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Action Plan

The Consultants have collaborated with Santa Fe Public Library to develop a detailed action plan that will allow manageable implementation of the 21st Century Library System Plan. Recommendations have been based on community, SFPL, and City priorities. Proposed timelines and funding options to implement the Plan should all be monitored by performance criteria formulated and set in place ahead of implementation. Components of the Action Plan should remain fluid as variables continue to fall into place. These components should include:

- *Priorities:* Actions ordered per primary community and governmental concerns and/or ease of implementation – pitting the greatest potential impact versus low-hanging fruit. Tracking two-tiered levels of priorities provides flexibility in funding, as do short-term versus longer-term projects.
- *Funding Options for Capital Projects:* Identification of funding sources to implement the Library facilities plan, contrasted against the FY2020 budgeted expenditures, to phase-in according to conceptual timelines, dependent upon corresponding operational budget variations.
- *Proposed Rolling Timelines:* Realistic implementation schedules – adjusted as needed after conception – should be based on available funding, population growth, economic factors, and other triggers for bringing each action online to meet their objectives for performance and outcomes.
- *Measuring Outcomes & Performance.* With SFPL goals and objectives clearly delineated, this step is reduced to identifying the most applicable tools and applying them to the priorities.

This foundation will help SFPL take realistic actions that are manageable, provide ongoing direction for Library Leadership, with specified objectives, performance, and outcome measures.

Santa Fe Public Library Action Plan 2019-2020

This Action Plan is intended to be a map, a guide to restart programs and services with new leadership and direction, and with specific achievements by the end of the first year. It is based on a focus of multicultural and multilingual customer service.

It is framed as an outline with periodic accomplishments to be made by specific times both short-term and longer, and starts with what the Library Director can control, and what will take longer due to dependence on the agreements by city agencies or others. Meetings with staff units monthly, and all staff quarterly are essential for good communications, and updates, so everyone is kept informed on progress, problems, tasks, and plans, and everyone contributes.

The Plan relies on an understanding by Library staff, City staff, and the Library Board that the first year is one of changes for improvements and expansion in areas described in the Consultants' assessment report, and some agreements on what is working well, and what needs rethinking and redevelopment. It assumes reorganization of staff towards customer service meaning that staff will spend a minimum of 60% of their time working directly with the public, services and programs and outreach, or on services that impact the public directly; technical staff can also meet with the public on services to gain perspective on problems, and ideas for new programs. It is essential that the Community Services Department Director be involved to the extent that she wants, and that all key players understand what we want to accomplish by the end of the first year.

Obviously, the Action Plan need to be massaged by the new Director to become her own based on her own perspectives and experiences. The new Director will 1) revive and redirecting staff at all three SFPL Libraries; 2) interject a multicultural and multilingual background and training; and 3) is excited to lead the opportunity to expand the overall role of the Library in the City of Santa Fe within the first year.

The Action Plan described is doable. With the cooperation and involvement of the staff, appropriate City employees, the Library Board, and Friends of the Library, all of the following actions, considered basic for most modern public libraries, can be accomplished in the first year.

The two-tiered Basic and Future-Focused levels of standards provide benchmarks for SFPL priorities, short-term and long.

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Months 1 thru 3: Establishing Relationships & Assessment Report Review

Knowledge and understanding of the City of Santa Fe, the issues and topics under discussion by the residents, and the historic assumptions that govern so much of the city's development, is vital. Relationships and alliances throughout the city drive many initiatives and support, and after a year of review, study and assessment of the Library, there is a consensus for improvement of facilities, services and programs that includes an inclusive Library that is focused on a better future for everyone.

1. *Meet with Library Staff* on the Consultant assessment report so that everyone is aware of the data, and familiar with the report findings. Discuss the Action Plan and establish concentric priorities with assignments on who will work on what aspect of the plan with the understanding that there is a role for everyone; use a visible chart, as well as a digital chart, assign responsibilities, and monitor the details of the Action Plan. Re-enforce that the Plan can be changed, added to, or items eliminated if no longer needed. Identify potential staff and volunteers to assist with community outreach. Staff support is vital to the success of any new strategies.

2. *Meet with City staff* on the Consultant assessment report, Action Plan, and identify who can assist with already identified needed policy changes: 1) ability to give away discarded books, 2) recruitment of multilingual/multicultural staff, 3) technology resources available, and 4) AmeriCorps workers assigned to the Library. Establish reporting required to keep everyone informed on progress and issues.

3. *Meet with Library Board* on Consultant assessment report and Action Plan. Identify ways that the members can assist such as recommending members to the Advisory Circle, and maintaining support for the Library within City government circles, and the public at large.

4. *Meet with Friends Board* on Action Plan and priority funding resources required such as 1) Stipends for outreach community volunteers, 2) Snacks for afterschool programs, 3) Material for the Homework Center, and 4) Technology upgrades. Develop a budget plan to fund these new programs within two years. The support of the Friends is critical, as they represent members of the community who invested in the Library as a major community service, and have the potential to raise funding for programs and new services.

5. *Review Budgets* to identify what is adjustable and easily reallocated, and what are future priority requests.

6. *Review Internal Policies*. Identify barriers that are obstacles to improved service, how to eliminate or change them, and who is critical to ensure compliance.

7. *Develop a Staffing Plan.* Review personnel to assess talent, assets, impediments, potential reassignments, and their professional and community service interests. Identify multicultural and multilingual staff and recruitment priorities.

8. *Update the Collection Development Plan.* Reallocate the Book Budget toward new priorities of Spanish language materials, Teen resources priorities, and identify potential future collection needs.

9. *Update the Technology Plan.* Review technology resources and areas for improvement. Meet with technology vendors to improve performance and/or negotiate new contracts. Identify tech partners in the community as advisors or pro bono contributors. Identify cost and budget needs.

10. *Solicit Public Comments.* Hold informal café-style sessions at all libraries to meet residents and inform them about the Consultant assessment report findings, and the plans for improvement. Inform them on how to access the Director, and future plans as they develop. Solicit community member ideas for future facility and program development.

11. *Conduct an Environmental Scan* of each library, and review Consultant findings. Identify areas for immediate improvement to improve appearance and accessibility indoors and outdoors. Identify long term areas of improvement such as the Fogelson Library or a totally new Central Library as the "Midtown Library" to replace the La Farge Library.

12. *Identify Pro Bono Service Partners.* The City has experts in government and business throughout the community with expertise in technology, marketing, design of facility spaces, and speakers for public programs on topics of interest. Businesses and food vendors can provide snacks for youth afterschool programs.

13. *Establish an Advisory Circle* of community representatives who can help assist the Library during a year of new programs and services. As the face of the community, they are School liaisons, supporters for afterschool Homework Centers, identifiers of partnerships for arts exhibitors and in-residence artists, collaborators for literacy classes on site, sponsors of Poetry Out Loud for youth poetry slams, mentors for filmmaking classes and film festivals, tech experts for Coding and Robotics Saturdays. They can provide resources to assist the Homeless through the library, speakers for a wide variety of public programs, entertainment venues for programs (Meow Wolf,

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Wise Fool), and be a source in the communities to gain support for the Library.

14. **Discuss with Santa Fe Public Schools** a plan to give all K-12 students library cards. Establish a timeline to accomplish this within 14 months. Note: September is National Library Card month

Months 4 through 6: Establishing New Programs and Services

After 3 months to ensure every stakeholder and the general community is informed about the Consultant Report and assessment, and the Action Plan, cultivating supporters, and building a solid foundation for the first year, implementation begins.

1. **Implement City Changes to Policies** on discarded books, and other hindrances to customer service.
2. **Implement Changes in Budget Allocation** toward Spanish language materials and Teen priorities.
3. **Implement Improvements to Technology** following vendor contract negotiations, and purchase of recommended new services and equipment.
4. **Establish Coding & Robotics Saturdays** for youth ages 7 to 17 at the Southside Library. Solicit community and college tech experts to provide oversight. Request the Friends to supply materials.
5. **Establish a Homework Center** at Southside Library Mondays through Thursdays 3 to 6 pm in partnership with Santa Fe Public Schools. Request the Friends to provide supplies and snacks.
6. **Explore NM Youth Poet as an Artist-in-Residence.** Discuss with the State Library a partnership with the state's new program.
7. **Develop a Digital Arts Lab** (location to be determined) in partnerships with a local digital tech company or college. Possible collaboration with Meow Wolf and/or the Santa Fe Community College Film Program.
8. **Provide Monthly Informal Reports to the City, Library Board & Friends.** Keep them informed on progress, and concerns, and thank them for their assistance.
9. **Convene a Meeting of the Advisory Circle.** The members represent all aspects of the community, and understand the importance of their assistance to the Library.

Months 7 through 12: Assessing Progress

Visible progress with programs and services are noticeable after six months. Additions or changes to the Action Plan will have surfaced and have been made. Roles and staff assignments can be addressed.

1. **Solicit Staff Comments,** perspectives, suggestions and ideas for improvements.
2. **Issue Progress Reports** to the City, Library Board, and Friends. Let them know how their role enabled fast improvements, and thank them.
3. **Inform Residents** about new programs and services using social media, print media, and issue invitations to meetings with the Director at "open community events."
4. **Hold a Second Advisory Circle Meeting.** Solicit ideas, suggestions and thank them for their assistance.
5. **Update Action Plan** as necessary. Incorporate changes, suggestions, ideas from Staff, City employees, Library Board members, Friends, and community.
6. **Assess Status of Staffing, Collection Development & Technology Plans.** Make changes, additions, and incorporate new ideas. Inform all stakeholders.
7. **Develop a Marketing Plan** with assistance of the Advisory Council, and pro bono community experts. Establish costs and pro bono services.

End of Year 1: Report on the Library

This is an exciting time of celebration for the accomplishments of everyone involved during the last year to improve, redirect, and redesign a community based, multicultural and multilingual public library. There are visible improvements to the facilities, and new and redesigned services and programs for the public. Staff is focused on assisting the resident find what they need, and providing them with high end technology, collections that matter for learning and enjoyment, and the knowledge that the public library is their – and everyone's, resource.

1. **Identify Achievements** of the Action Plan and the status of Consultant Report recommendations.
2. **Develop a Two-Year Budget Plan** for continued enhancements, and future needs.
3. **Identify Long-Term Projects.** This might include renovating the Fogelson Library, a Tax Measure for stable funding, facility improvements or new ideas that surfaced during the year.

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4. ***Tell the Library Story*** and solicit public comments. Focus on a city-wide community effort, and use all media, and languages.
5. ***Ask the Advisory Circle*** for ideas for the future.

Plan for Year 2: No Limit to Expansion of Services Ideas

Once the Library becomes the place where the community is empowered to plan their own programs, suggest ideas, find technology resources, and assist with collection development, the role of the Library becomes inclusive, comfortable and familiar. This is especially important for multicultural and multilingual communities of all ages.

Now is a time for the City, Library Board, Friends, and various communities to increase the conversation about the Library throughout the community, acknowledge and thank all partners and collaborations, be excited about a future with a place that solicits, implements and wants ideas. It becomes a time to dream ***big*** about the future with the Library representing the voices of the entire community.

Year 1 High Priority Recommendations

The Consultants developed a priority order of first wave recommendations for consideration by Santa Fe Public Library and the City of Santa Fe. These actions are a combination of urgent priorities, long lead-time projects, and/or opportunities to show early success and build momentum for the Plan and the Library:

- In order for the SFPL organization to be at full strength, ***Fill all vacant and recommended new positions, stressing bilingual and multicultural skills.***
- Because it is a critical long lead time item that will allow other facility changes once completed, ***Pursue New Central Library at Midtown campus.***
- Since this option has the potential for immediate results, ***Approach Santa Fe County about increasing their funding for SFPL, commensurate with County resident use.***
- To begin to cultivate philanthropy in a locale with capacity to give and generate support for the library, ***Form a 501-C-3 Library Foundation to endow SFPL collections.***
- In order to get books in the hands of customers more quickly and shift some staff to public service, ***Streamline collection processing through the purchase of shelf ready materials from established vendors.***

- To address currently unserved and underserved communities, especially focusing early childhood education, ***Establish an Outreach Services Plan, to be implemented when staffing levels are at full strength.***
- To facilitate easier browsing so as to increase circulation and collection turnover, ***Continue weeding the collections to make room for wider aisles and lower shelves.***
- As a means to promote the good work of SFPL and its staff, ***Develop a comprehensive Marketing Plan that is ready to roll-out once staffing, programs, and services are in place.***

There are a number of other potential first year recommendations that could be considered, but many of the Section 8 recommended actions are embedded in the facilities projects envisioned, as described below.

Capital Project Recommendations

Given the amount of money involved, and the rarity of funding opportunities for large scale expenditures, the Consultants summarize the primary facilities recommendations for SFPL, as originally detailed in Section 8. Of importance is that the stated 2019 cost estimates for these projects contain

Midtown La Farge Branch Library. The primary recommendation to replace the Oliver La Farge Library is to construct a new 66,500 square foot, two-story Central Library at the Midtown Campus would cost approximately $35.4 million in 2019 dollars, assuming no site acquisition costs are required. Minimum lead time for this project would be approximately three years, one year for planning and design and two years for construction.

A real opportunity exists for a City of Santa Fe partnership with a real estate developer on this project. The Consultants have experience with mixed-use public library/residential/retail projects – both mid-rise and high-rise in nature. A true symbiotic relationship exists between these functions, almost guaranteeing success, if designed correctly.

Also of note, a new two-story Central Library will be less expensive to staff than a renovated Fogelson Library. The ongoing operational cost savings will pay back the increase in capital cost of the all new Library.

Downtown Main Library. Despite significant limitations on service delivery, the Main Library is nonetheless a resource, historically and as a Library. The primary recommendations for extending the life of this building is to modernize and retool the Downtown Library into a Cultural Arts Center and local Branch Library,

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moving Administration and Technical Services to the new Central Library in mid-town. The cost of this project is estimated at $8.4 million in 2019 dollars. Minimum lead time for this project would also be approximately three years, one year for planning and design and two years for renovation, anticipating the discovery of challenges within the historic building.

With the administrative functions of the Library system re-locating from the Main Library to Midtown, ideally, the new Central Library would be completed before commencing with renovation of the Library building into the Cultural Arts Center.

Southside Branch Library. Southside Library is situated on the site with ample land in front of the public entrance, but backed up to adjoining streets. As such, expansion toward the front of the building is ideal. The primary recommendation include adding 10,000 square feet as a Meeting Room/Lobby extension, within which would be 4,463 square feet of shell space for future expansion, at a cost of $8.6 million in 2019 dollars. Minimum lead time for this project would be approximately two and one-half years, one year for planning and design and one and one-half years for construction. This is not an urgent project, but would allow several currently needed improvements to take place as part of a building-wide upgrade.

By adding a Meeting Room extension, direct after-hours access to the existing meeting room could be achieved without going through the original café space. The original café space would be converted to a Makerspace.

Midtown Campus Library Location. The Consultants recommend the City of Santa Fe identify a prominent parcel of land on the campus as the intended site for a new Central Library. The convenience of a midtown location could be squandered if the new Library is hidden away within the campus.

Measurement of Quantifiable Outcomes

The City of Santa Fe's adopted results-based accountability (RBA) framework for planning and action included 23 primary and secondary performance measures for the Library system. SFPL staff collaborated to conceive and codify measures for the needed improvements for the Santa Fe community, as well as ways to measure the impacts and outcomes of those actions, listed in Table 9.1.

Table 9.1
Primary & Secondary Performance Measures for SFPL

Primary Activities	1) Number of Library cards issued. 2) Number of Processing new/old items. 3) Number of Reference/Circulation transactions (in person/ phone/email). 4) Number of Items circulated. 5) Number of Customer interactions (providing general library information/services). 6) Number of Programs held 7) Number of participants served by children, family & adult programming. 8) Number of Meeting rooms booked. 9) Number of Work with volunteers. 10) Number of Utilization of computing services-all patrons. 11) Number of Check-ins/Check-outs.
Primary Customers	1) Number of Customers, public ages 0 to Seniors.
Primary Performance Measures	1) Number of Active card users to total number of cards issued. 2) Rate of utilization during operational hours (workload/staffing ratios). 3) Percentage of Users who report satisfaction with Library programs/services. 4) Percentage of Parents/Caregivers who report (via survey) that they better understand how to help their child with reading, have access to books & see improved reading habits in their children.
Secondary Performance Measures	1) Number of/percentage of Parents who report online resources are helpful to children. 2) Number of/percentage of funds raised to target (Friends fundraising events).

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Table 9.1 *(continued)*
Primary & Secondary Performance Measures for SFPL

Data Development Agenda	1) Rate of customer satisfaction with library programs/services. 2) percentage of Parents/Caregivers who report that they better understand how to help their child with reading, have access to books and report increase in reading habits for their child(ren). 3) Number of /percentage of Teachers who report they use the databases available to them to help students. 4) Percentage of Cost savings each patron saves due to library materials/resource. 5) Number of User support requests for online resources.

In addition to these City-developed measures, SFPL is considering a library industry platform for quantifying and measuring outcomes.

Project Outcome

Measuring outcomes helps libraries answer the question, "What good did we do?" It also allows libraries to see what can be learned about the impact of public library programs and how libraries can use the data to demonstrate their value.

Project Outcome is an initiative of the Public Library Association (PLA) that equips libraries with short, easy-to-use, customer-focused surveys designed to measure the impact of library services such as childhood literacy, computer training, and workforce development. The project focuses on measuring the outcomes of the programs that many public libraries have in common, thereby minimizing the work for each library in developing measures while also maximizing impact by giving libraries a shared language and the ability to aggregate data. A Project Outcome toolkit is provided by PLA and includes measures that are flexible so as to be used by libraries of all sizes and demographics.

Project Outcome will help SFPL measure four key customer outcomes – *knowledge, confidence, application,* and *awareness* – in seven key library service areas:

- Civic/Community Engagement.
- Digital Learning.
- Economic Development.
- Education/Lifelong Learning.
- Early Childhood Literacy.
- Job Skills.
- Summer Reading.

Project Outcome is based on research that helped develop seven surveys that are extended to the library community for input. For more information, see:

https://www.projectoutcome.org

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