

# CITY OF SANTA FE CAPITAL IMPROVEMENTS PROGRAM

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# CITY OF SANTA FE CAPITAL IMPROVEMENTS PROGRAM

## I. Summary

The City of Santa Fe Capital Improvements Program (CIP) is a statement by which the City identifies long-range plans for major capital expenditures and matches them with available resources. Capital Projects such as new buildings, street improvements and equipment purchases are recognized and can be budgeted appropriately on an annual basis. The CIP allows budgetary plans for any one fiscal year to be consistent with intermediate and long-range plans, especially since capital assets and projects usually require a steady effort and funding over a number of years. The Santa Fe CIP provides a five-year planning schedule and identifies options for financing the plan.

This type of pre-planning allows the city to keep tax rates stable and provides for greater accountability to the public. The CIP is also a valuable source of information for elected officials and the public regarding proposed public facilities and their costs. As a long-range planning tool, developers utilize the Capital Projects information provided within the CIP to perform feasibility studies and identify urban growth patterns. Elected officials are also in tune with long-range plans identified and prioritized by the CIP Committee that will need to be funded as time and budgeted resources allow.

A Capital Project included in the CIP requires a total expenditure of at least \$ 100,000 and have a useful life of over 5 years. The City of Santa Fe Capital Asset Policy values assets and projects by costs including ancillary costs such as legal fees, professional fees, site preparation fees, survey costs, insurance, installation and any other costs necessary to place a building or structure into its intended location. Direct costs such as land, equipment, materials and the fair market value of donated assets are included in Capital Planning.

## II. Financing

### **REVENUE SOURCES**

The City of Santa Fe has few revenue sources to finance capital projects. The planned uses of these sources are reflected in the FY 2009-2014 Capital Improvements Program. The following describes the City's major revenue sources:

#### ***General Fund***

This funding source originates from revenue generated from city tax revenues, fines, forfeits, utility franchise fees, license and permit fees

## CITY OF SANTA FE CAPITAL IMPROVEMENTS PROGRAM

and other miscellaneous general revenue sources. Grants and donations are typically accounted for in the General Fund.

CIP projects that are proposed to be funded via the annual operating budget are intended to be included in the annual budget in the appropriate year. Funds for such projects are not available unless and until they are approved by the City Council.

### ***Installment Sales***

The City may enter into an installment sales contract for a building or for equipment using that building or equipment to secure the financing, similar to a mortgage transaction. The City does not pledge the use of its taxing power to pay the contract. The City Council must approve the use of installment sales contracts.

### ***General Obligation Bond***

The City may borrow money from lenders, pledging the full faith and credit of the City to pay the loan through property tax revenue. This method generally requires both the approval of voters through a referendum and the approval of the City Council.

The City would sell general obligation bonds to pay for expenses associated with capital projects. Bond sales would be held throughout the year as needed. General obligation debt can be managed using bond anticipation notes to ensure that the City does not incur debt service earlier than necessary to avoid arbitrage problems.

### ***Revenue Bond***

The City may borrow money from lenders, pledging the revenues from projects that will generate the revenue to pay the debt. Because of the nature of the security, revenue bonds do not require voter approval. Like general obligation bonds, the City would sell revenue bonds once a year to pay for expenses associated with capital projects.

### III. Types of CIP projects

**Police Capital projects** have two components which include both the Police and local Court. Capital expenditures for these groups are facilities, major equipment and capital upgrades for communications. Facilities projects include emergency operations, training facilities, existing building renovations, and building upgrades.

**Streets Capital Projects** consist of Streets and Drainage. Street projects such as new roads, traffic signals, traffic studies, and streets reconstructions or rehabilitations are based upon the City's Major

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Thoroughfare Plan and traffic studies. Drainage projects would include master drainage plans and studies, drainage infrastructure construction based on the studies, maintenance or repairs to existing facilities, and major equipment such as Gradalls, dump trucks, and mowers for constructing and maintaining drainage projects.

**Parks Capital projects** comprise community park improvements, community center improvements, beautifications and trails. Community Park improvements consist of major projects such as land acquisition, ball fields, restrooms, pavilions, park structures renovations and upgrades. Facility improvements exceeding \$100,000 in cost to the Thelma Webber Center, Joe A. Tambrella Park and Mae Bruce Annex Park are included under the parks category.

**Facilities Capital projects** consist of new construction and/or renovation of existing facilities to accommodate staff growth and building reuse. These buildings are for general public use and do not fall under other capital project types. Library expansion is included in this description. A municipal complex which would house police, judicial and administration services would also fall under this category.

**Community Services Capital Improvements** would consist of equipment upgrades for use in building inspections, code enforcement, and planning. Purchases would need to meet the criteria in the Capital Asset Policy.

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IV. FY 2009-2014 Capital Improvements Program Budget Summary

TOTAL CAPITAL IMPROVEMENTS PROGRAM  
FY 2009 – 2014

BUDGET YEARS	POLICE	STREET	FACILITIES (LIBRARY)	PARKS	COMMUNITY SERVICES	TOTAL ANNUAL CIP COSTS
FY 2009-2010		491,146	0	0	0	\$491,146
FY 2010-2011	412,746	505,536	2,912,943	0	0	\$3,831,225
FY 2011-2012	96,918	432,589	342,651	0	0	\$872,158
FY 2012-2013	3,083,457	441,000		0	0	\$3,524,457
FY 2013-2014	714,329	463,050		0	0	\$1,177,379

The above information may be revised and extended each year with regard to capital improvements still pending or in process of construction or acquisition

**Estimating CIP costs**

The City of Santa Fe CIP is geared for projects with a five-year completion period. Each Capital Project has a timeline for development based upon the date of completion. Estimating each project's cost generally requires determining a completion date and working backwards. Present costs are estimated using current cost data. By using a conservative inflation factor of 5 percent, the costs can be projected from the time of design to the date the project should be completed. When looking at a completion date for a project, the time of design may need to be extended to allow for revision of the design to meet budget constraints. Time for land acquisition should also be factored into the timeline for completion of the project.

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V. Police Capital projects



Existing Santa Fe Police Department Building

CITY OF SANTA FE CAPITAL IMPROVEMENTS PROGRAM

PROJECT NAME	PROJECT TOTAL
<b>New Police &amp; Judicial building</b>	<b>\$4,359,150</b>

<b>TYPE:</b>	<b>Facilities</b>	<b>STATUS:</b>	<b>Awaiting funding</b>
<b>SUBTYPE:</b>	<b>Buildings &amp; Structures</b>	<b>Acct No#</b>	<b>505-9051</b>

<b>FISCAL YEAR FUNDING</b>	
Prior Years	0
2009 – Program Cost Estimate	20,000
2010 - Program Cost Estimate	31,700
2011	412,746
2012	96,918
2013	3,083,457
2014	714,329
<b>FUNDED TOTAL</b>	<b>\$4,359,150</b>

<b>PROJECT PHASE FUNDING</b>	
PROFESSIONAL SERVICES	\$215,373
LAND ACQUISITION (3.5 ACRES)	\$305,060
CONSTRUCTION	\$3,356,273
OTHER COSTS	
PROJECT MANAGEMENT (10% cost of project)	\$430,745
<b>PROJECT TOTAL</b>	<b>\$4,307,450</b>

<b>FUNDING SOURCES</b>	
GENERAL REVENUES	\$51,700
BOND FUNDS	\$4,307,450
OTHER PROJECT FUNDS	\$0
DEVELOPER	\$0
UNFUNDED	\$0
OTHER	\$0
<b>PROJECT TOTAL</b>	<b>\$4,359,150</b>

**PROJECT DESCRIPTION:**

New 15,000 sq. ft. facility to house police and court services.

**JUSTIFICATION:**

Annexation and development in both city and surrounding county necessitate additional police and judicial services. Existing structures have been renovated several times in past and have been outgrown.

**STATUS:**

Awaiting priority of project and bond funding sources

**ASSOCIATED OPERATING COSTS<sup>1</sup>**

2009	
2010	
2011	
2012	
2013	<b>\$60,000</b>
2014	<b>\$320,000</b>

<sup>1</sup> M&O, additional personnel; utility costs; furniture and equipment.

CITY OF SANTA FE CAPITAL IMPROVEMENTS PROGRAM

New Police/court/jail building

15,000.00 sq. ft. building  
 2009 estimated costs  
 \$225 per square foot  
 \$3,375,000 estimated cost including land acquisition

Project start date 2011  
 Completion date 2014  
 annual Inflation rate 5%

Year	2009	2010	2011	2012	2013	2014	2015
annual construction cost with inflation	3,375,000	3,543,750	3,720,938	3,906,984	4,102,334	4,307,450	4,522,823
Program cost estimates	20,000	31,700					
	3,397,009	3,577,460					

PROFESSIONAL SERVICES	\$215,373	5% of costs
LAND ACQUISITION (ACRES)	\$305,060	Estimate need at 3.5 acres @ \$87,160 per acre
CONSTRUCTION	\$3,356,273	
OTHER COSTS		
PROJECT MANAGEMENT	\$430,745	10% of cost
	<b>\$4,307,450</b>	

Annual Costs	2011	2012	2013	2014	Total costs
Professional Services	\$107,686	\$53,843	\$53,843		\$215,373
Land costs	\$305,060	\$0	\$0	\$0	\$305,060
Project Management	\$0	\$43,075	\$344,596	\$43,075	\$430,745
Materials and Construction	\$0	\$0	\$2,685,018	\$671,255	\$3,356,273
	\$412,746	\$96,918	\$3,083,457	\$714,329	<b>\$4,307,450</b>

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VI. Street projects



Asphalt Paving in the City of Santa Fe

CITY OF SANTA FE CAPITAL IMPROVEMENTS PROGRAM

PROJECT NAME	PROJECT TOTAL
<b>New Street Department Office</b>	<b>\$123,480</b>

TYPE:	Facilities	STATUS:	Awaiting priority review, funding
SUBTYPE:	Buildings & Structures	Acct No#	509-9051

FISCAL YEAR FUNDING	
Prior Years	
2009	
2010	25,000
2011	25,000
2012	25,000
2013	25,000
2014	23,480
<b>FUNDED TOTAL</b>	<b>\$123,480</b>

PROJECT PHASE FUNDING	
PROFESSIONAL SERVICES	6,174
LAND ACQUISITION (using leased property from WCID#8)	0
CONSTRUCTION	103,012
OTHER COSTS	
PROJECT MANAGEMENT (10% cost of project)	14,294
<b>PROJECT TOTAL</b>	<b>\$123,480</b>

FUNDING SOURCES	
GENERAL REVENUES	\$0
BOND FUNDS	\$0
OTHER PROJECT FUNDS	\$0
DEVELOPER	\$0
UNFUNDED	\$0
OTHER (installment sales)	\$123,480
<b>PROJECT TOTAL</b>	<b>\$123,480</b>

**PROJECT DESCRIPTION:**  
New 1200 sq. ft. facility for office space, meeting room, break room, bathroom and shower

**JUSTIFICATION:**  
Current office building is in poor condition. Repairs were made after Hurricane Ike but space is inadequate, bathroom is in bad condition. No shower on site to remove poison ivy or other contaminants encountered during work.

**STATUS:**  
Awaiting priority of project and funding sources

**ASSOCIATED OPERATING COSTS<sup>1</sup>**

2009	
2010	
2011	2,000
2012	2,100
2013	2,205
2014	2,315

<sup>1</sup> M&O, utility costs; furniture and equipment.

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<b>PROJECT NAME</b>	<b>PROJECT TOTAL</b>
<b>Street Improvements</b>	<b>\$2,610,253</b>

<b>TYPE:</b>	Capital Expenditures	<b>STATUS:</b>	Awaiting funding
<b>SUBTYPE:</b>	Street Improvements	<b>Acct No#</b>	509-9080

FISCAL YEAR FUNDING	
Prior Years (2007-2008)	210,000
2009	400,000
2010	400,000
2011	420,000
2012	441,000
2013	463,050
2014	486,203
<b>FUNDED TOTAL</b>	<b>\$2,820,253</b>

PROJECT PHASE FUNDING	
PROFESSIONAL SERVICES	\$0
LAND ACQUISITION (using leased property from WCID#8)	\$0
CONSTRUCTION	
OTHER COSTS	2,610,253
PROJECT MANAGEMENT (10% cost of project)	
<b>PROJECT TOTAL</b>	<b>\$2,610,253</b>

FUNDING SOURCES	
GENERAL REVENUES	\$0
BOND FUNDS	\$2,610,253
OTHER PROJECT FUNDS	\$0
DEVELOPER	\$0
UNFUNDED	\$0
OTHER	\$0
<b>PROJECT TOTAL</b>	<b>\$2,610,253</b>

**PROJECT DESCRIPTION:**  
Street repairs and maintenance on paved and unpaved local streets

**JUSTIFICATION:**  
On-going goal to pave 4 miles of road way has fallen behind over last three years.

**STATUS:**  
Awaiting funding sources

**ASSOCIATED OPERATING COSTS<sup>1</sup>**

2009

2010

2011

2012

2013

2014

1. M&O, utility costs; furniture and equipment.

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Street Department

Year	< 2 miles 2007	<1.25 miles 2008	4 miles 2009	4 miles 2010	4 miles 2011	4 miles 2012	4 miles 2013	4 miles 2014
Paving - annual cost with 5% inflation	\$132,000	\$78,000	\$400,000	\$400,000	\$420,000	\$441,000	\$463,050	\$486,203
New Office Building Grade All purchase in 2006	\$51,146	\$51,146	\$51,146	\$25,000	\$25,000	\$25,000	\$25,000	\$23,480
Slope mowers (2) purchase 2007	\$40,000	\$40,000	\$40,000					
<b>annual budgeted costs</b>	<b>\$223,146</b>	<b>\$169,146</b>	<b>\$491,146</b>	<b>\$425,000</b>	<b>\$445,000</b>	<b>\$466,000</b>	<b>\$488,050</b>	<b>\$509,683</b>

Annual cost for 1 mile of pavement = \$100,000

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New Street Department office building

1,200.00 sq. ft.      2009 estimated costs  
 Project start date      **2010**      \$98      \$117,600      Cost based on Sq. Ft.  
 Estimated Completion date      **2011**  
 annual Inflation rate      5%

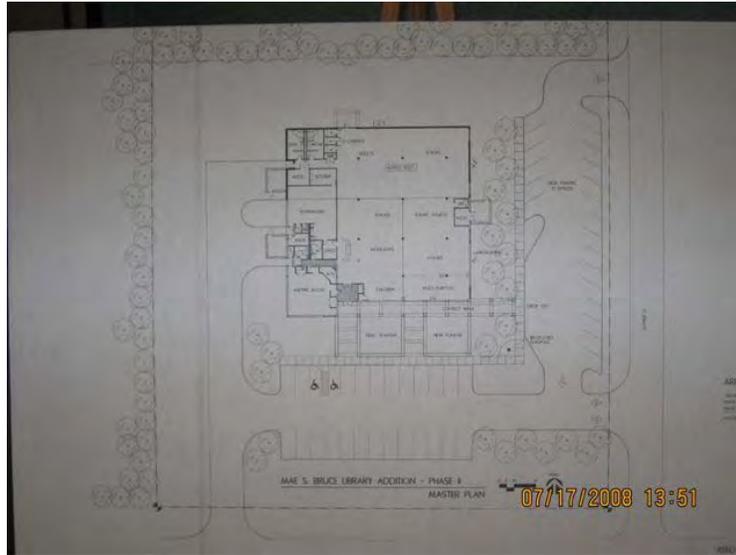
Year	2009	2010	2011	2012	2013	2014
annual cost with 5% inflation	\$117,600	\$123,480	\$129,654	\$136,137	\$142,944	\$150,091

PROFESSIONAL SERVICES	\$6,174	5% of costs
LAND ACQUISITION (ACRES)	\$0	using leased land from WCID#8
CONSTRUCTION	\$103,012	
OTHER COSTS		
PROJECT MANAGEMENT	\$14,294	10% of cost
	\$123,480	

Annual Costs	2010		2011		Total costs
Professional Services	\$6,174	100%			\$6,175
Land costs	\$0				\$0
Project Management	\$11,435	80%	\$2,859	20%	\$14,295
Materials and Construction	\$92,710	90%	\$10,301	10%	\$103,013
	\$110,320		\$13,160		\$123,480

CITY OF SANTA FE CAPITAL IMPROVEMENTS PROGRAM

VII. Mae Bruce Library Expansion Project



Expansion Plan



Existing Library

CITY OF SANTA FE CAPITAL IMPROVEMENTS PROGRAM

PROJECT NAME

PROJECT TOTAL

**Mae Bruce Library Expansion**

**\$3,589,293**

<b>TYPE:</b>	Facilities	<b>STATUS:</b>	Awaiting funding
<b>SUBTYPE:</b>	Buildings & Structures	<b>Acct No#</b>	508-9051

**FISCAL YEAR FUNDING**

Prior Years	
2007 – Estimate	0
2008	0
2009	0
2010	0
2011	2,912,943
2012	342,651
<b>FUNDED TOTAL</b>	<b>\$3,589,293</b>

**PROJECT PHASE FUNDING**

PROFESSIONAL SERVICES	\$170,919
LAND ACQUISITION (ACRES)	\$0
CONSTRUCTION	\$2,742,838
OTHER COSTS	\$0
PROJECT MANAGEMENT (10% cost of project)	\$341,837
<b>PROJECT TOTAL</b>	<b>\$3,589,293</b>

**FUNDING SOURCES**

GENERAL REVENUES	\$
BOND FUNDS	\$3,589,293
OTHER PROJECT FUNDS	\$0
DEVELOPER	\$0
UNFUNDED	\$0
OTHER	\$0
<b>PROJECT TOTAL</b>	<b>\$3,589,293</b>

**PROJECT DESCRIPTION:**

6,400 sq. ft. renovation and 9,630 sq. ft. expansion of existing library

**JUSTIFICATION:**

Expansion was planned for at the time the building was built in 1987. There has been continued growth in circulation, collection development, and programming for the community. Overall population build out of city necessitates larger facilities.

**STATUS:**

Awaiting funding sources

**ASSOCIATED OPERATING COSTS<sup>1</sup>**

2008	
2009	
2010	
2011	
2012 <sup>2</sup>	\$247,895

<sup>1</sup> Additional personnel, utility costs; full time Children's Librarian, full time assistant director; full time youth librarian and full time Head of circulation; Additional late night each week and full day on Saturday.

<sup>2</sup> Year expanded library fully operational

CITY OF SANTA FE CAPITAL IMPROVEMENTS PROGRAM
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2008 Library cost estimates

Renovation

6400 sq. ft	\$115 per sq. ft.	\$736,000
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New construction

9630 sq. ft	\$160 per sq. ft.	\$1,540,800
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<b>\$2,276,800</b>	<b>Total Direct Costs</b>
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Indirect costs

Architectural cost (10%)	\$227,680
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Furniture & Equipment (5%)	\$113,840
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Owners Consultants (1.5%)	\$34,152
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Landscaping (1%)	\$22,768
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Opening Day Book Collection	\$50,000
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Project Management (10%)	\$227,680
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<b>\$2,952,920</b>	<b>Total Project costs</b>
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Future Operating Costs

Staff	\$223,495	\$14.82 average hourly wage in 2007 x estimated additional staff hours	Will need 3 additional full time staff members, plus increase partime staff to full time; Also additional work hours to keep library open longer.
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Utilities	\$24,400	area increased by more than 2 times, estimate electrical water etc increase by 2
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<b>\$247,895</b>	Annual Operating costs increase by about \$100,000 per year with expansion
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CITY OF SANTA FE CAPITAL IMPROVEMENTS PROGRAM

Library Expansion Project  
 Project start date           2011  
 Completion date            2012  
 annual inflation rate        5%

	year						
	2008	2009	2010	2011	2012	2013	2014
annual construction cost with inflation	\$2,952,920	\$3,100,566	\$3,255,594	\$3,418,374	\$3,589,293	\$3,768,757	\$3,957,195

PROFESSIONAL SERVICES	\$179,465	5% of costs
LAND ACQUISITION (ACRES)	\$0	
CONSTRUCTION	\$3,050,899	
<hr/>		
OTHER COSTS		
<hr/>		
PROJECT MANAGEMENT	\$358,929	10% of cost
	\$3,589,293	

Annual Costs	2011	2012	Total costs
Professional Services	\$179,465		\$179,465
Land costs	0		\$0
Project Management	\$287,143	\$71,786	\$358,929
Materials and Construction	\$2,745,809	\$305,090	\$3,050,899
	\$3,212,417	\$376,876	\$3,589,293

## CITY OF SANTA FE CAPITAL IMPROVEMENTS PROGRAM

### VIII. Capital Projects Delivery Process

The City Manager must submit a five year capital program as an attachment to the annual budget. The capital program includes the proposed program by the planning commission and comments by the City Manager. The program includes:

1. A clear general summary of its contents;
2. A list of all capital improvements which are proposed to be undertaken during the five fiscal years succeeding the budget year, with appropriate supporting information as to the necessity for such improvements;
3. Cost estimates, method of financing and recommended time schedules for each such improvement; and
4. The estimated annual cost of operating and maintaining the facilities to be constructed or acquired.

To achieve this goal in FY 2008/2009, the Mayor appointed a CIP Committee. The Committee with input from Staff reviewed several possible capital projects. These included :

- A Master Drainage Plan
- Water and Wastewater plants
- Street repairs and improvements
- Land purchase for Park expansion
- Digital Radios
- New office for Street Department
- New Police Department/Court Court building
- New City Hall/Municipal complex
- Mae Bruce Library Expansion

Projects were ranked by the Committee based upon various criteria from High, Medium or low priority. For example, those projects required by law were ranked highest. Projects preventing assets from deteriorating were ranked in the middle. And those which supported low demand services were ranked lowest. A complete listing of the projects and rankings is found in the Appendix portion of this document.

The CIP must be approved and adopted by the City Council. The Council will then begin the funding process based upon possible revenue sources identified in the program. Formal requests for proposals for projects will be processed. Proposals must fall within general costs identified or the CIP and Budget will be amended.

CITY OF SANTA FE CAPITAL IMPROVEMENTS PROGRAM

IX. Appendices

Santa Fe Police Department  
Capital Improvement Needs  
November 29, 2007

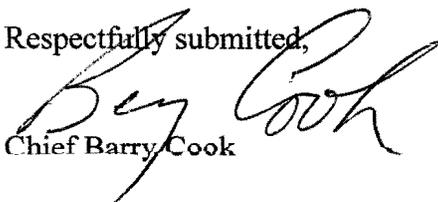
1 to 5 years needs, are a new Police Complex, we have outgrown our current building with no means of expansion. Our building currently is 5700 sq. ft. This new facility will need to be built for our current needs and for the future growth of the city and department. I believe that the new complex will need to be at least 10,000 sq.ft, with extra square footage for growth. A needs assessment is needed to determine exactly size needs. With this new complex we will need to acquire the land necessary for the construction. I recently attended a seminar of building a police faculty and learned that the timeline of concept to construction is approximately 3 yrs, without any delays in construction or funding. The longer it takes the more expensive it becomes. Somewhere in the 4 million dollar area + or -.

2 to 5 years need is to convert our existing radio equipment from analog to digital. I have begun purchasing dual mode radios to start on this process. These radios are \$4000.00 each and will need to replace 13 car radios, 2 dispatch radios and 26 current handheld radios. This doesn't not include, any additional radios required for the expansion of patrol personnel. The additional personnel will require 4 additional handheld radios, possibly 3 new car radios. Upgrade in computer systems, MDT's and the continual upgrade cost of OSSI. Laptop computer, \$5200.00 each for \$52,000.00, \$10,000.00 to \$15,000.00 for computer systems upgrades. A cost of \$259,000.00, will be needed for these purchases.

2 to 5 years need is to add patrol personnel to our patrol shifts from 2 officers and 1 supervisor per shift to 3 officers and 1 supervisor per shift. This would be the addition of 3 new patrol officers. As our community grows and the number of investigations needing to be investigated, we would need to add 1 additional detective to help investigate these offenses. With these increased needs, there will be the need for additional vehicles 1 for the new detective, and 3 new patrol cars and all the equipment necessary to put into service. An Approximate cost of the 4 new officers is \$200,000.00. The patrol cars with all the equipment are approximately \$40,000.00 per car. For \$120,000.00.

The needs and anticipated needs above are based on information I know of from direct knowledge. I am sure that there are some unknown and or unanticipated needs that may arrive.

Respectfully submitted,



Chief Barry Cook

**Projected costs  
For the  
Renovation and Expansion  
Of the  
Mae S. Bruce Public Library  
Santa Fe, Texas**

**Prepared By:**

**Catherine H. Threadgill  
Director  
Brazoria County Library System  
August 2007**

**As part of:**

**The Houston Area Library System Consultation Program**

## **Background and Requested Action**

The Santa Fe Community Library was started in 1975 with a collection of donated books placed in 400 square foot space in an old WWII Army barracks and run by a group of dedicated volunteers. As the years passed, the need for more space became pressing and a building fund was established. Local donations, coupled with grants from the Moody and Kempner Foundations, resulted in the purchase of a 1,920 square foot metal portable building located across from the old barracks on land leased from Santa Fe Independent School District.

With continued growth in circulation, collection development, programming for the community, and other library services, the local community again felt the need for a larger library. Mrs. Mae S. Bruce, a local businesswoman, responded to this need in 1987. She purchased three acres of land and built a 6400 square foot brick library for the community. In presenting the land and the library to the City of Santa Fe, her altruism and love of the community were reflected on the dedication plaque:

“This building is my gift to the Santa Fe Area as a legacy to the people who have contributed so very much to my happiness and success in business.”

When she donated the library to the city, she had already prepared rough plans for expanding the library, should the need arise. Her plan called for expanding the library on the north and east sides, increasing the total square footage up to 16,000 square feet. In the past, the City of Santa Fe has pursued the expansion and HALS has had past consultants write space needs and building programs.

At this time however, the Mayor has requested a cost projection of the rough plans laid out by Mrs. Bruce.

The biggest challenge in the project will be saving the murals on the East wall of the library. Preserving them will increase the construction costs. The mural will need to be saved in pieces, and the Library Director will indicate where the sections of mural will be placed. The lighthouse mural might be a nice addition to the meeting room, if it is hung in panels. The memorial mural will need to stay in the Children's area of the library.

## **Cost Estimates**

The cost estimates specified below are based on information gained from local architects and actual construction and renovation costs for existing building

projects in Brazoria County. Costs may vary depending on the area and type of project, however, they will allow the City to make some educated decisions about the feasibility of the project.

While fees vary from one area to the next, the consultant has used percentages within the normally accepted ranges. The City may be able to find local companies and people with the proper expertise who are willing to donate or reduce their "normal" fees.

### Direct Project Costs

Renovation Cost for Current Facility (6,400 square feet @ \$115.00 per square foot)	\$672,000
New Construction Cost (9,630 square feet @ \$160.00 per square feet)	\$1,540,800
<b>Total Direct costs</b>	<b>\$2,212,800</b>

### In-Direct Costs

Architectural cost (10%)	\$ 221,280
Furniture & Equipment (5%)	\$ 110,640
Owners Consultants (1.5%) (Geotechnical reports, Surveys, civil engineering)	\$ 33,192
Landscaping (1%)	\$ 22,128
Opening day collection	\$ 50,000
<b>Total Project Cost</b>	<b>\$2,650,040</b>

### Implications for Staffing

With additional space added to the library, one would expect an increase in patron usage. This, in turn, would imply a change in staffing time and levels. Among existing staff, one would expect an **increase** from 30 to 40 hours per week for the Children's Librarian/Reference/Programming person. This would result in the following staffing position and hours:

- Children's Librarian/Reference/Programming – 40 hours per week
- Director/Cataloger – 40 hours per week
- Computer Technician – 40 hours per week
- 2 Circulation clerks/shelvers – 20 hours per week, each

An increase in patron usage, the addition of the “teen center,” and the conversion of the computer lab back into a public use meeting room, would suggest that other staffing positions would be needed along with an increase in hours of operation. One might consider the following:

**Possible New Staff:**

- \*Assistant Director/Reference/Adult Programming -- 40 hours per week
- \*Youth Librarian/Reference/Youth Programming -- 40 hours per week
- \*Head of Circulation -- 40 hours per week

**Possible New Hours:**

With additional programming and public meetings, the library should be open at least two late nights a week and a full day on Saturdays as typical of library buildings of more than 12,000 square feet.

The discussion on staffing and hours are not part of the project costing, of course, but the improvements contemplated in this project will necessitate changes in these areas in order to optimize space utilization and to insure the most efficient use of the library.

### **General Overview of the Renovation and Expansion**

The North Expansion will result in the following improvements:

- \*Increased workroom space
- \*Remodel of Director’s office with access into the workroom
- \*New mechanical room
- \*New staff kitchen/lounge area
- \*Addition of an ADA compliant Family Restroom
- \*Addition of an emergency exit near the Family Restroom, wired to an alarm
- \*Addition of a Computer Technician’s office
- \*Existing Computer Lab moved from meeting room to a new
- \*Computer Lab, with the existing lab creating a new wiring closet and server room
- \*Creation of an area for Public Service Computers outside of the Computer lab
- \*Addition of a Local History room with space for Friends storage
- \*Addition of a new Conference Room with seating for 10 to 12 people
- \*Addition of three new Study rooms to replace the two to be absorbed into the enlarged workroom and Director’s Office

The East Expansion will result in the following improvements:

- \*Addition of an emergency exit by study rooms wired to an alarm
- \*New office space for Children's Librarian and Youth Librarian which should have lots of glass for better visibility
- \*Allow space for Children's computers
- \*Addition of a Children's storytime/puppet stage

Special concerns for the East Expansion;

- \*Save murals for re-location to other parts of the library
- \*Windows in the library should run above the wall shelving which is typically 90 inches in height. In staff offices, watch placement of windows and placement of furniture as the offices are small and furniture placement will be limited and windows can cause glare problems with computers
- \*Carefully consider the placement of computers in the computer lab relative to the windows as glare will be an issue in that room as well.

The renovation of existing space should include:

- \*Up-dating the Meeting room, possibly placing the Lighthouse mural in that room
- \*Redesign circulation desk to accommodate two check-out stations
- \*As noted above, Director's office will be enlarged and have access to the workroom
- \*Either move or enclose the wiring closet for the computers
- \*Re-carpet existing area to match additions

While the project is estimated at a little over \$2.6 million, there are some savings that could be realized. Last year we renovated our Brazoria Branch Library for about \$33,000 using volunteers and creative thinking. So while the new construction cost estimate may be fairly firm, the renovation of the existing building could be lowered. With a little over 30 volunteers, working 600 hours, they removed interior wall, replaced ceiling tiles, changed and replaced electrical and computer wiring, painted walls, moved shelves, cleaned up and spruced up the library.

Expenses:

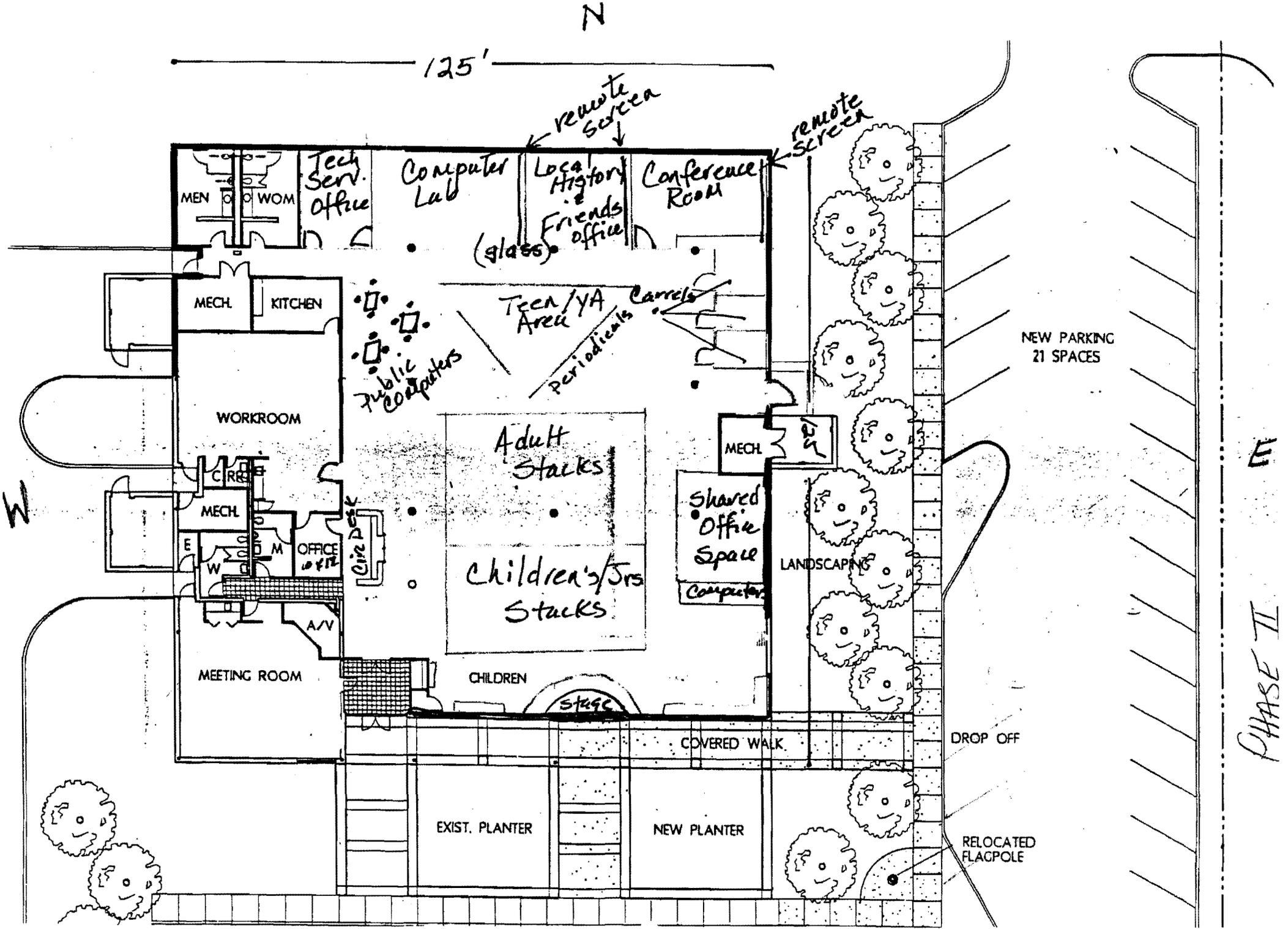
New carpet	\$29,933
Materials (paint, cabling, Wiring, etc.)	\$ 2,169
Shelf Mover (See Below)	\$ 1,000
Total	\$32,602

We remodeled a little over 10,000 square feet at approximately \$3.26 per foot.

Shelf Mover--One of the volunteers created a machine that actually lifted the steel case bookshelves still loaded with the books. The volunteers literally moved the book shelves out of the way of the carpet layers. After the carpet was installed, the volunteers moved the loaded shelves back into place. There was no need to empty the shelves, to dismantle the shelves, to box up the books, and then reverse the process when the carpet was in place. This was a substantial savings in the process of renovation. The Library Friends group is considering leasing the contraption out for others to use.

Later that year we replaced three air conditioners at \$9,000 and spent \$25,000 on a new roof.

We managed that project by involving the community-- local hardware stores donating or selling things at cost, volunteers from the building trades doing the wiring, cabling, sheet rock repair, and other necessary work. Santa Fe may be able to take the same approach with the existing library space, thereby considerably reducing the \$672,000 estimate.



26 existing parking spaces

# **MAE S. BRUCE PUBLIC LIBRARY STRATEGIC DOCUMENTS**

(October 1, 2007 through September 30, 2010)

## **INTRODUCTION**

Any effective strategic plan for the library must recognize the changing role of the public library in the community, the growth in size of Santa Fe and the surrounding area, and the increasing diversity of the needs of its residents. Mae S. Bruce Library has a vital contribution to make as Santa Fe strives to meet the distinct challenges of rapid growth and expansion by both history and mission to meet the information needs of persons of all ages, backgrounds and literacy levels.

These documents represent an attempt to outline a comprehensive three year plan for the library during the period October, 2007 through September, 2010. This is the first strategic plan developed by the library. The documents cover only three years rather than five years, recognizing the rapid pace of change in the community.

The goals listed in these strategic documents are challenging, but attainable. Success in meeting these goals will depend on the existence of adequate staffing, funding, space and technological resources, and on the support of the community and city officials of Santa Fe. The issue of an expanded library facility is not addressed in detail in this plan, as it is covered in other specialized documents currently under consideration.

# **MAE S. BRUCE PUBLIC LIBRARY STRATEGIC PLAN**

**FY 2008 THROUGH FY 2010**

## **ADMINISTRATION AND MANAGEMENT**

**Goal 1: Provide a professional management environment for the Library which is comprehensive, consistent and sustainable.**

**Objectives:**

1. Review all library policies per policy review schedule (FY 2008, FY 2009, and FY 2010).
2. Evaluate, review, and redesign evaluation tools to provide a comprehensive set of management information sources (FY 2008).
3. Develop a three year strategic plan for the Library (FY 2008).
4. Develop a comprehensive plan for providing library services to a growing service population (FY 2008).
5. Develop and enact a replacement schedule for all peripherals and other non-computer office equipment (FY 2008).
6. Investigate additional recovery methods for overdues/fines.
  - Investigate the feasibility and functionality of bill payment online and/or by credit card (FY 2008).
  - Investigate the legal remedies available to recover materials and fines due (FY 2008).
7. Investigate having more processing/cataloging done by vendors (FY 2008).
8. Develop and implement methods to count and measure remote and in-house use of electronic resources (FY 2008).

**Goal 2: Provide appropriate technological resources to assist in the efficient and effective management and administration of the library.**

**Objectives:**

1. Expand the functionality of library resources and services
  - Investigate and develop a time-line for the replacement of the current automation software (FY 2008)
  - Install scheduling/time out software on all public access computers (FY 2008).
  - Install filtering software on all public computers with Internet access and used by patrons under the age of 16 years (FY 2008).
  - Investigate and implement email notification of reserves and overdues (FY 2008)
  - Evaluate automated calling system for reserves and overdues (FY 2009).
  - Provide a wireless computer environment to increase capacity for in-house computer usage (FY 2008)

2. Increase the level of patron self-service capability to allow more efficient use of staff resources.
  - Replace patron terminals per schedule (FY 2008, FY 2009, FY 2010).
  - Investigate ways to enhance printing capabilities (FY 2008)
  - Add scanners/faxes for patron use (FY 2008)
3. Clearly inventory and label all in-house electrical wires, cables, access panels and electrical connections, and assess the need for future upgrade.
  - Color code all existing connections/ wiring for equipment to allow quick take-down and re-assembly in case of emergency evacuation (FY 2008)
  - Remove or "bury" all unused wiring (FY 2008)
4. Investigate the feasibility and efficiency of using a self-check machine for check-out of library materials (FY 2008)
5. Investigate the feasibility and economy of adding an automated acquisitions module to handle material acquisitions (FY 2008)
6. Investigate the use and economy of RFID security tags (FY 2008)
7. Evaluate the need to upgrade the firewall/security software on the library networks (FY 2008, 2009, 2010).
8. Replace staff workstations per schedule (FY 2008, 2009, 2010)
9. Evaluate and implement a plan for off-site data storage. (FY 2008)

**Goal 3: Develop and implement a comprehensive public information process to publicize the services, function and value of the Library**

**Objectives:**

1. Develop a publicity plan for the Library (FY 2008)
2. Investigate the usefulness of providing public information through alternative means such as blogging, streaming video, etc. (FY 2008, 2009, 2010).
3. Develop an annual report for the Library (FY 2008)
4. Develop a publicity vehicle to attract endowment donations (FY 2008)
5. Create a Speaker's Bureau for the Library composed of current and former Board members, etc. (FY 2008).
6. Evaluate the Library website and upgrade as necessary (FY 2008, 2009, 2010).

**Goal 4: Maintain a strong financial foundation to support current and future library operations.**

**Objectives:**

1. Develop an effective vehicle to promote donation of estate or endowment fund gifts for the Library (FY 2008).
2. Evaluate issues related to pay for library employees (FY 2008)
3. Develop a capital budget for new library construction (FY 2008)
4. Develop a projected annual operating budget for the expanded library (FY 2008)

Goal 5: Provide appropriate and well-trained staff resources to support the Library's mission

Objectives:

1. Re-evaluate all job descriptions for library employees (FY 2008, 2009, 2010).
2. Obtain relevant and current training or continuing education for each non-professional employee (FY 2008)
3. Obtain a minimum of six hours of continuing education/training for each professional employee (FY 2008, 2009, 2010)
4. Develop a strategic staffing plan for the expanded library (FY 2008)

Goal 6: Secure and maintain adequate physical facilities to achieve the Library's mission

Objectives:

1. Develop a time-line for the planned Library expansion (FY 2008)
2. Develop remodeled space usage plans for the current facility (FY 2008)
3. Comply with all federal, state, and local building codes, including the *Americans with Disabilities Act* (FY 2008, FY 2009, FY 2010)

## PUBLIC SERVICES

Goal 1. Provide an excellent collection of library materials in a variety of formats accessible to all patrons in the Library's service area.

Objectives:

1. Manage and develop the Library's collection so that its use is maximized
  - Complete inventory as scheduled (FY 2008, 2009, 2010)
  - Continue planned upgrade of the bibliographical records for library holdings (FY 2008)
  - Highlight and display subcollections (FY 2008)
  - Continue to fill in "gaps" in collection by completing series, and purchasing backlists of noted or popular authors (FY 2008, 2009, 2010).
  - Target specific sections/formats for special collection development (FY 2008, 2009, 2010).
    - i. Popular health materials and literary criticism (FY 2008)
    - ii. Small business materials and vocational guidance resources (FY 2008)
    - iii. Mathematics, Science, History and Technology, (FY 2008)
    - iv. Large Print, Audio CD, DVDs, periodicals, and genre fiction (FY 2008)
2. Increase funding for library materials at least 3% plus cost-of-living allowance each year in pursuit of achieving the goal of materials expenditures level of 20% of the operating budget (FY 2008, 2009, 2010).

3. Provide readers' advisory services for both children and adults
  - Investigate the feasibility and usefulness of an online readers' advisory tool (FY 2008)
4. Enhance the quality of the bibliographic content in the catalog (FY 2008)
5. Assess and improve the quality of the library collection (FY 2008, 2009, 2010).
6. Provide high quality online databases for use remotely and in the library
  - Investigate the need for additional databases with remote access (FY 2008)
7. Increase the amount of expenditures for library materials (FY 2008, 2009, 2010).
8. Investigate the possibility of providing downloadable audio books, videos, etc. (FY 2008)
9. Provide an enhanced selection of online reference sites for patron use (FY 2008)

**Goal 2: Create and support a community of life-long learners**

**Objectives:**

1. Implement an annual community-wide reading initiative (FY 2008)
2. Provide an annual public event to include an author, a poet, an artist, a composer or a performing author in a live event (FY 2008)
3. Gather systematic information from the community about library services (FY 2008)
4. Conduct a comprehensive summer reading program for all ages (FY 2008)
5. Endeavor to present educational, cultural, and recreational programs that reflect community needs and interests and to market those programs and services, through the use of basic PR/marketing tools and community involvement, both inside and outside the library (FY 2008, FY 2009, FY 2010)
6. Provide high-speed Internet access to support distance and online learning
  - Research the feasibility of moving from digital cable access to another Internet provider mechanism (FY 2008)
  - Provide standard computer equipment configured to allow accurate and easy data transfer from and to portable storage devices (FY 2008)
7. Recognizing the diversity of the population of the community, evaluate a plan to increase the number of information service hours and to make all basic library services available whenever the library is open to the public (FY 2008)

**Goal 3: Provide and make available a comprehensive, high-quality collection of local history materials**

**Objectives:**

1. Develop an updated and current inventory of local history archives (FY 2008)

2. Develop a plan for document preservation in the archives (FY 2008)
3. Implement cooperative displays or programs with local history collectors in the community (FY 2008)
4. Develop a cooperative plan to preserve the history of this community (FY 2008)
5. Create a digital archive for local history documents and photos
  - Create and maintain a web exhibit of early Santa Fe history (FY 2008)
  - Develop a webpage(s) or links with finding aids for Santa Fe and Galveston County historical materials (FY 2008)

**Goal 4: Provide training opportunities for all patrons to participate fully and effectively in the global, electronic information environment**

**Objectives:**

1. Increase opportunities for patron participation in the global electronic marketplace
  - Investigate ways to prevent the firewall software from blocking legitimate interactive sites without compromising security (2008)
  - Investigate ways to handle a higher volume of simultaneous computer use which demands more bandwidth (FY 2008)
2. Provide training opportunities for all library users in basic computer technology
  - Schedule patron training sessions on basic computer skills, Internet searching, email, using online databases and using the online catalog (FY 2008)
  - Schedule patron training sessions as above at an intermediate level (FY 2008)
  - Schedule patron training in subject specific and advanced topics such as medical information online, desktop publishing, etc. (FY 2008)

**Goal 5: Create and develop a role for the Library in providing community information**

**Objective:**

1. Set up an online, one-stop resource for basic community information on groups, social services, etc. (FY 2008, 2009, 2010)

**Goal 6: Develop, achieve and maintain a service attitude and philosophy which fosters citizen participation in political, social & community activities**

**Objectives:**

1. Provide at least 2 adult programs per year on non-technology (FY 2008)
2. Provide volunteer opportunities (FY 2008, 2009, 2010)
3. Provide programming for children of all ages (FY 2008, 2009, 2010)
4. Investigate the possibility of partnering with other organizations to provide educational, cultural and entertainment programming (FY 2008, 2009, 2010)

# **Community & Library Profile**

## **I. Introduction**

The Mae S. Bruce Public Library is located in Santa Fe, Texas, just west of Interstate 45 between Houston and Galveston. Santa Fe is a rural bedroom community for the larger surrounding cities of Texas City-LaMarque, League City, Clear Lake, Dickinson, Friendswood, Alvin, Freeport-Lake Jackson, and, of course, Houston and Galveston. The service area of the Library includes the 9,548 (2007) citizens living within the City of Santa Fe city limits, residents living within the Santa Fe Independent School District and in un-incorporated areas surrounding the City, and any Texas resident holding a valid TexShare Card from their home library. According to the Texas State Library and Archives Commission, the total number of residents served by the Mae Bruce Library is 12,169 for the 2006-2007 fiscal year.

The Library is presently located in a 6,400 square foot facility, built in 1987, housing a collection of more than 31,000 catalogued items, 2 cataloging computers, 12 Internet access computers, and 3 educational computer workstations (no Internet access) in the Children's area. In August, 2006, the Library expanded into the adjoining and previously rentable Community Room where a Computer Lab / Internet access / word processing room with 10 computer workstations was created.

The City of Santa Fe employs a staff of six in the Library: a full-time director, a full-time assistant as a technical services manager, a part-time (30 hrs/wk) assistant as a children's manager, a part-time aide and a part-time clerk to staff the front circulation desk, and a part-time (10 hrs/wk) security person.

The Library is open a total of forty-three and one-half hours per week, Monday through Saturday, closed Sundays and official City holidays.

## **II. Library Mission Statement**

The mission of the Library is to provide the means by which people of all ages, interests, and circumstances may avail themselves of the recorded wisdom, experiences, and ideas of others.

In support of this mission, materials are assembled, organized, and made accessible to all; opportunities for personal, educational, cultural, and recreational enrichment are offered; collections, services, and programs are developed to respond to individual and community needs; and a knowledgeable staff is employed to facilitate and enhance the use of library resources. By committing themselves to excellence in all facets of the Library's service and operation, the Library Advisory Board, management, and staff of the Library reaffirm the democratic ideals upon which the American public library is founded.

## **III. User Groups**

Based upon figures published in the 2000 Decennial Census, the service population has identified itself as comprised of approximately 95% White; 4% African American, American Indian, Asian, or Pacific Islander; and 1% claiming two or more races, predominantly Hispanic or Latino, with approximately 8.1% speaking a language other than English at home. The census also shows that 81% of the population has

graduated high school with approximately 10.5% having attained a Bachelor's degree or higher. The median family income is approximately \$54,253; single-family home median value is \$86,800; and the number of families living below the poverty level is approximately 5%. Median age of the population is 36 years with 7% under 5 years and 11% over 65 years.

The Mae Bruce Library is located directly across the street from four of the six local school district campuses, grades two through eight, a Pre-K through first campus is just a few blocks down the street, and a high school campus is less than four miles away. This gives the library a great opportunity to work closely with the school libraries and teachers. Total student registration in the Santa Fe ISD for the 2006-07 school year stands at 4,510. There are also four large daycares within a mile of the library as well as a large Home School community within the library's service area. Although the six public school campuses have libraries, students rely on the public library for a large portion of their resources, as do the private and home schooling families, and daycares. Library patrons also include students attending the local community college, College of the Mainland, less than six miles away, and students attending the University of Houston's satellite campus in Clear Lake, UHCL, approximately thirty minutes from the Library.

#### **IV. Funding Sources (Collection Development monies)**

The Library, as a city department since 1982, has an operating budget of \$151,073 for the 2006-07 fiscal year. Of that amount, \$4,500 was allocated to Collection Development.

The Library's primary source of Collection Development funding is appropriated from county tax dollars. The Galveston County Commissioners Court allocates county tax dollars to the Galveston County Library System, a federated system as opposed to a branch system, comprised of 8 public libraries, Mae Bruce Library being one of them. The Library's county Collection Development funds for FY 2006-07 were \$9,074. Federal and State funds dispersed through the regional library system, the Houston Area Library System, were \$3,531 for the 2006-07 fiscal year. Funds are also received through various grants and donations. The total of Collection Development funds for fiscal year 2006-07 was approximately \$17,105, not including grants or donations.

#### **V. Major Collections and Services**

The Library's Director of Library Services, with input from the children's assistant, the technical services assistant, and patron suggestions, is responsible for the selection/de-selection of materials including reference, young adult, adult, children's, and audio-visual materials.

Major selection sources include the popular review sources such as Booklist, Publisher's Weekly, School Library Journal, The Bulletin, publisher's magazines, television and news media, etc.

Serving a predominantly White Caucasian English speaking population, the Library's collection is predominantly adult fiction and non-fiction, children's and juniors fiction and non-fiction, reference, audio CDs and cassettes, large print, Christian fiction, and videos in VHS and DVD formats. The majority of the Library's adult users are recreational readers of best sellers, Christian fiction, and items in the large print or audio formats. The next largest segment of users is the student population.

The children's assistant prepares a weekly story time for children under the age of six years, a Summer Reading Program which includes story times for younger ages, weekly journaling for the teens, and outdoor crafts, in addition to encouraging reading and using the library, and an extremely popular program/service offered for the 10 – 15 year olds, the Junk Food and Journaling Club, in which teens meet once a month to eat junk food and write in journals. Large group programming is not possible due to expansion of the Library's Technical Services into the once rentable community room. The children's assistant also offers readers' advisory and reference help to patrons using the children's/junior areas of the collection.

The children's assistant works closely with the local school district to mark the public library's books which are on the school district's reading incentive program lists, called Accelerated Reader, and to provide copies of the Assignment Alert form to teachers who plan to do large group assignments. The Alert form lets the public library know well in advance what resources students will need for a history, language arts, or science projects. In addition, the Library has access to the popular TexShare Databases, offered through the Texas State Library, and a science database offered through Facts on File.

For high school and college students, there is a small selection of literary critique tools such as Cliffs Notes, Magills for American and British authors, and others. Also, the children's notable books are marked to indicate those which have received awards, such as the Caldecott, Newbery, or Texas Bluebonnet, or are on an approved reading list, such as the Texas 2 x 2 Book List, the Texas Lone Star Reading List or the TAYSHAS Reading List, etc., which is very helpful to college students taking children's literature courses.

With an average drive-to-work time of 28 minutes, most residents commute to surrounding urban areas for employment at the industrial plants in the Texas City-LaMarque-Freeport-Pasadena areas, or jobs associated with the space industry in the nearby Clear Lake/Webster area near National Aeronautic & Space Administration (NASA) campuses. Therefore, audio books are popular for use during the commute. The Library's collection of audio books on cassettes is slowly being replaced by the CD format.

In addition to books in various formats and the above mentioned TexShare and Science databases, the Library purchases an annual subscription to a popular database for use in this rural area known as the Auto Repair Reference Center. Patrons have access to any of the library's databases either in-house or remotely through the library's webpage. The Library also owns a digital collection of the community's various newspapers dating back to the 1960s.

The adult programs offered in the Library are those dealing with computers, such as weekly AARP administered income tax help sessions and bi-monthly computer training sessions administered by the technical services staff person, and limited readers' advisory and ready reference offered by the Circulation Desk staff. Adult coordinator, reference librarian, and circulation desk manager positions do not exist at this time.

The weakest sections of the collection include periodicals, business, teen/young adult, music CDs, audio books on CD, non-fiction DVDs, and the local history and genealogy sections.

## **VI. The Future**

Current projections for total build-out inside city limits produce a figure of more than 13,000 citizens in addition to the population living in currently unincorporated areas of the county and served by this library. The projected growth for the City of Santa Fe and surrounding areas over the next five to ten years is staggering. The completed expansion of FM 1764 and the planned expansion of FM 646 along with the expansion of water and sewer services along those corridors will, hopefully, encourage the growth in the number of new homes and master planned neighborhoods built as well as an increase in the number of small businesses and service entities associated with that growth. Growth and changes in the independent school district which serve Santa Fe youth will also significantly impact library services.

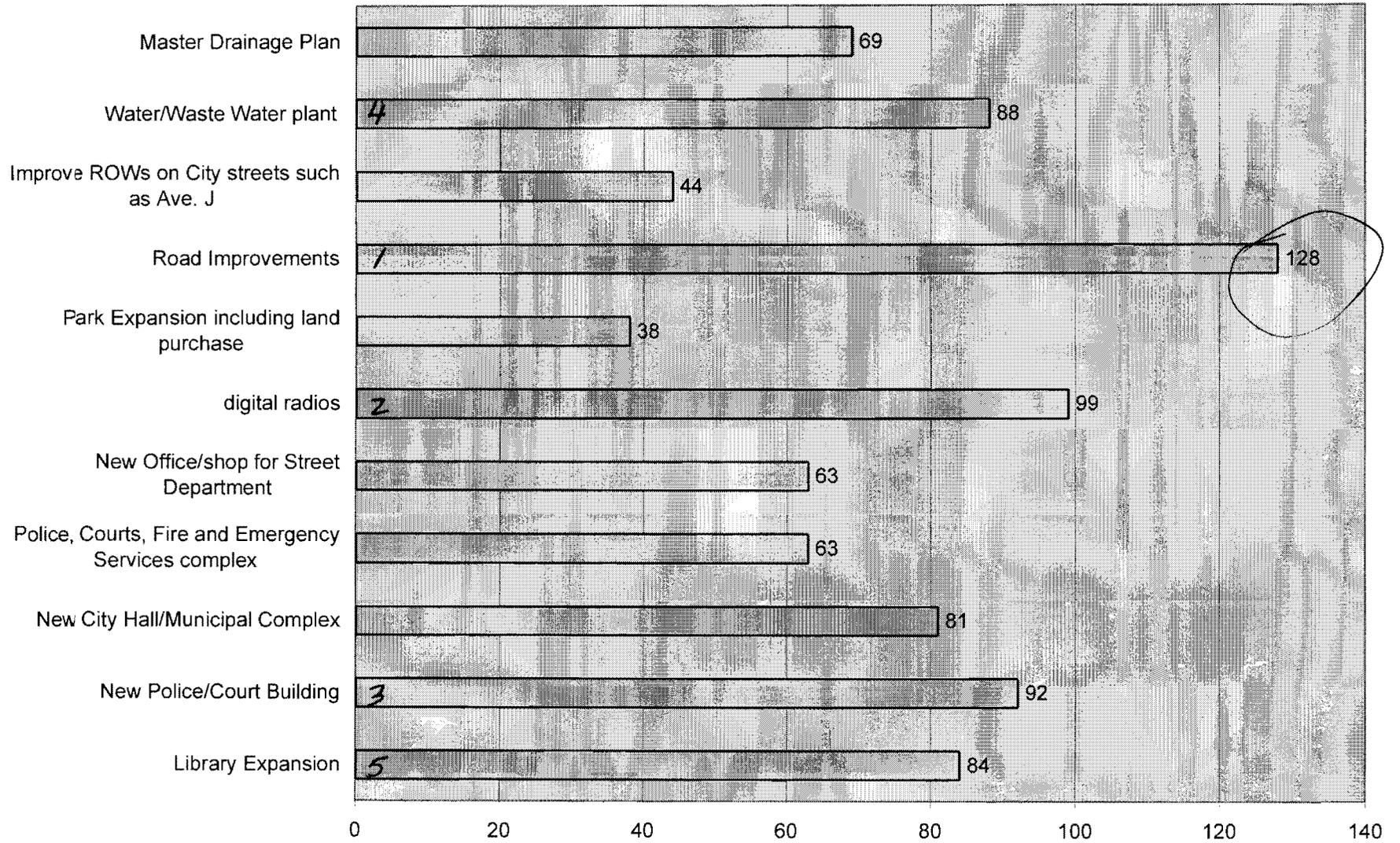
## **VII. Implementation**

The goals listed above will guide decisions regarding the development of the library's annual budget and implementation of specific projects and initiatives from 2008 – 2010. During this period, the library will monitor the needs and priorities of the community and attempt to adjust services to meet those changing needs.

The director of the Mae S. Bruce Library has primary responsibility and accountability for leading the effort to address these goal areas, with library staff at all levels making significant contributions. In addition, the City Council of Santa Fe, whose members endorse these strategic goals and who serve as the policy-setting body for the library, has a crucial role to play in adopting policy and providing oversight to the library. The Library Advisory Board, an appointed body that serves in an advisory capacity to the Santa Fe City Council as well as the library director, provides regular citizen input into the programs, services and initiatives of the library.

Other stakeholder groups, such as the Friends of the Mae Bruce Library, align their priorities and activities with those of the library and provide valuable input, resources and services in helping the library address these goals.

## Project Ranking



## ESTABLISHING AND MAINTAINING A FIXED ASSET INVENTORY.

**General Policy** - The general policy is to capitalize and inventory all assets of the city with an estimated economic useful life in excess of one year that meet the following capitalization threshold:

Land	all land regardless of cost or value
Buildings	\$ 25,000
Building Improvements	\$ 25,000
Improvements	\$ 20,000
Infrastructure	\$100,000
Infrastructure Improvements	\$100,000
Computers	\$ 1,000
Equipment	\$ 2,500
Furniture	\$ 1,000
Radios	\$ 1,000
Vehicles	\$ 2,500
Library Books	\$ 10,000

Assets that are not capitalized are expended in the year of acquisition.

**Master Inventory** - An accurate master inventory shall include a description of the asset, asset identification number, cost, department of responsibility, physical location of asset, date of acquisition, method of acquisition, useful life, current year depreciation, and accumulated depreciation. Construction-in-progress projects will be capitalized when a project is substantially complete, accepted, and placed into service. New acquisitions and expansions of or extensions to existing capital assets that meet this policy shall be capitalized. Extraordinary repairs or improvements that increase future benefits from an existing capital asset beyond its previously assessed standard of performance shall be capitalized. Increased future benefits typically include an extension in the estimated useful life of the asset or an increase in the capacity or efficiency of an existing capital asset. Costs of maintenance, alterations, and other changes to a capital asset, which neither materially add to the value of the asset nor appreciably prolong its life, should not be capitalized nor added to the inventory.

**Identification of Asset** – All capital assets subject to inventory shall be marked upon receipt to identify that the property belongs to the city. This identification should facilitate the accounting for the asset, aid in its identification if the asset is lost or stolen, and discourage theft. A pre-numbered, standardized adhesive tag shall be securely affixed to the principal body of the asset where it cannot be removed easily or accidentally, but where it can be readily found. The following guidelines should be used for affixing identification tags:

- 1) Computers, printers, copiers, fax machines, scanners, and similar office equipment – on the back of the machine.
- 2) File cabinets, bookcases, credenzas, etc. – on the front in the upper corner.
- 3) Desks – on the upper right leg or upper right side
- 4) Chairs – on the underside
- 5) Air compressors, welders, generators, etc. – near the manufacturer's I.D. tag