



Agenda

STUDY SESSION OF THE GOVERNING BODY
DECEMBER 16, 2019
5:00 P.M.
SWEENEY BALLROOM A
SANTA FE COMMUNITY CONVENTION CENTER
201 W. Marcy Street

1. CALL TO ORDER
2. ROLL CALL
3. PRESENTATION
 - a) Discussion of Library Planning Study and Next Steps. (Kyra Ochoa, Community Services Director, krochoa@santafenm.gov, 955-6603, Maria E. Tucker, Library Division Director, metucker@santafenm.gov, 955-6788 and Godfrey's Associates, Inc.)
4. NEXT STUDY SESSION
 - Tuesday, January 14, 2020 – Santa Fe Community Convention Center
5. ADJOURN

Persons with disabilities in need of accommodations, contact the City Clerk's office at 955-6521, five (5) working days prior to meeting date.

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**City of Santa Fe, New Mexico
Study Session of the Governing Body
Monday, December 16, 2019 05:00 PM
Sweeney Ballroom A
Community Convention Center
Santa Fe, New Mexico**

AFTERNOON SESSION

1. CALL TO ORDER

A regular meeting of the Governing Body of the City of Santa Fe, New Mexico, was called to order by Mayor Alan Webber, on Wednesday, November 13, 2019, at approximately 5:00 p.m., in Sweeney Ballroom A at Community Convention Center, Santa Fe, New Mexico.

2. ROLL CALL

Roll call indicated the presence of a quorum, as follows:

Members Present

Mayor Alan Webber, Mayor
Councilor Signe I. Lindell, Mayor Pro-Tem
Councilor Roman "Tiger" Abeyta
Councilor Christopher M. Rivera
Councilor Carol Romero-Wirth
Councilor JoAnne Vigil Coppler
Councilor Renee D. Villarreal

Members Excused

Councilor Mike Harris
Councilor Peter N. Ives

Others Attending

Erin McSherry, City Attorney
Carl Boaz, Council Stenographer
Kyra Ochoa, Director, Community Services
Maria Tucker, Director Library Division

3. PRESENTATION

Discussion of Library Planning Study and Next Steps. (Kyra Ochoa, Community Services Director and Maria E. Tucker, Library Division Director, and Godfrey's Associates, Inc., Presenters)

Director Ochoa introduced the panel, including Director Tucker. She provided Maria Tucker's education and experience as the new Director of Library Services. Director Tucker is speaking first and would leave time for questions.

Director Tucker said from her research, she heard a need to stress the library is for everybody. We need to articulate the impact of what the library can do for the community. We need to make sure we have the right tools and provide it for the community. She briefly explained the libraries' impact on social wellbeing and economic development.

The purpose of this project which began in October 2018 through funds provided by Friends of the Library, looks at the current state of the library and provides recommendations for improvement for fiscal sustainability. She has worked with Godfrey's to complete the project, looking at the project and consultant and staffing to make it work effectively. She asked the consultant to provide an overview.

Mr. Waters handed out copies of the power point and began a review of the highlights of the report. He noted that in the current world of libraries, Santa Fe has not caught up yet which is why we are here. Surveys have shown people love the libraries and what they provide. We looked at how we rank with others in the state and other state capitols.

He made the following comments in the review:

p 9 - is an example of library services offered in other parts of the state. One thing we see a lot is teaching people how to computer code. Robotics is good. Most libraries have that kind of space for virtual reality, etc.

p 10 - Pew Research addresses technology, work skills, small business support and help for home technology.

p 11- Another survey shows about 30% always look for libraries but never use them.

p 12 - Since early in the century, research studies found for every \$1 invested, \$4.69 is the return on investment.

p 13 - We looked at knowing where we are but also where we are headed based on per capita resources. We are not 100% confident in this projection and it does not include the recent annexation.

p 14 - looked at each of 3 locations and got data on one-mile range and 3-mile circle. The 3-mile circle covers most of entire city limits.

p 15 - is details within the 3-mile range in summary. Projected in 5 years in Midtown, 55,000 people will be the population there.

From a staffing standpoint, the City has gone a long time without key positions being filled. for whatever reason. Along the same lines, we are missing the key tech person at

the library which hampers the growth of the library. Two buildings are old; infrastructure is lacking, and the layout makes it hard to supervise what is going on.

p 16 - In looking at historic uses over 4 years, across the board, usage was down for those four years; not a significant decline but like the canary in a coalmine. Possible causes - as economy gets better, they don't need the library as much.

p 7 - What we see as high-level recommendations, from a service viewpoint, the library needs multi-cultural infusion. We are very multicultural in this town. UNESCO has acknowledged that with Santa Fe. You do a good job with small children but need more for teens. If we can get unneeded books off the shelves. And shelves are too low and too high for ADA use.

For Staffing - simply fill the vacancy and hire multi-lingual staff.

p 8 - for Tech - you have made a great step for automation. automated sorting for staff. You have a good app that helps with self-service to make the customer experience better.

For facilities, a big cost is required. Put the largest library at Mid-Town replacing LaFarge. We know the process is underway. That allows administration functions to move there from downtown. We see opportunities for increasing financing.

p 17 - We looked at large peer libraries in New Mexico. We are above 50% of the metrics of other New Mexico libraries. But compared with other state capitols. you don't get above 50% on those metrics. You have a good foundation now.

Director Tucker put together these graphs for the facilities with a little larger budget. compared with the key group. The measures are overall circulation, electronic, public internet. Some have higher per capita expenditures and expenses on programming. Also by communicating the areas where we want to grow in programs, rooms, etc. we can expand our metrics and increase efficiencies.

She also was looking at output. The Public Library Assn. has outcome with key indicators of learning, community engagement. We use both data and decisions that serve most of our community, improve staff development and what we want to achieve.

Based on best recommendations, we have now, there are key positions we need to fill. and changes to make in the system. We are looking at our computer analyst and make sure we raise salary to appropriate level for the analyst to work in all facilities. Pursuing a new library at Mid-Town is a major goal and she thought patrons would support that goal. Overall, she is looking at the recommendations with sustainable funding and work with the County. We are purchasing software now. But having a new IT person would help make that happen. The outreach plan with librarians in the community are so that people will use the library more. Library of the Week selection, getting rid of outdated books, working with Ms. McSherry on that, and providing appropriate disposal methods are in

the work plan. The Marketing Plan needs professional materials under a professional coordinator. We want to look at data that Brad and Walter put together.

Santa Fe deserves a 21st century library. We need to discuss it more but want to look at it further.

For the finance model, Section 3.325 talks more about the proposal on funding for County versus city residents and put together a draft on county vs city. We have over 55,000 card holders and 10,839 are county residents. So it is something to think about - and working with other facilities in the county to partner with and maximize the benefits and work with the traveling libraries to make the most of our budgets. These are good data to use

Director Ochoa pointed out that Director Tucker is new on staff and working with the county and tribal officials is what she is just getting started with but does already have it going.

Director Tucker said she is reviewing our cultural training of staff. Moving here was a little struggle for her. We need to find pathways for our staff to progress and do what impacts the community the most.

She has updated job descriptions and will change some of our methods to have better staffing for our needs.

Those are the things she has been working on; working room software and looking at our collection needs and what resources are needed for that.

She is also excited about refreshing our furniture and getting major learning space for kids with resources we can provide and working cooperatively. She said the Councilors could read the rest there.

Now that the planning report is before us, we want to work with the advisory board on our direction - goals and objectives to guide us over the next five years. We are starting with staff on goals and objectives and engaging them in the process of planning.

She stood for questions.

Mayor Webber said it is a good presentation with useful statistics and findings for the future direction.

Councilor Abeyta saw budget at \$3.7 million from the City and \$500,000 from County but the 10,390 residents are 19% which would be proportionately \$700,000 from County. He asked if the City has ever considered charging \$5 to county residents.

Mr. Waters said there is a fee in some places. But if it is city at \$25 per capita, then it should be \$25 from the County. The County is very rich and the city not so rich. \$750,000 should be small potatoes for the County. It is legal in the State of New Mexico.

Director Tucker did not recommend a county fee for the negative effects it would have but hopefully we could work out a plan with County for a City-County system and how they might contribute for who is actually using the library.

Director Ochoa thought if we could get that \$700,000 from the County, it would be great.

Councilor Abeyta asked what other libraries have for revenue.

Mr. Waters said most are funding by general taxes. That is true in Texas. There are library districts around the country, and most are best funded, and the citizens voted for those libraries. There are a few city-county libraries funded by agreement. The only privately funded is in Arizona.

Councilor Abeyta asked if New Mexico allows for special taxes for library districts.

Brad did not think so.

Ms. Martinez said in the last decade, special tax measures have been passed where the residents tax themselves over a period of ten to twenty years to allow them to catch up and provides some stability in their budget. 80% have passed when put on the ballot. It does give the library the flexibility and stability they need.

Director Ochoa added that after our legislative breakfast, there was a thought for it. It would be superb for New Mexico but needs some collaboration. We would really welcome that conversation from Councilors.

Councilor Vigil Coppler said she could support putting LaFarge out for a Mid-Town location. She has heard constituents ask us not to get rid of the Mid-Town Library. She assumed the dialogue with Santa Fe County has begun and asked how far along it was.

Director Ochoa said she has had conversations with the Community Services Director and how we would get that done but it needs higher level conversation.

Councilor Vigil Coppler was not sure if the user's fee is for individuals or for families but wondered how it would affect them.

Councilor Abeyta said he proposed the user fee for county residents; not city residents.

Councilor Vigil Coppler noted that families in rural areas are not usually the highest paid.

Mr. Waters said many libraries have two levels. Family cards are more costly than an individual's card fee. But you need to be careful not to be a victim of discrimination.

Director Ochoa said it would be a policy decision but would not affect our goals. Her feeling is that it is not the thing to do. You can walk in without a dime in your pocket and be served. That is how it should always be.

Director Tucker also agreed we do not want to pursue a fee. It could jeopardize our state bonding.

Director Ochoa suggested we could pursue state and federal aid. Our state funding now is \$18,000.

Councilor Vigil Coppler agreed. She saw the library as a human investment but understood the consultants saying there is also a financial return on the investment. She asked if overdue books and theft of books not returned is not a concern.

Director Tucker said the library does not charge for overdue books. and is not really an issue. But if not returned, a book must be paid for. A number of studies show that the cost to recover that loss is more than the return.

Councilor Vigil Coppler said she has driven by the Southside Library afterhours and seen students sitting outside trying to get a signal through the library. She asked if there are issues with homeless people coming into the library.

Mr. Waters said there is not a library in the country without having a homeless problem. It is greater in some areas than others. Libraries are sensitive to it.

In Dallas, they have a weekly program with discussion and snacks to get into the library and out of the cold or heat. The libraries are not shunning them.

Councilor Vigil Coppler thought having some program for homeless would help.

Ms. Martinez added that most shelters don't allow homeless people to be there during the day, so the libraries are available during the day. Classes, help them get jobs, etc.

Director Ochoa said our staff is incredible and do a lot for helping homeless regularly navigating them to social services. So we let them know what is available.

Director Tucker said we need more staff development in that area to help them know how to deal with homeless people and partner with other departments and to make sure they are well trained for that.

Councilor Vigil Coppler was pleased with those comments.

Councilor Rivera wondered if we asked the County to fund more for their residents, whether we would be asking the county government to pay for that rather than the individual, but you are suggesting both.

Director Tucker disagreed. We are looking at working with the County to start the conversation and the other county libraries joining forces on how to do it. She suggested we could work out a policy if that is something we want to do. We can propose a fee but not exclude them if not. We can increase other things. working with the State to increase our funds with GO Bonds. There are multiple strategies we can take and choose what makes most sense. The data would support \$300,000 or \$400,000 to the county.

The discussion led to comments about a state master plan for libraries. New Mexico has no such plan but is working toward one that would specify a maximum distance from a library.

Director Tucker said that in the meantime, Santa Fe can come up with our own maximum drive time.

Director Ochoa said our average drive time now is 19 minutes, which is a bit higher than most other places.

Councilor Rivera did not want to jeopardize state funding and asked if a decision should be best based on a library district or just state funds.

Mr. Waters said Santa Fe would not be losing a lot with loss of state funding. She would not make a decision based on the state money you get now.

Director Tucker attended the Mountain States Library Association and they all said districts would not work here in New Mexico. She still needed to look further into it. So far, she has not found anyone who is interesting in pursuing and I didn't know why.

Ms. Martinez said in California they have districts but some reluctance to it. It is only defined by the population within city boundaries. It takes time to look through all the rules and regulations.

Director Tucker said it is still something to look into but might be more to do GO bonds with the state.

Councilor Rivera would like to be involved in that search.

Director Tucker thought they could find someone knowledgeable with it.

Councilor Rivera asked for more on the comparisons of our branches.

Brad said the lack at LaFarge it is space. We see people bringing their own computers, so we see decline in library computer use.

Director Tucker said it is still a very important service in Santa Fe because many don't have internet access at home. She is working on offering WiFi at all sites and a team is working on how to do that.

Brad said all of their budget recommendations include that.

Councilor Villarreal reiterated that the recommendations were very helpful to focus in on. The recommendations were part of the document about activities you wanted to suggest. I know the piece that was important to me was the literacy things. She wondered if you could share some of the literacy ideas.

Director Tucker said the summer reading and winter reading programs are very popular and are good literacy programs. The Friends of the Library are giving library cards to every third grader. We need to expand programming for teens. We do have intergenerational programs. With all types of services we want to implement and develop more that are meaningful and have an impact on our community. People need a safe place after school for their activities; we might have snacks and are looking at staffing to more fully develop them. We also need to develop programs for adults. She was thinking about classes on building a resume and tutoring on interviewing for jobs. We can partner with work force entities. Economic Development has plenty of opportunities. Libraries provide information for businesses who need more resources. Currently Friends of the Library support those efforts; not much is provided by the City. Meeting places are provided.

Ms. Martinez said cell phones require reading and spelling skills for texting.

Councilor Villarreal asked if they calculated how many meetings in the community room are held.

Director Tucker said she has that information. She said they make reservations to use the community room and do not charge for it.

Director Ochoa said it is part of the intangible as a more welcoming place. She related an incident for getting a library card to a third grader.

Councilor Villarreal asked about potential for using those spaces outside of regular library hours.

Brad said that is a best practice. Around the country, many libraries offer that, and some have computers available in extended hours.

Director Tucker said she is looking at Wi-Fi hours after library hours perhaps when warmer outside. It is not perfect, but it is a start to have a room accessible after hours.

Councilor Villarreal asked if old reading material is ever shared with people.

Director Tucker said they are looking for ways to do that or to make them available to county or tribal libraries.

Councilor Villarreal asked about primary, secondary and tertiary customers. Is that from national base?

Brad explained the actually indexing was at an international base - Experience USA Model. It divides the country into 71 separate segments. Another version is Tapestry, but we did not use them. Mosaic is very common in business and healthcare sectors.

Councilor Villarreal found some of it weird in headings. She saw it was used for recommendations and she wanted to know what was taken from that report vs. what you came up with here.

Councilor Lindell asked how many facilities the County operates.

Ms. Martinez said there are five but not all are operated by the County.

Director Ochoa said there are actually 8 others in the county, excluding Santa Fe.

Councilor Lindell concluded that we don't know how many they fund.

Mr. Waters agreed but what they do support is in the range of \$25,000 to \$65,000.

Councilor Lindell thought that was a ridiculously low number. If we ask them to pay for library cards, somewhere between \$700,000 and \$730,000 is the request. But in the direction of citizens, for the City, it equals \$33 per capita and for county would be \$2.3 million. She thought it is a conversation we must have with them.

Nobody likes the idea of telling a family we need \$10 for the family card. Nobody wants that. So it is incumbent upon us to put together our case and let them know we are giving them a deal now that is not possible to continue.

Mayor Webber agreed on that and he is working toward meetings with them. The offsets are completely random for health, jail, water, etc. We need to look at it as opportunities to bring them all up to speed.

Mr. Waters said we keep track of each card holder. At current rates, you would ask for \$289 for what is now is \$2.30 per card.

Councilor Lindell was sure on funding that there are other possibilities - something we can pursue in the future. She would like to see our usage during hours so we can get greatest efficiency and respect for our facilities.

Ms. Martinez said they have information on county funding for every public library in the county.

Mayor Webber thanked everyone who came this afternoon. We are deeply engaged in this report and care a lot about it. The principal library is getting much more than the County and we really appreciate the Friends of the Library for their help.

He saw clear direction starting on page 5 that libraries are changing much more than books. He asked, among best practices, what business libraries say they are in.

Director Tucker said access to information.

Brad said people business.

Director Ochoa said connecting people to what they need - wellbeing and health, information, public space. It is one of the last remaining places we can go.

Mayor Webber was interested to see if there is a scan of library purpose statements, we could see to find out what business libraries are in. He asked what a 5-star library is. Most track old data like circulation. but moving more toward social well-being.

Mayor Webber asked if there are evolving metrics.

Director Tucker said we do keep the traditional metrics. We follow qualitative measures and community impact from the National Association. We are starting to track 21st Century metrics.

Mayor Webber said he saw libraries as a social service and should distinguish ourselves. We might be outperforming on those.

Director Tucker agreed and hopefully, we can do that and report on them. She mentioned the statistics of declining life spans and depression and addictions, and the library could help with that.

Mayor Webber said the library needs to be a place where people can come together. He was interested in data on instruction programs for buildings that all operate under one roof. The report mentioned snacks and cafes have been integrated into bookstores to deal with that. If you have any examples of structures - also city halls. Could you imagine a city hall that included all kinds of services? Is that happening elsewhere?

Mr. Waters thought comingling a library with City Hall is a good suggestion.

Ms. Martinez note that all libraries in California that are new are different in design, but some have gift shops and food courts, etc. We take our orders in what the community legislates. See the trends that reflect on the people and how they respond. That is the library future. And we need to react fast in identification of those things.

Director Tucker said she would also take this information in directing our strategic vision and measure how we are doing.

Mayor Webber did not think we want to get locked in on a building but on the service to be offered that goes beyond the structure. It is not just a place and the more we can see beyond that, the better. He would like to consider the school districts. We are closing school district buildings because of shifts in population. In speaking with them about services to the population, we share a partnership, starting with the district, as a big need. We should not lose that partnership in the mix.

Director Tucker agreed. We do want to do that in our plans. We definitely want to expand our partnerships and meeting needs with our resources. That is part of the plan.

Councilor Rivera said they did talk about putting fire station and library together. He thought that was a good idea for the Northwest Quadrant.

Councilor Vigil Coppler thanked the consultants for all of their work.

4. NEXT STUDY SESSION

Tuesday, January 14, 2020 – Santa Fe Community Convention Center

5. ADJOURN

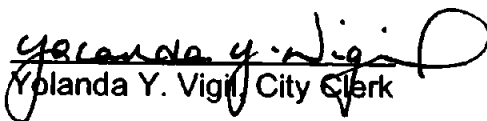
The Study Session was adjourned at 7:00 p.m.

Approved by:



Mayor Alan Webber

ATTESTED TO:


Yolanda Y. Vigil, City Clerk

Respectfully submitted by:


Carl G. Boaz, Council Stereographer