

OMB No. 3137-0049

Face Sheet

1. Applicant Organization
San Antonio Public Library Foundation

2. Institutional Mailing Address
315 E. Commerce, Ste. 201

3. City
San Antonio

4. State
TX

5. Zip Code
78205

6. Web Address saplf.org

7. DUNS Number 87-709-4607

8. TIN Number
[REDACTED]

9. Name and Job Title of Project Director Mr. Ms. Dr.
Roberta Sparks

10. Business Phone of Project Director
210-207-2635

11. Project Director Mailing Address
600 Soledad

12. City
San Antonio

13. State
TX

14. Zip Code
78205

15. Fax Number of Project Director
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16. E-mail Address of Project Director
rsparks@sanantonio.gov

17. Name and Title of Authorizing Official
Kaye Lenox

18. Business Phone of Authorizing Official
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19. Authorizing Official Mailing Address
315 E. Commerce, Ste. 201

20. City
San Antonio

21. State
TX

22. Zip Code
78205

23. E-mail Address of Authorizing Official
klsaplf@dcci.com

24. Sponsoring institution if applicable (e.g., municipality, state, or university)
 check if this entity will manage funds if an award is made. Name and address:

25. Is the applicant organization university controlled? yes no

26. Priority addressed in this application (check only one):
 Priority 1: Master's Level Programs
 Priority 2: Doctoral Level Programs
 Priority 3: Pre-Professional Programs
 Priority 4: Research
 Priority 5: Programs to Build Institutional Capacity
 Priority 6: Continuing Education

27. Project Title Mejores Futuros/Better Futures

28. AMOUNT REQUESTED \$ 312,400

29. Amount of Matching Funds \$ 936,870

CONTINUE TO ITEM NO. 30

30. Grant Period (Starting Date) 07 / 01 / 05 — 06 / 30 / 08 (Ending Date)

31. In the space below, include names of any organizations that are official partners of the project.

San Antonio Public Library Foundation, San Antonio Public Library and the City of San Antonio

32. Check governing control of applicant (select one) State Municipal County
 Private Non-Profit Tribal Government Other, please specify _____

33. Check Type of Organization (select one)

- Public Library
- Research Library/Archives
- School library or school district applying on behalf of a school library or libraries
- Museum library
- Library Association
- Academic Library
- Special Library
- Library Consortium
- State Library Agency
- Institutions of Higher Education other than listed below:
 - Graduate school of library and information science
 - Four Year College
 - Community College
- Other, please specify: San Antonio Public Library Foundation

CONTINUE TO ITEM NO. 34

34. Institution Name _____

35. In the space below, summarize the project activities (200 word maximum).

July 1, 2005: Project Director will select Project Manager
Manager will recruit, interview and recommend Mejores Futuros candidates from the current library staff.
Project Director will select the final ten participants.

Manager will establish a line of communication with St. Mary's, Trinity, Incarnate Word and Our Lady of the Lake Universities, the University of Texas at San Antonio and the University of Texas Health Science Center. Universities will assist in disseminating information about the Mejores Futuros project and help identify possible candidates.

Manager will also contact the Human Resources Departments of five major corporations - SBC, Valero, USAA, H-E-B, Clear Channel Communications and the City of San Antonio with requests to disseminate program information. By January 30, 2006 ten additional candidates will be identified, interviewed and added.

Mentoring, job rotation, and other activities designed to give participants the "big picture" will begin as each enters the program. The manager will individually supervise candidates throughout the project. Nine workshops will be conducted over three years to develop leadership skills including four hours individual executive coaching.

36. Certification

Kaye Leroy
Signature of Authorizing Official

12/15/04
Date

Mejores Futuros/Better Futures
Abstract

San Antonio Public Library serves the eighth largest city in the US. System wide there is currently a need for 13 professional librarians. Natural attrition (12 per year), a tremendous culturally diverse population growth requiring more trained staff for existing libraries and four new branches (with 15 new positions in 2005) as well as the Library's commitment to provide service within a three-mile radius of every home, places high demands on the system.

The San Antonio Public Library Foundation and the San Antonio Public Library propose to partner in educating the next generation of 21st Century librarians by recruiting twenty candidates who will earn Master's Degrees resulting in professional librarians who will have the leadership skills, the experience and the necessary education to provide our Library System with much needed staffing, now and in the future. Leadership is fast becoming a priority as seven branch managers are currently eligible for retirement and three new managers will be needed to open branches now under construction.

The following goals will be attainable with the help of this grant: (1) to increase the number of librarians with Master's Degrees available for employment in the San Antonio Public Library system; (2) to identify and train leaders for key responsible library positions; and (3) to increase the diversity of a trained library staff.

The recruitment phase is proposed to begin July 2005, when candidates will be identified within the library system and through community outreach to universities and businesses that have insights into sources of diverse candidates. A goal will be set that 60% (12 of 20) of the recruited candidates will be bilingual.

Candidates will be recruited to complete their Master's Degrees in Library Science, which are offered in Texas by distant learning programs at Texas Women's University and the University of North Texas as well as a resident program at the University of Texas. While in the student phase, participants will be provided a mentor for the term of project and a minimum of twenty hours of leadership training to be conducted by a bilingual consultant and executive trainer. In addition, candidates will have an opportunity to apply for the position of Library Aide within the Library System. Job swapping will be encouraged to allow for observation of a variety of skill sets.

This grant will pay for students' tuition and fees to earn a Master's Degree and for twenty hours of leadership training.

It is anticipated this program will continue beyond the grant completion date.

Mejores Futuros/Better Futures Narrative

Assessment of Needs

In 2003, the San Antonio Public Library completed a star-studded, yearlong Centennial Celebration. Designed to make every member of the community aware of the resources available at the library, this celebration helped to increase the use of the library by more than 22%. At the same time the celebration was taking place, a planning group comprised of Library Leaders, Library Foundation and Library Board members began to take an in-depth look at the state of the library and its' future needs. The results were startling. While population, number of library cardholders, door count and circulation increased, books per capita, books per card and size of collection decreased.

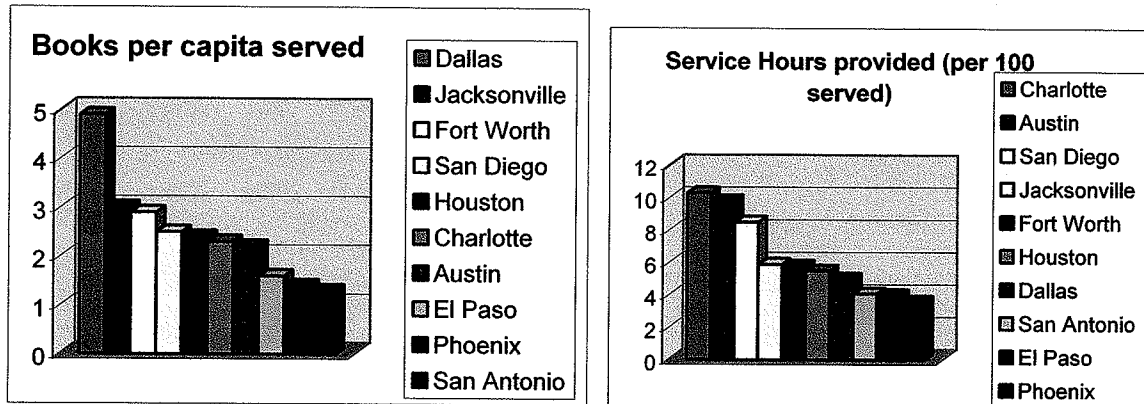
SAN ANTONIO PUBLIC LIBRARY

5-Year Statistical Analysis

	FY 1999	FY 2000	FY 2001	FY 2002	FY 2003	CHANGE
Bexar Residents	1,432,700	1,462,500	1,488,600	1,513,800	1,530,900	6%
Books per Capita	1.3	1.34	1.3	1.22	1.20	-8%
Library Cardholders	522,204	547,365	575,619	609,803	640,828	19%
Books per Card	3.54	3.59	3.36	3.04	2.88	-23%
Door Count	3,123,147	3,252,838	3,487,985	3,660,043	3,874,465	19%
Size of Collection	1,849,921	1,963,422	1,935,036	1,852,221	1,843,579	-.03%
Overall Circulation	4,322,695	4,590,927	4,863,676	5,066,201	5,877,653	26%

Other statistics compared San Antonio with cities similar in size and economic factors. San Antonio ranked last or next to last in all comparisons. The Foundation presented a report to the San Antonio City Council in March 2004, resulting in a jointly funded feasibility study looking toward creating a library district to address the current and future funding needs of our library system. A bold plan to create a countywide library district is currently underway through a partnership between the San Antonio Public Library and the San Antonio Public Library Foundation. Adequate staffing and strong leadership will be the key factors in supporting this effort and transitioning the Library from a city funded entity to an independent district.

Sample Peer City Comparisons



At the same time plans for developing a district were underway, the San Antonio Public Library was selected through the ULC to be part of *Librarians for America's Neighborhoods*. Four library employees began a yearlong program to "gain the big picture" and pursue a Master's Degree in Library Science. This highly successful program, with the addition of leadership training, will serve as the key to staffing needs. As of now, the system has sixty Library Assistant positions requiring a Bachelor's Degree. Currently, three Librarian IIIs, five Librarian IIs and five Librarian I positions are vacant (does not include positions which will be necessary at three branches under construction and opening in the next two years). Currently, seven of twenty branch managers are eligible for retirement.

The *Mejores Futuros/Better Futures* initiative will recruit 20 graduates from the current library staff and the local community to help fulfill the staffing needs resulting from the growth of our system. The students, once admitted to a Master's Degree program, will be mentored by library system personnel, given a minimum of twenty hours of leadership training as well as four hours of individual executive coaching and be encouraged to job swap. Candidates recruited from within the system will be designated for ten "Leaders in Training" positions. Students recruited from the community will be given an opportunity to apply for positions as Library Aides. Participants not employed by the system will receive training as interns at the San Antonio Public Library during the project. At the conclusion of the project, these students, if qualified, will have the opportunity for permanent placement in professional positions in the San Antonio Public Library System.

Diversity

San Antonio has a culturally diverse population reflective of our nations' projected demographic make up in the year 2040 and a dynamic and diversified economy, which needs to be fueled by a better-educated work force. According to the U.S. Census, population grew by 13% over the past decade and in the state by 23%. With 1.4 million residents in 2000, Bexar County's population has been increasing at a rate of 18-21% per decade over the past four

decades. An even faster-growing Latino population accounts for most of San Antonio's growth. Latinos now make up 58% of the city's population. According to Dr. Robert Brischetto, of the fifteen largest cities in the U.S., only San Antonio has a majority Hispanic population. As evidenced by the mentioned statistics, more Latino/Bilingual Librarians will be needed for the future and will be targeted by this project.

Methodology and Evaluation Plan

Twenty-one libraries (with three more opening in 2005) comprise the San Antonio Public Library System. Beginning July 1, 2005 the Project Director, with approval from the Authorizing Official will select a Manager for the project. The Manager will first recruit *Mejores Futuros/Better Future* candidates from among the current library staff. Working 32 hours per month the Manager will coordinate the development and dissemination of recruiting materials and application information to qualified persons within the library system. Materials will be developed with the assistance of a bilingual marketing firm and will reflect the diversity of applicants needed. The Manager will interview applicants and make recommendations to the project director who will select the final ten candidates with assistance as needed by a committee comprised of three persons – the Manager, a library representative and a San Antonio Public Library Foundation representative.

Activities for Goal #1: Beginning July 1, 2005 the Manager will establish a line of communication through the counseling offices of St. Mary's, Trinity, Our Lady of the Lake and Incarnate Word Universities as well as the University of Texas' system which includes UT San Antonio and UT Health Science Center. The Manager will ask the universities for assistance in disseminating information about the *Mejores Futuros/Better Future* project and identifying possible candidates. The coordinator will also contact the human resources department of five major corporations in San Antonio – SBC, Valero, USAA, H.E.B. Grocery Company and Clear Channel Communications with requests to disseminate the program information. The Human Resources Department of the City of San Antonio will also be contacted.

Activities for Goal #2: Once candidates are chosen and show proof of admittance to a Master's Degree program, they will be assigned a mentor who will be selected based on experience and expertise. The mentors will in turn provide guidance and support for candidates as they proceed through the program. Mentors will attend leadership training and participate in individual executive coaching program. Ten hours per month will be required to meet with mentors and participate in "Big Picture" opportunities such as City Council meetings, Library Foundation and Library Board of Trustees meetings, a session with the Library Director and observation of the budget process for the Library. In addition, a minimum of twenty hours of formal leadership training through consultant, Ommy Strauch, will be included in the curriculum. A total of four hours individual executive coaching will be provided each student and their mentor. Job swapping will be encouraged to allow observation of a variety of skill sets needed for various assignments. Applications will be available for positions at the Library as they occur. Students who are not employed by the library system will participate in an intern

experience of ten hours per month allowing them to experience the inner workings of the library first hand. Over a three-year period, two opportunities will be provided for professional conferences – one at the state level and one at the national level for each participant.

Activities for Goal #3: Identify sources as stated above with contacts from universities and corporations. With the assistance of a Hispanic marketing firm the Manager will design and target specific materials for recruiting, which are bilingual and emphasize opportunities for diverse candidates. The Library and the Foundation's web sites will be utilized for information as well.

Budget (See Appendix)

The budget for the initiative is \$1,246,270 with \$307,800 requested from IMLS funds. The percent of IMLS funding for direct student support (tuition and travel) is 78%. The project request excluding student support funded by IMLS is 5%.

Budget components:

1. Ten Leadership Library Aide positions dedicated to the project by the City of San Antonio - \$219,720.
2. Project manager consultant fees for three years is \$45,000 and is grant funded.
3. Leadership training consultants - \$40,000 funded by grant for students and mentors.
4. Supplies, marketing/recruitment materials total \$10,000 with \$6,000 coming from the grant and \$4,000 from the Foundation.
5. Foundation to contribute indirect costs of \$46,170.

Contributions

It is our hope this important program will allow the partnership to leverage additional support from several contributors to the Foundation's previously successful Centennial Campaign which met a goal of over \$8-million dollars towards books, materials and an endowment for future support of the San Antonio Public Library system. The vast majority of projected funding for this project will be used in direct support of participating candidates' professional development, books and travel to two conferences.

In-kind contributions will be provided by both the Foundation and the Library in the form of workspace, training, instruction and mentoring to the part-time intern selected.

Personnel

The team will consist of the Project Director provided by the library, a part-time manager/coordinator who will facilitate recruitment efforts, track the progress of candidates, facilitate communication between the Foundation and Library staff and generally work with the Foundation and Library staffs in assisting all efforts of the project. This person will work 12 hours per week and will report to the project director. Kaye Lenox and Loni Dear of the Foundation will support reporting and fiscal functions. Consultants will be used to provide leadership training and executive coaching.

Project Evaluation

The project evaluation will document:

1. Number successfully completing the program by 2008.
2. Number of participants hired or promoted in the San Antonio Public Library system.
3. Diversity within the participant group.
4. Survey of the participants including mentors as to gains in leadership skills- these results will be shared with other libraries upon request.

Dissemination

This project addresses national issues of increased library usage, shortage of qualified staff, need for diverse staff reflecting the changing demographics of our communities and future needs for visionary leadership within the library community. Results of the Mejores Futuros/Better Futures project will be shared with other libraries through the final report/evaluation. The Foundation will also support the library's participation in workshops both at TLA and ALA and will assist in submitting proposals for presentations at both levels.

Sustainability

San Antonio, as a community, is becoming acutely aware of the economic and educational benefits of a first-class library system. Within the next 18 months citizens will be asked to vote for improved funding through a sales or property tax. Improved funding will enable programs such as Mejores Futuros to continue to be funded within the system. At present the City of San Antonio provides scholarships for undergraduate studies. The Mejores Futuros program is a natural progression for consideration within the bounds of the established scholarship programs. In addition, the Foundation will continue to pursue grant funding for special programs such as the Mejores Futuros that improve our library system.