



# Los Alamos Public Library

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Strategic Plan 2024-2027



In February 2023 Los Alamos Public Library began working on a strategic plan covering 2024 through 2026. The goals identified within this plan are intended to provide direction for library initiatives and are being developed with input from staff and the Library Board. This strategic plan relies on community input gathered from surveys, conversations, and focus groups during the research phase of the Community Services Integrated Master Plan.

## **Mission, Vision, and Values Statements**

### **Mission**

Enriching our unique community with excellent customer service, knowledgeable staff, dedicated partnerships, welcoming spaces, and diverse resources.

### **Vision**

The library is the heart of our inclusive and growing community where people and ideas connect in engaging and safe spaces.

### **Values**

#### Adaptability

We are aligned with our community. We are responsive, innovative, and change ready.

#### Inclusion

We are welcoming, safe, and respectful of diverse populations and perspectives. We serve equitably and with compassion.

#### Connection

We build community. We seek external collaboration and internal teamwork.

#### Integrity

We deliver knowledgeable and trustworthy customer service. We believe in privacy, intellectual freedom, and accessibility.

## **Organizational History**

The Los Alamos County Library System (LACLS) has provided continuous library service to the community since its informal beginnings in 1943, when seventy families each donated \$5.00 to start a subscription library housed in the Big House of the former Boys Ranch School. The Library became free and open to all in 1945, when financial responsibility for its operations were taken over by Post Special Services. In 1951, when the Zia Company relinquished control, the Library became a bona fide public library and was officially named the Mesa Public Library, functioning as an independent corporation under contract to the Atomic Energy Commission to supply library services to the community. In 1953, the Library moved into the former commissary/cafeteria in the heart of the town site, where it remained until 1994 when it moved into the award winning facility designed by Antoine Predock. In 1985, the White Rock Branch Library was established, and the two libraries together became the Los Alamos County Library System. A new White Rock Branch Library was built in 2015.

## **Los Alamos County Council Goals and Priorities**

The Library's strategic plan is intended to support these goals and priorities approved by Los Alamos County Council in 2023.

### Quality Governance

- Communication and Engagement
- Intergovernmental and Regional Relations
- Fiscal Stewardship

### Operational Excellence

- Effective, efficient, and Reliable Services
- Infrastructure Asset Management
- Employee Recruitment and Retention

### Economic Vitality

- Housing
- Local Business
- Downtown Revitalization
- Tourism and Special Events
- Community Broadband

### Quality of Life

- Health, Wellbeing, and Social Services
- Diversity, Equity, and Inclusivity
- Mobility

- Educational, Historical and Cultural Amenities
- Open Space, Parks, and Recreation
- Public Safety

#### Environmental Stewardship

- Natural Resource Protection
- Greenhouse Gas Reduction
- Carbon-Neutral Energy Supply
- Water Conservation
- Waste Management

#### Key Community Demographics

- Population in 2021 was 18,803 with an anticipated growth rate of .55%
- Median age is 41.5 years of age with a larger cohort of older than 50 and a larger group of residents under 18 (2021)
- Race and ethnic breakdown – American Indian or Alaskan Native 157, Asian 1238, Black or African American 167, Hispanic or Latino 3435, White 14513 (2021)
- Residents with a bachelor’s degree, or higher is 68.5% (2021)
- Median household income is \$123,677 (2021)
- Households below the poverty level is 4.2% (2021)
- Residents living with a disability is 9.3% (2021)

#### Trends

Library staff recognizes that the following local and national trends influence the goals, objectives, and actions outlined in this plan:

- Need to help community members connect
- Concern for the mental health of all community members
- Increased drug and alcohol usage
- An increased desire for library services outside of the physical building
- The need to include a variety of ideas and viewpoints in all services provided
- The need to recognize and serve patrons of all ages
- Importance of an online presence that is mobile friendly
- Increased concern for technological and physical privacy
- Environmental sustainability
- Need to maintain adequate staffing levels to provide high quality services

## Community Services Integrated Master Plan

The Library's Strategic Plan builds on the Community Services Integrated Master Plan and includes library specific objectives and actions to meet the goals identified in the Integrated Master Plan. The Community Services Integrated Master Plan was developed by BerryDunn and accepted by County Council in 2023.

## Community Services Integrated Master Plan and Library Goals

1. Improve organizational reach and impact
2. Improve programs and service delivery
3. Maintain and improve facilities and amenities

## Library Goals, Objectives, and Activities

\* Indicates activity to be completed in FY24

1. Improve organizational reach and impact
  - a. Improve and increase internal and external partner relationships and collaborations
    - i) Participate in Libraries As Launchpads initiative working with local small business organizations to offer training opportunities for entrepreneurs \*
    - ii) Partner with local organizations to relaunch home delivery of library items \*
    - iii) Integrate the library with other County departments and divisions, for example, through continued development of the Library of Things collection \*
    - iv) Continue collaborating with LANL Libraries \*
    - v) Expand collaboration with the Seed Stewards through the seed library \*
    - vi) Develop guidelines for and participate in community special events such as ScienceFest, Fair & Rodeo, Pride Festival, Earth Day, Fourth of July events, Kite Festival \*
    - vii) Work with local organizations to expand Atomicon \*
    - viii) Continue partnering with local organizations to expand library services
  - b. Enhance marketing and communication of activities
    - i) Standardize marketing of library programs, events, and services through the development of guidelines \*
    - ii) Incorporate diversity, equity, and inclusion principles in marketing materials \*
    - iii) Develop and implement a social media strategy for library services and events
    - iv) Position the library as a one-stop place for information about all County activities
  - c. Promote community-wide inclusivity
    - i) Develop and implement inclusivity checks and processes into all services, programming, physical space changes, collections and print/marketing work

- ii) Participate in community special events celebrating inclusivity \*
  - iii) Continue supporting and providing library services to non-English speakers
- d. Utilize technological solutions to deliver services and programs
- i) Improve the process for purchase suggestions to be considered for addition to library collections
  - ii) Improve ability for patrons to send documents through fax delivery or emailing from copier
  - iii) Explore capability for chat reference service
  - iv) Regularly update all library software and work with the County's Information Management Division to update hardware \*
  - v) Refresh the library's website adding content and services while improving search functions, accessibility, and access on mobile devices \*
  - vi) Improve registration process through electronic application and signatures \*
  - vii) Implement payment for lost or damaged items with credit cards \*
- e. Build a robust volunteer program for all ages
- i) Establish a library presence on the community volunteer portal \*
  - ii) Launch the Library's volunteer management software \*
  - iii) Increase participation in volunteerism for all ages at the library

By improving organizational reach and impact the library connects community members with knowledge, opportunities to grow, and needed services. Measures of success include number of partnerships and/or collaborations established as well as increased knowledge and usage of all library services.

2. Improve programs and service delivery
- a. Increase cultural programs
- i) Develop guidelines for celebrating heritage months/weeks/days/holidays that reflect principles of inclusion \*
  - ii) Develop a plan and secure funding to bring in significant speakers of a nationally recognized caliber
  - iii) Offer at least twice monthly adult programs on a diverse array of topics \*
- b. Add more programming for all ages
- i) Explore holding a book festival, local author event, or writing /publishing seminar
  - ii) Continue expanding annual Atomicon event \*
  - iii) Offer additional programs at the White Rock Branch Library
  - iv) Develop guidelines for partnering with outside organizations to deliver programs and events
- c. Work with Social Services Division to improve health, wellness, and mental health for all ages and abilities
- i) All staff will take youth mental health training \*

- ii) Incorporate Social Services resources into the library through displays, collections, and staff training
  - iii) Train staff to support health, mental health and wellness through access to county programs and resources \*
- d. Add to collections to ensure that this collection reflects the needs and desires of the community
  - i) Monitor the balance and usage of print vs. digital titles and adjust as needed \*
  - ii) Develop guidelines and criteria for adding to Library of Things collections \*
  - iii) Expand Library of Things collections \*
  - iv) Examine internal collection development process and guidelines and make changes as needed \*
- e. Expand on technology services offered
  - i) Provide computer access for community members and visitors that is up to date, secure and private
  - ii) Implement printing from wireless devices \*
  - iii) Survey public on their technology needs for the public library; secure funding to meet those needs
  - iv) Develop and implement a plan for effectively and efficiently using equipment purchased for recording programs
  - v) Work with community partners to improve technology literacy
- f. Develop and support robust staff training and development opportunities
  - i) Explore third party online training resources and if cost permits provide access to all staff \*
  - ii) Coordinate virtual and in person conference attendance \*
  - iii) Explore the possibility of a dedicated staff training that is half day or full day
  - iv) Identify needed topics for in house training and schedule these training sessions, recording them for future use if feasible
  - v) Develop and implement a cross training program \*
  - vi) Review and revise library policies developing supporting guidelines as needed; ensure all staff are knowledgeable about the policies \*
- g. Ensure that staffing levels remain adequate through targeted recruitment, effective onboarding, and appropriate retention activities
  - i) Standardize the process for onboarding new employees \*
  - ii) Create a standardized learning path for new managers
  - iii) Establish a mentoring/onboarding buddy for all new hires
  - iv) Develop a process for ensuring that all external job postings are widely advertised \*
  - v) Focus on team building and communication to include, for example, skip level meetings\*

By improving programs and service delivery the library is a valued resource providing 21<sup>st</sup> century services that are aligned with the community. Hiring and retaining highly qualified staff is critical to the success of this goal. Measures of success include increased number of programs as well as attendance at programs, increased circulation of physical and digital library items, number of trainings attended by staff, and less staff turnover.

3. Maintain and improve facilities and amenities
  - a. Improve facilities
    - i) Develop a proposal and secure funding for a sound study and/or improvements \*
    - ii) Participate in design and construction of an outdoor classroom \*
    - iii) Ensure building alarms at both libraries consistently function as required \*
    - iv) Ensure that a Person In Charge is available for front line staff at all times \*
    - v) Renovate the old circulation desk area at MPL to fit current library needs
    - vi) Replace furniture as needed \*
    - vii) Upgrade staff shared work spaces
    - viii) Establish attractive spaces for Library of Things collections
    - ix) Continue refining spaces for teens at both locations
  - b. Improve ADA accessibility
    - i) Implement solutions from findings in the ADA audit \*
    - ii) Add members from each team to the library's accessibility group in order to guide modifications
    - iii) Add accessibility features to patron computers
    - iv) Establish and promote a single point of contact for accessibility requests \*
    - v) Implement accessibility checks and processes into all program planning, physical space changes, collections, and print/marketing work
  - c. Increase access to physical and digital collections
    - i) Identify needs and secure additional funding for digital collections
    - ii) Improve searching in library catalog by allowing authority records to be searched \*
    - iii) Explore additional locker locations and secure funding if warranted
    - iv) Relaunch home delivery of library items \*
    - v) Offer training sessions to the public on the library's digital resources
    - vi) Examine and adjust hours the library is open to better meet community needs
  - d. Expand library services that are available online through the website
    - i) Update the library's online catalog/website \*
    - ii) Research third party products that enhance the library's website and catalog such as single sign in for all databases and collections, curation of digital resources
    - iii) Market online databases to the public \*
    - iv) Research and secure funding for a third provider of digital collection resources



By maintaining and improving facilities and amenities the library is a comfortable, inclusive, and free third space for the community to use. Digital spaces and services are also user-friendly, inclusive, and attractive.

Measures of success include completion of both maintenance and new projects and increased circulation of physical and digital library items.

\* Indicates activity to be completed in FY24

### **Implementation**

The activities in this strategic plan are reviewed yearly by the library's management team in preparation for budget and performance planning for the upcoming year. Specific activities to meet the objectives are decided at that time. The previous year's activities are also reviewed during this period.