

Section One: Introduction

This long range plan (LRP) is for the North Texas Regional Library System (NTRLS) for the fiscal years 2009 to 2014. The process was started by NTRLS in FY2008 to help outline the system vision, mission services, staffing, technology and funding for the system in the next five years.

Due to budget constraints, NTRLS was unable to hire outside consultants to update the previous five-year plan. Instead, at the recommendation of the Services Planning Committee, the NTRLS Board of Directors authorized the creation of an ad-hoc Long Range Plan Committee to assist System staff in updating the five-year plan.

Each NTRLS region was represented in the long range plan committee with one representative from the NTRLS Board. Committee members were as follows:

Patricia Jefferson, NTRLS Board of Directors
Mike Baldwin, Director, Benbrook Public Library, Region 6
Katherine Boyer, Director, Roanoke Public Library, Region 3
Leanna Cowan, Director, Alvarado Public Library, Region 7
Lesly Daly, Director, Wichita Falls Public Library, Region 1
Cecilia Hurt Barham, Director, Decatur Public Library, Region 2
Maria Redburn, Director, Bedford Public Library, Region 4
Cary Ann Siegfried, Director, Arlington Public Library, Region 5
Adam Wright, NTRLS Executive Director, Staff Liason

The committee met three times during the fall 2007 to discuss a timeline and methods of collecting the required data to update the LRP. It was decided that the following would be used to collect stakeholder feedback.

- Online Survey – Released September 13th to all NTRLS library directors, NTRLS lay representatives and to the members of the Texas Library Association’s District 7. Notification of the survey was made through email.
- Focus Groups – At the October 25th NTRLS System Assembly Meeting, the attendees were divided up into focus groups. Each LRP committee member then led a discussion around set questions devised by the LRP committee. Each focus group consisted of members from every sized library and included both library staff and library lay representatives.

In addition, the NTRLS staff went through a Preferred Futuring Exercise during 2007 to capture their feedback on the future direction of the System. This activity had NTRLS staff review: NTRLS history; NTRLS values and beliefs; NTRLS “Prouds and Sorries; and recent events, developments and trends that

affected NTRLS and its member libraries. From this exercise, NTRLS staff determined four strategic points for the LRP committee to consider.

At the November LRP committee meeting, all data points were reviewed and the LRP committee recommended four strategic priorities for the NTRLS Board to include in this LRP.

NTRLS staff then updated this LRP plan for the consideration of the LRP committee. The committee reviewed the plan through email and the final draft was recommended to the NTRLS Board of Directors in January 2008.

This LRP begins with a brief description of NTRLS and its current programs and services. A description of the data collected is followed by a needs assessment of the public library services and the NTRLS communities. Section four goes over the strategic priorities while Section five goes over all planned future program and services. System Development is covered in Section seven which includes planned revenue-generating activities, grant writing opportunities and proposed budgets for each year of this LRP.

NTRLS Description

One of ten regional library systems which serve Texas libraries under contract with the Texas State Library and Archives Commission, NTRLS became a non-profit regional library system in September 1994. It was the first System to make the switch to non-profit status. The Central Texas Library System has since also become non-profit. Criteria for membership in NTRLS are established by the Texas Library Systems Act and the Biennial Rules and Regulations. The system is currently funded through federal monies handed down to TSLAC through the LSTA grant. NTRLS serves 74 public libraries and countless other types of libraries in a twenty county area which covers 16,489 square miles. Through its services, NTRLS reaches 2.6 million persons, 2.37 of whom are served by local library service. The System headquarters is in a Fort Worth office complex. The NTRLS geographic area is divided up into seven regions.

Current NTRLS Programs and Services

NTRLS divides its programs and services into four main projects, outlined below.

Administration: This project supports administrative and major planning activities funded through the System operation grant, the Technical Assistance Negotiated Grant (TANG), and other grants and sources. Administrative duties include, but are not limited to, implementing and carrying out accounting procedures, statistical gathering and reporting procedures, and budget preparation and monitoring. Planning activities include, but are not limited to, planning projects and public relations and library promotional strategies.

Through this project, System staff and committees negotiate discounts on library materials and supplies.

Consulting: The Consulting Project provides staff and supplies for the following programs:

ADA-Compliant Workstations: NTRLS staff provides information on ADA compliance and visits to libraries to help ensure compliance.

Author Scheduling: NTRLS will coordinate author's visits for NTRLS libraries.

Consulting: NTRLS staff provides consulting to staff at member libraries on library best practices. Consultation relative to all aspects of public library services and management is available to all member library staffs, trustees, Friends and city/county officials.

Beginning in FY2008, consulting services will be proactively marketed to NTRLS member libraries. Interested libraries will be contacted to schedule consulting visits to address the necessary areas. If the expertise required is not found in-house, NTRLS will contract with an outside library consultant to provide the needed services. The services will be targeted initially to libraries with limited resources. Regions 1 and 2 will be the primary focus for FY2008.

Consulting topics include:

Collection Development – Collection development projects, such as evaluation, maintenance, weeding, and acquisitions will be offered.

Community Analysis - Assistance in community demographics, research and SWOT analysis will be provided.

Consulting Packet –A consulting packet addressing ethics and professional development for librarians will be developed.

Cultural Diversity – NTRLS will utilize a checklist that has been developed for marketing to diverse communities.

Disaster Planning – NTRLS will work with libraries in developing disaster plans.

Image Audits – NTRLS staff will conduct image audits for libraries. These image audits will include a checklist developed by Dr. Mary Bushing.

Long Range Planning – Re-examine long range plans developed in 2005 and address what has been achieved and what needs to be adjusted to accommodate changes.

New Building or Expansion – NTRLS will provide an outside consultant for this topic.

Policy Development – NTRLS will work with libraries to develop necessary library policies.

Space Planning – NTRLS will provide an outside consultant for this topic.

Survey Development – NTRLS staff will consult on patron and community surveys for member libraries.

E-Rate Assistance: NTRLS staff provides assistance to member libraries in filling out forms for the E-Rate.

Forum: NTRLS supports and maintains a forum for sharing information and ideas.

Grant Writing Assistance: NTRLS staff provides grant research and review of proposals, and writing assistance to member and non-member libraries.

Integrated Library Systems (ILS): NTRLS will assist member libraries with their ILS. Member libraries in all stages of development will need assistance.

Librarians' Room: NTRLS provides a room for librarians to come to work with dies, button makers, etc., for adult and children's programming.

Library Establishment Assistance: NTRLS staff provides information and consults on issues of library establishment.

New Library Directors: The New Library Director Orientation will include initial visits and follow up contacts with librarians.

O2U: Outreach to the Underserved. NTRLS staff provides design and duplication of promotional materials for member library projects meeting LSTA Purposes 5 & 6.

System Consulting List: NTRLS will work collaboratively with the other nine Texas Library Systems to provide consulting service. NTRLS provides information on NTRLS staff member's areas of expertise to share with other coordinators to enable sharing of consultants.

Team Building/Communication Consulting: We offer team building consulting for individuals and groups. True Colors ® training is available for individual library staff development.

Technology Consulting and Planning: NTRLS staff provides technology consulting and planning to staff at member and non-member libraries.

Texas Public Library Standards: NTRLS provides consulting assistance in helping member libraries meet Texas Public Library Standards.

Web Design and Maintenance: NTRLS will consult in web design and maintenance, including website usability.

Web Page: NTRLS supports and maintains a web site filled with library information.

Continuing Education: This project supports NTRLS' continuing education workshops and seminars. System staff will survey the membership prior to the start of each fiscal year to determine workshop topics. After the Continuing Education Committee identifies topics, the Continuing Education Consultant will coordinate presenters, workshop sites and workshop materials.

In FY2008, we will participate in a State CE Collaborative, as well as work with our members, library supporters, and other entities to provide quality continuing education. Our Continuing Education Project for FY2008 will address two main programs: the State CE Collaborative and the System CE Plan. We will promote all workshops through email distribution lists, the web page, by word-of-mouth, and through announcements at System and regional meetings.

Advance Track Program: What will library service look like in the next twenty years? The expertise and talent of many librarians in larger libraries are hidden outside their own libraries. To develop and recognize these librarians' skills and talents, this program will provide a vehicle for networking and idea-sharing. The goals of this program are: (1) design workshops to develop librarians' skill sets; and (2) allowing librarians time to network; thus, providing them with an opportunity to learn other areas of expertise. We will coordinate a series of three workshops each year that are focused on enhancing leadership and professional skills for middle track librarians. Workshops will include a variety of topics to be determined each year based on current trends and issues. Potential topics include advocacy skills, ethical issues, intellectual freedom, privacy, technology trends, working with library boards and local governments, conflict resolution, and library policies. We will also investigate face-to-face training, and interactive online or video training. Networking time will be allotted at each face-to-face training session. This exposure is vital to uncover future leaders. As the program matures, many of the workshop participants will become future workshop and seminar presenters.

Main Presenter Program: We will collaborate with Educational Service Center, Region 11 to provide a big-name presenter on a topic of mutual interest for staff in multi-type libraries.

LE@D Courses: We expect that by FY2008 there will be a wider variety of topics offered. We will continue to support the LE@D classes.

Videoconference Programming: We propose to use our videoconferencing system to partner with TSLAC for workshops. We will also use our equipment for meetings.

Technology Training: We will provide trainers and academic libraries will provide computer labs for hands-on training. The workshops will be scheduled when the computer labs are most available—when colleges are out of session—for room availability and parking.

Health Information: We will collaborate with the UNT Health Science Center to develop a workshop on researching health topics. UNTHSC will provide presenters and we will provide locations, publicity, and program administration. Healthline will also share CE opportunities with us.

Targeted Services: This project addresses community needs because it provides funding to member libraries for services and programs, and it allocates System staff and other resources to assist member library staffs with these projects. Through this project, System staff will work with non-library partners, such as Expanded Books, which will help the System reach targeted LSTA underserved populations through promotional book videos.

Language Line: Language Line is an interpreting service, which allows onsite and immediate translation when a non-English-speaking patron cannot communicate with library staff. It also provides document translation. Many NTRLS libraries do not employ a staff member fluent in a language other than English. In FY2006 we spent approximately \$500 on Language Line interpreting services. Languages translated were Spanish and Laotian.

Live Homework Help: Live Homework Help is a program that connects students with tutors online. NTRLS libraries will have the ability to contract with the System to provide this service to its communities. NTRLS will sub-contract with tutor.com to provide the actual work.

Shared Integrated Library System (SILS): In 2009, NTRLS will work with 10 or more area libraries in establishing SILS with the goal of launching it in January 2009. In the years following, NTRLS will provide the service to the communities of the libraries which includes providing technical support. NTRLS will subcontract with an ILS vendor to provide support in a hosted environment.

Libraries for Literacy: NTRLS will establish a solid foundation for its libraries to easily begin and support a literacy program in its library. NTRLS will provide funds to the libraries to help defray the cost of childcare, transportation and performer's fees among others. NTRLS will also provide a toolkit to each participating library on how to begin a literacy program and keep it going. NTRLS will establish a grant program for libraries to apply to begin a literacy program. Funds to pay for Libraries for Literacy will be acquired through grants outside of the TSLAC grant opportunities.

Read, Enjoy and Discuss (R.E.A.D): Read, Enjoy and Discuss (R.E.A.D) is a possible opportunity for NTRLS member libraries to easily support or initiate book discussion groups. Bookswim is a vendor that rents out books to customers in same way Netflix does for DVDs. Clubs@Bookswim is a fully integrated book discussion program. Participating libraries would have their book clubs select a title for the month. The libraries would then ask Bookswim to send enough copies to provide one book to each book club member. Bookswim would also provide a web portal for the book club to use to discuss the book. This web portal would include reference material to enhance the book discussion including questions to consider. After the book discussion meeting, the book club members can either send the book back to Bookswim or purchase their copy. Bookswim would then give a percentage of the book sale money back to the library. Funds for this project will be acquired through grant opportunities outside of the TSLAC grant opportunities.

Overdrive Consortium: NTRLS will contract with area libraries to make downloadable audio books available to North Texas communities. This program will be funded through the participating libraries and seeks to engage Texans in

the joy of audio books. NTRLS will subcontract with Overdrive to provide the actual service to the communities.

TEExpress Courier Fees: In previous years, some libraries used library resource funds to pay for TExpress Courier fees. These funds are now distributed through Loan Star Libraries, and in many cases, libraries will receive less funding through Loan Star Libraries than they did through system library resource funds. TExpress Courier subsidy funds are grants to help ten libraries pay these fees. In FY 2008, \$8,000 is budgeted for this program. Priority will be given to libraries already subscribing to this service.

TexShare Card Subsidy: The TexShare Card Subsidy pays for lost or damaged books through the TexShare Card lending program. Libraries submit invoices to the System for replacement of the lost or damaged books. As of May 1, 2006, \$361.80 has been paid from this account. One thousand dollars is budgeted for this program in FY 2008-2009

TANG: The Technical Assisted Negotiated Grant (TANG) funds the following objectives. The first objective is to continue technical assistance through the services of a salaried IT Specialist. The second objective is to have the IT Specialist continue to provide basic technical training, both at the library site and in formal workshop settings. The third objective is to offer hardware and software training opportunities through a vendor(s) to librarians when training cannot be funded through library budgets.

Section Two: Data from the Surveys and Focus Groups

Data Collection Methodology

The data collection methodology consisted of the following.

Survey – The NTRLS LRP Committee designed a 12 question survey. The purpose of the survey was to gather feedback from librarians and lay representatives on the future of NTRLS. The survey was offered online through Survey Monkey. It was sent out to all the NTRLS member library directors, NTRLS Lay Representatives and to the Texas Library Association’s District 7 which covers the same geographic area as NTRLS. The survey was anonymous so no demographic information is available. Eighty eight responses were received.

Focus Groups – The NTRLS LRP Committee designed a questionnaire containing six questions to be used in focus groups. Once again, the focus group activity was an attempt to gather feedback about NTRLS long range plans. These focus groups took place at the October 25, 2007 NTRLS System Assembly meeting. Each member of the LRC moderated the group discussion.

There were eight focus groups each consisting of 12 to 15 people. Each focus group consisted of a balanced mix of different size libraries as well as a balanced mix of lay representatives and library directors.

Survey Results - The summary of survey results is provided below. Three columns are in each table. The response average is the average value assigned to each service. The response total is the total amount of value placed on the survey while the response count is the number of responses received. Please note that with the response average and response totals, a lower number indicates a higher value.

Along with each questions, a short explanation and observations are given.

1. Please prioritize the following NTRLs services from one to nine (1- Most Important, 9 – Least Important)					
			Response Average	Response Total	Response Count
	Consulting Services		4.31	375	87
	Continuing Education		1.91	166	87
	NTRLs Website Services		5.34	465	87
	NTRLs Meetings(System Assembly, Regional Meetings)		5.93	516	87
	Technical Support program (TANG)		4.82	419	87
	Library Advocacy		5.30	461	87
	Library Material Contracts		4.57	398	87
	Consortium Pricing Discounts		4.55	396	87
	Other NTRLs Services		8.26	719	87
<i>answered question</i>					87
<i>skipped question</i>					1

The purpose of this question was to get a general feel for what is valued from the System. NTRLs is required by law to offer consulting and continuing education services and their value is reflected in this question results. Continuing education is the most valued project while Consulting is a far second. It might also be noted that this response also indicates a value placed on consortium pricing discounts and contracts.

2. Please prioritize the following consultant services from one to six (1 - Most Important, 6 - Least Important)					
			Response Average	Response Total	Response Count
	Onsite Consultant Visits		2.80	238	85
	Consultant Reports		3.93	334	85
	Outreach to the Underserved (O2U)		3.66	311	85
	Professional Collection		4.07	346	85
	Telephone and Email Visits		3.55	302	85
	Grant Writing Assistance		2.99	254	85
<i>answered question</i>					85
<i>skipped question</i>					3

This question was asked to gather direct feedback on the consulting program. Onsite visits are valued higher than any other consulting service while grant writing assistance was a close second.

3. Please prioritize the following Continuing Education Services from one to five (1 - Most Important, 5 - Least Important)					
			Response Average	Response Total	Response Count
	Face-to-Face Workshops		1.60	131	82
	Online Workshops		2.99	245	82
	Video Conferencing Workshops		3.80	312	82
	Themed Conferences (Examples: Children and Youth Conference, Performers Showcase, etc)		2.99	245	82
	LEAD		3.62	297	82
<i>answered question</i>					82
<i>skipped question</i>					6

This question dealt directly with the Continuing Education Project. NTRLS offers its workshops in many different formats. The responses indicate that face-to-face workshops are still the most valued format while themed conferences and online workshops round out at second.

4. Please prioritize the following NTRLS Website Services from one to eleven (1 - Most Important, 11 - Least Important)					
			Response Average	Response Total	Response Count
	Forum		5.09	407	80
	Theme of the Month		6.91	553	80
	Blog		7.43	594	80
	Wikis(Library Fundraising, Adult Programming)		6.03	482	80
	Podcasts (Librarian Live)		7.96	637	80
	Directory of Library Performers		4.95	396	80
	Membership Directory		4.44	355	80
	Grant Information		3.53	282	80
	Celebrate @ Your Library		6.89	551	80
	Calendar of Events		3.56	285	80
	Other Information on Website		9.23	738	80
answered question					80
skipped question					8

NTRLS.org has become a much valued tool for the NTRLS staff over the last five years. This question dealt with the most valued website services. Grant information and the NTRLS calendar of events were the top choices. NTRLS directories, Library Performers and NTRLS membership, were also highly valued.

5. Please prioritize the following NTRLS meetings from one to three (1 - Most Important, 3 – Least Important)				
		Response Average	Response Total	Response Count
	System Assembly Meetings	2.19	173	79
	Regional Meetings	1.63	129	79
	Committee Meetings	2.18	172	79
			<i>answered question</i>	79
			<i>skipped question</i>	9

Which meetings are the most highly valued? This question collected responses on this question. Regional meetings were much more highly valued than System meetings or committee meetings.

6. Please prioritize the following technical services from one to seven (1- Most Important, 7 – Least Important)					
			Response Average	Response Total	Response Count
	Onsite Hands-on Support		2.74	211	77
	Remote Technical Support		3.97	306	77
	Technology-based Training		3.12	240	77
	Face-to-face Workshops		2.60	200	77
	Website Assistance		4.70	362	77
	Library Automation Assistance		4.77	367	77
	Other Technical Assistance		6.10	470	77
<i>answered question</i>					77
<i>skipped question</i>					11

Technical services ranked number three overall on the first question. This sixth question takes a closer look at technical services offered by the System. Hands-on support far outweighs the other services offerings in this area.

7. Please prioritize the following Library Advocacy Services from one to three (1 - Most Important, 3 - Least Important)					
			Response Average	Response Total	Response Count
	Presentations to Community Groups		1.92	146	76
	Presentations to Government Agencies		1.89	144	76
	Presentations to Library Boards		2.18	166	76
<i>answered question</i>					76
<i>skipped question</i>					12

NTRLS can provide material and support to library advocacy efforts. Although NTRLS does not advocate directly for libraries, we do provide supporting presentations to library groups. Assistance with presenting to government agencies was the more valued service.

8. Please prioritize the following other NTRLs services from one to nine (1 - Most important, 9 – Least Important)					
			Response Average	Response Total	Response Count
	Telephone Calling Cards		6.01	445	74
	Vendor Discounts for Supplies		2.57	190	74
	Equipment and Supplies available at the System Office and for checkout (Examples: Copy Machine, LCD Projectors, Diecuts, etc)		3.96	293	74
	Language Line		5.27	390	74
	NETLS Media Program		5.82	431	74
	NTRLs @ Your Library		4.77	353	74
	Videoconferencing Equipment		5.96	441	74
	Texcard Subsidy Program		4.91	363	74
	Texpress Subsidy Program		5.73	424	74
<i>answered question</i>					74
<i>skipped question</i>					14

NTRLs offers a wide variety of other services that fall outside the core projects. This question collected responses on which of these other services were the most valued. Once again, discounts were the most valued among the responders. Equipment rentals took second place.

9. Please rate how important the following trends/issues are to your library in the next five years. (1 - High, 5 - Low)								
	1	2	3	4	5	N/A	Rating Average	Response Count
Maintaining stable finances for my library	82.4% (61)	5.4% (4)	2.7% (2)	2.7% (2)	6.8% (5)	0.0% (0)	1.46	74
Improve community support for my library	71.2% (52)	12.3% (9)	6.8% (5)	5.5% (4)	4.1% (3)	0.0% (0)	1.59	73
New Library Building	32.4% (24)	14.9% (11)	17.6% (13)	6.8% (5)	10.8% (8)	17.6% (13)	2.38	74
Retain Existing Staff	44.6% (33)	25.7% (19)	14.9% (11)	2.7% (2)	8.1% (6)	4.1% (3)	2.00	74
Keep Staff Skills current	64.4% (47)	21.9% (16)	5.5% (4)	4.1% (3)	4.1% (3)	0.0% (0)	1.62	73
Upgrade Library Technology	47.3% (35)	32.4% (24)	8.1% (6)	8.1% (6)	2.7% (2)	1.4% (1)	1.85	74
Improve Library Space Utilization	39.7% (29)	24.7% (18)	16.4% (12)	9.6% (7)	8.2% (6)	1.4% (1)	2.21	73
Outsourcing my library operations	4.2% (3)	8.3% (6)	12.5% (9)	12.5% (9)	40.3% (29)	22.2% (16)	3.98	72
Promoting my library to the community	57.5% (42)	28.8% (21)	5.5% (4)	2.7% (2)	2.7% (2)	2.7% (2)	1.61	73
Promoting the "Book" Brand of Library	12.5% (9)	19.4% (14)	30.6% (22)	23.6% (17)	8.3% (6)	5.6% (4)	2.96	72
Intellectual Freedom	32.9% (24)	20.5% (15)	30.1% (22)	11.0% (8)	5.5% (4)	0.0% (0)	2.36	73
Democracy in the Library	31.1% (23)	20.3% (15)	32.4% (24)	6.8% (5)	8.1% (6)	1.4% (1)	2.40	74
Technological Impacts on my Library	48.6% (36)	32.4% (24)	12.2% (9)	2.7% (2)	4.1% (3)	0.0% (0)	1.81	74
Evolving service offerings in libraries	47.3% (35)	28.4% (21)	16.2% (12)	4.1% (3)	4.1% (3)	0.0% (0)	1.89	74
Evolving	14.1%	26.8%	31.0%	7.0% (5)	14.1%	7.0% (5)	2.79	71

Classification systems	(10)	(19)	(22)	(10)			
Other (please specify) 							6
answered question							74
skipped question							14

This question ties directly with the needs of NTRLS libraries. In order for NTRLS to better serve libraries, it must better understand what trends most concern librarians and library supporters. The top choice was funding sustainability while increasing community support was a close second. The third trend causing concern was keeping library staff skills up-to-date in this fast, evolving field. Two issues that concerned respondents the least was library outsourcing and evolving classification systems. There were some others mentioned.

Please rate how important the following trends/issues are to your library in the next five years. (1 - High, 5 - Low)		
#	Response Date	Comment
1.	Mon, 9/24/07 6:56 PM	remodeling or enhancing our building
2.	Tue, 9/25/07 2:05 PM	continuing education for staff
3.	Tue, 9/25/07 2:09 PM	None
4.	Tue, 9/25/07 9:05 PM	Partnerships with various entities
5.	Wed, 9/26/07 3:18 PM	Communicating the importance of this Library to stakeholders (Commissioners, FOL, Library Board) & providing additional services probably without the necessary staff & resources to demonstrate what should be accomplished. Then we might get enough support to get additional staff, space & services.
6.	Fri, 10/12/07 2:07 PM	Preparing entry level professional staff to take on management/administrative library responsibilities

10. Please rate how important the following issues are to your communities? (1 - High, 5 - Low)								
	1	2	3	4	5	N/A	Rating Average	Response Count
Bilingual Services	27.8% (20)	27.8% (20)	15.3% (11)	15.3% (11)	13.9% (10)	0.0% (0)	2.60	72
Leisure Activities	21.9% (16)	34.2% (25)	24.7% (18)	15.1% (11)	2.7% (2)	1.4% (1)	2.42	73
Early Literacy	37.5% (27)	19.4% (14)	23.6% (17)	11.1% (8)	6.9% (5)	1.4% (1)	2.30	72
Immigration	12.5% (9)	23.6% (17)	20.8% (15)	22.2% (16)	19.4% (14)	1.4% (1)	3.13	72
Technology	60.3% (44)	26.0% (19)	2.7% (2)	4.1% (3)	6.8% (5)	0.0% (0)	1.71	73
Senior Services	31.5% (23)	30.1% (22)	23.3% (17)	6.8% (5)	4.1% (3)	4.1% (3)	2.19	73
Youth Issues	43.7% (31)	28.2% (20)	12.7% (9)	9.9% (7)	4.2% (3)	1.4% (1)	2.01	71
Education	56.2% (41)	24.7% (18)	8.2% (6)	4.1% (3)	5.5% (4)	1.4% (1)	1.76	73
Adult Literacy	23.3% (17)	31.5% (23)	24.7% (18)	13.7% (10)	5.5% (4)	1.4% (1)	2.46	73
Civic Engagement	15.5% (11)	35.2% (25)	28.2% (20)	14.1% (10)	2.8% (2)	4.2% (3)	2.51	71
Economic Development	43.8% (32)	24.7% (18)	16.4% (12)	6.8% (5)	4.1% (3)	4.1% (3)	1.99	73
Money Matters	41.1% (30)	27.4% (20)	13.7% (10)	9.6% (7)	4.1% (3)	4.1% (3)	2.04	73
Career Skills	37.1% (26)	32.9% (23)	15.7% (11)	2.9% (2)	4.3% (3)	7.1% (5)	1.97	70
Other (please specify)								0
answered question								73
skipped question								15

Once again, NTRLs must understand what its libraries are facing before it can better determine how best to serve them. This question gathers feedback on issues facing NTRLs library communities. Technology and Education are the two most pressing concerns, according to the respondents. Youth issues, economic development, and career skills also ranked highly.

11. The Texas State Library is also encouraging Systems to move to a more cost sharing arrangement with libraries. In this model, NTRLS would work with vendors to get collaborative pricing for its member libraries. NTRLS would act as the financial agent for these transactions where NTRLS would be invoiced once for all member libraries. NTRLS would then invoice the member libraries for their share of the cost. Please rate the following products/services on how likely you will be in market for it and would welcome collaborative pricing. (1-High, 5-Low)								
	1	2	3	4	5	N/A	Rating Average	Response Count
Automation packages	36.1% (26)	22.2% (16)	11.1% (8)	11.1% (8)	15.3% (11)	4.2% (3)	2.45	72
Live Homework Help	26.0% (19)	24.7% (18)	26.0% (19)	16.4% (12)	6.8% (5)	0.0% (0)	2.53	73
Learning Express	19.7% (14)	29.6% (21)	29.6% (21)	9.9% (7)	9.9% (7)	1.4% (1)	2.60	71
Print Management	29.2% (21)	20.8% (15)	25.0% (18)	13.9% (10)	8.3% (6)	2.8% (2)	2.50	72
PC Reservation	22.5% (16)	21.1% (15)	18.3% (13)	16.9% (12)	15.5% (11)	5.6% (4)	2.81	71
Downloadable Audio Books	42.5% (31)	16.4% (12)	21.9% (16)	6.8% (5)	12.3% (9)	0.0% (0)	2.30	73
Downloadable Movies	37.5% (27)	16.7% (12)	26.4% (19)	6.9% (5)	12.5% (9)	0.0% (0)	2.40	72
Storytelling Services	26.4% (19)	23.6% (17)	19.4% (14)	12.5% (9)	16.7% (12)	1.4% (1)	2.69	72
Furniture	23.6% (17)	18.1% (13)	36.1% (26)	15.3% (11)	5.6% (4)	1.4% (1)	2.61	72
Facility Items (Shelving, etc)	27.4% (20)	24.7% (18)	24.7% (18)	17.8% (13)	4.1% (3)	1.4% (1)	2.46	73
Library Supplies	47.9% (35)	23.3% (17)	20.5% (15)	1.4% (1)	5.5% (4)	1.4% (1)	1.92	73
RFID	23.9% (17)	21.1% (15)	26.8% (19)	9.9% (7)	9.9% (7)	8.5% (6)	2.57	71
Other (please specify) 								5
answered question								73
skipped question								15

As indicated by earlier survey questions, NTRLS libraries are looking for consortium savings. According to the respondents of this question, more

libraries will need discounts on Library Supplies and Downloadable Audio Books. Automation packages came in a close third.

Here are the other answers for this question.

The Texas State Library is also encouraging Systems to move to a more cost sharing arrangement with libraries. In this model, NTRLs would work with vendors to get collaborative pricing for its member libraries. NTRLs would act as the financial agent for these transactions where NTRLs would be invoiced once for all member libraries. NTRLs would then invoice the member libraries for their share of the cost. Please rate the following products/services on how likely you will be in market for it and would welcome collaborative pricing. (1-High, 5-Low)		
#	Response Date	Comment
1.	Tue, 9/25/07 2:09 PM	Professional development for courses and continuing education.
2.	Tue, 9/25/07 9:07 PM	marketing such as bookmarks, flyers,etc and promotional items.
3.	Thu, 9/27/07 2:05 PM	Please understand that the Olney Library is a partner with the Olney ISD, its technology network and its management. We also have the assistance of Region 9 Educational Service Center in Wichita Falls. This releases some of the need for technology assistance from the public library end of our incorporation. We answered this survey according to our own needs, but seriously understand how a strictly public library would have other priorities.
4.	Fri, 10/12/07 2:09 PM	Online (chat) reference services (Answerzone, Questionpoint, etc.)
5.	Tue, 10/30/07 4:51 PM	What is RFID?

12. In FY2009 and beyond, Texas Systems will realize an even greater reduction of funds received through the Texas Library Systems Grant. The Texas State Library has given permission to the Central Texas Library System to start charging for “enhanced services.” NTRLS is exploring adopting this model. NTRLS would only charge fees on a cost recovery basis. Please rate how likely your library would be to pay a cost recovery fee for the following “enhanced services.” It must be noted that the fee-based services would be the exception versus the rule. We anticipate that a majority of System services would still be at no cost to your library. Please indicate how much you would be willing to pay for the following services.

	\$0	\$5 to \$25	\$25 to \$50	\$50 to \$75	over \$75	Rating Average	Response Count	
Consulting Services	20.3% (14)	23.2% (16)	15.9% (11)	15.9% (11)	24.6% (17)	3.01	69	
NTRLS Workshops	14.5% (10)	60.9% (42)	20.3% (14)	1.4% (1)	2.9% (2)	2.17	69	
NTRLS Website features (ie downloadable consultant reports, online workshops and downloadable marketing toolkits,etc)	33.3% (23)	50.7% (35)	11.6% (8)	2.9% (2)	1.4% (1)	1.88	69	
NTRLS Themed Conferences (Children and Youth, Techie, etc)	26.1% (18)	36.2% (25)	27.5% (19)	1.4% (1)	8.7% (6)	2.30	69	
Outreached to the Underserved (O2U)	39.1% (27)	34.8% (24)	21.7% (15)	4.3% (3)	0.0% (0)	1.91	69	
					Comments 		8	
	answered question							69
	skipped question							19

As the question explains, NTRLS is looking to add some fee-based enhanced services. This question was asked to find out what the market would pay for some of these enhanced services. Outreach to the Underserved was the only service that a majority of the respondents would pay no fees. The rest of the services would bring between \$5 and \$25 while consulting would bring over \$75.

Here are the other comments.

<p>In FY2009 and beyond, Texas Systems will realize an even greater reduction of funds received through the Texas Library Systems Grant. The Texas State Library has given permission to the Central Texas Library System to start charging for “enhanced services.” NTRLS is exploring adopting this model. NTRLS would only charge fees on a cost recovery basis. Please rate how likely your library would be to pay a cost recovery fee for the following “enhanced services.” It must be noted that the fee-based services would be the exception versus the rule. We anticipate that a majority of System services would still be at no cost to your library. Please indicate how much you would be willing to pay for the following services.</p>		
#	Response Date	Comment
1.	Mon, 9/24/07 2:04 PM	If we had to pay for any of these services our participation would be very limited. Since we are there to consider hiring their services the Performer's Showcase should be free of charge.
2.	Mon, 9/24/07 8:01 PM	Charging fees will mean that those who need services most will not be getting them. Sometimes our library will have to forgo services that we won't be able to afford at certain times of year when city revenues are not coming in.
3.	Tue, 9/25/07 2:07 PM	On the items NTRLS Workshops and NTRLS Themed Conferences, my ranking of \$5-\$25 (Workshops) and \$35-\$50 (Conferences) is per person attending
4.	Tue, 9/25/07 3:08 PM	I would not mind paying for some workshops, but they would need to be west of Wichita Falls. Please not the majority of the workshops in Fort Worth.
5.	Tue, 9/25/07 3:42 PM	We would need advance notice in order to work these changes into our budget.
6.	Tue, 9/25/07 9:10 PM	I know we all have to look at ways to generate revenue and if we have to pay something, please keep it as minimal as possible but of course, the longer you can keep it free, the better, especially for the smaller libraries.
7.	Wed, 9/26/07 3:55 PM	Small public libraries like our's really have a difficult time just surviving. It is most distressing to see the State Library, which provides little enough support, decreasing their support for Systems because this trickle down effect translates into less support for us.
8.	Sun, 9/30/07 2:15 AM	The workshops are wonderful and well worth much more than \$25. I prefer hands on work shops, followed by the LEAD classes. Web seminars don't work too well for me - I find myself wandering off (literally!)

Small Group Results

The summary of the Focus Groups are provided below. Each question has it replies below it. The asterisks indicate how often the answer was mentioned in all the focus groups combined. A brief explanation of the question and answers follow each summary report.

1. Please describe the most important library services used by your patrons.

Research/Reference (*****)	Public Info (*)
Collections variety (*****)	Programming (*)
Children's services (*****)	Literacy classes
Computers/Internet (*****)	Homeschoolers
ILL (*****)	'babysitting'
Reader's Advisory (*****)	GED training
Summer Reading Club (****)	Local history preservation
Discussion Groups (*****)	Bilingual materials
Outreach (*)	Proctoring exams for people
	Meeting rooms
	Venue for neutral public forum
	Knowledgeable staff
	Librarian's services

This question was used to collect information about library services mostly used by patrons. Once again, the purpose ties into establishing the needs of NTRLs libraries so the System can better serve them. Collections and Reference were the two most often mentioned services.

2. Please take a moment to look over the handout of NTRLS services offerings. Please describe the NTRLS services you use and find the most beneficial to you.

Consulting (*****)	Laminator (***)
Workshops/CE (*****)	Video conferencing (*****)
Vendor discounts (*****)	IT services (*)
Forum (****)	O2U (*****)
Professional collection (*****)	Language line
Website (*****)	Storytellers directory
Advocacy (****)	Telephone calling card
Die Cuts (****)	Borrowing equipment
	Media agreement
	Themed events
	Grants

This particular question was asked to gauge what services are most highly valued by focus group participants. Like with the survey, Consulting, Continuing Education and Vendor Discounts seem to be the more highly valued services at least in the amount of times mentioned during the focus group activity.

3. NTRLS is facing significant budget cuts in the upcoming years. In order to assist with offsetting these cuts, NTRLS is evaluating all services. Please describe the NTRLS services you do not find useful and might be eliminated.

Language Line
(*****)

Calling cards
(*****)

Group was split on the calling card – some felt that with proliferation of cell phones and toll-free numbers, the need for a calling card is not great. Others mentioned use of the card to call Austin and other board/committee members.

Supplies—evaluate
(*****)

The equipment and supplies housed at the NTRLS office were discussed at some length. Most people seemed willing to pay for copier and paper-folding services if necessary, and to provide their own paper. Also, the majority of the group did not know that some pieces of equipment were even available (iPod, Flash drives) Most people seemed to feel that this was the one area that could be trimmed if necessary.

Pod casts

Video conferencing

Journals and periodicals

Waste in paper notices and staff sent out duplications. Check databases and mailing labels

Although not many of the group had used the videoconferencing equipment, the general consensus seemed to be that with more advertising as to its availability, usage may well increase.

One suggestion regarding the Ellison dies was to have libraries with a considerable collection of their own share their inventory in the form of an on-line directory through the NTRLS website, and possibly eliminate the need for NTRLS to purchase dies.

Nothing to cut

Like the question states, it was asked to ascertain what services might be cut from NTRLS. Language Line Service, Calling Cards and Supplies were all the most widely mentioned.

4. What do you like best about NTRLS?

Staff

- Availability of staff
- Staff & consistent customer service
- Staff
- willingness to help
- friendliness
- always looking for more and better ways to serve
- very professional
- make libraries feel that their question is the most important one
- buffer between library and TSLAC
- Staff!!!
- availability
- knowledge
- People –very helpful
- It's people – information, approachability
- Staff- available and responsive-more responsive than TSLAC to us
- Staff is a line to TSLAC for us
- Can find answers
- Staff availability

- Being able to get answers to questions almost immediately. Calls to State library takes days to be returned
- Staff available for questions
- Staff- available and responsive

System/Regional meetings
(*****)

Workshops
(*****)

Grants/Mini grants
(*****)

IT help

Discounts

Consulting

Professional Collection

Awards

Grant writing

With this question, the NTRLS LRC hoped to gain another perspective on what participants valued about NTRLS. Staff was by-far mentioned the most for a wide variety of reasons. Workshops, Grant writing and meetings were also mentioned numerous times.

5. Please list ways the System might do things differently? What improvements can be made?

Directors be able to vote
(*****)

Group discussion centered around meetings, and opinion was divided as to how many annual system assemblies should be held. None wanted to return to 3 assemblies! Some felt that 2 meetings a year are fair in that (given location and travel constraints) people have the opportunity to choose which one to attend, while others thought that one annual meeting was sufficient. There was general consensus that offering an afternoon workshop after a morning's meeting was a good and worthwhile idea, and that people would be more likely to attend.

Lay rep problem- not available during workweek

Rethink quorum requirements

Proxy votes

1973 model in 2007

Electronic voting

Reassign quorum

Lay representative being able to vote by absentee ballot, email

Re-think how to make a quorum

Lay rep model needs to be reviewed

Get lay reps to meetings

Have some other way to vote on issues

Regional meetings were agreed to be important and worthwhile.

Professional collection: advertise what is in collection and make a catalog of titles

Most system meetings are a waste of time. Too much travel.

Large public libraries have better purchasing resources. Could these larger systems help other member libraries share this purchasing power with smaller libraries and NTRLS?

Timing of meetings

This question once again attempted to isolate service offerings which might be eliminated in future years. The System Assembly meetings seemed to dominate the conversations as well as the Lay Representative model of the System.

6. Are there any other comments you would like to make about the long range plan for years 2009-2014?

NTRLS Consortium

The idea of possibly paying for some services (workshops) was raised and briefly discussed. Although most people did not seem to mind paying something for continuing education, a variety of concerns were raised such as:

Would cost vary according to length of workshop?

Would cost vary according to presenter fees?

Would cost vary according to number of participants from same library?

Librarians feel that NTRLS and the other library systems are really needed.

System needs greater facilitator/leadership role to coordinate libraries so they all work together

Greater capabilities for library (statewide and system-wide)
Shared catalog

Don't forget books: Reading sometimes lost in rush to technology

Nothing listed

Coordinate efforts to achieve same end results

NTRLS library card
Automated system

Facilitator

Pull in the same direction

Automation consortium

Greater facilitative role to get libraries working together: 1 library card, shared ILS, host web sites for libraries

Greater facilitation role

NTRLS library card

Shared catalog

Hosting a small library web site

This last question was used to gather any additional feedback.

Section Three: Needs Assessment

Data Collection Methodology

In order to better understand the needs of NTRLS public libraries and their communities, NTRLS did the following.

1. Conducted a review of appropriate literature for secondary information concerning library issues and community issues. The secondary sources are listed with each quoted piece of information.
2. Conducted a Survey of its membership to acquire primary information about the topic.
3. Conducted Focus Groups to acquire primary information about the topic.
4. Sought out the advice of the NTRLS Consultants and LRP committee members on all information gathered.

Overall state of the region in regards to public library services

Nationwide, Public Libraries are expected to provide more services to their communities with less funding.

“But only a small percentage of communities invest in public libraries to the extent necessary to produce maximum dividends. In those communities where the case for libraries is less clear and competition for public funds is high, there are disturbing indicators that support for libraries is slipping.”

(The Future of Public Libraries in a Digital Age. Ruth Wooden. <http://www.ncl.org/publications/ncr/95-4/0107libraries.pdf>)

Wooden also writes that communities believe libraries are essential and yet have no idea that public libraries are in a funding crisis. “Although 45 percent of the civically engaged think their local government has not furnished enough money and assistance to the public libraries in their communities, 42 percent think they have, and 13 percent say they simply do not know. (Wooden)”

At the Medical Library Association Conference in 2006, a sharing roundtable was held to discuss training librarians for the future. During the sharing, someone asked how prepare librarians for the future; the answer was “CE is a priority.” (http://www.chaptercouncil.mlanet.org/roundtables/2006/TrainingLibrarians_26.pdf)

SLA, inc, has a series of competencies for special librarians. The importance of CE for special librarians is reflected in this competencies document by explicitly stating that a special librarian:

1. 2.10 is committed to lifelong learning and personal career planning.

Practical examples: Committed to a career that involves ongoing learning and knowledge development. Takes personal responsibility for long-term career planning and seeks opportunities for learning and enrichment. Advocates for an approach that encourages and supports ongoing knowledge development and that values the contribution of people. Maintains a strong sense of self-worth based on the achievement of a balanced set of evolving personal and professional goals. (<http://www.sla.org/content/SLA/professional/meaning/competency.cfm>)

This sentiment was reflected as well from all librarians in North Carolina where a CE survey revealed that CE was still an important service to any library staff. Study participants expressed the skills required by library staff had changed due to increasing number of online information resources and the changing demographic of library patrons. Because of this, North Carolina is exploring a radical new way to offer CE. (<http://statelibrary.dcr.state.nc.us/ce/07CEReport.pdf>).

What subjects do librarians want to learn about? Rhode Island surveyed their librarians and found out technology was at the top of the list.

III. Topics

What are the library content areas you wish to receive continuing education? (We will ask you later about more specific topics.)

Answer	Count	Percentage
Info Tech & Software	89	57.79%
Public Library Services	68	44.16%
Reference Services	60	38.96%
Web Dev & Web Tools	60	38.96%
Library Administration	50	32.47%
Children's Services	40	25.97%
Young Adult Services	40	25.97%
Planning/Data Collection	33	21.43%
Technical Services	32	20.78%
Academic Lib. Services	24	15.58%
School Lib Media Ctrs	19	12.34%
Trustee Topics	18	11.69%
Access Services	17	11.04%

(<http://www.olis.ri.gov/pubs/cesurvey2006.pdf>)

These nationwide library trends are reflected locally within NTRLS as indicated by a recent survey and focus group results. Survey participants were asked to rank importance of trends/issues for their libraries in the next five years.

Funding and community support issues were ranked very important by 81% and 74%, respectively, of the survey participants. In a review of the annual income for NTRLS member libraries between FY2004 and FY2007, overall public library support increased by only 1.1%. (Public Library Annual Report data) Inflation between 2004 and 2006 was 9.31% (inflationdate.com) so libraries' modest increase fell flat with increasing prices. In fact, with inflation, libraries are actually receiving less in 2007 than in 2004 because current funding buys less than even four years ago.

Sixty-four percent of survey participants ranked keeping their staff skills current as priority, which reflects the current nationwide trend of librarians and library staff keeping up with the evolving changes in the field. As a reflection of this need for keeping skills current, both survey and focus group participants ranked the NTRLS Continuing Education project as the most valuable service offering. In FY2007, NTRLS provided 96 workshops with an overall attendance of 1,203 with 649 unique attendees.

Like the rest of the country, technology continues to play a vital role in libraries. Nearly 49 percent of survey participants ranked technology as a top concern in the next five years. NTRLS technical services programs, hands-on support, and technological training continue to be some of the most popular services which supports the need of the NTRLS IT Specialist making daily visits to libraries to provide either training or required technical support. In FY2007, NTRLS assisted 30 libraries with technical assistance and touched all 74 member libraries through workshops and one-on-one training.

Technology plays a huge role in the everyday lives of Americans. The Pew Internet and American Life Study asked whether technology gives people more control over their lives. (<http://www.pewinternet.org/pdfs/PIP.Typology.Topline.pdf>).

Overall, do you think that computers and technology give people MORE control over their lives, LESS control over their lives, or don't you think it makes any difference?

CURRENT

48% More

16% Less

29% No difference

8% Don't Know/Refused

What technology do Americans use? Pew asked that question as well. Sixty-eight percent of those asked said they owned a desktop computer while seventy-three percent mentioned owning a cell phone. Eighty-eight percent said they owned at least one gadget.

What about the parents and teens when it comes to owning technology? Here is a breakdown of what Pew found about the subject.

Gadget Ownership within Households					
<i>Do you, personally, happen to have...?</i>	<i>Desktop</i>	<i>Cell Phone</i>	<i>iPod or other MP3 player</i>	<i>Laptop</i>	<i>PDA like a Palm Pilot or Blackberry</i>
Parent and teen both own one	64%	60%	22%	18%	1%
Parent owns one, teen does not	19%	29%	7%	19%	11%
Teen owns one, Parent does not	8%	3%	29%	7%	7%
Neither parent nor teen owns the gadget	9%	8%	41%	56%	80%

(http://www.pewinternet.org/pdfs/PIP_Teen_Parents_data_memo_Oct2007.pdf)

How many Americans have access to this technology; especially the Internet? Pew also studied how widely adopted broadband is in the United States.

“According to the Pew Internet Project’s February 2007 survey, 47% of American adults have broadband at home, nearly double the 24% penetration level of three years earlier. With home broadband penetration poised to surpass 50% this year, it will have taken 9 years from the time the service became widely available for home high-speed to reach half the population.”

(http://www.pewinternet.org/pdfs/Broadband_Commentary.pdf)

In 2005, The Council of State Governments released Trends in America; Navigating the Turbulence to Success . In this document, the critical need for education is highlighted.

“For generations, Americans have heard that education is the key to success. That is truer than ever before, and now people are starting to realize that education doesn’t necessarily stop with a college degree... In today’s world, lifelong learning is a necessity. From preschool to post-college, states are developing ways to connect formal education with the skills needed in the new economy.”(<http://www.csg.org/pubs/Documents/TIA0512.pdf>)

According to the Department of Education, there are 47.6 million children in public schools with 7 million more in private and home settings. Seven hundred and forty five billion dollars are spent on education every year and this is growing. At the same time, students are performing badly on standardized testing.

“According to the most recent NAEP assessments, only 31 percent of 4th graders are proficient in reading, while 32 percent are proficient in mathematics, 29 percent in science, and 18 percent in American history. Low-income students did half as well. In fact, over half of poor fourth graders failed to show even a basic level of knowledge in reading, science, or history.”

(<http://www.heritage.org/Research/Education/wm478.cfm>)

Communities located in NTRLS are no different than the rest of the county. According to the NTRLS survey, technology is of vital concern to communities as nearly 61 percent of survey respondents ranked this high in importance. Technology has been an integral part of the community’s everyday lives and libraries can help in their technological adoption. Focus groups participants mentioned their library’s technological services as being one of the most valued services by patrons.

Education plays a vital role in North Texas communities like the rest of the country. Fifty six of the survey participants ranked education high in terms of importance to their communities. Focus groups mentioned reference/research in their discussions about what patrons value in the library. Collections were also mentioned heavily. Both reference and library collections contribute heavily in NTRLS libraries’ educational efforts.

Section Four: Strategic Priorities for 2009 to 2014

STRATEGIC PRIORITY # 1

Strengthen and enhance collaborative relationships with key stakeholders.

Action Items:

- Develop the NTRLS public image by establishing a dba and brand recognition.
- Increase interaction with Board of Directors, member libraries and their communities, other systems, TSLAC, and LFNT by opening lines of communication.
- Increase partnership opportunities by networking at community events and meetings.
- Increase the ability to cost share for services and products, and encourage consortium building including a shared Integrated Library System (ILS).
- Produce an annual report conveying a library return on its investment in utilizing NTRLS services

STRATEGIC PRIORITY #2

Retain leadership in state-of-the-art technology and innovative services.

Action Items:

- Adopt emerging technologies and introduce to member libraries.
- Assist member libraries in adjusting to evolving roles of libraries in modern society.
- Continue to offer innovative services in Continuing Education and Consulting.
- Explore using new web technologies to increase networking and sharing between NTRLS libraries.
- Explore how best to serve other library settings including Academic, School and Special libraries.

STRATEGIC PRIORITY #3

Encourage staff development to increase expertise and productivity.

Action Items:

- Implement Board approved NTRLS staff development plans.
- Leverage the strengths of staff to increase productivity and expertise.

STRATEGIC PRIORITY # 4

Explore and pursue alternative funding, revenue-generating, and resource sharing opportunities.

Action Items:

- Develop partnerships with other community organizations.
- Take an active role in FIC, Center for Nonprofit Management, and Chambers of Commerce.
- Research and apply for grant opportunities for both the System and NTRLS libraries.
- Explore cost sharing opportunities with other community groups.
- Explore offering fee-based enhanced services.

Section Five: Future NTRLS Programs and Services

In this section of the document, it will be explained how the four projects, Administration, Consulting, Continuing Education and Targeted Services, will address the needs of NTRLS libraries and their communities. Each project will be described in detail and how it meets the Federal LSTA goals, the TSLAC goals and the NTRLS strategic priorities identified by this long range plan. Each project description will include rationale of the project, project objectives, and project outcomes including Legislative Budget Board (LBB). Required resources will be also included in each project description along with a detail explanation of how the project will be evaluated.

Administration Project

Priority Use of System Funds

This project provides the necessary structure to administer the System service offerings and carry out all grants including the System Operation Grant and the Technical Assisted Negotiated Grant. It is an essential part of the System to make it run as smoothly as possible.

Determination of Need

The other projects depend on a solid foundation and well-thought out planning to function properly. The many needs realized and detailed earlier in this document will be soundly served by this project through the administration of daily System business.

Benefit to Member Libraries and the Public

NTRLS libraries and its' public will realize better library services through the proper execution of this project and all NTRLS projects. The administration project will ensure that public funds are spent in the most logical and effective manner.

Goals and Measurable Objectives

The administration project will work towards the following goals and objectives.

Strategic Priorities

#1 Strengthen and enhance collaborative relationships with key stakeholders.

Action Items:

- Develop the NTRLS public image by establishing a dba and brand recognition.
- Increase interaction with Board of Directors, member libraries and their communities, other systems, TSLAC, and LFNT by opening lines of communication.
- Increase partnership opportunities by networking at community events and meetings.

- Increase the ability to cost share for services and products, and encourage consortium building including a shared Integrated Library System (ILS).
- Produce an annual report conveying a library return on its investment in utilizing NTRLS services

#3 Encourage staff development to increase expertise and productivity.

Action Items:

- Implement Board approved NTRLS staff development plans.
- Leverage the strengths of staff to increase productivity and expertise.

#4 Explore and pursue alternative funding, revenue-generating, and resource sharing opportunities.

Action Items:

- Develop partnerships with other community organizations.
- Take an active role in FIC, Center for Nonprofit Management, and Chambers of Commerce.
- Research and apply for grant opportunities for both the System and NTRLS libraries.
- Explore cost sharing opportunities with other community groups.
- Explore offering fee-based enhanced services.

State Goal: Provide Texans with access to a broad range of library materials.

LSTA Purposes

Expanding services for learning and access to information and educational resources in a variety of formats, in all types of libraries, for individuals of all ages.

Developing library services that provide all users access to information through local, State, regional, national and international electronic networks.

State Goal: Assist libraries in providing programs and services to meet the needs of their populations.

LSTA Purposes

Developing public and private partnerships with other agencies and community based organizations.

Targeting library services to individuals of diverse geographic, cultural and

socioeconomic backgrounds, to individuals with disabilities, and to individuals with limited functional literacy or information skills.

Targeting library and information services to persons having difficulty using a library and to under-served urban and rural communities, including children (from birth through age 17) from families with incomes below the poverty line (as defined by the Office of Management and Budget, and revised annually in accordance with section 673(2) of the Community Services Block Grant Act [42 U.S.C. 9902(2)] applicable to a family of the size involved.)

State Goal: Assist libraries with technology to serve the information needs of Texans.

LSTA Purposes

Developing library services that provide all users access to information through local, State, regional, national and international electronic networks.

Providing electronic and other linkages among and between all types of libraries.

State Goal: Provide assistance to libraries to support literacy and educational attainment in their communities.

LSTA Purposes

Expanding services for learning and access to information and educational resources in a variety of formats, in all types of libraries, for individuals of all ages.

Developing public and private partnerships with other agencies and community based organizations.

Targeting library services to individuals of diverse geographic, cultural and socioeconomic backgrounds, to individuals with disabilities, and to individuals with limited functional literacy or information skills.

Measurable Objectives:

For the fiscal years 2009 to 2014, NTRLS will use the following measurable objectives. It should be noted that NTRLS anticipates a 5 to 10 percent increase in these numbers each year. The number below are reflected of the number anticipated in 2009.

Number of persons attending System planning events: 385

Total Libraries in System:	77	Estimated Total Number of Libraries Participating:	244	Estimated Unduplicated Number of Libraries Participating:	77
Total Library Staff in Member Libraries:	204	Estimated Total Number of Library Staff Participating:	385	Estimated Unduplicated Number of Library Staff Participating:	77

Project Description

This project supports administrative and major planning activities funded through the System operation grant, the Technical Assistance Negotiated Grant (TANG), and other grants and sources. Administrative duties include, but are not limited to implementing and carrying out accounting procedures, statistical gathering and reporting procedures, and budget preparation and monitoring. Planning activities include, but are not limited to planning projects and public relations and library promotional strategies. Through this project, System staff and committees negotiate discounts on library materials and supplies.

Justification of Expenses

Staffing (Personnel and Fringe Benefits): A portion of the employees' salaries and fringe benefits are allocated to this project. It will change from year to year.

Contractual: Costs for meeting room rentals for System Assembly meetings and gatherings with representatives from multi-type libraries, repairs and maintenance, and the Internet provider.

Supplies: Costs for general office supplies.

Travel: Costs for staff and board travel to TSLAC-required meetings and other meetings necessary to carry out the mission of the System.

Other: Costs for postage, copies, telephone, board/staff training, recruiting, ADP and other administrative fees, attorney's fee, contractual accountant's fee, rent, insurance and audit fees.

Evaluation Methods

Legislative Budget Board numbers will be tracked closely for this project. No outcome based evaluation will be used for this project since it is difficult to capture outcomes for a purely administrative tasks.

*Consulting Project***Priority Use of System Funds**

This project provides funding for System staff and other resources to meet the consulting needs of member and non-member libraries. The consulting project includes a wide range of activities, which are geared towards assisting NTRLS libraries in their development. Included in this project are funding for the technology infrastructure, which is the underpinning of many System consulting services, and funding for interconnectivity and related technologies. We also provide funding to contract with library consultants for expertise not found in-house.

Determination of Need

Through its needs assessment, NTRLS has determined that libraries are facing a wide variety of issues. However, three of the issues can be directly affected by the work done through this project. Funding and community awareness are major concerns to librarians both nationwide and with NTRLS. Education and technology were also listed as pressing needs. The NTRLS Consulting Project will work with libraries on developing their service offerings, including reference, collection development and technological services, to the community. By assisting libraries in this manner, the consulting project will address directly the issues formerly listed.

Benefit to Member Libraries and the Public

NTRLS staff and outside consultants will provide consulting assistance in a variety of formats that include direct consulting via onsite visits, telephone, fax, mail and email. Member library staff will benefit from consulting services and programs. The public will benefit from expanded/enhanced services and programs at libraries, and will also benefit from the promotional items generated through this project.

Goals and Measurable Objectives

The consulting project will work towards the following goals and objectives.

#1 Strengthen and enhance collaborative relationships with key stakeholders.**Action Items:**

- Increase interaction with Board of Directors, member libraries and their communities, other systems, TSLAC, and LFNT by opening lines of communication.
- Increase partnership opportunities by networking at community events and meetings.
- Increase the ability to cost share for services and products, and encourage consortium building including a shared Integrated Library System (ILS).
- Produce an annual report conveying a library return on its investment in utilizing NTRLS services.

#2 Retain leadership in state-of-the-art technology and innovative services.

Action Items:

- Adopt emerging technologies and introduce to member libraries.
- Assist member libraries in adjusting to evolving roles of libraries in modern society.
- Continue to offer innovative services in Continuing Education and Consulting.
- Explore using new web technologies to increase networking and sharing between NTRLS libraries.
- Explore how best to serve other library settings including Academic, School and Special libraries.

#4 Explore and pursue alternative funding, revenue-generating, and resource sharing opportunities.

Action Items:

- Research and apply for grant opportunities for both the System and NTRLS libraries.
- Explore offering fee-based enhanced services.

State Goal: Provide Texans with access to a broad range of library materials.

LSTA Purposes

Expanding services for learning and access to information and educational resources in a variety of formats, in all types of libraries, for individuals of all ages.

Developing library services that provide all users access to information through local, State, regional, national and international electronic networks.

State Goal: Assist libraries in providing programs and services to meet the needs of their populations.

LSTA Purposes

Developing public and private partnerships with other agencies and community based organizations.

Targeting library services to individuals of diverse geographic, cultural and socioeconomic backgrounds, to individuals with disabilities, and to individuals with limited functional literacy or information skills.

Targeting library and information services to persons having difficulty using a library and to under-served urban and rural communities, including

children (from birth through age 17) from families with incomes below the poverty line (as defined by the Office of Management and Budget, and revised annually in accordance with section 673(2) of the Community Services Block Grant Act [42 U.S.C. 9902(2)] applicable to a family of the size involved.)

State Goal: Assist libraries with technology to serve the information needs of Texans.

LSTA Purposes

Developing library services that provide all users access to information through local, State, regional, national and international electronic networks.

Providing electronic and other linkages among and between all types of libraries.

State Goal: Provide assistance to libraries to support literacy and educational attainment in their communities.

LSTA Purposes

Expanding services for learning and access to information and educational resources in a variety of formats, in all types of libraries, for individuals of all ages.

Developing public and private partnerships with other agencies and community based organizations.

Targeting library services to individuals of diverse geographic, cultural and socioeconomic backgrounds, to individuals with disabilities, and to individuals with limited functional literacy or information skills.

Measurable Objectives:

In FY2009 to 2014, the Consulting Project will reach the following annual milestones.

Number of library staff trained and assisted via telephone, mail, fax, and onsite visits: 2,200

Number of library staff trained and assisted via email:1,500

Number of persons provided electronic services: 9,345

Number of books purchased, leased, loaned, or supplied:48

Number of periodical subscriptions in professional collection:57

Number of library materials provided via electronic networks: 100,000

NTRLS staff will visit member and non-member libraries 100 times to provide professional guidance and assistance.

NTRLS staff will assist member and non-member libraries in writing 20 grant proposals.

Total Libraries in System:	74	Estimated Total Number of Libraries Participating:	100	Estimated Unduplicated Number of Libraries Participating:	30
Total Library Staff in Member Libraries:	185	Estimated Total Number of Library Staff Participating:	3,500	Estimated Unduplicated Number of Library Staff Participating:	100

Measurable Outcomes for the Project

NTRLS does not plan on utilizing outcomes for this project. Instead, it will explore other possible evaluation methods.

Project Description

NTRLS staff provides consulting to staff at member libraries on library best practices. Consultation relative to all aspects of public library services and management is available to all member library staffs, trustees, Friends and city/county officials. These topics address the specific issues determined by the needs assessment study performed by NTRLS.

Consulting topics that will be addressed by NTRLS consultants include:

Collection Development – Collection development projects, such as evaluation, maintenance, weeding and acquisitions, will be offered.

Community Analysis - Assistance in community demographics, research and SWOT analysis will be provided.

Consulting Packet –A consulting packet addressing ethics and professional development for librarians will be developed.

Cultural Diversity – NTRLS will utilize a checklist that has been developed for marketing to diverse communities.

Disaster Planning – NTRLS will work with libraries in developing disaster plans.

Image Audits – NTRLS staff will conduct image audits for libraries. These image audits will include a checklist developed by Dr. Mary Bushing.

Long Range Planning – Re-examine long range plans developed in 2005 and address what has been achieved and what needs to be adjusted to accommodate changes.

New Building or Expansion – NTRLS will provide an outside consultant for this topic.

Policy Development – NTRLS will work with libraries to develop necessary library policies.

Return on Investment (ROI) Analysis – NTRLS will work with each library and assist them in determining their worth to their communities.

Space Planning – NTRLS will provide an outside consultant for this topic.
Survey Development – NTRLS staff will consult on patron and community surveys for member libraries.

Other programs that fall under the Consulting Project include:

E-Rate Assistance: NTRLS staff provides assistance to member libraries in filling out forms for the E-Rate.

Forum: NTRLS supports and maintains a forum for sharing information and ideas.

Grant Writing Assistance: NTRLS staff provides grant research and review of proposals, and writing assistance to member and non-member libraries.

Integrated Library Systems (ILS): NTRLS will assist member libraries with their ILS. Member libraries in all stages of development will need assistance. In addition, NTRLS will work with 15 to 20 libraries in establishing a shared system.

Librarians' Room: NTRLS provides a room for librarians to come to work with dies, button makers, etc., for adult and children's programming.

Library Establishment Assistance: NTRLS staff provides information and consults on issues of library establishment.

New Library Directors: The New Library Director Orientation will include initial visits and follow up contacts with librarians.

O2U: Outreach to the Underserved. NTRLS staff provides design and duplication of promotional materials for member library projects meeting LSTA Purposes 5 & 6.

System Consulting List: NTRLS will work collaboratively with the other nine Texas Library Systems to provide consulting service. NTRLS provides information on NTRLS staff member's areas of expertise to share with other coordinators to enable sharing of consultants.

Team Building/Communication Consulting: We offer team building consulting for individuals and groups. True Colors ® training is available for individual library staff development.

Technology Consulting and Planning: NTRLS staff provides technology consulting and planning to staff at member and non-member libraries.

Texas Public Library Standards: NTRLS provides consulting assistance in helping member libraries meet Texas Public Library Standards.

Web Design and Maintenance: NTRLS will consult in web design and maintenance, including website usability.

Web Page: NTRLS supports and maintains a web site filled with library information.

Justification of Expenses

Staffing (Personnel and Fringe Benefits): A portion of the Consulting Project pays for the salaries and fringe benefits of all NTRLS employees.

Contractual: Costs for contracting with library consultants, repairs and maintenance, and the Internet provider.

Travel: Auto allowances for executive director and assistant director, also costs for staff conference travel, and travel to member library sites for staff not receiving travel allowances.

Supplies: Costs for the professional collection and O2U supplies.

Other: Costs for postage, copies and telephone, costs for percentage of ADP fee, contractual accountant's fee, attorney's fee, rent, insurance, and audit fees.

Evaluation Methods

NTRLS anticipates using a balanced scorecard approach to evaluate the consulting project.

"The function of a balanced scorecard is to identify the key metrics across all levels of an organization with the fundamental purpose of aligning organizational goals and objectives with the activities at the operating levels."

<http://www.carlsbadca.gov/impls/documents/scorecards.doc>

Continuing Education Project

Priority Use of System Funds

This project provides funding for the NTRLS Continuing Education program, which serves library staff and supporters, and partners who are interested in certain aspects of the Continuing Education program, such as those who serve children.

Determination of Need

Through the NTRLS needs assessment, it was determined that continuing education of library staff ranks as a priority for a majority of librarians. By far, the CE project was considered the most important project by focus group participants while 65% of the survey respondents felt that keeping staff skills current was a top priority for their libraries. The NTRLS CE project will address this need directly by continuing to offer a wide variety in the selection of CE offerings. By keeping skill set at its current level, NTRLS will allow libraries to focus more on providing needed services versus having to find the means to learn new skills.

Benefit to Member Libraries and the Public

NTRLS will provide workshops and seminars on topics that empower library staff and supporters to provide quality programs and services to the people of Texas.

Goals and Measurable Objectives

Goals: Through the Continuing Education Project, NTRLS staff plan programs and services that will help member and non-member libraries achieve these goals and purposes.

Strategic Priority

#2 Retain leadership in state-of-the-art technology and innovative services.

Action Items:

- Adopt emerging technologies and introduce to member libraries.
- Assist member libraries in adjusting to evolving roles of libraries in modern society.
- Continue to offer innovative services in Continuing Education and Consulting.
- Explore using new web technologies to increase networking and sharing between NTRLS libraries.
- Explore how best to serve other library settings including Academic, School and Special libraries.

State Goal: Provide library staff with continuing education and consulting services to improve their ability to serve Texans.

LSTA Purpose

Expanding services for learning and access to information and educational resources in a variety of formats, in all types of libraries, for individuals of all ages.

State Goal: Assist libraries in providing programs and services to meet the needs of their populations.

LSTA Purposes

Developing public and private partnerships with other agencies and community based organizations.

Targeting library services to individuals of diverse geographic, cultural and socioeconomic backgrounds, to individuals with disabilities, and to individuals with limited functional literacy or information skills.

Targeting library and information services to persons having difficulty using a library and to under-served urban and rural communities, including children (from birth through age 17) from families with incomes below the poverty line (as defined by the Office of Management and Budget, and revised annually in accordance with section 673(2) of the Community Services Block Grant Act [42 U.S.C. 9902(2)] applicable to a family of the size involved.)

State Goal: Provide assistance to libraries to support literacy and educational attainment in their communities.

LSTA Purposes

Expanding services for learning and access to information and educational resources in a variety of formats, in all types of libraries, for individuals of all ages.

Developing public and private partnerships with other agencies and community based organizations.

Targeting library services to individuals of diverse geographic, cultural and socioeconomic backgrounds, to individuals with disabilities, and to individuals with limited functional literacy or information skills.

Measurable Objectives:

In FY2009 to 2014, the Continuing Education Project will reach the following annual milestones.

Number of other materials purchased, loaned, leased or supplied:610

Number of persons attending workshops: 720

NTRLS will hold 50 workshops (small group, large group, Texas Connect videoconferences) and 20 UNT online courses.

NTRLS will provide over an estimated 3,240 continuing education hours (720 x 4.5).

NTRLS will promote an additional 30 workshops.

NTRLS will schedule a minimum of 30 author visits.

Total Libraries in System:	74	Estimated Total Number of Libraries Participating:	222	Estimated Unduplicated Number of Libraries Participating:	68
Total Library Staff in Member Libraries:	222	Estimated Total Number of Library Staff Participating:	720	Estimated Unduplicated Number of Library Staff Participating:	250

Measurable Outcome for the Project

NTRLS has the following outcome for its CE program.

Increased knowledge through workshop topics covered in FY 2009 to 2014.

NTRLS hopes that 90 percent of attendees will increase their knowledge by attending NTRLS CE events.

Project Description

This project supports NTRLS' continuing education workshops and seminars. System staff will survey the membership prior to the start of each fiscal year to determine workshop topics. After the Continuing Education Committee identifies topics, the Continuing Education Consultant will coordinate presenters, workshop sites, and workshop materials.

In FY2009 to 2014, we will participate in a State CE Collaborative, as well as work with our members, library supporters, and other entities to provide quality continuing education. Our Continuing Education Project will address two main programs: the State CE Collaborative and the System CE Plan. We will promote all workshops through email distribution lists, the web page, by word-of-mouth, and through announcements at System and regional meetings.

Advance Track Program: What will library service look like in the next twenty years? The expertise and talent of many librarians in larger libraries are hidden outside their own libraries. To develop and recognize these librarians' skills and talents, this program will provide a vehicle for networking and idea-sharing. The goals of this program are: (1) design workshops to develop librarians' skill sets; and (2) allowing librarians time to network; thus, providing them with an opportunity to learn other areas of expertise. We will coordinate a series of three workshops each year that are focused on enhancing leadership and professional skills for middle track librarians. Workshops will include a variety of topics to be determined each year based on current trends and issues. Potential topics include advocacy skills, ethical issues, intellectual freedom, privacy, technology trends, working with library boards and local governments, conflict resolution, and library policies. We will also investigate face-to-face training, and interactive online or video training. Networking time will be allotted at each face-to-face training session. This exposure is vital to uncover future leaders. As the program matures, many of the workshop participants will become future workshop and seminar presenters.

Main Presenter Program: We will collaborate with Educational Service Center, Region 11 to provide a big-name presenter on a topic of mutual interest for staff in multi-type libraries.

LE@D Courses: We will continue to support the LE@D classes.

Videoconference Programming: We propose to use our videoconferencing system to partner with TSLAC for workshops.

Technology Training: We will provide trainers and academic libraries will provide computer labs for hands-on training. The workshops will be scheduled when the computer labs are most available—when colleges are out of session—for room availability and parking.

Health Information: We will collaborate with the UNT Health Science Center to develop a workshop on researching health topics. UNTHSC will provide presenters and we will provide locations, publicity, and program administration. Healthline will also share CE opportunities with us.

Justification of Expenses

Staffing (Personnel and Fringe Benefits): A portion of the employees' salaries and fringe benefits are allocated to this project.

Contractual: Costs for presenters' fees, repairs and maintenance, and Internet fees.

Supplies: Costs for workshop packets and promotional materials for workshops.

Travel: Costs for staff travel to coordinate workshops and for presenters.

Other: Costs for postage and copies.

Indirect: Costs for percentage of ADP fee, contractual accountant's fee, rent, insurance, and audit fees.

Evaluation Methods

NTRLS will continue to utilize outcome-based evaluation method to measure the Continuing Education Project.

"OBE is a systematic way to assess the extent to which a program or project has achieved its intended results. It focuses on key questions:

"What difference did the project make?"

"How much better are the lives of the participants because of the project?"

(http://library.utah.gov/grants_funding/lsta/lsta_obc.htm)

Please find an example of an OBE logic model attached to this document for more details on how OBE is used to measure this program.

Targeted Services Project

Priority Use of System Funds

This project addresses community needs because it focuses on providing services to the communities of the member libraries, and it allocates System staff and other resources to carry out these services. It was chosen as a project because it can more effectively fulfill the state and LSTA goals, and because of its direct impact on patrons. The project also allocates a small amount of funds to be used to help libraries establish services and programs in their communities. The Consulting and Continuing Education Project will work closely with the Targeted Services Project by providing guidance to NTRLS libraries on how best to carry out the funded services.

Determination of Need

In reviewing community needs for NTRLS libraries, education and technology both stand out as the most pressing ones. This project will attempt to address these needs through the various services offered to the communities. For example, tutor.com's Live Homework Help brings children together with a tutor online. This deals directly with the community needs for supporting education. The planned Shared Integrated Library System (SILS) will assist libraries with providing state of the art technological services as well as enhance their collections through resource sharing. Both technology and education will be touched upon through SILS.

Goals and Measurable Objectives

Through the Targeted Services Project, NTRLS staff help member library staff plan programs and services for all Texans.

#2 Retain leadership in state-of-the-art technology and innovative services.

Action Items:

- Adopt emerging technologies and introduce to member libraries.
- Assist member libraries in adjusting to evolving roles of libraries in modern society.
- Continue to offer innovative services in Continuing Education and Consulting.
- Explore using new web technologies to increase networking and sharing between NTRLS libraries.
- Explore how best to serve other library settings including Academic, School and Special libraries.

State Goal: Provide Texans with access to a broad range of library materials.

LSTA Purposes

Expanding services for learning and access to information and educational resources in a variety of formats, in all types of libraries, for individuals of all ages.

Developing library services that provide all users access to information through local, State, regional, national, and international electronic networks.

State Goal: Assist libraries in providing programs and services to meet the needs of their populations.

LSTA Purposes

Developing public and private partnerships with other agencies and community based organizations.

Targeting library services to individuals of diverse geographic, cultural and socioeconomic backgrounds, to individuals with disabilities, and to individuals with limited functional literacy or information skills.

Targeting library and information services to persons having difficulty using a library and to under-served urban and rural communities, including children (from birth through age 17) from families with incomes below the poverty line (as defined by the Office of Management and Budget, and revised annually in accordance with section 673(2) of the Community Services Block Grant Act [42 U.S.C. 9902(2)] applicable to a family of the size involved.)

State Goal: Provide assistance to libraries to support literacy and educational attainment in their communities.

LSTA Purposes

Expanding services for learning and access to information and educational resources in a variety of formats, in all types of libraries, for individuals of all ages.

Developing public and private partnerships with other agencies and community based organizations.

Targeting library services to individuals of diverse geographic, cultural and socioeconomic backgrounds, to individuals with disabilities, and to individuals with limited functional literacy or information skills.

Measurable Objectives:

The following objectives will be realized in each year between FY2009 and FY2014.

Number of Materials Provided	
TExpress Courier Fees	1,000
Number of Patrons Serviced through:	
Live Homework Help	4,800
Shared Integrated Library System	100,000
Overdrive Consortium	10,000
Libraries for Literacy	1,000
Read, Enjoy and Discuss (R.E.A.D)	250

Total Libraries in System:	74	Estimated Total Number of Libraries Participating:	74	Estimated Unduplicated Number of Libraries Participating:	40
Total Library Staff in Member Libraries:	222	Estimated Total Number of Library Staff Participating:	74	Estimated Unduplicated Number of Library Staff Participating:	40

Measurable Outcomes for the Project

The following outcomes will be realized in each year between FY2009 and FY2010.

- Increased awareness, knowledge and satisfaction from attending literacy/ESL sessions/book discussions/tutoring programs.
- Increased awareness, knowledge and satisfaction from listening to downloadable audio books.
- Increase access to materials through the Shared Integrated Library System.

Project Description

NTRLS will provide the following services to the communities of NTRLS libraries. It should be noted that NTRLS does anticipate adding additional services as they are discovered.

Language Line: Language Line is an interpreting service, which allows onsite and immediate translation when a non-English-speaking patron cannot communicate with library staff. It also provides document translation. Many NTRLS libraries do not employ a staff member fluent in a language other than English. In FY2006 we spent approximately \$500 on Language Line interpreting services. Languages translated were Spanish and Laotian.

Live Homework Help: Live Homework Help is a program that connects students with tutors online. NTRLS libraries will have the ability to contract with the System to provide this service to its communities. NTRLS will sub-contract with tutor.com to provide the actual work.

Shared Integrated Library System (SILS): In 2009, NTRLS will work with 10 or more area libraries in establishing SILS with the goal of launching it in January 2009. In the years following, NTRLS will provide the service to the communities of the libraries which includes providing technical support. NTRLS will subcontract with an ILS vendor to provide support in a hosted environment.

Libraries for Literacy: NTRLS will establish a solid foundation for its libraries to easily begin and support a literacy program in its library. NTRLS will provide funds to the libraries to help defray the cost of childcare, transportation and performer's fees among others. NTRLS will also provide a toolkit to each participating library on how to begin a literacy program and keep it going.

NTRLS will establish a grant program for libraries to apply to begin a literacy program. Funds to pay for Libraries for Literacy will be acquired through grants outside of the TSLAC grant opportunities.

Read, Enjoy and Discuss (R.E.A.D): Read, Enjoy and Discuss (R.E.A.D) is a possible opportunity for NTRLS member libraries to easily support or initiate book discussion groups. Bookswim is a vendor that rents out books to customers in same way Netflix does for DVDs. Clubs@Bookswim is a fully integrated book discussion program. Participating libraries would have their book clubs select a title for the month. The libraries would then ask Bookswim to send enough copies to provide one book to each book club member. Bookswim would also provide a web portal for the book club to use to discuss the book. This web portal would include reference material to enhance the book discussion including questions to consider. After the book discussion meeting, the book club members can either send the book back to Bookswim or purchase their copy. Bookswim would then give a percentage of the book sale money back to the library. Funds for this project will be acquired through grant opportunities outside of the TSLAC grant opportunities.

Overdrive Consortium: NTRLS will contract with area libraries to make downloadable audio books available to North Texas communities. This program will be funded through the participating libraries and seeks to engage Texans in the joy of audio books. NTRLS will subcontract with Overdrive to provide the actual service to the communities.

NTRLS will provide funds to NTRLS libraries for the following items.

TExpress Courier Fees: In previous years, some libraries used library resource funds to pay for TExpress Courier fees. These funds are now distributed through Loan Star Libraries, and in many cases, libraries will receive less funding through Loan Star Libraries than they did through system library resource funds. TExpress Courier subsidy funds are grants to help ten libraries pay these fees. In FY 2008, \$8,000 is budgeted for this program. Priority will be given to libraries already subscribing to this service.

TexShare Card Subsidy: The TexShare Card Subsidy pays for lost or damaged books through the TexShare Card lending program. Libraries submit invoices to the System for replacement of the lost or damaged books. As of May 1, 2006, \$361.80 has been paid from this account. One thousand dollars is budgeted for this program in FY 2008-2009.

Justification of Expenses

Staffing (Personnel and Fringe Benefits): A portion of the employees' salaries and fringe benefits are allocated to this project.

Contractual: Costs for all four programs fall under this broad category.

Evaluation Methods

NTRLS will utilize outcome based evaluation for this project.

*Information Technology Services Project***Priority Use of System Funds**

This project provides IT support to NTRLS libraries. The first objective is to continue technical assistance through the services of a salaried IT Specialist. The second objective is to have the IT Specialist continue to provide basic technical training, both at the library site and in formal workshop settings. The third objective is to offer hardware and software training opportunities through a vendor(s) to librarians when training cannot be funded through library budgets. A fifth objective is to partially fund a Web Specialists position to administer the NTRLS Plinkit program which is a TSLAC offered program initiative to get all Texas libraries on the web.

Determination of Need

Through the needs assessment, NTRLS has determined that technology is still a major concern of librarians for both staff and patrons. Librarians are seeking ways to keep their staff skills current with technology so the public can be better served through technological service offerings such as public access computers, Integrated Library Systems and downloadable audio books.

Benefit to Member Libraries and the Public

Librarians will realize a shorter learning curve through TANG training received. NTRLS IT Specialist will cover the more technical desktop and networking support issues which will mean better performance from a library's technological service offerings. Patrons will realize more value from technology performing as it should rather than often failing. Librarians will be able to better assist patrons with technology issues and raise the level of service in technology areas.

Goals and Measurable Objectives

#2 Retain leadership in state-of-the-art technology and innovative services.

Action Items:

- Adopt emerging technologies and introduce to member libraries.
- Assist member libraries in adjusting to evolving roles of libraries in modern society.
- Continue to offer innovative services in Continuing Education and Consulting.
- Explore using new web technologies to increase networking and sharing between NTRLS libraries.
- Explore how best to serve other library settings including Academic, School and Special libraries.

State Goal: Provide Texans with access to a broad range of library materials.

LSTA Purposes

Expanding services for learning and access to information and educational resources in a variety of formats, in all types of libraries, for individuals of all ages.

Developing library services that provide all users access to information through local, State, regional, national, and international electronic networks.

State Goal: Assist libraries in providing programs and services to meet the needs of their populations.

LSTA Purposes

Developing public and private partnerships with other agencies and community based organizations.

Targeting library services to individuals of diverse geographic, cultural and socioeconomic backgrounds, to individuals with disabilities, and to individuals with limited functional literacy or information skills.

Targeting library and information services to persons having difficulty using a library and to under-served urban and rural communities, including children (from birth through age 17) from families with incomes below the poverty line (as defined by the Office of Management and Budget, and revised annually in accordance with section 673(2) of the Community Services Block Grant Act [42 U.S.C. 9902(2)] applicable to a family of the size involved.)

State Goal: Assist libraries with technology to serve the information needs of Texans.

LSTA Purposes

Developing library services that provide all users access to information through local, State, regional, national and international electronic networks.

Providing electronic and other linkages among and between all types of libraries.

State Goal: Provide assistance to libraries to support literacy and educational attainment in their communities.

LSTA Purposes

Expanding services for learning and access to information and educational resources in a variety of formats, in all types of libraries, for individuals of all ages.

Developing public and private partnerships with other agencies and community based organizations.

Targeting library services to individuals of diverse geographic, cultural and socioeconomic backgrounds, to individuals with disabilities, and to individuals with limited functional literacy or information skills.

Project Description

Based on the needs established in previous section, the IT Specialist services in FY2009 to FY2014 will be focused on training librarians on maintenance and support of their technological infrastructures. Through the NTRLS Technology Training and Maintenance Program, NTRLS will offer the following services:

- Each member library participating in the TANG program will receive up to 3 visits annually for training and maintenance. Site visits will be coordinated at the beginning of the fiscal year and occur every four months. Before each site visit, the IT Specialist will contact the library to determine the library's current technical training and support needs.
- During these visits, the IT Specialist will perform routine maintenance on all library technology. At the same time, he will train library staff on the routine maintenance procedures.
- The IT Specialist will train librarians on simple troubleshooting tasks including, but not limited to the following: (1) basic operating systems maintenance; (2) computer client/server networking in Windows NT and Windows 2000; (3) computer software installations and configurations with network cards; (4) computer hardware installations and configurations with network cards; (5) computer troubleshooting and repair; (6) computer hardware telephone support; (7) formatting of hard drives and re-installations of operating systems; (8) upgrading of operating systems, e.g., Windows 95/98 and NT/2000 updates; (9) ordering computer accessories and parts; (10) computer virus warnings and removal; (11) printer installation and troubleshooting; (12) installation and configuration of modems and Internet software; (13) computer relocation; (14) software driver updates for computers; (15) onsite computer installation; (16) aid in purchasing computers and peripherals; (17) digital camera installation and training; (18) scanner installation and training; and (19) determining

usefulness of aged and/or inoperable computers. The IT Specialist will go over all work performed onsite in an effort to further train library staff on maintaining the library's technological infrastructures.

- The Web Specialists will also coordinate the NTRLS Plinkit program by introducing and training librarians on the product. The Web/IT Specialist will also administer the Plinkit server used for NTRLS libraries.

Through the Immediate and Emergency Technical Support Program, NTRLS understands some technical support issues require more immediate attention. With this in mind, NTRLS will reserve a set number of days monthly to address these more immediate needs. These more immediate needs will be addressed on a first-come, first-served basis with the exception of an emergency. An emergency is considered to be an event causing mission critical technology to fail. An emergency visit will consist of an evaluation of the problem and a suggestion(s) to fix the issue. Every attempt will be made to repair the mission critical technology.

Other services will include a certification program called Certified Library Computer Technologist Program which will teach librarians the basic technical skills needed to troubleshoot software and hardware issues. The workshop content was developed by Mack Skinner at the Big Country Library System.

This program is designed to teach the basic skills needed to efficiently plan, manage and troubleshoot a library computer network. Attendees will be better qualified to work directly with the System's TANG specialist in managing library computers and networks. This series will contain a high percentage of hands-on training. The certification will be presented in a series of four workshops: Computer Hardware, Computer Operating Systems, Network Hardware and Configuration, and Networking Skills. This program will be taught in two locations, at the System office and at Midwestern University in Wichita Falls.

Technology training for librarians will be provided through vendor contracts. As soon as the TANG grant is approved, the System will initiate the bidding process to select a vendor(s). All course options will be consistent with TANG's specified purpose of aiding public library staff in using and maintaining information resource technology. Courses available to librarians through TANG funds may include, but will not be limited to the following areas: (1) computer maintenance; (2) networking; (3) system security; (4) Windows operating systems support/administration; and (5) software applications. A notice will be sent to all NTRLS library directors announcing the availability of training funds and indicate a response time deadline. Submission of a Request for Technology Training Form will be required. The System will grant requests on a first-come, first-served basis, with the stipulation that only one staff member from each library will be served during the first round of requests and the cost of any one class does not exceed \$1,000. The System also requires a paid staff member to attend at least one of the courses before volunteers from that library will be considered. If

funds are left over after the first round of requests are filled, System staff will reissue the announcement and accept a second round of requests. This process will continue until all TANG training monies have been expended as in previous years.

Justification of Expenses

Staffing (Personnel and Fringe Benefits): A portion of the employees' salaries and fringe benefits are allocated to this project.

Travel: All Travel for this program is paid through the TANG Grant.

Evaluation Methods

NTRLS will continue to use outcome-based evaluation method for this project.

Section Six - Collaborative Projects

Other Types of Libraries

As part of its efforts to reach out to other types of libraries, NTRLS plans on forming four special interest groups (SIG):

Youth and Children Librarians – Focus on issues important to librarians serving youth and children.

Adult Services Librarians- Focus on issues important to librarians serving adults.

Technological Librarians – Focus on issues relevant to librarians who love technology.

Library Supporters – Focus on issues relevant to library supporters.

These special interest groups will appeal to a wide base of librarians because they focus on interest rather than library setting. Each SIG will meet quarterly to network and share as well as hold an annual themed conference where CE opportunities will be offered as well as exposure to vendors in a mini-exhibit hall. Finally, each group would be introduced to a web-based platform where consistent network and sharing can take place in a social networking environment. A small membership will be required by each member of the SIG to help offset costs.

NTRLS will widely publicize the formation of the SIG to other types of libraries other than its public member libraries. It will focus its efforts on sending out notices through email and placing information on ntrls.org about the SIG. The themed conferences will have a registration fee and exhibitor fees as well as corporate sponsorships. Each themed conference will be represented online through a website and take place in the Fort Worth area.

NTRLS hopes to fund the FY2009 through a System Competitive Grant. Each SIG member will have all costs funded through the first year of the SIG. For FY2010 to 2014, NTRLS will rely on the fees and sponsorships to cover the

SIG costs. These fiscal challenges will be the toughest obstacle to overcome. NTRLS will also be faced with increased workload because of the greater exposure to other types of libraries as well as publicizing its services to this wider client base.

NTRLS hosts a Continuing Education committee for multitype libraries to better understand the CE needs of other library settings. NTRLS meets with them on a semi-annual basis to discuss needs. NTRLS realizes the challenges involved with providing CE to all library settings and sees this committee as way of improving their service offerings in this area. In addition, NTRLS will often barter with other library settings. For example, NTRLS will provide a workshop to an academic library in exchange for using the university library's computer lab for a future workshop.

NTRLS has also created partnerships with several Independent School Districts and a University library in a pilot project to provide enhanced consulting services to other types of libraries. NTRLS provided image audits to Irving ISD, Denton ISD, Arlington ISD, and the University of North Texas Library System. These audits give an objective report on how a library presents itself to the public. NTRLS also provided True Colors training to several of the school districts and to the University of North Texas.

NTRLS has offered the University of North Texas' Lifelong Education at the Desktop (LEAD) courses to its membership since the program's inception. Carolyn Davidson recently was honored by receiving the second ever LEADer award from the program for her innovative use of the courseware.

Community Groups

NTRLS has reached out to other community groups in its Libraries for Literacy program. NTRLS partners with several literacy instruction groups to provide literacy activities in NTRLS libraries. These groups include Literacy Instruction for Texas (LIFT) and the Wichita Adult Literacy Council, Inc. NTRLS will also research and reach out to community groups serving special needs populations.

NTRLS worked with the Texas Library Association to provide continuing education content at district meetings as well as work on several of the committees. One interesting project was a Website scorecard where a subcommittee of the Automaton and Technology Roundtable created a scoring mechanism for websites and NTRLS is now hosting the scorecard on its web server.

Other Systems

NTRLS will be partnering with other Texas Systems on a wide variety of projects. The Central Texas Library System has worked with NTRLS on purchasing agreements for library materials. CTLS libraries have access to the NTRLS contracts while NTRLS libraries have access to CTLS preferred shopping program, where a certified Texas purchaser will find the best prices for any library in the market for a product. The North East Texas Library System

(NETLS) will be partnering with NTRLS on a shared Integrated Library System as well as offering workshops together.

Librarian Live is a podcast created by NTRLS as another CE tool. In September 2007, NTRLS added three partners to the Librarian Live episodes so now the consortium offers episodes every week. The partners are CTLS, the Alamo Area Library System and the New Mexico State Library.

Section Seven: System Development

In an effort to build more sustainability into its funding stream, the North Texas Regional Library System will embark on an aggressive development program that will include fundraising activities, grant writing, and for-profit ventures.

In Fiscal Year 2008-2009, NTRLS is facing significant budget cuts from its main funding source: the Texas State Library and Archives Commission. In an effort to offset these anticipated shortfalls, NTRLS has developed this plan to outline its intended development activities. This document will cover the development program’s mission statement, objectives, scope of the program, and describe the program’s various activities. This plan also includes a budget for the upcoming calendar year.

Mission Statement

To build sustainability into, and/or supplement, its current funding stream by aggressively pursuing a development program that includes partnership and collaborations with other community groups.

Objectives

NTRLS will realize a revenue of \$3,660 through its fundraising efforts by the end of its development plan’s first year.

NTRLS will realize an income of \$135,840 through its grant writing efforts by the end of its development plan’s first year.

NTRLS will realize a revenue of \$13,500 through its for-profit ventures by the end of its development plan’s first year.

Organizations/Bodies Available to Raise External Funds

NTRLS Staff

NTRLS is almost entirely funded through a System Grant given by the Texas State and Library Archives Commission (TSLAC). This grant allows for some external funds to be raised. For each fundraising project undertaken by the System staff on System Grant time, a prior approval must be submitted to TSLAC.

NTRLS Board of Directors

The NTRLS Board of Directors can undertake fundraising activities at its discretion. No prior approval process is required. According to the NTRLS bylaws, the Board of Directors has a Development Committee. It is charged with developing a System Development plan for NTRLS. Below is the appropriate section of the NTRLS bylaws.

Section 9 Board Committees

c) Development Committee - This committee is charged with and oversees NTRLS fund raising and resource development. It shall be composed of two or three Board members. It shall be chaired by the Board Chair. It should meet as needed. Staff liaison shall be provided by the Executive Director or his or her representative. The Development Committee shall prepare a fund raising and resource development plan for NTRLS, subject to approval by the Board.

Library Foundation of North Texas

The Library Foundation of North Texas (LFNT) was created to assist the libraries of North Texas and NTRLS. It is a separate 501(c)3 and has no restrictions on its ability to generate external funds.

Available Activities

Grant Writing

Grant Writing will no doubt be a large part of the external fundraising campaign in FY2008 since all three bodies can partake in this activity. Since NTRLS requires prior approval for grants, the NTRLS Board of Directors and LFNT might have to take a more active role in this arena if NTRLS cannot gain prior approval. One possible scenario is for NTRLS to research possible foundations for specific projects and give the research to the other two bodies. Also, if an applicable grant or RFP is located, NTRLS could ask for prior approval and if it is not given, the other two bodies could assess whether they can take on the task of applying for the grant.

Traditional Fundraising

NTRLS is not allowed to fundraise through traditional means. With this restriction, all fundraising projects will have to be owned by either of the two other bodies. Traditional fundraising includes events such a book sales, bake sales, dinners, etc. It also includes Capital campaigns such as telethons, etc.

Fee-based Services

All three bodies have the ability to raise funds through fee-based activities. NTRLS is better positioned to generate funds in this fashion because of its core project offerings of continuing education and consulting. However, TSLAC is still determining how it will allow Systems to charge fees. It might not be effective for NTRLS to rely on raising funds through this activity until 2009 or even 2010.

Donors

Direct donations and endowments are also a source of external funds that could be tapped. NTRLS, Inc would be hard pressed to perform the required tasks to get donations and endowments. The NTRLS Board of Directors and LFNT are in a better position to perform these tasks.

System Development Description of Activities

Fundraising

Food for Books – This program will address two pressing issues: Literacy and Hunger. It will be a fundraiser for NTRLS member libraries, the Tarrant Area Food Bank, and the System. The premise behind the project is that community organizations will pledge money towards area food drives that take place in member libraries. For example, ABC corp. will donate \$1,000 towards the project if 1,000 pounds of food is raised.

Cookbooks - LFNT will sell cookbooks to raise money for the system. These cookbooks will be sold through word-of-mouth and Border's Books in the region. For more information on the project, please refer to the Cookbooks Marketing Plan.

Borders Partnership – The system has established a partnership with Border's Books. As a result, the following fundraising projects are planned for North Texas Public Libraries. The System will receive 5 percent of the total collected.

Donation Days – Customers will be given a option to donate money to the North Texas Public Libraries whenever they check out of the store.

Benefit Days – A small percentage of the total sales for one weekend will be donated to North Texas Public Libraries.

Author Days/Dinner – A dinner with a famous author.

www.northtexaslibraries.com – A web presence for all libraries in north Texas. This website could be a wealth of information for North Texas residents including:

- A directory of libraries in North Texas that could be located using Google Maps.

- A vehicle for online fundraising. More nonprofits are using their websites as a way to raise money for their causes. We could ask visitors to donate money for specific items like Summer Reading Club, Literacy Projects, Collection Development Funds, and Outreach to Businesses. It might be also be a great place to sell books through services like Amazon.com, Borders or Barnes and Noble.
- A guide to Summer Reading Programs in North Texas - all the events listed in one location.
- Work with TSLAC to place an interface to Library of Texas so all the libraries' catalogs can be searched from one location.

It is recommend the foundation put together a letter to send to the NTRLS and NETLS libraries asking for volunteers to serve on a committee to create the website. Hopefully, LFNT can find web developers willing to serve on the committee and help out on a pro bono basis. Web hosting fees are minimal, so the overhead would very low.

Other ideas

Part time Contracted System Development Officer

As of September 2007, the Board of Directors has access to \$22,000 in unrestricted funds that can be dedicated towards System Development.

A possible use of these funds would be to hire a contracted System Development Officer. This position would report directly to the NTRLS Board of Directors and work at home. Below is a job description of the System Development Officer. The job duties are based on the similar fulltime position from 2002 to 2003. The role of the NTRLS Board of Directors in this arrangement is also outlined.

Grant Writing

Tocker – In the past three years, NTRLS has received two significant grants to assist its member libraries. First, it received a grant for the Gozala project. This last year, it received a grant for the READ program. NTRLS anticipates that it will apply and receive funding for a similar project in 2008.

AT&T Excelsior – AT&T Excelsior is a grant given by the SBC Corporation to non-profits for technology-oriented projects. Although NTRLS has never received this grant, it does anticipate applying for it again to launch a new technological endeavor to fulfill a pressing need.

Frost Bank – NTRLS uses Frost Bank for all of its financial obligations. NTRLS plans to ask Frost Bank to help fund the Financially Fit Workshop Series in two of its Tarrant County member libraries.

For-Profit Ventures

Workshops – NTRLS has a licensed True Colors Facilitator on staff. NTRLS anticipates offering the True Colors Workshop once a quarter during the calendar year. NTRLS has also communicated with TSLAC about having NTRLS consultants do work for the Small Library Management workshop series.

Facilities/Equipment Leasing – NTRLS has a meeting room and video conferencing equipment that could be rented out to the public. Its new meeting room could also be rented out to businesses.

Ntrls.org Services - NTRLS proposes to add the following fee-based services to its website.

- **Online Analyst Services** - NTRLS budgeted in its 2008 POS to contract with consultants to provide analysis on a wide variety of library topics. The proposed end result would be analyst reports which will be made available to all member libraries. NTRLS proposes to include in the contracts with the consultants to sell these analysts' reports through ntrls.org. Member libraries would still have free access to anything on the website, but anyone else would need to purchase a copy of the analyst report in order to read it. In addition, consultants would be paid to provide analysis on an ongoing basis through "ntrls.org Consultant blogs." The goal of these blogs is to keep member librarians aware of news, events and developments that are crucial to their libraries. Non-members would need to purchase a subscription to each blog in order to access it.
- **Online Outreach Toolkits** – The Outreach to the Underserved (O2U) has been one of the most successful programs for NTRLS with over 791 projects being completed for 238 libraries. NTRLS proposes to turn several of these projects into outreach toolkits which can be sold online to non-member libraries.
- **Online Continuing Education Courses** – NTRLS has one of the most robust continuing education programs in Texas. In its effort to enhance the program service offerings, NTRLS plans on creating some online courses for members. These online courses could be opened to non-member librarians who would be asked to pay tuition.

Erate Funds

NTRLS has been applying for these funds for several years now. NTRLS usually receives between \$8,000 and \$10,000 through E-Rate discounts.

Notary Service

NTRLS has had a notary on staff for two years now. It has received permission from TSLAC to provide this service for a fee to other building tenants.

Subleasing of Extra Space

NTRLS has nearly 1,100 square feet available to sublease. The potential income would be between \$12,000 and \$14,000 annually. NTRLS is working with a Real Estate agent to help advertise the space.

Enhanced Services

NTRLS seeks to establish a series of fee-based enhanced services to help offset the cost of doing business. These enhanced services would be services provided that go beyond the basic offerings of the established projects of Consulting, Continuing Education, and Targeted Services. Basic offerings are defined as being any service taking less than eight hours to complete while the fee-based Enhanced services would be any task taking more than eight hours to complete. NTRLS' first enhanced service will be website services including, but not limited to, website design, website development, website hosting, and website maintenance. The Plinkit program will be considered a basic offering, but all other website services will be reclassified as Enhanced Services. As websites play a huge role in a library's service offerings to its community, NTRLS feels these website services will fit nicely into the Targeted Services Project. NTRLS also plans to promote its website services to libraries outside the system and to other types of library organizations like Friends Groups, Library Foundations, etc.

Section Eight: System Budgets

These preliminary budgets include the following revenue sources:

- System Operation Grant
- Technical Assisted Negotiated Grant
- Other Grants
- System Competitive Grant (2009 Only)
- System Cooperation Grant (2009 Only)
- Libraries for Literacy Grant (2009 Only)
- Read, Enjoy and Discuss (R.E.A.D) Grant (2009 Only)
- Program Income
- Donations

The budget for years 2010 to 2014 is a best guess at this stage and included here only as an illustration of the possible budget shortcomings the System will realize in those years.

NORTH TEXAS REGIONAL LIBRARY SYSTEM BUDGET 2009

	Total	Administration	Consulting	Continuing Education	Targeted Services
SYSTEM OFFICE					
Personnel	351,483	87,174	131,124	110,187	22,998
Fringe Benefits	109,984	22,691	48,553	30,874	7,866
Sub-Total	461,467	109,865	179,677	141,062	30,863
Travel					
Car Allowances	12,000	3,200	6,200	2,600	0
Presenters' Travel	2,000	0	0	2,000	0
Other Travel	9,500	2,833	2,833	3,834	0
Supplies					
Supplies	13,498	5,166	4,166	4,166	0
Outreach to Underserved	7,000	0	7,000	0	0
Contractual					
Library Consultants	20,000	0	20,000	0	0
Internet Provider	2,400	800	800	800	0
Presenters/Tutors Fees	55,499	0	0	55,499	0
TexShare Card Subsidy	1,000	0	0	0	1,000
TExpress Subsidy	8,000	0	0	0	8,000
NETLS Media Program	500	0	0	0	500
Language Line	1,000	0	0	0	1,000
Other					
Postage	2,700	900	900	900	0
Copies	2,700	900	900	900	0
Telephone-Long Distance	2,100	700	700	700	0
Telephone-Local	12,000	4,000	4,000	4,000	0
Business Service Fee	7,500	2,500	2,500	2,500	0
Accountant	15,000	5,000	5,000	5,000	0
Attorney	2,000	500	750	750	0
Rent	72,000	24,000	24,000	24,000	0
Insurance	4,800	800	2,000	2,000	0
Audit	5,700	1,900	1,900	1,900	0
Sub Total	258,897	53,199	83,649	111,549	10,500
Grand Total	720,364	163,064	263,326	252,611	41,363

NORTH TEXAS REGIONAL LIBRARY SYSTEM BUDGET 2009

	Total	Administration	Consulting	Continuing Education	Targeted Services
SYSTEM OFFICE					
Personnel	263,112	54,501	113,403	92,709	2,500
Fringe Benefits	88,694	15,726	37,749	35,218	0
Sub-Total	351,806	70,227	151,152	127,927	2,500
Travel					
Car Allowances	12,000	2,080	5,560	4,360	0
Presenters' Travel	2,000	0	0	2,000	0
Other Travel	9,700	2,900	2,900	3,900	0
Equipment					
Computers & Equipment	0	0	0	0	0
Supplies					
Professional Collection	0	0	0	0	0
Supplies	15,500	4,500	3,500	7,500	0
Outreach to Underserved	7,000	0	7,000	0	0
Contractual					
Library Consultants	0	0	0	0	0
Internet Provider	2,400	800	800	800	0
Repairs & Maintenance	0	0	0	0	0
Presenters/Tutors Fees	49,000	0	0	49,000	0
TexShare Card Subsidy	1,000	0	0	0	1,000
TExpress Subsidy	8,000	0	0	0	8,000
NETLS Media Program	500	0	0	0	500
Language Line	1,000	0	0	0	1,000
Meeting Rooms	0	0	0	0	0
Other					
Postage	2,700	900	900	900	0
Copies	2,700	900	900	900	0
Telephone-Long Distance	2,100	700	700	700	0
Telephone-Local	12,000	4,000	4,000	4,000	0
Board/Staff Training	0	0	0	0	0
Recruiting	0	0	0	0	0
Business Service Fee	7,500	2,500	2,500	2,500	0
Accountant	15,000	5,000	5,000	5,000	0
Attorney	2,000	500	750	750	0
Rent	72,000	24,000	24,000	24,000	0
Insurance	4,800	800	2,000	2,000	0
Audit	5,700	1,900	1,900	1,900	0
Sub Total	234,600	51,480	62,410	110,210	10,500
Grand Total	586,406	121,707	213,562	238,137	13,000

