

A PLAN FOR A

21st CENTURY

LIBRARY SYSTEM

for the

Santa Fe Public Library

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Stakeholder

Summary

The Consultants developed a 21st Century Library Plan for the Santa Fe Public Library (SFPL) system. The purpose of the project expressly outlined in the RFP stipulated three primary areas of focus:

1. Assessment of Current State of SFPL and Community:
 - Assess current SFPL strengths and challenges.
 - Gather information from community.
 - 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 trends in library service that have Santa Fe relevance.
 - Propose programs, services, and partnerships to meet the diverse needs of our population and to position SFPL as a community destination.
 - 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.
3. Recommendations for Improvements to Governance and Fiscal Sustainability:
 - Prioritize recommendations to implement 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.

Steering Committee. A Steering Committee comprised of City of Santa Fe and SFPL staff, and members of the Library Board and Friends of the Library was assigned to oversee the project. Paraphrasing one SFPL staff member: 'The Library currently resembles a 20th century public library that could be located anywhere.' So the premise of the improvements sought is this Plan for a 21st Century Library System for Santa Fe.

Section 1: Introduction

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.

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 seven member board is appointed by the Mayor with City Council approval, and includes city and county representatives to recommend library policy in consultation with the Library Division Director and staff. The Friends of the Santa Fe Public Library (the Friends) organization, founded in 1974, is a community non-profit that promotes reading and learning through quality library services, and is supported by an active, involved, and growing membership.

Aligning 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 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 to help 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 maintaining funding sources. The fierce competition for funds requires that, for public libraries to move successfully into the future, they need to be successful at cultivating support from their governing bodies and local stakeholders.

In Santa Fe, there is also stiff competition for employees. The pay levels of City staff and the cost of living in Santa Fe are significant impediments in competing with other New Mexico cities for staff. Low pay and high cost of housing affected SFPL's ability to attract diverse staff and hire open positions in 2018 and 2019, and could continue to do so in the future.

Section 2: The Modern Public Library

Purpose of the Public Library: The lofty ambition for the Library is to be the Third Place, where people want to spend their time away from home and work – a Community Hub for its neighborhood, or the entire City. 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.

Americans feel that public libraries are important, especially in their communities, and believe that libraries are centers of technology resources. 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. When Pew asked about several ways in which public libraries contribute to their communities, 78% or more responded either “a lot” or “somewhat”.

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

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.

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.

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. Santa Fe Public Library and others have seed libraries, allowing customers to take and contribute seeds. 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.

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, English as a second language (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.

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. The physical spaces of public libraries 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.

People overwhelmingly think it is important to support libraries with their tax dollars. One study showed a correlation between library usage and revenue – 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 trend was seen in public libraries nationwide.

Return on Investment. A recent study released in January 2017 by the Bureau of Business Research IC² Institute of the University of Texas at Austin 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.

Section 3: Population & Demographics

Effective future planning relies on effective forecasting of population figures. The Consultants utilized data from both The University of New Mexico Geospatial and Population Studies and DecisionWhere, Inc., to project population for both Santa Fe City and County, as follows:

Year	County	% change	City	% change
2018	149,081	n/a	84,198	n/a
2020	151,767	1.8%	85,445	1.5%
2023	152,748	0.6%	86,011	0.7%
2025	157,104	2.9%	88,450	2.8%
2030	162,782	3.6%	91,483	3.4%
2035	169,142	3.9%	95,396	4.3%
2040	175,242	3.6%	100,063	4.9%

In the City of Santa Fe's Planning and Land Use Department, Long-Range Planning Division's Facilities Master Plan, dated August 2007, predicted that the Urban Area population by the year 2025 would be 111,725 residents.

Important Demographics for Library Planning. Library use in a given community can typically be linked to these characteristics of the general populous:

- **Education Attainment Level.** The number one predictor of library usage is the level of education – the more educated the community, the greater the use of the public library.
- **Homeownership.** As a rule, persons who own their home make more use of the public library than those who rent, maybe reflecting that as a taxpayer, some property taxes are supporting the public library.
- **Presence of Children in the Home,** specifically families with children living at home.

The Consultants analyzed specific demographic data related to three indicators, as well as other socio-economic metrics, in order to obtain a better understanding of the Santa Fe community and its needs. We used U.S. Census

figures and projected future figures from other sources we have found to be reliable.

These three demographics usually reflect higher use of the public library suggesting that use of the Santa Fe Public Library should increase in the future if other needs described later in this report are positively addressed.

Age cohort, while not typically a predictor of library usage, is important in planning for library services and how a building should be designed and furnished. With 15.2 percent of City and County population ages 0 to 14 there is, we believe, a system-wide need for a vibrant program of service for children and their caregivers. At the other end of the age spectrum, close to one of every four residents is 65 year of age or older. This is important for both services and the physical space. For the latter, bolder and larger graphics, no more large-type books, hearing aids in gathering spaces, etc. need to be in all SFPL facilities.

Education. City and County traits are similar, with 41.2 percent of the City population having a Bachelor's degree or higher, same as the County population. Just under 12 percent (11.8) of the City population age 25+ does not have a high school diploma, versus 11.0 percent in the County.

Homeownership. Ownership is slightly lower in the City than the County.

Children in the Home. The data shows 44.8% of City families have children.

Income & Employment. County levels are slightly better than in the City.

Ethnicity. Here we see a minor deviation. Hispanic Origin is 54.4 percent in the City and 50.9 percent in the County.

SFPL demographic and population data comparisons, for households within a three-mile radius of each current Library facility, are as follows:

data	Main Library	LaFarge	Southside
2018 Population	35,021	54,399	33,440
2023 Population	36,036	55,485	34,014
Age Cohort 0 to 14	10.0%	13.1%	22.8%
Age Cohort 65+	32.2%	26.8%	11.4%
No High School Diploma	7.1%	9.7%	21.5%
High School Diploma	16.7%	21.5%	30.4%
Bachelor's Degree or +	53.0%	43.0%	24.8%
Families w/Children	32.8%	40.8%	61.4%
Owner Occupied Home	56.4%	57.7%	66.6%

Community Input. In order to gain additional insight about Santa Fe Public Library, the Consultants engaged Santa Fe residents through Focus Group discussions and community meetings across the City. We also interviewed several Library Stakeholders, including government officials and City employees. In total, 99 community residents and/or stakeholders attended a series of Focus Groups (75 attendees), one-on-one Stakeholder Interviews (8 attendees), and a Strategic Planning Workshop (16 attendees). In a few cases, Library Board, staff, and/or Friends of the Library members attended more than one forum. The Consultants estimate 92 individuals were directly engaged in the process.

Focus Group Discussions. The Consultants facilitated discussions with numerous members of the community, in groups ranging from two to over 20 individuals. Groups included educators, Teens and their parents, the Friends of the Library, Library staff, and members of the Hispanic community.

Stakeholder Interviews. The Consultants also facilitated one-on-one interviews with key City officials and government staff members. Individuals included City Councilors, City employees, and members of the Santa Fe business community. A synopsis of the feedback received from all participants, listed by priority, is:

- Locations.** Public sentiment concerning existing Library buildings and sites:
1. Midtown: Main Library, new or renovation of Fogelson.
 2. Southside: Reorganization of interior spaces is needed.
 3. Downtown: The existing Main Library could be renovated for a Cultural Center including a Library with the Southwest Collection, plus a 24/7 Kiosk for checkout and return.
 4. Accessibility: Open seven days a week for total of at least 62 hours per week.

Education. Library priorities should be:

1. Strong focus on early childhood education, stressing reading aloud, partnerships with hospitals and physicians with a focus on newborn/young children and their parents.
2. Continue the Friends of the Library's Books & Babies program for parents and newborn with a book and library card.
3. GED support with classes, resource materials, testing site(s).
4. Promote literacy of all types for all ages – reading, writing, and digital.
5. Provide STREAM programming.

Community Building. SFPL has current and relevant database of resources that are accessible 24/7 via Library's website.

Staffing. Library priorities should be:

1. Multi-lingual staff presence in all facilities 75% of open hours now, with a goal of 100% in three years.
2. Cross-training.
3. Working for SFPL leads to a career path.

Multi-Cultural/Multi-Lingual. Infused into everything, including exploration of partnerships:

1. Staffing.
2. Marketing.
3. Collections.
4. Programs.

Outreach. Library priorities should be:

1. Staffing: One staff member who coordinates SFPL outreach efforts.
2. Develop partnerships to include retirement communities, day care facilities, public and private schools, Chamber of Commerce, SCORE, Santa Fe small business community, and youth/teen-serving programs.

Marketing. Many people expressed a perception that the general public do not know about everything (or anything) SFPL offers. Priorities could be:

1. Staff is needed for marketing.
 2. People-oriented, by means of face-to-face communications, via taking the library story wherever there is a gathering of Santa Fe folks.
 3. A user-friendly website plus a Library app is needed.
 4. Public Service Announcements on local Radio and TV.
 5. At least one Library story a week in Santa Fe New Mexican.
 6. Interior and exterior digital signage at all facilities.
 7. A concerted effort to re-register everyone with a borrower's card 21st Century.
- Communications.** Internal to the SFPL organization:
1. Encourage ideas up and down the organization and provide feedback.
 2. Encourage cross-pollination.
 3. Employ tools that foster better dissemination of data.
 4. Hold regular staff meetings up and down the organization.
 5. Hold annual staff development days.

Technology. Important for Library operations and services:

1. SFPL should have its own IT staff & a solid working relationship with City IT.
2. In the future, customers will rely less on Library PCs and more on their own devices, necessitating seamless connectivity.
3. Automated materials handling system (AMHS) at Southside and Main Library.
4. Extended hours of service, unstaffed, at Southside and Main Library, such as Open Access.
5. Partnerships for classes, from beginner to the tech-savvy.

Section 4: Local Market Psychographic Analysis

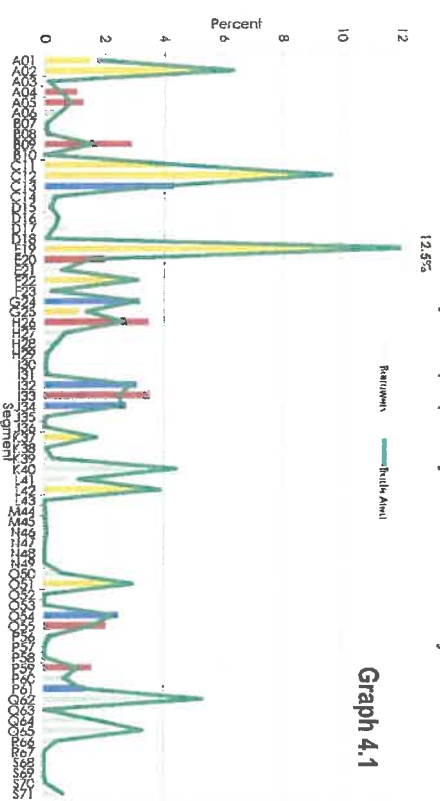
In order to document community needs and desires through quantitative data gathering and analysis of current SFPL customers, the Consultants employed Experian's Mosaic@USA, a household-based consumer lifestyle segmentation system that uses transactional data to identify Library customer behaviors that indicate current or potential library use. The Mosaic system delineates U.S. consumers and their socio-demographics, lifestyles, behaviors, and culture -- providing SFPL with comprehensive and accurate views of their customers and markets. Profiles of each segment provide a view of consumers' choices, preferences, and habits.

Actual borrower household locations were used to determine the service area boundaries for each existing SFPL location, based on the time, in minutes, Library customers are willing to drive to an SFPL branch. The boundaries were mapped on the Santa Fe street network to define the drive-time service area for each Library. Definition of service areas was critical in identifying branch service area overlaps and gaps. Findings of this analysis revealed:

- The majority (75%) of Main Library customers live within a 22-minute drive of the Main Library location;
- The majority of Southside Library customers live within an 18-minute drive from that location;
- The majority of La Farge customers live within 17-minutes of that location;
- The average drive time for all three libraries is 19 minutes;
- There is significant overlap of the service areas of the three existing SFPL facilities, suggesting Library cardholders use multiple Branches.

The Consultants' experience with other urban public library service area drive-times span 8-minutes in Fort Worth, Texas to 16-minutes in Jacksonville, Florida.

Consumer Profiles. The Consultants compared the SFPL profile with every household within each service area to prioritize market segments as being primary, secondary, or tertiary **core customers** -- or non-core customers. Core customers are differentiated by their propensity to use the Library.

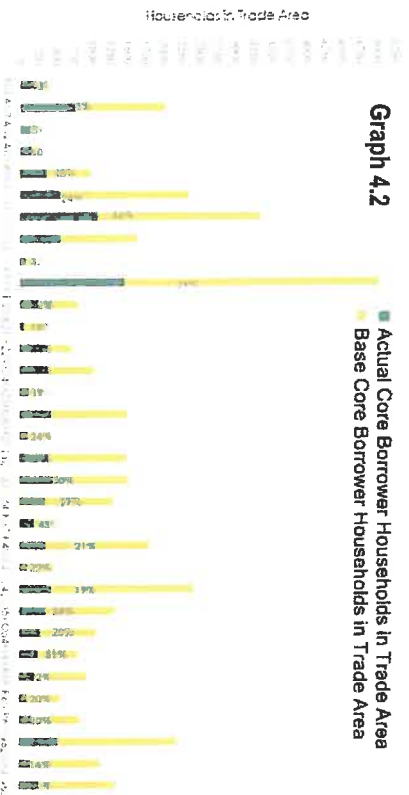


- graphic key:**
- Primary Core Customers are the most likely to be SFPL users;
 - Secondary Core Customers are not as likely to be SFPL users as primary core borrowers, but still very likely;
 - Tertiary Core Customers are less likely to be SFPL users, but are opportunity segments.
 - Library Cardholders who are least likely to use SFPL.

Market Penetration by Core Customer Segment. Penetration refers to the percentage of core segment households in the overall service/trade area captured as actual core borrowers. There is room for Santa Fe Public Library to increase penetration of core borrowers in many segments, as shown in Graph 4.2.

Typically, non-borrowers might be seen as primary targets for SFPL marketing efforts. However, this Market Penetration Analysis makes a case for concentrating on increasing Library usage within SFPL's stronger core customer segments. The majority of SFPL's core customer segments have not reached 50% penetration, including half of the eight Primary Core Customer segments and all six of the Secondary segments.

Graph 4.2



One strategy to increase usage would be to focus on reaching these potential customers – whose consumer behaviors are virtually identical to the most intense current Library users. These opportunity segments should be the easiest to attract, given the Library is already providing programs and services that appeal to their wants and needs.

The very good news here is that SFPL appeals to almost every one of the market segments that reside in the area. With 30 different segments represented as core customers (over 42% of the 71 total), Santa Fe is the most diverse community the Consultants have encountered in ten years of using this type of market segmentation analysis.

Section 5: Library Standards & Best Practices

The Consultants submitted library planning guidelines to SFPL, outlining definitions of terms, facility planning standards, library-specific space standards, parking guidelines, and suite evaluation criteria. Also submitted and applicable to the project are public library trends and best practices.

Modern Library Building Standards. The Consultants believe there are several factors that need to be present in any public library facility for it to be judged a modern library:

1. Adequate overall size of facilities;
2. User-friendly housing of collections;
3. Proper ratio of seating quantities to collection quantities;

4. Significant and current technology for public and staff;
5. Age-specific spaces and furniture for all ages;
6. An assortment of public meeting and gathering spaces, in numbers and sizes;
7. Adequate size and equipping of staff work space; and
8. Adaptable building infrastructure.

Standards for Public Libraries. In the absence of codified public library standards in New Mexico, the Consultants recommend using standards adopted by the State of Colorado in 2016, as modified for New Mexico for the purposes of this Library Plan. The Colorado Public Library Standards (CPLS) are sanctioned by the Colorado State Library (CSL).

CPLS recognizes two service levels – Basic and Future-Focused, which builds upon the Basic. Headings from CPLS were modified to organize and account for the breadth of public library operations in Santa Fe, presented in this order:

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

The Consultants assessed standards compliance for each of the eight categories. SFPL achieves at least the Basic level in most but not all cases. Specific deficiencies are documented in more detail in Section 7, under subsections devoted to each of the eight categories.

Section 6: Comparisons with Peer Libraries

The 11 municipal public library systems located in New Mexico and serving the largest populations were identified as Santa Fe's peer group, analyzed based on data collected by the New Mexico State Library for fiscal year (FY) 2017.

New Mexico Peer Findings. Santa Fe is the fourth largest city of the 12, with an estimated 2018 population of 84,198. Albuquerque is the largest at 662,564, and Los Alamos is the smallest (17,950). The 11 locales plus Santa Fe, have a

total estimated population of 1,194,210, averaging 99,518, but clearly skewed by Albuquerque's size.

Santa Fe Public Library. Operational revenue was \$43.78 per capita (\$3,685,958 total). Collection use per capita was 8.93. Santa Fe's total amount of library space equals 72,522, or 0.86 square feet per capita.

Summary. Santa Fe Public Library compares favorably with the peer group on a number of the analyzed factors:

- Total operating revenue per capita at \$43.78 is greater than the peer average of \$31.18.
 - Total operating revenue is about \$580,000 more than the peer average.
 - The average peer collection size is 3.12 items per capita, whereas Santa Fe has 6.75 items per.
 - Santa Fe has a slightly larger overall staff than the average, and has a substantially larger staff of Librarians with a Master degree.
- Santa Fe performs behind the peer group average on these factors:
- SFPL's per capita circulation/collection usage (8.93) is below the average (11.73), though the median is 6.49.
 - While Santa Fe's library square footage per capita (0.86) is above the peer average of 0.67, only five peers are lower and it is significantly below the best practice standard of 1.00.

State Capitol Peer Findings. The Consultants compared SFPL with data on eight other public library systems serving state capitol cities in the Southwest and Midwest U.S. that the City of Santa Fe should aspire to emulate in significant ways – Arizona, Arkansas, Colorado, Iowa, Kansas, Oklahoma, Texas, and Wyoming. Only Cheyenne, Wyoming is comparable to SFPL in size and configuration. To be expected, SFPL fell at or below the 50th percentile all but three of the 34 categories, and ranked below the 25th percentile on 16 of the remaining 31 measures.

Per Capita Measures. Ten of the 34 categories are per capita measures, where Santa Fe competes on a more level playing field. SFPL tied for first with Denver for American Library Association (ALA)-MLS librarians per 1,000 population (at 0.22), and ranked alone in first for the number of collection items per capita (6.75). SFPL ranked fourth in hours open per facility per week, at 55.14, which was midway between the 50th (50.48 hours) and 75th (60.65 hours) percentiles.

FY2017 data from the Institute of Museum & Library Services (IMLS) public library survey was used for this comparison. See Appendix 6.1 for additional information on the 12 New Mexico libraries, and Appendix 6.2 for the complete data set from the peer library systems serving state capitols.

Section 7: Summary of Current Conditions

Findings are organized by the eight categories of potential future state public library standards. SFPL fails to reach the Basic standard in five of the ten quantifiable metrics, exceeds Basic in five, and exceeds the Future-Focused standard in two of ten.

Services & Programming

The Consultants compared 2018 SFPL achievements compared with best practices, Basic, and Future-Focused standards, addressing Accessibility, in terms of the number of hours SFPL is open to the public per week. At 57 to 60 weekly hours, the Main Library (60 hours) exceeds the Basic standard of 59 by one hour and La Farge (59) meets it exactly. Southside (57) falls short of the Basic by two hours. Best practice is considered 73 hours open per week.

Community Input responses were tabulated for each meeting and focus group. Results were aggregated separately for public participants and for staff participants, calculating the average for each response. A combined "all participants" tabulation was prepared along with the response averages:

rank	Public	Library Staff	all combined
	Early Childhood Literacy	Computer/Information Literacy	Early Childhood Literacy
	Adult & Teen Literacy	Early Childhood Literacy	Adult & Teen Literacy
	Stimulate Imagination	Lifelong Learning Center	Lifelong Learning Center
	Lifelong Learning Center	Adult & Teen Literacy	Stimulate Imagination
	Education Support	Connect w/ Online World	Education Support

Statistical Analysis of Libraries. The Consultants compared and contrasted SFPL-provided statistics on Library use system-wide and at each of the three Library locations. Of the nine principal sets and logical sub-sets, there were only two that showed numerical/percentage increases over the four fiscal years FY2015 to FY2018: 1) digital circulation and 2) self-check-out. There were seven sets/sub-sets that showed a decline among all three libraries, and subsequently, the system-wide totals. Pertinent findings were:

- Library Visits were down for Main and La Farge, and the system as a whole. Southside showed a modest gain of 1.7 percent;
- Registered Borrowers were down 4,281, or just shy of seven percent;
- By age, circulation of Adult titles was down almost three percent, Young Adult down over 20 percent, and Children's down nearly eight percent;
- Reference Questions, Computer Sessions, and Community Meetings were all in the red, as were most of the attendance figures; and
- Main Library circulation was up 6.38 percent, the two branch libraries were down, and the system as a whole was down 4.75 percent. If digital circulation were included as part of overall circulation, (and should be) there would have been a system-wide increase of 4.55%.

An efficient and well-funded public library should never lose statistical ground consistently over a successive period of years.

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

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

- The highest number of residents with a college degree, a good indicator of library usage, live around downtown, followed closely by residents of midtown.
- The lowest high school diploma attainment is on the south side of Santa Fe, at only 51.9%, compared with the national rate: 90% of persons 25 or older.
- More families with children in the home live on the south side, and this area has the highest percentage of owner-occupied housing – both good indicators of public library use.
- Poverty rates are highest on the south side of Santa Fe.
- Multilingual residents primarily speak Spanish and Native dialects.
- Primary core customer segments B09: Family Fun-tastic and H26: Progressive Potpourri use all three SFPL locations. Segment B09 households tend to be upscale, middle-aged families with children pursuing

- busy kid-centered lives, college educated, active on social media, but technology apprentices with annual income between \$100,000 and \$250,000. Segment H26 households are generally mature, multi-ethnic, middle-class couples with comfortable and active lives, are bilingual, technology wizards, without children in the home, and with income between \$50,000 and \$125,000.
- The largest segment in terms of total numbers is E19: Full Pockets, Empty Nests – upper-middle-class Baby Boomer singles and couples with discretionary income living sophisticated lifestyles, who do not frequent Southside with the same regularity as they do Main and La Farge. These households tend to be highly educated, well-traveled, and technologically competent, with income ranging from \$50,000 to \$200,000 annually.
- Southside's largest segment is I33: Balance & Harmony, bilingual, middle-class families who tend to be technology wizards with teens in the home. These households are mostly blue-collar, with annual income between \$35,000 and \$100,000.
- Southside attracts ten Primary Core Customer segments, La Farge attracts eight Primary Core Customer segments, but the Main Library only attracts three Primary segments.

Collections/Resource Sharing

The Consultants compared 2018 SFPL achievements with best practices, Basic, and Future-Focused standards, addressing Collection Use, Collection Size, and Turnover rate, in terms of the number of items per capita.

Collection Use is defined as physical circulation, electronic material use, and electronic information retrieval. SFPL, at 8.93, compares with the Basic (10.09) and Future (12.77) standards.

Collection Size, at 6.75 items for SFPL approaches best practice at 7.00. The 50th and 75th percentile standards (8.33 and 19.23) represent all New Mexico public libraries – not Colorado – so, none are available for 100,000+ population.

Collection Turnover Rate, defined as total annual circulation divided by total collection, is 1.32 items per year at SFPL, or only 39.4% of the Basic standard (3.35), despite reasonable total circulation and collection size.

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

less than 5 years old. SFPL will need to run a series of reports from its database in order to accurately assess the age of each item in the collection.

Electronic Collections. Books are important, and borrowing them is still the number one reason people use public libraries. In the U.S., between 600,000 and 1 million new books have been published each year for the past five years. As eBook publishing has taken hold, libraries have been among the biggest customers of the digital book. However, industry trends indicate that public libraries may not be as much of a factor going forward, due to increases in costs that the major publishers of the electronic book have introduced.

Macmillan, one of the major publishers of eBooks, has concluded, based on a market test that "... library eBook lending depresses consumer eBook sales and author payouts." Macmillan has suspended dealings with public libraries until the publishers decide on a long-term strategy, so public libraries may have to scale back their eBook collection if acquisition costs increase very much more.

Housing of Print Collections. The Consultants evaluated shelving capacity in each Library. They are severely beyond capacity – defined here as when there are less than eight to ten inches of empty space at the right end of each shelf to facilitate ease of re-shelving circulated items. We noted:

- Main Library shelves are 70 to 95% full, depending on collection type.
- La Farge Branch Library has shelving for Adults and Teens/Tweens at 80% to 95% full. Children's shelving is 40% to 60% full.
- Southside Adults shelving is 80% to 95% full, Teens/Tweens is at 85%, and Children's shelving is 60% to 85% full.

Findings & Conclusions. Issues affecting future planning for collections are:

- Numerous retail studies have shown that stores sell more with less crowded shelves, as preferred items are easier to find.
- The low total collection turnover rate at SFPL is likely the result of the severe overcrowding of shelves and an aging collection.
- Tall, overcrowded shelves and an aging collection are likely to have contributed to the decline in circulation over the past five years.
- The Consultants proposed improved Collection Development policies, which have potential to streamline processes and bolster collection use.

Technology

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

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

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

- Vacancies in staff positions particularly assigned to technology-related aspects of Library operations.
- The outsourcing of care and maintenance of public computers to a third party.
- Prolonged response times related to inquiries, requests, and service from SFPL's Integrated Library System (ILS) vendor.
- City IT policies and procedures that sometimes conflict with Library operations, such as the SFPL webpage being buried in the City's website.

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

- Filling key Technology staff positions.
- Assessing the comprehensive technology needs of SFPL by staff.
- Reassessing and negotiating its ILS contract for better customer support.
- Reviewing the performance of outsourced technology support vendor(s).
- More targeted and focused support of SFPL from City of Santa Fe IT Department, in close coordination with a Library Systems Analyst/Information Technology Manager position to be filled.
- Establishing better control over SFPL's future capabilities to improve the customer experience related to technology offerings.
- Investigating established and emerging self-service options for potential implementation.

Facilities

Based upon on-site observations, the Consultants assessed Santa Fe's current achievement versus CPLS standards. SFPL meets the Basic requirements of all Outcome, Overview, and Checklist items. We compared 2018 SFPL achievements with best practices, Basic, and Future-Focused standards, addressing square footage, in terms of the square feet per capita housed within SFPL facilities.

Square Feet per Capita. At 0.87, Santa Fe Public Library system exceeds the Basic standard (0.59) by 47.5%, but falls short of the Future (0.98) and best practice (1.00) metrics by 11.2% and 13.0%, respectively. As the greater Santa Fe area grows in population, SFPL should review their space needs assessment annually; and revise it every five years per standards, in order to keep pace with these per capita standards.

Library Space Needs. Based on a City population of 100,063 by 2040 and the 1.00 standard per capita for library space, the Santa Fe Public Library system of facilities will need to add 27,541 square feet over the next 20 years – a 38% increase over the current space total.

Library Locations. As demonstrated by the service area map, current Library locations provide good coverage of the current city limits, within reasonable drive times. In the short-term, more full-service Libraries are not required given the current city limits, but more square footage is needed. If expansion of the city limits is likely to happen in a southwesterly direction, as forecasted by the City's Long-Range Planning Division, a fourth Library would be needed, long-term.

Library Assessment. The Consultants applied long-tested rating systems to assess both the functional library operation and the physical infrastructure of each. Functionally, the Main and La Farge Libraries rate in the Fair range. Southside rates as Average. Physically, all three Libraries rate as being well maintained. Our preliminary analysis of the three existing public libraries in Santa Fe concluded:

- Inadequate amount and appointment of space inhibits library service delivery and programming.
- Lack of modern building infrastructure is also an impediment to inhibits library service delivery and programming.
- The age of two facilities requires additional operating and maintenance costs compared to modern, energy efficient structures.

- The configuration of the same two facilities has a significant negative impact of staffing efficiency.

The advanced ages of La Farge and Main – coupled with the difficulties in supervising each Library due to their inefficient configurations – suggests that replacement or renovation of these two buildings should be considered.

Fogelson Library. Though not an operating facility, the physical plant and 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. The 69,106 square foot 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 the three-story Library. Good location and adequate capacity make Fogelson a potential candidate for replacing La Farge.

Other Facility Findings & Conclusions. Issues affecting future planning based on Library locations include:

- An opportunity to relocate the Main Library to a central location within Santa Fe at the Midtown campus should be seriously investigated. Such a central location would reduce drive time to that facility, resulting in more convenience for all SFPL users.
- A site for a potential new multi-story Central Library with an ultimate footprint of over 57,000 square feet would need 5.2 acres to be adequate, ideally with street frontage on a major thoroughfare. This footprint size assumes a multi-story building with all public service functions on the Ground Floor for staffing efficiency purposes.

Facility Size & Configuration: Issues affecting future library planning include:

- Of the three buildings, Southside is the only one that meets the modern library baseline. The other two occupy aging buildings with layouts that are difficult to supervise and expensive to staff.
- Larger branch facilities are needed, in one-story buildings similar to the general layout of the Southside Branch, but at least 10,000 square feet larger than Southside, at 35,000 gross square feet or larger.
- More efficient layouts are needed for both public and staff, similar to the Southside Branch, but with less opaque partitions allowing for ease of adaptability for future change.

- A SFPL system of a 65,000 square foot Library in central Santa Fe and two 35,000 square foot branches would house 135,000 total square feet, equal to 1.35 square feet per capita based on 2040 population projections.

Capital Funding: Issues affecting future library planning include:

- A new Central Library project with an ultimate total size of 65,000 square feet at the Midtown campus would cost approximately \$35 million, total turkey project cost in 2019 dollars, adjusted to Santa Fe market conditions.
- The State Legislative Finance Council has shown a preference to fund mixed use or multi-use construction projects in recent years.

Human Resources (Personnel & Staffing)

The Consultants compared 2018 SFPL achievements with best practices, Basic, and Future-Focused standards, addressing full-time equivalent (FTE) personnel per capita and Master of Library Science (MLS) degreed Librarians from a program accredited by ALA.

FTE Staff per Capita. Santa Fe Public Library reported 48.00 FTE, equating to 0.57 per 1,000 population and exceeding the Basic standard of 0.53 per 1,000. The Future-Focused and best practice standards are 0.66 and 1.05 per 1,000 population, respectively.

MLS Accredited Librarians per Capita. Santa Fe Public Library reported 18.50 MLS Librarians, or 0.22 per 1,000 population, exceeding both the Basic (0.10) and Future-Focused (0.17) standards. The best practice standard is 0.30 per 1,000 population.

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

- A small number of unique but important staff positions are currently missing from the SFPL organization. These include specialists in Technology, Marketing, Outreach Services, Custodians, and bi-lingual staff at all levels.
- The Consultants believe there is potential utility in hiring additional full-time para-professional staff to augment efforts of professional Librarians at SFPL.
- Consider outsourcing a portion of Technical Services, allowing the possibility of reallocating staff savings to Public Services or new positions.
- Consider approaching the City's Human Relations Department about streamlining job hiring and promotion procedures.

- Consider designing and implementing a professional development program that delineates clear goals for individual attainment and establish achievable career ladders for advancement within SFPL and City government.

Marketing & Advocacy/Community Engagement

Based on observations, the Consultants documented SFPL current achievement versus CPLS standards. Unlike other Standards, this category does not provide quantifiable Basic or Future-Focused metrics for comparison. SFPL lacks many of these Basic requirements of each standard in the Outcomes, Overviews, and Checklists, primarily because of an absence of consistent leadership at the Library Director position for over a year, and a number of other staff vacancies that required attention be placed elsewhere in the organization.

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

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

Advocating for SFPL is an area in which Santa Fe's FOL group might improve and also excel, with the potential political support provided possibly being as valuable as the funds raised.

Branding. Public libraries are no different than any other business enterprise, where successful branding of the organization is a critical aspect of marketing. If a larger Midtown Library looks possible – and moving current Main Library functions to Midtown could yield a downsized Library in downtown Santa Fe – consider changing the name of the current Main Library to the Downtown Library. Similarly, if it is decided that current Main Library functions move to a Midtown location, consider naming it the Central Library, given its centralized location within the current City limits. Consider opportunities to name a new Library and spaces after significant donors.

Finance

The Consultants compared 2018 SFPL achievements with best practices, Basic, and Future-Focused standards, addressing Operating and Collection Materials expenditures per capita, including electronic resources. The 50th and 75th percentile standards for total expenditures represent all New Mexico public libraries in 2018, because this metric is not included in CPLUS. It is important to note that SFPL's current \$43.78 per capita is based on actual current City population, so it does not factor in over 10,800 County residents who are SFPL cardholders in 2019.

Total Operating Expenditures per Capita. At \$43.78 per capita, Santa Fe falls 5.5% short of the Basic standard (\$46.33) for total operating expenditures. The Future-Focused standard (New Mexico's 75th percentile) is \$101.22. Nationally, per capita funding averaged \$55.80 in 2018, a modest 3.22 percent gain over 2017. Santa Fe is below the national average and 27.0% below the best practice mark of \$60.00, especially when considering County resident users of SFPL are unaccounted for in these measures.

Collection Materials Expenditures per Capita. At \$6.31, Santa Fe exceeds the Basic standard of \$4.34 for collection expenditures per capita by 45.5% but is short of the Future standard (\$9.19) by 31.3%. Best practice nationally (\$9.00 per capita) indicates print and electronic collection expenditures should equate to at least 15% of total operating expenditures. Santa Fe's ratio is almost that, at 14.4% of total operating expenditures.

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

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

A significant part of the Other Sources funds come from the Friends of the Santa Fe Public Library, a 501-C-3 organization, a high percentage of which come from the sale of surplus books.

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

- General Obligation (GO) Bonds, based on population per County, which are available every two years.
 - A discretionary \$19,000 will be available from the Governor in 2020.
 - State Grants in Aid will also be available in 2020.
- Requests made of the State Legislature for capital outlay for public libraries require a legislative sponsor. In the recent past, the Legislative Finance Council has exhibited a preference to fund multi-use new construction projects, according to State Librarian Eli Guinness.

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

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

Fiscal Responsibility. The Consultants recognize the importance of optimizing all aspects of a public library's operation so that the output of services yields customer satisfaction, while the input of financing yields government approval.

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

Financial Analysis. Over the five fiscal years of FY2014 to FY2018, overall revenue has increased \$310,701, or 8.56 percent. The annual increase in total revenue averaged 1.7%, slightly higher than the U.S. inflation rate over that period.

Findings & Conclusions. The Consultants developed this list based on observations of SFPL policies and best practices nation-wide:

- A significant percentage of SFPL cardholders do not reside in Santa Fe. So a fiscal strategy that could be considered would be increased County funding of SFPL, as County residents use the Library.
- As an alternative to increased County funding, a non-resident fee could be considered as an additional revenue stream.
- Changing the policies for meeting rooms use and charges could yield revenue to offset SFPL operational costs for administration, operations, and maintenance of room usage by the public.
- Investigating the revenue potential from establishing SFPL as an official U.S. Passport dispensary is an option found lucrative by multiple public libraries.
- State and/or local anti-donation laws have hampered SFPL efforts to raise money from surplus books and other collection items.
- SFPL could work with the Friends to develop roles that both support the Library with advocacy and the valuable funding they already provide.
- Consider providing customers with a printout that shows the value of the services received following most transactions. The goal is to garner taxpayer support for a larger share of the annual City budget.
- Survey the fiscal practices of other libraries, then establish financing goals based on pragmatism.
- Consider developing a revolving Financial Plan designed to facilitate the implementation of this 21st Century Plan.
- Maintenance of effort in securing adequate revenue is required of all public libraries. Additional revenue streams unique to New Mexico that SFPL could pursue include:
 - GO Bonds, based on County population, are available every two years.
 - A discretionary amount of \$19,000 will be available from the Governor in 2020.
 - State Grants in Aid will also be available in 2020.
- SFPL could pursue all additional revenue streams unique to New Mexico in 2020, and beyond. Requests made of the State Legislature for capital outlay by public libraries require a legislative sponsor.
- SFPL could rally supporters to advocate for libraries at the State Capitol every funding cycle.

Governance/Planning (Administration)

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

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

Governance Options. The Consultants surveyed several traditional funding mechanisms, weighing the attributes of each:

Municipal Jurisdictions tax residents to fund their public library, often on real property, e.g. residential and commercial real estate. Sales taxes are another municipal revenue source, and usually part of general revenue. If the public library is a department of a municipal jurisdiction, the library potentially competes for its share of funding in a number of ways:

1. A municipal library may receive a percentage of the general revenue, which can encompass several sources – property and sales taxes, fees for various services, and fines.
2. The library may have a separate and specific tax or levy for set purposes, which may have a defined time limit in terms of years, or in terms of a percentage of the total tax revenue of the municipality.
3. Undesignated gifts or bequests are usually kept separate from general revenue, regarded as augmented or “other” revenue, *not* replacement revenue.

County. Funding of annual operations for county libraries does not substantially differ from municipalities, except it may include taxes of unincorporated areas. County libraries benefit from the sharing of resources and expertise with other libraries in the county system and are typically structured in one of three ways:

1. Two or more municipal libraries form a county system with the cities contributing a percentage of their tax base or agreed upon revenue to the system. Agreements and contracts between a county and a municipality(s)

designate the responsibilities of each, including governance, ownership of the facilities, collections, personnel, and operations.

2. A county is responsible for library services for the population throughout a system formed to provide library services to serve unincorporated areas including facilities, collections, personnel, and operations. There may be governing advisory boards of local residents or organizations to liaison with the county on library services.
3. There are county libraries that consist of both municipalities and the unincorporated area. There are usually liaisons to municipalities, the county, and/or area groups that provide governance or guidance.

Special Districts. Similar to school districts, state legislation can provide taxing authority for a specific service and tax base, so the formation of a special public library tax district can be approved by the state. States that have tax district public libraries have varying policies for such a district. Tax district boundaries usually are the same as a municipal, county, and/or school district boundaries, and they can include unincorporated areas.

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

Tax Measure. Applicable to Municipal County, or District libraries, a measure provides a determined tax base that is permanent for a specific number of years, taking the library out of annual budget debates. In the last two decades, the use of a special tax measure has succeeded in providing a minimum base of revenue for many public libraries seeking funding stability:

1. A tax measure can provide residents with a sense of responsibility for their public library.
2. Most of the public library tax measures on the ballot have succeeded (83% in California, which requires a two-thirds majority vote), and some have been renewed after 10 or 15 years of existence.
3. Public libraries in Batavia Illinois, Kansas City Missouri, and Oakland California have received voter approval for tax measures. Continued success requires strategic campaigning by supporters and volunteers.

In 2018 and 2019, public libraries across the nation successfully passed tax measures or referenda for operational and/or facility funding – most often

requiring an increase in local taxes. *American Libraries* "Referenda Roundup," January 2017, reported that "During the 2016 election year, there were 150 library referenda across 22 states and 81% were approved. In 2017 and 2018, the success rate for library tax issues was 70%."

Findings & Conclusions. Library governance issues and justification for action:

- Public library administration is typically tasked with long-range planning on a number of fronts, over varying planning horizons:
 - Strategic planning of up to five years.
 - Facilities planning of up to 20 years.
 - Technology planning of up to three years.
 - Collection Development planning of up to three years.
- Library admin is typically responsible for exploring potential partners with whom to join forces to symbiotically serve their common public.
- Typically, Library Directors rely on some sort of "cabinet(s)" of Library Leadership, potentially with membership both internal and external to the organization, with regular participation by all staff levels, to make the policy and procedural responses and changes as they are needed.
- Most successful public libraries have a procedure that regularly gathers public input and feedback.
- Public libraries play a hub role in the community by using partnerships with other institutions to connect people with services and help.
- Many public libraries work to streamline their entire organization in terms of number of positions/classifications, and respective salaries/wages/benefits.

Section 8: Moving Forward

The synthesis of community needs, customer wants, City government goals, and library best practices morphed into the Consultant recommendations that form this 21st Century Plan for a sustainable Library system for the greater Santa Fe area. To achieve this end, Library stakeholders and the Consultants focused on establishing strategic priorities, and corresponding goals and objectives – to meet the most urgent needs of the Santa Fe community. The Consultants asked the Library Board, the Steering Committee, and other stakeholders involved in a Strategic Planning Workshop to answer each of these five questions, with responses prioritized by most important to lesser importance:

1. What should a Strategic Plan for the Santa Fe Public Library entail?
2. What are important needs of the greater Santa Fe community?

3. What are the strengths of the Santa Fe Public Library?
4. What improvements could be made at the Santa Fe Public Library?
5. What is the Vision for the Santa Fe Public Library in the near future (the next two to five years)?

The Consultants documented all responses, identifying consistent themes, and grouping responses into 17 categories of goals, listed in priority order as determined by the participants, along with the corresponding Standards category applicable to each:

1 Outreach (Services & Programming)

Outreach must become a priority service. SFPPL can use its existing outreach channels to promote programs and/or can offer a venue for hosting events:

1. Staffing – hire community experts, not necessarily librarians, and use volunteers from communities, as possible.
2. Internships – Knowledge River, U of Arizona program for Native American and Latino librarians.
3. Marketing – need language skills, expertise in the field.
4. Go into the community – people-to-people language skills, employ a pop-up library, and target females.
5. Explore partnerships – other city and organizations marketing programs.

Partnerships. Successful partnering is based on mutual interests and goals. As with any relationship, an initial "courtship" phase should precede a formal relationship, potentially warranting a legally binding agreement. SFPPL should be committed to exploring and potentially developing partnerships with:

- The Chamber of Commerce and Santa Fe's service organizations.
- Santa Fe School District.
- Homeschool groups and the Santa Fe Youth Council for youth leadership.
- Santa Fe Community College, for ESL classes, literacy programs.
- Small business mentors such as Santa Fe Business Incubator and SCORE.
- Workforce Development, for job seeking.
- Local Home Owners Associations, Apartment complexes, and Realtors.
- Nursing Homes/Assisted/Independent living facilities for needs of seniors.
- City of Santa Fe Departments.

City Department Partners. SFPPL can expand services for Santa Fe's teens and tweens by developing viable partnerships to coordinate activities:

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

2 Library Locations (Facilities)

Location, quantity, size, and timing of library service outlets:

1. Midtown – La Farge versus SFUAD, a main library SFUAD, new building or renovate Fogelson.
2. Downtown – library equity with focus on culture/history/art/teens, a potential 24/7 operation for tourists.
3. Southside – increase visibility with a big sign, refine furniture and equipment to be more user-friendly.
4. Accessibility – hours open, barrier free, parking, transit, bikeable, walkable.
5. Directional signage – add signs throughout all neighborhoods.

Facilities. Recommended options for Library system expansion, with proposed timelines for opening dates of new/modernized facilities include:

- 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.
- Modernization/retooling the Downtown Library into a Cultural Arts Center and local Branch Library at a cost of \$8.4 million in 2019 dollars, after moving Administration and Technical Services to a new Central Library.
- Add a 10,000 square foot Meeting Room extension at the Southside Library for future expansion on the vacant portion of the current parcel of land at a cost of \$8.6 million in 2019 dollars.

Facility Cost & Timeline. The results would be an SFPPL system of 137,429 square feet at a cost of \$52.4 million in year 2019 dollars. Each year that passes almost certainly results in an increase in construction cost due to price inflation. A logical timeline, with estimated completion dates, would be:

- | | |
|--|------|
| 1. Construct the new Central Library | 2025 |
| 2. Relocate the La Farge Library operation to the Central Library | 2025 |
| 3. Move Administration and Technical Services to the Central Library | 2025 |
| 4. Modernize the Downtown Library into a Cultural Arts Center | 2028 |
| 5. Expand the Southside Library | 2030 |

Expansion of the Southside Library could be executed simultaneously with the new Central Library construction, so that in either scenario, at least two of the three library locations would be operational at all times.

3 Education (Services & Programming)

Early childhood, GED, Literacy.

1. Early childhood education – parental guide, newborn book/library card, traditional
2. GED support – provide on-site tutors/testing
3. Promote literacy, all types, all ages – reading/writing/digital, collaborative programs
4. Provide STREAM programming – coding, robotics, artificial intelligence
5. Explore partnerships – schools/centers, GED accrediting agency, tech companies as advisors
6. Funding – new influx of funds by legislature/Governor.

Education Defined. The educational fabric Santa Fe Public Library should be a program comprised of the following elements:

- **Self-Directed Education.** Use of a collection of library materials in print, audiovisual, and electronic formats plus access to online resources.
- **Research Assistance & Instruction.** Structured for the individual and groups, including research assistance, classes, seminars, and workshops for all ages.
- **Engaging & Enlightening Experiences.** Meaningful events and partnerships that will include cultural and community center concepts.

These definitions apply to all current Libraries and any future buildings.

Robust Children's Services. Continue to provide early literacy and grade school programming for children and their caregivers:

- Staff of professionals and non-professionals with bilingual skills;
- Child-centered design and décor;
- Continued development of strong collections of high quality print and non-print resources;
- Age-appropriate furniture and equipment including technology for learning and "Read Aloud" seating;

- Encouraging expectant mothers and fathers to read aloud to their unborn child and continue until the child is an accomplished reader;
- A variety of age-specific classes and learning activities for parents with infants to pre-teen years;

- Classes for extended families that address child development, reading skills, educational toys, and more;
- Consistent partnership with the Santa Fe Public Schools (SFPS) to include classes by the Library in the schools, and school trips to SFPL; and
- Developing sound relationships with Santa Fe's home schooling community.
- Sensory programming.
- Investigate off-site programming.
- Expanded programming for:
 - Family and intergenerational groups.
 - School-aged children and home schoolers.
 - STEM, STEAM, and STREAM programs.
- Investigate providing library cards to all Third Grade students.
- READY! for Kindergarten and/or similar reading platforms.

Outreach to day care centers, nurseries, medical offices, and public and private schools is also an extremely important component of robust Children's Services. Consideration should be given to forming a rotating group of parents/grandparents who would act as "sounding boards" and/or "suggesters" for Children's Services.

4 Technology (Technology)

Technology is vital for Library operations and as a tool.

1. Infused into everything – add Spanish and Native language media sources.
2. Control your own destiny – website, expert staff, apps, and social media.
3. Help create good customer experiences.
4. Automation – material handling systems, room reservations, kiosks with 24/7 access.

Technology. The Consultants believe these recommendations are a top priority.

- Fill staff position(s) with technology leadership responsibilities, with annual salaries that are competitive in the tech industry marketplace.
- Facilitate an Edge Technology Assessment Report by Library staff to assess the technology resources and needs of SFPL.

- Work with SFPL's ILS vendor and City IT & Communications Department to obtain increased autonomy over Library technology.
 - Upgrade self-check equipment per the vendor's requirements. Consider implementing a competitive bidding process.
 - Investigate and develop a robust Library mobile device app that supports customer and staff functionality such as mobile printing, mobile pay, etc.
 - Offer multiple payment options for library/technology services, allowing customers to pay for services in a reasonable manner, with mobile-based payment options such as *Venmo, PayPal, or Apple Pay* as viable alternatives to cash-only library service.
 - Install high-end software on select computers to support small business owners and job skills training, such as Adobe Photoshop, Pro Tools, AutoCAD Revit, and more.
 - Provide laptops, tablets, and/or iPads for lending from established vendors that make laptop computers and/or iPads available for public use that do not require staff assistance.
 - Provide portable chargers such as mobile charging packs for customer check-out – for those who bring their own mobile devices such as phones, laptops, and tablets to the Library – allowing people to work more efficiently where they choose without interruption.
 - Provide mobile WiFi hotspots that customers can check-out to have Internet access at home.
 - Provide a smart phone app(s) for customer self-check-out of books and other library materials from almost any place in the building, freeing staff to focus on assisting customers who have other needs.
 - Ensure complete Wi-Fi coverage at all Library locations. City IT should perform a site survey of all three locations to ensure that coverage is uniformly excellent in all publicly-available spaces.
 - Ensure customers have no difficulty connecting to the Wi-Fi network with their own Mac/Apple/Windows devices.
 - Employ an online meeting room reservation system to facilitate and maximize the use of the gathering spaces within each Library.
 - Electronic digital signage should be prominently installed at each location.
 - Create an updated three-year Technology Plan that reflects all recommended and adopted technology improvements supported by City of Santa Fe staff and is foundational to the SFPL system.
 - Work with the City to move all facets of Library IT into the SFPL organization.
- 5 Staffing (Human Resources, Personnel & Staffing)**
- A 21st century library must have adequate staff.
1. Hiring – position, quantity, skills, desire, flexible job descriptions, recruit language skills.
 2. Development – cross-training, culturally competent with experience, courses, and training.
 3. Retention – career path, compensation.
 4. "Fast, focused, flexible and friendly."
 5. Hire by contract, if skills are not available. Start volunteer/intern programs with stipends from the Friends.
- Personnel & Staffing.** Recommended improvements to personnel and staffing include:
- Fill all empty position(s) with qualified staff. The Library Systems Manager (Technology Administrator) position is priority one, of critical importance.
 - Recruit, hire and/or train more multilingual staff, both professional and para-professional.
 - Fill recommended new positions to better serve Santa Fe's needs:
 - Marketing Manager and Graphic Designer positions.
 - Outreach and Partnership Coordinator position.
 - Volunteer Coordinator position.
 - Building Maintenance/Custodial positions at each Library.
 - Work with City of Santa Fe Human Resources to refine and streamline the existing employee evaluation and advancement processes.
 - Establish policies and procedures for ongoing professional development – for both professional and para-professional staff members, to include:
 - Internal careers ladders for all positions, lifetime.
 - Mentorships.
 - Professional development/continuing education.
 - Cross-training.
 - Retention via career path and/or compensation.
 - Assign existing staff members to be Coordinators for Children's and for Teens Services. As an alternative, form Committees for each Service, with rotating Chairpersons assigned to each by Administration.
 - Train existing staff on techniques and new outreach policies and procedures, as needed.

6 Affordable Housing (Human Resources, Personnel & Staffing)

SFPL can be supportive, perhaps deploying deposit collections.

1. Up-to-date database of resources – online and in print.
2. Explore partnerships – clearinghouse to disseminate each other's information on resources.

Attracting & Retaining High Quality Employees. The high cost of living in Santa Fe has been well documented, making it difficult to attract highly qualified staff within established City of Santa Fe salary guidelines. Consideration should be given to subsidized housing and/or incentivized home ownership for library staff. Such a program is being considered for Public Safety staff in Santa Fe.

7 Marketing (Marketing & Advocacy/Community Engagement)

Absolutely critical for a 21st Century Library in Santa Fe:

1. Staffing – consider contract and/or pro bono service while recruiting a team.
2. Multicultural outreach – multiple languages, cultural media.

Marketing & Branding. The Consultants recommend the initial focus should be on, in order of priority:

- Brand the Library system using professionally developed marketing materials, and renaming the Main and La Farge Libraries, still honoring Oliver La Farge in new facilities.
- Craft a series of "Headlines" touting the outcomes of the recommendations contained in this Report.
- Staff a two-person Marketing Team with existing or new hires, comprised of:
 - A full-time Marketing Manager.
 - A Graphic Designer as a half-time position.
- Create and launching a Library App.
- Upgrade the Library webpage.
- Upgrade interior and exterior electronic/digital signage that includes a weekly calendar of events with advance notices of major events.
- Develop an initial marketing plan for Outreach Services, ahead of the overall Library system marketing plan.
- Assemble resources to implement a Pop-Up Library for use in Outreach.
- Once all components are in place, develop, staff, and slowly roll out a system-wide marketing strategy.

8 Multi-Cultural (Services & Programming)

This Plan for a 21st Century Library requires Library staffing and service to recognize the demographics of the City and County:

1. Infused into everything – policies, services, programs.
2. Staffing – recruit and/or develop community-minded staff at all levels to have cultural competency and language skills beyond English, through courses, experience, and training.
3. Marketing – use Spanish language and Native media.
4. Collections – non-English emphasis to improve cultural and other languages.
5. Programs – emphasis on cultures.
6. Explore partnerships – museums, artists, cultural organizations.

Multilingual Resources. Santa Fe Public Library serves a unique city of cultures and languages and histories, so its direction should have a multicultural and multilingual focus integrated throughout the Library's programs, services, and policies. The Library should mirror the culture and history that make it a destination for tourists and residents alike, infusing cultural competency and language skills into everything it does. The customer expectation should be that SFPL provides multicultural, multilingual library services with an external emphasis. Development and cross-training of staff members will be required. Partner with experts to expand the Library's reach, as well as to share Library resources, such as the Santa Fe Indian School.

9 Collections (Collections/Resource Sharing)

SFPL cannot be viable public library without strong collections.

1. Weeding – right-sizing the collections, make room for multicultural language materials.
2. Shelving – lower shelves/wider aisles for more user-friendly access, movable shelving.
3. Policies – collection development, accepting donations to bolster the Friends' ability to acquire books.
4. Collection development – outsource to deliver materials shelf-ready/quickly accessible.
5. Multilingual signage – wayfinding, consistent format and content system-wide, image-based.

Collections/Resource Sharing. The Consultants recommend the following improvements to SFPL collections:

- Streamline the collections by determining the publication date of all titles in order to remove outdated and worn items.
 - Devise a way to legally and efficiently convey ownership of them to the Friends of the Library or other purveyor of books.
 - Reconfigure public shelving to increase use of collections at all Library locations by making the shelving for all collections more user-friendly.
 - Investigate ways to increase SFPL's electronic material buying power, via consortia and/or negotiated agreements with existing and/or new vendors.
 - Maintain current budget levels with adjustments for escalation, planning for increases in the number of customers per City and County population growth, as well as the corresponding need to grow the collection to meet the diverse needs of the community.
 - Consider implementing recommended modifications to the current SFPL Collection Development Plan.
 - Consider outsourcing of collection processing by investigating the benefits of contracting for physical processing of print and digital collection resources within the current Library budget framework.
 - **Consider converting adult and teen non-fiction collections to BISAC subject and category cataloging and classification system – similar to the majority of bookstores.**
 - Carefully assess the quality of the remaining collections at the Fogelson Library for potential inclusion into SFPL collection, or to be sold for revenue.
- 10 Internal Communications (Governance/Planning/Administration)**
- Good communication is key to good marketing by unifying the SFPL message.
1. Remove barriers – regular staff meetings up and down the line, Director accessible to anyone.
 2. Encourage cross-pollination – staff activities, potlucks, holiday projects in the community.
 3. Employ tools that foster better dissemination of data – make it easy to work together.
 4. Administration – accessible, open to informal conversation.

11 Job Skills Support (Services & Programming)

It is important to have valid and supportive data:

1. Support small business – Librarians love working with adults, outreach to businesses.
2. Job skills training – resume writing and videos, interview skills, college courses provided at the Library.

Workforce Development. Commercial and non-profit organizations have a common need for good employees to provide the services and products their customer base needs. SFPL should be an important asset in assisting employers with their employee needs. The Consultants propose that Workforce Development components of SFPL's program of service be comprised of:

- Offer relevant adult education activities/programs accessible at each location:
 - Job skills.
 - Work skills training.
 - Classes for individuals who need basic and advanced computer skills. Technology instruction to include:
 - Basic computer and application classes.
 - Coding.
 - Robotics.
 - Virtual Reality.
 - Classes and/or personal assistance with completing job applications, resume preparation and interviewing, for the interviewee and the interviewer.
 - Classes and resources in awareness and use of online digital data and information, for the beginner and the experienced.
 - English as a Second Language (ESL) classes.
 - Distance learning for those enrolled in a distance learning course.
 - Preparation classes for taking and passing GED requirements.
 - Space and equipment for learning about and working with various media formats – print, audio, and visual.
- 12 Efficiency (Governance/Planning/Administration)**
- Every policy/procedure examined for relevant and need.
1. Policies and procedures – best practices versus the ways things have always been done, e.g. holds.

2. Best practices lead to better practices that are customized to the community and local neighborhoods.
3. Communication – Internal and external, informal, official, often, use food as a draw.

Technology applications and training can improve staff efficiencies in significant ways. Transportation support will be required for Outreach staff, in terms of a designated and assigned City vehicle, preferably a cargo van.

13 Entrepreneurial Support (Services & Programming)

Increase wages by supporting small business locally.

1. Entrepreneurial incubation – participate in Libraries as launch pads to foster innovation/startups.
2. Explore partnerships – Community College/teachers, City departments.

Supporting Entrepreneurship. SFPL can assist Santa Fe's entrepreneurial community in achieving success by providing:

- Study and Conference Rooms.
- Databases and software packages.
- Business plan examples.
- Informational programs.
- Resources for marketing materials.
- Mentoring seminars and one-on-one sessions via Partnerships.
- Audio-visual recording and editing equipment with staff assistance.
- One-on-one "Check-Out-A-Librarian" services.

14 Registered Cardholders (Services & Programming)

It is important to have validated, supportive data on all Library cardholders.

1. Every 3rd grader gets a card – eventually, every K-12 student gets a card, re-register past cardholders.
2. Family activities – schools, parks, recreation, museums.
3. Up-to-date database for statistical analysis and performance measurements.

15 Social Services (Services & Programming)

Can have an "always" up-to-date database.

1. Up-to-date database of resources – online and print, courtesy of Santa Fe Public Library, grants?

2. Explore partnerships – use experts to deliver services at the library. **Partnerships.** The Library can use its existing outreach channels to promote programs and/or can offer a venue for hosting events.

- Santa Fe County and Santa Fe Civic Housing Authorities, for needs of the homeless.
- Santa Fe Public Health Office, for community and/or mental health, access to social services, needs of military and veterans.
- Hospitals, Pediatricians, Dentists, and Clinics.
- Santa Fe Community College, for ESL classes, literacy programs.

Multicultural organizations such as City of Santa Fe Immigrant Community Committee and Somos un Pueblo Unido, for needs of immigrants.

16 Funding Sources (Finance)

Always a priority, ever seeking funds.

1. Equitable County participation.
2. Investigate other potential sources – library district, tax measure is opportunity for financial stability.

Finance. The City of Santa Fe and SFPL should pursue sound fiscally planning by actively seeking alternative revenue streams to augment Library income:

- Increases in funding sources the Consultants believe are viable, in the following order of priority, are:
 1. Santa Fe County.
 2. State General Obligation (GO) Bond.
 3. State Aid.
 4. SFPL Earned Income.
 5. Real Estate Developer partnerships.
 6. A Library Foundation.
 7. Grants.
- Consider installing vending machines for food and drink to generate a small to moderate amount of revenue, to help the bottom line and be a well-received amenity by the public.

Library Foundation. Public library Foundations are common, and are typically 501-C-3 organizations. Community resources are certainly in place, so there is no reason why both the Friends of the Library and a foundation cannot both exist

for the benefit of the SFPL and the greater Santa Fe community. The FOL is a membership organization, whereas a foundation usually has paid staff to identify and solicit donors.

Should a Foundation come to fruition in Santa Fe, the Consultants recommend that a SFPL foundation's resources be used for very specific purposes and in no way be seen as a way to supplement the Library's operating budget. Policies and procedures of such a Foundation would be structured so as to prohibit funds being withdrawn from the principal if the primary funders of the Library, e.g. the City and County of Santa Fe, reduce their budgets on the hope of the Foundation filling the gap on a regular basis.

Endow the Library Collections. When hard times come – and they always do – one of the first library budget items to be reduced is collection development. Therefore, the Consultants believe a worthy goal for SFPL would be to strive to endow the collection budget through philanthropic efforts.

Grants. Successful grantsmanship depends on the following factors:

- Trained and experienced grants writer on staff.
- Projects that address the stated goal(s) of the prospective funder.
- Projects that clearly address community needs and how the proposed grant will help meet those needs.
- Proven record of successfully using grant money to improve the library and the city/county.

SFPL should consider joining The Foundation Center and avail itself of their resources.

Funding by Midtown Developers. The City should reach out to whatever developer(s) and/or collaborative structure emerges for the Midtown campus. SFPL has a story to present and a role that the developer(s) can play in potential mixed-use projects such as Library and retail and/or affordable housing – a role that will make Midtown more of a success than might be currently envisioned.

17 Teens (Services & Programming)

Santa Fe's most at-risk population has been somewhat forgotten in recent years:

1. Facility upgrades of teen spaces are needed – with a wow factor, social place, and performance space.
2. Homework help – online, in-person, cooperate with school Librarians.

3. Partnerships –Boys and Girls Club, Teen Center, Schools, and Police/Parks and Recreation.

4. Teen Councils – employ teenagers as experts to develop own spaces, services, filmmaking/ animation digital lab.

Stronger Teens & Tweens Services. The Consultants define this group of young people as ages 12 or 13 to 17 or 18 who are primarily, but not exclusively, enrolled in school. A stronger program of service will have a minimum staff of one or two Librarians/Library Assistants who relate to teens and tweens and who want to work with them. Teen/Tween services should include many of the same components described for Children's Services – collections, space designed to "speak to" the age group, furniture and equipment, programs, and a space for the creation of art and music and class visits – all based on input from young people. Formation of a Teen Advisory Board (TAB) comprised of a cross-section of Santa Fe youth that works with Library staff to design spaces and plan activities and programs is essential to the success of Teen Services. Objectives of this focus include:

- Investigate current needs of teens in Santa Fe.
- Establish a citywide Teen Advisory Board.
- Provide Teen programming in relevant formats.
- Develop viable Outreach throughout Santa Fe, potentially in partnership with the Santa Fe Police Department.

Section 9: Action Plan

The Consultants collaborated with Santa Fe Public Library to develop a detailed Action Plan to allow manageable implementation of the 21st Century Library Plan. Recommendations are based on community, SFPL, and City priorities.

Months 1 thru 3: Establish Relationships & Review the Plan Report

Relationships and alliances throughout the City drive many initiatives and departmental support. After review of the Plan, there should be momentum to move to a consensus for improvement of facilities, services, and programs that support an inclusive Library that is focused on a better future for everyone.

- Meet with Library staff on Plan report so everyone is aware of the data and familiar with the findings.
- Meet with City staff on the Plan and identify who can assist with identified policy changes.

- Meet with Library Board to identify ways that members can assist in Plan implementation, such as recommending members to an Advisory Circle, maintaining support for SFPL within City government, and the public at-large.
 - Meet with Friends Board to prioritize funding resources required and develop a budget plan to fund new programs in the Plan within two years.
 - Review budgets to identify what is adjustable and easily reallocated, and what should be future priority requests.
 - Review internal policies for obstacles to improved service, how to eliminate or change them, and who is critical to ensure compliance.
 - Review personnel to assess talent, assets, impediments, potential reassignments, and their professional and community service interests prior to developing a Staffing Plan.
 - Identify multicultural and multilingual staff, and recruitment priorities.
 - Update the Collection Development Plan.
 - Review technology resources and areas for improvement and update the Technology Plan.
 - Solicit public comments through informal café-style sessions at all libraries to meet residents, inform them about the Plan findings, and proposed improvements.
 - Conduct an environmental scan of each library, to identify areas for immediate improvement to improve appearance and accessibility indoors and outdoors.
 - Promote long-term improvements such as a totally new Central Library as the Midtown Library or a totally renovated Fogelson Library to replace the La Farge Library.
 - Identify pro bono service partners.
 - Establish an internal Advisory Council of SFPL staff, and an external Advisory Circle of community representatives, who can advise SFPL concerning new programs and services.
 - Plan with Santa Fe Public Schools to give all students library cards.
- It is vital that SFPL maintains knowledge and understanding of the City of Santa Fe, the issues and topics under discussion by the residents, and the historic assumptions that govern much of the city's development.
- Months 4 through 6: Establishing New Programs and Services**
- Ensure stakeholders and the general community are informed about the Plan, cultivating supporters, and building a solid foundation as implementation begins:
- Implement City policy changes on discarded books and other customer service hindrances.
 - Implement changes in budget allocation toward Spanish-language materials and Teen priorities.
 - Implement improvements to technology following vendor contract negotiations, and purchase of recommended new equipment.
 - Establish coding and robotics programming for youth ages 7 to 17, soliciting community and college tech experts to provide oversight.
 - Establish a Homework Center at Southside Library Mondays through Thursdays, in partnership with Santa Fe Public Schools.
 - Develop a Digital Arts Lab, location to be determined, in partnership(s) with a local digital tech company or college.
 - Provide monthly informal reports to the City, Library Board, and Friends.
 - Convene the Advisory Circle, representing all aspects of the community for their assistance to the Library.
- Months 7 through 12: Assessing Progress**
- Visible progress with programs and services should be noticeable after six months. Roles and staff assignments should be addressed.
- Solicit staff comments, perspectives, suggestions, and ideas for improvements.
 - Issue progress reports to the City, Library Board, and Friends to let them know how their role enables fast improvements, and thanking them.
 - Inform residents about new programs and services using social media, print media, and issue invitations to meetings with the Director at open community events.
 - Hold a second Advisory Circle meeting to solicit ideas and suggestions, thanking them for their assistance.
 - Update the Action Plan as necessary to incorporate changes, suggestions, and ideas from staff, Library Board members, Friends, and the community.
 - Assess status of Staffing, Collection Development, and Technology Plans.
 - Develop a Marketing Plan with assistance of the Advisory Council and pro bono community experts.

End of Year 1: Status Report on the Library

An exciting time of celebration for the accomplishments of all involved, there should be visible improvements to the facilities, and new and redesigned services and programs for the public. Staff should be focused on assisting residents in finding what they need, providing them with high-end technology, collections that support learning and enjoyment, and the knowledge that SFPL is everyone's resource – a community-based, multicultural, multilingual library.

- Identify achievements of the Action Plan and the status of Plan recommendations.
- Develop a Two-Year Budget Plan for continued enhancements/future needs.
- Identify long-term projects, potentially a tax measure for stable funding, facility improvements, and/or new ideas that surfaced during the year.
- Tell the Library Story and solicit public comments – a city-wide effort using all media and languages.
- 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, to suggest ideas, to find technology resources, and assist with collection development, the role of the Library should be 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.

Measuring Quantifiable Outcomes

Measuring outcomes helps libraries answer the question, "What good did we do?" while allows libraries to see what can be learned about the impact of public library programs and how data can be used to demonstrate their value. Two measurement tools SFPL should consider are:

City Performance Measures. The City of Santa Fe's adopted results-based accountability (RBA) framework for planning and action includes 23 primary and secondary performance measures for SFPL. Library staff collaborated to conceive and codify measures for needed improvements for the Santa Fe community and impacts/outcomes of those actions.

Project Outcome. 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 outcomes of programs that many public libraries have in common, by giving libraries a shared language and the ability to aggregate data. The Project Outcome toolkit provided by PLA includes flexible measures 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.

Section 10: Appendices

The Appendices contain a number of data sets used in the analysis of SFPL, and in synthesizing recommendations for an improved future.