

On April 9, 2020, the Massachusetts Board of Library Commissioners granted a one-year filing extension to those libraries, like Lenox, whose strategic plans would expire on

October 1. This was welcome news as the Lenox Library dealt with the COVID closure and subsequent furlough of all but two library employees on April 24. All furloughed staff returned by October 2020, though the Youth Librarian position remained vacant until January 2021.

With a new year and the arrival of the first COVID-19 vaccines, the Director reached out to the committee members in January to see if they still were interested in participating in the planning process. Thankfully, all agreed and the facilitators also reengaged. New dates for the two committee meetings – now virtual – were set: March 25 and April 28, 2021. In anticipation of the first meeting, the Director attended a Strategic Planning online workshop offered by the Massachusetts Library System and distributed a values exercise to Library staff.

The first meeting of the strategic planning committee was held via Zoom on March 25, 2021. The Director provided an update on current library services as well as an overview of the strategic planning process. The facilitator then led the committee through several brainstorming activities, including a SOAR exercise. Following this session, the facilitator compiled the responses from the activities and shared them with the Director. During the month of March, the Director also reviewed the Town of Lenox Master Plan, with particular emphasis on its Vision Statements, and designed a new survey to distribute to the community.

The second meeting of the strategic planning committee took place on April 28, 2021. The facilitator led the group in a community visioning exercise, focusing first on what aspirations and challenges exist in the Town of Lenox and then on which services the Library could provide to address those needs. Several themes emerged: connection; communication; community; culture; and history.

A community survey was conducted from May to July 2021 using Google Forms. The link was shared via email newsletters and social media at the Library, Town of Lenox, Community Center, Chamber of Commerce, the Cultural District, and the Lenox Public Schools. Hard copies of the survey also were available at the Library. The Library received 208 survey responses.

Based on responses and suggestions from strategic planning committee meetings, community surveys, and staff, the Director drafted a mission statement, along with goals and actions, in August 2021. During August, a draft of the plan was shared with members of the strategic planning committee to solicit feedback.

The final plan was approved by the Select Board Chair and the Town Manager of Lenox on September 10, 2021. The plan was submitted to the Massachusetts Board of Library Commissioners (MBLC) in September 2021 and subsequently shared with the full Town of Lenox Select Board.

The Director will develop a new action plan and submit it to the MBLC by December 1 of each year.

Community Profile

Lenox is a unique cultural destination located in the middle of the Berkshire Hills of Western Massachusetts. Covering an area of about twenty-one square miles, Lenox is bounded on the north by Pittsfield, on the south by Stockbridge and Lee, on the east by Lee and Washington, and by Richmond to the west. Gorgeous natural beauty surrounds the town and the clean and tidy Lenox Village is quintessential New England.

The original inhabitants of this land were the Mohicans, known today as the Stockbridge-Munsee Band of Mohican Indians. The township was purchased from the Mohican Tribe for a sum of 1,790 pounds, and was named after two Mohican Indian Chiefs, Yokun and Ephraim. Settled in 1750 by Jonathan Hinsdale, Lenox (Yokuntown) and Richmond (Mt. Ephraim) were originally one township known as Lot No. 8. The township was purchased and incorporated as Richmond in 1765 under the conditions that within five years:

- the town should have 50 settlers
- each settler should have dwelling 24 feet long, 18 feet wide, and 7 feet high
- each settler should have 7 acres of cleared and fenced land
- the whole settlement should have a Protestant minister

Although the conditions were met, the spiny Yokun Ridge running through the center of the settlement eventually led to its separation. In 1767, the easternmost half of the settlement was incorporated as Lenox, the family name of the Duke of Richmond. In 1774, more than 100 Lenox residents signed the Non-Consumption Agreement, one of the precursors to the Revolutionary War. Many Lenox residents fought in the Revolutionary War, including Judge William Walker and Major General John Paterson.

Lenox has seen many evolutions since its incorporation as a primarily agrarian community. Its earliest and most important industries were farming, mills, glassworks, mining, and an Iron Works established in Lenox Dale in the 1780s. Due to its location in the center of Berkshire County, it was named Shire Town in 1787 and was voted the county seat that same year. The county courthouse drew judges and lawyers to Lenox, shifting the makeup of the town. The second county courthouse, constructed in 1815, now houses the Lenox Library and sits on the National Register of Historic Places.

In 1841, Boston banker Samuel Gray Ward and his wife Anna Hazzard Ward built a summer house located on the property of what is now Tanglewood. Ward's Highwood ushered in the start of the Cottager era in Lenox, in which enormous mansions were built on large tracts of land to serve as summer homes or country houses for mostly Boston and New York millionaires. Some of Lenox's millionaires included those by the names of Parsons, Winthrop, Schermerhorn, Auchmuty, Haven, Frelinghuysen, Bishop, Morgan, Spencer, Paterson, Sloane, Whitney, and so on. Many local Lenox residents took service positions on the estates.

Not just a playground for the rich, many of Lenox's millionaires occupied prominent positions in business, government, and the arts. Lenox's growing high profile drew many luminaries and historical figures of national prominence; some had a great impact on Lenox's life and culture. Authors such as Catharine Sedgwick, Nathaniel Hawthorne, Fanny Kemble, and Edith Wharton both enjoyed life in Lenox and left indelible marks on it.

After a federal income tax was imposed in 1913, these large estates became mostly unsustainable. The period known as the Gilded Age, or the Cottager era, in Lenox largely came to a close in the 1920s when many parts of the Lenox estates were parceled up and sold. Some became well-known private schools, most of which ultimately closed by the 1970s. Others were reimagined as sites of cultural and musical institutions that today draw many visitors to the area.

Since 1937, the former estates of Highwood, Tanglewood, and part of Wheatleigh have attracted scores of classical music lovers who flock to hear the Boston Symphony Orchestra perform at Tanglewood each summer. The Lenox "Jazz Festival" was held in 1954 on another part of the Wheatleigh estate, which also housed the Music Inn, the Music Barn, and the Lenox School of Jazz between 1950 and 1979. Shakespeare & Company presents performances on the property of the former Lenox School for Boys, which was located on former Kemble Street estates including Spring Lawn, Clipston Grange, Interlaken, and Fanny Kemble's The Perch. Edith Wharton's The Mount, George and Sarah Morgan's Ventfort Hall, and Brookhurst, owned by Newbold Morris, are now successful museums. Belvoir Terrace is a summer camp for young girls, Bellefontaine and Wyndhurst are exclusive spa retreats, and many other estates have been transformed into inns, bed and breakfasts, or private homes. In recognition of its renowned cultural attractions and activities, Lenox received a Cultural District designation from the Massachusetts Cultural Council in 2019.

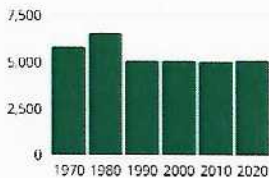
The Town's Historic District was officially established in 1975 to "preserve and protect buildings and spaces significant in the history and architecture of the Village of Lenox." Many buildings have been named to the National Register of Historic Places, including The Mount, The Lenox Library, Lenox Academy, Church on the Hill, Elm Court, Lenox Railroad Station, Ventfort Hall, Trinity Episcopal Church, and the former Lenox High School. Another historical project was the 2010 unveiling of 49 Westinghouse lampposts in the Village Center. The lampposts were historically accurate recreations of the 149 cast-iron lampposts that Cottager and inventor George Westinghouse donated to the town of Lenox in 1913. Most recently, the Lenox Village Historic District itself is being considered by the Massachusetts Historical Commission for nomination to the National Register of Historic Places.

Lenox is governed by an elected five-member Select Board, with a Town Manager overseeing the day-to-day operations of the various municipal departments and working closely with the Board on policy development and long-range planning. Voters have a voice at the Annual Town Meeting in May, a New England tradition since the 17th century. For the past several years, Lenox has been in the vanguard of Massachusetts town government. The neighboring towns of

LENOX, BY THE NUMBERS

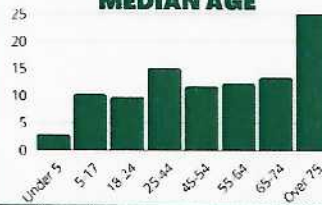
Lenox has evolved to become a unique cultural destination nestled in the Berkshire Hills of Western Massachusetts.

5,095
Total Population



Lenox's year-round population has remained stable at just below 5,000 people for the past 20 years; it broke the 5,000 mark in the 2020 Census.

55
MEDIAN AGE



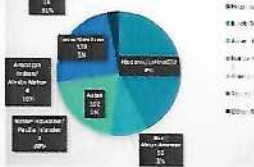
Race and Ethnicity in Lenox

Total Population



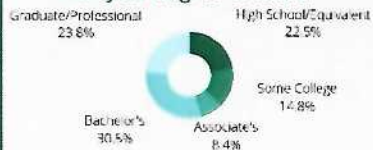
The population of Lenox is almost 90% non-Hispanic White.

Breakdown of Smaller Population Categories



745
School
Population

Over 53% of Lenox adults have a four-year degree or more.



Since Lenox has a large number of retirees, only about half of Lenox's over 16 population is employed.



\$66,500
Median
Household
Income



\$11.65
Residential Tax Rate
2020-2021

INFORMATION SOURCE

2020 Annual Town Report
townoflenox.com

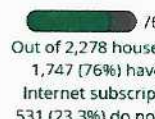
Town of Lenox Master Plan 2021
townoflenox.com

'Encouraging' census results as Berkshire County grows more diverse, population loss slows, from *The Berkshire Eagle*, 8/18/21

2019 ACS 5-Year Estimates Data Profiles
www.data.census.gov



87%
Out of 2,278 households, 1,982 (87%) has 1 or more types of computing devices. 296 (13%) have no computer.



76%
Out of 2,278 households, 1,747 (76%) have an Internet subscription. 531 (23.3%) do not have an Internet subscription.

Lenox and Lee embarked on a pilot joint governance program in 2017, with a unique intermunicipal agreement to share one chief administrative officer. Although this unique system was lauded at the state level and well-supported at the local level, the arrangement ended in September 2021 due to the unforeseen challenges wrought by the COVID-19 epidemic.

According to *The Berkshire Eagle's* interpretations of the 2020 Census, Lenox now has a total population of 5,095 residents. Demographically, Lenox skews elderly and overwhelmingly White (see left). Of the 745 children enrolled in Lenox's K-12 Public Schools, approximately thirty-nine percent are School Choice pupils from surrounding towns. Lenox has 3,918 registered voters, with 1,677 registered Democrats, 326 registered Republicans, 1,887 unenrolled, and 28 belonging to various other parties.

There are approximately 2,284 households in Lenox, of which 457 are second homes. The Town swells with summer residents and visitors each year. Members of the remote economy attracted to Lenox's lifestyle constitute another growing segment of the Town's population.

Works Consulted:

MacDonald, Helen and Mary, *Lenox*

Paris, Francesca, "'Encouraging' census results as Berkshire County grows more diverse, population loss slows," *The Berkshire Eagle*, August 17, 2021

Stockbridge-Munsee Community Band of Mohican Indians website, www.mohican.com/our-history

Town of Lenox website, www.townoflenox.com

Tucker, George H., *A History of Lenox*

United States Census Bureau, data.census.gov

Library History

The roots of the Lenox Library can be traced to the 18th century. Two early iterations included a library for the use of shareholders, established in 1797 by the Proprietors of the Lenox Library (including such important local figures as William Walker, Caleb Hyde, and Azariah Egleston), and a reading room that was established in 1841 in Town Hall.

The formation of the Lenox Library as a public library for use by any resident of the town began to take shape in the early 1850s after the Legislature of the Commonwealth of Massachusetts passed a statute that authorized towns to appropriate money for the maintenance of public libraries. Lenox appropriated \$300 on the condition that a matching sum be raised by private subscription. Through the vigorous efforts of Lenox Academy Principal John Hotchkin, the funds were raised and the Lenox Library Association was formed in 1856. It was housed in an octagonal brick building next to the Lenox Academy building on Main Street, the current site of the Congregational Chapel. The Lenox Library opened in November of 1856, under the direction of John Hotchkin.

A decade later, the county seat was moved from Lenox to larger Pittsfield, leaving the Lenox courthouse and jail vacant. Northampton architect Captain Isaac Damon designed the beautiful and imposing Greek Revival-style building in 1815. After being vacated by the courts, the building was purchased at auction in 1871 by Cottager Adeline E. Schermerhorn to be used as the Charles Sedgwick Library and Reading Rooms in honor of former County Clerk Charles Sedgwick. Her wishes were carried out after her death by her son F. Augustus Schermerhorn of Pinecroft, and her daughter and son-in-law, Ellen Schermerhorn Auchmuty and Richard Tylden Auchmuty of The Dormers.

The Lenox Library Association and the Charles Sedgwick Library each operated independently for a short time, but ultimately it became clear that merging made the most sense. In 1874, the Lenox Library Association opened in its new location in the Second County Courthouse building at 18 Main Street, under the direction of Edith O. Fitch. The Library originally occupied only two rooms in the courthouse building and shared the space with other organizations such as Lenox National Bank and attorney George Mole. The old courtroom on the second floor was used as a gathering room for parties and dances.

Concerns about the safety of this room prompted an expansion in 1889, when the Charles Sedgwick Hall (also known as the Annex) was built for use as a gathering and dancing room. It was attached to the back of the original courthouse building. The Annex was designed by Post & Manatee of New York and built by James Clifford of Lenox at a cost of \$25,000, given by F. Augustus Schermerhorn. Gradually the Lenox Library grew to inhabit the whole courthouse building and Annex. An art gallery and a book stack balcony were added in 1965. In 1973, the Library building was placed on the National Register of Historic Places.

As the Library's space grew, so too do its use by the community, becoming a centerpiece of downtown Lenox and a favorite tourist attraction. Throughout the 20th century, the Lenox Library served as a location for reading and information in Lenox, providing numerous children's programs and interesting exhibits on topics ranging from local artists such as Franc Epp and Jonas Dovydenas to Shaker artifacts and local handwork. It also houses a repository of Lenox history and artifacts, stewarding a collection that includes the Tanglewood Papers; the Music Inn archives; rare books, ephemera and letters by Fanny Kemble, Judge Julius Rockwell, and William Walker; Edwin Hale Lincoln plate glass negatives; and a large collection of local photographs, maps, and documents.

For over a century and a half, the Lenox Library Association (LLA) was self-supporting, relying on an endowment, donor funds, and other fundraising activities to provide library services to the community. The Library underwent an extensive renovation around 2003 which significantly altered the interior of the building. The original courtroom, with its exquisite domed ceiling, was reconstructed after a century in which the second story had been reconfigured beyond recognition. A climate-controlled vault was installed to preserve ancient town treasures and rotting support columns for the cupola were replaced.

In 2006, the LLA encountered financial difficulties repaying the loan on the renovation. Recognizing the Library's importance to the community and its history, the Town of Lenox formally purchased the library building in 2007. A decade later, LLA and Town leaders came together to recommend that LLA convey management responsibilities to the Town and focus solely on fundraising for a smaller portion of operating expenses and broader program offerings. Lenox voters unanimously approved a plan to make library service staff Town of Lenox employees and establish a municipal library department at a special town meeting in November 2017.

In recent years, one of the primary missions of the Lenox Library has been a renewed focus on its local history holdings. In 2015, some 2,000 images were published on the Digital Commonwealth website, revealing to patrons the depth of holdings in the Library. In 2019, the Town of Lenox approved a newly created position of Local History Librarian to harness those holdings and present them to the public.

In 2020, the COVID-19 pandemic caused a pause at the Library, like so many other places. The majority of staff members were furloughed for six months, with a few remaining staff running library services such as curbside pickup and virtual story time in an effort to keep connected to the community. All staff members returned from furlough in October 2020, and the Library has continued providing services to the residents of Lenox as much as possible. In-person browsing began in November 2020, and Lenox has distinguished itself by being one of the most continuously open libraries in Berkshire County during the late pandemic period.

Normalcy has begun trickling back; with the lifting of state restrictions, the Library returned to in-person patron use with no restrictions aside from mask-wearing in June 2021. That same month, voters at the Lenox Annual Town Meeting approved the Library's operating budget as well as a \$100,000 Community Preservation Grant and an appropriation of \$1 million for structural stabilization of the Library's Dome Room. Construction is slated to begin in 2022.

For those respondents familiar with Library services, high ratings tended to parallel the most popular responses to the purpose of typical Library visits:

Service	% of Excellent or Good Ratings
Collections	90
Programs	91
Technology	89
Building & Grounds	94

In addition, ninety-eight percent of respondents rated Library customer service as “excellent” or “good.” Responses to “What do you like most about the Library?” echoed this opinion, with staff being the top-named asset of the Library; one respondent said their favorite thing about the Library is “the warm and welcoming faces of the librarians who are always there to make connections and bridge you to new worlds.” A corresponding staff values exercise indicated that the Library staff pride themselves on providing friendly, knowledgeable, and high-level service to all members of the community. The overwhelmingly positive ratings and comments from survey respondents strongly suggest that staff values and service outcomes are in solid alignment: ninety-five percent gave an “excellent” or “good” rating to the Library *overall*.

One item of note was how many responses fell into the “don’t know” category when rating services; out of 2,358 rating responses, “don’t know” was selected 673 times, or twenty-nine percent of the time. This compares to only 139 fair or 11 poor ratings – a total of less than seven percent – across all categories. Some of this could be explained by demographics; with sixty-one percent of respondents age sixty-five or older, it is understandable that “don’t know” frequently would be selected as a response to youth services and perhaps some technology-related categories. However, it also presents an opportunity for the Library to better inform users about offerings like special collections and digital services, which each received “don’t know” response rates of about forty-five percent.

Survey responses to the five most important Library services closely related to programmatic interests:

Top 5 Services Most Important for Library to Offer

- 1. Interlibrary loan**
- 2. Assistance from librarians**
- 3. Services for children**
- 4. Access to computers and Wi-Fi**
- 5. Local history collections and programs**

Top 5 Program Topics of Interest

- 1. Author talks and book signings**
- 2. Art**
- 3. Local history & genealogy**
- 4. Current affairs**
- 5. Youth programs / History / Music (tie)**

The ranking of local history and youth services on both of these lists also dovetails with priorities identified during the strategic planning committee's SOAR and visioning exercises. The creation of a teen space also ranked in the top five services respondents wish to see the Library implement, again mirroring conversations held during strategic planning committee meetings about expanding services to the youth in our community. There is a strong desire to carve out a space for teens to gather in Town, one in which they feel a sense of ownership and connection to their community.

Other top services respondents would like to see the Library create are delivery of books to the homebound; movie screenings; music programs; and programs held out in the community. After the limitations of COVID, users also desire expanded evening hours, which the Library plans to implement in Fall 2021.

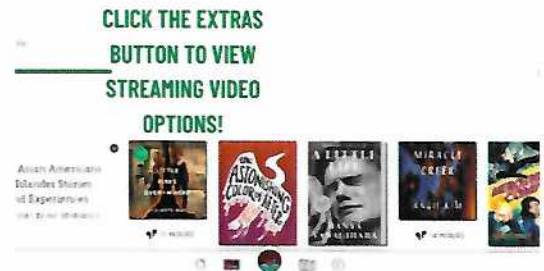
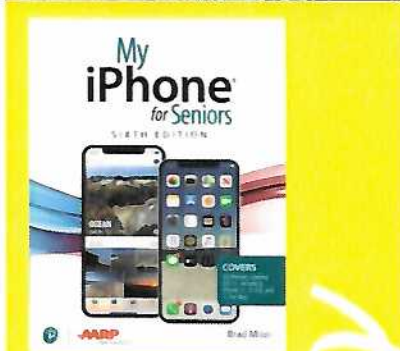
Overall, several recurring themes emerged during meetings of the strategic planning committee and in the feedback gathered from both the surveys and staff values exercise:

-  Community
-  Connection
-  Communication
-  Culture

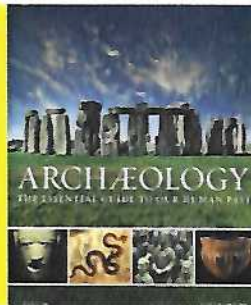
These four words, or their variants, occurred time and again throughout discussions and survey responses. We see the Lenox Library's role as sitting at the intersection of these values, which form the basis of our strategic initiatives and subsequent actions.

Mission Statement

The mission of the Lenox Library is to connect our community to resources and programs that encourage lifelong learning and celebrate our collective history and culture.



Lenox Library



CHAPTER 11.
ACT FOR INCORPORATING THE EASTERLY PART OF THE TOWN OF RICHMONT, IN THE COUNTY OF BERKSHIRE, INTO A DISTRICT BY THE NAME OF LENOX.

WHEREAS it has been represented to this court that the incorporation of the easterly part of the town of Richmond, in the county of Berkshire, will greatly contribute to the growth thereof, and remedy many inconvenienc[ies] to which the inhabitants and proprietors may otherwise be subjected,—
It is therefore enacted by the Governor, Council and House of Representatives,
SECT. 1.] That the inhabitants of the easterly part of the town of Richmond, in the county of Berkshire, bounded as follows; vizth, being at the south-west corner of that part of said town of Richmond

Preamble, 1795-96, chap. 15.

District of Lenox bounded and described.

Goals and Actions

Goal: Continue to offer a wide array of engaging, high-quality programs for all ages.

Actions:

1. Continue to offer Distinguished Lecture Series and other programs with increased emphasis on those that support Diversity, Equity, Inclusion, Accessibility, and Social Justice (DEIASJ).
2. Continue to host summer Tanglewood Talks, with support from the Lenox Library Association.
3. Continue to offer weekly story times and summer reading activities for youth.
4. Partner with Lenox Community Center, Chamber of Commerce, Cultural District, and other community organizations to develop and cross-promote programs.
5. By the end of FY2022, implement new tween and teen programming with support of Teen Advisory Group (TAG). Ongoing.
6. By FY2024, establish outreach program with delivery of service to homebound patrons, in possible partnership with Lenox Council on Aging.
7. By FY2026, coordinate a One Book, One Lenox community-wide reading program.
8. By the end of FY2026, overall program attendance will have increased.

Goal: Maintain collections and resources that support life-long learning in the community.

Actions:

1. Intentionally curate collections with professionally selected resources that represent and celebrate a diversity of ideas, peoples, and cultures. Ongoing.
2. Routinely cull collections to ensure that materials are relevant, accurate, and easy to browse. Ongoing.
3. Continue to hold monthly meetings with the Committee on Books to gather supplementary recommendations for purchase.
4. Maintain updated list of reference links on Library website. Ongoing.
5. In FY2022, institute hot-spot lending program.
6. By FY2023, shift collections throughout building to allow for improved access and usage.
7. By FY2023, provide technology assistance through classes and/or individual appointments.
8. By FY2024, create a useful webpage for youth that will address homework needs, entertainment, and personal inquiry.
9. By FY2024, install and maintain a Little Free Libraries in Lenox Dale and New Lenox.
10. Through the use of social media, how-to videos, and instructional handouts, improve promotion of online resources to patrons and assist them in using

them remotely. By the end of FY2025, usage of online resources will have increased.

11. By end of FY2026, overall circulation will have increased.

Goal: Improve access to and promotion of the Local History Collection.

Actions:

1. Continue to offer six or more local history programs per year that draw attention to and utilize items from the Local History Collection.
2. Curate four or more displays per year, highlighting material from the Local History Collection.
3. Continue to pursue applicable grants to fund needs of the Local History Collection. Annually.
4. In FY2022 and FY2023, implement LSTA grant-funded project focused on Fanny Kemble and Julius Rockwell collections.
5. By FY2023, items in special collections room will have been weeded and identified for cataloging or deaccessioning.
6. By FY2023, publish a revised and expanded edition of *A History of Lenox* by George Tucker.
7. By FY2024, establish Local History blog on website and quarterly e-newsletter.
8. By FY2024, all books in the Local History Collection will be cataloged and searchable in Evergreen.
9. By FY2025, develop a framework for arranging items and creating finding aids for the Local History Collection.
10. By FY2026, several major Local History Collection finding aids will be available on the Library's website.

Goal: Provide a welcoming and comfortable community space where individuals can connect with one another and to the resources they need and enjoy.

Actions:

1. Continue to provide rewarding volunteer opportunities for both youth and adults. Ongoing.
2. In FY2022, adopt open hours that reflect the needs of the community as identified in the 2021 user survey.
3. In FY2022, develop building maintenance calendar to track routine facility needs.
4. By the end of FY2023, complete assessment of building repair needs and begin Dome Room structural stabilization project.
5. By the end of FY2023, establish designated Teen Space for youth ages 12 and up.
6. By the end of FY2023, extend HVAC system to include Special Collections room.

7. By the end of FY2024, collaborate with Lenox School Committee and Superintendent to establish bus transportation from Lenox Memorial Middle and High School to the Library.
8. By FY2025, explore idea of hosting monthly art exhibits in Welles gallery, managed and curated by volunteer(s).
9. By FY2026, usage of the Library by teens will have increased.
10. By end of FY2026, the number of youth registered as library cardholders will have increased.

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

Actions:

1. In FY2022, review MOU between Town of Lenox and Lenox Library Association.
2. By FY2023, revisit governance structure.
3. By FY2024, update all collections policies, including reference, local history, and special collections.
4. By FY2025, establish technology replacement plan to ensure that the Library's technology systems and offerings are upgraded on a regular basis.
5. By FY2025, identify any new staffing needs to support the work of the Library and its strategic initiatives.
6. Review staff salaries annually.

Appendix

A1. Lenox Library 2021 Community Survey

The Lenox Library is developing a new strategic plan to set priorities for services and programs for the next five years. Please share your ideas, opinions, and suggestions by filling out this anonymous survey. We want our Library to serve your interests and needs, so your input is very important to us. Thank you for participating!

1. 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 complete #2)

2. If you don't use the Lenox Library, why not?

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

- Borrow an item:
__Books __Children's materials __Teen materials __Large print books
__Magazines __DVDs __Audiobooks __Music CDs __Museum Passes
- Pick up an item requested through interlibrary loan
- Read the newspapers and magazines
- Find a place to work/study/read
- School projects or homework
- Ask a question/get help
- Conduct research
- Use online databases and resources, such as Consumer Reports, Ancestry, Mango Languages, etc.
- Use special collections __Local history __Music
- Attend a program __Adult program __Teen program __Children's program
- Use a computer for Internet access
- Use Wi-Fi for your own laptop computer or other device
- Use the copier or printer
- Tutoring
- Use a meeting room
- Use the reading park
- View an art exhibit

- Meet or socialize with others
- Volunteer
- Other (please specify): _____

4. How would you rate each of the following library services?

	Excellent	Good	Fair	Poor	Don't know
Customer service	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Adult collections (books, DVDs, audiobooks, etc.)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Teen collections	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Children's collections	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Adult programs (lectures, local history, etc.)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Children's programs (story times, special performers, etc.)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Special collections (local history, music)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Online/digital services (research databases, streaming media, etc.)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Interlibrary loan (getting materials from other libraries)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Web presence (website, social media)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Computers and printers	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Internet and Wi-Fi access	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Building and grounds	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Hours of operation	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Overall, how would you rate the Library?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

If you rated one of the services "fair" or "poor," could you please explain your answer?

5. Please select up to 5 services you think are most important for the Library to offer.

- | | |
|---|--|
| <input type="checkbox"/> Access to computers and Wi-Fi | <input type="checkbox"/> Online/digital resources & databases that are accessible from home/office |
| <input type="checkbox"/> Art gallery | <input type="checkbox"/> Programs (please list topics of interest below in #7) |
| <input type="checkbox"/> Assistance from librarians | <input type="checkbox"/> Quiet study/work spaces |
| <input type="checkbox"/> Community meeting space | <input type="checkbox"/> Services for children |
| <input type="checkbox"/> Interlibrary loan (getting materials from other libraries) | <input type="checkbox"/> Services for teens |
| <input type="checkbox"/> Library web presence (website, social media) | <input type="checkbox"/> Other (please specify):
_____ |
| <input type="checkbox"/> Local history collections and programs | |
| <input type="checkbox"/> Music collections | |

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

- | | |
|---|---|
| <input type="checkbox"/> Art | <input type="checkbox"/> Parenting/Family Life |
| <input type="checkbox"/> Author talks & book signings | <input type="checkbox"/> Poetry |
| <input type="checkbox"/> Book clubs __adult __teen __children's | <input type="checkbox"/> Science/STEM |
| <input type="checkbox"/> Current affairs | <input type="checkbox"/> Social justice |
| <input type="checkbox"/> Environment | <input type="checkbox"/> Technology |
| <input type="checkbox"/> Finance/Career/Business | <input type="checkbox"/> Writing workshops |
| <input type="checkbox"/> Gardening/Nature | <input type="checkbox"/> Youth programs __teen __children's |
| <input type="checkbox"/> History | <input type="checkbox"/> Other (please specify):
_____ |
| <input type="checkbox"/> Local history & genealogy | |
| <input type="checkbox"/> Music | |

7. The Lenox Library seeks to continually evolve its services to meet our patrons' needs and interests. Which of these services would you like to see the Library create? (Please check all that apply.)

- | | |
|---|--|
| <input type="checkbox"/> Teen space | <input type="checkbox"/> Delivery of books to homebound persons in Lenox |
| <input type="checkbox"/> More designated quiet spaces | <input type="checkbox"/> Programs held out in the community |
| <input type="checkbox"/> More collaborative work and/or meeting space | <input type="checkbox"/> Music programs/concerts |
| <input type="checkbox"/> Enhanced research and digital offerings from the local history collection | <input type="checkbox"/> Movie screenings |
| <input type="checkbox"/> Expanded "library of things" (e.g., electronics, sewing machines, musical instruments) to borrow | <input type="checkbox"/> Technology classes |
| | <input type="checkbox"/> Eliminating overdue fines |
| | <input type="checkbox"/> Other (please specify):
_____ |

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

9. What do you like most about the Lenox Library?

10. How could we improve the Lenox Library to better serve your needs and those of our community?

11. Thinking about your personal schedule and commitments, what is the best time for you to visit the Lenox Library? For each day, please check the timeslot that works best for you.

	Before 10 a.m.	10 a.m. to 1 p.m.	1 to 5 p.m.	5 to 7 p.m.	6 to 8 p.m.
Monday	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Tuesday	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Wednesday	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Thursday	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Friday	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Saturday	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

12. What is the best way for you to find out about what is happening at the Library? (Please check all that apply.)

- Email notices
- Website (<https://lenoxlib.org>)
- Facebook
- Instagram
- Local publications
- Town of Lenox emails
- Flyers/posters
- Word of mouth
- Other (please specify): _____

13. Is there anything else you would like the Library to know?

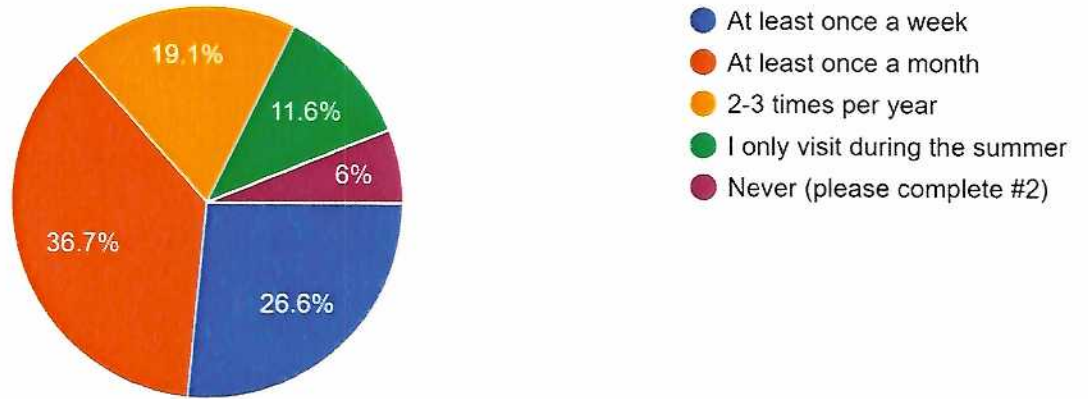
14. How old are you?

- Under 9
- 9-12
- 13-17
- 18-25
- 26-34
- 35-44
- 45-54
- 55-64
- 65 or older

A2. Lenox Library 2021 Community Survey Response Charts

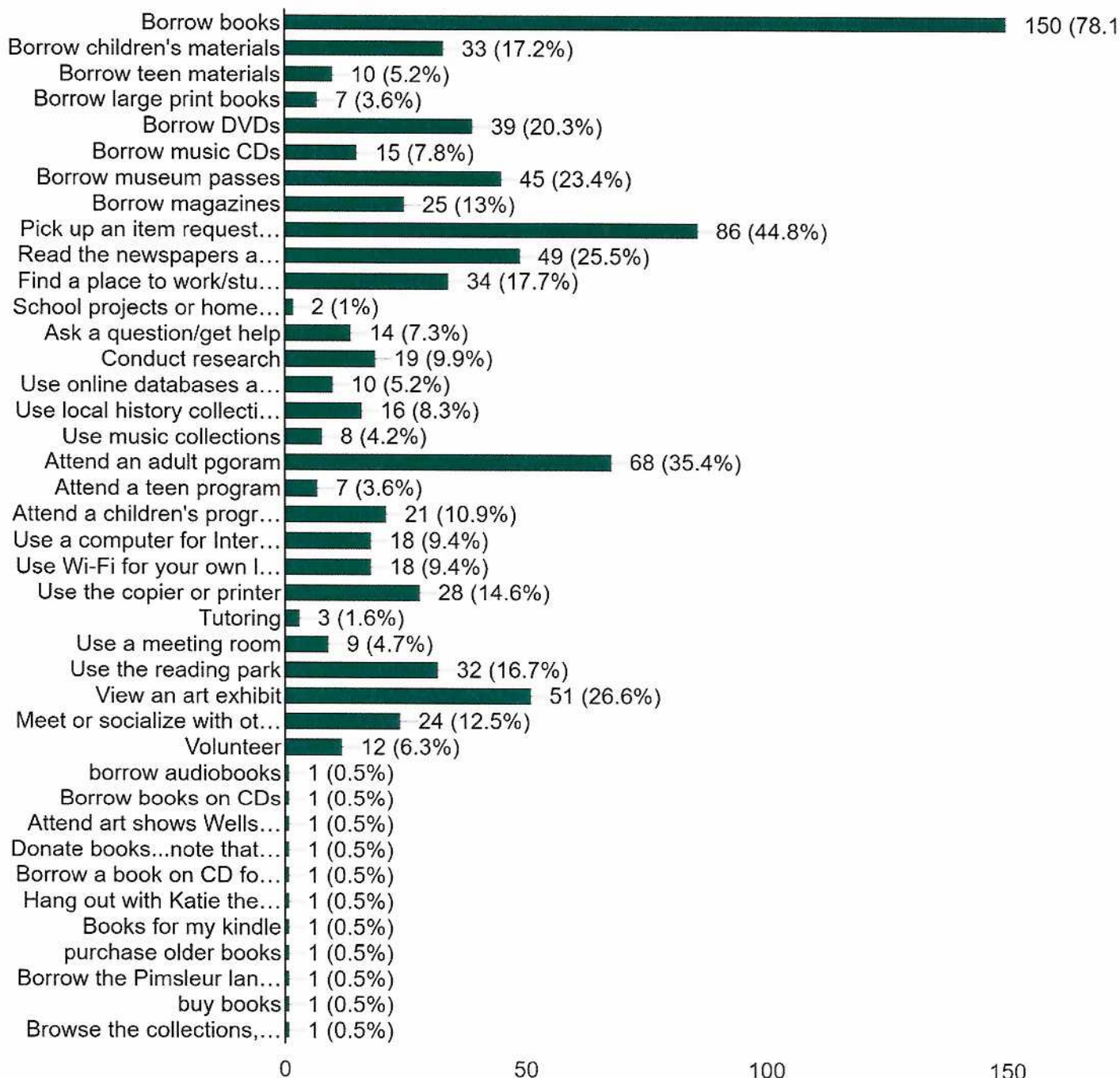
How often do you usually visit the Lenox Library?

199 responses



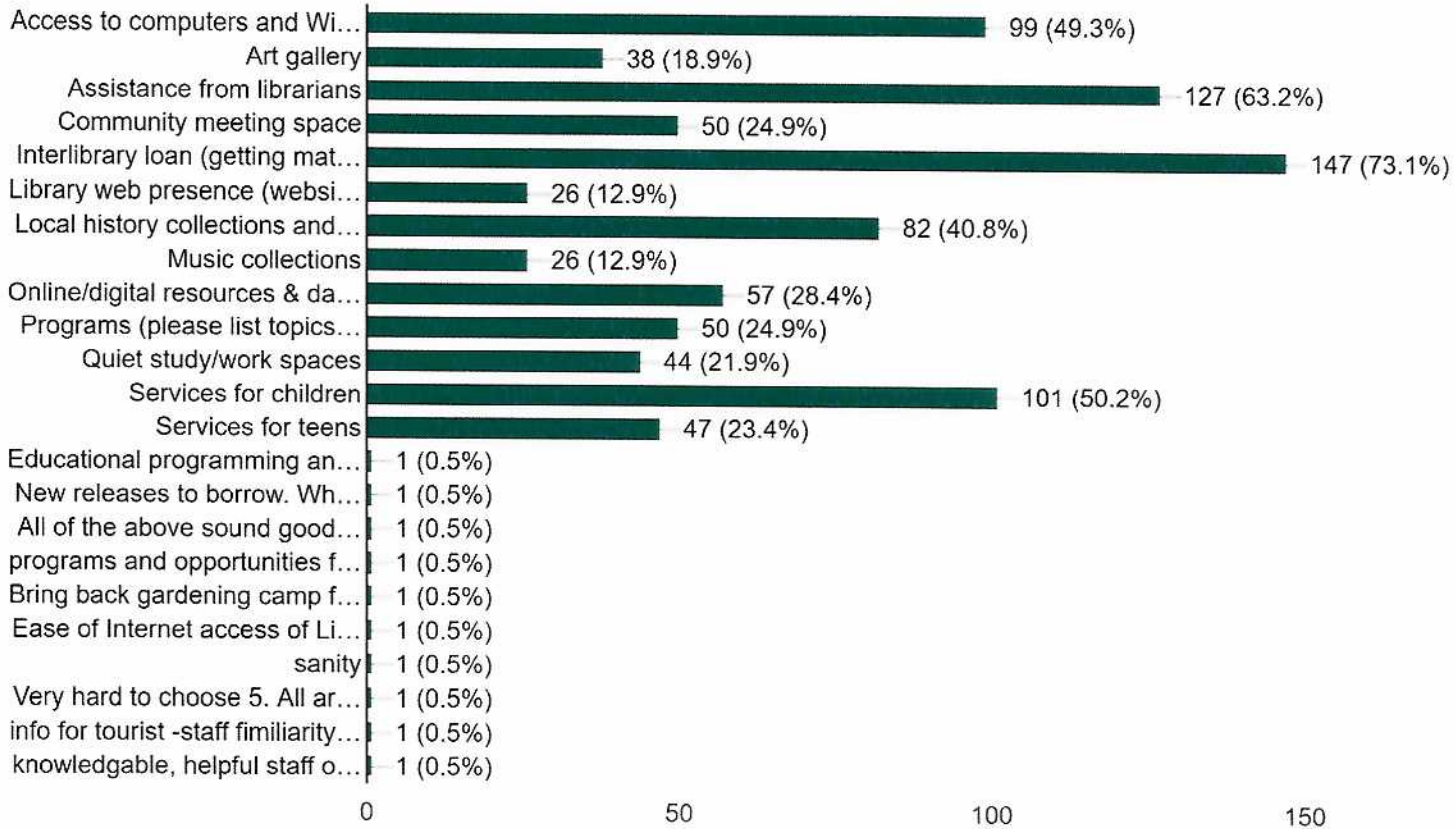
If you regularly use the Library, what is the purpose of your typical visit? (Please check all that apply.)

192 responses



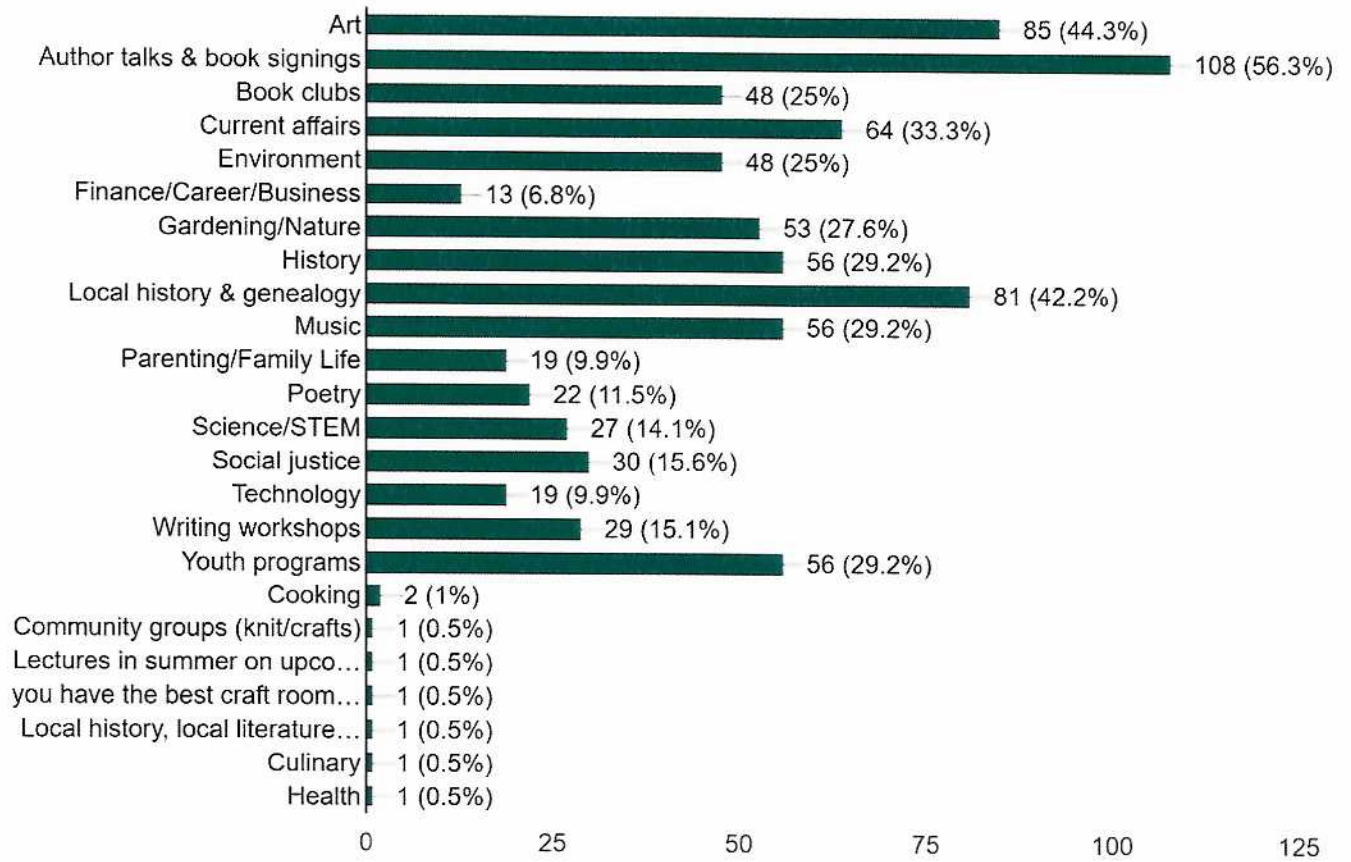
Please select up to 5 services you think are most important for the Library to offer.

201 responses



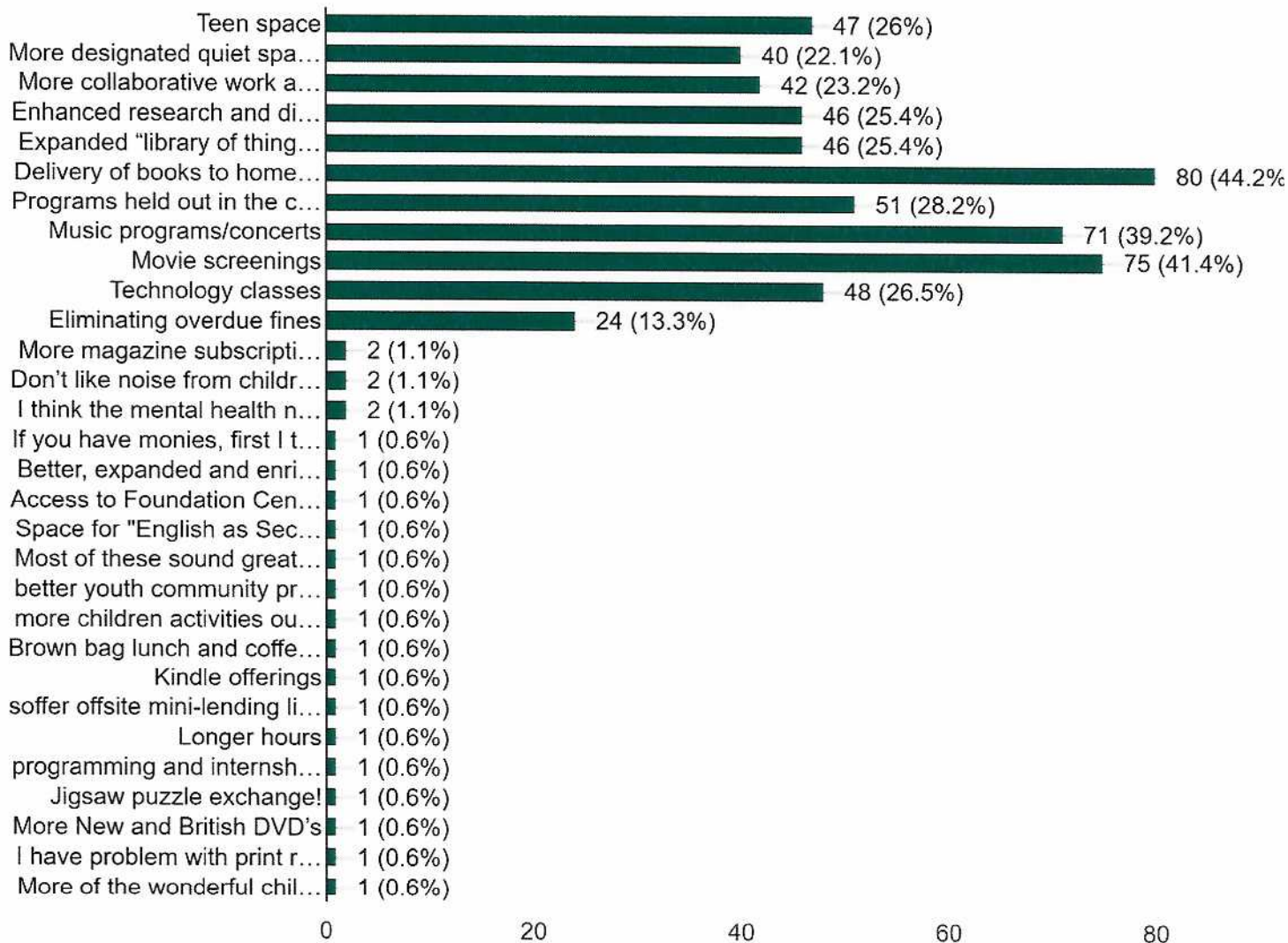
Please select up to 5 program topics that interest you most.

192 responses



The Lenox Library seeks to continually evolve its services to meet our patrons' needs and interests. Which of these services would you like to see the Library create? (Please check all that apply.)

181 responses



How old are you?

203 responses

