

Section 1: Introduction

The Request for Proposal (RFP) for a 21st Century Plan for Santa Fe Public Library (SFPL) listed a number of issues that confronted the City of Santa Fe and SFPL over the past 20 years, including:

- Changes in community demographics and usage patterns.
- Diverse customers having different needs.
- Significant economic, educational, and literacy disparities.
- Financial challenges.
- Aging facilities.
- Emerging technologies.
- National innovations in library service delivery.
- All leading to new thinking about the role of libraries in communities.

In response to these issues, the consultant team led by Godfrey's Associates, Inc. Library Planners & Consultants of Dallas, Texas (the Consultants) was hired to design and implement a methodology to effectively address each issue.

In order to build a firm foundation for the 21st Century Plan for Santa Fe Libraries, the RFP for this project prescribed a scope of work that required the Consultants to develop a thorough understanding of the Santa Fe Public Library system and its history. The contents of this Section document the history of the SFPL system and the process of the master planning effort.

Santa Fe's History

Santa Fe is a vibrant city and county – diverse in culture, people, geography, and experiences. The City – New Mexico's State Capital – has been a hub for tourism for years, based on its cultural diversity and heritage, history, architecture, arts, food, and outdoor recreation.¹

Santa Fe means Holy Faith in Spanish. It is the fourth largest city in New Mexico, based on 2018 US Census estimates, with a population of 84,612. Residents are primarily Hispanic, Anglo, and Native American peoples. Situated in the foothills of the southern Rocky Mountains at 7,000 feet above sea level, Santa Fe is the highest State capital city in the U.S. Founded between 1607 and 1610, it is the second oldest city in the United States.

Beginnings. Over its 400 plus year history, Santa Fe has been a commercial center, a place with a strong tradition where the arts flourished, and goods and services were made and traded. Throughout its long and varied history of conquest and frontier violence, the town has also been the region's seat of culture and civilization. The history of Santa Fe may be divided into six periods:

Pre-Conquest & Founding (circa 1050 to 1609). Santa Fe's site was originally occupied by a number of Pueblo Indian villages with founding dates between 1050 and 1150. Most archaeologists agree these sites were abandoned 200 years before the Spanish arrived. There is little evidence of their remains in Santa Fe today.

The "Kingdom of New Mexico" was first claimed for the Spanish Crown by conquistador Don Francisco Vasques de Coronado in 1540, 67 years before the founding of Santa Fe. Coronado and his men also discovered the Grand Canyon and the Great Plains on their New Mexico expedition. A capital was established in 1598 at San Juan Pueblo, 25 miles north of Santa Fe. In 1609, Don Pedro de Peralta was appointed Governor-General. He moved the capital to present day Santa Fe.

Settlement Revolt & Reconquest (1610 to 1692). For a period of 70 years beginning in the early 17th century, Spanish soldiers, officials, and Franciscan missionaries sought to subjugate and convert the Pueblo Indians of the region. The indigenous population at the time was close to 100,000 people. They spoke nine languages, establishing the multilingual tradition of the Santa Fe area.

¹ City of Santa Fe RFP #18/28/P March, 2018.

They lived in an estimated 70 multi-storied adobe pueblos, many of which exist today. In 1680, Pueblo Indians revolted against the estimated 2,500 Spanish colonists in New Mexico, killing 400 of them and driving the rest back into Mexico. The conquering Pueblos sacked Santa Fe and burned most of the buildings, except the Palace of the Governors. Pueblo Indians occupied Santa Fe until 1692, when Don Diego de Vargas reconquered the region and entered the capital city after a bloodless siege.

Established Spanish Empire (1693 to 1820). Santa Fe grew and prospered as a city. Spanish authorities and missionaries – under pressure from constant raids by nomadic Indians and bloody wars with the Comanche, Apache, and Navajo peoples – formed an alliance with Pueblo Indians and maintained a successful religious and civil policy of peaceful coexistence. The Spanish policy of closed empire meant trade was restricted to Americans, British, and French, infusing English and French influence into Santa Fe.

The Mexican Period (1821 to 1845). When Mexico gained its independence from Spain, Santa Fe became the capital of the province of New Mexico. The Spanish policy of closed empire ended, and American trappers and traders moved into the region, opening the 1,000-mile-long Santa Fe Trail to Missouri. The new nation officially sanctioned commerce, exchanging the riches of the Mexican silver mines for cattle and wagon loads of textiles, clothing, buckles, buttons, tools, implements, and liquor. Trade in local jewelry made of silver and turquoise flourished. In those days, aggressive Yankee traders used Santa Fe's Plaza as a stock corral.

For a brief period in 1837, northern New Mexico farmers rebelled against Mexican rule. They killed the provincial governor and occupied the capital in what has been called the Chimayó Rebellion, named after a village north of Santa Fe. The insurrectionists were soon defeated, and three years later, Santa Fe was peaceful enough to see the first planting of cottonwood trees around the Plaza.

Territorial Period (1846 to 1911). Early in the Mexican American War, U.S. Army General Stephen Watts Kearny took Santa Fe and raised the U.S. flag over the Plaza. Two years later, Mexico signed the Treaty of Guadalupe Hidalgo, ceding New Mexico and California to the United States.

For a few days in March 1863, the Confederate flag of General Henry Sibley flew over Santa Fe, until he was defeated by Union troops. With the arrival of the telegraph in 1868 and the coming of the Atchison, Topeka and the Santa Fe Railroad in 1880, Santa Fe and New Mexico underwent an economic revolution.

However, government corruption accompanied the growth so President Rutherford B. Hayes appointed Lew Wallace as a territorial Governor to “clean up” New Mexico. Wallace did such a good job that Billy the Kid threatened to come up to Santa Fe and kill him. Thankfully, Wallace lived and went on to finish his novel, “Ben Hur,” beginning the history of resident Santa Fe authors that continues to the present.

Statehood (1912 to present). After New Mexico gained statehood in 1912, Santa Fe became the state capital and many people were drawn to the dry climate as a cure for tuberculosis. The Museum of New Mexico had opened in 1909, and by 1917, its Museum of Fine Arts was built. The state museum's emphasis on local history and native culture did much to reinforce Santa Fe's image as an “exotic” city.

In 1926, the Old Santa Fe Association was established, per its bylaws:

“ . . . to preserve and maintain the ancient landmarks, historical structures and traditions of Old Santa Fe, to guide its growth and development in such a way as to sacrifice as little as possible of that unique charm born of age, tradition and environment, which are the priceless assets and heritage of Old Santa Fe.”

Santa Fe has long been recognized as one of the most intriguing urban environments in the nation, due largely to the city's preservation of historic buildings and a modern zoning code, passed in 1958, that mandates the city's distinctive Spanish-Pueblo architecture, styled after the adobe construction of mud, straw, and wood. Also preserved are the traditions of the city's rich cultural heritage which helps make Santa Fe one of the country's most diverse and fascinating places to visit.

In 2005, Santa Fe became the first U.S. city to be chosen by UNESCO as a Creative City, one of only nine cities in the world to hold this designation. This creativity remains at the heart of the community and is a core value for most local businesses. Today, its unique offerings of art, culture and ancient traditions make it a world-class destination, drawing more than 1 million visitors each year.

Santa Fe is the sum of its powerful history, with many families tracing their roots back several generations, a small-town atmosphere, and an international reputation for artistic and architectural sophistication. Inhabitants have left a

legacy of architecture and city planning that today makes Santa Fe the most significant historic city in the American West.²

History of the Public Library in Santa Fe

The Santa Fe Public Library (SFPL) system is comprised of three library locations within the Santa Fe city limits, and a virtual branch library in its web presence on the City of Santa Fe website:

- The Main Library in downtown Santa Fe, two blocks from the Plaza;
- The Oliver La Farge Branch Library in mid-town, on land leased to the City of Santa Fe by Santa Fe Public Schools;
- The newer Southside Library in the Tierra Contenta development, in the southern portion of the City along the Airport Road corridor, a fast-growing but under-resourced part of the Santa Fe.

Beginnings. The Woman's Board of Trade was responsible for opening the first Free Public Library and Reading Room with 400 books in the Barracks Building, located on the northwest corner of the Plaza in 1896. Use of the Free Library was so prevalent, the need for a larger facility was soon evident. By 1903, the Territorial Legislature provided a parcel of land on Washington Avenue as the site for a new Public Library. A new Library was constructed and opened in 1908 at a cost of \$8,901. Independently operated, the Santa Fe City Council began providing limited financial support to the Library in 1917.

The Santa Fe Woman's Club and Library Association was formed in 1912 and moved to help support schools and, among other interests, the Free Public Library. The Woman's Board of Trade merged with the Santa Fe Woman's Club and Library Association in 1932 and soon moved to remodel the Library. The Library was remodeled at a cost of \$15,000, with the work supervised by Architect John Gaw Meem, and opened in 1933. For the next three decades, insufficient funding and a shortage of trained staff caused periodical closing of the Library, while the collections continued to grow.

To solve the Library's financial woes, the Women's Club reached an agreement to sell the Library to the City of Santa Fe in 1962, with funds from a bond initiative. The City took over Library operations, and were able to renovate the Library building with additional monies from bond sales. The existing collection, valued then at \$100,000, was donated to the City by the Woman's Club.

In 1987, the City opened the new Main Library. Formerly the City Hall, then the Police and Fire Station, the historic Berardinelli Building was converted into a Library, retaining much of the exterior building fabric. Funding was not sufficient to outfit the new Children's Room, so once again the Santa Fe Women's Club stepped in and raised \$24,469.59 with the assistance of the entire community. A book brigade of community members was formed to hand books from person to person between the old Library and the new building.

A Library staff member found the First Annual Report of the Mayor of Santa Fe, dated March 31, 1911. At that time, the Mayor was Arthur Seligman, who wrote:

What a treasure trove of facts and explanations of the missions of the City in the area of services. What caught my eye was the amazing work of the Woman's Board of Trade and the exuberant praise of their work, in particular as "women of civic usefulness." It states that "The Plaza and the Library are monuments to the womanhood of Santa Fe."

Interestingly enough, they received from the City Treasury \$467.67 from the 1 mill levy for library purposes and "\$250.00 for caring for the Plaza".

The Mayor took the opportunity to thank "these good, hard working women for their ready response to the call for aid and the spirit that permeates them in not only this assistance but whatsoever they undertake."³

Main Library. The Main Library, located at 145 Washington Avenue, was converted into a Library in 1987, with a further renovations performed in 2002. The Southwest Room that now houses books and research tables was once the City Council chambers. In 2007, the Santa Fe Public Library Board announced the naming of the Southwest Room for Pedro Ribera Ortega and the Children's Room at the Main Library for Esther Martinez. At a special reception for the recipients held by the Library Board and the Friends of the Santa Fe Public Library, Michele Huff, Board President stated:

"When soliciting names for the new Southside Library, the Library Board was struck by the accomplishments of many of the nominees whose names were submitted. The Board decided to take this opportunity to honor two of Northern New Mexico's leaders by naming rooms for them at the Main Library."

² City of Santa Fe website santafenm.gov, accessed September 27, 2019.

³ History of Santa Fe Public Library Icarus the SFPL Blog, November 19, 2008.

Jennifer Jaramillo, Board vice president noted:

"Both Pedro Ribera Ortega and Esther Martinez have given so much of themselves to the Northern New Mexico communities. The Library Board honors them for their contributions to the rich heritage of New Mexico."

Mr. Ortega was a well-known teacher, who instilled a knowledge and love of New Mexico in his students. He researched and often wrote his articles and books in the Southwest Room of the Main Library. As a relative said, "I can picture him hunched over at one of the old tables, reading and writing under the lamp in the Southwest Room; naming the room for him would be very appropriate."

Ms. Martinez, also known as P'oe Tswa (Blue Water), was a noted Ohkay Owingeh storyteller and linguist of the Tewa language spoken in the Pueblos of New Mexico. At 94 years old, she received the National Endowment for the Arts National Heritage Fellowship for Lifetime Achievement.⁴

La Farge Branch Library. Located at 1730 Llano Street and built in 1978 as a combination Natatorium, Library, and Community Center, the La Farge Branch was once referred to as the "south side library", reflecting the enormous growth of the City since the branch opened. The building was named after Oliver Hazard Perry La Farge, anthropologist and Pulitzer Prize-winning author. His fiction and non-fiction writings often dealt with Native American subject matter. Born in New York, La Farge lived in Santa Fe until his death in 1963.

The 2008 renovations at the La Farge Library involved replacing lights, ceiling tiles and wiring, installing a wireless network, and replacing swamp coolers with air conditioning. The environmental upgrades to the building were beneficial for both humans and the books, with former Library Director Pat Hodapp noting that "if people are uncomfortable, the books are uncomfortable as well." The renovations resulted in a more energy-efficient and green environment.⁵

Southside Branch Library. Southside Branch is located at 6599 Jaguar Drive and opened to the public in 2007 in the rapidly expanding Tierra Contenta neighborhood. After the groundbreaking, two little boys knocked on the door of the construction trailer to ask when the library was going to open, exemplifying the need for the Library in this area of town filled with children.

⁴ Santa Fe Public Library Icarus the SFPL Blog, May 30, 2007 Naming News.

⁵ Santa Fe Public Library Icarus the SFPL Blog, August 19, 2008 La Farge Renovation in the News, *Journal North* published article about 2008 renovation.

The first free program offered at the new Library was Books and Babies, a weekly session at which caregivers and their babies sing songs, read books, and play games.

City Council meetings were held at Southside Library instead of at the downtown City Hall, prompted by newly elected District 3 Councilor Roman Abeyta, who wanted to involve south side residents more in Council activities.

The Sena Family gave a major gift to the Southside Library, recalling their grandmother had made and sold lemonade and cookies on the Plaza in support of the Library in the early 1900's. The Santa Fe Woman's Club and Library Association is still supportive of the Library, as are the Friends of the Library who host book sales and staff the library book stores with volunteers. The Women's Club has donated money annually for new books at the Southside Library since its first year of operation.

Fogelson Library. Though not an operating facility, contents of this Library – and the rest of the Santa Fe University of Art and Design (SFUAD) campus – are property of the City of Santa Fe. Matt O'Reilly, formerly the City's Asset Development Director, is on record stating that everything in Fogelson is secured until decisions are made about the campus and its contents. This includes the library collection, computers, DVDs, LPs, and a rare books collection, audio-visual systems, seating, and late-midcentury-modern furniture that is original to the building. The College of Santa Fe/SFUAD institutional archive, not owned by the City, was moved to the Center for Southwest Research and Special Collections at the University of New Mexico.⁶

The Fogelson Library complex, opened in 1970, is comprised of three buildings, including the Forum, a lecture venue – the Southwest Annex, originally an art gallery – and of course, the three-story Library. The Basement is the largest floor, in terms of square footage. The First Floor of the large light-filled building once included a student lounge. On the Second Floor, academic programs utilized some of the sprawling space up the grand spiral staircase for classrooms. The collection supported the needs of SFUAD's students – books on art, film, music, theater, and other creative subjects – with 317,000 titles in the physical and electronic collection.

⁶ Santa Fe New Mexican, *The secret lives of libraries: An overview of Santa Fe's original information hubs* Jennifer Levin April 6, 2018.

Library Planning. The most recent effort to create a strategic plan for SFPL occurred in 1998 and 1999. Changes in Santa Fe’s demographics and usage patterns, including issues with aging facilities and financial challenges, coupled with national innovations in library service delivery and new thinking about the role of libraries in communities, makes 2019 an opportune time to take a strategic approach to re-invention. The intent is to ensure that the Library is positioned to meet community needs well into the future.

The Library Today. The Santa Fe Public Library currently provides critical resources and spaces to support the educational, economic, recreational, and creative needs of citizens in the region. Significant economic, educational and literacy disparities exist throughout the community and SFPL is a powerful force against this inequality. The Library is one of the few publicly funded enterprises which actually provide for everyone, not just a targeted demographic.⁷

As of 2019, the Library is a Division of the City’s Community Services Department, headed by Kyra Ochoa. The Library Division Director, Maria Sanchez-Tucker, assumed the position in 2019, replacing Acting Director Jeff Donlan.

Library Board. The seven member board is appointed by the Mayor with City Council approval. The Library Board includes city and county representatives and recommends library policy in consultation with the Library Division Director and staff. As of December 2019, Library Board members were: Elizabeth Alarid, Richard C. Ryan, Rebecca Phillips, David Wagner, and Marie Schow as President – with three vacant positions at the time of this Report. Library Board Meetings are held on the third Wednesday of each month at the Main Library.

Friends of the Library. The Friends of the Santa Fe Public Library organization was founded in 1974 as a vibrant community non-profit that promotes reading and learning through quality library services. The Friends group is supported by an active, involved, and growing membership.⁸

Former Director of the Santa Fe Public Library, Patricia C. Hodapp, was instrumental in the hiring of Godfrey’s Associates, Inc. as the Consultant for this 21st Century Library Plan, as were the Friends of the Library, who funded a portion of this Plan along with the City.

⁷ City of Santa Fe RFP #’18/28/P March, 2018.

⁸ City of Santa Fe website santafenm.gov, accessed September 27, 2019.

Project Charge: Planning for the Library System’s Future

The Santa Fe Public Library system needs an objective analysis of its service area, its funding mechanisms, and its existing Libraries, to the best future for public library service in Santa Fe. To address all of the issues related to such an undertaking, the City issued an RFP for a 21st Century Library Plan, excerpted as follows:

“The City of Santa Fe seeks to engage a consulting firm with expertise in 21st century public library systems to assist our community in developing a vision for library services based on community needs and input, and to develop a strategic plan with recommendations including service delivery, programming, partnerships, and facilities. The plan should also address organizational issues that include the relation of SFPL to other regional libraries, the service delivery area, and long-term fiscal sustainability.”

The City of Santa Fe, with funding support from the Friends of the Santa Fe Public Library, selected and contracted with Godfrey’s Associates, Inc. Library Planners & Consultants (hereinafter, the Consultants) for the project.

In order to plan for an improved library system, the Consultants carefully read and considered Santa Fe’s RFP. Based on our analysis, we developed a detailed, data-driven methodology and timeline intended to yield a comprehensive Library System Plan for SFPL in the 21st Century.

The Purpose of the Project

The project’s Scope of Services/Statement of Work expressly outlined three primary areas of focus in the RFP:

1. Assessment of Current State of SFPL and Community:
 - Assess current SFPL strengths and challenges (budget, staffing, programs services, and facilities).
 - Gather information from community. Groups assessed should include, but not be limited to, the general public (both Library users and non-users), the Library Board, Friends of the Santa Fe Public Library, Library staff, elected officials, business leaders, and City management. These different groups have vastly different perspectives and needs, all of which require access and services.
 - Identify changing conditions in the community that impact the locations and service delivery model for SFPL.

2. Recommendations for improvements to services, with a prioritized timeframe:

- Present a review of current trends in library service, facilities, staffing, programming, technology, and fiscal sustainability with a focus on those that have the most relevance for Santa Fe.
- Propose programs, services, and partnerships to meet the diverse needs of our population and to position SFPL as a community destination (physical and virtual) for literacy, learning, business, creativity, innovation or other priorities that may emerge from the community engagement phase.
- Consider buildings and locations, current and potential, to support proposed programs and services.
- Recommend technology to enhance access, programs, services, and facilities – to attract new users.
- Propose an assessment methodology that SFPL can use in the future including appropriate tools for ongoing milestone measurement, goal achievement, and future strategic planning.

3. Recommendations for improvements to Governance and Fiscal Sustainability:

- Prioritize several recommendations with implementation strategies for governance of SFPL.
- Propose financial models that provide stable and sustainable funding for SFPL daily operations and long-term implementation of a strategic plan that follows from the proposed governance and operating models.

The Purpose of a 21st Century Library System Plan

The purpose of this Library Plan is to define the correct future path for the Santa Fe Public Library, setting the proper direction early in the process so the project stays on that right path from beginning to end. A detailed 21st Century Library Plan should yield performance specifications for basic to exemplary tiers of library improvements. A 21st Century Library Plan helps achieve this end by:

- Identifying services that meet community needs;
- Proposing alternative models for funding and/or governance that will ensure a sustainable revenue stream;
- Defining the Library's role as a primary service provider for the entire Santa Fe community – now and well into the future – adapting to growth and technological changes;
- Accurately forecasting facility needs and total capital project costs; and
- Clearly communicating this process to Library staff, City government, and the residents of Santa Fe.

As technologies evolve with increasing rapidity and populations become more diverse, the 21st Century Library Plan should help SFPL shape the future of Santa Fe for the better. A good Library Plan must be both proactive and community-responsive – in a cost-effective manner – yielding an operationally sustainable library system.

The Consultants believes that the 21st Century Library Plan should be a living, working tool for use by Library staff, Board, City administration, and elected officials, to make future decisions within their roles and responsibilities. As a public document, it will also be available to the general public in a transparent manner.

Project Methodology

The Consultants were hired to develop a detailed Library 21st Century Library Plan, based on:

- Conferring with Library staff, Library Board, and government officials regarding needed programs, services, and spaces for a modern, long-lasting new Library;
- Evaluating input from the Santa Fe community gathered through focus group discussions, Town Hall meetings, online surveys, and key stakeholder interviews;
- Reviewing relevant library and city planning documents identified by the City of Santa Fe and SFPL;
- Translating community and staff input into a pragmatic and comprehensive Facilities Plan, to include new Library space needs and estimated of costs;
- Providing a final document and formal summary presentation with recommendations to the Library Board.

The Scope of Services requested was comprehensive, combining service strategies, facilities, staffing, and technology planning into one process. As a means to analyze a number of scenarios for future growth, the Consultants considered multiple options. The team of Consultants assembled have the expertise and experience to confidently complete the entire scope and help SFPL create the documents stipulated in your RFP.

The Consultants documented the library planning process step-by-step, as a means to keep Library Leadership and City officials fully informed along the way – culminating in an Executive Summary and companion PowerPoint presentation.

Output of the Project

The primary outcome of this 21st Century Library Plan is to define the right path for the Santa Fe Public Library for the next five to 20 years, setting the proper direction early in the process so the project stays on that right path from beginning to end. The 21st Century Library Plan helps achieve this end by establishing pragmatic goals and measurable objectives. And, the final 21st Century Library Plan document must clearly and repeatedly communicate these attributes to City government and the residents of Santa Fe if SFPL is to successfully compete for adequate funds.

Aligning Santa Fe Public Library Goals with City Goals

In its trend-setting 2014 report “Rising to the Challenge: Re-Envisioning Public Libraries,” the Aspen Institute recognized transformative social changes brought about by digitization. Of the four strategies the Aspen Institute recommends for transforming library services to help ensure the long-term health of libraries, three relate to building local support and working for fiscal efficiencies:

1. Align library services in support of local community goals.
2. Continue to seek reliable sources of revenue, while exploring alternative governance structures and business models that maximize efficient, sustainable operations and customer service. Consider regionally networked services to realize economies of scale without compromising local control.
3. Cultivate local government, business, and civic leaders and build a strategic plan with input from all stakeholder groups in the community. Improve communications with all segments of the community.

Aligning library priorities to support the goals of local government and the community is imperative to maintain funding sources. Thus, the fierce competition for funding means that the public libraries that move successfully into the future will be those that are successful at cultivating support of their governing bodies and local stakeholders.

City of Santa Fe Goals. Alan Webber is Santa Fe’s 43rd Mayor – and the City’s first full-time executive. He was elected in March of 2018 with 66% of the vote. Alan ran to make Santa Fe the most user-friendly, eco-friendly, and family-friendly city in the country. His Action Plan is focused on diversifying the economy, building affordable housing, fighting opioid addiction, investing in young Santa Feans, and making Santa Fe’s way of life sustainable. The Webber administration’s values of trust, fairness, and transparency promote building trust,

respect, clear communications, and the ability to make changes to the status quo so as to create a better future for all of Santa Fe.

The Community Services Department (CSD) of the City oversees the Santa Fe Public Library and other Divisions, whose mission is to serve as a catalyst for positive social change.

Vision: The Community Services Department is a bridge to a more unified community that is better connected to resources:

- Via CSD, the City takes care of its residents and residents inform the City about how they are doing and what they need.
- CSD is key to creating a community where all residents have access to the resources they need for health, wellbeing, and quality of life.
- All residents feel they belong in Santa Fe, that City and the wider community cares.
- Service coordination for residents in need, particularly those who need access to quality education, employment, housing, and other resources.

Goals: The Community Services Department encompasses three primary components, each with these divisional goals:

- **Libraries** are clean, well-staffed, well-run, digitally up-to-date sanctuaries. They supplement the public school system with programming that promotes love of 21st Century learning and literacy in Spanish and English. They are a locus of social service coordination for homeless adults and others. Librarians engage with the community outside library walls.
- **Senior Services** are bolstered, sustained and grown, and the City is actively preparing for a significant increase in an older population. Senior Services connects seniors to resources beyond what the City alone can provide.
- **Youth & Family Services** is a hub for ensuring health and wellbeing of Santa Fe youth and families. The vision of the citizen Children Youth Commission is a connected community where all children and youth have support and opportunity to thrive. Youth and Family Services after school and summer programs, as well as the community based agencies the City funds and partners with, are part of an interconnected network, ensuring that children and youth have high-quality, protective-factor-boosting, out-of-school experiences and resources.

Strategies: The Community Services Department pursues these three strategic approaches to the delivery of good customer service:

- **Bolster & motivate staff and honor and grow their expertise when possible.** Restructure positions to allow talent to emerge and motivate with a common purpose: *We are here to serve the people.* Create an environment of engagement, involvement, and support, leading by example.
- **Boost division budgets with outside sources.** Seek federal funding for all CSD programs, especially libraries and Youth after school and summer programs. Hire a grant-writing team that can serve all three divisions. Partner with the County to coordinate efforts with the Accountable Health Community – universal screening for social needs, use of a common IT system to track referrals and progress. Coordinate with Hospital Community Benefit programs and Community Foundations to create a “wellness fund” that provides flexible funds and supplements local government funding of services.
- **Formalize civic engagement using models that work.** Ask the community what it needs and how it’s doing via regular public meetings and advisory panels, and also via technology. Use a community-wide software system sponsored by the County and the City to universally screen for social determinants via kiosks in libraries, senior centers, youth centers, and HHS and Youth Commission funded partner sites.

The City’s Community Services Department Core Values of excellence, equality and fairness, integrity, collaboration and people-centeredness provide very good guidelines for Library staff interaction with the public.

City Facilities Master Plan. The City of Santa Fe Facilities Master Plan of August 2007 contains population projections and facility standards for employee work spaces. Items that have bearing on the Santa Fe Public Library include:

- Goals and Objectives;
- Facility Management Guidelines; and
- Space Standards.

Economic development appears to be high on the City’s list of priorities. Library service outlets drive vehicular and pedestrian traffic to their locations. Co-locating future libraries with symbiotic retail services could be beneficial to retail and the Library.

The Facilities Master Plan projected that if the urban area population of Santa Fe County continued to grow at the 1980 to 2000 average annual rate of 2.0%, by the year 2025, the City of Santa Fe would exceed 111,000 residents. The Consultants understand such a population projection was contingent upon the City annexing more land.

Contents of This Document

The various Sections of this 21st Century Santa Fe Public Library System Plan delineate the rationale for the many decisions required of this project. The Sections are intended to provide all parties with the several findings, conclusions, and recommendations the Consultants believe are important for a library system that strives to be functional and cost efficient to operate. These considerations apply to both the library operations and administration processes.

These recommendations are intended to be guidelines, not mandates, based upon input from the community, and the extensive experience of the Consultants. Their purpose is to assist with the overall quality, functionality, and sustainability of SFPL. Library staff are encouraged to propose alternatives they believe will result in the best new Library system. These criteria for consideration are presented in the following order:

Section 1: Introduction. A brief presentation of the context for the project and its proposed outcomes.

Section 2: The Modern Public Library. Documentation of the various public library trends and emerging services nationally, potentially related to Santa Fe and SFPL.

Section 3: Population & Demographics. Documentation of specific demographic statistics and characteristics, along with stakeholder input, to identify community needs.

Section 4: Psychographics. Market segmentation analysis of Santa Fe, identifying profiles for SFPL core customer segments, and library cardholder market penetration data.

Section 5: Library Standards & Best Practices. Documentation of the various state and national public library standards, and library best practices nationally, as applicable to SFPL.

Section 6: Comparisons with Peer Libraries. Documentation of identified SFPL peer libraries in New Mexico and other state capitol cities.

Section 7: Summary of Current Conditions. Documentation of the various findings and consultant observations related to Santa Fe and SFPL.

Section 8: Moving Forward. Documentation of specific options and recommendations responsive to identified community needs.

Section 9: Action Plan. A prioritized list of recommendations and a reasonable timeline for implementation.

Section 10: Appendices. Supporting data for Sections 3 through 8.