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A STUDY OF THE RELATIONSHIP BETWEEN THE FRIENDS OF THE SAN ANTONIO PUBLIC LIBRARY AND THE SAN ANTONIO PUBLIC LIBRARY

FINAL REPORT JUNE 2023

mjgómez associates

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Executive Summary

MJ Gómez Associates studied the relationship between the Friends of the San Antonio Public Library and the San Antonio Public Library. Our research included an analysis of eight peer Friends organizations, stakeholder interviews, surveys, and focus groups.

Over nearly six decades the Friends and the Library have both benefitted from the relationship. The Friends have provided value by serving as a conduit to the communities served by the Library and the Library has supported the work of the Friends by providing space and de-accessioned library materials for resale.

However, the relationship between Friends and the Library has not evolved to meet the changing environment for libraries and volunteer-based nonprofit organizations. Both organizations have been operating on parallel tracks with limited coordination and communication regarding mutual goals and expectations.

Based on our research, we have concluded that the Friends have grown too large to rely solely on volunteers to manage its operations and recommend that they consider hiring an experienced nonprofit manager. Growth has been fueled by the establishment of branch library-based Friends groups, or chapters, but this has also diluted the central focus and purpose of the organization. The Friends should re-orient itself from a chapter-based structure to an organization with a systemwide perspective.

The Library can support the work of the Friends by providing greater clarity about its needs and expectations. We recommend that the Library work with the Friends to establish a formal, regular communications process that is based on a common set of goals and related workplan.

In this report, we have provided the results from the research that has led to the conclusions and recommendations that we believe can update, renew, and strengthen the relationship.
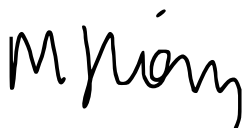
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Background

In Fall 2022, San Antonio Public Library (SAPL) issued a request for proposals (RFP)[1] to examine the existing relationship between SAPL and the Friends of San Antonio Public Library (FoSAPL) and "re-imagine the role and reaffirm the purpose of FoSAPL."

MJ Gómez Associates was awarded the contract to conduct the study and launched the project with an on-site meeting of the project steering committee[2] on January 25, 2023.

For purposes of this report, the term "Friends" refers to the administrative entity that is an IRS recognized 501(c)3 tax exempt corporation operating as the Friends of the San Antonio Public Library (aka FoSAPL) and functions to support the San Antonio Public Library. The term "chapters" refers to the local branch library support groups that operate under the administration of the Friends. The term "Library" refers to San Antonio Public Library administration (aka SAPL), unless otherwise noted. The term "consultants" refers to MJ Gómez Associates.

Methodology/Process

The Library appointed a project steering committee that included representatives from the Library Board of Trustees, officers of the Friends, and Library administration. Jessica Zurita served as the Library liaison to this project and was responsible for all official communication between the steering committee and the consultants.

The consultants met on-site with the steering committee on three occasions in 2023: at the project kickoff event on January 24th; on March 26th to present a midterm report; and on May 23rd to present the findings and recommendations.

Three focus groups sessions were held. The first on January 26[th,] (two sessions with library branch managers), and again on March 26th with Friends board members and chapter representatives.

The consultants gathered information through:

- online surveys that were completed by 181 Friends members and 27 Library managers and administration,
- 20 stakeholder interviews, [3]
- site visits to 7 library locations including the Book Cellar,
- review of several documents related to the partnership including the Friends articles of incorporation, bylaws, and recent Friends financial reports prepared by the Friends Treasurer, and Memorandum of Understanding between the Friends and the Library.

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[1]Appendix 1 – RFP San Antonio Public Library
[2] Appendix 2 – Project Steering Committee
[3] Appendix 3 - Stakeholders

The consultants also conducted interviews with representatives from Friends of the Library organizations in Texas and outside of the State.

Current State of the Relationship

Based on the collective results[4] from the information gathered, the consultants found consensus among Library managers and Friends that the Friends are an important and valued part of the Library ecosystem. Local library managers and Friends reported that the working relationship between the two entities is strongest at the local branch level (67% of library managers and 85% of Friends responded that the relationship rated the working relationship as good to excellent).

Q5 How would you rate the working relationship between the "Big Friends" and the San Antonio Public Library?
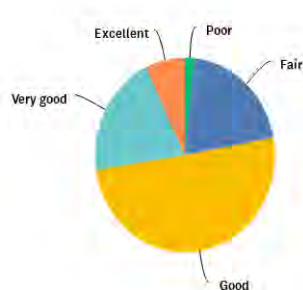
All recognize that the Friends serve as an important conduit to the local community for the Library. Library branch managers appreciate that the Friends provide valuable insight into local community issues and greater local visibility for the Library.

Library staff appreciate the flexibility that funds raised by the Friends can be used to support branch programming, purchase supplies, and procure small equipment. Funds have also been used to support staff travel and staff appreciation events. Both groups noted that the process for purchasing items, whether inside or outside the library procurement process or directly can be cumbersome.

Each group was asked to identify issues impacting the relationship between the Friends and the Library. The following themes were identified by each group independently - communications, promotion/publicity, staff engagement, and recruitment.

Communications: Friends expressed a need for greater clarity from library administration about what the San Antonio Public Library expects from them ("what do you want us to do?"). Library branch managers expressed a need for library administration to provide similar clarity about the scope of their responsibilities when working with Friends.

Promotion/Publicity: Library managers want to help the Friends succeed but are unclear about their role in promoting and supporting Friends activities. Friends believe that the Library should be doing more to help publicize their activities, recruit members, and promote volunteer opportunities for programs and events sponsored by the Friends.

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[4] Appendix 4 – Branch Manager Survey Results; Appendix 5 – Friends Survey Results

Staff Engagement: Friends indicated that they would like to see greater Library staff engagement with the Friends. Engagement included a desire for greater staff presence at Friends meetings and events, and assistance with problem solving. Library staff stated that they are engaged and available to the Friends whenever needed.

Recruitment: In 2016, the Friends reported having over 1,000 members. Between 2018 and 2019, before the pandemic, the Friends averaged 825 members annually. Since then, membership has been declining. As of March 2023, the Friends recorded a total of 523 paid members. The Friends believe the Library could do more to help them recover and increase its membership base by publicizing the Friends on library literature and website, and physically inside branch libraries.

The consultants also analyzed the survey results from the Friends and Library independently.

Issues Impacting the Friends
- Lack of a revenue strategy to sustain their mission.
- Challenges in managing the Book Cellar operations.
- Absence of leadership succession planning at the local chapter and at the parent organization level.
- Inadequate numbers of volunteers to meet the needs of the organization.
- Declining membership levels.
- Struggle with Board recruitment.
- Limited local chapter attendance and participation at board meetings.
- Lack of equity in neighborhoods without Friends chapters.
- Concerns about sustainability of chapters in low-income communities.

Issues Impacting the Library
- Challenge managing purchase requests from the Friends.
- Lack of time availability to engage with and participate in Friends activities.
- Concerns regarding oversight and use of library space for book storage and sorting at local branches and at the central library.
- Questions about managing the inventory flow of donated items and books withdrawn from the collection.
- Uneven levels of support from local chapters.
- Desire for greater evidence of inclusion and equity in activities sponsored by the Friends.

Issues Impacting the Partnership
- Poor communication.
- Limited or non-existent collaborative marketing/promotional strategy.
- Inconsistent levels of staff engagement at different locations.
- Lack of leadership succession planning and volunteer recruitment for the Friends.
- Decreasing contributions to the Library by the Friends.

- No structure (or plan) for addressing areas of friction between the two organizations.

SWOT Analysis

The consultants collated the survey and stakeholder interview data and used the information to craft a SWOT chart - strengths, weaknesses, opportunities, and threats (Table 1 below). The consultants presented the chart to the Friends as part of a facilitated focus group session during the March board meeting. The chart was used to identify possible areas for future action.

Table 1 - SWOT Analysis of the Relation Between Friends and Library

Strengths	Weaknesses
- Local library staff relations - Shared goals with SAPL - Communication between FoSAPL and SAPL - Staff recognition/recognitions events - Ability to purchase items for SAPL - Program funding - Local groups at nearly every branch - Book Cellar space - Shared community insight - Supportive Library Director - Book Nooks - Conduit to local issues and elected officials - Arts & Letters Award program	- Communication styles between paid staff and volunteers - Lack of direction from SAPL - Unclear expectations from SAPL - Bureaucratic processes for FoSAPL gifts/purchases for SAPL - Book Cellar promotion/visibility - Volunteer support - Limited appreciation/recognition by SAPL for the work done by FoSAPL
Opportunities	**Threats**
- Joint projects (volunteers, city-wide book sale promotion, Friends Appreciation Day) - Programs for teens, home-schooling parents, job assistance - Outreach via library database - Partnerships & collaborations with neighborhood associations, high schools - Training & orientation - Interaction between FoSAPL and SAPL	- Unrealistic Book Cellar expectations - Equity among local Friends groups - Lack of visibility re: Friends in the Library - Branches without Friends - Low literacy levels in the community - Lack of joint planning resulting in unclear expectations - Drop in FoSAPL donations to the Library

Participants were organized into small groups to identify items that could be worked on "now", those that could be worked on over the next 12 to 24 months, and items that were perceived to be so challenging that they should not be attempted or should be put off for future consideration.

The exercise identified strengthening communication as having the most potential for success that could be worked on with the Library now. Identifying ways to increase visibility through joint promotion and marketing efforts was another item, followed by working collaboratively to establish joint partnerships externally (with organizations in the wider San Antonio community), and finally, working with the Library to streamline the "bureaucratic" financial processes.

The Friends also identified areas that could be worked on independently over the next 12 to 24 months. The list included partnerships and collaborations with other organizations, working together to recruit a new generation of members, and finding ways to support branch libraries without a Friends group.
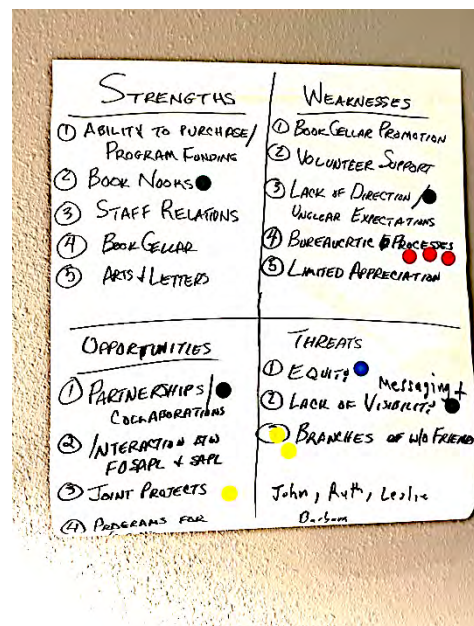
Participants identified areas that they perceived as threats. Equity (or the lack of equity among the chapters) was identified as a threat to the organization. Participants noted that some chapters have worked in the past to share leadership, recruitment, organizing techniques, and programming ideas with other chapters. There was less comfort expressed about sharing financial resources between chapters with greater and lesser means.

Peer Library Friends Groups

The consultants researched eight peer Friends of the Library organizations to learn more about the nature of their relationship with the libraries they support. The process included a review of their bylaws, memoranda of understanding, financial information, and interviews with the principals involved in/with the Friends.

Friends' groups were selected that were incorporated and whose purpose was to support a tax-funded urban library system with 20-30 branch libraries.

Interviews were conducted with the following Friends groups:

- Austin Public Library Foundation and Friends
- Friends of Columbus Metropolitan Library
- Friends of Dallas Library
- Alliance of the Friends of the DeKalb Public Library
- Friends of the Memphis Library
- Friends of the Pikes Peak Library District
- Friends of San José Public Library
- Friends of the Seattle Public Library

None of the groups interviewed by the consultants were completely identical in structure to that of the San Antonio Friends but there were enough similarities to provide useful information about their operations and relationship with the local library system. (See Table 2). Research into the peer groups revealed that the San Antonio Friends is trying to accomplish a lot without sufficient infrastructure or clarity of mission.

Many of the peer Friends groups interviewed by the consultants have a board approved strategic plan to guide decisions about what they are aiming to accomplish with the funds that they raise and an understanding about how their support is used by their respective library system. This is the case regardless of whether the group is primarily fundraising or advocacy oriented.

The San Antonio Friends raise a comparable amount of money to its peers, (excluding Dallas and Austin which operate as foundations). The majority of funds raised come from local chapter memberships and book sales. There is a concern that the benefit to the San Antonio Public Library may not justify the in-kind contributions provided to the Friends in the form of physical space at many of the libraries and the value of the donation of de-accessioned Library materials. Furthermore, because Friends chapters are not in every community served by the Library, and in some locations membership activities are low or virtually non-existent, there are equity concerns about how funds managed by the Friends are distributed.

In San Antonio, the disbursement of funds raised by the local chapters is not systematic. At the end of 2022, the Friends reported net assets of $154,099, the majority of which were fund balances of local chapters. Chapter balances varied widely – from $1,143 (Bazan) to $18,398 (Igo). The Friends have not developed a strategy for using the fund balance to directly benefit the Library or indirectly by re-investing it to strengthen the capacity to fulfill its mission.

A contributing factor to this issue is the lack of a defined purpose regarding any programmatic initiatives and sponsorships by the Friends on a systemwide level. The Library has not provided guidance regarding how they would like the Friends to use the funds to benefit the Library. Without a consistent policy neither organization can measure the impact of funds donated to the Library.

Table 2: Summary Comparison of Peer Library Support Organizations

	FoSAPL	Austin	Columbus	Seattle	Memphis	Dallas	San Jose	Pikes Peak
Purpose	Fundraising	Fundraising	Advocacy	Advocacy	Volunteering	Fundraising, Advocacy	Fundraising, Volunteering	Fundraising
Structure	Centralized w/ Chapters	Merged No Friends	Single Organization	Single Organization	Centralized w/ Chapters	Friends as a Foundation	Separate Organizations	Single Organization
Revenue : Gifted**	$192K : $66K	$500K : $175K	$211K : $23K	$485K : $199K	$248K : $94K	$669K : $515K	$50K : $37K	$187K : $87K
Funding Source	Book sales, memberships	Gifts, grants, membership, revenue	Book sales, membership, revenue	Book sales, membership	Book sales, membership	Memberships, Gifts, Grants, Events	Book sales, membership, gifts	Book sales, membership, events
Non-Profit Status	501c3	501c3	501c4	501c3	501c3	501c3	501c3	501c3
Board : Branches	30 : 29	17+ : 21	30 : 23	20 : 27	10 : 18	40 : 29	N/A : 25	10+ : 16
Paid Staff	1.1	4	1	2.2	0*	3	0	0.5
Book Store	Yes	Yes, but run by library	Yes, but run by library	Yes	Yes	No	No	Yes
Location	Texas (city library)	Texas (city library)	Ohio (library district)	Washington (city library)	Tennessee (city library)	Texas (city library)	California (city library)	Colorado (library district)

*Memphis – the Friends reimburse the Library for part time bookstore staff; ** All revenue and gifts to libraries for FY/CY 2022

Equity Issues

The consultants were asked to apply an "equity lens" to drive the work associated with this project. As stated in the RFP, the Library serves, "a diversity of communities, ranging from affluent, middle-class, to marginalized low-income communities."

The consultants explored the following areas:

1). The distribution and characteristics of Friends chapters at selected branches.
2). How the Friends might enhance equity through their policies and program activities.

Findings

When researching the existence of chapters affiliated with various branch library locations, the consultants learned that:

- 18 groups have a full complement of active officers: Brook Hollow, Carver, Cody, Encino, Forest Hills, Igo, Landa, Las Palmas, Maverick, McCreless, Memorial, Mission, Parman, Potranco, San Pedro, Schaefer, Semmes, Tobin.

- 8 groups are struggling to identify officers and/or maintain enough volunteers to serve as officers and attend meetings: Bazan, Collins Garden, Cortez, Great Northwest, Guerra, Johnston, Thousand Oaks, Westfall.

- 3 of the groups have disbanded: Pan American, Texana/Genealogy (because the Central Library department that the group supported has been closed to the public for 2+ years), and "Central" (which was only briefly operational in 1995-96.

In total, 11 of the 27 branch libraries do not have currently have, or have struggled to maintain, local Friends chapters.

The Library created a demographic analysis that showed communities with the highest percentage of populations with people of color are Bazan (96%), Las Palmas (95%), Carver (91%), and Memorial (95%).

The analysis, based on the 2020 U.S. Census data, includes local neighborhood demographic factors such as the percentage of people of color, percentage of people living in poverty, median income, and those with less than a high school diploma. Based on those factors, each branch library service area is given a number that represents the equity issues impacting each community (see Table 3). The higher the number, the greater number of contributing equity factors. Ten (10) is the highest number. To illustrate, branch libraries with the lowest community equity "scores" are Parman (4) and Encino (4). Igo has the largest fund balance and one of the lowest equity scores.

Table 3: Sampling of Equity Scores for Selected FoSAPL Chapters

Branch Location	Fund Balance December 2022	Equity Score	Friends Chapter	Members Dec 2022	Members Mar 2023
Igo	$18,398	5	Yes	42	26
Landa	$17,830	6	Yes	94	55
Brook Hollow	$11,500	5	Yes	60	48
San Pedro	$1,226	9	Struggling	8	3
Forest Hill	$1,179	9	Struggling	7	7
Bazan	$1,143	10	Struggling	14	10
Cortez	$1,080	9	Struggling	10	0

Bazan has a combined equity score of 10 and is struggling to retain a sufficient pool of members to exist and has one of the lowest fund balances.

For many volunteer-run nonprofit organizations, building an organization that values equity, diversity, and inclusion can be challenging. The nature of volunteerism assumes that individuals have the time and financial resources to engage with organizations like the Friends. For low-income residents, who are often people of color, volunteerism may be in competition with the challenges of day-to-day living. As illustrated in Table 3 above, establishing and sustaining chapters in low-income communities impacts the Friends as well. This is not dis-similar from struggles that many public schools in low-income communities face when seeking volunteers for parent association groups.

Based on what the consultants have learned about the Friends, the following issues and recommendations have been identified for enhancing equity, diversity, and inclusion.

A. **Fund distribution** – The Friends board has responsibility for establishing policies on how funds they raise are distributed. Based on the current state of chapter resources, funds are not reaching all communities equitably. When making decisions about how to allocate funds to the Library, consider factors such as community needs, demographics, and historical funding patterns.

B. **Participation in low-income communities** – Limited participation by residents living in low-income communities can result in reduced access to financial resources and expertise in these areas. Actively reach out to low-income communities via churches, local neighborhood-based organizations, and elected officials to seek ideas and participation in Friends activities.

C. **Representation and cultural responsiveness** - Financial resources generated by the Friends can be used to reflect the needs and aspirations of all communities served by the Library. The model developed by the Friends of the Carver Library is a good example of a group that does this. Without representation from all segments of the community,

there is less diversity and inclusion within Friends. Actively promote diversity and cultural competence through creative programming, board training, and member recruitment.

D. **Policy Framework** – Analyze existing policies and practices to identify areas where improvements can be made to promote equity within the Friends. Work with the Library to examine whether policies adequately address the specific needs and interests of marginalized low-income communities. Board equity, diversity, and inclusion training may be available from local nonprofit organizations or through the Library.

E. **Social Capital** – Build networks, relationships, and social connections with individuals and community organizations that can provide resources, support ideas, and opportunities for collaboration. The social relationships, norms, and trust that exist within a community can enhance volunteer participation and strengthen representation when advocating on behalf of the Library.

F. **Youth Engagement** - Engage youth volunteers and leaders to help ensure that the Friends are representative of as many segments of communities as served by the Library. Teens and young adults can provide perspectives and skills that bridge generations, can strengthen leadership skills through youth engagement, and foster inclusivity.

G. **Veterans and Equity** - San Antonio is officially known as Military City, home to "Joint Base San Antonio", the largest base in the U.S. Department of Defense and home to a large veteran community. Involving veterans in the Friends not only provides veterans with an opportunity to contribute to their community but also promotes equity and inclusivity by recognizing the unique skills and experiences they bring.

H. **University Partnerships** – Texas is home to three master's degree-level library schools accredited by the American Library Association: University of Texas at Austin, Texas Women's University, and the University of North Texas. These institutions offer the possibility for internships and volunteers (with the possibly for student credit) with the Friends. Forging partnerships with these institutions could further enhance and diversify the Friends.

Friends' Revenues

Book Cellar

According to financial reports, the primary source of revenue for the Friends has come from the "Book Cellar", a used bookstore that operates out of the Central Library.

Per municipal ordinance, the Library was granted approval to give de-accessioned library materials to the Friend for resale. The Book Cellar functions as the recipient of the de-accessioned library materials and other book donations from the public. Volunteers spend

countless hours sorting through the items received. When the consultants visited the site, it was clear that the volunteers and paid staff are unable to keep up with the number of items awaiting processing and potential sale.

Over the past five years (2018 – 2022), the Book Cellar has generated an average of $58,715 per year before expenses. The highest revenue year during that period was 2019 ($90,030). The financial success of the Book Cellar is critical to funding the operations of the Friends. Revenue from the Book Cellar is being used to pay for staffing of bookstore operations (1.125 FTE in 2022) and other Friends operating expenses.

During research of outside groups, the consultants learned about other models for book sale operations being used by Friends groups to manage donated and de-accessioned library materials.

- Austin Public Library employs library staff to run their offsite bookstore and gift store at the central library.

- The Friends of the Memphis Public Library reimburse their library for library employees hired to manage its bookstore operation.

- Friends of the Seattle Public Library operate three bookstores (one of which is located on the main floor of the central library); one of which focuses on the re-sale of "special" collections, i.e., materials that are rare items with possibly greater value to book collectors. The Friends also hold sponsor "free book" give-away days for teachers at Title 1 schools and nonprofit organizations that elicits a lot of community good will and helps manage the book inventory.

Some Friends groups have found it more efficient to contract with outside organizations to manage donated books. There are a handful of third-party organizations such as Better World Books (currently being used by the San Antonio Friends), Green Street Books, and Pick Up Please, which work directly with public libraries and their Friends groups. Each vendor operates a bit differently but may provide an alternative option for managing the Book Cellar inventory.

Membership

The second largest source of revenue has been membership dues. Membership dues have averaged $8,421 per year over a four-year period[5]. The highest year for membership revenue was 2019 at $9,976. Membership has declined significantly since the pandemic.

Free membership is an option offered by some of the peer organizations. Having free and youth membership options can attract more people and build equity.

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[5] No revenue information regarding memberships was available for calendar year 2021.

In 2023, Book Cellar revenues are projected be $84,600 before expenses,[6] including online sales. Membership revenues are projected to be $5,000 in 2023. Since the pandemic, the number of members and related revenue has been declining (Chart 1). In 2023, the Friends have projected that they will provide $40,000 to support Library programs after expenses.

Chart 1: FoSAPL Membership

	Aggregated Membership
Dec-18	859
Dec-19	908
20-Dec	712
21-Dec	703
22-Dec	762
23-Mar	578

Source – Barbara Morrow, FoSAPL Treasurer
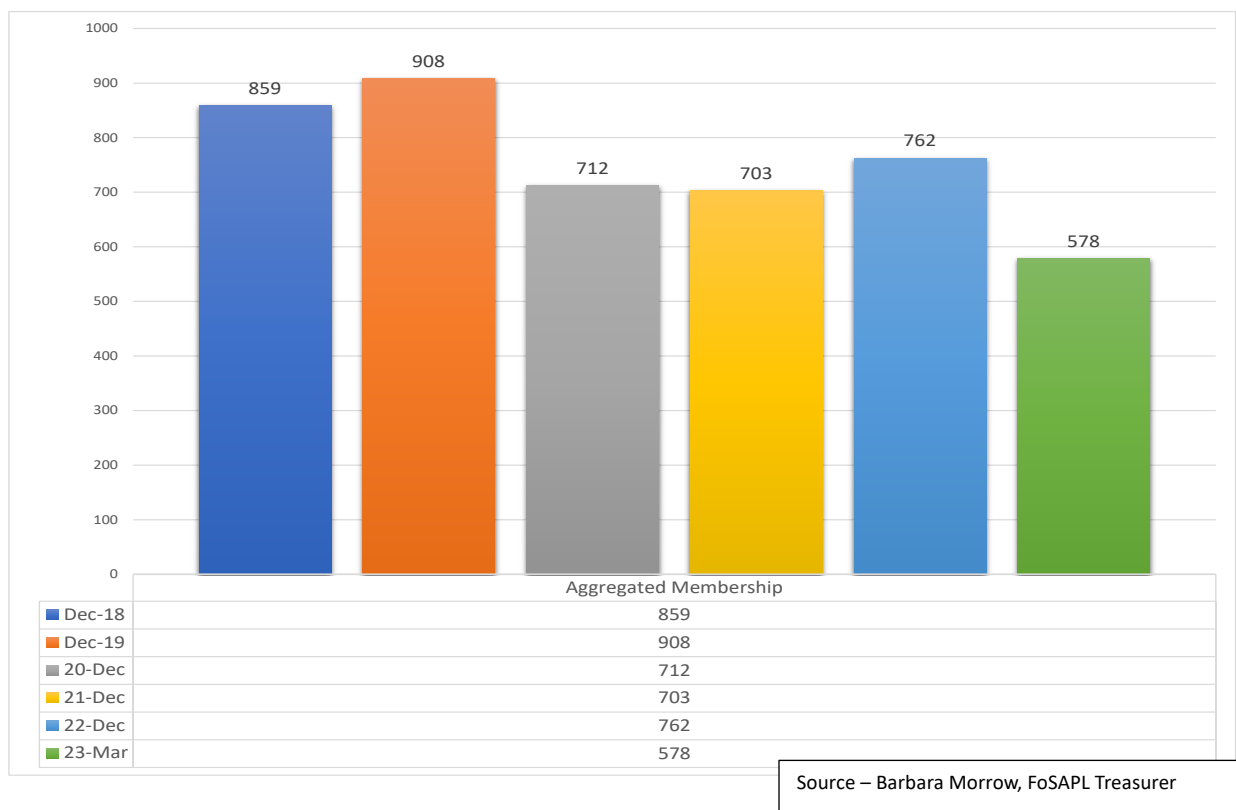
Conclusions

An essential part of the ecosystem for most public libraries in the United States is a healthy, productive relationship between the Friends and the Library. Friends often function as strong advocates on behalf of their local library in the community and at city hall.

Friends groups can also help raise library visibility and engender volunteer support and community engagement for library programs and services. Friends groups can also serve as a source of future leadership for library boards and/or advisory committees for the Library. In San Antonio, the Friends have consistently played a supportive role for the Library over its nearly 60-year history.

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[6] $45,000 of the projected revenues is expected to be used for Book Cellar employees.

Based on the research, the consultants found that:

1. Members of the Friends are passionate about their respective local branch libraries and the value they offer.

2. The Library values the dedication of the Friends members.

3. The long-standing operating agreement between the Library and the Friends has not evolved with the times and should be evaluated to ensure maximum benefit to both parties.

4. The relationship between the Friends and Library can be improved by clarifying mutual expectations, and developing a stronger, annual collaborative workstyle based on mutually established goals.

5. The Friends have grown too large to manage the scope of their responsibilities as a wholly volunteer run organization.

6. While the Library and the Friends share a similar name, the entities operate in parallel with minimal coordination.

7. The Friends spend an inordinate amount of time managing local Friends chapters and that effort has overshadowed growth and leadership development for the larger Friends enterprise.

8. Current revenue and governance structures have led to inequities between (and among) local Friends groups limiting the benefits that some chapters can provide in some communities and has created disparities how Friends raise and distribute funds.

9. A significant amount of Library and Friends' time and energy is spent processing branch-level funding requests.

10. Governing documents may not reflect the needs and expectations of the partnership.

Recommendations- Friends

The consultants' recommendations presume that the Friends and the Library have the will and commitment to continue the partnership and that both organizations are prepared to invest the time necessary to strengthen the partnership and consider the recommendations.

1. Modify the current Friends operating model from a branch-centric structure to a systemwide San Antonio Public Library branded structure not tied to any one local branch library.

Justification

- o Eliminates a two-tiered, duplicative governing structure at the local chapter level;
- o Streamlines membership recruitment;
- o Brands the Friends as a systemwide enterprise;
- o Recognizes one set of bylaws;
- o Removes obstacles for those who want to support Friends regardless of location; and
- o Enables local chapters to focus their activities on advocacy, local book sales, and local community outreach while de-emphasizing the burden of fundraising and/or governing responsibilities.

2. Recruit community members to be part of the board.

Justification

- o Creates a larger pool for recruiting potential board members;
- o Prompts board leaders to create a "needs assessment" matrix to identify the skills and characteristics needed for the Board;
- o Encourages board leaders to establish a board succession policy; and
- o Promotes a diversified recruitment strategy by working with organizations such as United Way and Indeed to recruit new members.

3. Re-consider the Book Cellar operating strategy.

Justification

- o Revenue after expenses may not justify the staff expense and the time and effort of recruiting and training volunteers;
- o Insufficient (paid) staffing negatively impacts operations;
- o Difficulty managing the processing of current inventory without additional funding or pool of volunteers;
- o Work environment may not meet OSHA and ADA standards; and
- o Contracts with outside vendors may produce the same or greater revenue with less operational stress.

4. Return to the Friends' stated purpose of promoting public use and appreciation of the Library, providing insight into the local community.

Justification

- o Reduces confusion about the role of the Friends as a fundraising organization;
- o Reinforces Library reliance on the San Antonio Library Foundation to support its major fundraising needs;
- o Strengthens the role of the Friends as a conduit for local community advocacy;
- o Retains local branch-library based book sales as a revenue source; and

- o Allows the Friends to use its limited resources to grow its membership and visibility in the community.

5. Create an "equity pool" to fund systemwide programs sponsored by the Friends.

Justification

- o Streamlines decision-making about the use of money raised by the Friends;
- o Responds to the Library's concerns about equity;
- o Provides focus and purpose for the revenue collection and distribution policy;
- o Strengthens the message regarding the purpose of the Friends;
- o Defers all major fundraising initiatives to the San Antonio Public Library Foundation;
- o Provides a forum for clarity and direction from the Library on the use of funds from the Friends; and
- o Enables local chapters to focus their activities on local community outreach while de-emphasizing the burden of fundraising and/or governing responsibilities.

6. Use existing and future financial resources to professionalize the organization to hire (or contract with) an experienced nonprofit professional.

Justification

- o Encourages Friends to pivot to a new post-Covid operating strategy that uses alternative tools such as social media to maintain frequent contact with members;
- o Responds to the challenge of managing a large enterprise with volunteers;
- o Provides consistency for legal tax filing and charitable compliance;
- o Provides consistency to the application of policies and activities; and
- o Provides staffing to address equity issues, seek mutually beneficial partnerships, serve as the primary liaison with the Library, and develop strategies to implement board established goals.

7. Convene a board leadership retreat facilitated by a third-party.

Justification

- o Creates a forum for members to review and identify actions steps recommended by the consultants;
- o Begins work on a short and long-term business strategy;
- o Seeds the development of an annual work plan including a strategy to recruit and inspire the next generation of leadership; and
- o Identifies potential areas of agreement for future discussion with the Library.

Recommendations- Library

A mutually beneficial relationship between a public library and its Friends requires investment and encouragement from Library administration and other staff who come into regular contact with Friends volunteers.

The consultants recommend the following actions on the part of the Library:

1. Enhance the support and direction given to the Friends' activities by assigning responsibility to a member of the Library's administrative team.

   Justification

   - o Provides an authoritative, consistent point of contact;
   - o Decisions can be made in a timely fashion; and
   - o Corresponds to similar Friends requirement as stated in the MOU.

2. Establish a monthly meeting between Library and Friends leadership to increase communication and build trust (frequency to be reassessed after the first year).

   Justification

   - o Provides a regular forum to follow-up on items identified in the proposed annual work plan;
   - o Creates a mutual sense of ownership and responsibility for the partnership; and
   - o Establishes a communication pattern.

3. Lead collaborative review of, and suggest revisions to, the MOU with the Friends.

   Justification

   - o Clarifies the working structure between the two entities (Friends exist to support the Library); and
   - o Updates and/or corrects structural defects in the current MOU.

4. Participate in annual workplan development process with the Friends.

   Justification

   - o Establishes a mutually agreed upon agenda;
   - o Demonstrates the Library's commitment to the Friends; and
   - o Provides a forum for measuring progress.

5. Re-examine all current agreements (MOU) to ensure that they conform with the original purpose of the Friends and provide maximum benefit to the Library and City of San Antonio as stewards of tax-payer resources.

   Justification
   - o Documents and clarifies purpose and expectations.

Consider:
    a. Alignment with the Friends' mission and bylaws.
    b. Compliance with the management of de-accessioned and donated books.

Suggested Implementation Timeline

If the Friends and Library choose to act on the recommendations above, here is a suggested timeline to approach implementation.

➢ **Within 6 months**

- Library: host a facilitated meeting with both parties to develop an agreement and timeline to address the recommendations identified by the consultants.

  o Leadership void (succession planning for the Friends and assigned Library liaison).
  o Expectations.
  o Roles (vis a vis the Foundation, Library management, and the Friends).
  o Communication strategy.
  o Develop a set of short-term goals mutual for the next 12 months.

- Friends: conduct a facilitated strategic planning meeting to reaffirm or revise the mission of the organization, and based on the decisions made at the meeting, create a set of goals and strategy for implementation.

- Friends: hire (or appoint) an experienced interim nonprofit director who will:

  o Work with the Friends board to develop a business plan that focuses on revenue strategies, succession planning, and policies that advance equity among the local branch groups.
  o Function as a point of contact between the FoSAPL and the Library.

➢ **Within 12 months**

- Expand the Friends board by recruiting members regardless of affiliation with any branch library.
- Identify a funding source to help support implementation of the strategic plan.

➢ **Within 18 months**

- Decide the future of the Book Cellar. (Friends and Library). Options to consider:

  o Hire an experienced manager with bookstore or similar retail experience to run the Book Cellar.
  o Turn the Book Cellar operation over to a third party or the SAPL.
  o Close the Book Cellar operation.

Appendices

Appendix 1 – RFP from the Library

Scope for Request for Proposal
Future of San Antonio Public Library's Partnership with the Friends of San Antonio Public Library

Background

For almost sixty (60) years the San Antonio Public Library (SAPL) has enjoyed a partnership with the Friends of the San Antonio Public Library (FoSAPL) - a 501 (C) 3 nonprofit volunteer organization consisting of approximately 700 members. SAPL and FoSAPL operate under a Memorandum of Understanding established in 2012 and amended in May 2018.

The Friends of the Library consists of an 'umbrella' group (Friends of the San Antonio Public Library), which authorizes branch or other support group affiliates (i.e. Friends of the Mission Branch Library, Friends of Texana). Each branch or other support group affiliates vary in size of membership and operate under adopted bylaws. Currently of the 28 branch libraries in the SAPL library system, over 23 have active branch support groups.

The current Bylaws of FoSAPL indicate the organization's primary mission as advocacy and awareness; however, this mission has evolved over the years to fund raise for SAPL.   The primary fundraising activity for FoSAPL is book sales. To this end, in 1990, the San Antonio City Council authorized SAPL to provide discarded books to FoSAPL to sell with the proceeds available to the library. FoSAPL also receives donations of books from individuals in the community to sell.

FoSAPL book sales involve operating a used book store, BookCellar, in the basement of the Central Library. The BookCellar operates under a Memorandum of Understanding between FoSAPL and SAPL which was established in 2011. Operations for the BookCellar rely on FoSAPL volunteers and two paid part-time staff members, one of whom manages the BookCellar and its current twenty (20) volunteers and one who specializes in selling books online through an Amazon bookstore. Revenue generated from the BookCellar is the basis for the Friends of the Library annual gift to the library. In the last ten (10) years, BookCellar operations have generated an average of $40,000 a year to support the operations of SAPL. Recently, the BookCellar has struggled operationally, partially due to the closure of the BookCellar due to the pandemic and partially due staff turnover as well as lack of volunteers with appropriate skill sets. Consequently, the annual monetary contribution to SAPL has diminished from an average of $40,000 a year to $10,000 the last two years (2021 and 2022). As public service hours of the book store continue to be limited during 2022, the annual gift projection for the immediate future remains flat at $10,000.

In addition to the funds generated by the BookCellar for systemwide use, FoSAPL branch support groups generate funds through regular book sales within their designated branch library. The majority of these support groups offer an on-going 'book sale cart' operated on the honor system. The income generated by these volunteer driven book sales is used to support the efforts and operations of their designated branch library. However, the disbursement of the funds raised by the branch groups are not systematic and the amount of funds held by the branch groups widely vary ($1,113 to $16,700, median of $3,500). Collectively, the balance of these various support groups currently totals approximately $143,000. Finally, other modest donations are made by FoSAPL via 'in memory of Life Members' and other donations to SAPL via FoSAPL.

SAPL's branch libraries serve a diversity of communities, ranging from affluent, middle-class, to marginalized low-income communities. The branch support groups with the higher fundraising capabilities are located in the more affluent communities.   This leads to a disparity in funding at the

library branch level from the branch support groups. From an equity perspective, the structure by which the branch support groups operate create a challenge to achieving equity.

As a member driven organization, FoSAPL relies on the active engagement of dues-paying members in both the 'umbrella' group and the several branch support groups in existence. Some branch support groups have suspended operation due to low membership and the age composition of the membership is also which tends to skew towards retirees. This creates challenges in succession planning, recruitment and retention of volunteer leadership for the "umbrella" group and Friends branch support groups as well as training and supervision of paid employees.

SAPL is a department of the City of San Antonio, consisting of 27 branch libraries, a public/public partnership at a high school, a portal at the Briscoe Museum and the Central Library. The day-to-day operations of the Library are under the direction of a Library Director appointed by the San Antonio Public Library Board of Trustees, a City Council appointed governing body. As a policy making body, the Library Board is responsible for policy matters related to SAPL. A Library Trustee is assigned as the Library Board's representative to the Friends of the Library Board and attends Board Meetings to deliver reports from the Library Board. Conversely, FoSAPL is represented at Library Board Meetings and invited to deliver a report from FoSAPL during Library Board Meetings.

Project Scope

Library Administration believes as SAPL and FoSAPL transitions from a pandemic environment to a new post-pandemic landscape, an opportunity is provided to reevaluate the existing relationship between SAPL and FoSAPL and re-imagine the role and reaffirm the purpose of FoSAPL. Therefore, SAPL seeks the assistance of a qualified consultant to achieve the following deliverables:

-   Undertake a complete and thorough evaluation and assessment of the current partnership model between the FoSAPL and SAPL. Determine FoSAPL's value added relative to their current state as well as to its intended purpose and mission.
-   Fully understand the current operational model of FoSAPL as part of the assessment stated above. The assessment should identify the pros and cons of the existing operational model.
-   Meet with FoSAPL leadership, including but not limited to 'umbrella' leadership and Branch support group leadership, as part of the evaluation and assessment of the current partnership model
-   Conduct a cost benefit analysis of this partnership to evaluate and justify the resources and assets the City of San Antonio currently provides to FoSAPL and vice-versa.
-   Under take a review of best practices of other Library Friends organizations, peer libraries (both library systems of similar size and communities of similar size and demographics to San Antonio) to inform the future of SAPL's and FoSAPL's partnership.
-   This project should be undertaken in an inclusive manner ensuring FoSAPL and its stakeholders are kept informed of the goal of this project and are provided an opportunity to provide feedback / input to inform a collective future.
-   An "equity lens" should drive the work associated with this project - both the evaluation and a vision for the future.
-   It is expected this project will generate recommendations and suggestions for a possible model(s) to be considered by SAPL and FoSAPL.

- In the interest of transparency and to encourage buy-in, the consultant is expected to provide periodic reports (upon commencement of the project, midway and final draft report is suggested) to keep key stakeholders of FOSAPL informed and to obtain feedback.
- The final report should include recommendations to the San Antonio Public Library.

Respondents to this RFP are expected to provide a detailed plan to accomplish this project - complete with the identification of the desired outcomes, action steps, tactics, timelines, and a full description of the final product to be delivered. It is the consultant's responsibility to fully understand the scope of the work and undertake appropriate research and evaluation so as to be fully informed of the current status of SAPL and FoSAPL's partnership. Proposal should include contact information (i.e. references) of consultants' prior relevant experience.

Timeline

Project timeline, from start to finish, should not exceed six (6) months

Response

The San Antonio Public Library will accept proposals through Monday, August 29, 2022, 12:00 p.m. CST via email to Jessica.Zurita@sanantonio.gov.

Successful respondents must become a registered vendor with the City of San Antonio.

Resources

For more information about the San Antonio Public Library, see www.mysapl.org.

For more information about the Friends of the San Antonio Public Library, see http://www.friendsofsapl.org/

Questions

Contact Jessica Zurita, Assistant to the Director, regarding any questions related to this request for proposal.

Jessica Zurita
Assistant to the Library Director
jessica.zurita@sanantonio.gov
(210) 884 – 2658
Central Library
600 Soledad, 4th Floor
San Antonio, Texas 78205

Appendix 2: Steering Committee Members

Appendix 3: Stakeholder Interview Participants

Participants	Representing
FoSAPL Officers	
John Costello	President
Nancy Gandara	Vice President
Karin Pedersen	Secretary
Barbara Morrow	Treasurer
FoSAPL Board Members and Chapter Representatives	
Kathy Bee	Friends of Carver Branch Library
Rosalia Arronge	Friends of Las Palmas Branch Library
Delia Trimble	Friends of Las Palmas Branch Library
Tony Moore	Friends of Westfall and Carver Branch Libraries
Napolean Patino	Friends of Westfall Branch Library
Ann Springer	Friends of Brook Hollow Branch Library
Deborah Siller-Cruz	Board member (non-affiliated)
Terry Ybanez	Friends of Mission Branch Library
Katie Ferrier	Friends of Brook Hollow Branch Library
Letty Sanchez	Friends of Bazan Branch Library
Leslie Cavill Burns	Friends of Parman Branch Library
Cammie Brantley	Friends of McCreless Branch Library
Kim Cauthon	Board member (non-affiliated)
Pat Mendiola	Friends of Cody Branch Library
BookCellar	
Pearl Banks	BookCellar Manager
Linda Cheatum	BookCellar volunteer
Iliana Poor	BookCellar staff - online sales
San Antonio Public Library Foundation	
Amy Hone	Executive Director
Library Administration	
Ramiro Salazar	SAPL - Library Director
Dale McNeill	SAPL – Administration, Assistant Director
Jessica Zurita	SAPL – Administration, Asst. to the Director

Appendix 4

Q1 I am a

Answered: 33   Skipped: 1
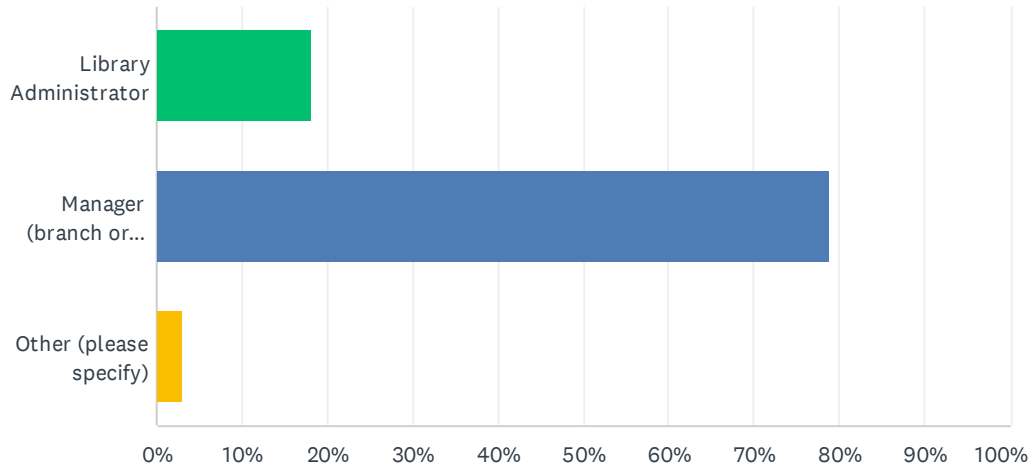
ANSWER CHOICES	RESPONSES	
Library Administrator	18.18%	6
Manager (branch or unit)	78.79%	26
Other (please specify)	3.03%	1
TOTAL		33

#	OTHER (PLEASE SPECIFY)	DATE
1	Fiscal Administrator	1/24/2023 6:45 AM

Q2 How long have you worked at the library?

Answered: 33   Skipped: 1
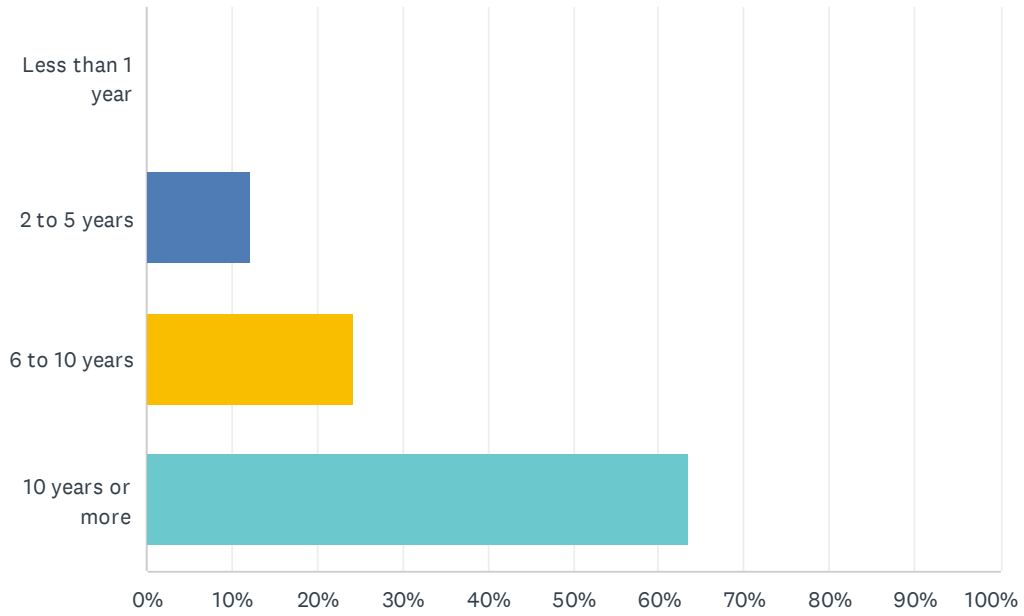
ANSWER CHOICES	RESPONSES	
Less than 1 year	0.00%	0
2 to 5 years	12.12%	4
6 to 10 years	24.24%	8
10 years or more	63.64%	21
TOTAL		33

Q3 How well do you think the "Big Friends" do in each of the activities listed below?

Answered: 31   Skipped: 3
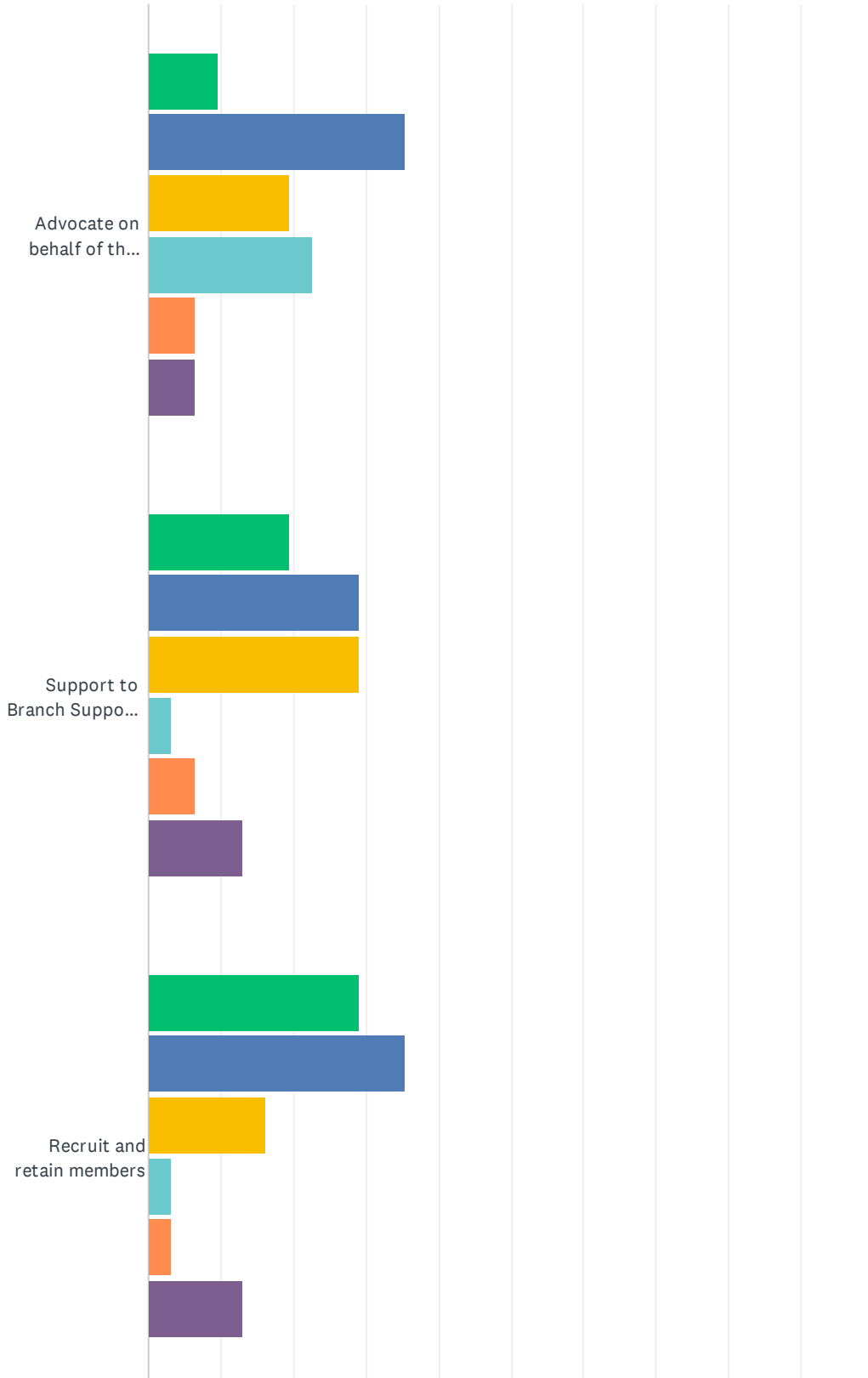
Library Managers and Administration - Future of San Antonio Public Library's Partnership with the Friends of the San Antonio Public Library
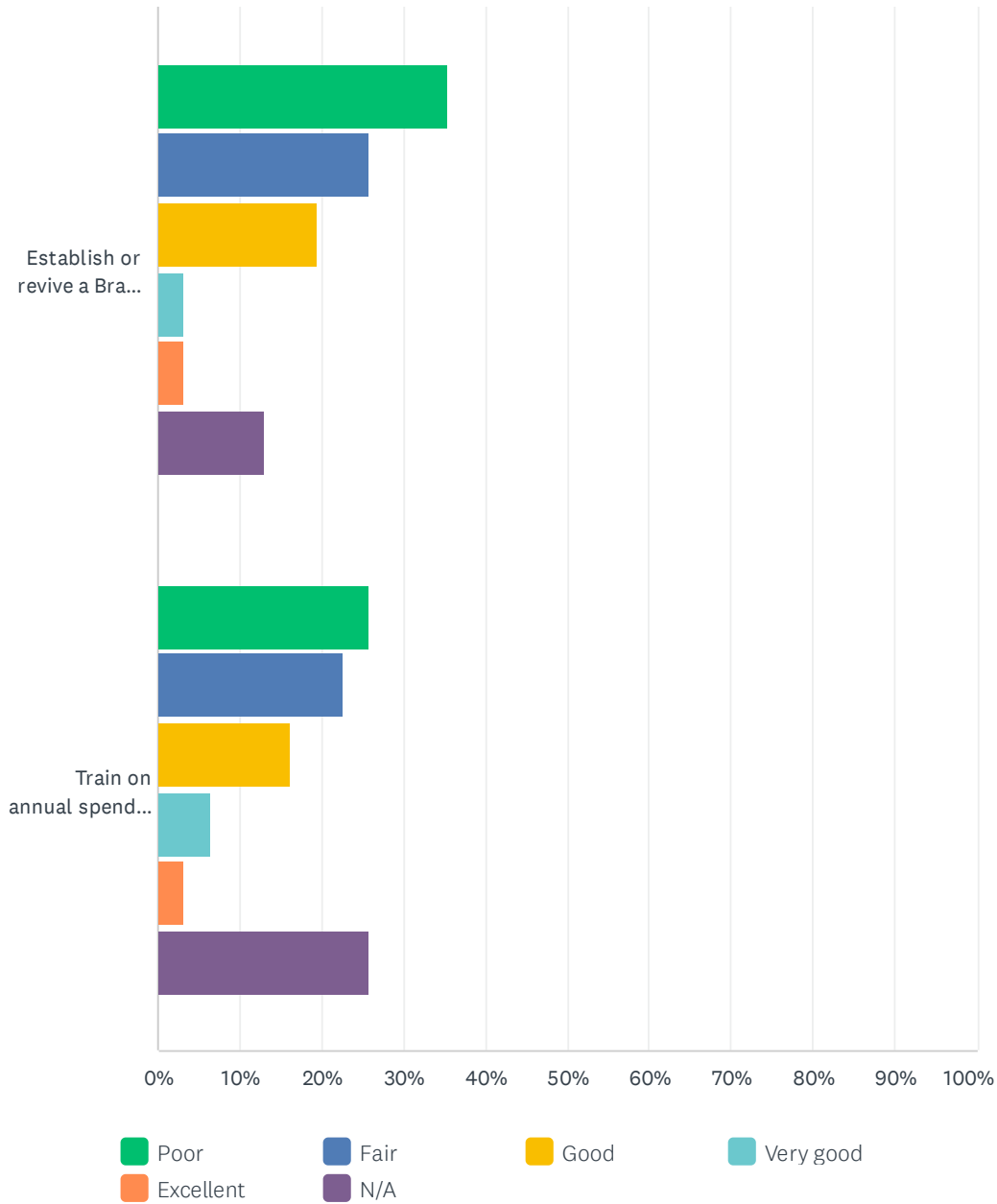
	POOR	FAIR	GOOD	VERY GOOD	EXCELLENT	N/A	TOTAL	WEIGHTED AVERAGE
Advocate on behalf of the library	9.68% 3	35.48% 11	19.35% 6	22.58% 7	6.45% 2	6.45% 2	31	2.79
Support to Branch Support Group for book sales	19.35% 6	29.03% 9	29.03% 9	3.23% 1	6.45% 2	12.90% 4	31	2.41
Recruit and retain members	29.03% 9	35.48% 11	16.13% 5	3.23% 1	3.23% 1	12.90% 4	31	2.04
Establish or revive a Branch Support Group	35.48% 11	25.81% 8	19.35% 6	3.23% 1	3.23% 1	12.90% 4	31	2.00
Train on annual spending plans	25.81% 8	22.58% 7	16.13% 5	6.45% 2	3.23% 1	25.81% 8	31	2.17

Q4 How would you rate the working relationship between the "Big Friends" and the San Antonio Public Library?

Answered: 31   Skipped: 3
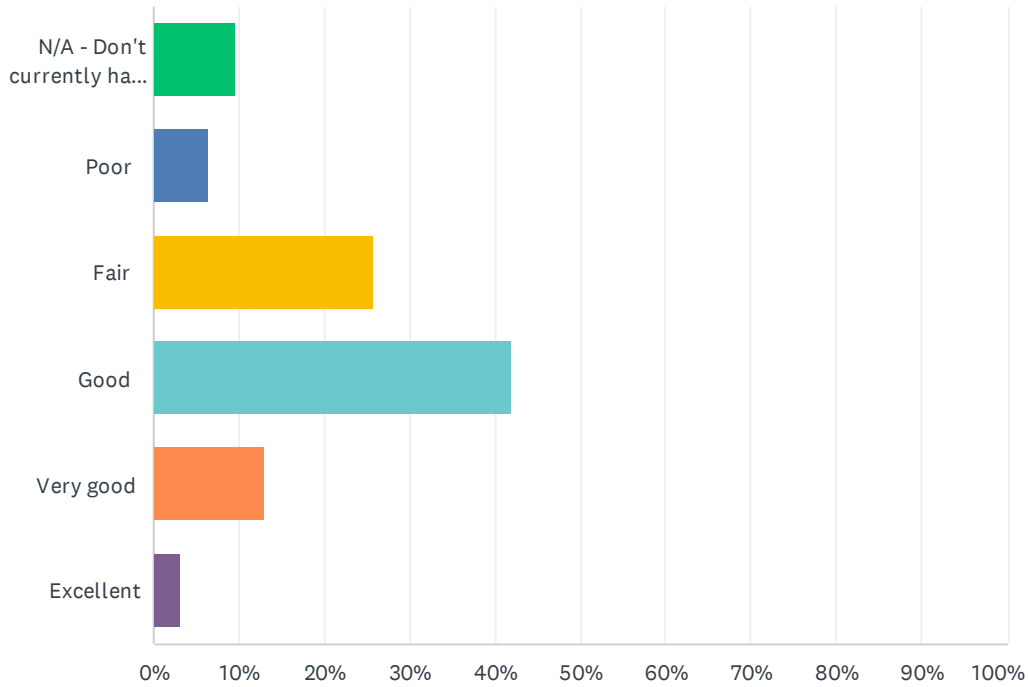
ANSWER CHOICES	RESPONSES	
N/A - Don't currently have a Branch Support Group	9.68%	3
Poor	6.45%	2
Fair	25.81%	8
Good	41.94%	13
Very good	12.90%	4
Excellent	3.23%	1
TOTAL		31

Q5 To the best of your knowledge, tell us if you know if the "Big Friends" have the following items (check all that apply).

Answered: 31   Skipped: 3
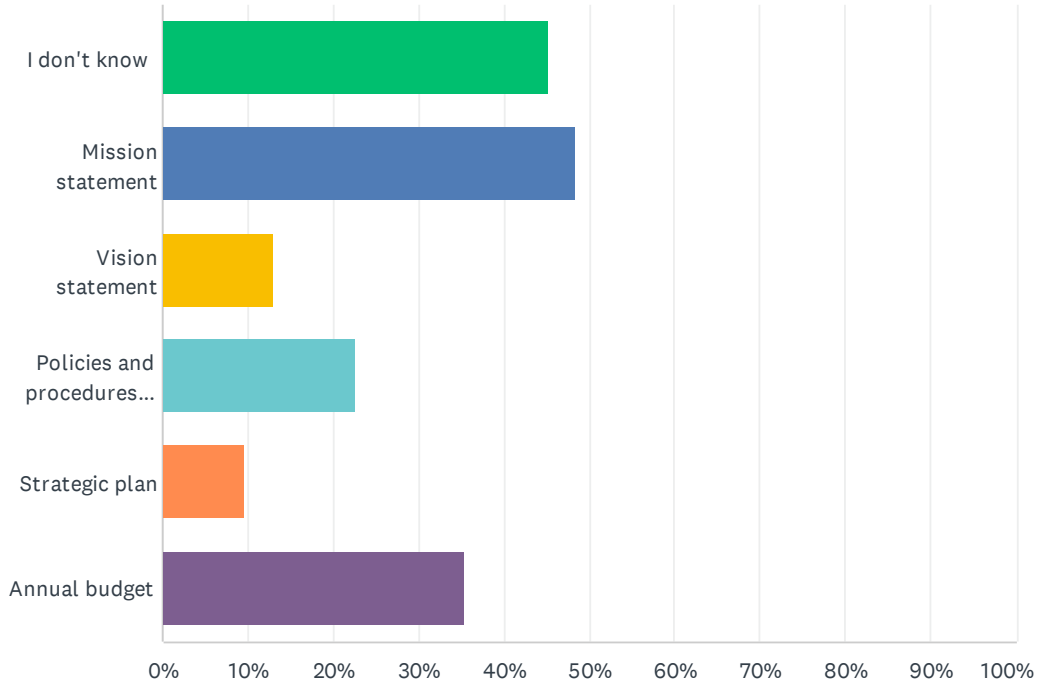
ANSWER CHOICES	RESPONSES	
I don't know	45.16%	14
Mission statement	48.39%	15
Vision statement	12.90%	4
Policies and procedures manual	22.58%	7
Strategic plan	9.68%	3
Annual budget	35.48%	11
Total Respondents: 31		

Q6 Name one thing you think the "Big Friends" can do to strengthen the partnership with the library system.

Answered: 23   Skipped: 11

#	RESPONSES	DATE
1	Less red tape and bureaucracy. There's so many rules to follow it sucks all the fun out of it.	1/23/2023 1:46 PM
2	They can more active members assisting throughout the system. Instead of simply relying on each branch to fend for themselves.	1/23/2023 1:43 PM
3	They could be more progressive in their thinking and actions.	1/23/2023 12:42 PM
4	Restructure	1/23/2023 12:33 PM
5	Communicate! Ensure that each Branch friends group has a spot in the SAPLings letter. Send out the SAPLings newsletter monthly.	1/23/2023 12:28 PM
6	Incorporate more technology to help with sales	1/23/2023 12:21 PM
7	"Big Friends" could be more welcoming and accessible for a new or future members/volunteers.	1/18/2023 7:26 PM
8	Make themselves more visible to library staff.	1/18/2023 1:04 PM
9	Ensure equal support of all branches in all neighborhoods.	1/18/2023 7:25 AM
10	Distribute funds equally among branches.	1/18/2023 7:24 AM
11	Meet with SAPL administration on a monthly our quarterly basis, to discuss and plan common goals.	1/17/2023 11:06 AM
12	To help recruit members and officers for branch/unit support groups	1/17/2023 9:53 AM
13	Reach out to the branch Friends to get their perspective on goals for the branch.	1/17/2023 9:50 AM
14	Have quarterly(?) "dos and don'ts" training opportunities for members.	1/17/2023 7:15 AM
15	raise more funds	1/17/2023 7:04 AM
16	Coordinate fund raising efforts system wide with all groups	1/16/2023 6:53 AM
17	Recruit new members to Branch Friends groups	1/15/2023 8:29 AM
18	Get rid of the branch friends groups .	1/15/2023 8:10 AM
19	Stop the perceived threat of taking over the branch Friends funds when they are having leadership issues.	1/14/2023 3:25 PM
20	I'm not sure that the Big Friends do much besides support the branch Friends groups?	1/14/2023 9:28 AM
21	Work more closely with branches to train new Friends members and evaluate that the Friends are actually doing what they should be doing.	1/14/2023 8:43 AM
22	Encourage more involvement and more people	1/13/2023 4:29 PM
23	Give the Library control of the funds raised	1/13/2023 1:27 PM

Q7 Name one thing the library system can do to strengthen the partnership with the "Big Friends".

Answered: 23   Skipped: 11

#	RESPONSES	DATE
1	The Big Friends need more staff that is paid so they have some kind of dedication to the job. Volunteers are cool and all but paid staff are more reliable.	1/23/2023 1:43 PM
2	SAPL could strengthen the partnership with the "Big Friends" by supporting and encouraging them to be more progressive.	1/23/2023 12:42 PM
3	hold them more accountable.	1/23/2023 12:33 PM
4	Communicate! Simplify spending and other processes.	1/23/2023 12:28 PM
5	Help branches navigate the relationship with the Friends, many don't know how to speak to their groups or the Big Friends	1/23/2023 12:21 PM
6	It's a very long, and complicated process for the branch to use the money collected by their Friends. Make it easier. I do not know how the "Big Friends" have this resolved, but at the branch level current system is very impractical.	1/18/2023 7:26 PM
7	Provide direction to Branch Managers about what a branch can expect/request from the group.	1/18/2023 1:04 PM
8	Make them more accountable.	1/18/2023 7:25 AM
9	Communicate more directly with members, including updates regarding branch specific projects.	1/18/2023 7:24 AM
10	Meet with Friends leadership to discuss issues that are brought up by branch groups.	1/17/2023 11:06 AM
11	Increase active engagement between the two.	1/17/2023 9:53 AM
12	Host a recognition ceremony for active members of the "Big Friends." Co-sponsor events to develop stronger relationships between the branch Friends and "Big Friends."	1/17/2023 9:50 AM
13	Make the Friends aware of the 'dos and don'ts" of spending as it relates to COSA/SAPL limitations/restricitions.	1/17/2023 7:15 AM
14	provide regular feedback and set expectations	1/17/2023 7:04 AM
15	Not limit communication with the big friends to 1 person and quit expecting a bunch of volunteers to comply and perform like city employees especially especially fiscal matters it's so micro managed volunteers don't want to deal with it	1/16/2023 6:53 AM
16	Quarterly meetings with Managers, Branch Friends officers and "Big Friends"	1/15/2023 8:29 AM
17	Get rid of the branch friends groups.	1/15/2023 8:10 AM
18	No ideas: I don't work with them directly.	1/14/2023 3:25 PM
19	Training for managers on their role in relationship to the Friends, best practices, guidelines, etc...	1/14/2023 1:24 PM
20	Invite them to more events? I've always considered them "behind the scenes" folks.	1/14/2023 9:28 AM
21	Communicate what branches need help and how much help is needed	1/14/2023 8:43 AM
22	I thought the relationship was fairly strong as is	1/13/2023 4:29 PM
23	Find a way to honor members or show appreciation.	1/13/2023 1:27 PM

Q8 On a monthly basis, estimate the number of hours you spend on activities, events, or projects sponsored by the "Branch Support Groups" (select one).

Answered: 28   Skipped: 6
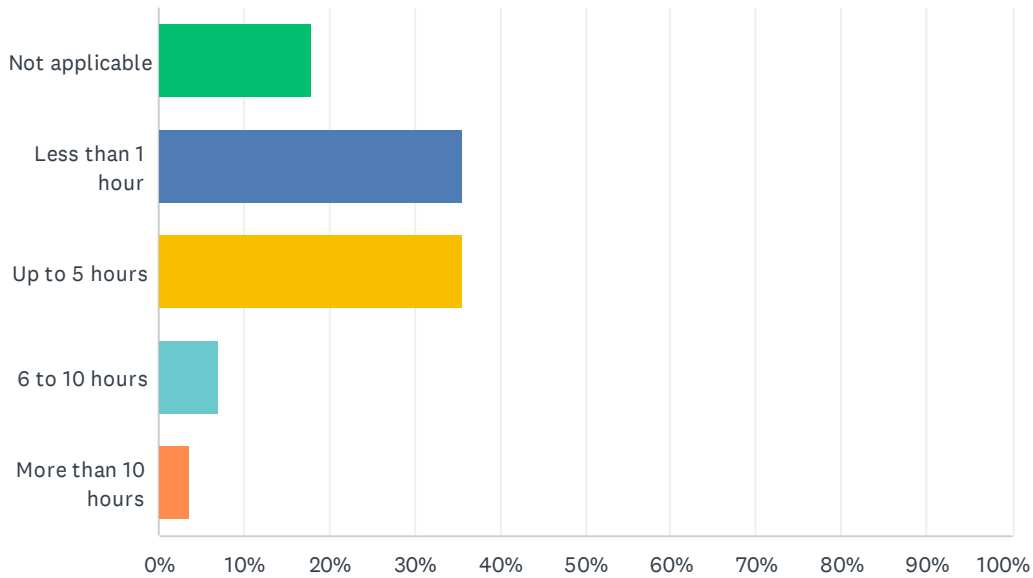
ANSWER CHOICES	RESPONSES	
Not applicable	17.86%	5
Less than 1 hour	35.71%	10
Up to 5 hours	35.71%	10
6 to 10 hours	7.14%	2
More than 10 hours	3.57%	1
TOTAL		28

Q9 How would you rate the working relationship between the "Branch Support Groups" and your library location?

Answered: 27   Skipped: 7
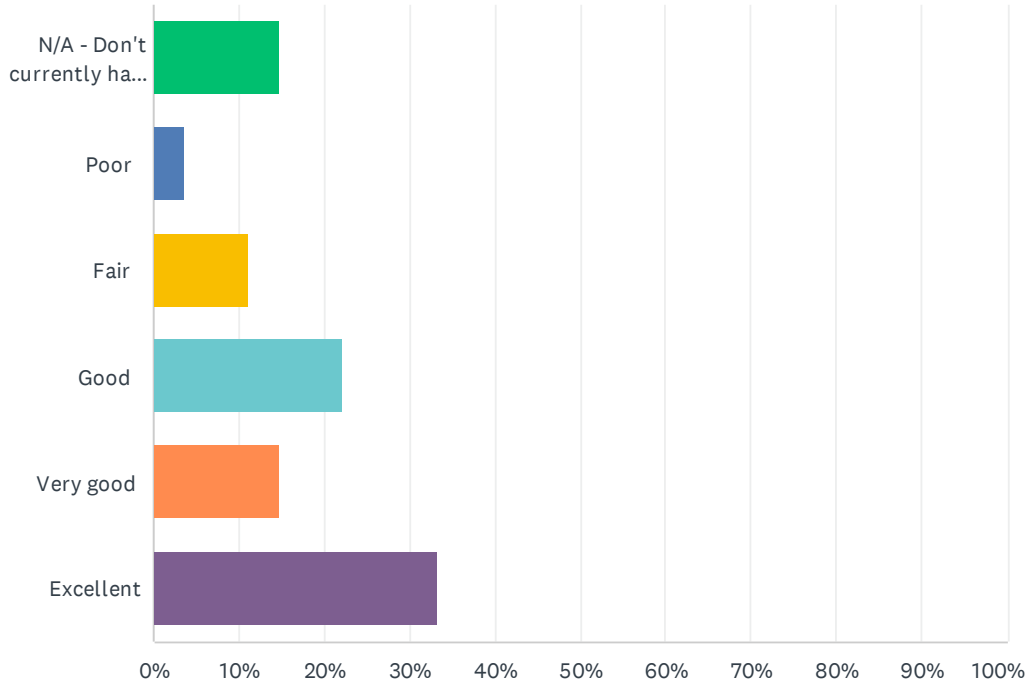
ANSWER CHOICES	RESPONSES	
N/A - Don't currently have a Branch Support Group	14.81%	4
Poor	3.70%	1
Fair	11.11%	3
Good	22.22%	6
Very good	14.81%	4
Excellent	33.33%	9
TOTAL		27

Q10 Using the list below, how should the money that the "Branch Support Groups" raise be used? Please select your top four items and rank them in order of importance with 1 being the most important and 4 being the least important of the four that you've selected. Remember, select only four items.

Answered: 28   Skipped: 6
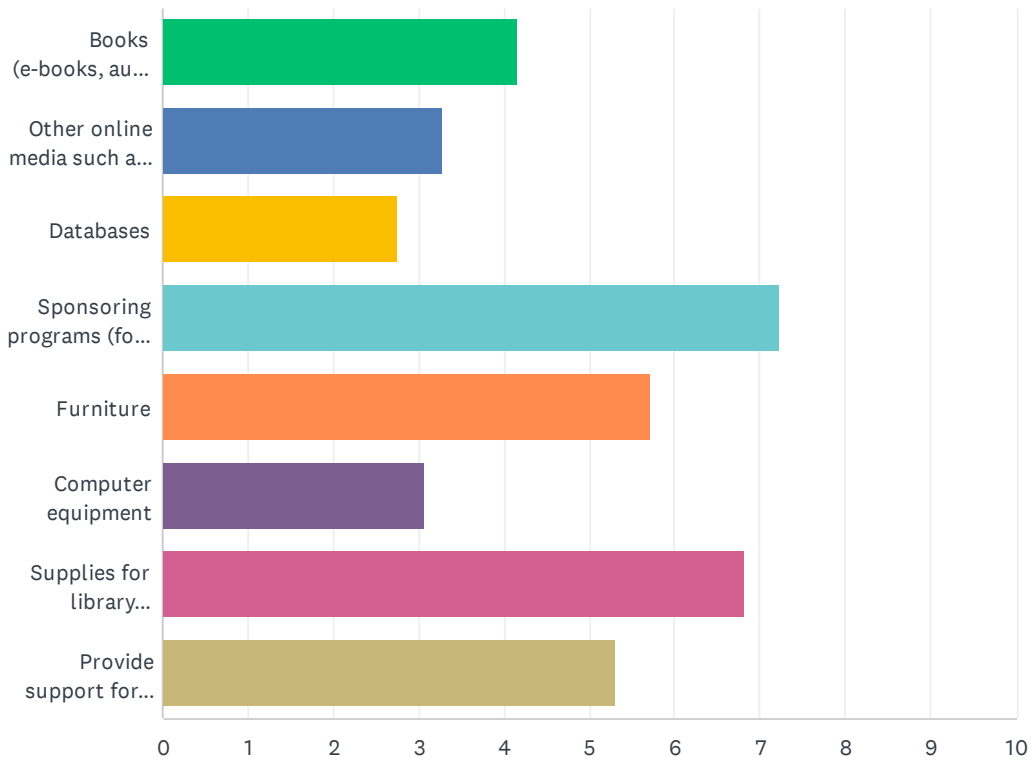
Library Managers and Administration - Future of San Antonio Public Library's Partnership with the Friends of the San Antonio Public Library

	1	2	3	4	5	6	7	8	TOTAL	SCORE
Books (e-books, audio books, etc.)	7.69% 1	7.69% 1	0.00% 0	15.38% 2	38.46% 5	15.38% 2	7.69% 1	7.69% 1	13	4.15
Other online media such as streaming movies and music	0.00% 0	7.14% 1	7.14% 1	14.29% 2	7.14% 1	21.43% 3	28.57% 4	14.29% 2	14	3.29
Databases	8.33% 1	0.00% 0	0.00% 0	8.33% 1	0.00% 0	25.00% 3	33.33% 4	25.00% 3	12	2.75
Sponsoring programs (for example, summer reading program)	44.44% 12	40.74% 11	7.41% 2	7.41% 2	0.00% 0	0.00% 0	0.00% 0	0.00% 0	27	7.22
Furniture	4.17% 1	8.33% 2	45.83% 11	37.50% 9	4.17% 1	0.00% 0	0.00% 0	0.00% 0	24	5.71
Computer equipment	0.00% 0	7.14% 1	7.14% 1	7.14% 1	14.29% 2	21.43% 3	14.29% 2	28.57% 4	14	3.07
Supplies for library programs such as arts & crafts	39.29% 11	32.14% 9	14.29% 4	7.14% 2	3.57% 1	0.00% 0	3.57% 1	0.00% 0	28	6.82
Provide support for staff training, development, and conference attendance	7.69% 2	11.54% 3	30.77% 8	30.77% 8	7.69% 2	3.85% 1	0.00% 0	7.69% 2	26	5.31

	1	2	3	4	5	6	7	8	TOTAL	SCORE

Q11 Based on the list below, select four challenges facing the "Branch Support Groups" with number 1 being the most challenging and number 4 being the least challenging of the four items that you've chosen. Remember, choose only four.

Answered: 28   Skipped: 6
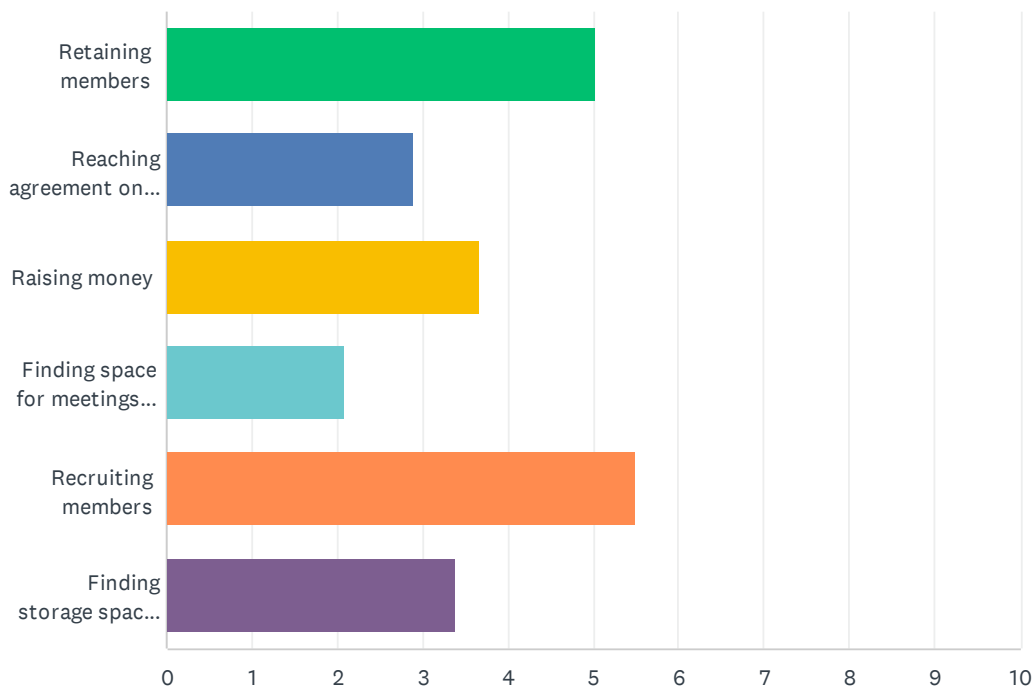
	1	2	3	4	5	6	TOTAL	SCORE
Retaining members	25.93% 7	55.56% 15	14.81% 4	3.70% 1	0.00% 0	0.00% 0	27	5.04
Reaching agreement on what library projects to fund	0.00% 0	11.11% 1	22.22% 2	33.33% 3	11.11% 1	22.22% 2	9	2.89
Raising money	4.17% 1	4.17% 1	50.00% 12	37.50% 9	4.17% 1	0.00% 0	24	3.67
Finding space for meetings or events	0.00% 0	0.00% 0	0.00% 0	30.00% 3	50.00% 5	20.00% 2	10	2.10
Recruiting members	67.86% 19	21.43% 6	7.14% 2	0.00% 0	3.57% 1	0.00% 0	28	5.50
Finding storage space for book sales	3.85% 1	15.38% 4	26.92% 7	38.46% 10	0.00% 0	15.38% 4	26	3.38

Q12 Name one thing you think the "Branch Support Groups" can do to strengthen the partnership with your location.

Answered: 21   Skipped: 13

#	RESPONSES	DATE
1	Have more people in the group. Currently it's 2.	1/23/2023 2:19 PM
2	Help promote programming and encourage community use of the library.	1/23/2023 12:48 PM
3	Ease of access to funds. More simplified process for spending money.	1/23/2023 12:34 PM
4	Recruit more members who are able to be active in the community	1/23/2023 12:31 PM
5	Visit the branch more frequently, stock book sales carts and manage donations.	1/19/2023 9:26 AM
6	We have a great partnership.	1/18/2023 7:31 PM
7	Keep showing up.	1/18/2023 1:10 PM
8	Recruit younger and more energetic members.	1/18/2023 7:33 AM
9	recruit new members	1/17/2023 1:33 PM
10	The partnership is already strong.	1/17/2023 11:18 AM
11	Ensure branch support groups fill officer roles to facilitate meetings to conduct official business.	1/17/2023 10:09 AM
12	Visit my location more often, especially during community programs.	1/17/2023 9:59 AM
13	n/a	1/17/2023 7:18 AM
14	Have more members & volunteers to help with fundraising & events	1/16/2023 7:00 AM
15	Recruit new members	1/15/2023 8:43 AM
16	n/a	1/15/2023 8:13 AM
17	Continue to be inviting to new members.	1/14/2023 3:30 PM
18	NA - don't have a Friends group	1/14/2023 1:36 PM
19	Meet more regularly	1/14/2023 9:31 AM
20	Have more involvement from the officers other than one person who does all of the book sorting with little direction on what to save for a book sale.	1/14/2023 8:53 AM
21	There is a need to better understand the philosophy of the public library and seek ways to disperse funds in a more efficient manner.	1/13/2023 1:30 PM

Q13 Name one thing the your location can do to strengthen the partnership with the "Branch Support Groups".

Answered: 21   Skipped: 13

#	RESPONSES	DATE
1	We do all we can. Big Friends need to step up.	1/23/2023 2:19 PM
2	Work with them to reach out the community.	1/23/2023 12:48 PM
3	We have a very great working relationship with our Branch Friends Group.	1/23/2023 12:34 PM
4	Promote the Friends group and meetings better	1/23/2023 12:31 PM
5	Maintain communications, direct messaging regarding programs and services.	1/19/2023 9:26 AM
6	We have a great partnership.	1/18/2023 7:31 PM
7	Encourage patrons to join the group.	1/18/2023 1:10 PM
8	Don't know.	1/18/2023 7:33 AM
9	interact with the group	1/17/2023 1:33 PM
10	More or all staff members to interact more with the branch group.	1/17/2023 11:18 AM
11	The Central Library lacks a dedicated branch support group.	1/17/2023 10:09 AM
12	Encourage staff to become acquainted with Branch Support Groups from other locations.	1/17/2023 9:59 AM
13	n/a	1/17/2023 7:18 AM
14	Be able to assist more with fiscal transactions	1/16/2023 7:00 AM
15	Recognize their hard work and support	1/15/2023 8:43 AM
16	n/a	1/15/2023 8:13 AM
17	Continue to be an active liaison.	1/14/2023 3:30 PM
18	NA - don't have a Friends group	1/14/2023 1:36 PM
19	Invite them to staff events, not just ask them to provide food/funds.	1/14/2023 9:31 AM
20	pre-sort donated items for the Friends	1/14/2023 8:53 AM
21	Help them understand the library's purpose and philosophy of service.	1/13/2023 1:30 PM

Q14 State whether or not you agree or disagree with this statement..."the library (your location or system) communicates clearly about the support they need from the "Branch Support Groups".

Answered: 25   Skipped: 9
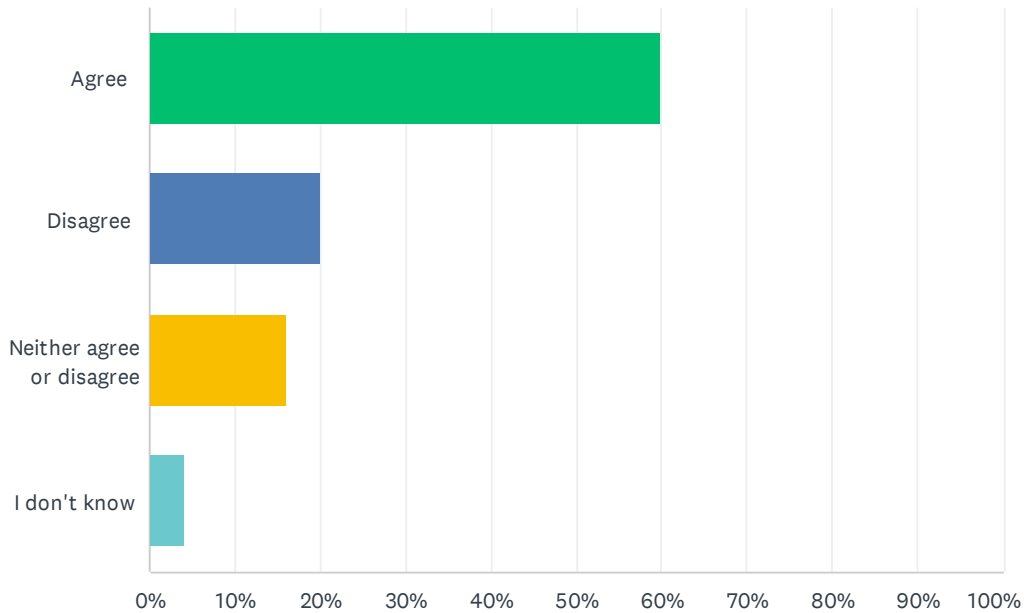
ANSWER CHOICES	RESPONSES	
Agree	60.00%	15
Disagree	20.00%	5
Neither agree or disagree	16.00%	4
I don't know	4.00%	1
TOTAL		25

Q15 Do you find the annual spending plans a helpful way to communicate the needs of the branch and facilitate purchases?

Answered: 25   Skipped: 9
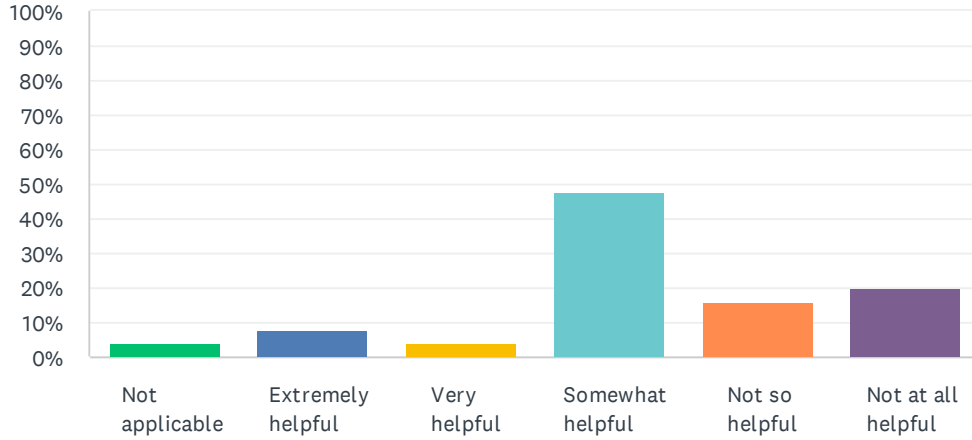
ANSWER CHOICES	RESPONSES	
Not applicable	4.00%	1
Extremely helpful	8.00%	2
Very helpful	4.00%	1
Somewhat helpful	48.00%	12
Not so helpful	16.00%	4
Not at all helpful	20.00%	5
TOTAL		25

Q16 If you have additional feedback to share about your experiences with the Friends of SAPL ("Big Friends" or "Branch Support Groups") that was not addressed above, please share here.

Answered: 11   Skipped: 23

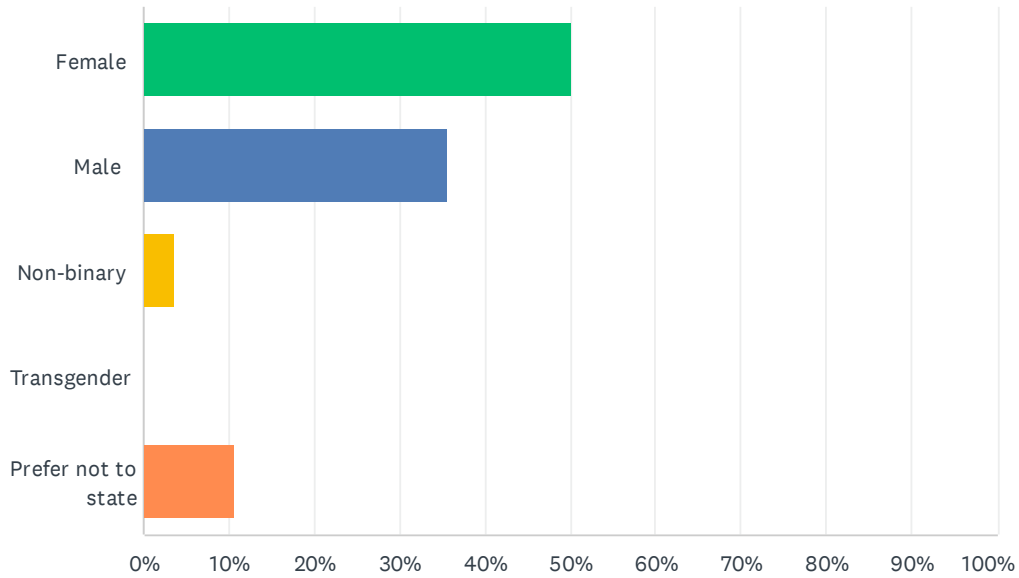| #	RESPONSES	DATE
1	I feel like it should just be the "Big Friends" and the members thereof should be in charge of different branches in terms of approving and procuring things for the branches with their raised money. The branch workers and managers have enough to do without adding additional hours to do friends things because no one else is willing.	1/23/2023 1:50 PM
2	Annual spending plans are unhelpful because the staff have to anticipate needs for the year OR the line items have to be too vague. The process for spending money is time consuming and cumbersome.	1/23/2023 12:34 PM
3	I think Friends groups are a fundamental part of public libraries, and like any volunteer group do require a lot of effort to maintain, but I think it's a valuable partnership. I do think they need some help to become more efficient and focused, but I think it's possible to get them there while keeping the essential structure. I think the branch Friends groups are a very important resource, and I hope this process doesn't hurt the relationship. I know that they don't bring in as much money as the Foundation, but the money they do bring in is very helpful for branches as that's what many branches rely on for much of our monthly program supplies.	1/23/2023 12:31 PM
4	Not the Friends fault, but the paperwork required to accept funds or make requests of the Friends group is confusing and discouraging.	1/18/2023 1:10 PM
5	The support group for my branch/unit is currently inactive due to lack of leadership. It has been difficult to retain officers and members who were willing to facilitate and attend past meetings. Suggestion: any funds raised by support group should transfer into the respective location's Gifts and Memorial accounts via regular (annual/quarterly) deposits for the branch/unit to utilize. Staff should not have to request permission from support group to transfer & expend the funds.	1/17/2023 10:09 AM
6	Have lots of fundraising ideas from staff but nothing ever happens when try to discuss or coordinate with Jessica Z. & Big friends over last 2 years now there's a consultant	1/16/2023 7:00 AM
7	More direction when requesting Funds from our Branch Support Groups and Big Friends. More involvement/support from SAPL admin when dealing with Big Friends and requesting money. Easier access to account balances and requesting funds throughout the year.	1/15/2023 8:43 AM
8	My experiences in multiple branch locations have been positive and supportive. Each Friends group I have worked with has shown a real desire to do as much as possible to help with the needs of the branch.	1/14/2023 3:30 PM
9	As a manager without a Friends Group, the task of trying to start one is very daunting with no guidance or best practices provided by SAPL or the Big Friends. What are the steps to get it off the ground? What is the manager's role in this and what is the Big Friends' role? I think this is one of the reasons some locations do not have a group - the process to start one is very unclear.	1/14/2023 1:36 PM
10	The friends group meets quarterly but does not engage the community in any other way than by having book sales. We have signage at 2 location within the branch about joining the Friends group, but those go largely unnoticed. Only the current Encino friends Treasurer decides to sort through the donations and store them, even though she has asked for help. We recently voted in two teens into officer roles, but I don't think we will see much of them as they are using this as a community service point for their National Honor Society requirement.	1/14/2023 8:53 AM
11	Funds raised should be turned over to the City and every branch should a portion based on the key indicators of the location.	1/13/2023 1:30 PM

Q17 I identify as

Answered: 28   Skipped: 6

ANSWER CHOICES	RESPONSES	
Female	50.00%	14
Male	35.71%	10
Non-binary	3.57%	1
Transgender	0.00%	0
Prefer not to state	10.71%	3
TOTAL		28

Q18 Ethnically, I identify as:

Answered: 27   Skipped: 7
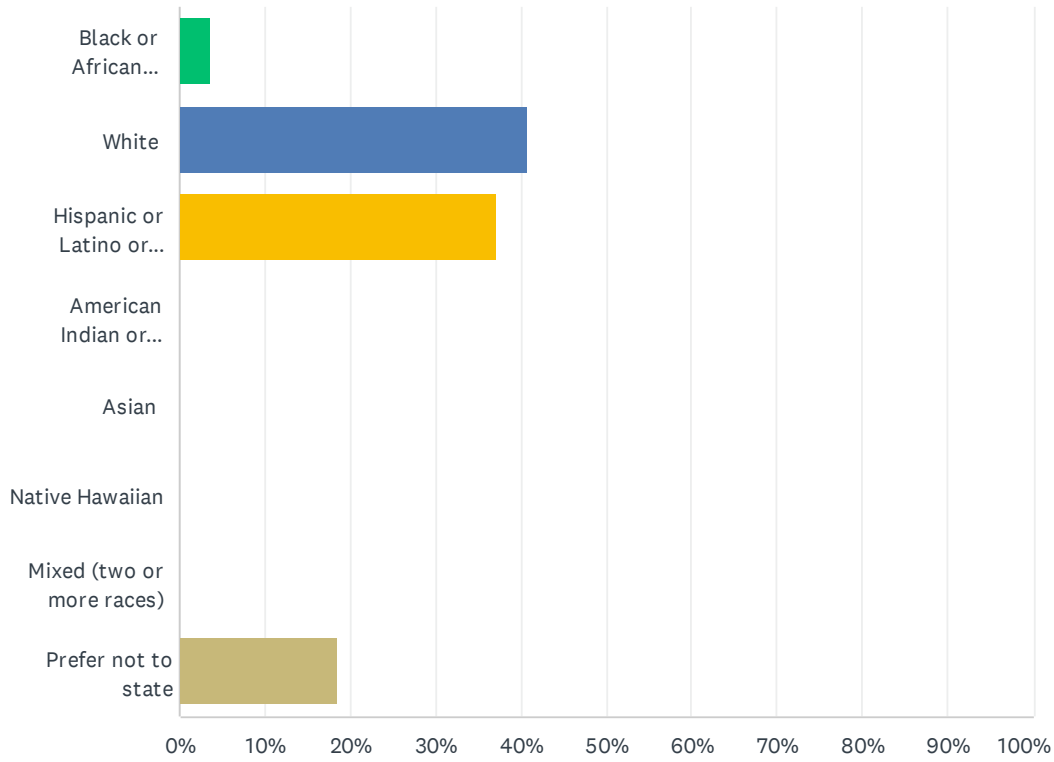
ANSWER CHOICES	RESPONSES	
Black or African American	3.70%	1
White	40.74%	11
Hispanic or Latino or Latinx	37.04%	10
American Indian or Alaska Native	0.00%	0
Asian	0.00%	0
Native Hawaiian	0.00%	0
Mixed (two or more races)	0.00%	0
Prefer not to state	18.52%	5
TOTAL		27

Q1 How long have you been associated with the Friends of the San Antonio Public Library?

Appendix 5

Answered: 172   Skipped: 2
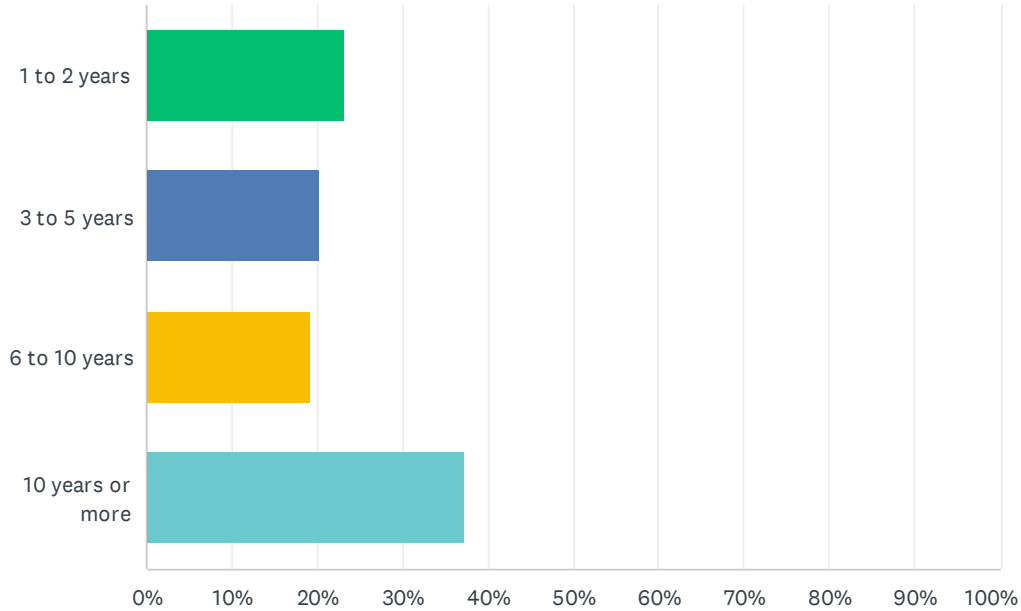
ANSWER CHOICES	RESPONSES	
1 to 2 years	23.26%	40
3 to 5 years	20.35%	35
6 to 10 years	19.19%	33
10 years or more	37.21%	64
TOTAL		172

Q2 Please name the branch library location that you affiliate yourself with.

Answered: 171   Skipped: 3

#	RESPONSES	DATE
1	Encino	1/26/2023 9:07 AM
2	Cortez Library	1/25/2023 9:32 AM
3	Semmes	1/25/2023 6:33 AM
4	Tobin	1/25/2023 6:10 AM
5	Encino	1/24/2023 11:06 AM
6	Cody	1/24/2023 10:19 AM
7	Cody	1/24/2023 5:12 AM
8	McCreless	1/23/2023 5:17 PM
9	Memorial Branch Public Library	1/23/2023 4:19 PM
10	Brook Hollow	1/23/2023 3:56 PM
11	Igo	1/23/2023 2:19 PM
12	Brook Hollow	1/23/2023 1:29 PM
13	Cody	1/23/2023 12:06 PM
14	Schaefer Branch	1/23/2023 11:21 AM
15	Downtown	1/23/2023 10:49 AM
16	Tobin	1/23/2023 10:10 AM
17	McCreless	1/23/2023 7:54 AM
18	IGO BRANCH LIBRARY	1/23/2023 7:37 AM
19	Landa	1/23/2023 6:10 AM
20	gnw	1/22/2023 11:55 PM
21	Carver Branch	1/22/2023 10:16 PM
22	John Igo	1/22/2023 9:47 PM
23	Cody	1/22/2023 7:50 PM
24	Tobin and Landa	1/22/2023 5:41 PM
25	Johnston Branch Library	1/22/2023 4:58 PM
26	Maverick	1/22/2023 4:43 PM
27	Westfall	1/22/2023 4:26 PM
28	IGO	1/22/2023 2:03 PM
29	Landa	1/22/2023 10:44 AM
30	Brook Hollow Library	1/22/2023 10:37 AM
31	Tobin at Oakwell	1/22/2023 10:32 AM
32	McCreless	1/22/2023 9:42 AM
33	Las Palmas	1/22/2023 9:12 AM

34	Carver Branch	1/21/2023 9:35 PM
35	Memorial Branch	1/21/2023 6:30 PM
36	Brookhollow	1/21/2023 6:25 PM
37	Brook Hollow	1/21/2023 4:11 PM
38	Johnston	1/21/2023 2:01 PM
39	Landa	1/21/2023 11:52 AM
40	Mission, McCreless,	1/21/2023 11:02 AM
41	Landa	1/21/2023 10:21 AM
42	Igo Branch	1/21/2023 9:36 AM
43	San Pedro	1/21/2023 8:22 AM
44	Tobin	1/21/2023 7:17 AM
45	Tobin at Oakwell	1/21/2023 6:38 AM
46	Forest Hills	1/21/2023 6:33 AM
47	Memorial, Forest Hills	1/21/2023 6:15 AM
48	IGO	1/20/2023 8:03 PM
49	Friends of Landa Library	1/20/2023 7:30 PM
50	Maverick	1/20/2023 6:52 PM
51	McCreless	1/20/2023 5:54 PM
52	Brookhollow	1/20/2023 5:01 PM
53	Landa	1/20/2023 3:52 PM
54	Encino	1/20/2023 3:30 PM
55	encino	1/20/2023 2:56 PM
56	Potranco	1/20/2023 2:50 PM
57	Las Palmas	1/20/2023 2:19 PM
58	Encino	1/20/2023 2:05 PM
59	Cody Branch	1/20/2023 1:09 PM
60	Tobin at Oakwell	1/20/2023 12:32 PM
61	Semmes	1/20/2023 11:58 AM
62	Landa Library	1/20/2023 11:32 AM
63	Cody	1/20/2023 11:12 AM
64	Maverick	1/20/2023 11:12 AM
65	CODY	1/20/2023 11:10 AM
66	Igo	1/20/2023 10:05 AM
67	Brookhollow	1/20/2023 9:44 AM
68	Cody	1/20/2023 9:26 AM
69	Cody	1/20/2023 9:16 AM
70	Simon	1/20/2023 8:47 AM
71	Semmes	1/20/2023 8:44 AM

72	Igo	1/20/2023 8:37 AM
73	BROOKHOLLOW	1/20/2023 8:34 AM
74	Memorial branch	1/20/2023 8:33 AM
75	tobin oalwsll	1/20/2023 8:05 AM
76	Texana	1/20/2023 8:03 AM
77	Encino	1/20/2023 7:56 AM
78	Tobin	1/20/2023 7:49 AM
79	Landa and central	1/20/2023 7:42 AM
80	tobin	1/20/2023 7:40 AM
81	McCreless	1/20/2023 7:31 AM
82	Encino	1/20/2023 7:28 AM
83	T obin	1/20/2023 7:18 AM
84	Tobin	1/20/2023 7:05 AM
85	Cody	1/20/2023 7:04 AM
86	San Pedro and Landa	1/20/2023 6:59 AM
87	Westfall	1/20/2023 6:51 AM
88	Tobin Library at Oakwell	1/20/2023 6:47 AM
89	Parman Library at Stone Oak	1/20/2023 6:44 AM
90	Landa	1/20/2023 6:41 AM
91	Landa	1/20/2023 6:39 AM
92	Central	1/20/2023 6:21 AM
93	Parman	1/20/2023 6:20 AM
94	Forest HIlls	1/20/2023 6:12 AM
95	Mccreless	1/20/2023 5:59 AM
96	Semmes	1/20/2023 5:55 AM
97	Las Palmas	1/20/2023 5:44 AM
98	Encino	1/20/2023 5:43 AM
99	Brook hollow	1/20/2023 5:39 AM
100	Las Palmas	1/20/2023 4:58 AM
101	Schaefer Branch Library	1/20/2023 4:41 AM
102	Encino	1/20/2023 4:40 AM
103	Landa	1/20/2023 4:18 AM
104	Parman	1/20/2023 4:14 AM
105	Brook Hollow	1/20/2023 3:51 AM
106	Maury Maverick Jr.	1/19/2023 11:10 PM
107	Landa	1/19/2023 11:03 PM
108	Cortez	1/19/2023 8:48 PM
109	Tobin	1/19/2023 8:23 PM

110	Bazan	1/19/2023 8:11 PM
111	Las Palmas	1/19/2023 8:08 PM
112	Cody	1/19/2023 7:58 PM
113	Tobin at Oakwell	1/19/2023 7:58 PM
114	Igo Branch	1/19/2023 7:56 PM
115	Great Northwest	1/19/2023 7:39 PM
116	Carver	1/19/2023 7:35 PM
117	Cortez	1/19/2023 7:33 PM
118	Semmes	1/19/2023 7:25 PM
119	Mission	1/19/2023 7:25 PM
120	Landa	1/19/2023 7:14 PM
121	Tobin	1/19/2023 7:11 PM
122	brook hollow	1/19/2023 7:05 PM
123	Cortez	1/19/2023 7:01 PM
124	igo	1/19/2023 6:52 PM
125	Memorial	1/19/2023 6:46 PM
126	Parman	1/19/2023 6:41 PM
127	Brook Hollow	1/19/2023 6:37 PM
128	Brook Hollow	1/19/2023 6:29 PM
129	Potranco	1/19/2023 6:27 PM
130	Schaefer	1/19/2023 6:26 PM
131	Semmes	1/19/2023 6:24 PM
132	McCrelesd	1/19/2023 6:07 PM
133	Thousand Oaks	1/19/2023 6:01 PM
134	Tobin Library at Oakwell	1/19/2023 5:52 PM
135	Brook Hollow Parman Encino	1/19/2023 5:45 PM
136	Texana	1/19/2023 5:41 PM
137	Mission Library	1/19/2023 5:41 PM
138	Las Palmas Library	1/19/2023 5:37 PM
139	Landa	1/19/2023 5:37 PM
140	Westfall	1/19/2023 5:30 PM
141	Pruitt	1/19/2023 5:24 PM
142	John Igo	1/19/2023 5:22 PM
143	Parman	1/19/2023 5:13 PM
144	Johnston	1/19/2023 5:01 PM
145	Tobin and Brookhollow libraries	1/19/2023 4:59 PM
146	Cody	1/19/2023 4:59 PM
147	All Especially John Igo	1/19/2023 4:59 PM

148	Cody	1/19/2023 4:56 PM
149	Carver Branch	1/19/2023 4:53 PM
150	Molly Pruitt Library	1/19/2023 4:50 PM
151	Landa	1/19/2023 4:47 PM
152	Brookhollow	1/19/2023 4:44 PM
153	Bazan	1/19/2023 4:43 PM
154	Thousand Oaks	1/19/2023 4:42 PM
155	Igo, Brookhollow, Landa, Cody	1/19/2023 4:40 PM
156	Tobin	1/19/2023 4:38 PM
157	Tobin	1/19/2023 4:37 PM
158	Westfall	1/19/2023 4:37 PM
159	Texana	1/19/2023 4:35 PM
160	Landa	1/19/2023 4:24 PM
161	Guerra	1/19/2023 4:22 PM
162	Potranco	1/19/2023 4:19 PM
163	Parman	1/19/2023 4:17 PM
164	Landa	1/19/2023 4:12 PM
165	IGO	1/19/2023 4:08 PM
166	Landa	1/19/2023 4:06 PM
167	Potranco	1/19/2023 4:02 PM
168	igo	1/19/2023 3:59 PM
169	San Pedro Springs Library Branch	1/19/2023 3:58 PM
170	Semmes	1/19/2023 3:54 PM
171	Maverick	1/17/2023 2:43 PM

Q3 How well do you think the "Big Friends" perform in each of the activities listed below?

Answered: 120   Skipped: 54
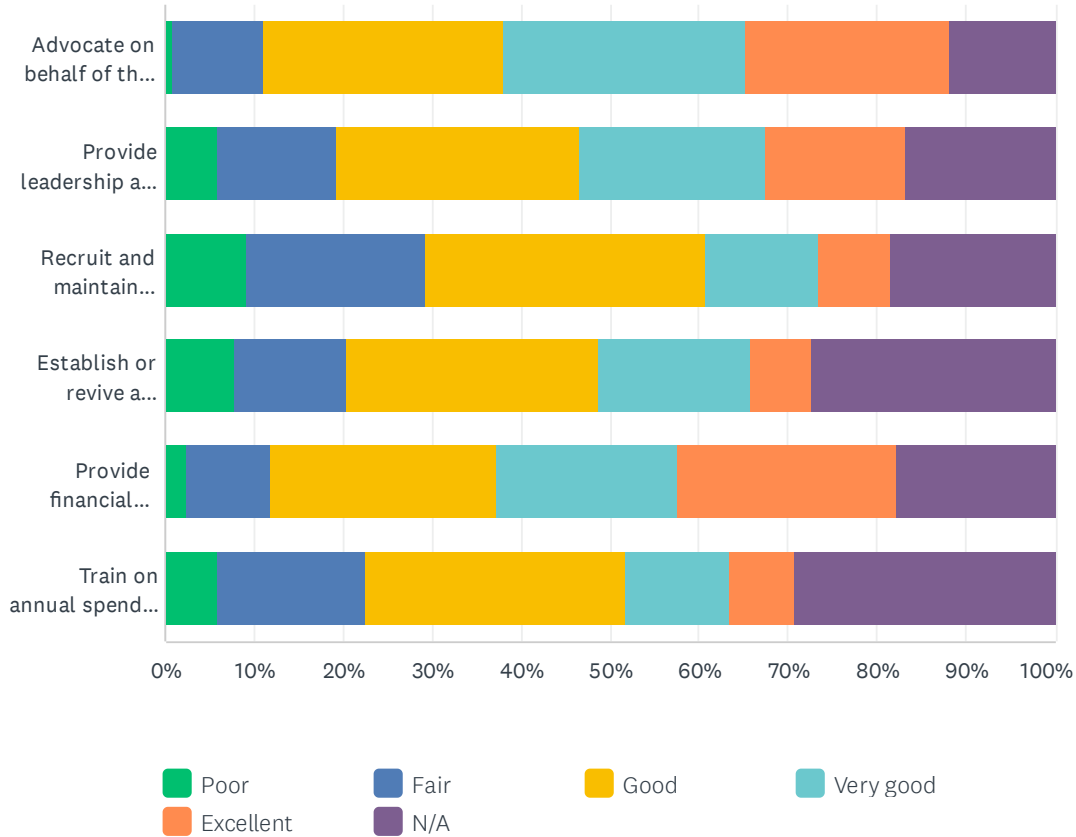
	POOR	FAIR	GOOD	VERY GOOD	EXCELLENT	N/A	TOTAL	WEIGHTED AVERAGE
Advocate on behalf of the library	0.85% 1	10.17% 12	27.12% 32	27.12% 32	22.88% 27	11.86% 14	118	3.69
Provide leadership and support to my Branch Support Group	5.83% 7	13.33% 16	27.50% 33	20.83% 25	15.83% 19	16.67% 20	120	3.33
Recruit and maintain members	9.17% 11	20.00% 24	31.67% 38	12.50% 15	8.33% 10	18.33% 22	120	2.89
Establish or revive a Branch/Unit Support Group	7.69% 9	12.82% 15	28.21% 33	17.09% 20	6.84% 8	27.35% 32	117	3.04
Provide financial support to the library	2.54% 3	9.32% 11	25.42% 30	20.34% 24	24.58% 29	17.80% 21	118	3.67
Train on annual spending plan	5.83% 7	16.67% 20	29.17% 35	11.67% 14	7.50% 9	29.17% 35	120	2.98

Q4 State whether or not you agree or disagree with this statement..."the library system communicates clearly about the support they need from the "Big Friends".

Answered: 123   Skipped: 51
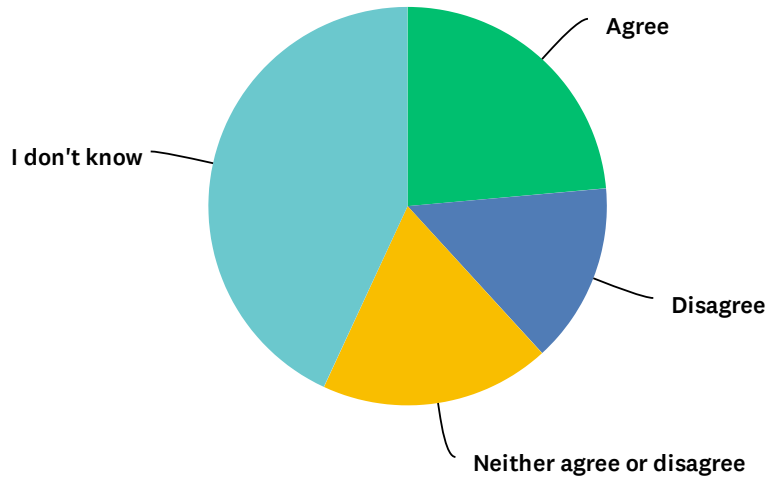
ANSWER CHOICES	RESPONSES	
Agree	23.58%	29
Disagree	14.63%	18
Neither agree or disagree	18.70%	23
I don't know	43.09%	53
TOTAL		123

Q5 How would you rate the working relationship between the "Big Friends" and the San Antonio Public Library?

Answered: 113   Skipped: 61
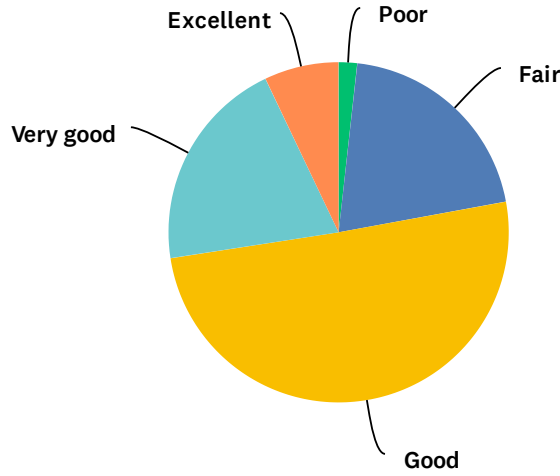
ANSWER CHOICES	RESPONSES	
Poor	1.77%	2
Fair	20.35%	23
Good	50.44%	57
Very good	20.35%	23
Excellent	7.08%	8
TOTAL		113

Q6 To the best of your knowledge, tell us if you know if the "Big Friends" have the following items (check all that apply).

Answered: 122   Skipped: 52
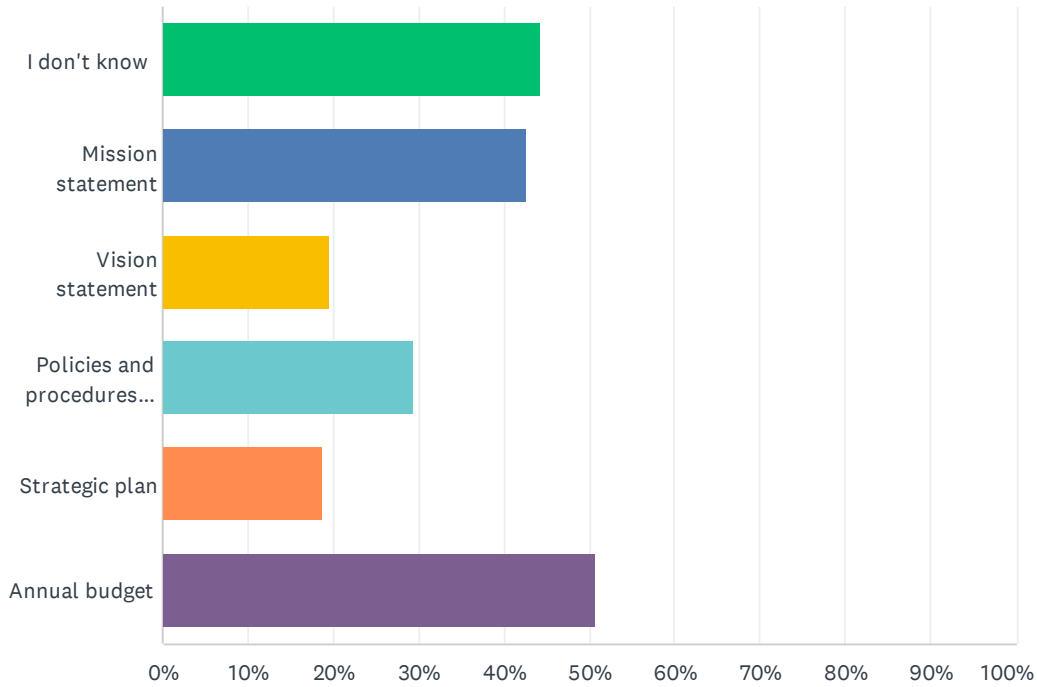
ANSWER CHOICES	RESPONSES	
I don't know	44.26%	54
Mission statement	42.62%	52
Vision statement	19.67%	24
Policies and procedures manual	29.51%	36
Strategic plan	18.85%	23
Annual budget	50.82%	62
Total Respondents: 122		

Q7 Name one thing the library system can do to strengthen its partnership with the "Big Friends".

Answered: 88   Skipped: 86

#	RESPONSES	DATE
1	None	1/26/2023 9:08 AM
2	The library system can strengthen the partnership by providing more social media marketing training/ support to help with recruitment of the individual branch groups.	1/25/2023 10:05 AM
3	System and city wide effort to recruit volunteers	1/25/2023 6:12 AM
4	The library system can put on workshops.	1/25/2023 1:13 AM
5	Plan more joint events, day, evening, weekends and publicize in friends and SAPL newsletters, newspaper, online sites and city spaces	1/24/2023 11:08 AM
6	Communication	1/23/2023 4:38 PM
7	Unknown	1/23/2023 4:00 PM
8	Give feedback about how funds donated to SAPL were used, recently.	1/23/2023 2:26 PM
9	communication	1/23/2023 1:32 PM
10	Followup with the money given to the Library by its Friends	1/23/2023 12:09 PM
11	Communicate either in person, through Zoom, e-mails, US mail.	1/23/2023 11:34 AM
12	Help with promoting the Book Cellar	1/23/2023 10:17 AM
13	make it easier to spend the money	1/23/2023 7:56 AM
14	STOP ASKING FOR HELT, THAT WAY WE WON'T BR DISAPPOINTED WHEN IT DOESN'T COME!	1/23/2023 7:44 AM
15	Increase communication with the Book Cellar	1/23/2023 12:01 AM
16	Maintain open communication	1/22/2023 10:24 PM
17	Support the individual Branch Libraries.	1/22/2023 9:52 PM
18	abc	1/22/2023 7:52 PM
19	stronger support	1/22/2023 5:10 PM
20	We could increase membership, I wish the Library would help us recruit new volunteers/members	1/22/2023 4:46 PM
21	Open more meeting for collaboration and inclusion.	1/22/2023 4:30 PM
22	keep communication open	1/22/2023 2:05 PM
23	Greater communication is needed between the two groups. The library system should foster employees to work with the Friends in greater capacities.	1/22/2023 10:45 AM
24	Promote on mysapl.org	1/22/2023 10:39 AM
25	I'm so new to this that I don't have opinions. Sorry.	1/22/2023 9:46 AM
26	lack enough information to respond	1/22/2023 9:15 AM
27	Be forthcoming with immediate needs of the system	1/21/2023 9:45 PM
28	So far we have been lucky, big friends have been part of our meetings.	1/21/2023 6:46 PM
29	--	1/21/2023 4:14 PM

30	I don't have a clear answer for you right now.	1/21/2023 2:05 PM
31	don't know	1/21/2023 10:24 AM
32	Encourage branch staff to work closely with the friends	1/21/2023 8:39 AM
33	Communicate needs to FOSAPL and convey appreciation in public media channels	1/21/2023 6:19 AM
34	not sure	1/20/2023 7:35 PM
35	Request help establishing friends groups in the library branches that don't have them.	1/20/2023 6:56 PM
36	Listen to us. I have asked that the newsletter carry the reportsfrom each branch and have been told that the powers that be won't do it because now they spend less on the newsletter.	1/20/2023 5:06 PM
37	Support the Friends by advertising and informing library patrons about the Friends	1/20/2023 3:46 PM
38	Formally acknowledge that Big Friends (inclusive of Branches' Friends) is a group comprised of VOLUNTEERS.	1/20/2023 3:07 PM
39	Be honest about expectations	1/20/2023 2:08 PM
40	Request necessities needed for each branch.	1/20/2023 1:15 PM
41	I don't know as I am not from San Antonio.	1/20/2023 12:39 PM
42	I have no clue who they are	1/20/2023 11:14 AM
43	DON'T KNOW	1/20/2023 11:11 AM
44	I'm not up to date enough to answer	1/20/2023 10:19 AM
45	Inquire on support for expanding membership to Friends branch.	1/20/2023 8:43 AM
46	Continue to work with local branch groups	1/20/2023 8:39 AM
47	Show more respect for Friends activities - library director attend events, etc. (Will director be at African American Book Festival?) Understand limitations faced by Friends, such as difficulty of recruiting volunteers for BookCellar. Also, could you please call the umbrella group the citywide Friends, instead of "Big Friends"? That implies that branch groups are less important.	1/20/2023 7:59 AM
48	Spend more time at branch friends gatherings	1/20/2023 7:47 AM
49	I come at this from a Branch perspective. Stronger Branch groups help make FOSAPL stronger—so at least once a year, the Library Exec Director might have a "State of the Library" meeting and invite Branch groups to attend	1/20/2023 7:36 AM
50	Help to secure new memberships,	1/20/2023 7:33 AM
51	Partnerships in events that benefit San Antonio youth	1/20/2023 6:54 AM
52	haven't been a branch friend long enough, not even sure what "Big Friends" are...	1/20/2023 6:49 AM
53	keep in contact via email distributions; some kind of get together to meet and know the members, etc.	1/20/2023 6:45 AM
54	IDK	1/20/2023 6:25 AM
55	This is the first time I ahve heardf of "Big Friends".	1/20/2023 6:14 AM
56	Better communication	1/20/2023 6:03 AM
57	I didn't know there were "Big Friends"	1/20/2023 5:58 AM
58	Better communication.	1/20/2023 5:42 AM
59	Allow more independence to the local FOSAPL regarding the use and accumulation of local funding.	1/20/2023 4:44 AM
60	This is a board member question. I haven't been on the board in several years.	1/20/2023 3:59 AM
61	Don't know	1/19/2023 11:14 PM
62	Communication	1/19/2023 11:05 PM

63	Improve communication, e.g., exchange ideas, reflections	1/19/2023 8:12 PM
64	Continue to acknowledge the support provided by the "Big Friends"	1/19/2023 8:00 PM
65	Have libary promotion messages on social media and inserted in the CPS & SAWS bills	1/19/2023 7:41 PM
66	Group social events	1/19/2023 7:35 PM
67	Assist in membership recruitment and promotion.	1/19/2023 6:49 PM
68	I don't know enough about the relationship	1/19/2023 6:41 PM
69	?	1/19/2023 6:32 PM
70	n/a	1/19/2023 6:30 PM
71	Keep working on a viable budget	1/19/2023 6:30 PM
72	Marketing for recruitment	1/19/2023 6:10 PM
73	Act like all the branches are equal	1/19/2023 6:04 PM
74	Have ambasador each friend serve in a council together	1/19/2023 5:44 PM
75	??	1/19/2023 5:37 PM
76	Provide membership envelopes with a letter to past members that their membership dues are to be paid in January.	1/19/2023 5:04 PM
77	??	1/19/2023 5:03 PM
78	I would like to see a Friends bookplate in books the friends supported. Or, the amount of books purchased.	1/19/2023 5:01 PM
79	My concern is with the "little friends".	1/19/2023 4:55 PM
80	I don't know	1/19/2023 4:48 PM
81	More CD books	1/19/2023 4:47 PM
82	Be more engagibg	1/19/2023 4:45 PM
83	Continue to meet regularly and communicate plans and needs openly	1/19/2023 4:44 PM
84	Clarity between the two, especially surrounding involvement.	1/19/2023 4:22 PM
85	I have never even heard of the big friends.	1/19/2023 4:07 PM
86	Open communication	1/19/2023 4:00 PM
87	Communication/interactive activities	1/19/2023 4:00 PM
88	Have more frequent meetings and advertising	1/19/2023 3:55 PM

Q8 Name one thing you think the "Big Friends" can do to strengthen its partnership with the library system.

Answered: 85   Skipped: 89

#	RESPONSES	DATE
1	None	1/26/2023 9:08 AM
2	The "Big Friends" can strengthen the partnership by continuing the communication of events that are provided at the libraries for the website master calendar.	1/25/2023 10:05 AM
3	Handle fundraising with some big events like a 5k big author luncheons	1/25/2023 6:12 AM
4	Work more closely with lib system to assit. FG	1/25/2023 1:13 AM
5	set goals together	1/24/2023 11:08 AM
6	Communication	1/23/2023 4:38 PM
7	Unknown	1/23/2023 4:00 PM
8	Continue to be transparent about how funds raised in the BookCellar are used (e.g. operating expenses, donations to SAPL).	1/23/2023 2:26 PM
9	communication	1/23/2023 1:32 PM
10	Give more money: utilize the money in its money market funds	1/23/2023 12:09 PM
11	Visit and participate with SAPL Friends Branch Activities , Christmas Parties, Annual Celebrations, SAPL Friends Programs. It would enable the Branch Friends to become acquainted with the Big Friends Members.	1/23/2023 11:34 AM
12	Collaborate on events	1/23/2023 10:17 AM
13	fairly share the wealth throughout the system	1/23/2023 7:56 AM
14	START LISTENING TO OUR PLEAS FOR HELP!	1/23/2023 7:44 AM
15	Provide financial support	1/23/2023 12:01 AM
16	Advocate for all stakeholders	1/22/2023 10:24 PM
17	Help the smaller Branch Libraries by developing viable Friends Groups to support the main library programs.	1/22/2023 9:52 PM
18	abc	1/22/2023 7:52 PM
19	Communication	1/22/2023 5:10 PM
20	I try to mention my involvement a lot, it would help if the Library as a whole would do more to mention the good work of the Friends	1/22/2023 4:46 PM
21	Open more meeting for collaboration and inclusion.	1/22/2023 4:30 PM
22	be vocal	1/22/2023 2:05 PM
23	Offer employee and group memberships for PTAs, etc. Membership promotion and retention of members is a serious issue. More should be done to recruit new members of all ages. Open the doors to new opportunities for membership. The Friends need to expand their scope and foster new members.	1/22/2023 10:45 AM
24	Increase communication with SAPL admin and marketing.	1/22/2023 10:39 AM
25	Have a board member come speak at a local library in conjunction with FOSAPL event. ...I put NA above since I just recently became involved.h	1/22/2023 9:46 AM
26	lack enough information to respond	1/22/2023 9:15 AM

27	Inclusive meetings concerning new projects	1/21/2023 9:45 PM
28	--	1/21/2023 4:14 PM
29	don't know	1/21/2023 10:24 AM
30	Create work groups for branches to support each other	1/21/2023 8:39 AM
31	I can't think of anything.	1/21/2023 6:19 AM
32	not sure	1/20/2023 7:35 PM
33	Provide extra funds to those library branches that have very small or no Friends groups.	1/20/2023 6:56 PM
34	I think that it is the library system that needs to be more available to our voice	1/20/2023 5:06 PM
35	Be informed of the library needs	1/20/2023 3:46 PM
36	Do a better job of informing SAPL that the "annual" funds donation to the library system is in ADDITION to the continuing funds and "on the ground" support provided to staffs at branch libraries by their respective Friends groups.	1/20/2023 3:07 PM
37	Raise more $$	1/20/2023 2:08 PM
38	Comply with requests.	1/20/2023 1:15 PM
39	I don't know as I am not from San Antonio.	1/20/2023 12:39 PM
40	Clue less see #7	1/20/2023 11:14 AM
41	DON'T KNOW	1/20/2023 11:11 AM
42	I'm not up to date enough to answer	1/20/2023 10:19 AM
43	Provide opportunities for expanding membership.	1/20/2023 8:43 AM
44	Continue to work closely with the administration	1/20/2023 8:39 AM
45	Recruit and retain more active, involved members so that new initiatives will be supported and implemented.	1/20/2023 7:59 AM
46	Raise more money and be more visible	1/20/2023 7:47 AM
47	I don't know what the communication between FOSAPL and the Library Executive Director is like, but strengthen that communication if needed. They should be seen as partners.	1/20/2023 7:36 AM
48	The Workshop that Mss. Gandara and Morrow gave on "Money, Money, Money" was helpful.	1/20/2023 7:33 AM
49	Extract weeded books for sale to the public all around town	1/20/2023 6:54 AM
50	see answer to #7...have not been able to attend a local friends meeting	1/20/2023 6:49 AM
51	keep in contact via email distributions; some kind of get together to know the staff, etc.	1/20/2023 6:45 AM
52	IDK	1/20/2023 6:25 AM
53	Let the branch "Friends" know who you are. And, I am the Preident of FH.	1/20/2023 6:14 AM
54	Communicate clearly	1/20/2023 6:03 AM
55	Make themselves and purpose known at branch level	1/20/2023 5:58 AM
56	Speak out.	1/20/2023 5:42 AM
57	There isn't one.	1/20/2023 4:44 AM
58	Communication is a key to relationships and growth. Better communication with branch groups strengthens overall partnership.	1/20/2023 3:59 AM
59	Don't know	1/19/2023 11:14 PM
60	Communication	1/19/2023 11:05 PM
61	Advertise more online.	1/19/2023 8:12 PM

62	Lobbying for financial support from the San Antonio City Council	1/19/2023 8:00 PM
63	No answer	1/19/2023 7:41 PM
64	More group events between the Big Friends and the branches	1/19/2023 7:35 PM
65	NA	1/19/2023 6:49 PM
66	I don't know enough about the relationship	1/19/2023 6:41 PM
67	?	1/19/2023 6:32 PM
68	n/a	1/19/2023 6:30 PM
69	Work up a good master plan	1/19/2023 6:30 PM
70	Meeting formally or informally with Branch Friends groups to get to know them and their communities and see ways they could help.	1/19/2023 6:10 PM
71	Visit all the branches	1/19/2023 6:04 PM
72	Meet with all branch msnagers at least twice a year	1/19/2023 5:44 PM
73	??	1/19/2023 5:37 PM
74	See above answer	1/19/2023 5:04 PM
75	Have MORE FRIENDS	1/19/2023 5:03 PM
76	I don't know	1/19/2023 5:01 PM
77	Pay more attention to what is going on in the branch library friends	1/19/2023 4:55 PM
78	I don't know	1/19/2023 4:48 PM
79	Advertise mire	1/19/2023 4:45 PM
80	Continue to support the Branch Friends organizations to maximize overall support of the system	1/19/2023 4:44 PM
81	Clarity between the two entities, explain where the money is going?	1/19/2023 4:22 PM
82	Everything?	1/19/2023 4:07 PM
83	being in communication with what is needed	1/19/2023 4:00 PM
84	Same as above	1/19/2023 4:00 PM
85	Have more frequent meetings and advertising	1/19/2023 3:55 PM

Q9 Based on the list below, choose four challenges facing your "Branch Support Group" with number 1 being the most challenging and number 4 being the least challenging of the four items that you've chosen. Remember, choose only four.

Answered: 98   Skipped: 76
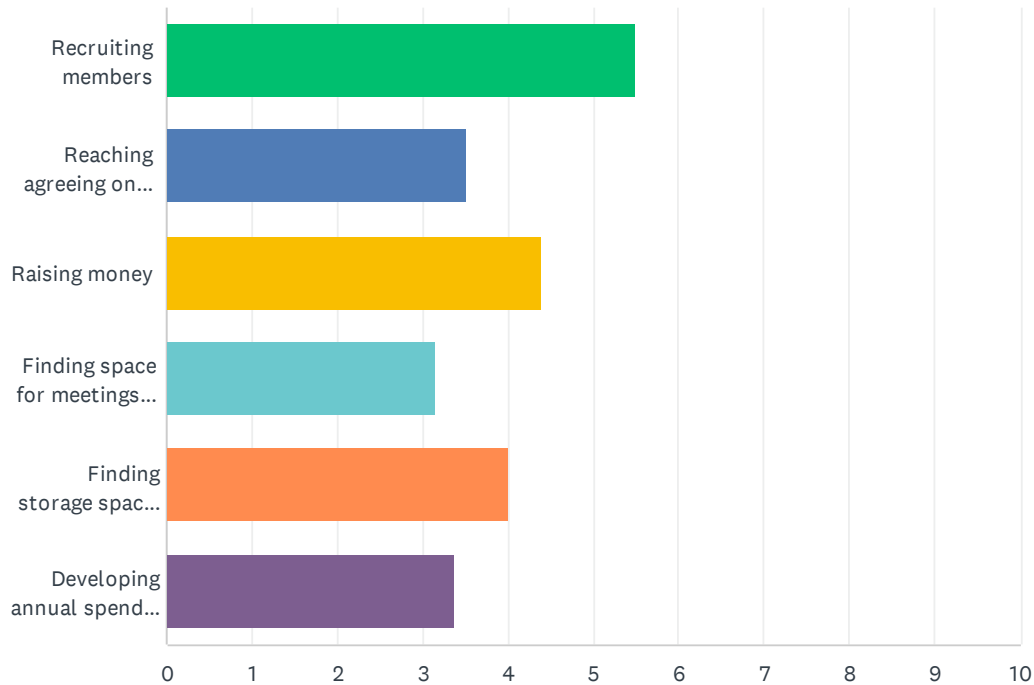
	1	2	3	4	5	6	TOTAL	SCORE
Recruiting members	70.79% 63	16.85% 15	6.74% 6	4.49% 4	0.00% 0	1.12% 1	89	5.51
Reaching agreeing on which library projects to support	7.69% 5	9.23% 6	29.23% 19	41.54% 27	6.15% 4	6.15% 4	65	3.52
Raising money	13.41% 11	43.90% 36	17.07% 14	20.73% 17	4.88% 4	0.00% 0	82	4.40
Finding space for meetings or events	1.96% 1	21.57% 11	21.57% 11	19.61% 10	15.69% 8	19.61% 10	51	3.16
Finding storage space for book sales	18.75% 15	21.25% 17	26.25% 21	16.25% 13	10.00% 8	7.50% 6	80	4.00
Developing annual spending plans	4.69% 3	12.50% 8	32.81% 21	28.13% 18	7.81% 5	14.06% 9	64	3.36

Q10 Using the items listed below, how should money that the "Branch Support Group" manage be spent? Please select your top four items and rank them in order of importance with 1 being the most important and 4 being the least important of the four that you've selected. Remember, select only four items.

Answered: 99   Skipped: 75
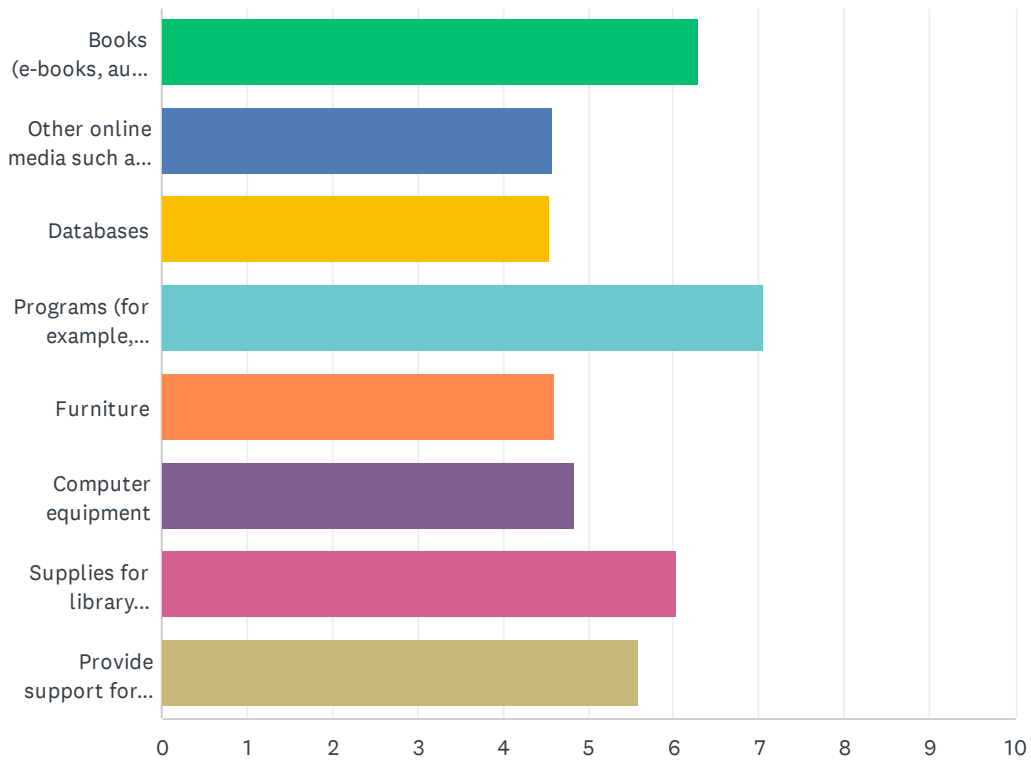
	1	2	3	4	5	6	7	8	TOTAL	SCORE
Books (e-books, audio books, etc.)	39.66% 23	17.24% 10	13.79% 8	13.79% 8	3.45% 2	5.17% 3	3.45% 2	3.45% 2	58	6.29
Other online media such as streaming movies and music	5.41% 2	13.51% 5	16.22% 6	21.62% 8	10.81% 4	16.22% 6	8.11% 3	8.11% 3	37	4.59
Databases	8.57% 3	14.29% 5	17.14% 6	11.43% 4	11.43% 4	17.14% 6	8.57% 3	11.43% 4	35	4.54
Programs (for example, sponsoring the summer reading program)	50.00% 42	26.19% 22	8.33% 7	13.10% 11	0.00% 0	1.19% 1	1.19% 1	0.00% 0	84	7.05
Furniture	0.00% 0	9.84% 6	24.59% 15	26.23% 16	19.67% 12	4.92% 3	4.92% 3	9.84% 6	61	4.61
Computer equipment	3.51% 2	17.54% 10	22.81% 13	22.81% 13	5.26% 3	12.28% 7	8.77% 5	7.02% 4	57	4.84
Supplies for library programs such as arts & crafts	16.25% 13	32.50% 26	22.50% 18	13.75% 11	6.25% 5	0.00% 0	7.50% 6	1.25% 1	80	6.03
Provide support for staff training, development, and conference attendance	17.57% 13	16.22% 12	28.38% 21	21.62% 16	0.00% 0	2.70% 2	4.05% 3	9.46% 7	74	5.58

Q11 Name one thing you think the "Branch Support Group" can do to strengthen its partnership with its respective branch library.

Answered: 71   Skipped: 103

#	RESPONSES	DATE
1	NA	1/26/2023 9:10 AM
2	"Branch Support Group" can introduce themselves and describe what support they provide…	1/25/2023 10:12 AM
3	Meet regularly	1/25/2023 6:18 AM
4	We can have more programs for students.	1/25/2023 1:19 AM
5	work on the calendar for the branch and host events in addition to the book sales	1/24/2023 11:11 AM
6	provide resources and computer skills for the elderly	1/23/2023 4:46 PM
7	Unknown	1/23/2023 4:01 PM
8	Continue to cultivate a good relationship with the branch manager, through frequent and open communication	1/23/2023 2:43 PM
9	get to know the staff	1/23/2023 1:41 PM
10	Meet and interact with the library employees	1/23/2023 12:15 PM
11	Sit in on staff meetings and share ideas and concerns with staff	1/23/2023 12:12 PM
12	Be more visible in its support of library programs	1/23/2023 10:20 AM
13	be more visible in the library day to day and special events	1/23/2023 8:02 AM
14	BE PROACTIVE FOR THEIR NEEDS!	1/23/2023 7:51 AM
15	Involve library staff in decisions re Friends expenditures	1/23/2023 12:08 AM
16	Work more closely with staff	1/22/2023 10:33 PM
17	We have a good partnership with our Branch Library.	1/22/2023 10:00 PM
18	Be engaged	1/22/2023 5:34 PM
19	It's difficult for all of us to meet at the Central Library, it would be nice to alternate some meetings to other branches occasionally	1/22/2023 4:51 PM
20	Shared attendance at meetings.	1/22/2023 4:36 PM
21	Think outside the box and be accepting of new innovative ideas.	1/22/2023 11:03 AM
22	Develop creative ways to raise money, including "book nooks" as opposed to big book sales.	1/22/2023 10:45 AM
23	Invite a staff member to address each board meeting to keep FOSAPL informed.	1/22/2023 9:54 AM
24	not involved enough to respond	1/22/2023 9:18 AM
25	Have more meetings with officers of branch libraries.	1/21/2023 10:10 PM
26	Learn from library staff what works, what doesn't and what ideas might work. To help create attractors to their location.	1/21/2023 6:57 PM
27	no suggestion	1/21/2023 10:27 AM
28	work more closely with branch staff to meet their needs - more communication	1/21/2023 8:52 AM
29	Collaboratively plan annual spending plan. Currently the plan seems to be developed by the branch manager and the Frinds are expected to rubber stamp it.	1/21/2023 6:32 AM

30	Nothing; good relationship	1/20/2023 7:55 PM
31	My friends group already has strong partnership with branch.	1/20/2023 7:00 PM
32	I think we have a great relationship with our branch library and the libririans there are the best	1/20/2023 5:35 PM
33	I would love to be able to provide more staff appreciation items. Gift cards, meals, or snacks	1/20/2023 3:57 PM
34	Recruit more members who live in the branch library's "neighborhood."	1/20/2023 3:42 PM
35	Encino is awesome!	1/20/2023 2:15 PM
36	I am not familiar with duties of each group.	1/20/2023 1:26 PM
37	Unsure	1/20/2023 12:46 PM
38	Butterfly garden in front rather than sod.	1/20/2023 11:19 AM
39	Highly recommend paying for librarian attendance at local, regional and national meetings!	1/20/2023 10:56 AM
40	I am not an active participant.	1/20/2023 9:29 AM
41	They have always been very supportive.	1/20/2023 9:02 AM
42	Be supportive of branch needs	1/20/2023 8:45 AM
43	Invite staff to present at meetings to inform about upcoming major projects, critical issues, etc.	1/20/2023 8:15 AM
44	Get more members	1/20/2023 7:54 AM
45	We actually have a great relationship with the Tobin Library staff. We communicate a lot about what they need that isn't being provided in the City's Library budget	1/20/2023 7:49 AM
46	The FOSAPL Treasurer is extremely helpful for Encino Branch.	1/20/2023 7:39 AM
47	Have appreciation events for library staff	1/20/2023 7:00 AM
48	meeting opportunities	1/20/2023 6:55 AM
49	keep in constant communication; SUPPORT it by checking out books, talking with the staff, etc.	1/20/2023 6:48 AM
50	IDK	1/20/2023 6:30 AM
51	More media asking for membership	1/20/2023 6:19 AM
52	Visiting opportunities. Provide some type of refreshment in the break area and hang out specifically to get acquainted with staff.	1/20/2023 4:14 AM
53	I feel our partnership is a good one.	1/19/2023 11:24 PM
54	Allow staff time to participate in meeting on the clock.	1/19/2023 8:52 PM
55	Seek out regular input from library staff regarding the needs of the branch library and develop planning for fundraising based on needs	1/19/2023 8:22 PM
56	Reach out to the community, e.g., participate more in local events.	1/19/2023 8:18 PM
57	I think we have a great relationship already. Good communication and mutual respect and assistance across the board. Some kind of photo directory.	1/19/2023 7:47 PM
58	Listen	1/19/2023 7:02 PM
59	Combat those banning books	1/19/2023 6:44 PM
60	Raising money	1/19/2023 6:43 PM
61	?	1/19/2023 6:38 PM
62	Encouraged to help with scheduled events	1/19/2023 6:15 PM
63	Visibility in the library and at events	1/19/2023 6:13 PM
64	Create less bureaucracy in order to spend money	1/19/2023 5:49 PM

65	Supply more audiobook selections	1/19/2023 5:14 PM
66	I would like to see a report in the FOSAPL newsletter.	1/19/2023 5:04 PM
67	Continue to communicate in a timely manner	1/19/2023 5:01 PM
68	I don't know	1/19/2023 4:51 PM
69	Have meetings. We were told our branch meets only once annually, and while that sounds cool and easy to commit to, there's not a lot of involvement so how much are we actually helping really? We did show up and work the book sale last month. That was very satisfying.	1/19/2023 4:29 PM
70	Communication with staff and patrons	1/19/2023 4:04 PM
71	More advertising	1/19/2023 3:56 PM

Q12 Name one thing your respective branch library can do to strengthen its partnership with the "Branch Support Group".

Answered: 73   Skipped: 101

#	RESPONSES	DATE
1	NA	1/26/2023 9:10 AM
2	What's a "Branch Support Group"?	1/25/2023 10:12 AM
3	Streamline and simplify the spending & reimbursement processes	1/25/2023 6:18 AM
4	We can have discussion activity group together.	1/25/2023 1:19 AM
5	Have a staff member join the friends meetings for input and insights	1/24/2023 11:11 AM
6	needs assessment of the community	1/23/2023 4:46 PM
7	Unknown	1/23/2023 4:01 PM
8	Give full info about budget requests, and feedback about how effective previous donations have been.	1/23/2023 2:43 PM
9	get to know the staff	1/23/2023 1:41 PM
10	Actively recruit for membership to its Friends group	1/23/2023 12:15 PM
11	Attend Branch Support Meetings through Zoom, engage as many SAPL staff as possible.	1/23/2023 12:12 PM
12	Promote membership in the Friends	1/23/2023 10:20 AM
13	talk up Friends groups to patrons educate them on how it works at the library with our funding	1/23/2023 8:02 AM
14	HELP BRANCH SUPPORT GROUP WHEN NEEDED.	1/23/2023 7:51 AM
15	Help encourage membership in Friends Group	1/23/2023 12:08 AM
16	Communicate needs to Branch Support Group	1/22/2023 10:33 PM
17	Get the budget to us on time.	1/22/2023 10:00 PM
18	Be supportive	1/22/2023 5:34 PM
19	I'm sure there are many needs, but for us, assistance with increasing membership	1/22/2023 4:51 PM
20	More support from members (including me).	1/22/2023 4:36 PM
21	Greater acknowledgement of what the Friends do to support our libraries.	1/22/2023 11:03 AM
22	Provide more space for book donation storage for book nook items.	1/22/2023 10:45 AM
23	I don't know at the moment.	1/22/2023 9:54 AM
24	not involved enough to respond	1/22/2023 9:18 AM
25	Communicate the needs of your respective community.	1/21/2023 10:10 PM
26	Share ideas from their frontline perspective and experiences.	1/21/2023 6:57 PM
27	no suggestion	1/21/2023 10:27 AM
28	more communication	1/21/2023 8:52 AM
29	Talk more about the group to encourage membership.	1/21/2023 6:45 AM
30	Collaboratively plan the annual spending and programming plan.	1/21/2023 6:32 AM
31	Nothing; good relationship	1/20/2023 7:55 PM

32	Our branch already has strong partnership with friends group.	1/20/2023 7:00 PM
33	Just continue to listen to us and let us know what is needed	1/20/2023 5:35 PM
34	Inform patrons about the Friends and what the Friends do for the library	1/20/2023 3:57 PM
35	Better and more timely communication when Friends support (for funding/supplies/snacks) is requested.	1/20/2023 3:42 PM
36	Branch managers should be able to work with and support their branch support groups	1/20/2023 2:15 PM
37	Unsure	1/20/2023 12:46 PM
38	Partnership with Rainbow Gardens	1/20/2023 11:19 AM
39	Report to them on issues facing the library, funding, staffing, infrastructure, make them feel a part of library operations	1/20/2023 10:56 AM
40	Staff can be more involved in soliciting membership.	1/20/2023 9:02 AM
41	Provide feed back of wants and needs and support their efforts to provide branch support	1/20/2023 8:45 AM
42	Be conscientious and consistent in recognizing Friends support for programs, etc.	1/20/2023 8:15 AM
43	Get more members	1/20/2023 7:54 AM
44	Continue to communicate. Our issues aren't with Branch Staff—our biggest challenge is finding volunteers.	1/20/2023 7:49 AM
45	Take part in more "Big Friends" activities.	1/20/2023 7:39 AM
46	Have a special space set aside for branch support group	1/20/2023 7:00 AM
47	communication directly to the branch groups	1/20/2023 6:55 AM
48	keep in constant communication; ask questions; get to know the officers and members of that branch group	1/20/2023 6:48 AM
49	IDK	1/20/2023 6:30 AM
50	Communicate with the branch freinds of the library more.	1/20/2023 6:19 AM
51	Review, guide, and advise on spending matters	1/20/2023 4:48 AM
52	Provide a one page "in the know" type newsletter to distribute to the friends at their quarterly meetings. These could be emailed to our members who miss the meeting.	1/20/2023 4:14 AM
53	Again, the partnership seems sound to me.	1/19/2023 11:24 PM
54	Networking	1/19/2023 8:52 PM
55	Communicate branch library needs to Branch Support Group	1/19/2023 8:22 PM
56	Communicate more	1/19/2023 8:18 PM
57	A type of photo directory of library staff.	1/19/2023 7:47 PM
58	Quarterly meetings	1/19/2023 7:39 PM
59	Clearly articulate the short and long term goals for the branch and how the branch support group can help achieve them.	1/19/2023 7:02 PM
60	Promote membership	1/19/2023 6:53 PM
61	Support freedom of information	1/19/2023 6:44 PM
62	Working together	1/19/2023 6:43 PM
63	?	1/19/2023 6:38 PM
64	More info on events	1/19/2023 6:15 PM
65	Don't understand question	1/19/2023 6:13 PM
66	Look for potential members	1/19/2023 5:49 PM

67	Attend Main Library meetings	1/19/2023 5:14 PM
68	I haven't experience Cody as welcoming. I expect that may be the case with friends groups.	1/19/2023 5:04 PM
69	Communicate	1/19/2023 5:01 PM
70	I don't know	1/19/2023 4:51 PM
71	Communicate what the library needs from us specifically.	1/19/2023 4:29 PM
72	Communicate with staff and local community	1/19/2023 4:04 PM
73	More advertising	1/19/2023 3:56 PM

Q13 Do you find the "Branch Support Group" annual spending plans a helpful way to communicate the needs of the branch and facilitate purchases?

Answered: 94   Skipped: 80
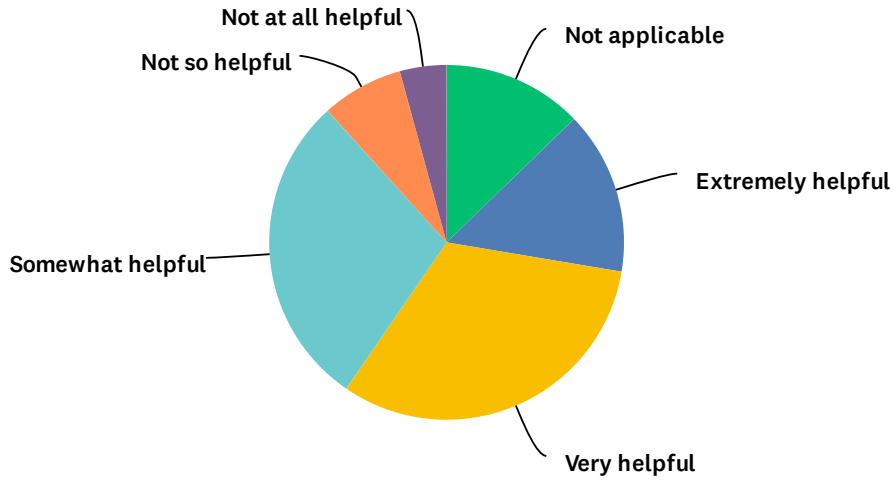
ANSWER CHOICES	RESPONSES	
Not applicable	12.77%	12
Extremely helpful	14.89%	14
Very helpful	31.91%	30
Somewhat helpful	28.72%	27
Not so helpful	7.45%	7
Not at all helpful	4.26%	4
TOTAL		94

Q14 Please share additional feedback about your experiences as a member of the Friends of SAPL ("Big Friends" or "Branch Support Groups") that was not addressed above.

Answered: 51   Skipped: 123

#	RESPONSES	DATE
1	We get no funds-justeet at the library which is great	1/26/2023 9:10 AM
2	Is "Big Friends" the official title for the group? If so, then are the individual branches considered "Little Friends"? What support does the "Branch Support Group" provide specifically?	1/25/2023 10:12 AM
3	Some coordination with big friends to make funding more equitable across systems	1/25/2023 6:18 AM
4	How to get more of the current members to serve on the boards and participate actively	1/24/2023 11:11 AM
5	more resources for the community especially for the elderly, truly needy, and sensitive to the need of the need of the community	1/23/2023 4:46 PM
6	No additional	1/23/2023 4:01 PM
7	Any volunteer group is dependent on having enough forward-thinking leaders AND worker-bees who will make long-term commitments, and the nature of volunteerism in U.S. seems to be changing to short-term, event-driven tasks.	1/23/2023 2:43 PM
8	There's not enough communication between FOSAPL and branches. It's hard to get info such as updated membership lists. Too much reliance on emails. Improve the newsletter so it really has news and photos in the paper edition; don't assume people actually look at the newsletter on line. Even with the money workshop, we have difficulty with all the tax stuff. Shouldn't be that way.	1/23/2023 1:41 PM
9	Schaefer Branch has a most engaging, informative, dynamic group that is involved with the activities, needs and on going programs at the Schaefer Library. Staff and Friends of SAPL are a cohesive group. They make things happen at Schaefer.	1/23/2023 12:12 PM
10	day and time of Friends meetings should be on the weekend so that working families can join and participate. Some branches are very selfish and do not want to share their wealth with branches that just can not raise the money that is being raised at other branches.	1/23/2023 8:02 AM
11	THERE IS A LOT OF ROOM FOR IMPROVEMENT ON BOTH SIDES!	1/23/2023 7:51 AM
12	Branch Treasurer does not get the FOSAPL Treasurer's bimonthly report in a timely manner. We usually do not have one for our monthly meeting.	1/22/2023 10:00 PM
13	The burden should NEVER be put on the branch support group to buy every little thing in the library such as furniture, training for staff, and databases. The City of San Antonio funds the Public Library. It is up to the Main Library to allocate all funds fairly to ALL libraries and not tell any library, "Sorry you didn't get anything. Get the branch support group to buy it for you."	1/22/2023 5:34 PM
14	It's been a very rewarding experience. I feel we are making an impact and appreciate your letting us improve our community with this service.	1/22/2023 4:51 PM
15	Appreciate this effort.	1/22/2023 4:36 PM
16	We are grateful for the Friends commitment to SAPL libraries. They have expressed how they would like the membership department of the Friends to be improved and offer more communication to the smaller groups.	1/22/2023 11:03 AM
17	There should be a way of assisting branches that do not have Friends groups.	1/22/2023 10:45 AM
18	Lots of talk at meetings about getting members but little in the way of addressing the issue of "what's in it for me as a member?" Of course, the attraction should be wanting to support the	1/22/2023 9:54 AM

local library, but most people want another tangible benefit for "membership." For the most part, membership means donation, and I think people need to be aware of that.

19	What if all branches had a book mobile for its community?	1/21/2023 10:10 PM
20	COVID plus our Library being upgraded has slowed us down.	1/21/2023 6:57 PM
21	As a branch that doesn't have a meeting room space, or storage for sales materials, we are at a disadvantage for raising funds. It would be nice to have partner branches so we could have several book sales throughout the year, instead of just our ongoing book sales cart.	1/21/2023 8:52 AM
22	I feel the Big Friends procedures are unnecessarily bureaucratic. I feel a lot of energy is exerted on resources and programs that have a limited impact on the overall library picture.	1/21/2023 6:32 AM
23	I think developing an annual spending plan is not beneficial because many of the specific ways the money is spent cannot be anticipated 12 months in advance. As a result, items listed in the plan tend to be very general, so that they can morph into the specific needs as they arise during the year.	1/20/2023 7:55 PM
24	I must say that those reminder envelopes need to send out to FOSAPL members to renew their membership. That is why we have members that do not renew. Those envelopes need to be sent out. Okay, I just went to the personal section (which I will not fill out) and what in the hey is non binary? You know, libraries should be about the access of books, or other types of media. Not about the lives people live.	1/20/2023 5:35 PM
25	As a Branch Support Group member, I've attended area neighborhood association meetings and provided updates on branch library upcoming events, programs, etc. I think it's very important for the library to be viewed as a community resource. I also help promote the library by emailing library events information to the NAs, the YWCA next door, and an area community center. Also, advocate for the Library, when needed.	1/20/2023 3:42 PM
26	SAPL has far too high of an expectation of support from the friends group. This isn't the rich people or corporations of San Antonio group this is a community friends group there to support and help their local library in any way they can. SAPL doesn't run the friends. The friends are there to help SAPL not the be controlled and micromanaged.	1/20/2023 2:15 PM
27	I donate to the library and belong to Cody Book Club.	1/20/2023 1:26 PM
28	I have not been contact by my branch and although I do read the newsletter, sometimes it's to late to attend anything. I would help, but I have no idea who to reach out to.	1/20/2023 12:46 PM
29	Unknown.	1/20/2023 11:19 AM
30	None	1/20/2023 10:56 AM
31	Meeting days for branch support group should be more flexible to provide outside interest in becoming a member.	1/20/2023 9:02 AM
32	Friends are a very important of any branch operation by provoding money to buy their wants not covered in the library budget.	1/20/2023 8:45 AM
33	It might be helpful to have SAPL staff make presentations to Friends groups (and citywide Friends) about the processes for spending, COSA requirements, and why these are important. I think Friends members may think these are just useless bureaucratic details. Also, be more consistent about publicly recognizing Friends support. This is partly a matter of senior management communicating with branch management about the importance of such recognition.	1/20/2023 8:15 AM
34	Attracting younger members	1/20/2023 7:54 AM
35	As stated above, we have a hard time finding volunteers—there are so many worthy nonprofits to support and more people are working and don't have the time to volunteer. Our other challenge is that we used to have profitable large Book Sales, but Covid and less volunteers have made those more difficult, so our fundraising is down.	1/20/2023 7:49 AM
36	Am concerned regarding not many new members.	1/20/2023 7:39 AM
37	wish I had a chance to meet with the other members...how often do we meet?	1/20/2023 6:55 AM
38	As president, I try to attend meetings outside the branch, but, it feels like a "click". Everyone knows each other and I have no idea what we are talking about.	1/20/2023 6:19 AM

39	Times change. But the library remains a community dissemination point for information. I believe both the library and the Friends support groups do an excellent job of adapting to our changing society and its need to learn and grow.	1/20/2023 4:14 AM
40	Find ways to make the whole Friends more inviting to the public.	1/19/2023 8:18 PM
41	Preselection of how funds might be spent is limiting and exclusive. It has been my understanding FOSAPL was to be a means of funding desired items not covered in the SAPL budget. Also- our branch challenge is recruiting members who have the time, interest and physical capability to do what we do (i.e. sort books, set up for book sales, find niche customers for select collections we receive, etc). Anything regarding books demands a certain amount of heavy physical labor.	1/19/2023 7:47 PM
42	Note: My answer to Q10 is really to give monetary support in those areas not adequately covered by the branch's budget. The relationship works best when branch staff has a clear picture of their own short and long-term vision for the branch and articulates how the branch support group can help. When this is the case and when both the librarian and support group understand the annual spending plan process, the spending plan can be very helpful. But this has not been my experience much of the time.	1/19/2023 7:02 PM
43	SAPL needs to do more to help the Friends help them. There isn't support from SAPL and that makes it hard to recruit members and raise money.	1/19/2023 6:53 PM
44	Recruitment is always a major headache	1/19/2023 6:43 PM
45	I spent 18 years volunteering at TO working 12 to 15 hours a week and I saw the people from "down town" twice at our library. I don't think some of the people on the library staff are aware of how important the branches are to the city	1/19/2023 6:15 PM
46	NA	1/19/2023 6:13 PM
47	It has been a very positive experience and I hope we can continue to support our community in this way.	1/19/2023 5:01 PM
48	An active branch support group might find a way to help another branch start a branch support group.	1/19/2023 4:51 PM
49	We need better recruiting and recognition of involvement, like a card or something, or a receipt of dues paid even...we renewed through the website link online last month when we got our saplings email and only knew it went through when we saw our bank statement. That was a little sketchy especially since a few weeks later we got the saplings newsletter in the mail telling us to renew, and hadn't we just done that?	1/19/2023 4:29 PM
50	N/A	1/19/2023 4:04 PM
51	I have been particularly busy lately but I have enjoyed its perks	1/19/2023 3:56 PM

Q15 How easy is it to spend the funds raised by the "Branch Support Group" you are affiliated with?
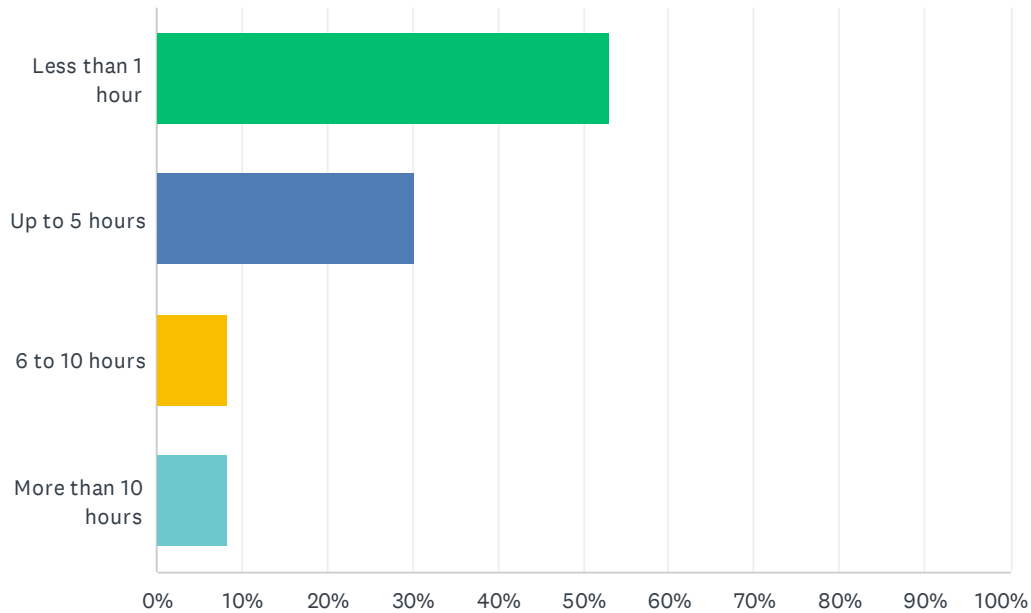
Answered: 97   Skipped: 77
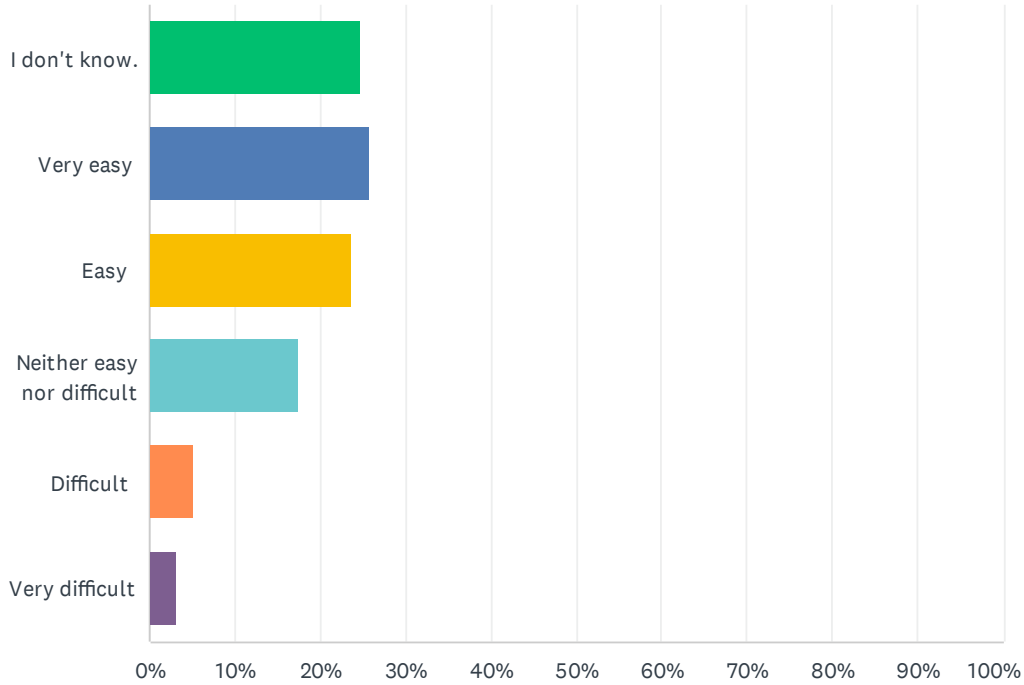
ANSWER CHOICES	RESPONSES	
I don't know.	24.74%	24
Very easy	25.77%	25
Easy	23.71%	23
Neither easy nor difficult	17.53%	17
Difficult	5.15%	5
Very difficult	3.09%	3
TOTAL		97

Q16 On a monthly basis, estimate the number of hours you spend volunteering on activities, events, or projects sponsored by either the "Big Friends" or your "Branch Support Group" (select one).
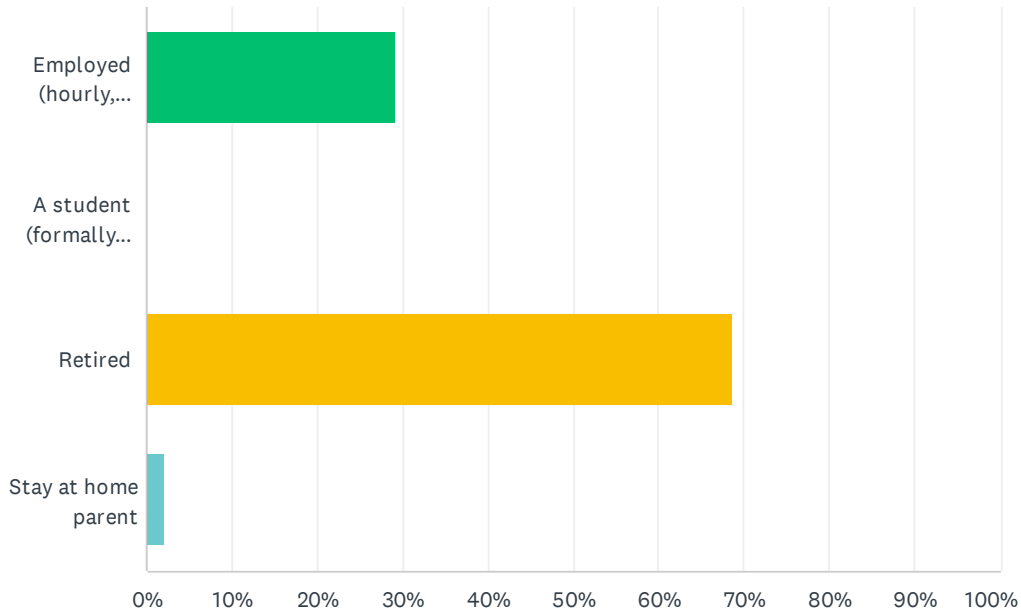
Answered: 96   Skipped: 78

ANSWER CHOICES	RESPONSES	
Less than 1 hour	53.13%	51
Up to 5 hours	30.21%	29
6 to 10 hours	8.33%	8
More than 10 hours	8.33%	8
TOTAL		96

Q17 I am (check all that apply)

Answered: 96   Skipped: 78
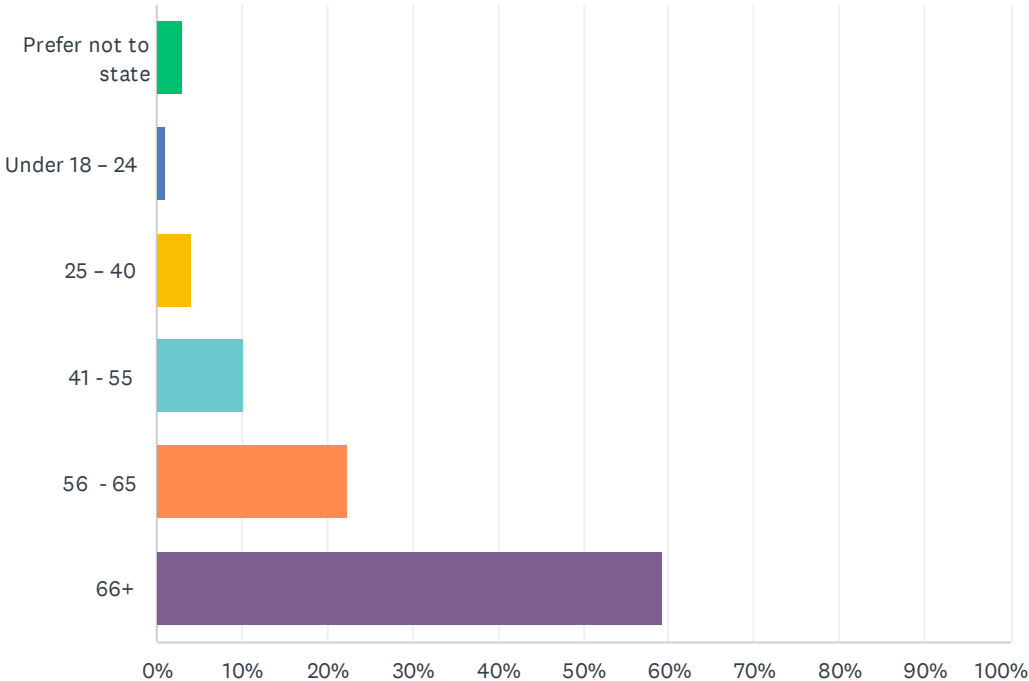

ANSWER CHOICES	RESPONSES	
Employed (hourly, part-time, or full-time)	29.17%	28
A student (formally enrolled in school at any level)	0.00%	0
Retired	68.75%	66
Stay at home parent	2.08%	2
TOTAL		96

| #	OTHER (PLEASE SPECIFY)	DATE
1	semi-retired	1/23/2023 4:47 PM
2	elected FOSAPL officer	1/23/2023 2:44 PM
3	Work part time with Alamo Colleges.	1/22/2023 10:46 AM
4	Part time nanny to grandchildren	1/20/2023 3:58 PM
5	don't know who to contact	1/20/2023 12:47 PM
6	restricted due to disabilities	1/20/2023 6:32 AM
7	Part time	1/20/2023 6:11 AM
8	Raising great grandchildren	1/20/2023 4:15 AM
9	Community college student	1/19/2023 3:56 PM

Q18 What is your age?

Answered: 98   Skipped: 76

ANSWER CHOICES	RESPONSES	
Prefer not to state	3.06%	3
Under 18 – 24	1.02%	1
25 – 40	4.08%	4
41 - 55	10.20%	10
56 - 65	22.45%	22
66+	59.18%	58
TOTAL		98

Q19 I identify as

Answered: 100   Skipped: 74
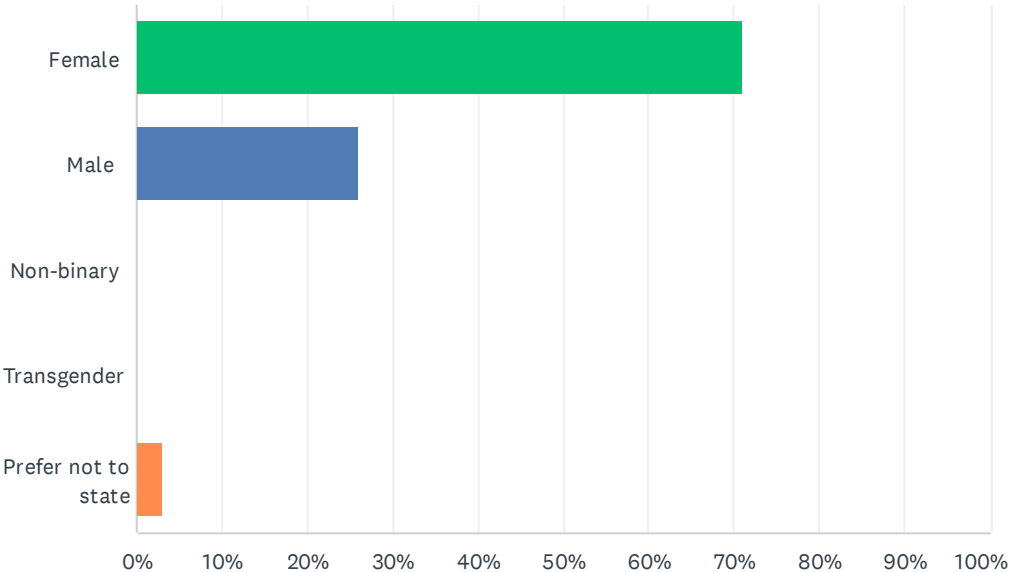
ANSWER CHOICES	RESPONSES	
Female	71.00%	71
Male	26.00%	26
Non-binary	0.00%	0
Transgender	0.00%	0
Prefer not to state	3.00%	3
TOTAL		100

Q20 Ethnically, I identify as:

Answered: 100   Skipped: 74
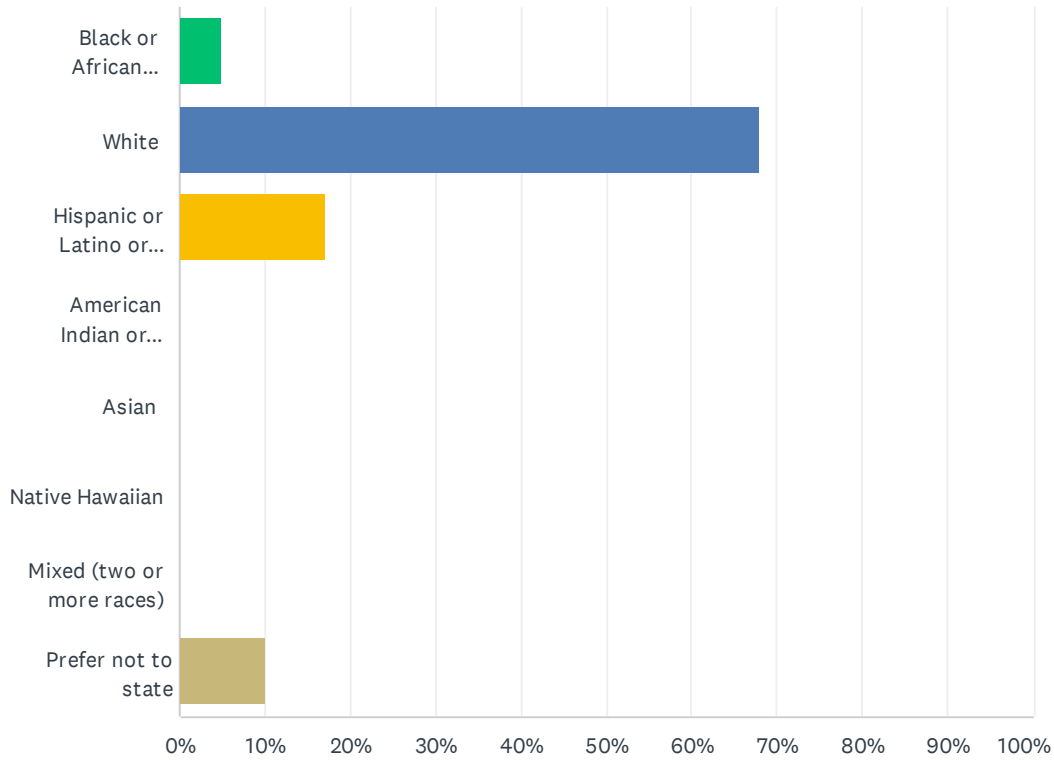
ANSWER CHOICES	RESPONSES	
Black or African American	5.00%	5
White	68.00%	68
Hispanic or Latino or Latinx	17.00%	17
American Indian or Alaska Native	0.00%	0
Asian	0.00%	0
Native Hawaiian	0.00%	0
Mixed (two or more races)	0.00%	0
Prefer not to state	10.00%	10
TOTAL		100

Appendix 6: Description of the Different Types of Friends Organization Structures

Background: There are nearly as many ways for Friends groups to be organized as there are for library systems to be structured. In the examples below, each Friends group is legally distinct from and not governed by the library system it supports. The group may or may not have dues paying members, or be incorporated, or be registered at the state or federal level. If they wish to be tax-exempt or issue donation receipts for tax deductions, only then they are required to register and receive recognition from the Office of the Secretary of State and the federal IRS.

Nearly all Friends groups are officially recognized and/or sanctioned by the associated library but the library leadership has no authority or responsibility over the Friends assets or mission. Below is an overview of the main types of Friends structures and the benefits associated with each.

1. **Centralized Friends organization with branch chapters (Memphis)**

   Description: A 501(c) 3 nonprofit corporation that operates as a centralized, or "umbrella" organization to comply with the nonprofit laws of the state in which they are incorporated. All official business of the organization runs through the corporation. Local branch chapters and/or affiliates are not independently incorporated although the degree of autonomy varies. Affiliates or local chapters that do not comply with the bylaws or operate within the framework of the articles of incorporation risk losing official recognition by the 501(c)3 corporation as an affiliated group.

   Governance: The organization is governed by an elected board of directors that operates under one set of bylaws and articles of incorporation, both of which have been filed with the State office that is responsible for overseeing nonprofit corporations. The board of directors is responsible for managing the finances of the organization and its affiliates, complying with all legal and tax filings, setting policy, hiring, and evaluating staff and volunteers, and identifying, implementing, and monitoring progress on goals, projects, and initiatives of the organization. Library branch chapters of the Friends also elect a board of directors under bylaws approved by the central board. Chapter-level fundraising is kept wholly or partially for the branch library benefit.

   Relationship to the library: There is usually a memorandum of agreement or understanding (MOU) between the library and the central board of directors. The MOU may or may not be approved by the city, county, or governmental authority that oversees the library.

   Benefits: Shared accounting, 501(c)3 status, legal compliance through the central board; maintenance of individual chapter identification with branch libraries.

2. **Friends of the Library organization operates as a nonprofit library foundation (Dallas)**

Description: The foundation uses the name "friends" even though they are incorporated as a fundraising 501(c)3 operating organization. The foundation exists as the primary fundraising arm for the library. The foundation may also support volunteer recruitment, book sale operations, membership, as well as traditional fundraising activities such as grant seeking and events. A variation of this structure is when the Friends of the Library has been fully integrated with the library foundation and no longer exists as a separate 501(c)3 organization (e.g., Austin).

Governance: The organization is governed by a single elected board of directors that operates under one set of bylaws and articles of incorporation, both of which have been filed with the State office that is responsible for overseeing nonprofit corporations. The board of directors is responsible for managing the finances of the organization and its affiliates, complying with all legal and tax filings, setting policy, hiring, and evaluating staff and volunteers, and identifying, implementing, and monitoring progress on goals, projects, and initiatives of the organization.

Relationship to the library: There is usually a memorandum of agreement or understanding (MOU) between the library and the Friends. The MOU is approved by the city, county, or governmental authority that oversees the library.

Benefits: No conflict or confusion about roles of Friends versus Foundation; branding benefits from Friends name; consolidated staff, accounting, 501(c)3 status, shared space, volunteers, one point of communication with library administration and management.

3. **Friends of the Library incorporated as a 501(c)4 organization (Columbus)**

Description: The principal role and focus for the Friends of the Library is on systemwide advocacy and volunteerism. Donations to the organization may not be tax deductible, although they may still generate earned income through book sales and other fundraising activities. The organization has unlimited ability to lobby for or against legislation and ballot measures, rate candidates on items relevant to the library, and may endorse political candidates.

Governance: The organization is governed by an elected board of directors that operates under one set of bylaws and articles of incorporation, both of which have been filed with the State office that is responsible for overseeing nonprofit corporations. The board of directors is responsible for managing the finances of the organization and its affiliates, complying with all legal and tax filings, setting policy, hiring, and evaluating staff and volunteers, and identifying, implementing, and monitoring progress on goals, projects, and initiatives of the organization.

Relationship to the library: There is usually a memorandum of agreement or understanding (MOU) between the library and the Friends. The MOU may or may not be approved by the city, county, or governmental authority that oversees the library.

Benefits: Clear political advocacy role on behalf of but separate from the library; encompasses volunteers without requiring paid membership; one point of communication with library administration and management; ability to differentiate its role as Friends from the library foundation that focuses on fundraising.

4. **Single, systemwide, Friends of the Library (Seattle/Pikes Peak)**

Description: A 501(c) 3 nonprofit corporation that operates as a single organization for the entire library system in compliance with the nonprofit laws of the state in which they are incorporated. All official business of the organization runs through the corporation. There are no separate library branch friends groups. The principal role and focus for the Friends may be fundraising or advocacy within the limits of the IRS tax law. Donations to the organization are tax deductible and they may still generate earned income through book sales and other fundraising activities. When this type of Friends group conducts advocacy work, the organization may not raise money for or endorse any candidates.

Governance: The organization is governed by a single elected board of directors that operates under one set of bylaws and articles of incorporation, both of which have been filed with the State office that is responsible for overseeing nonprofit corporations. The board of directors is responsible for managing the finances of the organization and its affiliates, complying with all legal and tax filings, setting policy, hiring, and evaluating staff and volunteers, and identifying, implementing, and monitoring progress on goals, projects, and initiatives of the organization.

Relationship to the library: There is usually a memorandum of agreement or understanding (MOU) between the library and the Friends. The MOU may or may not be approved by the city, county, or governmental authority that oversees the library.

Benefits: Shared understanding of the Friends' purpose; creation of single support organization for the entire library system leads to larger Friend identification across the region; easier to share resources equitably throughout the system; cross-fertilization of volunteers; one point of communication with library administration and management.

5. **Independent, incorporated, local branch library-based Friends group (Some San José)**
Description: Friends operate as an independent 501(c)3 organization supporting a specific branch library or public unit (e.g., special collections), not working under any larger "umbrella" or centralized or federated organization. The principal role and focus for the Friends is fundraising through book sales and donations to the organization are tax deductible. Any monies raised are used to benefit the specific library with which they are affiliated (i.e., Friends of the Chinatown Branch).

Governance: The organization is governed by an elected board of directors that operates under one set of bylaws and articles of incorporation, both of which have been filed with the State office that is responsible for overseeing nonprofit corporations. The board of

directors is responsible for managing the finances of the organization and its affiliates, complying with all legal and tax filings, setting policy, hiring, and evaluating staff and volunteers, and identifying, implementing, and monitoring progress on goals, projects, and initiatives of the organization.

Relationship to the library: They are usually recognized by the library and have a memorandum of agreement or understanding (MOU) between the library and the Friends that provides them with use of certain library assets (space and name of the Library in fundraising activities). The MOU may or may not be approved by the city, county, or governmental authority that oversees the library.

Benefits: Strong volunteer identification with the specific branch library; more likely to be aware of local community issues.

6. **Independent, unincorporated, branch library-based Friends group. (Some San José)**
Description: The Friends operates as an unincorporated association without charitable tax status or centralized administrative structure in support of a specific branch library. The principal role and focus for the Friends is fundraising through book sales; donations to the organization are not tax deductible. Any monies raised are used to benefit the specific library with which they are affiliated (i.e., Friends of the Chinatown Branch).

Governance: The organization may or may not be governed by an elected board of directors that operates under one set of bylaws.

Relationship to the library: The Friends may or may not be recognized officially by the library with a memorandum of agreement or understanding (MOU), and they may or may not require use of any library assets. The MOU may or may not be approved by the city, county, or governmental authority that oversees the library.

Benefits: Ability to raise awareness of the specific branch library without the time and financial burden of official charitable incorporation and annual filings.