

Section 7: Summary of Current Conditions

The Request for Proposal (RFP) for this project prescribed a scope of work that included an evaluation of the current state of the Library, specifically to assess current Santa Fe Public Library (SFPL) system conditions. The result would be a 21st Century Plan for SFPL.

In response, the Consultants evaluated current SFPL strengths and challenges with budget, staffing, programs, services, technology, and facilities. This work included:

- **Review of Current Conditions.** Review the Library's current and historic usage statistics, and any current City planning documents relevant to SFPL.
- **Facilitate an Environmental Scan.** Identifying existing services and partnerships, service demand drivers, state mandates, etc.
- **Tour all three libraries** with SFPL and maintenance staff to survey current library services, operations, and infrastructure.
- **Physical Assessment.** Evaluate the site, building envelope, and infrastructure of the physical structure.
- **Functional Assessment.** Evaluate the operations, collections, and furniture and equipment (F&E) of the functional library.

The contents of this Section document the process and findings of that effort, which includes:

- Current Library services and programs – focusing on community needs and potential partner organizations that could supplement, support, and complement library services in Santa Fe.

- Facility conditions that indicate a current or potential need which the City may need to fill.
- Library technology opportunities and threats to the Santa Fe Public Library.

Findings are organized by the eight categories of potential future state public library standards, presented on the following pages in this order:

- Services & Programming;
- Collections/Resource Sharing;
- Technology;
- Facilities;
- Human Resources (Personnel & Staffing);
- Marketing & Advocacy/Community Engagement;
- Finance; and
- Governance/Planning (Administration).

Services & Programming

Public libraries exist to serve the public. All are welcome, regardless of age, race, religion, orientation, income. Programs and services offered by the public library should facilitate the exchange of information and ideas, as education can be entertaining and can promote wellbeing.

Increasingly, it is about how libraries combine their resources, services, space, and staff expertise to reach out and resolve community challenges. Public libraries need to continually adapt to the changing demographics of its users, their evolving needs, technological advances, etc. and the general public will continue to need libraries. Evolving attitudes toward retirement from work and the desire to remain active as long as possible suggest that “senior citizens” will increasingly be seeking lifelong learning opportunities.

Research presented in this document has shown ample evidence that libraries are highly valued public institutions serving multiple needs in the areas of early and lifelong education, small business support, workforce development, and other articulated community needs.

SFPL should embrace the civic and cultural values of the City of Santa Fe, conveying a sense of wonder, expectation, and discovery.

Assessment Standards

The following text is excerpted directly from the 2016 Colorado Public Library Standards, outlining the Basic and Future-Focused standards for the portion on Service Standards, except as minimally augmented with parenthetical text:

Services & Programming Overview

Outcome. *The community is enriched by programs and services that offer formal, informal, and self-directed learning opportunities for all ages and abilities.*

Overview. *Library Directors have the responsibility to hire well-qualified staff that will provide meaningful services and programs to all members of the community.*

Services and programs are offered free of charge to everyone in the library's service area and are accessible by all. Continuous evaluation is essential to assure that programs and services are effective and accessible, and meet the diverse needs and interests of everyone in the community.

Libraries serve as lifelong learning centers with education being an essential part of their mission. In this role, the library actively commits time and resources to coordinate literacy activities at all levels. Family literacy programs, for example, are essential to maintaining or improving student reading skills. Providing resources and services to assist with employment skills, digital inclusion, and economic development is increasingly important. Early literacy, including programs and services for babies, toddlers, and their caregivers, is a unique and vital library offering to the community.

Keeping the library current and relevant to those who use it involves creating platforms for social experiences, offering opportunities for community members to create their own projects, content, and learning experiences. These are all vital aspects of the library's services and programming.

Services & Programming Checklist – General

1. *Adopt relevant policies that emphasize welcoming and effective services and programs for all segments of the community.*
2. *Provide basic services free of charge to everyone in the service population as defined by written policies governing lending, borrowing, and circulation.*
3. *Adopt written policies on the use of public meeting spaces.*
4. *Assist with or serve as a custodian of local history or community memory.*

Services & Programming Checklist – Services

1. *Offer services that meet the needs of the demographics of the community, including special populations, some of which may not use the library.*
2. *Offer services that include a circulating collection, public technology, programming for all ages, and a community meeting space.*
3. *Train and develop staff members to offer effective services to the public during all hours the library is open, and in other locations, using competencies developed by library associations and agencies.*
4. *Offer assistance to the public during all hours the library is open in the use of technology, circulation, and access to materials.*
5. *Provide reference, reader's advisory, and technology services to all ages.*
6. *Offer developmentally appropriate collections, programs, and services for babies, toddlers, preschoolers, school-aged children, and teens. Specific guidance and competencies are available at [Association for Library Service to Children](#), [Young Adult Library Services Association](#), and at [Colorado Libraries for Early Literacy](#).*
7. *Provide current information to (customers) about children's, adult, and/or family literacy programs offered by the library.*
8. *Provide current information on agencies and organizations with programs of interest to (customers).*

Services & Programming Checklist – Programs

1. *Provide interactive, age-appropriate programs for all. Typical programs include:*
 - a) *Reading programs for all ages, including early literacy and summer learning programs.*
 - b) *Outreach that integrates the library as a vital part of the community.*
 - c) *Lifelong learning for all community members.*
 - d) *Literacy programming and/or space or referrals for other agencies to teach literacy classes.*
 - e) *Resources and services to help with job skills and economic development.*
2. *Actively involve community leaders in program planning.*
3. *Provide inclusive programs and services for community members of all ages, abilities, genders, ethnicities, income levels, etc.*
4. *Provide programs at times and locations convenient for the intended audience.*

Services & Programming Checklist – Future-Focused

1. Evaluate all services and programs at regular intervals based on input, output, and outcome measures.
2. Provide library outreach to various populations in locations where they are.
3. Provide a variety of spaces for formal, informal, group, and individual study.
4. Leverage local community members and partners in planning and implementing programs.
5. Offer programs and literature in languages spoken in the community.

Based upon our on-site observations, the Consultants documented a brief assessment of Santa Fe current achievement versus the CPLS standards. SFPL meets the Basic requirements of all Outcome, Overview, and Checklist items, with the possible exception of Services & Programming Checklist – Programs item 1.b) *Outreach that integrates the Library as a vital part of the community.*

We documented a comparison of 2018 SFPL achievements compared with best practices, Basic, and Future-Focused standards, addressing Accessibility, in terms of the number of hours SFPL is open to the public per week.

Hours Open Per Week

population	current Santa Fe	best practice	Basic 50th %ile	Future 75th %ile
100,000 to 199,999		73 hours	51 hours	59 hours
25,000 to 99,999	57-60 hours	73 hours	59 hours	63 hours

The Main Library exceeds the Basic standard by one hour and La Farge meets it exactly. Southside falls short of the Basic by two hours.

Community Input

“I Want My Library To ...” Survey. At the conclusion of each public and staff focus group discussion and meeting, participants were asked to complete a survey consisting of 17 services – briefly described – that participants believed were most important for the Library to provide. This was accomplished by asking each person to rank only five of the 17 in 1st, 2nd, 3rd, 4th, and 5th order.

The participants were also asked to look at the remaining 12 choices – all good services – and choose two that individually they believed the Library should not

offer at all. By those two, they were asked place an X. Thus, each participant marked seven of the 17. Each #1 was awarded five points, #2 four points, etc. The Xs were tallied and reported, but points were not subtracted. Responses were tabulated for each meeting and focus group. Results were aggregated separately for public participants and for staff participants, calculating the average for each response. Finally, an “all participants” combined tabulation was prepared along with the response averages, with the results recapitulated in Table 7.1.

Table 7.1

“I Want My Library To ...” Survey Results

rank	Public	Library Staff	all combined
1	Early Childhood Literacy	Computer/Information Literacy	Early Childhood Literacy
2	Adult & Teen Literacy	Early Childhood Literacy	Adult & Teen Literacy
3	Stimulate Imagination	Lifelong Learning Center	Lifelong Learning Center
4	Lifelong Learning Center	Adult & Teen Literacy	Stimulate Imagination
5	Education Support	Connect w/ Online World	Education Support
X	Local History & Genealogy	Consumer & Lifestyle Info	Consumer & Lifestyle Info
X	Consumer & Lifestyle Info	Stimulate Imagination & Personal Creativity (tie)	Local History & Genealogy

Appendix 7.1 includes the descriptions of the 17 services and complete tabulations for each group.

Statistical Analysis of Libraries & the System

As with demographics, the Consultants compared and contrasted the statistics of Library use system-wide and at each of the three Library locations. Using data provided by SFPL, the Consultants prepared an analytical spreadsheet (see Appendix 7.2) of a variety of statistics compiled by the Library. The spreadsheet includes information for the Main Library – as well as for the La Farge and Southside Branch Libraries – over the four fiscal years of FY2015 to FY2018. The principal sets of traditional public library statistics analyzed were:

- Library visits;
- Registered borrowers;
- Total circulation and self check-outs;
- Reference questions;
- Computer sessions;

- Community meetings;
- Programs offered and program attendance.

Where compiled, statistics were also analyzed by age groupings – adult, young adult (YA), and children's.

Primary Findings. Of the nine principal sets and logical sub-sets, there were only two that showed numerical and percentage increases over the four fiscal years studied – digital circulation and self-check-out. There were seven sets and two sub-sets that showed a decline among all three libraries, and subsequently, the totals.

Area of Concerns Noted by the Consultants. FY2015 was arguably at the end of the Great Recession budget reductions – a period which yield some of the highest public library usage by lower income community members in history. So, some drop-off or dips in annual stats might have been expected. And there were some short-term closings of one or more libraries in three of the four years (FY2015 being the exception). These closures probably had an impact. To what degree we cannot say conclusively.

However, an efficient and well-funded public library should never lose statistical ground consistently over a successive period of years. To wit:

- Library Visits were down for Main and La Farge, and the system as a whole. Southside showed a modest gain of 1.7 percent;
- Registered Borrowers were down 4,281, or just shy of seven percent;
- By age, circulation of Adult titles was down just short of three percent, YA over 20 percent, and Children's down nearly eight percent;
- Reference Questions, Computer Sessions, and Community Meetings were all in the red, as were most of the attendance figures; and
- Main Library circulation was up 6.38 percent, the two branch libraries were down, and the system as a whole was down 4.75 percent.¹

Possible Reasons for Declines. Based on our on-site meetings with staff, the one possible cause might be lack of continuous and adequate staffing. Certainly, continuity and funding are important to good public service. And staff morale can suffer in organizations are shorthanded.

¹ If Digital Circulation were included as part of overall circulation there would have been a system-wide increase of 4.55%.

A second reason could be collection development. There have been/may still be a staff shortage in Technical Services, and this may have reduced the arrival of new publications to such a degree as to have had an impact in FY2018 – and perhaps other fiscal years as well.

A third contributing factor could be overcrowded shelves, making it difficult for customers to find the items in the collection they are seeking – and inhibiting the ability to browse. The City/SFPL policy for acceptance of donated books is an issue to be addressed. And circulation of digital items may be supplanting the circulation of print items to some degree. Taken together, all of these factors, and more, could be contributing to these declines.

There are two sets of data where the decline is understandable and has been and continues to be present in many public libraries across the country – Reference Questions and Computer Sessions.² The World Wide Web has resulted in more and more persons using their own digital devices to obtain answers to questions that previously were answered by library staff. And, libraries report that more and more of their customers are bringing their own digital devices to the library and using them instead of the PCs provided by the libraries.

Preliminary Conclusion. The amount of “red” ink (negative numbers) shown on the pages of Appendix 7.2 is concerning. Taken to a logical conclusion, unless these trends are turned around, the Santa Fe Public Library will become increasingly unimportant and accessed by fewer and fewer residents. The Consultants firmly believe there are steps that can and must be taken to right the course the Library has been on, outlined in Section 8: Moving Forward.

Psychographic Analysis at Each Library

As with demographics, the Consultants compared and contrasted the psychographics of Library users at each Library location and the overall system. Table 7.2 summarizes the color-coded primary, secondary, and tertiary core customer segments using the overall system and each Library.

² **Assumption:** Computer Sessions is the number of uses made of PCs in each library.

Table 7.2
Psychographic Profiles of SFPL System

Segment	Overall Profile	Main Branch	Oliver La Farge Branch	Southside Branch
A01: American Royalty	●	●		
A02: Platinum Prosperity	●	●	●	
A04: Picture Perfect Families	●		●	●
A05: Couples with Clout	●		●	●
B09: Family Fun-Tastic	●	●	●	●
C11: Aging of Aquarius	●	●	●	
C12: Golf Carts and Gourmets	●		●	●
C13: Silver Sophisticates	●	●	●	●
C14: Boomers and Boomerangs				●
D17: Cul de Sac Diversity			●	●
E19: Full Pockets, Empty Nests	●	●	●	●
E20: No Place Like Home	●	●	●	●
F22: Fast Track Couples	●		●	●
G24: Status Seeking Singles	●	●	●	●
G25: Urban Edge	●	●	●	
H26: Progressive Polpourri	●	●	●	●
H27: Birkenstocks and Beemers				●
H28: Everyday Moderates			●	●
I32: Steadfast Conventionalists	●		●	●
I33: Balance and Harmony	●		●	●
J34: Aging in Place	●	●	●	●
K37: Wired for Success	●	●	●	
K40: Bohemian Groove		●		
L42: Rooted Flower Power	●	●	●	●
O51: Digital Dependents	●	●	●	●
O54: Striving Single Scene	●	●	●	●
O55: Family Troopers	●		●	●
P59: Expanding Horizons	●		●	●
P60: Striving Forward			●	●
P61: Humble Beginnings	●		●	●

- **Primary Core Customers** are the most likely to be SFPL users;
- **Secondary Core Customers** are not as likely to be SFPL users as primary core borrowers, but still very likely;
- **Tertiary Core Customers** are less likely to be SFPL users, but are opportunity segments.

Graphs 7.1, 7.2, and 7.3 depict the range core customers across all market segments at each of the three Santa Fe Library locations. It is important to note that household incomes are highest on the far left of each graph, and gradually decrease from left to right, to the lowest household incomes on the far right. Graph 7.1 on the following page depicts the range core customers across all market segments at the Main Library location. Graph 7.2 illustrates market segments at La Farge and Graph 7.3 depicts represents Southside. See Appendix 4.1 for a portion of the 2018 Mosaic USA E-Handbook that applies to the Core Customer segments of SFPL, with demographic and behavioral detail on each of the 71 market segments.

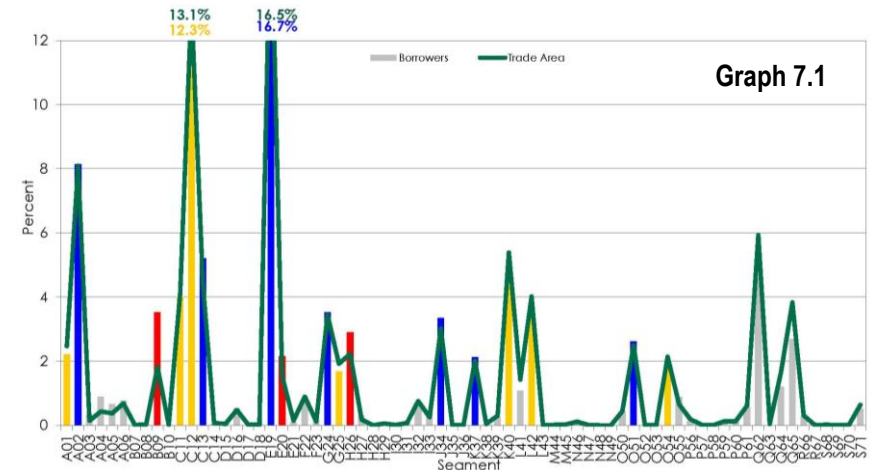
It is also important to note that American Millennials are more likely to have visited a public library in the past year than any other adult generation. A 2017 Pew Research Center survey finds that 53% of Millennials say they used a library or bookmobile in the previous 12 months compared to 45% of Gen Xers, 43% of Baby Boomers, and 36% of the Silent Generation.

Statistical Analysis at Each Library

Additional demographic, psychographic, and library services data for each of the three SFPL locations is presented on the following pages, for comparative purposes.

Main Library. By far the largest Library in the system, Central has:

- 92 visitors per hour open, on average, with 283,000 visitors in FY2018;
- Constructed in 1938?, converted to a Library in 1984, currently occupying 35,929 square feet;
- 252,684 volume collection;
- 16 Adult computers, 0 Teen computers, 4 Children’s computers;
- One Meeting Room with capacity of approximately 100, no Group Study Rooms, and one Conference Room.



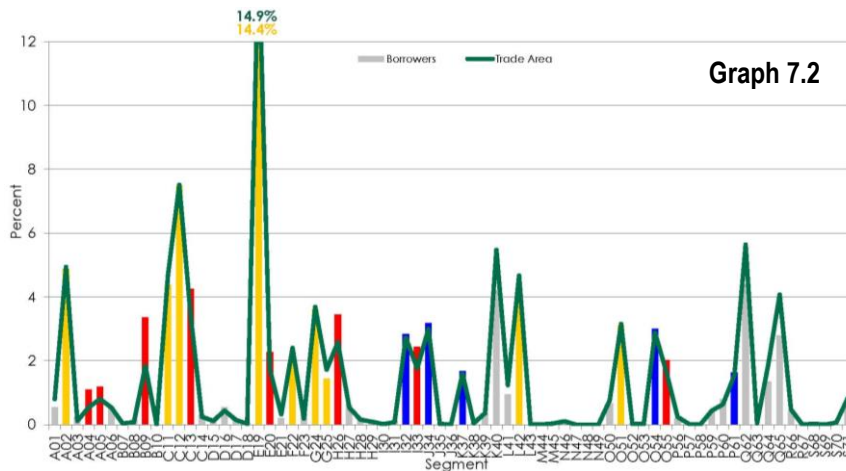
Main Demographics & Psychographics. Within the three-mile radius of this location:

- There are 35,021 residents;
- For 23.8% of this population, a high school diploma is their highest level of educational attainment. 53.0% have at least one four-year college degree;

- \$65,147 is the median household income;
- Approximately 11.3% of households and 7.7% of families live in poverty;
- 38.0% of residents are of Hispanic origin;
- \$426,250 is the median home value;
- 56.4% live in owner-occupied housing;
- The three Primary Core Customer segments are B09: Family Fun-tastic, E20: No Place Like Home, and H26: Progressive Potpourri; and
- Percentages of population are 19.7% Generation Z, 20.0% Millennial, 11.6% Gen X, and 35.9% Baby Boomer.

La Farge Branch Library. The disjointed layout of this Library, coupled with severely overcrowded shelving makes it the most inefficient to operate, but it has:

- 72 visitors per hour open, on average, with over 213,000 visitors in FY2018;
- Constructed in 1978, currently occupying 11,593 square feet;
- 120,059 volume collection;
- 12 Adult computers, 0 Teen computers, 3 Children’s computers;
- One Small Meeting Room with capacity of 60, no Group Study Rooms.



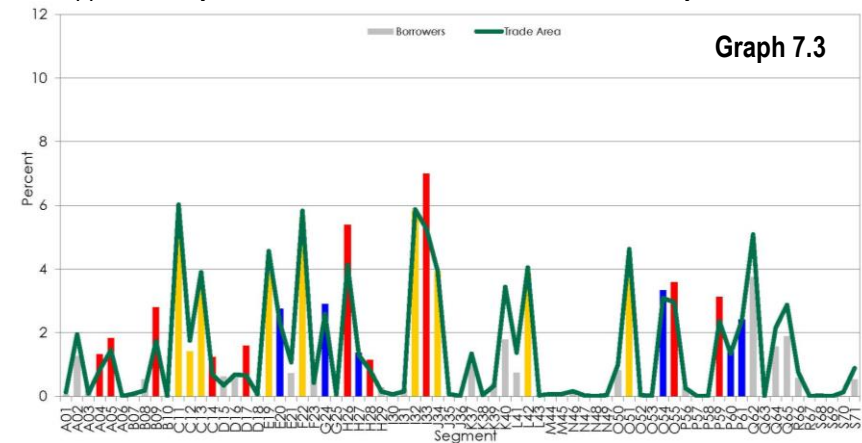
La Farge Demographics & Psychographics. Within the three-mile radius of the La Farge Branch Library location:

- There are almost 54,400 residents;
- For 31.2%, a high school diploma is their highest level of educational attainment. 43.0% have at least one four-year college degree;
- The median household income is \$57,044;

- 11.6 to 16.7% of households and 8.4 to 11.9% of families live in poverty;
- 49.7% of residents are of Hispanic origin;
- \$316,280 is the median home value;
- 57.7% live in owner-occupied housing;
- The eight Primary Core Customer segments are A04: Picture Perfect Families, A05: Couples with Clout, B09: Family Fun-tastic, C13: Silver Sophisticates, E20: No Place Like Home, H26: Progressive Potpourri, I33: Balance & Harmony, O55: Family Troopers; and
- Percentages of population are 23.0% Generation Z, 22.2% Millennial, 12.1% Gen X, and 31.3% Baby Boomer.

Southside Branch Library. This is the larger Branch Library in the system, and has:

- 59 visitors per hour open, on average, with over 173,500 visitors in FY2018;
- Constructed in 2007, currently occupying approximately 25,000 square feet;
- 196,000 volume collection;
- 14 Adult computers, 4 Teen computers, 5 Children’s computers;
- Two Group Study Rooms, and one Meeting Room with capacity of approximately 150 but with no direct access from the Lobby.



Southside Demographics & Psychographics. Within the three-mile radius of the Southside Branch Library location:

- There are over 33,400 residents;
- For 51.9%, a high school diploma is their highest level of educational attainment and 24.8% have at least one four-year college degree;
- \$54,164 is the median household income;

- Approximately 16.4% of households and 16.1% of families live in poverty;
- 75.7% of residents are of Hispanic origin;
- The median home value is \$212,979;
- 66.6% live in owner-occupied housing;
- The 10 Primary Core Customer segments are A04: Picture Perfect Families, A05: Couples with Clout, B09: Family Fun-tastic, C14: Silver, D17: Cul De Sac Diversity, H26: Progressive Potpourri, H28: Everyday Moderates, I33: Balance & Harmony, O55: Family Troopers, and P59: Expanding Horizons;
- Percentages of population are 37.7% Generation Z, 29.4% Millennial, 11.8% Gen X, and 17.1% Baby Boomer.

Services & Programming Findings & Conclusions

Findings affecting the future planning for library services and programming at SFPL include:

- The highest number of residents with college degree attainment, which is generally a good indicator of library usage, live around downtown, followed closely by residents midtown.
- The lowest high school diploma attainment is on the south side of Santa Fe, at only 51.9%, compared with the national rate: 90% of persons 25 or older.
- More families with children in the home live on the south side, and this area has the highest percentage of owner-occupied housing – both good indicators of public library use.
- Poverty rates are highest on the south side of Santa Fe.
- Multilingual residents primarily speak Spanish and Native dialects.
- Primary core customer segments B09: Family Fun-tastic and H26: Progressive Potpourri use all three SFPL locations. Per the 2018 Mosaic USA E-Handbook, segment B09 households tend to be upscale, middle-aged families with children pursuing busy kid-centered lives, college educated, active on social media, but technology apprentices with annual income between \$100,000 and \$250,000. Segment H26 households are generally mature, multi-ethnic, middle-class couples with comfortable and active lives, are bilingual, technology wizards, without children in the home, and with income between \$50,000 and \$125,000.
- The largest segment in terms of total numbers is E19: Full Pockets, Empty Nests – upper-middle-class Baby Boomer singles and couples with discretionary income living sophisticated lifestyles, who do not frequent Southside with the same regularity as they do Main and La Farge.

These households tend to be highly educated, well-traveled, and technologically competent, with income ranging from \$50,000 to \$200,000 annually.

- Southside's largest segment is I33: Balance & Harmony, bilingual, middle-class families who tend to be technology wizards with teens in the house. These households are mostly blue-collar, with annual income between \$35,000 and \$100,000.
- Interestingly, Southside attracts ten Primary Core Customer segments, La Farge attracts eight Primary Core Customer segments, but the Main Library only attracts three Primary segments.



Collections/Resource Sharing

A library's collection of books has been a traditional service offering, enduring technological advances – and setbacks. In many modern public libraries today, the collections include items of than print-on-paper books, such as periodicals, eBooks, laptop computers, digital cameras, kits to measure the energy-efficiency of homes, and many other items of local interest and utility.

Assessment Standards

The following text is excerpted directly from the 2016 Colorado Public Library Standards, outlining the Basic and Future-Focused standards for the portion on Collections/Resource Sharing Standards, except as minimally augmented with parenthetical text:

Collections Outcome: *The community will consistently have relevant, accurate, and current information to inform decision-making about areas important to their well-being and quality of life.*

Collections Overview: *A public library assembles, organizes, presents, and makes easily and readily available a variety of print, non-print, and electronic materials and information. Collections need to be current, representative of all perspectives, dynamic and data-driven. Efforts are made to effectively present or “merchandise” the collection.*

The collection must be continually updated to meet the changing needs and interests of the community. Materials are selected in anticipation of, as well as in response to, requests from library users. The library maintains a current collection of core reference materials. Decisions are based on budget, use, and turnover. Community members have a means by which they can participate in the selection of materials. Policies and procedures to effectively manage the collection shall be in place and shall reflect the library's strategic plan and community needs.

Public library collections may include unique items that, when loaned through the library, make it economically feasible for community members to “try before they buy,” allowing sharing of resources at a community level. Some examples include maker spaces with equipment for idea exploration, creation, and experimentation; non-book/non-media, recreational material e.g. bicycles, musical instruments, fishing poles, cake pans; educational equipment (such as) telescopes, robots, microscopes; home tools, electricity use monitors, seeds, garden tools; and locally created content (in) e-books, music, audio stories, art.

Collections Checklist – Basic

1. *Policies and procedures to effectively manage the collection are in place and reflect the library's strategic plan and community needs. The Collection (Development) Plan includes policies and procedures for:

 - a) *Selection and deselection.*
 - b) *Conservation/preservation.*
 - c) *Procedures for handling requests for reconsideration of materials.*
 - d) *Procedures for handling gifts and donations.*
 - e) *Procedures for non-circulating items.**
2. *Review the (Collection Development Plan) within each three-year period.*
3. *Collect materials and provide access to information representing a wide variety of interests and viewpoints.*
4. *Provide online media in various current formats, including physical and downloadable materials, as well as other non-print materials, to meet the needs of the community.*
5. *Provide materials in formats appropriate to the needs of special population groups.*
6. *Evaluate items in the collection regularly for retention, replacement, or withdrawal according to the library's (Collection Development Plan).*
7. *Place orders at regular intervals throughout the year to ensure a steady flow of new materials for the public.*
8. *Organize and display the collection to facilitate online and in-library browsing and retrieval.*
9. *Ensure that library records comply with current cataloging standards to facilitate public access and resource sharing.*
10. *Ensure all users have access to all materials, unless limited by library policy or other legal restriction, such as age.*

Collections Checklist – Future-Focused

1. *Provide a process for community members to participate in the selection of materials, including when they lend expertise to collection topics.*
2. *Allocate funds for purchasing materials and expend them based on the Collection Management Plan and other plans directing library activities. To measure this, determine materials expenditures per capita.*

Resource Sharing Outcome: *Community members will benefit from greater access to resources through sharing with other libraries and are aware of what the library offers beyond the traditional print collection.*

Overview: (Public libraries have) a long and rich history of resource sharing because all libraries are stronger when they work together. (Public) libraries are collaborative in many ways, not just within the public library sphere, but also with school, academic, special libraries, and community organizations.

As libraries encourage customers to be independent in their library transactions, it is important to consider how to empower them in that process. Libraries that work cooperatively and participate with others in statewide, regional, and consortial programming, share resources locally and strengthen the availability of services for all (residents). Besides borrowing materials from others through the Interlibrary Loan (ILL) services, it is important to make the library's own materials discoverable to join others as a lender as well.

Resource Sharing Checklist – Basic

1. Participate in statewide resource sharing programs and services, and actively promote these programs to library users.
2. Contribute resources and/or staff to support statewide resource-sharing programs.
3. Participate in and promote (a) program offering reciprocal borrowing to cardholders of other (New Mexico) libraries.
4. Participate in the statewide courier service.
5. Adopt and implement the [Colorado Interlibrary Loan Best Practices](#).
6. Use an Interlibrary Loan delivery system for requesting and/or supplying ILL materials.
7. Provide access to databases or electronic collections in compliance with licensing agreements.

Resource Sharing Checklist – Future-Focused

1. Offer (customers) the opportunity to initiate ILL requests online.
2. Participate in a shared bibliographic database, when appropriate, regardless of the automation system used.

Based upon our on-site observations, the Consultants documented a brief assessment of Santa Fe current achievement versus the CPLS standards. SFPL meets the Basic requirements of all Outcome, Overview, and Checklist items, with the possible exceptions of Collections Checklist – Basic item 6. Evaluate items in the collection regularly for retention, replacement, or withdrawal according to the library's Collection Development Plan and Resource Sharing Checklist – Basic item 5. Adopt & implement Interlibrary Loan Best Practices.

We documented a comparison of 2018 SFPL achievements versus best practices, Basic, and Future-Focused standards, addressing Collection Use, Collection Size,

and Turnover rate, in terms of the number of items per capita. Collection use is defined as physical circulation, electronic material use, and electronic information retrieval. The 50th and 75th percentiles for total collection size represent all New Mexico public libraries in 2018, because this metric is not included in CPLS. Hence, none are available for 100,000 population and up. Collection turnover rate is defined as total annual circulation divided by total collection.

Concerning collection age, the Basic standard is that 20% of the collection should be less than 5 years old. The Future standard requires 25% of the collection to be less than 5 years old.

Collection Use Per Capita

population	current Santa Fe	best practice	Basic 50th %ile	Future 75th %ile
100,000 and up		17.33	13.41	15.41
25,000 to 99,999	8.93	20.55	10.09	12.77

Collection Size Per Capita

population	current Santa Fe	best practice	Basic 50th %ile	Future 75th %ile
100,000 and up		7.00 items	n/a	n/a
25,000 to 99,999	6.75 items	7.00 items	8.33 items	19.23 items

Total Collection Turnover Rate

population	current Santa Fe	best practice	Basic 50th %ile	Future 75th %ile
100,000 and up		8.00	5.36	7.13
25,000 to 99,999	1.32	5.50	3.35	3.82

The total collection turnover rate at SFPL is 39.4% of the Basic standard, despite reasonable total circulation and collection size.

Electronic Collections

A significant portion of the population that thinks about libraries will equate a library with books, be they hard or soft cover. This belief is not misplaced. Books are important, and borrowing them is still the number one reason people use public libraries.

In the United States, the best estimates are between 600,000 and 1 million new books have been published each year for the past five years. Of that number, approximately 28 percent are self-published. Self-publishing is expanding at a fast rate. The book is not going away. eBook publishing has taken hold, and libraries are among the biggest customers for the digital book. However, there are some signs that public libraries may not be as much of a factor going forward due to the increase in costs that the major publishers of the electronic book have introduced. Macmillan, one of the major publishers of eBooks, has concluded, based on a “test” that “...library eBook lending depresses consumer eBook sales and author payouts.”³ eBooks will most likely continue to be published and public libraries will continue to acquire them. But, based on what the publishers decide to do, public libraries may have to scale back their eBook collection if acquisition costs increase very much more.

Housing of Collections

As of this report, SFPL has a total collection of 568,743 items spread over the three facilities. The per capita holdings are 6.75, a healthy number. On the negative side, the shelving housing the 568,743 items are severely overcrowded – beyond capacity – defined as having less than eight to ten inches of empty space at the right end of each shelf to facilitate ease of re-shelving circulated items. Therefore, a shelf is at capacity when the shelf is 80% full. Numerous retail studies have shown that stores sell more with less crowded shelves.

During their site visits the Consultants facilitated a visual account of the shelving in each Library. A tabulation of shelving consumption is found in Table 7.3. With regard to the shelving, the Consultants noted the following:

- Main Library shelves are 70 to 95% full, depending on collection type. The Southwest Collection on open shelves consumes 80% of the shelf space, while the glass encased shelving is 90% full;

- La Farge Branch Library has 48-inch high shelving for the reference collection, seven shelves per section for audiobooks, and 94-inch high uprights and shelving for Large Print, Southwest, Adult Fiction/Non-Fiction, and Teens/Tweens (YA). The latter collection that is on 48-inch high shelving is 95% full; and
- Southside Teens/Tweens (YA) is using 90-inch high and 48-inch high shelving.

Table 7.3
Percentages of Filled Shelving Capacities

<i>collection item</i>	<i>Main Library</i>	<i>La Farge Library</i>	<i>Southside Library</i>
Reference	80%	95%	80%
Adult Fiction	70%	95%	80%
Adult Non-Fiction	90%	80%	80%
14 Day	95%	80%	50%
Southwest	85%	90%	n/a
Spanish Language	85%	95%	80%
Large Print	80%	80%	70%
Teens/Tweens (YA) Fiction & Non Fiction	85%	85%	85%
Children’s Picture/Easy/Board Books	95%	55%	85%
Children’s Fiction & Non Fiction	95%	60%	80%
Audiobooks	80%	90%	60%
DVDs	95%	95%	90%
Children’s Media	95%	40%	60%
CDs Music	75%	90%	75%

Optimizing the Collections

A significant percentage of books on the shelf are either too old – and should be weeded out – or are donations awaiting ownership transfer to the Friends or to City storage, which was at full capacity at the time of this Report. The very first item on the “to do” list is to have SFPL staff or the ILS vendor run a “dusty” or “grubby” book report. That is, have the vendor produce a list of all items that have not checked out in the past five years. From that list, with few exceptions, remove those items from the collection on the basis if they have not been

³ See the eBook publishing industry analysis in Appendix 7.3.

borrowed within the past five years there is scant reason to believe they will ever be borrowed again. Reference would be a total exception.

Once that process has been completed, report run, and removal (weeding) finished, proceed to determine if the remaining items can all be housed on shelves that are no taller than 54 inches above the floor, on uprights up to 90 inches high, with the top shelf or two removed. If that is not possible throughout the building(s), then have staff or the ILS Vendor run a second report with a three-year time frame.

For all Libraries, purchase tilt shelves for the lower one or two shelves of each section of shelving that is taller than 48 inches high. This shelving will make the collection easier to use and will place more of the items in an easy to reach mode for the greater majority of customers.

Southwest Collection. Currently, a significant collection of Santa Fe historical items are stored at the Main Library. Many public libraries offer a Scholar's workstation within a secure Special Collections space, to allow for controlled public viewing of non-circulating materials. Space for such a workstation adjacent to the Southwest Collection is not readily available at the Main Library.

Assessment of the SFPL Collection Development Plan

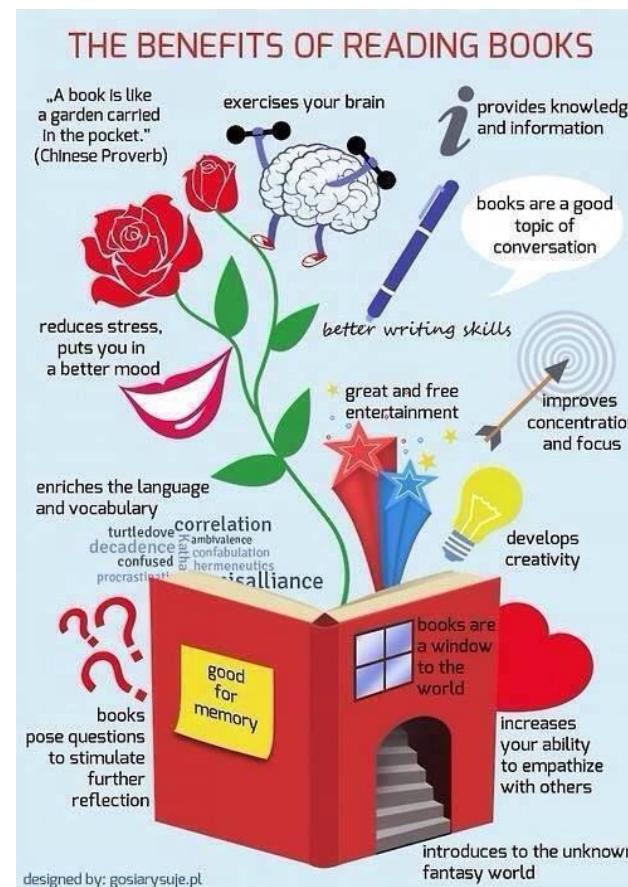
The Consultants reviewed the current SFPL Collection Development Plan. The assessment commented on all facets of the existing Plan. Appendix 7.4 includes our review. Modifications are highlighted in **bold italics**. Suggested deletions are stricken through. We also offer these considerations:

- The Library's Collection Development Policy informs the staff about the purpose of the collections, and the do's and don'ts of what is to be collected. The Policy usually includes a reference to the Library Bill of Rights. The Collection Development Policy is not modified often, unless there is a public issue, such as an attempt to censure. Only then would the Policy be offered to the public.
- The Collection Development Plan informs the staff about what type items the Library is collecting, what strengths the Library is trying to develop or maintain in the collection, while addressing weaknesses, if any. The Collection Development Plan should be updated every two years.
- Collection Development Budget tells the reader the specifics of where every dollar is going. The Collection Development Budget is primarily an internal document.

Collection Findings & Conclusions

In addition to the considerations for Collection Development noted above, issues affecting future planning for collections include:

- The low total collection turnover rate at SFPL is likely the result of the severe overcrowding of shelves and an aging collection.
- Tall, overcrowded shelves and an aging collection are likely to have contributed to the decline in circulation over the past five years.



Technology

For many years now, the most profound changes to traditional public library service and operations have come through the adoption of evolving technologies. Public libraries, each unique in their own way, have always been at the forefront of technological innovation. This innovation has a single purpose – streamlining services and processes to deliver a better, more effective data rich service. The ability of the library to provide and effectively deliver services is greatly influenced by the amount and quality of technology available for staff and public use.

Changes in the provision of technology has been rapid with the advent of cloud computing and the reduction in costs of outsourcing technology infrastructure. The local public library is no longer dependent on having to house and maintain all hardware and software in house or via an internal department of some kind. Although every library requires something different, the information technology (IT) support wears many hats and its primary responsibility is the maintenance and support of the entire IT infrastructure.

Assessment Standards

The following text is excerpted directly from the 2016 Colorado Public Library Standards, outlining the Basic and Future-Focused standards for the portion on Technology Standards, except as minimally augmented with parenthetical text:

Technology Outcome: *Libraries utilize technology to support the missions, visions, and goals of their organizations, resulting in well-informed decisions and efficient, effective library operations and services.*

Technology Overview: *Technology is an institutional asset, as important to the delivery of customer services as the library building. It serves as a basic part of the infrastructure and is integrated at all levels of the library organization. Technology is a key asset delivering on the library's promise to serve as a community hub, information access point, and cultural center.*

Technology is a tool, not a goal. Technologies and systems implemented in libraries should be designed, selected, or implemented to serve the needs of (customers) and staff in constructive, effective, innovative, and sustainable ways.

Technology decisions are based on sound research and thoughtful planning. Technology requires investment in qualified staff to support the infrastructure. Technology integrates with and supports all other standards featured in this

document, including collections, facilities, finance, planning, resource sharing, and services.

It is important to think of investing in technologies in the same way that a library invests in its physical structures, staff, and collections. A library that fails to sustain a dependable technology infrastructure or does not adapt to evolving technologies will find itself ill-equipped to effectively serve the community or to fulfill the standards identified in this document. Because technology is a necessary part of library operations and is a service to the public, this section is longer and more detailed than previous sections.

Technology Checklist – Basic

Making Information Readily Available to the Public

1. *Invest in an integrated library system (ILS) or similar system to support the management and development of the library's collection and allow the public to search the collection.*
2. *Maintain a website under the control of the library and updated and maintained by library staff, providing access to library and community information, databases, and the online library catalog.*
3. *Ensure accessibility to a website and technology for the disabled that is consistent with the [Web Accessibility Guidelines](#) for computers used by (customers) with visual or other challenges. Also, see [Section 508 Standards](#) and [ASCLA Library Services](#).*
4. *Assess community technology needs annually by gathering feedback from (customers) and other community members.*
5. *Possess up-to-date technology skills and awareness of new technologies that help the library serve its mission.*
6. *Write a technology plan compatible with achieving the library's mission and goals.*
7. *Use a reliable authentication or proxy system for public access to subscription materials.*
8. *Curate links to free online resources to ensure public access to working links of high-quality information.*
9. *Develop a social networking strategy for internal and external use, and a content strategy for online resources.*

Content Creation and Digital Literacy

1. *Offer opportunities for the creation of digital content on public access computers by providing equipment such as photocopiers and scanners,*

- productivity, audio/video editing, graphics, and development software, and the ability for (customers) to save their work.
2. Ensure that library staff is sufficiently trained in the use of the library's technology to do their work efficiently and to assist (customers) in use of the machines and programs available to them. (See the [Recommended Technology Proficiencies](#))
 3. Provide regularly scheduled digital literacy training and individual assistance through classes on topics such as basic computer skills, office productivity software, Internet searching, privacy and security, social media, and multimedia.
 4. Support use of public technology for workforce development, entrepreneurship, eGovernment, legal purposes, educational opportunities, and health and wellness purposes.

Connectivity & Security

1. Provide access to current and emerging technology tools and applications, including dedicated wired and wireless Internet connections that support simultaneous use by all computer workstations while running intensive broadband applications; maintain sufficient devices and bandwidth to accommodate user demand. (See [Estimating bandwidth](#).)
2. Implement ongoing, adaptive, and overlapping security practices at the device, server, and network levels to ensure the system as well as data storage, transmission, and retrieval are secure. Security practices include a combination of firewalls, access control lists, intrusion prevention, regular system security updates, and commercial antivirus/anti-malware software packages.
3. Provide, sustain, and refresh technology infrastructure to support library operations and services, with planning to incorporate new technologies in new or remodeled facilities, and ongoing network infrastructure assessments.
4. Develop and enforce technology policies that support library governance policies, operations and services, human resources practices, etc.
5. Ensure that vital data is backed up with adequate frequency, based on the amount and type of data. Backups should be stored on removable media or cloud-based storage, and tested regularly to ensure they function properly for recovery or restoration.
6. Provide the opportunity for all people to participate in digital technology through BYOD (bring your own device) practices.

Future Planning/Evaluation

1. Maintain flexibility in responding to ever-evolving customer technology needs, being aware that as equipment lifecycles shrink it is unwise to overinvest in any single customer technology beyond a three-year lifecycle.
2. Develop a future-minded technology plan that looks forward two years, with feedback from the community about the public's technology needs, and annual reviews.
3. Ensure the plan addresses how technology integrates with and supports library operations, services, programs, collections facilities, and staff. The plan aligns with the library's overall strategic goals and mission.
4. Prepare a disaster-recovery plan associated with technology resources and infrastructure, including functions such as data archiving, recovery testing, and restoration of assets and services.
5. Determine product lifecycles when purchasing new products and budget for repairs and spare parts if the library is able to support any technology beyond its warranty period.

Technology Checklist – Future-Focused

1. Provide accurate and current information to (customers) regarding technology services.
2. Provide, sustain, and refresh public-use technologies as detailed in technology plans and annual budgets. This refresh may include, but is not limited to, Internet access stations, photocopiers, audiovisual/media technologies, gaming spaces, electronic classrooms, computer labs, information/learning/knowledge commons spaces, mobile devices (tablets, smartphones), etc.

Based upon our on-site observations, the Consultants documented a brief assessment of Santa Fe current achievement versus the CPLS standards. SFPL meets the Basic requirements of many of the Outcome, Overview, and Checklist items, however, a prolonged period of vacant high-level staff positions responsible for technology decisions has severely hampered the continual technological development of SFPL. Therefore, an accurate accounting of SFPL's standing in achieving several of these Technology Standards is difficult to pinpoint.

The Consultants documented a comparison of 2018 SFPL achievements compared with best practices, Basic, and Future-Focused standards, addressing Public Computers, in terms of the number of computers for public use.

Public Computers Per Capita

population	current Santa Fe	best practice	Basic 50th %ile	Future 75th %ile
All populations	1.03 per 1,500 population	3 per 1,000 population	1 per 2,000 population	1 per 1,500 population

Basic is considered one working computer for public use per every 2,000 population served, with a minimum of two. Future-Focused is considered one working computer for public use per every 1,500 in population, which SFPL slightly exceeds at 1.03 per 1,500 population.

Scope of the Technology Assessment

Early on in the planning process, the Consultants observed that a number of issues were influencing the quality of technology available to the public and staff in SFPL facilities, including:

- Vacancies in staff positions particularly assigned to technology-related aspects of Library operations;
- Outsourcing the care and maintenance of public computers to a third party;
- Prolonged response times related to inquiries, requests, and service from SFPL’s ILS vendor;
- City IT policies and procedures that sometimes conflict with Library operations.

These conditions suggested that rather than document all of the unfavorable aspects of technology applications at SFPL, that Consultant time would be better utilized in proposing improvements. Hence, the technology planning for SFPL documented in this Library System Plan is mostly forward-looking.

Information Technology Manager. The staff member wearing the primary IT hat should have experience with maintaining and troubleshooting, repairing hardware and software, and a good working knowledge of Wi-Fi and network maintenance. This position is a “systems administrator” and he/she will be working on e-mail systems, database access, ILS maintenance and upgrade, negotiating, and working with contracted vendors and their designated site managers in addition to providing actual technical support as well as overseeing additional support staff assigned to IT operations.

Knowledge of protocols such as SIP licensing agreements and how to manage them, reporting and statistical analysis, and budgeting are all skills necessary for this position. The IT Systems Manager is a highly critical position essential to the successful function of the SFPL and should be paid accordingly so that the most qualified candidates are attracted to, recruited for, and hired for the position. Aside for the Library Director, there is no more important position than a head of IT!

Edge Reports. A Plan for a 21st Century Library would strongly suggest that SFPL complete an Edge Report to help identify what technology the Library has, and where improvement needs to take place with technology as well as other services. Edge Reports have been around for a number of years and are considered by libraries to be an essential tool in identifying technology and service gaps as well as setting goals that will help close the gaps. See <https://www.libraryedge.org/>

Although it will take time to complete, Edge takes the data provided and makes recommendations accordingly. Edge will also store and compare assessments over time, allowing SFPL to identify change. Although not everything in an Edge Report may apply, it does help focus what strategic areas need to have investment to meet goals as well as providing benchmarking with peer institutions. As a first step to identifying needs, the Edge Report is the best place to start and can help with budget planning as well as long-range project implementation. For more information see info@stateoftheedge.com

Integrated Library System. The speed of the development of technologies and their applications in the “digital age” is ever changing at a breakneck pace. In defining what technology SFPL desires for its customers, it is best to focus first on the foundational issues that need to be addressed. The central component of everything the library does is its Integrated Library System (ILS), e.g. the “online catalog” and circulation (checkout) system.

The ILS requires constant care and development through the upgrade process. Recent announcements of developments have seen moves away from client server architecture to the hosted/cloud environment with a web-based system of apps rather than cumbersome modules or subsystems. These apps can be updated and improved continually, much like the apps on the average smart phone. The next generation of systems will be much more agile and adaptable than they are now. This new system will also utilize linked data which, when linked with library data, makes it more accessible and searchable on the web.

Over the next three to five years SFPL will begin to see a fundamental shift, not just in the infrastructure and accessibility of libraries, but also a fundamental change as big as the first automated systems back in the late 60s and early 70's. At the center of all of this is the IT infrastructure and those who staff and provide support. Even with outsourcing of services moving to a hosted environment and leasing of equipment, the head of IT for the SFPL will coordinate and oversee the implementation and upgrading of equipment and software. In addition to an IT head there will be a need for at least one, and perhaps two, IT support staff. SFPL will also need to focus on ensuring the networks existing hardware is up to standard and capable of supporting new hardware and software as needed. Then, as funding is available, new technology can be implemented and improved and strengthened services provided.

Bandwidth & Wi-Fi. As IT has advanced as an essential part of today's public library sufficient bandwidth is critical. Frustration can quickly grow among customers and staff if there is insufficient bandwidth, thus making it difficult to complete work and driving away present and potential customers. Add into this the ever-growing demand for Wi-Fi and the fact that Wi-Fi capable devices such as smart phones and tablets become commonplace, bandwidth becomes a direct service issue for SFPL. Inadequate bandwidth can make or break the delivery of services. No longer is bandwidth just for static PCs, customers need and expect to be able to use their own devices for their Wi-Fi needs. It is not uncommon to find users sitting outside the library facility even when closed using the Wi-Fi that bleeds out late into the night.

Bandwidth has become so integral to library operation that the Edge Report evaluation has a section dedicated to it that will allow SFPL to calculate the amount of bandwidth required in order to provide a standard level for current and new customers. Keeping up with the increase in costs associated with expanding bandwidth can be difficult, and in some cases can result in throttling of types of access. One solution to this problem, and a way of decreasing costs, is e-rate. E-Rate is the commonly used name for the Schools and Libraries Program of the Universal Service Fund, which is administered by the Universal Service Administrative Company (USAC) under the direction of the Federal Communications Commission (FCC). See <https://en.wikipedia.org/wiki/E-Rate>

The process of applying for these funds and understanding the myriad of complex rules and regulations can seem overwhelming. For public libraries success comes from engaging a company that specializes in helping maximize funds and results from e-rate applications.

There are a number of companies providing these services. Before an application process begins options need to be explored thoroughly.

Self-Check Out. Self-service check out equipment has changed, not only the library landscape, but also much of every day retail transactions from supermarkets to train tickets to restaurants. Although automated customer service is not a new concept it has freed up library staff to have more "face time" with customers and other projects rather than standing at the checkout desk waiting to assist a customer. Automated checkout allows an improved level of service.

The Consultants know that the SFPL has self-check at all three facilities. However, the self-check "industry" is undergoing change at a breathtaking pace. To wit:

- Self-checks have gone further than just library materials. E-materials, now with their own self-check kiosk, can be installed anywhere there is a LAN connection, such as an airport or shopping mall; and
- At the June 2019 Annual Conference of the American Library Association the following changes were on display:
 - Self-check by use of personal smart phones;
 - Apps that further facilitated self-check by smart phones; and
 - Self-check by voice command, meaning no "typing" – a real plus for the visually impaired.

The cost of the "standard" self-check machine has dropped considerably since they were first launched and these new devices are not priced unreasonably.

Public Computing. Aside from the Wi-Fi network there has been no greater use of technology in the public library than computers made available for public use. It is essential that a reservation or management system be installed that is easy to maintain and manage in order to limit usage time and efficiently manage demand for public computers. A management system allows for ease of control from a central reservation point on a building-by-building basis – and for the entire SFPL if desired.

Please note that desktop PCs in the SFPL will continue to be needed. However, there will likely continue to be an increase in the public bringing their own devices into the facilities and it will be very important that those customers have seamless connectivity for printing, ILS access, etc.

In addition to a reservation system, one of the biggest problems with public computing is the amount of time spent troubleshooting problems and upgrading software. To help with this the Consultants recommend a Virtual Desktop Infrastructure (VDI). Using client server architecture, applications are based on a remote operating system that in turn communicates with the local device. Advantages range from easy software upgrade to the ability to reset the profile simply by rebooting the PC to the original profile. This makes hacking and infection of devices much harder and subsequently problems are resolved quickly. Although requiring sound infrastructure to run, being able to remote into other sites reduces the need to have on-site IT staff to troubleshoot problems.

Digital Signage. As with self-checks, digital signage seems to have flooded all markets in recent years as the price has dropped and the degree of control over content has increased. At its core “Digital signage is an electronic display that shows information.” The use of digital signage can create yet another way for the library to engage its customers while doing away with the need to continually print flyers, posters, etc. to advertise library events and programs. Digital signage can be quickly and easily refreshed with new content keeping them relevant. If required, multiple signs on multiple sites can all be controlled and coordinated from a single central location so that a consistent message and campaign can be carried out.

Marketing and the library brand are increasingly more important in the current technological climate and digital signage can play a large role in helping to ensure that the library brand is visible. The software allows for integration with program calendars as well as the creation of custom designs, and there are a large variety of types of display screens, from a standard TV through to end cap panels, all in one floor standing signs wall mounted, and digital walls depending on need and budget. All can be tied into a central system. It may also be possible to show advertising for local business or community events as well, if SFPL should desire to pursue these potential revenue streams. Additionally, touch screens now make it possible to have interactive displays as well as straight advertising displays. The display is really only limited by what SFPL wishes to put up and what content it wishes to push to its customers.

Mobile Hotspots. Hotspots are a recent trend in public library service provision and include being available for check out. Godfrey’s does not recommend this as a high IT priority for SFPL, rather a program to consider once the basics included above are in place.

Today’s climate “demands” Internet access for study, job applications, streaming films, music, data computations, etc. Internet access also provides a way to pay bills and communicate with a child’s school and teachers. Because not everyone is able to provide his or her own Internet access, a “digital divide” has resulted. For library customers for whom there is no Internet access at home – and perhaps at the place of work – Hotspots can be a technology “life saver.” Most hotspots are small and portable, not requiring any type of installation to use in home, work place, or on the go. One of the more interesting statistics re the use of these devices has come from the Chicago Public Library where it was found that “11% of hotspot borrowers were first-time library users and 70% used the hotspots to apply for jobs.” For additional information, see: <http://publiclibrariesonline.org/2016/02/check-out-a-library-hotspot/>

Starting a hotspot program will require funds to buy hotspot devices as well as a plan for the program. This includes coverage, staff knowledge on how to use and assist with the devices, preventing loss, roaming charges, etc. A robust marketing campaign to ensure customers know the devices are available to borrow will be important. There are a number of different providers to choose from. SFPL could talk to these companies to see if they would sponsor a program or provide funding/equipment at a reduced price. Companies that are in the “hotspot” business are frequently seeking for positive PR opportunities a program. Grants may also aid the funding of a program. SFPL might perform a literature search as the first step for this program.

Pop Up Library. Designed to extend the presence and reach of the Library and to get those who are non-traditional library users interested in the Library, the Pop-Up Library utilizes a network device that allows access to a number of e-materials for free download. Access to both online and-off line resources without having to install an app for those who do not have a library card is possible. The device also prompts those who connect for details so that the Library can follow up and issue a library card if requested. These devices can be placed anywhere there is a network connection, and can also be used in support of external library programs as well as at transit hubs, supermarkets, etc.

These devices are gaining popularity rapidly due to their ease of use and the ability to move them around. SFPL’s head of IT would be the appropriate staffer to work with potential hosting venues prior to installation and monitor usage over time to gauge success of any such device that is installed and utilized. SFPL could contact the Evanston (Illinois) Public Library concerning their experience with this technology.

Technology Plan

An up-to-date three-year Technology Plan is foundational to the Santa Fe Public Library, but is not a portion of the scope of work for the project.

Technology Planning. There is such a wide range of potential technology available at this time that it can be perceived as overtly overwhelming in finding a place to start. That said, the very best place to start is with a Technology Plan that identifies the types of technology the library needs to implement in order to provide the best customer service.

At its core, a Technology Plan identifies current and future needs for resources and services, including their cost and potential budgetary impact. It also helps to establish required resources and a proposed timeline for the implementation of specific resources. Good planning will lead to increased effectiveness and ensure staff involvement so up and down the organization all are on the same page when implementing the Plan.

By creating a formal Technology Plan that can be reviewed and updated regularly, (a minimum of every 6 months, quarterly is preferable) the SFPL will be able to better plan, finance, and complete the implementation of technology-based services.

The primary concern of any plan should be budget. Every potential service will have financial impact. Incorporating this information in the Plan will help library administration with budget planning and when seeking an increase in funds or writing grant proposals. Figures included do not have to be exact, as prices change over time, but they should be realistic and can be updated as necessary. Potential on-going costs, in terms of licensing and maintenance, should also be noted.

If ensure where to start with a Technology Plan, initially completing an Edge Report will help identify the areas that need critical attention and can be used as the basis of the technology plan.

Technology Findings & Conclusions

Santa Fe Libraries could provide better control over its technology future by:

- Filling key Technology staff positions.
- Assessing the comprehensive technology needs of SFPL by staff.
- Renegotiating its Integrated Library System contract for better customer support.

- Reviewing the performance of outsourced technology support vendor(s).
- More targeted and focused support from City of Santa Fe IT Department, in close coordination with a new Library Systems Analyst/Information Technology Manager.
- Establishing better control over SPFL’s future to improve the customer experience related to technology offerings.
- Investigating established and emerging self-service options.



Early 1990s

1999

2004

2007

Evolution of the Smart Phone

Facilities

Any local public library facility should be customer-oriented – a source of pride and inspiration for all, functioning as a community center and a valued destination. The physical layout should be understandable and predictable to all customers, equipped with systems that encourage both self-service and independent use. All spaces should be fully accessible and adaptable to allow for changing use patterns, future growth, and efficiencies in daily operations and services.

Traditional and atypical public library service outlets are applicable to the Santa Fe community.

Evaluating Current Facilities. For Plan recommendations to be credible and defensible, all four facilities – and the resources housed within – need to be evaluated objectively. The set of standards the Consultants use to assess each current facility's capacities to deliver services and its infrastructure were proposed at the outset of the project. Used together, these standards establish a modern library baseline, against which each existing Library can be assessed – and new facilities can be modeled after. Our evaluation differentiated between **functional** aspects of the Library and **physical** aspects of the building. Our operational assessment of the **functional library** was performed by Library Consultants. The infrastructure assessment of the **physical building** was performed by a Library Architect. We toured each branch library with the Library Manager and key maintenance staff members, as appropriate. By separating operational and physical shortcomings, we are better equipped to analyze future facility needs versus current resources.

Assessment Standards

The following text is excerpted directly from the 2016 Colorado Public Library Standards, outlining the Basic and Future-Focused standards for the portion on Facility Standards, except as augmented with parenthetical text:

Facilities Overview

Outcome. *Library spaces offer the community a compelling invitation to explore, gather, learn, engage, and ensure equitable access to resources through infrastructure and up-to-date technology.*

Overview. *Libraries serve as a platform for learning, inspiration, and innovation in their communities. Library facilities are designed to address these community needs. Carefully planned design allows for a wide range of purposes, including*

reading, studying, meeting, and playing that strengthen community identity and social bonds. The library is also a virtual space where e-content is readily available anytime and anywhere. Facility management is driven by policies that address usage, maintenance, and improvement. Meeting room policies are perhaps the most litigious and should be carefully composed for clarity.

Library facilities are an anchor for economic development and neighborhood vitalization, strengthening community identity. Library staff assesses community priorities via an analysis or survey.

Library facilities should be safe, secure, comfortable, engaging, efficient, and inviting to allow for flexibility of service, growth, and changes in community priorities. Facilities should be designed to support the library's long-range plan. Building size and spaces will vary by community size, community demand, and budget. Facilities should include space for quiet reading and reflection, and for small and large group meetings, with areas to create and innovate. Partnerships with other entities to accommodate these needs should be considered. It is important to think of sustainability when managing libraries or planning for additions or new buildings.

Libraries should provide safe and easy access to library services. A convenient method to return materials throughout the service area is important. Sufficient lighting, signage, and space to serve the public are essential. All safety and fire codes should be followed, along with proper ADA access.

Library staff, leadership, and governing authorities need to be aware of and accommodate changing technologies and community needs. Technology-refresh programs should be part of a facilities plan, along with proper connectivity and telecommunications infrastructure. A dedicated Internet connection with adequate bandwidth to meet the community's size should be provided.

Facilities Checklist – General

1. *Meet current local safety and fire codes.*
2. *Ensure accessibility to all members of the community, conforming to [ADA standards](#).*
3. *Seek the professional expertise of a library planner and/or library architect for any new construction or major remodeling.*
4. *Dedicate expenditures for capital improvements and facility maintenance.*
5. *Develop policies relating to effective public use of facilities, including a meeting room policy.*

Facilities Checklist – Exterior

1. Install signs in the community that direct people to the library.
2. Provide a well-lit exterior with signage that clearly identifies the building from the street.
3. Prominently post hours of operation outside the library.
4. Maintain sufficient, well-lit parking located near or adjacent to the facility.
5. Provide a convenient, safe book return location(s) during the hours the library is closed.

Facilities Checklist – Interior

1. Provide a well-designed interior that encourages self-directed use of the library.
2. Offer adequate programming and space to fulfill the library’s stated mission and goals. Examples of space include:
 - a) Storytime.
 - b) Study.
 - c) Quiet.
 - d) Public meeting.
 - e) Programming.
 - f) Accessing and utilizing materials.
 - g) Public computing.
 - h) Space to create individual content and projects.
3. Maintain separate areas for staff workspace(s) and breaks.
4. Provide storage space.
5. Allow easy access to electrical and cabling (infrastructure and) outlets to support current technology.

Facilities Checklist – Future-Focused

1. Maintain usage statistics and compare them to space allocation standards to ensure library facilities meet community demands.
2. Prepare long-range facility plans that address projected growth. Review the facility plan annually and revise at least every five years. Maintain written policies and guidelines necessary for maintaining and improving facilities.

Based upon our on-site observations, the Consultants documented a brief assessment of Santa Fe current achievement versus the CPLS standards. SFPL meets the Basic requirements of all Outcome, Overview, and Checklist items.

We documented a comparison of 2018 SFPL achievements compared with best practices, Basic, and Future-Focused standards, addressing Square Footage, in terms of the number of square feet per capita housed within SFPL facilities.

Square Feet per capita

population	current Santa Fe	best practice	Basic 50th %ile	Future 75th %ile
100,000 and up		1.00	0.45	0.90
25,000 to 99,999	0.87	1.00	0.59	0.98

The Santa Fe Public Library system exceeds the Basic standard by 47.5%, but falls short of the Future and best practice metrics by 11.2% and 13.0%, respectively. As the greater Santa Fe area grows in population, SFPL should review their space needs assessment annually, and revise it every five years, in order to keep pace with these per capita standards.

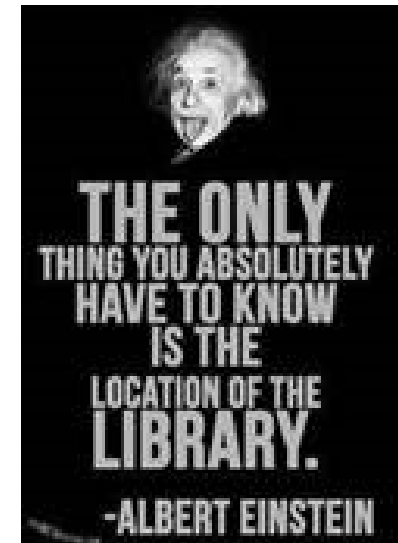
Number, Sizes & Locations of Facilities

The Consultants found that, in order to meet long-term future growth in Santa Fe, additional square footage and/or additional library service outlets would eventually be needed to adequately serve the community.

Library Space Needs. Based on a City population of 100,063 by 2040 and the standard of 1.00 square feet per capita of library space, the Santa Fe Public Library system of facilities will need to add 27,541 square feet over the next 20 years – a 38% increase over the current space total. Appendices 5.1, 5.2, and 5.3 contain the Library planning standards and space guidelines recommended for the Plan and used in this analysis.

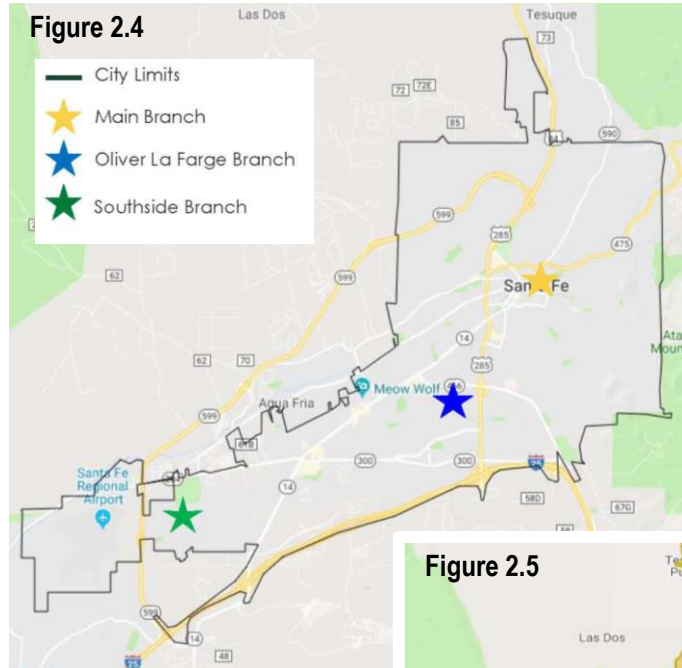
As means to analyze alternative scenarios for future growth, the Consultants considered these parameters:

- Consider addressing existing facility deficiencies through either modernization or replacement.
- If a new location(s) is required, extend coverage beyond the city limits, rather than more overlap of service areas.
- If considering elimination or downsizing a specific facility, square footage would be added to another location(s).

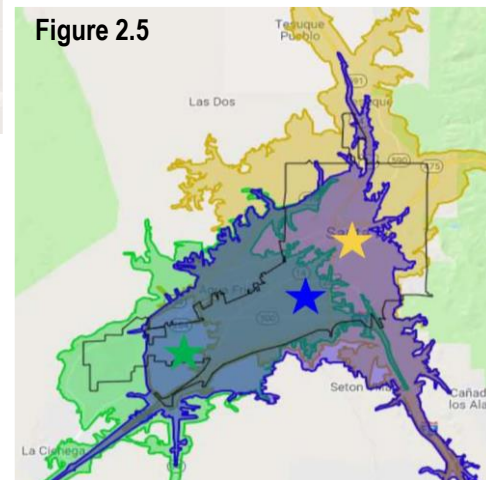


Library Service Outlet Locations

As depicted on the maps in Figures 2.4 and 2.5, current Library locations provide good coverage of the current city limits, within reasonable drive times.



Short-term, more full-service Libraries are not required given the current city limits, but more square footage is needed. If expansion of the city limits is likely to happen in a southwesterly direction, as forecasted by the City's Long-Range Planning Division, a 4th Library might be needed, long-term.



Facility Assessments

As a portion of this work, the Consultants did a preliminary analysis of the three existing public library facilities in Santa Fe. The Consultants performed an overall Facilities Needs Assessment of each of the three public libraries.

Main Library. Constructed in 1938 and currently occupying 35,929 square feet, the Main Library has these characteristics:

- Renovated in 1984 and in 2002, with additional improvements in 2017;
- Turned 81 years old in 2019 and is a historic building in downtown Santa Fe;
- Has a square footage coverage of 4,353;
- No land is available for expansion;
- Has the following deficiencies:
 - There are too few electrical outlets for public and staff;
 - There is limited public seating in the Children's area;
 - There is very limited Teen space;
 - Shelving heights are excessive, there is no space to grow the collection, add additional formats, or technologies;
 - Staff work areas are inefficient;
 - Natural light into the Basement, while important, is difficult to control – at times being insufficient, but other times being excessive;
 - There is insufficient insulation value in perimeter walls, doors, and windows;
 - Inadequate space inhibits library service delivery and programming;
 - At over 50 years old, the age of facilities requires additional operating and maintenance costs compared to modern, energy efficient structures.

La Farge Branch Library. Constructed in 1978, La Farge currently occupies approximately 11,000 square feet, and has these characteristics:

- Renovated in 2008 and 2016 after water infiltration;
- Turned 41 years old in 2019;
- Has a square footage shortfall of 10,357;
- Has ample land for expansion, but that land is not City-owned;
- Has the following deficiencies:
 - The limited number of public computers do not meet public demand at all times;
 - There are no Group Study Rooms;

- There is very limited Teen space;
- Shelving heights are excessive, there is no space to grow the collection, add additional formats, or technologies;
- There is limited Meeting Room space and it is not sub-dividable for maximum functionality;
- There is limited seating for adults, teens, and children;
- The extensive presence of bearing walls makes modifications to the building problematic;
- Inadequate space inhibits library service delivery and programming;
- There are limited electrical outlets for the public and staff.

Additional Findings: Findings by the Consultants that are pertinent to the future of the La Farge Branch Library include:

- An independent architect has recommended not renovating or expanding the current building.
- The property is not owned by the City, but is leased from the Santa Fe Public Schools.

Southside Branch Library. Built in 2007, its 25,000 square feet have these characteristics:

- The building turned 12 years old in 2019;
- Has a square footage shortfall of 746;
- Has limited land for additional expansion; and
- Has the following deficiencies:
 - There are too few electrical outlets for public and staff;
 - There are too few Group Study Rooms to meet public demand;
 - The Meeting Room is not directly accessible from the Lobby, and is not sub-dividable into smaller rooms for maximum functionality;
 - Shelving heights are excessive, aisle widths are minimally acceptable, and there are not enough empty shelves to grow the collections. But potentially, there is adequate floor space to widen the aisles, if the shelving is reconfigured in a rectilinear layout parallel with the walls of the building.

Rating Each Library Building. The Consultants applied rating systems to assess both the functional library operation and the physical infrastructure of each SFPL full-service library facilities. The functional assessment rated 92 criteria. Three Consultants rated each Library, and their scores were averaged and the combined ratings are presented in Table 7.4. The physical evaluation rated

each component of the building infrastructure, yielding a cost to remedy each and every deficiency noted, with remedial retrofit costs also summarized in Table 7.4. Both assessments used a five-point scale. See Appendix 7.5 for the complete functional assessments for each Library.

Functionally, the Main and La Farge Libraries rate in the Fair range. Southside rates as Average. Physically, all three Libraries rate as being well maintained. However, the advanced ages of La Farge and the Main Library – coupled with the difficulties in supervising each Library due to their inefficient configurations – suggests that replacement of these two buildings should be considered.

Table 7.4
Assessments of SFPL Facilities

<i>facility</i>	<i>functional (out of 5.00)</i>	<i>physical (out of 5.00)</i>	<i>remedial costs</i>
Main Library	1.82	3.77	\$4,334,404
La Farge Branch Library	1.35	4.06	1,663,789
Southside Branch Library	2.51	4.25	608,925
Average ratings	1.89	4.03	
		Total remedial costs	\$6,607,118

Of note, the Main Library has not undergone any substantial interior upgrades since it was renovated in 2002. La Farge has not undergone any substantial interior reconfiguration since it was built in 1978. La Farge has a severe space shortfall of approximately 10,000 square feet to perform its current mission. When factoring in services that cannot be provided currently due to the space shortfall, the 20-year space projection approaches 35,000 square feet.

Facilities Findings & Conclusions

Facility Size: Issues affecting future library planning include:

- Santa Fe Public Library currently has approximately 0.87 square feet of library space per capita, compared to a de facto national standard of 1.0 square feet per capita. As the City’s population continues to grow, the gap will continue to grow without additional library space. So, it could take several years for Santa Fe Public Library to affordably achieve the 1.0 square feet per capita standard.
- If it is determined that an existing Library warrants replacement, the minimum planned square footage should replace the existing loss as well as cover the amount needed to reach the current square footage shortfall.

- For Main, 40,282 square feet (SF) would be needed (35,929 SF lost + 4,353 SF to meet the planning standards = 40,282). For La Farge, 21,950 square feet would be needed (11,593 SF lost + 10,357 SF to meet planning standards = 21,950). For Southside, 25,746 square feet would be needed to meet standards (0 SF lost + 746 SF to meet planning standards = 25,746).
- Combined, these three modern libraries would total 87,978 square feet, which equates to 1.04 square feet per capita, based on the estimated 2018 population. Hence, additional square feet would soon be needed to meet future growth and maintain the 1.00 square feet per capita standard.

Library Locations: Issues affecting future library planning include:

- The three current Library locations cover the vast majority of the Santa Fe city limits within an average drive time of 19 minutes, plus or minus.
- Of the three buildings, Southside is the only one that meets the modern library baseline. The other two occupy aging buildings with layouts that are difficult to supervise and expensive to staff.
- An opportunity to relocate the Main Library to a central location within Santa Fe at the Midtown campus should be seriously investigated. Such a central location would reduce drive time to that facility, resulting in more convenience for all SFPL users.
- A site for a potential new multi-story Central Library with an ultimate footprint of 57,000 square feet would need 5.2 acres to be adequate, ideally with street frontage on a major thoroughfare. This footprint size assumes a multi-story building with all public service functions on the Ground Floor for staffing efficiency purposes.

Facility Configuration: Issues affecting future library planning include:

- Larger branch facilities are needed, in one-story buildings similar to the general layout of the Southside Branch, but at least 10,000 square feet larger than Southside, at 35,000 gross square feet or larger.
- More efficient layouts are needed for both public and staff, similar to the Southside Branch, but with less opaque partitions and more easily adaptable to future change.

Capital Funding: Issues affecting future library planning include:

- A new Central Library project with an ultimate total size of 65,000 square feet at the Midtown campus would cost approximately \$34 million, total turnkey project cost, in 2019 dollars adjusted to Santa Fe market conditions.
- The State Legislative Finance Council has shown a preference to fund mixed use or multi-use construction projects in recent years.



Exterior view (top),
Reading Room (middle),
New books display (middle right)
Self-check stations (bottom),
Central Library,
Santa Monica Public Library,
Santa Monica, California

Human Resources (Personnel & Staffing)

The most important aspect of delivering good library service is the personnel tasked with providing that service. In addition to being good at their jobs, staff must be friendly, and adaptable to future change. They must be provided with the tools – and receive the on-going training – to meet the evolving needs of the community and rapid developments in technology.

The Consultants' public library operations experience informs us about the mandatory need for **staff effectiveness** to keep the life cycle of the public library advancing efficiently. It is SFPL's public services staff who are the daily face of the Santa Fe Public Library system. Indeed, they are ambassadors for the entire City of Santa Fe government.

Today's public libraries must be able to be operated with a cadre of educated, trained, skilled, and caring professional and support staff.

Assessment Standards

The following text is excerpted directly from the 2016 Colorado Public Library Standards, outlining the Basic and Future-Focused standards for the portion on Personnel Standards, except as augmented with parenthetical text:

Human Resources Overview

Outcome. *Library leaders will be able to mitigate risk and consistently foster a healthy and effective work environment, ultimately better serving their communities and ensuring a positive customer experience.*

Overview. *The human resources standard for public libraries includes three elements: general policies needed to handle employment for the library, guidelines concerning staffing, and plans for professional development.*

The Library Governing Authority is responsible for policy oversight. The library director is responsible for policy implementation, paying attention to legal issues, professionalism, and employee well-being. A director with a Master of Library and Information Science (MLIS) degree has completed a program that teaches the skills needed to manage library operations. The board should consider this degree and experience when hiring a director.

As institutions of learning, libraries create a "culture of learning," not only for their community but also for the library staff and trustees. Creating a learning culture for all staff and trustees is an ongoing effort. Professional development opportunities for staff are a key part of maintaining this learning culture.

Human Resources Checklist – General

1. Follow state and federal laws in recruiting, hiring, and terminating employees.
2. Maintain current staff compensation policies and provide wages and benefits that reflect community and market standards.
3. Use written job descriptions to hire, develop goals, and conduct performance evaluations.

Human Resources Checklist – Staffing

1. Employ a library director who, minimally, has a college degree, and preferably a Master's Degree in Library and Information Science or the equivalent.
2. Ensure enough staff to provide quality community and customer service.
3. Recruit and select staff to represent community demographics, especially focusing on cultural and multilingual diversity while avoiding discrimination.
4. Schedule paid staff to offer library services to all library (customers) during open hours.
5. Create human resource policies or an Employee Handbook for employee orientations. Review for updates at least every two years.
6. Adopt a staffing plan that addresses job descriptions, competencies, organizational development, and succession planning.

Human Resources Checklist – Professional Development

1. Ensure all library employees are proficient in carrying out the library's values, philosophy, management, and operational practices.
2. Reimburse staff and board members who attend professional development offerings.
3. Allocate funding for staff development.

Human Resources Checklist – Future-Focused

1. Provide in-house and continuing education activities for staff, trustees, and volunteers.
2. Provide funding and time for staff to participate in ongoing development opportunities during the year, with participation tied to annual plans and review.

Based upon our on-site observations, the Consultants documented a brief assessment of Santa Fe current achievement versus the CPLS standards. It is not clear if the City of Santa Fe meets the Basic requirements of all Outcome, Overview, and Checklist items, as many of these standards are not in the direct purview of SFPL and were, therefore, not readily available to the Consultants.

We documented a comparison of 2018 SFPL achievements compared with best practices, Basic, and Future-Focused standards, addressing FTE per capita and Librarians (MLS = Master of Library Science) from a program accredited by ALA. Santa Fe Public Library reported 18.50 MLS Librarians and 48.00 FTE in 2018. Education requirements for the Director include a Graduate degree in library and information studies from program accredited by ALA and 5 years library administrative experience, for both Basic, and Future levels, regardless of population.

FTE Staff Per Capita

population	current Santa Fe	best practice	Basic 50th %ile	Future 75th %ile
100,000 to 199,999		0.91 per 1,000 population	0.54 per 1,000 population	0.84 per 1,000 population
25,000 to 99,999	0.57 per 1,000 population	1.05 per 1,000 population	0.53 per 1,000 population	0.66 per 1,000 population

MLS Accredited Librarians Per Capita

population	current Santa Fe	best practice	Basic 50th %ile	Future 75th %ile
100,000 to 199,999		0.23 per 1,000 population	0.11 per 1,000 population	0.16 per 1,000 population
25,000 to 99,999	0.22 per 1,000 population	0.30 per 1,000 population	0.10 per 1,000 population	0.17 per 1,000 population

Santa Fe exceeds the Basic standards for FTE staff. Santa Fe exceeds both the Basic and Future-Focused standards for MLS Librarians.

Current Staff Levels for Each Library

The current staffing levels for each of the three SFPL locations, in terms of FTE staff, are presented in Table 7.5.

Table 7.5

Main Library Public Services			2019
<i>personnel designation</i>	<i>FTE</i>	<i>comments</i>	
Library Services Director	0.00	vacant	
Librarian	1.00		
Library Assistant	1.00		
Library Section Manager Reference	1.00		
Librarian full-time	2.00		
Librarian part-time	0.50		
Library Technician full-time	3.00		
Library Technician part-time	3.00		
SUBTOTAL FTE			11.50
Main Library Administration			2019
<i>personnel designation</i>	<i>FTE</i>	<i>comments</i>	
Library Division Director	1.00		
Library Services Director	1.00		
Librarian	1.00		
Library Assistant	0.00	vacant	
SUBTOTAL FTE			3.00
Main Library Systems & Special Projects			2019
<i>personnel designation</i>	<i>FTE</i>	<i>comments</i>	
Library Systems Manager	0.00	vacant	
Special Projects Administrator	1.00		
Librarian Temp Positions	1.50		
SUBTOTAL FTE			2.50
Main Library Technical Services			2019
<i>personnel designation</i>	<i>FTE</i>	<i>comments</i>	
Library Services Director	0.00	vacant	
Contracts Administration	1.00		
Acquisition Librarian	0.00	vacant	
Librarian full-time	1.00		
Librarian Assistant	3.00		
Library Technician full-time	2.00		
SUBTOTAL FTE			7.00
TOTAL MAIN LIBRARY FTE			24.00

Table 7.5 (continued)

La Farge Branch Library		
<i>personnel designation</i>	2019 <i>FTE</i>	<i>comments</i>
Library Services Director	1.00	
Librarian full-time	3.00	
Librarian part-time	1.00	
Library Assistant	1.00	
Library Technician full-time	3.00	
Library Technician part-time	2.50	
TOTAL LA FARGE LIBRARY FTE	11.50	

Southside Branch Library		
<i>personnel designation</i>	2019 <i>FTE</i>	<i>comments</i>
Library Services Director	1.00	
Library Section Manager Circulation	1.00	
Librarian full-time	2.00	
Librarian part-time	1.00	
Library Assistant	1.00	
Library Technician full-time	4.00	
Library Technician part-time	1.50	
TOTAL SOUTHSIDE LIBRARY FTE	11.50	
GRAND TOTAL LIBRARY FTE	48.00	

The grand total 2019 FTE is 47.00, or 1.00 less than the 48.00 reported to the State Library in 2018.

Current Organization Chart

The 2019 SFPL Organizational Chart is depicted in Figure 7.6 on next page.

Staffing Findings & Conclusions

A number of issues can have a positive impact on personnel and staffing at SFPL:

- A small number of unique but important staff positions are currently missing from the SFPL organization. These include specialists in Technology, Marketing, Outreach Services, Custodians, and bi-lingual staff at all levels;
- The Consultants believe there is potential utility in hiring additional para-professional staff to augment the efforts of professional Librarians at SFPL, ideally as full-time positions;
- Consider outsourcing a portion of Technical Services, allowing the possibility of reallocating staff to Public Services or new positions;
- Consider approaching the City’s Human Relations Department about streamlining job hiring and promotion procedures; and
- Consider designing and implementing a professional development program that delineates clear goals for individual attainment and clear career ladders for advancement within SFPL and City government.

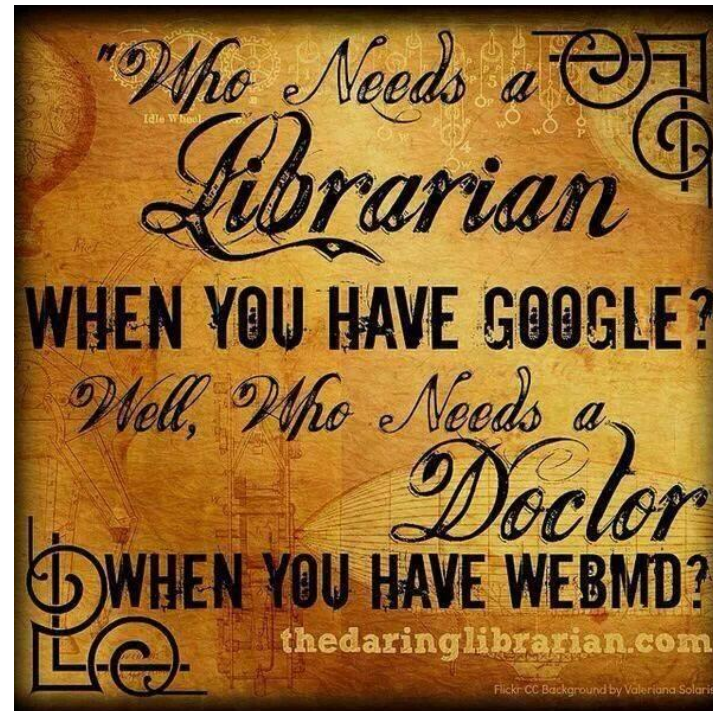
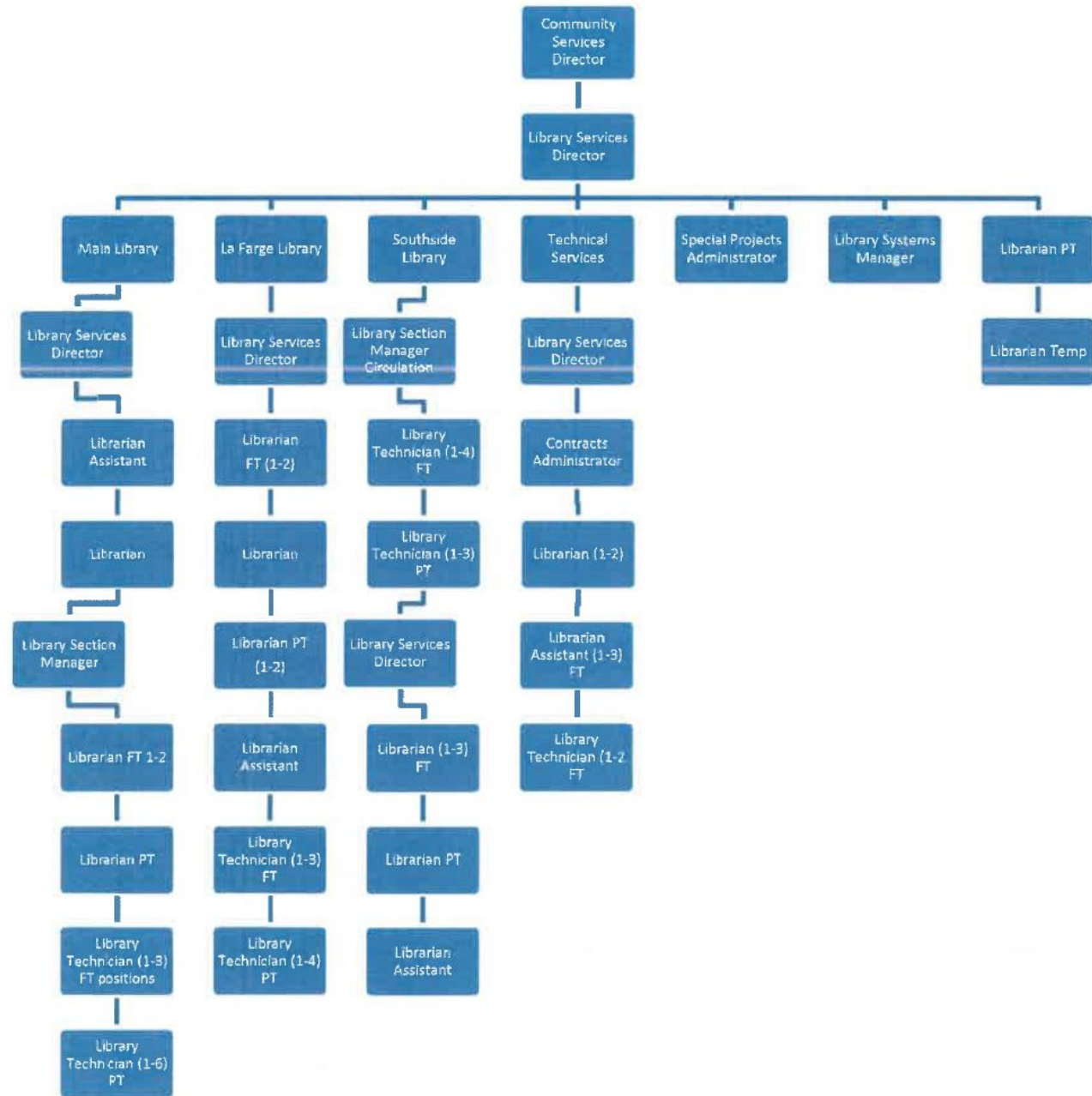


Figure 7.6
2019 Santa Fe Public Library
Organization Chart



Marketing Communications & Advocacy/Community Engagement

Every step in the master planning process is a public relations opportunity. Indeed, every transaction with a library customer is too. With so many things the public library does well, they typically do a mediocre job of promoting themselves. And as with most things in life, there is always room for improvement, including at SFPL. Outreach Services should be a marketing activity while delivering service to the community – but then, so should every other service provision. The Consultants believe marketing is as much an **attitude** as it is an **action**.

Assessment Standards

The following text is excerpted directly from the 2016 Colorado Public Library Standards, outlining the Basic and Future-Focused standards for the portion on Marketing/Advocacy/Community Engagement Standards:

Marketing Communications & Advocacy Overview

Outcome. Community members are aware of the library's activities. They value, actively support, and engage in library initiatives.

Overview. The Library Board, Library Director, and Library staff communicate, advocate for, and promote the Library and its services, utilizing traditional communications methods, as well as the most current and effective ways of reaching target audiences. The Library follows a well-planned and executed marketing, communications, and public relations strategy to promote library services, resources, and value regularly to the public.

The mission and vision of the library, as defined in the library's strategic plan, are communicated to stakeholders in ways that illustrate how the Library is an essential community service.

The overall goal of the marketing, communications, and public relations plan is to inform the public about ways the library meets the fundamental needs of the community. To this end, the plan includes a strong public image, as well as how library staff will identify, reach, and meet the needs of community members.

Board members and directors play a vital role in lobbying for legislative issues that affect libraries. Knowledge of laws affecting libraries, including limits to lobbying is addressed in the Fair Campaign Practices Act.

Marketing, Communications & Advocacy Checklist – Basic

1. Be transparent about the library's specific funding sources, including tax revenue, donations and fines, and services that the library provides to foster better understanding of how public funds benefit the community. Publishing

an annual report, monthly updates, and other regular reports can build this public awareness.

2. Develop and implement procedures to receive and promptly respond to comments, suggestions, and feedback from the community in order to increase customer satisfaction and protect and improve the library's image. When possible, refine and improve services based on customer feedback.
3. Communicate a positive image of the library and its services while remaining receptive to diverse opinions and suggestions.
4. Communicate the library's brand, value, and impact in the community in print, the media, and online to actively position the library as an essential service.
5. Maintain a current website with promotional messages, program and resource news, and easy access to the library's print and digital collections.
6. Use social media to promote programs, library resources, and services to increase community engagement with the library.
7. Create a communications procedures and protocols manual to respond to community crises or disasters, including plans with emergency agencies to leverage the library as a communications hub during and immediately after a disaster.

Marketing & Advocacy Checklist – Future-Focused

1. Develop, adopt, and implement a comprehensive communications, marketing, and public relations plan that addresses and reflects community interests, opportunities, and needs.
2. Allocate funds to support the communications, marketing, and public relations plan. This may include a dedicated budget for advertising (print and digital), promotional materials, support, and staffing for community events, marketing supplies, and, when possible, a communications staff member.
3. Participate in statewide or national campaigns that seek to increase public awareness of libraries.
4. Work with local businesses and organizations to cross-promote services and community benefits.

Community Engagement Overview

Outcome. The community is strengthened through the active facilitation and/or participation by the library in efforts to gather input, engage in meaningful discussions, and act in partnership to support community-wide growth and transformation. Library affiliates (such as) friends and/or foundation organizations are aligned to strengthen the connections between the library and the community.

Overview. *The community is integral to any decision made concerning library operations. Libraries and communities have an interdependent relationship. Communities provide funding, opportunities to collaborate and advocate for the library's work and role in meeting community needs. Libraries contribute to the economic health of the community, collect the memories of the community, and provide a place where people can explore, learn, access resources, share ideas, and be transformed. The library is also an asset that can be of great value when addressing community-wide issues and opportunities.*

The Library Governing Authority and staff search for opportunities to cooperate with other community organizations, including other libraries, governmental agencies, nonprofit organizations, and the private sector in order to embed librarians and library services in the community and ensure healthy communities that understand the value of libraries.

Library staff uses many means to reach out and partner with the community in order to stay knowledgeable and engaged. In addition, opportunities for community involvement within the library are available to volunteers. Cooperation may include sharing of resources, staff expertise, training opportunities, or other joint activities. Staff representation in other community organizations is essential in complying with this standard.

The library has a friends group and/or a foundation that assists the library with fundraising, advocacy, and outreach in the community. Resources from these organizations supplement rather than replace the library's operating budget.

Community Engagement Checklist – Basic

1. *Embrace the importance of community-wide connections by meeting with and supporting local groups.*
2. *Establish cooperative agreements between the library and other agencies for shared programs and services.*
3. *Participate as an active member and leader (and host) of community groups.*
4. *Recruit community volunteers for support as defined in the library's written volunteer policy.*
5. *Ensure that a staff person is responsible for volunteer coordination and training.*
6. *Maintain a formal friends or foundation that meets on a regular basis with a library staff liaison present, and follow the national guidelines for the role of each.*
7. *Involve library staff, friends and the community in long range plans and fundraising activities.*

8. *Make clear distinctions about the responsibilities of the friends group or foundation, and keep funds raised by these groups separate; do not mix with normal operating expenses.*
9. *Collect statistics and conduct research such as, customer surveys, community studies, citizen surveys, and other means appropriate to evaluate library services and resources.*
10. *Use statistics and other data collection to communicate impact and relevance of library services to the community.*
11. *Build "social capital" through civic engagement. Social capital refers to the value of social relations and the role of cooperation to achieve collective or economic results.*

Community Engagement Checklist – Future-Focused

1. *Convene community meetings involving multiple stakeholders to address community issues.*
2. *Encourage community members to participate in conversations about issues that are important to them – beyond library services. Invite partners to work together on plans that address community needs from multiple perspectives.*
3. *Collect, organize, and provide information about community groups and issues.*
4. *Participate in (or convene) cooperative planning and programming with community groups. Share associated costs when feasible.*
5. *Embed library staff in community commissions, boards, neighborhood groups, organizations, and chambers.*
6. *Invite community groups and/or businesses to participate in volunteer activities.*
7. *Recruit mentors to assist in programs, labs, STEAM/STEM, art and other community-focused activities.*

Based upon our on-site observations, the Consultants documented a brief assessment of Santa Fe current achievement versus the CPLS standards. SFPL lacks many of these Basic requirements of each of the Outcomes, Overviews, and Checklists, primarily because of an absence of consistent leadership at the Library Director position for over a year, and a number of other staff vacancies that required attention be placed elsewhere in the organization.

Unlike other Standards, this category does not provide quantifiable Basic or Future-Focused metrics for comparison. Therefore, the Consultants did not document 2018 SFPL achievements relative to these particular standards.

Friends of the Library (FOL). Santa Fe has one system-wide FOL, as opposed to Friends groups centered on each Library Branch. Its primary revenue sources are bookstores at the Southside and Main Libraries, fundraising events, periodic book sales, and an annual membership dues structure. The Friends of the Santa Fe Library is one of the more successful fundraising groups in the U.S.

Advocating for the Santa Fe Public Library is an area in which Santa Fe's FOL group might also excel. Possibly more valuable than the funds raised could be potential political support provided.

Marketing Findings & Conclusions

Branding. Public libraries are no different than any other business enterprise, where successful branding of the organization is a critical aspect of marketing. If a larger Midtown Library looks possible, and current Main Library functions might move to Midtown yielding a downsized Library in downtown Santa Fe, consider changing the name of the current Main Library to the Downtown Library.

Similarly, if it is decided that current Main Library functions move to a Midtown location, consider naming that Library the Central Library, given its centralized location within the current City limits.

Consider opportunities to name a new Library after a significant donor(s).

Partnerships. Successful partnering is based on mutual interests and goals. As with any relationship, an initial "courtship" phase should precede a formal relationship, potentially warranting a legally binding agreement. Some partners worth considering include:

- Santa Fe Public Library could currently utilize more staffing resources. Santa Fe Police could partner with the Library for Teen programming as both an educational and crime prevention strategy.
- Santa Fe Parks and Recreation could partner with the Library for programming with all ages, as an educational strategy.



Promotional piece "A Day in the Life of the Library" Appleton Public Library, Appleton, Wisconsin

Finance

As previously stated in this Plan, the cycle of life of any public library is interdependent on all components of library operation. Library customers, services, staff, and facilities all require adequate funding – which in turn requires satisfied customers. The best library buildings, staff, technology, and services are worthless if the public library cannot afford to fund these amenities.

Sustainability. The concept of “green” architecture has evolved from a trend to a requirement of modern architecture, encapsulated in the term “sustainable.” While controlling capital expenditures is important, optimizing operational costs is critical to the long-term sustainability of a public library system. Staff-efficient facilities are the greatest contributor to a sustainable library system – requiring enthusiastic, well-trained staff to deliver library services that customers appreciate.

Fiscal Responsibility. The Consultants recognize the importance of optimizing all aspects of a public library’s operation so that the output of services yields customer satisfaction, while the input of financing yields government approval. Hopefully, we have adequately stressed this concept in our findings for each aspect of SFPL’s operation.

Funding. Since every step in the library planning process is a public relations opportunity, harnessing measurable, easily quantifiable impacts through outcomes can be an important part of both a comprehensive Library System Plan and daily operations. Aligning SFPL with Santa Fe City government’s goals and objectives will strengthen the support of City Management for funding. Being able to prove to elected officials the loyalty that SFPL customers have for the Santa Fe Public Library can make for strong allies. And demonstrating that SFPL considers all sources of funding – public and private – will solidify City government’s confidence in Library leadership.

Assessment Standards

The following text is excerpted directly from the 2016 Colorado Public Library Standards, outlining the Basic and Future-Focused standards for the portion on Finance Standards, except as augmented with parenthetical text:

Finance Overview

Outcome. *The community is well served by a library that is appropriately funded and transparently administered to best meet community needs.*

Overview. *(New Mexico) public libraries are supported primarily by local tax revenues. The Library Governing Authority seeks and secures funding from public and private sources and monitors and expends these funds with integrity and to support the goals in the library’s strategic plan.*

Many libraries have a separate Friends organization and/or Foundation with a 501(C)(3) status to manage donations for library projects, programs, or services. All fund-raising, grants, and donations shall be considered supplemental to local tax revenue.

Libraries earn the public trust by being accountable and transparent about the use of public money. Libraries are proactive in these responsibilities and demonstrate transparency by distributing and making information available on a consistent, reliable basis.

Finance Checklist – Basic

1. *Develop an annual financial plan/budget based on the library’s goals and objectives for approval by the Library Governing Authority.*
2. *Develop a long-term finance plan (spanning a) minimum five years in conjunction with the library’s strategic plan to identify resources that are available to address future needs of the community. The plan should include categories and amounts.*
3. *Prepare and review monthly financial statements that include comparison to budgeted amounts and make financial information available to the public to ensure responsible and transparent use of funds.*
4. *Participate in audits with the Library Governing Authority.*
5. *Library Governing Authority reviews and approves the budget in the case of governing boards, or reviews the budget in the case of advisory boards.*
6. *Follow financial management guidelines that include, at a minimum, policies on budgeting, audits, capital assets, investments, purchasing, contract approval and borrowing, and follow fiscal procedures consistent with federal and state law and local government requirements.*
7. *Explore local, state, and national fund-raising opportunities, sponsorships, partnerships, grants, donations, and gifts for special projects or as a supplement to local funding.*
8. *Use group purchases and collective bargaining opportunities as a way to expend funds effectively and efficiently.*

Finance Checklist – Future-Focused

1. Develop fund balance policies to ensure appropriate levels of fund balances at all times; develop policies to address situations when targeted fund balances are not achieved.
2. Encourage community financial contributions through friends, foundations, philanthropists, and other organizations.

Based upon our on-site observations, the Consultants documented a brief assessment of Santa Fe current achievement versus the CPLS standards. SFPL meets the Basic requirements of all Outcome, Overview, and Checklist items, with the possible exception of Finance Overview item *Foundation with a 501(C)(3) status* and Finance Checklist – Basic items 2. *Develop a long-term finance plan (spanning a) minimum five years, and 7. Explore local, state, and national fund-raising opportunities.*

We documented a comparison of 2018 SFPL achievements compared with best practices, Basic, and Future-Focused standards, addressing Operating and Collection Materials expenditures per capita, including electronic resources.

The 50th and 75th percentiles for total expenditures represent all New Mexico public libraries in 2018, because this metric is not included in CPLS. Hence, none are available for populations of 100,000 and up. It is important to note that the current \$43.78 per capita is based on City population, so it does not factor in over 10,800 County residents who are SFPL cardholders in 2019.

Total Operating Expenditures Per Capita

population	current Santa Fe	best practice	Basic 50th %ile	Future 75th %ile
100,000 and up		\$58.00	n/a	n/a
25,000 to 99,999	\$43.78	\$60.00	\$46.33	\$101.22

Typically, as a library system serves a larger population, economies of scale allow for a lesser per capita expenditure, compared with smaller populations.

Santa Fe falls 5.5% short of the Basic standard for total operating expenditures, which is the 50th percentile of all New Mexico public libraries. SFPL is 27.0% below the national best practice mark of \$60.00 per capita.

Collection Materials Expenditures Per Capita

population	current Santa Fe	best practice	Basic 50th %ile	Future 75th %ile
100,000 and up		\$8.70	\$5.78	\$7.39
25,000 to 99,999	\$6.31	\$9.00	\$4.34	\$9.19

Santa Fe exceeds the Basic standards for collection expenditures per capita by 45.5% but is short of the Future standard by 31.3%.

Best practice nationally indicates print and electronic collection expenditures should equate to at least 15% of total operating expenditures. Santa Fe's ratio is almost that, at 14.4% of total operating expenditures.

Financial Trends of the Santa Fe Public Library

Operational funding for the Santa Fe Public Library (SFPL) is provided by these primary sources:

- City of Santa Fe;
- State of New Mexico General Obligation (GO) Bond;
- State of New Mexico State Aid;
- County of Santa Fe; and
- Other Sources.

A significant part of the Other Sources funds come from the Friends of the Santa Fe Public Library, or Friends of the Library (FOL) for short, a 501-C-3 organization. A high percentage of those funds come from the sale of donated books.

Financial Analysis. Utilizing the Annual Reports as submitted to the New Mexico State Library, the Consultants analyzed the operating revenue of the Santa Fe Public Library for the fiscal years FY2014 to FY2018. A summary chart can be found in Table 7.6.

There are three revenue sources – local, state, and other. Local revenue is City and County, with the City being far and away the principal revenue source – as one might expect. State revenue includes State Aid which has ranged from \$13,000 to \$15,000, and State GO Bonds that have hovered around \$60,000 per year except for FY2016, when the amount more than tripled in size. The third source, Other Revenue, is primarily funds from the Friends – amounts from

under \$100,000 in FY2014 to as high as \$141,859 a year later. For the past two years the amount has been \$104,000.

Findings. Over the five fiscal years in question, overall revenue has increased \$310,701, or 8.56 percent. The per capita revenue, based on the State Library-assigned population of 67,947 increased from \$53.31 to \$57.88. However, the City of Santa Fe’s recent annexation increased the population 23.9%. Therefore, the Library’s true per capita revenue for City residents in FY2018 was \$43.78.

Table 7.6
Operating Revenue for Santa Fe Public Library – FY2014 to FY2018

<i>fiscal year</i>	<i>City</i>	<i>County</i>	<i>State Aid</i>	<i>State GO Bonds</i>	<i>Other</i>	<i>Total</i>
FY2014	\$3,427,218	\$25,000	\$13,706	\$60,673	\$95,670	\$3,622,167
FY2018	3,729,057	25,000	15,196	59,615	104,000	3,932,868
\$ change	+\$301,839	\$0	\$1,490	-\$1,058	+\$7,330	+\$310,701
% change	8.81%	0.00%	10.87%	-1.74%	8.82%	8.58%

Funds for Capital Expenditures. Additional capital revenue streams unique to the State of New Mexico that SFPL could pursue include:

- General Obligation (GO) Bonds, based on population per County, which are available every two years.
- A discretionary amount of \$19,000 will be available from the Governor in 2020.
- State Grants in Aid will also be available in 2020.

Requests made of the State Legislature for capital outlay for public libraries require a legislative sponsor. In the recent past, the Legislative Finance Council has exhibited a preference to fund multi-use new construction projects, according to State Librarian Eli Guinnee.

Looking Forward. The figures above have addressed the actual City of Santa Fe population, but not non-City resident Library users. Assuming 50% of the Santa Fe County population (2018 estimate of 149,081) who are not living in Santa Fe city limits are Library users, SFPL would be serving approximately 115,140 and would have a per capita operating budget of \$38.01. If only one in four non-City residents were assumed to use SFPL, the Library system would be serving 100,418 persons – 16,220 added to the 2018 City of Santa Fe estimate – at \$36.71 per capita.

Nationally, per capita funding averaged \$55.80 in 2018, a modest 3.22 percent gain over 2017. At \$43.78 per capita, Santa Fe is far from the national average or best practice, especially when considering County resident users of SFPL.

Comparing FY2014 & FY2018. Using percentages for comparative purposes, we note the following source-by-source changes over the five-year period, as tabulated in Table 7.6. The annual increase in total revenue averaged 1.7%, slightly higher than the U.S. inflation rate over that period.

What if the County was to increase its annual funding of SFPL from \$25,000 to the \$100,000 to \$150,000 range?

Taking the \$125,000 middle ground, and assuming 25 percent of County residents who do not live in the City use the Library, the operating budget would be \$4,032,868, or \$40.16 per capita based on 2018 population figures.

To get back up to the current \$43.78 per capita for a population of 100,418, Library revenue would need to exceed \$4.38 million. In such a scenario, Santa Fe County would need to increase their funding level to \$488,400 annually, which would equate to \$30.11 per capita for the 16,220 County resident Library users added to the 2018 estimated population for the City of Santa Fe. Indeed, all residents of the city of Santa Fe are Santa Fe County residents.

Financial Findings & Conclusions

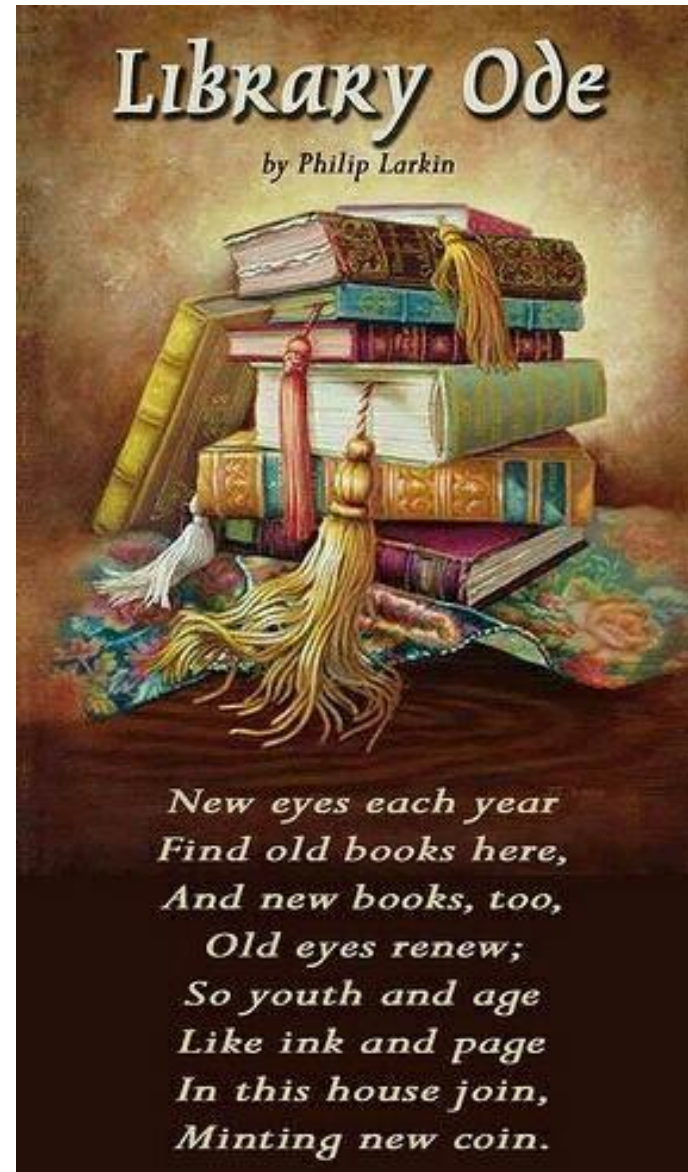
The Consultants developed a list of findings and conclusions based on observations of SFPL policies and best practices nation-wide:

- A significant percentage of SFPL cardholders do not reside in Santa Fe. A strategy that could be considered would be increased County funding of SFPL, as a significant number of County residents use the Library. Santa Fe County typically funds SFPL at \$25,000 annually, which equates to \$0.39 per capita, based on 2018 population figures for non-City of Santa Fe

residents living in Santa Fe County (64,833 persons). That \$0.39 amounts to less than one percent of the \$43.78 that City residents fund, on a per capita basis.

- As an alternative to increased County funding, a non-resident fee could be considered as an additional revenue stream. It might be prudent to keep such fees relatively low during the initial years of implementation, so as not to alienate customers, eventually raising them to mirror the per capita contributions of Santa Fe residents – which equated to \$43.78 in 2018.
- Changing the policies for meeting room use and charges could yield revenue to offset SFPL operational costs for administration, operations, and maintenance of room usage by the public.
- Investigating the revenue potential from establishing SFPL as an official U.S. Passport dispensary is an option found to be lucrative by multiple public libraries.
- State and/or local anti-donation laws have hampered SFPL efforts to raise money from surplus books and other collection items. The Library is working with the City's Legal Department on a resolution to exempt library books and their removal from inventory from all anti-donation laws.
- SFPL could work with the Friends group to develop a role that both supports the Library with advocacy as well as the valuable financial support they already provide.
- Consider employing the State of Maine's policy of providing customers with a printout that shows the value of the services received following most transactions. The goal is to garner taxpayer support for a larger share of the annual City budget.
- Survey the fiscal practices of other libraries, then establish financing goals based on pragmatism. Consider developing a revolving Financial Plan designed to facilitate the implementation of the 21st Century Plan.
- Maintenance of effort in securing adequate revenue is required of all public libraries. Additional revenue streams unique to New Mexico that SFPL could pursue include:
 - GO Bonds, based on County population, are available every two years.
 - A discretionary amount of \$19,000 will be available from the Governor in 2020.
 - State Grants in Aid will also be available in 2020.
- SFPL could pursue all additional revenue streams unique to New Mexico in 2020, and beyond. Requests made of the State Legislature for capital outlay by public libraries require a legislative sponsor.

- The Legislative Finance Council has exhibited a preference to fund multi-use new construction projects in the recent past. SFPL may want to rally supporters to advocate for libraries at the State Capitol every funding cycle.



Governance/Planning

As with all business entities, both a vision for the future and daily direction best come from the top of the organization. At SFPL, a change in Library Leadership occurred in 2019, with very good prospects for raising employee morale and improving service to many customers.

Governance. The kind of action required for public libraries to position themselves securely in the years ahead will demand active and engaged governance. To be able to secure their libraries' future, those most passionate about the importance of public libraries in their communities must make certain that local and state governance understand all that libraries do for community residents and how successful their constituents know them to be. A key challenge is being able to clearly demonstrate value using language that resonate with policy-makers in measurable ways. It is a challenge that is critical to the ability of SFPL to meet the demands of policy-makers that determine the allocation of funding while seeking economic contributions from all social services.

Assessment Standards

The following text is excerpted directly from the 2016 Colorado Public Library Standards, for the Sections on Governance and Planning Standards, except as augmented with parenthetical text:

Governance Overview

Outcome. *The Library is an efficiently managed community resource that provides high-value services through the effective stewardship of public funds.*

Overview. *Public libraries in (New Mexico) are established by a municipal or county government or as a library district under (New Mexico) Library Law. The library governing authority adopts and provides oversight of budgets, supervises the Library Director, adopts policy, and sets strategic direction. The library governing authority can be the library district governing board, city council, town manager, or other civic leadership.*

(New Mexico) recognizes library boards (as being) advisory in most city, county, municipal, and joint jurisdictions. The responsibilities of a library governing board are clearly defined in the (New Mexico) Library Law. Conversely, a library advisory board gets direction from the library governing authority and represents the community by advising the Library Director.

The Library Advisory Board's responsibilities will vary from city to city and county to county; however, both library governing and advisory boards have the responsibility to advocate for the Library, to identify community priorities, to follow state and national laws applicable to libraries, and to plan for the future of the Library. In order to stay current and informed, both the Library Director and the Library Board participate in activities sponsored by state and national library organizations.

The Library Director and staff apply practical and acceptable management practices and standards to the daily operations of the Library. These practices are clearly defined in a set of policies adopted by the Library Governing Authority, which are made available to the public. Hiring and evaluating a Library Director is one of the library governing authority's most important duties. To prevent all-too-common conflicts resulting from the confusion between governing and managing, a library governing board needs a policy stating that human resource administration – including hiring, supervision, evaluation, and termination of all library staff – is delegated to the Library Director. The Library Director provides a regular report as a part of the Board meetings to the city, county, or district, which is the legal employer, acting by and through the library governing authority.

The Library Director is responsible for creating and updating a procedures manual to carry out all policies. The Library Director manages the Library on a daily basis by planning, organizing, and directing services for all people in the community. The Library Director measures and evaluates the effectiveness of library services in relation to the changing needs of the community. The library governing authority and Director seek to serve library users and improve library services through continuous communication with their communities.

Governance Checklist – Library Governing Authority – Basic

1. *Hires and supervises the Library Director, according to a written job description, to manage library operations and staff. The governing authority, such as a Library Board, is not involved in the day-to-day operation of the library.*
2. *Develops performance expectations for the Library Director for use in annual performance reviews.*
3. *Enacts policies to ensure that all residents of the library service area have access to tax-supported public library services.*
4. *Makes Board appointments, processes, and terms in compliance with the library's bylaws.*

5. *Complies with bylaws that outline the Board's purpose and operational procedures. Reviews bylaws at least every three years.*
6. *Convenes regular, open board meetings in compliance with the New Mexico law. The Library Director is present at all board meetings. Written minutes are available to the public.*
7. *Sets goals for the Board's continuing education and performance, and annually reviews the board's performance.*
8. *Approves and reviews policies regularly. When needed, new policies are written, approved, implemented, and made available to the public.*

Governance Checklist – Director– Basic

1. *Hires and supervises all library staff.*
2. *Upholds, with the help of staff, written policies to govern library personnel, operations, fiscal matters, and services. See [checklist of library policies](#) and [policy bank of samples](#).*
3. *Maintains written emergency procedures and risk management plans.*
4. *Writes procedures that are regularly reviewed, revised when appropriate, and made available to staff.*
5. *Communicates library governing authority priorities to staff and gathers significant staff concerns that may inform governing decisions.*
6. *Prepares and presents regular reports to the library governing authority.*
7. *Is a member of (New Mexico) Library Association (NMLA), the state professional organization.*

Governance Checklist – Board & Director – Basic

1. *Orient new Library Board members. Orientation can include a tour of the library, review of the trustee manual, bylaws, library policies, library law, public library standards, and pertinent minutes and information on issues currently under consideration.*
2. *Actively recruit qualified candidates for Library Board openings with attention to identifying representatives that reflect the demographics of the population served by the Library.*
3. *Meet with elected officials, community leaders, and other stakeholders to inform them about library services and needs.*
4. *Administer the library in accordance with state and local codes and ordinances.*
5. *Comply with federal and state laws that affect library operations, including the American with Disabilities Act, the Fair Labor Standards Act, and Privacy Law.*

6. *Maintain responsibility and accountability of the library budget, facilities, and strategic plan. The library governing authority assumes ultimate responsibility for library financial accountability.*
7. *Maintain insurance covering property and liability, including volunteer liability covering errors and omissions.*
8. *Stay current with library-related issues by way of the (New Mexico) State Library, CLiC, (NMLA), and the [American Library Association](#) (ALA), including [United for Libraries](#). Participate in professional development offered by these organizations.*

Governance Checklist – Future-Focused

1. *Board and Director: Track effectiveness of library services and collections through administration and analysis of surveys and other feedback tools and measures.*
2. *Board and Director: Actively participate when critical legislative issues arise that affect the future of libraries.*
3. *Director and staff: Host advisory groups or special interest groups, such as teen advisory groups, to gain input on collections, spaces, programs, and services for their unique needs.*

Planning Overview

Outcome. *Develop effective and sustainable library operations and tangible community benefits from well-planned library services, technologies and facilities.*

Overview. *Library planning is a process of imagining the future of the community and the library and setting a direction for getting there. A formal strategic plan ensures that the Library will provide efficient, cohesive, and effective operational results that meet the community's needs while maintaining fiscal responsibility.*

Planning is a continuous process. It requires surveys and analysis of library and societal trends, determining community needs and current services, with qualitative and quantitative measures to conclude if the work is successful. Appropriate time and necessary funds must be allocated in the library's budget to implement the planning process.

Input is gathered from all external library stakeholders as well as the library governing authority, and all levels of staff. This feedback serves as the basis for the vision, mission, and values of the library that guide the development of goals, objectives, and strategies that need to be accomplished; ultimately, the final plan

is communicated to the community and the budget is aligned with the plan. Success is defined in the plan and locally determined by staff documentation, community feedback and governing oversight.

There are many methods to consider in undertaking a strategic plan. Preliminary research is critical to understand what will work best. See planning resources at the (New Mexico) State Library.

Planning Checklist – Basic

1. Use these standards as a guiding document in the planning process.
2. Establish a vision, mission, and values that are based on a review and assessment of community needs and the unique role of the library in the community served.
3. Review and update the library's strategic plan regularly to determine progress in meeting goals.
4. Implement an ongoing, integrated process of community and library analysis, planning, evaluation, and community impact that covers two to five years and involves the library board, staff, and community members.
5. Review the library's goals and measurable outcomes regularly to gauge progress, effectiveness, and success.

Planning Checklist – Future-Focused

1. Review local, state, and national public library statistics at least annually to evaluate input, output and outcome measures and determine the library's success in supporting broad community goals.

Based upon our on-site observations, the Consultants documented a brief assessment of Santa Fe current achievement versus the CPLS standards. The City of Santa Fe, the Library Board, and SFPL all meet spirit of the Basic requirements of these Outcome, Overview, and Checklist items. But again, the absence of a Library Director for over a year has stunted the growth of SFPL related to several of the Basic requirements. The Consultants are confident that situation has been more than adequately addressed and the future of the public library in Santa Fe looks bright.

Unlike other Standards, this category does not provide quantifiable Basic or Future-Focused metrics for comparison. Therefore, the Consultants did not document 2018 SFPL achievements relative to these particular standards.

Governance Options

The vast majority of public library revenue comes from local (and in some areas of the country state) government be they municipal, county, special district, or some other type of agency. They have boards, commissions, or departments for oversight. Many are administrative, setting policies and budgets and with appointment powers. Others are advisory. Both types are important, especially in advocating for support from the public and elected officials.

The traditional funding sources for revenue, and funding increases and decreases, is typically dependent on the local economy. During times of economic downturns, there is a search for new revenue sources, and revenue-based models to fund public libraries. Yet for the majority of public libraries, every year is another year to fight for at least the **status quo** in terms of annual operational budgets.

Local Revenue Sources. The Consultants surveyed several traditional funding mechanisms, weighing the positive and negative attributes of each:

Municipal. Municipal jurisdictions tax the residents to fund the public library. The tax is often a tax on real property, e.g. real estate – residential and or commercial. Residential taxes usually account for more than the tax on commercial property. If the public library is a department of the municipal jurisdiction, the library competes for its share. However, the library may have a separate and specific tax, or levy, for set purposes. The levy may have a defined time limit in terms of years, or in terms of a percentage of the total property tax revenue of the municipality. This method is sometimes called a tax measure.

Sales taxes are another municipal revenue source, and usually part of general revenue. If the local public library is a municipal department, the library competes for and receives a percentage of the general revenue. General revenue can encompass several sources – property and sale taxes, fees for various services, and fines. Undesignated gifts or bequests are usually kept separate from general revenue, regarded as augmented revenue, **not** replacement revenue.

Pro: A municipal public library is part of the local government jurisdiction, and the municipal has the responsibility to provide services. This responsibility may be written into the charter for the municipality, or it may be historic in nature – something that has always been done. Obviously, the former is preferred.

Periodically, usually when there have been economic downturns, a few municipalities have stopped funding their local public library. There are very few incidents of a local jurisdiction eliminating the public library, Salinas California being one that resulted in international headlines when the municipality closed Nobel Laureate John Steinbeck's library.⁴ The Douglas County Library (Oregon) shut down its public libraries for 18 months in 2017. Funding was restored through grants.

Con: Public library budgets are determined by annual discussions and they can vary from year to year. There is no stability of budget levels, and the municipal library competes with other municipal departments for funds, in particular public safety (police and fire), parks and recreation, and streets and sanitation.

County. The funding of annual operations for county libraries does not substantially differ from municipalities though it may include taxes of unincorporated areas. The collection of sales taxes can vary. There are a few states without sales tax. County libraries benefit from the sharing of resources and expertise with other libraries in the county system.

County libraries are typically structured in one of three ways:

1. Two or more municipal libraries form a county system with the cities contributing a percentage of their tax base or agreed upon revenue to the system. Agreements and contracts between the county and the municipality designate the responsibilities of each including ownership of the facilities, collections, personnel and operations. Public libraries in a county system benefit from the sharing of resources and the cost effectiveness of centralized services, especially administrative and collection development costs.
2. The county system is formed to serve unincorporated areas to provide library services including facilities, collections, personnel, and operations. The county is responsible for library services for the population throughout unincorporated areas. There may be advisory boards of local residents or organizations to liaison with the county on library services.
3. There are county libraries that consist of both municipalities and the unincorporated area. Disparities in tax revenue collected, and services

⁴ In 2007, Elizabeth Martinez was recruited to restore public library service in Salinas.

provided can arise. Municipalities may complain that they provide a high tax revenue, especially if the population is larger. Operational costs and facilities may vary, and complaints arise about disparities in distribution of total revenue. Municipalities have left counties to establish themselves as a Special District or become a department of their municipal. There are usually liaisons to municipalities, the county, and/or area groups.

Pro: County public library systems generally have a lower per capita expenditure due to centralized services such as collection development and processing, and administrative costs.⁵ They share resources and expertise. Multiple Friends of the Library (FOL) groups often exist, sometimes forming an advisory consortium. Typically there is not one "central library" as with many municipal systems.

Con: The profile of a municipal library system is often "lost" within a county system made up of many libraries. Inequities in per capita data occur since every library has some basic costs of facility operations regardless of size, e.g. minimum staffing for safety. A municipal within a county system may contribute more tax revenue than is allocated for its operations, leading to inequities.

Special District. The formation of a special public library tax district must be approved by the state. States that have "tax district public libraries" have different policies for such a district. Generally speaking, the legislation provides taxing authority for a specific service and tax base. The tax district boundaries can be the same as a municipal boundary or they can include unincorporated areas. The boundaries could also be that of a county.

Districts have their own governance with an administrative board or commission of trustees. In many cases the voters residing within the boundaries of the district must first approve the formation of a "tax district library," subject to the laws of the state.

Pro: The tax base is usually stable, expanding as the economy increases. A board or commission of trustees from the community has administrative responsibility. There is a sense that the public owns the library and votes for both the budget and trustees. It is normally not subject to local political issues or competition.

⁵ See the IMLS/State Statistical annual reports available from each State Library.

Con: States may have minimum standards required in order to form a special district. The special district may be subject to state retirement, civil service, and other state regulations.

Tax Measure. In the last two decades, the use of a special tax measure has succeeded in providing a minimum base of revenue for many public libraries seeking funding stability. A tax measure can provide residents with a sense of responsibility for their public library and it takes the library out of annual budget debates. The measure provides a determined tax base that is permanent for a specific number of years. Most of the public library tax measures on the ballot have succeeded (about 83% in California), and some have been renewed after 10 or 15 years of existence. Batavia (Illinois) Public Library, Kansas City (Missouri) Public Library, and Oakland (California) Public Library have recently received voter approval for a tax measure. Continued success requires a strategic campaign of supporters and volunteers.

Pro: The public generally supports libraries, so a tax measure is approved more often than not. It provides dedicated funds for a specific amount of years and creates financial stability for the library. Annual debates and competition with public safety and other municipal or county services are eliminated.

Con: Although separate from municipal or county control there will be municipal or state regulations to meet, e.g. building permits and the like. A few states, California most notable, require a “super majority” of 2/3 or 66 percent favorable vote for a tax measure to pass. There are other states, such as New York, with considerations included in the tax measure language that requires public approval of budgets on an annual basis. If the voters do not approve the larger budget, libraries operate with prior year funding.

In the last two years public libraries across the nation have successfully passed a tax measure or referendum for operational and/or facility funding – most often requiring an increase in local taxes. *American Libraries*⁶ reported “During the 2016 election year there were 150 library referenda across 22 states and 81% were approved. In 2017 and 2018 the success rate for library tax issues was 70%.

⁶ See “Referenda Roundup,” January 2017.

Seeking Stable Funding. During a financial crisis, the incentive for governance change is explored with the expectation of reducing costs. Cities want to leave counties, cities want to join counties or become a special district, or a tax measure is considered.

Sometimes annexing unincorporated areas of a county can be attractive if a municipal library jurisdiction serves county residents through reciprocity agreements. Taxing the county for each resident who uses a neighboring municipal library is a possibility. However, if municipal residents have not been paying county taxes for library services, the county might begin to tax the municipal residents for use of the county library. The state may also have incentives for reciprocity or universal service for all residents. In some jurisdictions there is a “net lender” fee to offset libraries that are “net lenders” the costs associated with providing service to “net borrowers.”

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Voters say “Yes!” to Their Library on Kansas City Public Library website, November 6, 2018.

Governance Findings & Conclusions

Internal Organization. Under the heading “always room for improvement” the Consultants documented a variety of potential administrative improvements for SFPL:

- Once all components are in place, develop, staff, and slowly roll out a system-wide marketing strategy;
- Consider a “cabinet” of Library Leadership, with regular participation by all staff levels, to make the policy and procedural changes that are needed;
- Streamline the entire organization in terms of number of positions, number of classification, and respective salaries/wages and benefits;
- Develop and implement an objective employee assessment program that establishes clear goals for individual attainment and clear career ladders for advancement within SFPL and City government;
- Work with the City to move all facets of Library IT into the SFPL organization; and
- Develop a procedure that regularly gathers public input and feedback.

RISING TO THE CHALLENGE

Re-Envisioning Public Libraries



Cover of the seminal 2014 Report that continues to redefine the future of public libraries in the United States