

Section 2: The Modern Public Library

Eric Klinenberg, in his book, *Palaces for the People: How Social Infrastructure Can Help Fight Inequality, Polarization, and the Decline of Civic Life*,¹ defines social infrastructure as the physical places and organizations that shape the way people interact. He includes stores and coffee shops as well as such free spaces like parks, beaches, playgrounds, and – especially libraries – all vital to promoting civic engagement and repairing the fractured society that we live in.

Klinenberg believes public libraries are really the paradigmatic social infrastructure – the best case of a physical place open and accessible to everyone, regardless of age, ethnicity or race, social class, or citizenship status. Public libraries are places defined by generosity of spirit, predicated on the idea that every human being deserves access to our shared cultural heritage, by virtue of their humanity.

He goes on to point out that public libraries are more than just welcoming physical places. They can be used flexibly, programmed, and staffed by librarians and information specialists dedicated to helping people discover what they are looking for, without judgment or surveillance. They truly are “Places for the People.”

The Importance & Relevance of the Modern Public Library

Today, public libraries have a unique opportunity to take advantage of the urbanization of America. The last few decades have seen a rebirth in cities throughout the United States following decades of disinvestment. Millennials, non-traditional households, retirees, and others are rediscovering the value of

vibrant walkable cities and towns as an alternative to life in the suburbs with its automobile dependence and sprawl. There is a keen interest in living more sustainably, and game-changing new technologies have altered how we travel, communicate, socialize, and learn.

As one of the country’s most beloved and trusted public institutions, libraries can be a major player in the ongoing urban renaissance, becoming the ‘third place’ which is neither work nor home, is open to all, and provides a central role in the life-long learning of a community’s residents.

The Public Libraries of Today. To fulfill this role, libraries must do two things simultaneously:

- 1) They must break new ground and appeal to new audiences, while
- 2) Maintaining their traditional roles and constituencies.

Libraries must be an appealing alternative to shopping or staying at home and browsing the Internet. Libraries must offer comfort, convenience, conversation, and community.

Along these lines, a new Santa Fe Public Library can be an outstanding example of forward-thinking library design and operation. Understanding the library in the context of the larger city means there may be chances to leverage opportunities unique to Santa Fe – including partnerships with local institutions, employers, and industries.

Collectively, we might also envision a broader role for the public library. In some countries, libraries are often mixed with film centers, art galleries, shops, even government offices. By having many uses co-located, the rationale for a visit is multiplied. This idea could work in Santa Fe. What institutions might participate in a library-centered development would be an interesting idea to study as part of the new Library project. Beyond the city’s core, new service outlets may be sited and existing branches renovated to make them more sustainable, resilient, and responsive to their neighborhoods and evolving constituencies.

We live at a critical moment, when we are coming to terms with enormous technological innovations. These innovations have great potential for social good. But they also carry enormous risks – especially with respect to security, privacy, and access. Public libraries are on the front lines in working to bend technologies in a positive, socially responsible direction. Even as we think of the creation of the public library as a place, we must also strengthen its commitment to openness, equity, and responsibility.

¹Crown, c2018.

Purpose of the Public Library: A mundane response is the common one: The library branch of the library system is for residents living in proximate neighborhoods. The more lofty ambition for the Library is to be the Third Place, where people want to spend their time – a Community Hub for its neighborhood, or the entire City.

The ultimate library system plan will be based upon major public input regarding the programmatic features of the system – accurately forecasting square footage and total project costs – both capital and operational. The resulting library system will be comprised of inviting, comfortable spaces – efficiently staffed – adaptable to future change. It should enable each library facility to be a gathering place for all of Santa Fe – a favorite place for residents and visitors to spend time because of the diverse offerings within the walls, or even outside the building. Newly imagined libraries should be destinations – symbols of pride for the community and a symbol of prosperity for citizens and visitors alike. When a Santa Fe-area resident shows their relatives around town, their neighborhood Library should be one of the first stops.

Most importantly, the library system must be operationally efficient, derived from carefully thinking-through all operational aspects of SFPL. A 21st Century Library Plan should define comprehensive performance criteria – for spaces, staffing, automated technology, and infrastructure – easily adaptable to future change and sustainable in every sense.

Why Public Libraries are Important

A majority of Americans feel that public libraries are important. Reports from the Pew Research Center show that people like and trust librarians, that libraries level the playing field for those without vast resources, and that people still read books. Further, these reports show that people think libraries are important, especially for their communities, and believe that libraries are now centers of technology resources.

Pew asked people whether closing local public libraries would hurt their communities. Overall, 66% said that it would have a major impact. This feeling was strongest among women (74%), those between the ages of 50 and 64 (73%), and college graduates (71%).

As to whether a library's closing would have an impact specifically on them and their families, 33% said that it would. This feeling was strongest among Latinos (48%), those between the ages of 50 and 64 (42%), those in households earning less than \$30,000 (41%), and women (39%).

Those who were least likely to say closing a local public library would affect the community were those without high school degrees (15%), non-internet users (15%), and those in households earning less than \$30,000 (10%). Those who were least likely to say closing a local public library would specifically affect them and their families were men (37%), those between the ages of 18 and 29 (39%), those without high school degrees (40%), and those without minor children (36%).

Pew asked about the ways in public libraries which contribute to their communities. The top responses, all with 78% or more responding either “a lot” or “somewhat”, were:

- Providing a safe place for people to spend time (60% say “a lot” and 20% say “somewhat”);
- Creating educational opportunities to people of all ages (58% “a lot” and 20% “somewhat”);
- Helping spark creativity among young people (49% “a lot” and 31% “somewhat”); and
- Providing a trusted place for people to learn about new technologies (47% “a lot” and 32% “somewhat”).

More than 50% responded either “a lot” or “somewhat” for:

- Promoting a sense of community among different groups within their local area;
- Helping people decide what information they can trust;
- Helping people seek health information;
- Serving as a gathering place for addressing challenges in their local community;
- Helping people find jobs or pursue job training; and
- Helping people when natural disasters or major problems strike their communities.

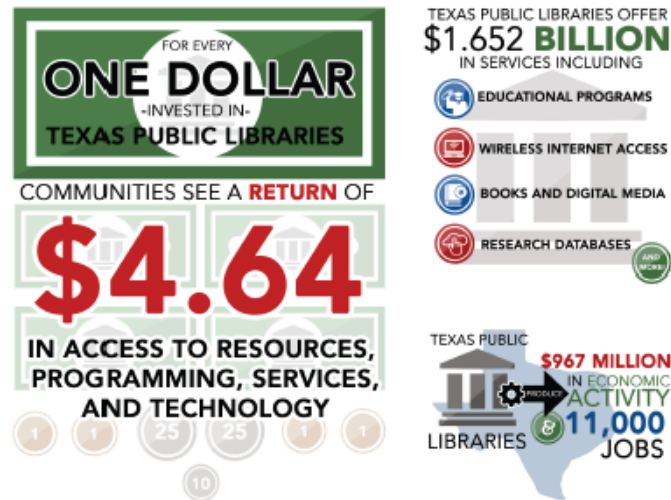
People overwhelmingly think it is important to support libraries with their tax dollars. A report from the Ohio Library Council in 2017 showed that tax levies to benefit public libraries averaged \$1.39 for every \$1,000 in assessed property value. For the average homeowner, that came to approximately \$65, or about 2.5% of Ohio's average property tax rate, the eighth highest in the country that year.

A researcher at the Tax Policy Center think tank calculated that if public libraries were closed across the country and the funding was refunded to Americans, each person would only receive \$36. Library advocates contrasted this to the high return on investment (ROI) that public libraries yield.

The most recent example is a study released in January 2017 by the Bureau of Business Research IC² Institute of the University of Texas at Austin, which found that Texas public libraries provided \$2.628 billion in benefits while costing \$566 million, a return on investment (ROI) of \$4.64 for each dollar expended.

Texas Public Libraries

Economic Benefits and Return on Investment



Texas State Library and Archives Commission

This report was prepared by the

Bureau of Business Research IC² Institute

The University of Texas at Austin

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Figures cited by the Institute of Museum and Library Services (IMLS) show that public libraries nationwide are used heavily. Data from 2016, the most recent year available, show that local libraries in America had more than 171 million registered users, which amounts to more than half of the Americans who lived within a public library service area.

Users visited public libraries over 1.35 billion times – equating to approximately 4.4 visits for every man, woman, and child living in an area served by a library.

Physical library visitation has increased over the last 15 years, although it peaked at 2009 and has declined somewhat since then. Still, that data does not include virtual visits when patrons use the local library website to download e-books or use other digital resources.

The Public Good. At Vox.com, staff writer Constance Grady mused about the concept of a public libraries as a public good. Grady enumerates the services libraries provide and points out that those services are offered equally to non-English-speaking immigrants, incarcerated people, homeless people and housebound people. Americans have collectively decided to put our tax dollars into a resource that offers public education and entertainment and serves our most vulnerable populations as part of its mission. Amazon, in contrast, is not designed to serve vulnerable populations, nor is educating the public one of its priorities.

To sum up, public libraries are dear to the hearts of many Americans, and this is never shown more clearly than when someone suggests taking them away. Studies and commentary show that Americans value the information resources, services and programs that libraries provide, and they reverse the model of a taxpayer-funded, community-controlled, not-for-profit institution that offers service equally to everybody.

How Public Libraries are Relevant in Communities

Accepted best practices for modern public libraries encourage them to make themselves relevant to their communities by identifying and responding to specific community needs and by forging connections with other institutions in the community to work toward common goals.

The Third Place. Libraries are a striking example of “third places,” the places other than home and work where in-person relationships are made. Such places play an important role in community building. In order to serve this function, a place must have an appropriate location, be easily accessible, inspire trust, and convey a sense of neutrality. Studies (for example, from Pew Research Center in 2015) have shown that an overwhelming majority of adults view the library as “welcoming and friendly places” and about half have visited or otherwise used a public library in the last 12 months.

Libraries have taken on other functions beyond the lending of books. In many communities, library staff members are ad hoc social workers and navigators who help people figure out the complexities of life. They assist people with navigating systems for healthcare, housing, literacy, employment, and other areas. Library

programming and events follow the needs of the community. These services underscore the library's importance as a third-place institution.

Libraries play a hub role in the community, using partnerships with other institutions to connect people with services and help. Examples of such partnerships focus on areas such as community health, mental health, youth leadership, needs of the homeless, needs of immigrants, job seeking, access to social services, legal aid programs, ESL classes, literacy programs, needs of seniors, needs of military and veterans. In such partnerships, the library can use its existing outreach channels to promote programs and can offer a venue for hosting events.

Libraries are places where a cross-section of the community visit in large numbers. Such places are valuable to a community for creating economic opportunity for the surrounding area. Libraries often:

- Maintain local archives, historical records, and artifacts relevant to the community. Such collections can be of particular interest to local groups, genealogists, and history buffs from afar;
- Respond to local community interests by building special circulating collections, such as cake pans, fishing rods, bike locks, artwork, or tools;
- Provide places where people can connect socially, professionally, or based on particular interests;
- Serve as catalysts for addressing local social problems, well-positioned to partner with other institutions to help address specific problems. Because public librarians interact on a daily basis with patrons from all walks of life, they are in a position to recognize local issues and bring them to the notice of local government and social agencies;
- Prioritize environmental sustainability, as part of their own facility planning and in partnerships forged with other community institutions; and
- Play a part in a community's civic life by championing, promoting, and reflecting important values of democracy. This includes anti-censorship displays such as for Banned Book Week, promotion of informed civic involvement and civil discourse, and helping citizens learn how to become advocates for themselves and their communities.

Libraries attempt to identify and fill the needs of particular segments of the community by providing information, support resources, and opportunities to connect. Such segments might include:

- Job-seekers and career changers;

- Entrepreneurs and business owners;
- Homeschoolers;
- Immigrants and non-English speakers;
- LGBTQ individuals;
- Military and veterans;
- Homeless and unsheltered individuals; and
- Any other group with specific needs that might be identified by the community.

Libraries promote literacy, which has been related to reduced drop-out rates, poverty, dependence on welfare services, and incarceration. Libraries provide:

- A channel by which local artists and people with non-mainstream points of view can reach a public audience;
- Free programs that promote involvement with the arts for everyone, not just the wealthy;
- Free opportunities for education in times when education is increasingly expensive;
- Opportunities to create one's own content for members of the community;
- Help with students' academic performance by offering free tutoring, homework help resources, and summer reading programs. These programs can help bridge the economic divide for students from families lacking financial resources;
- Library programs for babies and young children to help with early education and development, and help prepare children to excel in school; and
- A safe and relaxing place for teens and tweens to hang out. Teens can learn valuable life skills by participating in library teen advisory boards or volunteer activities.

Libraries attempt to identify segments of the community that might have trouble accessing information and adapt programs in order to serve them:

- Customers with impairments affecting vision, hearing, or mobility (often involving the use of assistive technology);
- Customers with other special needs or requirements; and
- Homebound patrons or those who are otherwise unable to come to the library physically.

Library buildings – whether grand architectural marvels, historical Carnegie edifices, or simple modern buildings – communicate symbolism, meaning, and cultural values.

Current Trends Shaping the Library Environment

National public library trends are evolving much more rapidly this century than did the computerization of libraries, a trend that was so impactful at the end of last century. Technological advances on multiple fronts have markedly increased customer expectations – to the point that they expect to find at the Library what they have at home and/or at work – or even more.

Still, the challenges facing public libraries – today and in the future – revolve around their traditional cycle of life. Library **customers** dictate library **programs** and **services**, which require **staff** to deliver. Customers, services, programs, and staff require **facilities** – all of which require **funding** – which in turn requires satisfied **customers**. So, on goes the cycle of life of the Public Library. Therefore, no component of a successful public library system can be planned in a vacuum.

What Trends Impact the Future of Public Libraries?

As public libraries move into the future they will contend with national and global trends that shape both economic and social environments. Their continued existence depends on retaining ongoing support from government and community stakeholders, and the path they take will be guided by the values expressed in local mission statements. Trends in librarianship over the last decade establish a direction in which public libraries will probably continue to develop during the next few years, and a few specific innovations that are on the horizon can offer a vision of what a future public library might offer its users.

In a 2014 report *Rising to the Challenge: Re-Envisioning Public Libraries*, the Aspen Institute recognized transformative social changes brought on by digitization:

- Individuals have instant access to vast quantities of information from portable devices;
- Communities, bound together by social media rather than geographic location, are increasingly shaped by mutual interests rather than physical boundaries;
- Economic models are transitioning from industrial- and service-based to knowledge- and creativity-based; and
- The disruptive impact of technology causing skills to become quickly obsolete, employment is increasingly transient, with jobs typically lasting for only a few years instead of career long.

To flourish in today's knowledge economy, people need lifelong access to an ever-increasing, ever-changing body of knowledge and tools; the capacity to learn in small, quick doses; the ability to process information in many different forms; and ways to gather, collaborate, contribute in their areas of interest.

Pearson released a report in 2017 on the future of work and the skills that will be needed in future decades. *The Future of Skills: Employment in 2030* identifies seven key trends influencing the U.S. and U.K labor markets:

- Technological change;
- Globalization;
- Demographic change, including cultural differences between the millennial and older generations as well as the ripple effects of an aging population on all aspects of life;
- Environmental sustainability, involving both the impact of climate change and changes resulting from an emerging awareness of environmental issues;
- Urbanization, as population concentrates in cities;
- Increasing inequality leading to disparities in education, health care, social services, and consumption; and
- Political uncertainty mirrored by political and policy uncertainty, which in turn has a negative effect on many economic sectors.

The Pearson report also identifies occupations and skills most in demand by 2030. The top ten skills focus heavily on teaching, learning, and creativity – skills commonly required for librarians. The top ten occupations include teachers (preschool through secondary at #1 and postsecondary at #4) and “Librarians, Curators, and Archivists” at #9.

Competition for Funding

Research by the Pew Institute, the Brookings Institution, and others have shown repeatedly that public libraries improve a community's strength and resilience and that **Americans believe public libraries are important to the quality of life in a community**. This strong support, however, is often matched or overwhelmed by an equally strong competition for public funds.

A 2016 Pew report noted that 76 percent of Americans say that libraries serve their communities well, but library usage has trended down since 2012. Pew attributed this to the fact that many Americans do not know that local libraries offer non-print services and suggested that libraries need to better promote those services.

Robinson Meyer, staff writer at *The Atlantic* offered another explanation, using Institute of Museum and Library Services (IMLS) data to show a correlation from 2002 to 2013 (most recent year data was available at time of the article) between library usage and revenue. Meyer showed that when public libraries receive more public investment, visitation and circulation also increase. When public investment decreases, as it has since 2009 because of recession-driven budget cuts, there is a decrease in usage. This was a trend seen in public libraries nationwide.

The fierce competition for funding means the public libraries that move successfully into the future will be those successfully cultivating the support of local stakeholders and governing bodies.

In Santa Fe, there is also a competition for employees. The pay levels of City staff and the cost of living in Santa Fe are significant impediments, ways in which Santa Fe cannot compare to other New Mexico cities in terms of staffing issues. Low pay and high cost of living has affected SFPL's ability to attract diverse staff and hire open positions in 2018 and 2019.

Library Mission & Core Values

The fourth strategy Aspen recommended is to continue to provide access to content in all formats – physical and digital, provide technology tools to help all members of the community obtain information and participate in the world's conversations. Providing access is one of the core values of libraries and the library profession. We can expect this and other library and librarian values to be reflected in strategic plans as priorities that guide the direction of public library services for decades.

Interviews with library leaders conducted by Martin Figueroa were summarized in a 2017 article in *American Libraries*. The values most often mentioned were:

- Equity of opportunity for all;
- Equal access to information for all;
- Privacy and confidentiality;
- Importance of life-long learning, from babies to seniors and everything in between;
- Freedom of information and the right to read;
- Service to the community and focus on making customers' lives better;
- Maintaining a perception of neutrality; and
- Promoting civic engagement.

Near Future Directions as Predicted by Trends of the Recent Past

As technology changes the world we live in, the public's expectation of what libraries should be changes, and libraries are changing in response. The last ten years has shown public library trends that provide ideas of what the next ten years will look like.

Mobile Devices, Connectivity, Information Overload. Libraries use mobile technology to interact with customers in new places and in new ways. Many library resources are available online and through mobile apps. Customers may use many resources without entering the building. Libraries use this technology to bring library services offsite to community events, the homebound, or have micro-collections in places throughout the community where people gather.

Connectivity penetrates library automation products as vendor products gain the ability to interact products from other vendors, improving functionality and user experience.

Compromised privacy is another effect of connectivity as corporate and government interests harvest information from online customers. Librarians work to protect customers' privacy online.

The flood of information available through the Internet has changed the librarian's role from providing access to information to navigating the information landscape and evaluating sources to locate credible, high-quality information.

Technology Improves Access. Technological innovations, together with the demands of an aging population, is not just possible but imperative to offer new levels of access to customers with challenges in vision, hearing, and/or mobility. Universal accessibility adaptations results in an improved experience for everyone.

Providing Access to Technology. Libraries provide technology resources for those without access in their homes or business establishments. In some cases, libraries offer access to emerging technology tools (for example, 3D printers) that are normally unavailable to the general public. Libraries offer educational programs focused on technology skills, from basic computer use to coding. As new devices, such as e-readers, reach the consumer market, libraries train customers how to use the ever-expanding array of new devices and protocols.

Content. Libraries see a demand for content in many different formats. A single item may be available as an eBook (in more than one eBook format), a print book, a large-print book, or an audiobook – either as a physical media or a

downloadable. eBooks have expanded a rapid rise in popularity. However, the physical print-on-paper book remains extremely popular.

In cases where a library has only digital copies of an item, a print-on-demand machine such as an Espresso Book Machine, can produce a printed and bound copy upon customer request. The Machine has an online catalog of over seven million books. It can print custom titles – anyone can be a “published” author!

More books are featuring minority viewpoints – women, LGBTQ, racial minorities. Some librarians make a point of including diverse material in their collections so all segments of the community are represented.

Now, public libraries their customers are able to digitize local history materials – high school and college yearbooks, newspapers, photographs, and documents. Public libraries can and have organized the digital preservation of these items for the local collection or to contribute to a regional or national digital archive.

Content Creation. Libraries encourage creativity and content creation within the local community. For example, a makerspace with tools for crafting physical objects, perhaps a digital creation lab for creating and editing media, or something as simple as classes and meeting space for people with an interest in creative writing or journaling.

Adaptable Physical Space. Library spaces make frequent use of modular furniture that offers flexibility in arrangements, with multipurpose spaces easily reconfigured. Seating areas feature a mix of formal and informal seating, with an increased number of electrical outlets and Internet capability.

Linking Services to Community Interests. Libraries are aware that their future viability depends on support from the community. To maintain this support, they constantly look for new and creative ways to serve community needs in ways compatible with the library’s mission.

Some public libraries have developed circulating collections of unusual items with particular community interest. For example, some circulate collections of toys, artwork, cake pans, home improvement tools, fishing poles, and prom dresses.

There are seed libraries allowing customers to take and contribute seeds. Indeed, Santa Fe Public Library has a seed collection. Many libraries circulate technology items, ranging from laptop computers and tablets to GoPro cameras.

Public libraries identify specific community needs and develop services in response. Examples include programs on career development or job seeking, small business support, and informational programs on health care or financial

literacy. Some programs involve developing partnerships with other entities in the community, such as volunteers to assist with tax preparation.

Libraries reach out to specific demographic groups that may be challenged with regard to seeking information or connecting with community resources. They provide special programs for older adults, immigrants and non-English speakers, veterans, and people with special needs.

Creative Approaches. Libraries have shown a willingness to try out-of-the-box approaches to improve efficiency or promote value. Libraries communicate with their stakeholders use corporate-style annual reports with info-graphics and return-on-investment figures. Some libraries have modeled their customer service practices on those of retail businesses, and arranging their collections using bookstore categories rather than the traditional Dewey Decimal System. Collaborative projects bring together libraries for a networked service benefiting from economy of scale while retaining local control. Data mining techniques, like that used for retail consumer marketing efforts, can be applied to circulation data, customer data, and local demographics assist collection building, services, and facility planning. Funding can be augmented by selling naming rights, obtaining corporate sponsorships, and crowd funding campaigns. Methodologies for community engagement help library staff gather input from stakeholders for strategic planning.

Glimpses into the Future

Libraries Without Borders Projects. Libraries Without Borders has Koombook and IdeasBox, projects that take libraries and learning tools into areas where education is needed. Koombook is a self-contained digital server pre-loaded with educational resources such as Khan Academy, Wikipedia, Project Gutenberg, and Ted Talks. The Koombook server creates its own Wi-Fi network but does not need an Internet connection. Users can connect to it using any Wi-Fi enabled device.

IdeasBox is compact, customizable equipment set easily unpacked and set up to create an information hub and access point. It includes a power generator, a satellite Internet connection, a digital server, and 25 tablets and laptop computers, as well as hardcover and paperback books, arts and crafts materials, board games, and a stage for music and theater.

Virtual & Augmented Reality. The success of the Pokémon Go game indicates that the public may be ready for superimposing more complex experiences on their own lives.

David Pescovitz, co-editor at *Boing Boing* and research director for Institute for the Future, speculated about future libraries in a 2016 *Business Insider* interview. He envisioned enormous banks of data where users could “check out” virtual reality experiences like scaling Mount Everest, or going to another planet, or living a day as a dog.

In the near future, an augmented reality device could give a user directions as he or she navigates through the library to find a desired item. The same device could highlight new items in the collection, recommend the customer's items matching their interests, and track the checkouts. Prototypes of such devices already exist, described in an article by Piotr Kowalczyk at *eBookfriendly.com*.

Advanced Technology Makerspaces. Kowalczyk's ideas about virtual reality include a makerspace with tools for creating and recording a virtual reality experience. He also suggested a biological hacker space with tools for genetic engineering, with the public library offering a collection of genetic parts that could be combined in different ways to create new organisms.

New Technology for Print Books. Kowalczyk's article highlighted emerging technologies that present ways to enhance printed books with digital tools now used for eBooks, i.e. the ability to search the book's contents, to get a translation or look up a reference, to collect book passages or take notes for research use.

One such product is a table-top device where the user places a book under a scanner, which attempts to recognize the book and connect it with an available digital form. Another project creates an augmented reality enhancement of a print book. Another device, in concept, could fit onto the tip of a pen to scan text in a book and collect it in a notepad app to be saved for later use.

The Role of Librarians & Library Spaces. While library services might change, the role of librarians is expected to stay constant – a navigator that helps customers find their way through the information landscape in order to find information that meets their needs. Public library physical spaces will continue to be safe, comfortable, and inspiring places where people of all ages and diverse background can come together based on shared interest to find information, seek knowledge, and develop a feeling of community.

Other National Trends Affecting Public Libraries

Driverless Vehicles. Development of autonomous vehicles has been underway for years. Some of the more recent tests have involved “18-wheelers” delivering goods. Others have involved ride sharing, e.g. taxicabs. These developments

will lessen the need for parking spaces at most buildings, as a percentage of these cars will be in constant motion, except to refuel. In addition to lessening traffic, fewer public and staff vehicles will need parking spaces at libraries.

Electric Vehicles. The electric vehicle (EV) did not catch on as quickly as first forecast, but has been making significant inroads recently, given China's surge in designing and building EVs. Nonetheless, for climate change reasons alone the electric vehicle will be a significant form of transportation. The library needs to respond by having at least one charging station at each location.



Electric vehicle charging stations at a Public Library

Ridesharing. Most people know about Uber and Lyft. We usually equate these with taxicabs. Many folks, especially those who are somewhat uncomfortable driving themselves and/or do not like to drive at night, utilize a ride sharing vehicle – some occasionally, some quite often. In all probability, the great majority of Uber and Lyft customers are adults.

What is less well-known is ridesharing for children and teens. VanGo is a company that is striving to be the ‘Uber for kids.’² The plan is that parents will be able to use the app to schedule rides for kids, ages 8 to 17. Families not ready to give up carpool schedules can arrange multiple home pickups. It would seem logical rides to/from the public library could be included – reducing parking needs.

Parking for the Future. Any discussion of public library facilities must include parking. This is important in any city that relies more on personal vehicles rather than public transportation system. As of 2019, the City of Santa Fe parking code requires one parking stall for every 250 square feet of net leasable area. The Consultants encourage the SFPL and the City of Santa Fe to fully consider these future developments – a future that is not in the distance – arriving very soon.

² Carlson, Kara. “Ride-hailing service for kids comes to Dallas.” *Dallas Morning News*, July 22, 2019, p 1B.