

Section 9: Action Plan

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

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

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

Santa Fe Public Library Action Plan 2019-2020

This Action Plan is intended to be a map, a guide to (re)start programs and services with new leadership and direction, all with specific achievements identified for the end of the first year. This Plan is based on a focus of multicultural and multilingual customer service.

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

The Plan relies on an understanding by Library staff, City staff, and the Library Board that the first year is one of change, improvement, and expansion in areas described in the 21st Century Library System Plan, and some agreements on what is working well, and what needs rethinking and redevelopment. It assumes reorganization of staff towards customer service – meaning that staff will spend a minimum of 60% of their time working directly with the public on services, programs, and outreach – or on services that impact the public directly. Technical staff can also meet with the public on services to gain perspective on problems, as well as ideas for new programs. It is essential that the Community Services Department Director be involved to the extent that she/he wants, and that all key players understand what SFPL wants to accomplish in the first year.

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

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

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

Months 1 thru 3: Establishing Relationships & Assessment Report Review

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

1. **Meet with Library Staff** on the new Library System Plan so that everyone is aware of the data, and familiar with the report findings. Discuss the Action Plan and establish concentric priorities with assignments on who will work on what aspect of the plan with the understanding that there is a role for everyone. Use a visible and digital charts to assign responsibilities and monitor the details of the Action Plan. Re-enforce that the Plan can be changed, added to, or items eliminated if no longer needed. Identify potential staff and volunteers to assist with community outreach. Staff support is vital to the success of any new strategies.
2. **Meet with City staff** on the new Library System Plan and the Action Plan. Identify who can assist with any proposed and needed policy changes, such as: 1) the ability to give away discarded books, 2) recruitment of multilingual/multicultural staff, 3) technology resources available, and 4) AmeriCorps workers assigned to the Library. Establish reporting required to keep everyone informed on progress and issues.
3. **Meet with Library Board** on the new Library System and Action Plans. Identify ways that the members can assist, such as maintaining support for the Library within City government circles, and the public at large.
4. **Meet with Friends Board** on Action Plan and priority funding resources required such as 1) stipends for outreach community volunteers, 2) snacks for afterschool programs, 3) material for the Homework Center, and 4) technology upgrades. Develop a budget plan to fund these new programs within two years. The support of the Friends is critical, as they represent members of the community who have invested in the Library as a major community service, and have the potential to raise funds for programs and new services.
5. **Review Budgets** to identify what is adjustable and easily reallocated, and what are future priority requests.
6. **Review Internal Policies** to identify obstacles to improved service, how to eliminate or change them, and who is critical to ensure compliance.
7. **Develop a Staffing Plan.** Assess personnel talent, assets, impediments, potential reassignments, and community service/professional interests. Identify multicultural/multilingual staff and recruitment priorities.
8. **Update the Collection Development Plan.** Reallocate the Book Budget toward new priorities of Spanish language materials, Teen resources priorities, and identify potential future collection needs.
9. **Update the Technology Plan.** Review technology resources and areas for improvement. Meet with technology vendors to improve performance and/or negotiate new contracts. Identify tech partners in the community who might act as advisors or pro bono contributors. Identify cost and budget needs.
10. **Solicit Public Comments.** Hold informal café-style sessions at all libraries to meet residents and inform them about the Library System Plan findings and the plans for improvement. Inform them on how to access the Director, and about future plans as they develop. Solicit community member ideas for future facility and program development.
11. **Conduct an Environmental Scan** of each library, and review Consultant findings. Identify areas for immediate improvement to improve appearance and accessibility indoors and outdoors. Identify long term improvement areas such as a renovated Fogelson Library or a totally new Central Library as the Midtown location to replace the La Farge Library.
12. **Identify Pro Bono Service Partners.** The City government has business experts throughout the community with expertise in technology, marketing, design of facility spaces, and speakers for public programs on topics of interest. Businesses and food vendors can provide snacks for youth afterschool programs. Consider partnerships with arts exhibitors and in-residence artists, collaborators for literacy classes on site, sponsors of Poetry Out Loud for youth poetry slams, mentors for filmmaking classes and film festivals, tech experts for Coding and Robotics Saturdays. Establish a target list of potential partnerships. As the face of the community, potential partners could be School liaisons and/or supporters of afterschool Homework Centers. They can provide resources to assist the homeless through the Library, or speakers for a wide variety of public programs. Entertainment venues such as Meow Wolf or Wise Fool could be sources in the communities to host programs and gain support for the Library.
13. **Discuss with Santa Fe Public Schools** a plan to give all K-12 students library cards. Establish a timeline to accomplish this within 14 months. Promote September as National Library Card month.

Months 4 through 6: Establishing New Programs and Services

Introduce new offerings after 3 months to ensure every stakeholder and the general community is informed about the Library System Plan and the Action Plan – cultivating supporters and building a solid foundation for the first year, as implementation begins.

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

Months 7 through 12: Assessing Progress

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

1. **Solicit Staff Comments**, perspectives, suggestions, and ideas for improvements.
2. **Issue Progress Reports** to the City, Library Board, and Friends. Let them know how their role enabled fast improvements, and thank them.
3. **Inform Residents** about new programs and services using social media and print media, then issue invitations to meetings with the Director at “open community events.”

4. **Update Action Plan** as necessary. Incorporate changes, suggestions, ideas from Staff, City employees, Library Board members, Friends, and community.
5. **Assess Status of Staffing, Collection Development & Technology Plans.** Make changes, additions, and incorporate new ideas. Inform all stakeholders.
6. **Develop a Marketing Plan** with assistance of Library and City staff, and pro bono community experts. Establish costs and pro bono services.

End of Year 1: Report on the Library

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

1. **Identify Achievements** of the Action Plan and the status of 21st Century Library System Plan recommendations.
2. **Develop a Two-Year Budget Plan** for continued enhancements and future needs.
3. **Identify Long-Term Projects.** This might include renovating the Fogelson Library, a Tax Measure for stable funding, facility improvements, or new ideas that surface during the year.
4. **Tell the Library Story** and solicit public comments. Focus on a city-wide community effort, and use all media and languages.

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

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

Now is a time for the City, Library Board, Friends, and various communities to increase the conversation about the Library throughout the community. It will be important to acknowledge and thank all partners and collaborations – to 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, while representing the voices of the entire community.

Year 1 High Priority Recommendations

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

- In order for the SFPL organization to be at full strength, **fill all vacant and recommended new positions, stressing multilingual and cultural skills.**
- Because it is a critical long lead time item that will allow other facility changes once completed, **pursue New Central Library at Midtown campus.**
- Since this option has the potential for immediate results, **approach Santa Fe County about increasing their funding for SFPL, commensurate with County resident use.**
- To begin to cultivate philanthropy in a locale with capacity to give and generate support for the library, **form a 501-C-3 Library Foundation to endow SFPL collections.**
- In order to get books in the hands of customers more quickly and shift some staff to public service, **streamline collection processing through the purchase of shelf ready materials from established vendors.**
- To address currently unserved and underserved communities, especially focusing early childhood education, **establish an Outreach Services Plan, to be implemented when staffing levels are at full strength.**
- To facilitate easier browsing so as to increase circulation and collection turnover, **continue weeding the collections to make room for wider aisles and lower shelves.**
- As a means to promote the good work of SFPL and its staff, **develop a comprehensive Marketing Plan that is ready to roll-out once staffing, programs, and services are in place to deliver new offerings.**

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

Capital Project Recommendations

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

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

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

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

Downtown Main Library. Despite significant limitations on service delivery, the Main Library is nonetheless a resource, historically and as a Library. The primary recommendations for extending the life of this building is to modernize and retool the Downtown Library into a Cultural Arts Center and local Branch Library, moving Administration and Technical Services to the new Central Library in midtown. The cost of this project is estimated at \$8.4 million in 2019 dollars. Minimum lead time for this project would also be approximately three years, one year for planning and design and two years for renovation, anticipating the discovery of challenges within the historic building.

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

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

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

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

