

**A MASTER PLAN FOR EL ZAGUÁN
545 CANYON ROAD
SANTA FE, NEW MEXICO**

**For
THE HISTORIC SANTA FE FOUNDATION**

Updated November 2020

PURPOSE OF THE PLAN

In the fall of 2018, The Historic Santa Fe Foundation Board authorized the formation of an ad hoc volunteer committee to prepare a master plan to guide future decision-making regarding enhancements to the historic El Zaguán property at 545 Canyon Road. The committee was composed of the following individuals:

Larry Good, Architect and Planner, Committee Chairman

Michael Dale, HSFF Board Liaison

Anne Culp

Alan Jones

Ra Patterson

Graciela Tome

Pete Warzel, HSFF Executive Director

Mara Saxer, HSFF Preservation Specialist

The Foundation's initiative to undertake an El Zaguán master plan was timely. The mission of the organization **(to preserve, protect and promote the historic properties and diverse cultural heritage of the Santa Fe area)** has shifted in recent years to move away from a strategy of ownership and management of historic properties to a priority of **educating the public on the importance and benefits of historic preservation** through events, publications, internships, and the utilization of preservation easements to protect important properties. El Zaguán now takes on more importance as the signature asset remaining in HSFF's portfolio of historic properties, serving as the home for the Foundation, and the primary venue for receiving the public and inspiring them about historic preservation. Furthermore, El Zaguán is arguably one of the most important historic structures in Santa Fe, with its period of significance spanning from the early Territorial period of the 1850's of merchant James L. Johnson through the ownership by James Baca and Bronson Cutting in the early 20th century to the purchase by Margretta Dietrich in 1927, including the renovations and additions by the important designer Kate Chapman. This is a very rich history to share with the public. And for Historic Santa Fe Foundation to best accomplish its mission, the building and grounds must put best face forward.

Toward that objective, this master plan presents an overarching strategy for how the gardens and grounds and the interior spaces might best be utilized, and outlines a prioritized series of actions to serve as a roadmap for the Foundation Board's decision-making about preserving, stabilizing and improving the condition and appearance of El Zaguán. It is recognized that the recommendations of the master plan cannot be implemented in the budgets of one or two fiscal years. The time frame for completing all the recommendations is probably closer to ten years, and requires commitment to a capital campaign.

MASTER PLAN OVERVIEW

The master plan for El Zaguán is organized into multiple chapters:

1. **Chapter One** describes the planning process that was undertaken and the agreed-upon goals of the effort.
2. **Chapter Two** contains the enumeration of the character-defining features of El Zaguán, contributed by the Property Committee. Discipline in the preservation of these features is a precedent to all other aspects of the plan.
3. **Chapter Three** focuses on recommendations regarding the building envelope itself.
4. **Chapter Four** concerns the quest to optimize the use of spaces within the buildings to enhance the mission and accommodate the programs of the Foundation.
5. **Chapter Five** explores the grounds and gardens of the entire property.
6. **Chapter Six**, the heart of the master plan, is a prioritized “To-Do List” of action items.
7. **Chapter 7**, the final chapter, outlines ideas toward an implementation strategy which will serve to advise the HSFF Board as they finalize a schedule for accomplishing the work.

1: THE MASTER PLANNING PROCESS

The master planning process was led by Larry Good, a licensed architect and planner who is very familiar with this sort of effort, and who has completed a number of similar assignments for non-profit organizations with sensitive campus environments. The following master plan process was suggested and approved by the HSFF Board:

Task One: Scope Definition and Data Collection

- 1.1 Form a small Master Plan Steering Committee (5-6 people) made up of HSFF Board members, staff and subject matter specialists (architecture, gardens, interior design and real estate).
- 1.2 Agree upon and prioritize the objectives for what this Master Plan should accomplish for the organization.
- 1.3 Collect and review survey(s), floor plan(s) and other architectural plans, past reports, historic photos and other documents regarding El Zaguán.
- 1.4 Engage a plumber to scope the sanitary sewer system on the property to understand sizes, capacities or limitations and possible costs moving forward.
- 1.5 Obtain or prepare an accurate measured drawing of the existing building, gardens, and grounds for use as a base map for analyzing and testing future use and changes.

Task Two: Analysis of Options

- 2.1 Survey the HSFF staff and brainstorm with the Steering Committee about priorities for improvements to El Zaguán .
- 2.2 Involve outside experts to recommend alternatives for how best to interpret the history of El Zaguán and its past owners/residents (such as Margretta Dietrich, Dorothy Stewart and James L. Johnson) to “tell the story” to our visitors. Allow these recommendations to inform our priorities and designs for improvements.
- 2.3 Identify the “must do” items of work for the stability of the structure and the waterproofing of the building envelope.
- 2.4 Create a list of “should do” improvements to increase public visitation, enhance visitor experience, improve staff comfort and productivity, increase rental income and further the outreach of HSFF through El Zaguán.
- 2.5 Create a wish list of “wouldn’t it be nice if...” ideas for enhancement of the property, which might be undertaken over a longer time frame.
- 2.6 Prepare an itemized conceptual cost estimate for the items identified in the tasks above.
- 2.7 Report to the Board of Directors for feedback on the findings of Task Two.

Task Three: Master Plan Report

- 3.1 Prepare schematic design level site/garden plans and building floor plans which illustrate the prioritized improvements to the property.
- 3.2 Prepare a written report and notes to accompany the plans suitable to allow a contractor to provide a more accurate estimate of the improvement costs.
- 3.3 Based on the cost estimates, recommend a phased schedule strategy for how to accomplish the improvements affordably over a 2- to 5-year calendar, and suggest options for how the program could be funded.
- 3.4 Collect the work products of the three tasks into an organized Master Plan binder for presentation to the Board as a final report.

Although it was agreed that an ad hoc committee would serve as the steering committee for the process, HSFF desired to seek input and participation at the outset from a broad cross section of Board members and staff. Toward that end a “kickoff” meeting was conducted at El Zaguán on January 7, 2019, at which a group of approximately 20 HSFF Board Members, staff and stakeholders assembled for a freewheeling brainstorming session that would help to identify strengths, weaknesses and opportunities on the property that could be addressed in a master plan.

When asked what were seen as the **current strengths** of EZ, the group generated this list:

1. The Garden
2. The west portal
3. The long extent of the Canyon Road frontage...the visibility of the building
4. The zaguán itself
5. The building as a series of additions through the years...the story of a compound
6. The fountain shared with the neighbors
7. The sala as an exhibit and meeting space
8. The building as a cultural resource important to all Santa Fe
9. The quality of the HSFF staff

The master plan would seek to capitalize on these strengths.

When the topic changed to address the perceived **problems or weaknesses** at El Zaguán, the following list was developed:

1. There is not a single space large enough for events attracting 60-70 people
2. The entrance/reception space is too tight
3. There are constant maintenance challenges
4. We have critters on the property
5. The building looks “shabby” from the street. (We should endeavor to demonstrate best practices in preservation)
6. There is not an exhibit which tells the story of the lives lived here
7. The relationship between HSFF and El Zaguán is not evident to the casual passer by

8. There are level changes and steps which are not safe
9. The “flow” of space is not good
10. Canyon Road unpaved sidewalk is not level
11. The workshop/garage/storage areas need to be addressed

The group agreed that several overarching **goals** must be addressed by the Master Plan:

1. Preserve the stability of the building envelope against water infiltration or structural deterioration.
2. Address the condition of building mechanical and electrical systems.
3. Ensure the safety of our staff and the general public who use and visit the property.
4. Recognize the character defining elements of El Zaguán, and endeavor to preserve them and make them evident to all.
5. Engage the adjacent residents/property owners who share our driveway easement.
6. Organize the use of interior spaces to optimize staff and resident comfort, office efficiency, public sense of welcome, and collaboration potentials with like-minded organizations...while considering income potential from apartment rents and other space uses.
7. Respond and relate to anticipated programs of HSFF.
8. The plan must be a practical plan, financially viable, which can be implemented over time.
9. Cause El Zaguán to make its rich history evident to visitors and serve as an inspiring example of best practices in historic preservation.

Further, a consensus was reached on the “**Top Five**” **priorities** that should be addressed in the master plan:

Update the assessment of the condition of building envelope and building systems

Give special attention to public safety items, such as sidewalks, steps, level changes

Address the space needs of the HSFF office and staff

Create a larger, more welcoming space to accommodate the public, including better identity-signage, an exhibit space to tell the story of EZ and if possible a single larger seminar classroom space for approx. 60 people

Consider the context of EZ

The primary methodology for gathering information and making observations following the kickoff meeting was to conduct a series of site visits and tours of the property and buildings inside and out, making notes and taking photographs, as well as having interviews and discussions with staff and Board members who could lend insight and give history that might not be otherwise evident. In addition, we read the very thorough Historic Structures Report of 1996 to understand previous recommendations and learn how many of those had been acted upon. HSFF’s Property Committee, Program Committee and Education, Research & Archive Committee each contributed valuable input or written reports which served the purpose of coordinating the master planning effort among the Foundation’s other committees and made sure more voices were heard.

2: CHARACTER-DEFINING FEATURES OF EL ZAGUÁN

El Zaguán is a property significant to the history of Santa Fe from the years 1854 to 1961. It exhibits features indicative of a series of styles typical of various points in that time frame, the combination of which tells the story of Santa Fe's history from the mid nineteenth century through the mid-twentieth.

From the 1996 Historic Structures Report on El Zaguán, page 62, "One of the primary elements of Santa Fe's history with which the building is associated is the development of the Santa Fe style. In 1928 Margretta Dietrich purchased the Johnson House and had the property restored by Kate Chapman, a prominent proponent of traditional construction methods and the Santa Fe Style. The Johnson House, *El Zaguán*, is an enduring example of the 1920-30s architectural design philosophies in Santa Fe. The name *El Zaguán* is in reference to the prominent entry corridor. Such covered passageways were sometimes used in the Spanish Colonial residences of New Mexico."

Goals of this exploration of El Zaguán include: retaining the sense of space of the property as a whole, particularly what remains of the open feel of having been an agricultural area; retaining the main building's linear massing and movement; identifying the eras of character defining features and calling out which are important to the historic feel of the place.

The following features were identified by the HSFF Property Committee as most important to preserve and maintain.

General

- Sense of space – agricultural area, sense of historic property layout
- Building height and massing
- Adobe walls (interior and exterior)
- No-build zone on all of property not currently built up (recommend pursuing a conservation easement to protect all unbuilt land)

Exterior

- Picket fences along west garden boundary, south garden boundary and along south edge of building
- Lattice enclosure on porch
- West porch, square columns, and molding details
- East portal, log columns and log beam
- Exterior doors and windows (excepting east storage door)
- Truth window showing adobes on south facade of apartment 1
- West garden layout of beds/pathways

- Remains of historic acequia at east and south edges of garden
- Exterior corridor which connects east portal to west garden
- Footprint and height of all buildings, including garages
- Kate Chapman designed arbor and steps below it
- Fountain and footprint of orchard around it
- Dorothy Stewart painted closet doors in Zaguán
- Mailbox doors and trim
- Folding doors in Zaguán at courtyard entrance
- All mud plastered and lime washed surfaces
- Baseboards in Zaguán
- Stone terrace to the north of main building

Interior

- Fireplaces
- Wood floors
- Kate Chapman era tile floor in #2B
- Baseboards and associated moldings
- Viga, beam and exposed wood ceilings
- Interior doors (further individual assessment needed to verify age and originality, thus far excepting doors from kitchen to entry, kitchen to bathroom in #2) and associated trim
- Plaster “truth window” of older stenciled/painted pattern in apartment 6 (requires further research as to origin/age)
- Nicho and wooden frame/doors in apartment 4/5

A guiding principle of the El Zaguán Master Plan is a recommendation that all character-defining features should be diligently preserved while undertaking rehabilitation tasks or in space planning for conversion from one use to another with regard to interior spaces in the building.

3: STABILIZATION AND ENHANCEMENT OF THE BUILDING ENVELOPE AND BUILDING SYSTEMS

One of the most pleasant surprises in the conduct of the master plan was to discover that the El Zaguán building envelope and roof were in such good condition for a building of its age, which speaks to the care and attention to regular maintenance given by the Foundation. Dendrochronology suggests that with the exception of Apartment 2b (The Stillwell Room) and the east storage room, the entire building was constructed by the 1870's. Now nearly 150 years later, there is no evidence of structural distress in the walls and few instances of water infiltration through walls or roof.

In the recent several years, the Foundation has invested a great deal of attention on the entry courtyard wall, which has been a constant on-going maintenance challenge. In 2018, a concrete cap was installed at the top of the wall to eliminate the erosion of mud plaster. This has proven to be unsightly and inconsistent with historical conditions. As of this update to the master plan, the Property Committee had made the decision to remove the cap, and proceeded to do so. The wall was replastered with mud plaster, and the HSFF plaque reinstalled. The inevitable wear of mud plaster on this and the remaining building walls is addressed by an on-going maintenance program, with plans to incorporate public workshops allowing people hands on adobe experience. At the current time, the north wall of the building is in the worst shape, and needs addressed in the next several months.

One of the exterior maintenance tasks discussed in initial meetings which not only has an impact on moisture infiltration but also has high visibility to our public is the condition of window glazing and paint on the windows, doors and trim on El Zaguán. Much of this was addressed by staff during the summer of 2020, and will continue to be a part of routine maintenance of the building.

The base of the building wall along Canyon Road is below street level and occasionally below grade level. This has caused some evidence of moisture on the interior surface of the south apartment walls, specifically in Apartment 6. This was addressed at the time that apartment was vacant, removing the interior plaster to allow the wall to dry out. A french drain has been installed adjacent to the base of the wall to aid in moving water away from the wall as quickly as possible. We should continue to monitor the moisture level on the interior surfaces of these exterior walls as a part of our regular maintenance tasks.

There have been no reports from HSFF staff in the offices, nor from our apartment tenants regarding roof leaks. Mara walks the roof periodically in the changeover of seasons, and places a plywood cover, weighted by CMU or stone, to cover the fireplace flues from rainfall, snowfall and drafts. The Foundation might want to consider having sheet metal flue caps fabricated for a more permanent solution to this matter.

One of the tasks requested as a part of the master plan effort was to investigate the condition and capacity of our sanitary sewer system at El Zaguán. On July 12, 2019 Caitco Drainworks performed the following work on the sewer line at El Zaguán:

1. Installed clean outs for maintenance access to sewer line, located in the Canyon Road sidewalk at the approximate midpoint of the property, next to fire hydrant on sidewalk
2. Jetted sewer line with high pressure water to clear buildup
3. Ran camera scope down line to check condition, materials

El Zaguán connects to the city sewer line just south of the property, in front of 519 Canyon Rd. There is a private manhole cover in the brick sidewalk at the point where the line turns in to the street to join the city main. From there, the building has a private main line which runs under the sidewalk to the point where clean outs are now installed, just before the hydrant. At this point the sewer turns in toward the building, and one pipe serves areas of the building to the west (apartments 1, 2 and 3), while another trunk line goes to the east with branches for apartments 4/5, 6 and 7.

Drainworks found that the lines were all cast iron, showing signs of age and wear but currently in functional condition with no visible damage. Therefore there are no action items having to do with our sewer system, and no activities and programs anticipated by the Foundation are limited by the sewer.

Heating is provided throughout El Zaguán offices and apartments by hot water generated by a boiler located in the larger garage building, circulated to radiators in the individual spaces. Although this system is operating satisfactorily, it does not have sophisticated controls and does not offer cooling. Therefore the master plan committee is interested in evaluating replacement of the boiler and radiator system with electric mini-split heating and air conditioning units for climate control and an “on-demand” system for water heating. Among the action items is to have a third party consultant evaluate this option in terms of expected performance, initial cost and life-cycle costs.

The other building exterior items on the action item list tend to be more visual in nature rather concerned with weatherproofing or stabilizing the building envelope.

4: SEEKING THE HIGHEST AND BEST USE OF EL ZAGUÁN'S INTERIOR SPACES

A key strategy of the El Zaguán Master Plan is to explore and make recommendations regarding how to use the interior spaces of the building to best support the mission of the Foundation.

Currently, only two primary interior spaces, plus a portion of the Zaguán and the west portal, are accessible to the public during HSFF office hours. The reception space, housing work stations for Jacquelyn and Melanie, along with a small display of books and gifts for sale, is not satisfactory in providing an adequate workspace for these HSFF personnel, nor is it a welcoming atmosphere for visitors. This 140 SF space is less than 10 feet in width, and is uncomfortable for two or three visitors to linger. Visitors get the sense that they are interrupting office activities, which is unfortunate given our goal to be as welcoming to our visitors as possible. The sala, a 368 SF room adjacent to the reception space to the west, is used for gallery exhibits of El Zaguán residents' art and for other exhibits on a rotating basis of change approximately monthly. Visitors are invited to access this space when the Foundation is not conducting board or committee meetings there. It is the only interior space on campus available for gatherings of 8 or more.

The Foundation's office, service and storage functions are housed in four interior spaces in El Zaguán. An office space of 252 SF east of the reception space provides work stations for Pete and Mara, along with file cabinets, copy machine, bookcases and a work table that can be used for layout of drawings and materials and small conferences for 4-6 people. The Stillwell Room (formerly Apartment 2b) is a 200 SF space including a full bath which is now used for storage. This space is valuable as it provides a room with enough privacy to allow sensitive meetings such as those with financial or HR content. Between the reception and office spaces are a kitchen and bathroom totaling 120 SF. At the far eastern end of El Zaguán is a 140 SF unconditioned storage space accessed from the east driveway where boxes of less environmentally sensitive files and miscellaneous Foundation materials are kept.

The remainder of El Zaguán continues to be used as apartments for working artists and writers who must apply for residency through a specified process governed by the Foundation. On one hand, this program is important to the mission because it is a link to the historic configuration of El Zaguán as rental apartments and because it offers much needed affordable housing to creative individuals. There are currently 5 apartments, numbered 1, 3, 4/5, 6 and 7, moving from west to east along the Canyon Road frontage. Their square footages are as follows:

Apartment 1: 456 SF

Apartment 3: 736 SF

Apartment 4/5 697 SF

Apartment 6: 737 SF

Apartment 7: 1295 SF

A summary of current net interior space allocation in El Zaguán is as follows:

Public spaces: 508 SF (plus Zaguán and west portal)

HSFF offices: 712 SF

Apartments: 3921 SF

In order to quantify the Foundation's true office needs to accommodate current and anticipated future staff space, public space and support space requirements, we interviewed Pete and Mara, and asked them to provide notes and comments about these needs. From the notes they provided, we prepared a space program spreadsheet to quantify the areas needed, and to serve as a guide in preparing space plans.

Space Program

Historic Santa Fe Foundation at El Zaguán

Space	Net Area in SF	Comments
Welcome Center	275	Include reception desk, gift shop shelving and milling area for visitors
Community exhibit space	360	Continue to use existing sala for rotating art exhibits
Permanent exhibit space	300	Feature the history of El Zaguán, and the people associated with the property
Executive Director office	120	Can be a semi private space with room to accommodate 3-4 guests
Office Manager	48	Work station (ideally positioned to view entering guests)
Development Coordinator	48	Work station
Preservation Specialist	48	Work station
Preservation Specialist (future)	48	Work station
Education Coordinator (future)	48	Work station
Archives/library/files space	140	Library shelving, file cabinets and a work table
Research/archive volunteers (2)	0	Would use a table in the archives/library space
Large Conference / Board Room	250	Seating for 15 around a table
Small Conference Room	150	Seating for 6 people
Workroom	100	Room for copier, supplies storage and two file cabinets
Kitchen/Coffee Bar	32	Refrigerator, microwave, dishwasher, sink, coffee maker
Restrooms (2 at 50SF each))	100	Unisex lockout-style, one for staff, one convenient for visitors/public

Preservation Classroom/Workshop	400	Consider adapting part of the larger garage for this
Lecture Hall/Event Space	1100	Seating for 60-70 people. (Would require using Apartments 6 and 7)
Storage for Development and Event Materials	150	This is primarily for 40 stack chairs
Net Total in SF	3717	

To accommodate these expressed needs adequately at El Zaguán, it was concluded that several apartments must eventually be removed from the rental pool and converted to public or HSFF office spaces. Space plans were prepared to illustrate several options for how to accomplish this and are attached as Exhibits A and B. A Building Use Diagram (see exhibit C) illustrates the preferred strategy for highest and best use of the El Zaguán interior spaces. It suggests the following sequence of reconfigurations be undertaken over the course of several years:

1. Take Apartment 3 out of the rental pool, and convert it into HSFF office and service spaces.
2. Convert the former HSFF office area into a permanent public exhibit space interpreting the history of El Zaguán.
3. Remove the kitchen and bathroom from the reception area to create a more spacious “Welcome Center” and gift shop.
4. Renovate the existing bathroom located off the Zaguán near Apartment 3 to be appropriate for use as a “public” restroom.
5. Take Apartment 1 out of the rental pool, and adapt it to serve as the HSFF Conference/Board Room, thereby allowing the sala to be always accessible for public access. This area should also include a storage closet and a coffee bar.

This sequence of adjustments will bring clarity to how El Zaguán is organized. The public areas are contiguous with each other and logical in their legibility from the entry courtyard. HSFF offices flank the entry to foster “eyes” on who is visiting us, and will allow multiple staff members to share the duty of manning the Welcome Center. Private residential areas are now limited to the eastern portal and the east courtyard and are therefore better secured from the eyes and access by the public. The Stillwell Room and eastern storage room will continue to provide good options for storing and accessing our records. To the extent that the Foundation grows and has increased office needs, it is suggested that Apartment 4/5 be converted to that use. Although a reduced number of rental apartments will have an impact on the Foundation budget, there can be more prestige and exclusivity placed on the remaining units. Creating greater competition for “resident fellowships” can improve the visibility of the Foundation because of the publicity it brings, and improve the quality of applicants, thereby furthering the mission of the organization.

This initiative would have to wait until a capital campaign can supply funding to initiate it, or alternatively, until a decision is made to use proceeds from the sale of one of the remaining properties.

The idea of converting apartments 6 and 7 to a single large “seminar” space lost traction because it would require removal of one of the original adobe walls which defined the rooms in El Zaguán historically. This is a character defining feature which should not be sacrificed. In addition, the Committee saw the benefit of partnering with other organizations when a larger event venue is needed. Fostering those collaborative relationships was seen as important.

To best meet the need for an improved “preservation workshop” which can be used both as a shop for on site building projects as well as a classroom for educational programs in preservation skills, we recommend the reconfiguration of a portion of the larger “3-car” garage building north of El Zaguán. By removing the wall between the existing shop and the storage bay used by the Foundation, a single L-shaped space can be created containing approximately 350 SF. Providing a mini-split HVAC unit will create a comfortable environment. New lighting should be added, and the interior wall surfaces should be refinished and painted as necessary.

5: GARDENS AND GROUNDS

The land owned by the Historic Santa Fe Foundation at El Zaguán contains an access and utility easement which functions as an access driveway to allow pedestrian and vehicular access for seven abutting residential property owners. (An eighth property, the Edwin Brooks House at 553 Canyon Road, owned by the Thaw Foundation, has pedestrian access and a utility easement on the southeast portion of the HSFF easement). The history of these adjacent properties is tied to that of the Foundation's land in that James Johnson and later Margretta Dietrich had ownership of these parcels. For example, Michael Dale's home at 140 Camino Escondido was built and owned by Dietrich and may have had Kate Chapman's involvement in designing the structure dating (he believes) from 1938. The adjacent home of has its roots in a structure known as "the chicken coop" in the Dietrich/Stewart days. And further to the west, the next home was first a stable and later a bunkhouse with which Kate Chapman was likely involved. A continuous stone wall which defines the north edge of these adjacent properties is quite old and has even been incorporated into the building walls of two of the homes, adding to the interesting evidence of the history of the property. The property located south of the driveway leading off Camino Escondido was Dorothy Stewart's live/work studio owned by Dietrich and believed to be designed by Kate Chapman. Finally, the structure known as "Granny's House", the southmost building in the cluster of three condominium homes at the northeast corner of the compound may have been part of the James Johnson property and became the core of a substantially remodeled and expanded home.

The combination of historic linkages and present-day easement linkages suggests that the Foundation should make diligent attempts to foster relationships with these adjacent owners. The motivations include not only the practical matter of being neighbors but also mission-oriented programs such as interpreting the history of this "compound" surrounding El Zaguán and lobbying for preservation easements to be applied to as many of these properties as possible. The El Zaguán addition to the HSFF Register of Properties Worthy of Preservation currently only encompasses the house and west garden. Perhaps a goal of the Foundation should be to expand the listing to include all the parcels which made up the Johnson/Dietrich property during the period of significance. Additional research is clearly needed, and it might be appropriate to engage UNM graduate students (the Mac Watson Fellowship Program) or HSFF interns to conduct the necessary research. Ultimately, interpretive signage might be erected adjacent to the fountain in the landscaped median of the driveway which describes the history and relationships of these properties to El Zaguán, writing another chapter in the story to communicate to the public. And the fountain area might become a venue for neighborhood gatherings and HSFF member events. For it to look its best, consideration should be given to removal and replacement of any of the fruit trees which are not healthy, and general enrichment of the plantings in this area.

The west garden, (sometimes inaccurately referred to as the Bandelier Garden), is of great appeal to visitors to El Zaguán. As visitors stroll up Canyon Road, it is often the garden which stimulates them to walk into our courtyard and ask to tour El Zaguán. With the loss of one of the two horse-chestnut trees several years ago and a long period of drought conditions, the garden has recently not looked its best. With this wet winter and spring, and a milder June, the garden is beginning to enjoy a rebirth.

The Master Plan Committee has three important recommendations regarding the west garden:

First, the Foundation should maintain an existing a practice of engaging the Master Gardeners and Linda Churchill, (lead gardener under contract), to prepare an assessment of garden status annually in

September of each year, which includes their recommendations for improvement and an estimate of any costs to be incurred.

Second, the Canyon Road frontage has looked ragged since the horse-chestnut died, and two new canopy trees should be planted along the south garden edge to give a more consistent structure to the street edge. The Master Gardeners should weigh in regarding the recommended tree species to be planted, with consideration given to how this lineup might be expanded if/when the second chestnut perishes.

Finally, we recommend the restoration of the stone-lined acequia known as the Canyon Road Community Ditch, as it extends north-south through the garden. This acequia dates from pre-1890 and was last used in the 1940's. It extended from just east of the Palace bridge over the Santa Fe River to the intersection of the river and Paseo De Peralta. We believe it would be practical to use our well water to put water in the acequia at the northeast corner of the garden, and let it flow south to a small catch basin in the garden near Canyon Road, where a recirculating pump could pump it back to the input location. Interpretive signage in the garden could tell the story of the Canyon Road Community Ditch, greatly enhancing the visitor experience on the property.

The "Kate Chapman Stairway" is one of the more interesting historic features on the grounds of El Zaguán. Before 1930, Chapman designed a wooden stairway from the lower parking area up the then-new retaining wall to the rear entrance to the residents' courtyard and building. It is surmounted by a wooden arbor on which is growing both a large grapevine and a silver lace vine. These have joined forces in an effort to cause distress to this wooden structure. We feel it is very important to remove the silver lace and prune the grapevine greatly, followed by making repairs to the arbor, handrails and any other parts of the stair that require it. Then the wood superstructure should be finished with a penetrating oil to retard its deterioration.

The northeast corner of the El Zaguán property has been treated as our stepchild because it is generally not on the travel path of the public. It has been used to store building materials, garden materials, compost bins and a trailer destined for a landfill trip. Our above-ground cisterns storing roof water are also located here. The Master Plan Committee initially considered that a potential use of this 3000 SF area would be to create a gravel/crusher fines-surfaced parking area for five parking spaces, and a screened, concrete paved dumpster pad for commercial pick-up of our trash. But after analyzing a draft plan of the parking spaces it is decided that not much parking area is truly gained, and the Committee is now looking at potential landscaping schemes for the area. (For the past several years the area has been used as a garden planted and maintained by staff and residents of El Zaguán). Clean-up of this area becomes more important after the creation of the Preservation Workshop in the large garage, which will bring more visitors and more activity in general to this part of our compound. Fencing of the area is another consideration for current improvements.

There are other Action Items concerning our grounds and landscape in the prioritized list following this chapter which will have a positive impact on the public perception about our property.

6: EL ZAGUÁN PRIORITIZED ACTION ITEMS LIST

The following list of action items is intended to serve as a prioritized “to do” list, to guide Historic Santa Fe Foundation toward putting the best face forward to the public as stewards of one of Santa Fe’s most important historic properties, and thereby providing an inspiring example of the value of historic preservation. Priorities are assigned both by the **impact** of the action, and by the **urgency** of the timing, as follows:

1 = greatest impact (public safety, envelope stability or criticality to mission)

2 = medium impact (particularly on our image to the public)

3 = lower impact (nit-picky items that only a critical observer would focus on)

A = short term...do it in the next 12 months

B = mid-term...accomplish in 1-3 years

C = long term...accomplish over the next 3-10 years

For example, an item receiving a **1A** priority is not only impactful, but somewhat urgent, while a **1C** is perhaps of strategic importance, but can be put off until a funding source is determined. A **2A** item by contrast, while not earth shattering, is also not high cost and has no reason to be put off. Just do it!

The list is organized into three geographies: Grounds/Landscape, Building Exterior and Building Interior. Items marked in **green** have been completed or are substantially underway.

Action Items: Summary

CODES

G	Gardens and Landscape
BE	Building Exterior
BI	Building Interior

1	greatest impact (safety, stability, or critical to mission)
2	medium impact (particularly on our image to public)
3	lower impact (nit-picky that a critical observer would see)
A	short term (within 12 months)
B	mid term (within 1 - 3 years)
C	long term (3 - 10 years) Think "Capital Campaign"

PRIORITY LIST FOR ACTION ITEMS

Grounds/Landscape

new item #	Description	Priority
G1	Provide a leveling course of decomposed granite to the public walk along Canyon Road. Give consideration to paving entire walk in brick.	1A
G2	Prune the grapevine and cut the silver lace vine down to the ground at the stairway superstructure to avoid further damage.	1A
G3	Secure the pipe handrail at the HSFF "back door access" stairway.	1A
G4	Meet with and involve adjacent property owners in G5 prior to taking action. Develop a presentation for use in the discussion with property owners after the draft master plan has been shown to the HSFF Board.	1A
G5	Remove the trailer, all stored materials, tools, furniture and compost bins from the NWC of the property.	1A
G6	Charge Mara to create a policy for what the residents are allowed to place outside their units (on the portal and in the "residents' yard), such as grills, bicycles, furniture, bird feeders, etc...and enforce it.	1A
G7	The wisteria growing on the residents' portal is in danger of compromising the portal structure, and should be carefully pruned back. This is on-going maintenance.	1A
G8	Contract for a 2-4 yd dumpster; provide a 6' high coyote fence screen and gates to screen the workyard /future parking area as well as the dumpster.	1A

G9	Get legal advice to clarify the easement ownership and rights, and properly document this with our adjacent property owners who access the easement.	1A
G10	Engage the Master Gardeners to prepare an annual assessment of garden status and recommendations for improvement. This should be done in the late summer of every year.	1A

Grounds, continued

new item #	Description	Priority
G11	Repair/replace loosened, deteriorated wooden treads at the "Kate Chapman" stairway from the parking area. Repair handrails damaged by overgrown vines.	1B
G12	Remove the non-period of significance chairs and the storage cabinet from the eastern residents' portal.	1B
G13	Regrade and resurface the access driveways in the rear for more positive drainage; consider cost sharing by other owners who use the driveway.	1B
G14	Evaluate the health of all trees around the fountain, along the retaining wall and in the garden and remove those deemed unhealthy; remove the Russian olive and the fruit tree in the resident courtyard; accomplish major pruning of the box elder at the SEC of the east garage.	2B
	Consider the use of the area around the fountain for outdoor program/event purposes; allow that thinking to suggest changes in the landscape design; consider a more "water-wise" landscape here. Erect interpretive signage in this area explaining the history of the adjacent buildings which were a part of the Johnson/Dietrich compound; Install stone paving to improve access to fountain.	2B

G15	Edit the furniture on the west porch. Remove those pieces inconsistent with the period of significance. Repaint and repair other pieces as appropriate; remove/replace stained seat cushions with more durable outdoor fabrics.	2B
G16	Install new upright parking signage to better mark, define and control HSFF spaces.	2B
G17	Use plantings or a coyote fence to screen the north side of the cisterns.	3B
G18	Relocate the clothesline north of the HSFF offices to a less public area south of the small garage in the residents' yard.	3B

new item #	Description	Priority
G19	Restore a portion of the “Canyon Road Community Ditch” as it traces through the garden; provide interpretive signage which describes the function and history of acequias on the properties; consider using a recirculating pump to flow well water through a portion of the restored acequia in the garden.	1C
G20	Create several more (5 or 6) parking spaces for HSFF staff/visitors in a small parking lot in this area (G6) north of the garden. It should be paved in crusher fines to match the adjacent driveway.	2C
G21	Plant two new street trees along the Canyon Road frontage of the garden to create a better edge definition as existed before the horse chestnut tree died. Consult with Master Gardeners on best specie to plant.	3C

G22	Remove the El Zaguán display case from the zaguan (perhaps at such time that an interior history exhibit is created).	3C

Building Exteriors

new item #	Description	Priority
BE1	Remove courtyard entry wall "cap" and mud plaster the entirety; The entry doors should be carefully restored and repainted. This may require some new material to replace wood panels or trim which can't be salvaged. Pave the "entry threshold" sidewalk in brick per Mara's sketch and install trench drain.	1A
BE2	Address the erosion of the mud plaster on the north wall of the main building. On-going maintenance.	1A
BE3	Scrape off peeling paint, reglaze chipped and lost window glazing compound, and repaint all exterior wood doors and windows and trims. Phase this work to address worst and most critical areas first. (The Canyon Road frontage is a priority.)	1A
BE4	Relocate apartment tenant communication cables which are draped on the Canyon Road façade from the roof. There are three of them. This will require an alternative pathway perhaps involving roof penetrations. This is underway.	1A

BE5	Create new identification signage for El Zaguán on the entry courtyard wall. Such signage should identify El Zaguán and the Historic Santa Fe Foundation, and give operating hours and clarify that visitors are welcomed. Use of the HSFF logo is encouraged, perhaps in wrought iron. Reinstall the shield plaque.	1A
BE6	Restore or replace all five of the garage auto doors and the workroom doors as appropriate on the two garage buildings, including hinges, latching hardware and security bars.	1A
BE7	Replace the two non-conforming window screens on this same west wall of the courtyard.	2A
BE8	Remove the TV antenna from the roof of the larger garage.	3A

Building Exteriors, continued

new item #	Description	Priority
BE9	Relocate the downspout on the west wall of the entry courtyard from its angular configuration to run near the base of the wall, concealed by landscaping.	2B
BE10	Rebuild the “double canal” on the north façade of the larger garage.	2B

BE11	Rebuild the boiler room entry stairs and provide a sturdy rail to improve safety.	2B
BE12	Clean and rewire the three tin and glass pendant lanterns in the zaguan. Replace the non-conforming fixture on the west porch with a fixture commissioned to match the others.	2B
BE13	Restore the folding door panels at the entry to the zaguan from the courtyard.	3B
BE14	Replace non-conforming "ogee" gutters from the far eastern wall of the "archives" room and the north roof edge of the entry courtyard. These are inconsistent with the period of significance, and should match the rectangular gutters used elsewhere in the compound. Replace the plastic splash block at the SEC of the "archives" room with a cast concrete or stone splash.	3B
Subtotal of all "B"s for Building Exterior		

There are no items coded "C" for Building Exterior	
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Total for all Building Exterior	
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Building Interiors

new item #	Description	Priority
BI 1	Replace water heater in boiler room.	1A

BI 2	Perform a review of the condition of our heating, plumbing and electrical systems by an outside service provider, including the feasibility of using mini-splits for heating and cooling and on-demand water heating in lieu of boilers and radiators.	1A

Building Interiors, continued

new item #	Description	Priority
BI 3	Convert "Mac's Private Room" into a restroom available to our visitors with permission	1B
BI 4	Implement the recommendations of the ERA Committee regarding improvement to the storage of archives in the East Storage Room and the Stillwell Room (purchase metal shelving, get proposal for possible fire suppression system).	2B

Building Interiors, continued

new item #	Description	Priority
BI 5	Remove the wall between the HSFF shop and HSFF storage garage to create a "preservation workshop/classroom" of approximately 350SF; Patch and paint interior walls as appropriate; Provide a mini-split HVAC unit for climate control; add interior lighting.	1C

BI 6	Take Apartment #3 out of the rental pool, and repurpose it for HSFF offices.	1C
BI 7	Repurpose the existing HSFF reception, kitchen and offices as a public welcome center, gift shop and permanent El Zagan history exhibit space.	1C
BI 8	Take Apartment #1 out of the rental pool and repurpose it as the HSFF Board Room. This space should include a coffee bar with sink, and storage space for sala chairs and file cabinet.	1C

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7: IDEAS AND RECOMMENDATIONS TOWARD IMPLEMENTATION

Implementation of this master plan will require a concerted effort by Foundation Board, staff, volunteers and third party contractors over the next several years. The Master Plan Committee recognizes that ultimately the Board will be responsible for preparing and approving the actual implementation strategy and schedule, and allocate the money necessary to fund the work. However, this chapter is offered in the spirit of providing ideas and recommendations about implementation for the Board's consideration.

The ten action items which were assigned the highest priority of 1A were considered to be both important and urgent. The Committee recommended that these items be funded from a combination of the remainder in the fiscal 2019 maintenance budget, plus an appropriation from the 2020 budget to cover the balance. The items which were given a 2A or 3A priority have little to no cost involved outside of routine HSFF staff responsibility. As of late 2020, most of these items have been completed or are substantially underway.

Among the priorities is communication with our neighboring property owners regarding the content of the master plan in general. The timing of a single meeting or series of individual meetings is challenging, due to the varied schedules of these owners' time in Santa Fe. An initial such meeting was successfully held in fall of 2020, and neighbor communication remains open as we move forward with the master plan.

There are 16 "B" priority items. It is reasonable to think that this scope of work could be funded out of the Foundation's 2021 and 2022 operating budgets without hardship. The Committee recommends that these be timed by starting with the 1B's, then moving on to 2B's and 3B's.

There are 5 items that were assigned a "1C" priority. These were so designated because although they are very important there is a significant cost involved in implementation that goes beyond the ability of the Foundation to afford out of normal annual budgets. The Committee recognizes that funds will need to be raised through a capital campaign. The majority of this scope of work is focused on the sequence of re-purposing and renovation of spaces within El Zaguán to enhance HSFF office efficiency and the improve visitor experience. This effort will require hiring an architect and/or interior architect to prepare construction plans and specifications, including selection and purchase of FF&E items. The Committee believes that the Property Committee of HSFF is best positioned to lead and manage this effort.

The creation of a permanent exhibit on the history of El Zaguán and its residents will require engaging a historian to gather photos and visual materials and write the text which can be used on panels in the space. And then an exhibit designer must be hired to design a graphically legible and compelling exhibit within the space. The Committee believes that the Foundation's Education/Research/Archives (ERA) Committee should be charged with leadership of this effort. It would be best to commission this design work spanning budget years 2021-22 to allow that effort to "inspire" the capital campaign and generate useful collateral materials. If the campaign could be successfully wrapped by the end of 2023, then it is reasonable to expect that early 2024 to mid-2025 could be the period for obtaining permits and the sequenced interior construction within El Zaguán which would complete the implementation of the Master Plan.

SOURCES AND RESOURCES

In the conduct of the master plan, the following documents and individuals were reviewed and/or consulted:

Historic Structure Report for the James L. Johnson House (El Zaguán), Santa Fe, NM, prepared for the Historic Santa Fe Foundation, December 1996 by Kells and Craig Architects

El Zaguán The James L. Johnson House 545 Canyon Road, A Social History, 1997, by Corrine P. Sze

Bulletin of the Historic Santa Fe Foundation, March/April 1977, Vol 3 No 1

Bulletin of the Historic Santa Fe Foundation, March 1998, Vol 25 No 1

The Santa Fe Acequia Systems, by David H. Snow, 1988

Plat of Survey of a Portion of Lands Owned by Historic Santa Fe Foundation, April 2, 1996

Interview and tour of El Zaguán grounds with Claudia Horn, Landscape Architect and former HSFF Board member

Interview and tour of the adjacent properties sharing the El Zaguán easement with Michael Dale, HSFF Board Member and 30-year resident of the compound