

TEXAS LIBRARY SYSTEM

**PLAN OF SERVICE
GUIDELINES
FOR
STATE FISCAL YEAR
2010**

**Due
April 1, 2009**

**Texas State Library and Archives Commission
Library Development Division
Lorenzo De Zavala State Archives and Library Building
1201 Brazos Street
Austin, Texas 78701**

Questions about the System Plans of Service should be referred to:
Administrator, Library Systems Grants, Library Development Division
(512) 936-2236

**TEXAS LIBRARY SYSTEM
PLAN OF SERVICE GUIDELINES
2010**

Table of Contents

I. Introduction and Purpose	1-2
II. Preparing the System Plan of Service	2-7
A. Preparation	
B. Items To Address	
C. Additional Factors Impacting Development of Plans of Service	
D. Additional Information for Projects	
E. General Budget Information	
F. Evaluation	
III. Instructions for Submitting Plan of Service	7-13

CONTACT PERSON

Questions about the System Plans of Service should be referred to:

Chris Jowaisas
Administrator, Library Systems Grant, Library Development Division
Texas State Library and Archives Commission
PO Box 12927, Austin, Texas 78711-2927
Phone 512-936-2236 Fax 512-463-8800

SYSTEM PLAN OF SERVICE GUIDELINES AND APPLICATION STATE FISCAL YEAR 2010

I. Introduction and Purpose

The Texas Legislature passed the Library Systems Act (Gov't Code, §§441.121-441.139) in 1969 to enhance cooperation among libraries as a means of enriching library services to the public.

Rule §1.44 of the Texas Administration Code, *Rules for Administering the Library Systems Act*, requires that library Systems submit plans of service 150 days prior to the beginning of the state fiscal year with certification of approval to be granted by the state librarian 60 days prior to the beginning of the state fiscal year. In accordance with Rule §1.44, plans of service for SFY 2010 must be submitted electronically and any additional documentation postmarked by April 1, 2009.

As described in the Library Systems Act Gov't Code §§441.135, B 1, the System Operation Grant is to: (A) provide basic system support services to member libraries; (B) provide coordination and enable cooperation with the commission and with other libraries in a region; and (C) meet commission and federal goals.

The Plan of Service should build upon the assessment of community needs, analysis of service options, measurable objectives, and evaluation of project impact described in the long range plan prepared for the 2010-2011 biennium. The planning process also provides opportunity for the creation of a shared vision and the building of consensus among System members and supporters.

Additionally, Rule §1.67 requires that, so long as Systems receive federal funds, their plans must address the priorities and the purposes of the Library Services and Technology Act (LSTA). To qualify for federal funds, System projects must directly address LSTA purposes as described in the five-year plan submitted to IMLS for 2008-2012. More information can be found here: <http://www.tsl.state.tx.us/ld/pubs/lstaplan/2008/>

The following goals have been identified in the plan:

Goal 1: Provide Texans with access to a broad range of library materials.

Goal 2: Provide assistance to libraries to support literacy and educational attainment in their communities.

Goal 3: Assist libraries in providing programs and services to meet the needs of their populations.

Goal 4: Assist libraries with technology to serve the information needs of Texans.

Texas Library Systems were identified as meeting the objectives of the goals in the following ways:

Goal 2

-Systems will continue to support or will initiate programs that assist local libraries and partner organizations in offering literacy services to their communities (FY2008 – FY2012)

-Systems will provide electronic resources that meet the needs of the patrons seeking to enhance literacy or educational attainment (FY2008-2009)

-Systems will continue to offer continuing education and consulting services that raise awareness of issues and promote best practices related to delivering services to meet the literacy and educational needs of their communities (FY2008-2012)

Goal 3

-Systems will continue to offer continuing education and consulting services to libraries that raise awareness of issues and promote best practices related to delivering services to meet the needs of their communities (FY2008-2012)

Goal 4

-Systems will provide continuing education and consulting services to libraries that raise awareness of issues and promote best practices to deliver technology-based services that meet the information needs of their communities (FY2008-2012)

II. Preparing the System Plan of Service

A. Preparation

The System Plan of Service (POS) describes how the System will fulfill the three purposes of the Systems Operation grant. To prepare the POS, Systems should obtain the input and agreement of System members, lay representatives, System staff, and citizens. System Plans of Service should also include a description of how member librarians and lay representatives have been involved in identifying regional needs and methods to address those needs.

The “Persons Served” measure is the key measure for all projects. All proposed projects outside of continuing education and consulting *are required to* demonstrate “Persons Served”.

B. Items To Address

1) How the System long-range plans and the LSTA Plan for 2008-2012 have guided the development of System POS and how the proposed activities relate to the direct support of the goals of the state LSTA plan for 2008-2012. If there have been changes in the information gathered and analyzed since the long-range plan was developed, describe those changes and their impact on programs, budgets, partnerships, and priorities in the POS.

2) How the System will assist member libraries in addressing the needs identified in the state LSTA plan for 2008-2012. Systems will describe the programs and services to be delivered through the continuing education and consulting projects that assist members in meeting these needs in their communities.

3) How the System will provide the core functions of administration, continuing education, and consulting in an efficient manner to assist the most libraries in meeting commission and federal goals.

4) How the System is working to provide coordination and enable cooperation with the commission and with other libraries in a region to eliminate or minimize duplication wherever possible. For example, funding for the Technical Assistance Negotiated Grant Program (TANG) is estimated to be **\$740,000** for FY 2010 and will be administered separately from the System Plans of Service; however, the TANG grant should be coordinated closely with the System Plans of Service. Additional initiatives that are currently limited to participation by only system members or certain types of libraries should be reviewed for the possibility of expanding participation.

5) How the System plans to continue activities that work towards increased multi-type collaboration. This could include both formal projects or activities but also meetings and coordination of system activities or projects with these other types of libraries.

C. Additional Factors Impacting Development of Plans of Service

1) Staffing needs should be carefully considered and justified in the POS.

2) At all times, Systems should look for methods for cost savings. As statewide contracts are generally more cost-effective, it is expected that Systems will utilize existing contracts and continue to work with the Commission in identifying needed contracts that will be developed by the comptroller's Office. Systems should collaborate to maximize statewide purchasing power for all public libraries where there are no existing contractual arrangements.

3) At all times, Systems should look for methods for collaboration. As the LSTA program encourages collaboration, Systems are encouraged to actively seek opportunities for collaboration and partnerships with other entities and types of libraries. Systems are encouraged to collaborate with other entities for System services. The TSLAC encourages collaboration among Systems as a method for providing services and sharing resources more efficiently.

4) Systems are strongly encouraged to support member library participation in the TexShare Database Program and also the TexShare courier program (where appropriate) to increase the level of resources available to library patrons statewide and to strengthen shared services among System libraries. It is expected that most libraries will support these efforts with local funding and the role of the System will be highlighting the value of participating in such programs rather than funding participation.

5) A System may request to purchase an online electronic resource for a member library, or member libraries, if the System determines that an online electronic product helps address identified needs and LSTA goals. If such purchases are proposed, the System must also describe a plan for transferring the ongoing cost of the electronic product to other sources of funding by the end of the biennium. The purchase requires prior approval from the administrator of the System Grant, and that the member library or member libraries have each paid their TexShare Database fee for the current state fiscal year. In addition, the System must provide to the administrator the options for usage statistics provided by the vendor in order that TSLAC may ensure correct performance measures are reported. Collaboration with other Systems or library networks is required to ensure the greatest value is obtained for these types of expenditures. The systems should seek to collaborate and bid collectively on behalf of the members in all systems if they are contracting for the same service or database.

D. Additional Information for Projects Core System Services

Rule §1.47 of the *Rules for Administering the Library Systems Act* requires that Systems provide Consulting and Continuing Education services to libraries and to unserved areas. There must be project plans submitted for consulting and continuing education. There must be a project budget and budget justification submitted for administration. Beginning with FY2010, no project narrative is required for the Administration project.

1) Administration. This project may include the coordinator, and any other professional and clerical staff engaged in general planning, budgeting, grant administration, personnel management, and evaluation. Additional System overhead expenses (for example, telephone, audit, general office supplies, etc.) that cannot be specifically assigned to other projects should also be included in Administration.

2) Consulting. Systems are encouraged to have a proactive consulting program aimed at assisting libraries in meeting LSTA goals. Systems should consider how best to develop a model for capturing the impact of the activities of the Consulting project beyond simple quantitative measures. This might include an outcomes-based model or other evaluation models that describe the benefit, impact, and effectiveness of consulting activities on improving library operations. For those Systems wishing to develop an OBE logic model for their consulting project, TSLAC will work with each System. A logic model does not have to be submitted with the POS.

This project should include all costs directly associated with System consulting activities (telephone, mail, email, and on-site). System staff engaged in specialized consulting activities should have an appropriate portion of their salaries and fringe benefits budgeted under Consulting. Consulting does not include providing advice or information specifically related to other System projects.

Consulting includes, but is not limited to, evaluating the relevance of collections and services to a community, assistance in planning outreach strategies, local technology planning assistance, facilitating adoption of best practices, assistance with creating or developing partnerships between local libraries and other organizations, assistance with grant applications supporting state LSTA plan goals, and assistance with meeting commission and federal goals.

Systems that employ non-system personnel to provide consulting services should include that cost in the Consulting project. Also included in this project are professional library science materials used by System staff or loaned out to libraries. All costs relating to the production and distribution of the System newsletter should be budgeted under Consulting. Systems are encouraged to use electronic means of communication and distribution.

3) Continuing Education. This project should include all costs directly associated with System continuing education activities. These costs would include salaries and fringe benefits of System staff, workshop presenter's costs, staff travel, room rental costs, supplies and printing, etc. Included also are the costs of online workshops and workshops provided via distance learning technology.

System workshops must still directly support one of the state LSTA plan goals.

4) Other Proposed Projects

Systems may propose other projects. All additional projects must address the goals in the TSLAC LSTA Five year Plan for 2008-2012. In determining priority of proposed projects a balance should be established between system member library's requests, system staff needs analysis and knowledge of local environments, and impact of program with available resources. Any projects that involve purchasing products, including online services, must include a description in the narrative for planning for the transition of the funding to member libraries or other sources. It is expected that other funds besides Systems grant funds will be used to cover the costs of such purchases by the end of the biennium. Systems are also required to work in cooperation with other systems or other entities to obtain the greatest discounts possible for electronic services or databases not covered under state contracts or TexShare or TexSelect agreements.

E. General Budget Information

Estimated Library System Grant Program Budget for FY2010: \$4,175,000

The budget figures listed in the table are expected to change once a final amount for LSTA funding and current Census figures for population are determined.

PRELIMINARY FY10 System Formula (based on 2007 Estimated Census) - Membership and Population Figures Need to be Updated

System	Total
AALS	\$ 364,320
BCLS	\$ 300,000
CTLS	\$ 467,316
HALS	\$ 648,870
NETLS	\$ 645,091
NTRLs	\$ 470,350
STLS	\$ 379,052
TPLS	\$ 300,000
TTPLS	\$ 300,000
WTLS	\$ 300,000
Totals	\$4,174,999

Each System's proposed budget will be evaluated for justification for proposed costs and also within the overall scope of available funding and expected impact for proposed projects.

Allowable Expenses

This grant may not be used for building construction or renovation; capital expenses; food, beverages, or gifts; entertainment; or equipment/property or technology not specifically needed to carry out the goals of the grant.

In addition, general publicity or marketing materials of the System itself or its member libraries cannot be paid for with grant funds. Publicity materials for grant funded programs are an allowable cost. See UGMS for further guidance on allowable costs.

Project Budgets

For each project identify the expenses for personnel, contractual, supplies, travel, equipment, and other expenses. Provide justification for these expenses in the Narrative form for each project.

Travel for Grant Related Activities

Travel costs may be budgeted and paid for grant project personnel only when such travel is directly related to grant activities. Typical travel for grant related activities includes approximately three meetings of coordinators and TSLAC staff, one meeting of System automation consultants and TSLAC staff, one meeting of System general consultants with TSLAC staff, travel for Advisory Council members and Board of Directors members for regional library systems to Advisory Council meetings, and Board of Directors meetings for regional library systems. This list is not intended to be exhaustive. Systems are encouraged to be judicious in allocating travel funds. The budget line item description should include the number of trips and total number of travelers. Travel expenses are governed by local rules and regulations. Where no such rules exist, state of Texas travel guidelines apply.

Out of State Travel

The travel budget may be used for out of state travel. The description should include the purpose, number of trips, and number of system staff traveling.

Equipment/Property

Each piece of equipment/property is an article of nonexpendable, tangible personal property having a useful life of more than one year and an acquisition cost that exceeds the capitalization limits established by each System's governing authority. Systems must furnish TSLAC with a statement certifying the governing authority's capitalization level with the Costs Requiring Prior Approval Request Form.

Equipment/property includes furniture, library materials, etc., purchased wholly or in part with grant funds. The prior approval amount is the capital expenditure amount meaning the net invoice price of the equipment/property, including the cost of any modifications, attachments, accessories, or auxiliary apparatus necessary to make it usable for the purpose for which it is intended. Ancillary charges, such as taxes, duty, protection in transit insurance, freight, and installation may be included or excluded from capital expenditure costs in accordance with the System's regular accounting practices. Item descriptions should be detailed since additional cost documentation is not required.

Supplies

For each grant project, itemize the amount budgeted for general supplies needed to complete the activities of that project. There are separate budget line items for general office supplies and supplies required for a project. Please contact the Grant Administrator if you have questions as to what costs should be budgeted in which budget line item.

Contractual Services

All contracts for services should be itemized by project. These may include professional services as well as other contractual services. Proper procurement procedures of the City of the Major Resource Center, or of the State of Texas must be followed.

Systems are not required to identify the individual or firm providing the service, unless the service provided is direct, specialized consultation with staff of an individual member library. In this case, TSLAC requires that Systems post on the system web site a list of such consultants, along with information on the amount anticipated spent per consultation and how the consultants were selected. Systems should inform the Administrator before contracting for professional services not included in the POS or with consultants not included in the approved list.

Indirect Costs

For regional library systems, provide the total for indirect charges for each project on the Project Budget Form. Non-profits should budget indirect costs in the Administration project in the "Other" category and a notation of "Indirect" put in the Description field for that budget line item. For non-profit systems that require Reserve amounts, place that total in the "Corporate Reserve" field in the Administration project Budget form.

F. Evaluation

Importance of Evaluation

An evaluation plan defines how a project will be assessed in order to determine the extent to which the goals have been met. IMLS outlines the purpose of an evaluation plan as follows.

The purpose of an evaluation plan is to:

- Determine systematically the extent to which goals were achieved
- Improve programs, projects, activities and services
- Guide managerial decisions
- Communicate impact
- Satisfy reporting requirements
- Determine whether a Program benefited its audience in the form of knowledge, skills, attitudes, behaviors, or other individual outcomes.

Legislative Budget Board Performance Measures are required for each project with the exception of the Administration project. Outcome Based Evaluation Logic Models are required for the other proposed projects. Alternate methods of evaluation should be considered for those projects that are not a good fit for Outcomes Based Evaluation. It is recommended that Systems staff test evaluation models in FY2010. In FY2011, all projects besides Administration will require an evaluation model. Continuing Education does not require a project-based logic model, but individual workshops still require a logic model and outcome results must still be reported in the Workshop Reporting System in FY2010.

III. Instructions for Submitting Plan of Service

The majority of the Plan of Service will be completed and submitted through an online portal, Grants Management System (GMS). Updated GMS forms for the FY2010 POS will be available in February 2009.

Certain portions of the application created online will need to be printed, signed, and delivered to the agency for the application to be considered complete. These documents include:

- Applicant Information form – signed by the appropriate party. The Applicant Information form is equivalent to the “Application for State / Federal Assistance” form from past POS applications
- Children’s Internet Protection Act (CIPA) Certification – signed by the coordinator / executive director
- Certification of Review by System Advisory Council- signed by the board chair
- Certification of Member Participation in Development of Plan of Service – signed by the coordinator / executive director
- Costs Requiring Prior Approval – signed by the coordinator / executive director

All of the additional required forms must be postmarked by **April 1, 2009**. The supporting documentation must be postmarked or received electronically by **April 1, 2009**.

Grants Management System Information

The components (called forms) of the System Plan of Service are outlined below. For FY2010, changes have been made to the following forms within GMS – LBB and the Narrative for each project.

Applicant Information form

This form collects information similar to the information collected on the “Request for State/Federal Assistance” form. There are three required fields on this form including:

- Legal Entity
- Primary Contact for the grant
- Delinquency on any federal debt

Please ensure that the pre-populated information on this form is also correct. The city manager, mayor, or other official of city government who is empowered to enter into agreements binding upon the municipality must sign the application. For regional library systems, the person authorized to do so should sign the form. The signature must be an original; photocopies or faxes will not be accepted.

Project Summary form

This form is used to create the framework for the application. Each required project and any proposed projects must first be created in this form before continuing on to other portions of the application.

Personnel Budget form

This form collects the classification, name, salary, fringe benefits, and amount of full-time equivalents (FTE) of persons whose salaries are paid in whole or in part with grant funds. Salary and fringe benefit information should include any known or anticipated salary increases as a result of merit, longevity, or other increases for FY 2010. Forty hours per week is considered = 1 FTE. Do not include persons contracted with for professional services.

This information is then used in each project budget to allocate the staffing resources across the projects automatically. Once each resource is assigned this form also provides a summary as to staffing level distribution across projects.

LBB (Legislative Budget Board) Measure form

This form captures the number, type, method and justification for calculating the appropriate LBB measures.

The three targets that are reported to the Texas State Legislature are:

1. Number of books and other library materials provided to libraries
2. Number of persons provided library project-sponsored services (KEY MEASURE)
3. Number of librarians trained or assisted in libraries

Systems should provide LBB performance targets for each goal in their plan of service. Each activity that generates LBB performance counts should be entered as a separate count. For example, in the past, projects would have a total of 1,500 Persons Served. This could be made up of three sub-totals of 500 each related to various activities within that project. The LBB form is now set up to have the System enter the individual project activity count and total those across measures and projects to enable better administration. If you have questions about the revised form, please contact the grant administrator.

Consult the following document for the LBB Measure Definitions and Additional Explanation for each measure: <http://www.tsl.state.tx.us/ld/pubs/libsysact/lbbdefs.doc>

- **Methods for Determining the Target Number**

Systems are required to explain the method used to determine the target number and identify potential problems in meeting the target. Methods for arriving at target numbers may include, but not limited to:

1. Formulas used to arrive at performance measures;
2. Trends affecting the performance measures;
3. Unit costs and method for determining unit costs; and
4. Factors affecting the target: both internal such as staff and external such as new libraries, demographic changes, etc.

Please contact the Grants Administrator if you have questions about how or what to count for a measure or setting a target.

Budget Summary form

This form will provide a summary at the budget category level for each project and for the overall grant. This form is auto-populated based upon the budgets for each project. It cannot be edited directly.

Project Budget form

Each project must have an accompanying budget form. This form standardizes each of the projects with the same budget sub-categories. If there is not an appropriate budget sub-category for the proposed budget item, place under the Other budget category in the "Other – Project Specific" budget line item with appropriate description in the "Description" field. Please provide as much detail as possible for the line items submitted for each project in the Description field. If you have multiple

items within the budget line item, itemize and describe each budget line item in the “Description” field.

For Regional Library Systems: The indirect costs for services or other items that are provided by the cities that administer the Major Resource Center should be budgeted only in the Administration project.

Narrative form

Each project requires a narrative form to be completed. The questions are the same for each project narrative. The Narrative form questions have been changed for FY2010 to align project activities directly with supporting state LSTA plan goals. The questions for FY2010 are listed below:

- Please describe how the project activities directly support Goal 2 of the state LSTA plan goals
- Please describe the target objectives of these activities – Goal 2 – these should include the quantitative and qualitative measures the system will employ to measure the impact of the activities – outputs and outcomes should be included as applicable in answering this question
- Please describe how the project activities directly support Goal 3 of the state LSTA plan goals
- Please describe the target objectives of these activities – Goal 3 – these should include the quantitative and qualitative measures the system will employ to measure the impact of the activities – outputs and outcomes should be included as applicable in answering this question
- Please describe how the project activities directly support Goal 4 of the state LSTA plan goals
- Please describe the target objectives of these activities – Goal 4 – these should include the quantitative and qualitative measures the system will employ to measure the impact of the activities – outputs and outcomes should be included as applicable in answering this question
- Provide justification for planned expenses for this project. These expenses should match the expenses listed on the Project Budget Plan.
- Please estimate the number of member libraries that will receive services through this project.
- Please describe specific activities that the system has planned for other types of libraries in this project.

The following questions are applicable only if proposed project – do not answer for Consulting or Continuing Education projects

- Explain why this is a priority use of System funds based on the needs of Texans.
- Explain how the need was determined and describe how the need is addressed through this project.

If a project does not directly address a state LSTA plan goals, please enter “Not Applicable” for the questions for that specific goal.

Forms to Complete the POS Application:

The following forms are required for each application and should be submitted to the Grants Administrator as part of the POS application:

Forms Available in the GMS:

- Children's Internet Protection Act (CIPA) Certification
- Costs Requiring Prior Approval
- Certification of Review by System Advisory Council
- Outcome Based Evaluation (OBE) Logic Model forms
- Certification of Member Participation in Development of Plan of Service

Systems should make the following documents available through their web sites by April 1, 2009. Please provide the URL to the Grants Administrator.

- Organizational Chart –This document / file should show the relationship of all System personnel to each other and, where applicable, to the staff of the Major Resource Center.
- Job Descriptions - This document / file should include current job description that comprises job duties and requirements for education and experience for each position funded by the grant.
- Bylaws – This document / file should include current bylaws.
- Consultants List – should include name, contact information, and area(s) of specialty.

Additional documentation for non-profit systems:

- Plan for Accumulation of Cash Reserves (if applicable) – must be submitted with the Plan of Service

The following documentation should be submitted by May 15th, 2009:

- Articles of incorporation
- Bylaws adopted by the board of directors and approved by the membership
- Policies and procedures of the corporation on financial management, personnel, and procurement as adopted by the board of directors
- Documentation of tax status with appropriate authorities
- Detailed business plan, including a cash flow analysis, cash flow management plan, verification of cash reserves, and lines of credit, risk analysis, risk management, and verification of specified insurance coverage.

Certification of Review by System Advisory Council / Board of Directors

The Advisory Council or Board of Directors must approve the System Plan of Service prior to submission to TSLAC. A signed *Certification of Advisory Council or Board of Directors Review* form must be submitted with the completed forms to document the official review and approval. Only original signatures will be accepted.

Certification of Member Participation in Plan Development

Certification of the participation of the following people in the planning process must be submitted with the Plans of Service. This requirement is met by submitting the signed form.

Documentation should demonstrate the participation of the following groups:

- System Advisory Council or Board of Directors;

- Lay representatives and regional library System assembly representatives; and
- System member librarians.

Documentation could include minutes of recent meetings and copies of any surveys or questionnaires that used for planning and the tabulated responses. Retain documentation of planning and review activities at the system office according to the retention schedule for grant materials as described in the System grant contract.

Revised Policies and Procedures

System By-laws must be posted to the system web site. If the Bylaws do not include last revised dates then an additional document should describe any system by-laws, policies and procedures revised since the previous fiscal year.

Outcome Based Evaluation Logic Models

Outcome Based Evaluation (OBE) will be used for all projects except administration and consulting to comply with federal reporting requirements. The continuing education project will not have an overall OBE Logic Model, but it is required that each individual workshop will have a logic model. The OBE Method consists of outcome statements based on set goals with the purpose of improving skills, increasing and changing knowledge, attitude, behaviors, and/or life conditions. An outcome results in benefit to Texans.

An evaluation plan should contain a systematic process for measuring the extent to which the goals have been met. Counts of services and materials are important to show level of services and materials provided. However, counts of services and materials provided do not reveal the impact those services and materials made for Texans. Capturing the impact of these services and/or materials is the objective in the OBE method. Not all OBE will have an outcome for citizens except by extension – for example, CE and consulting indirectly benefit citizens by enabling the library staff to provide better library service.

A good outcome-based evaluation plan should also include:

- **Indicators:** measurable conditions or behaviors that can show an outcome was achieved, usually expressed as a number and percentage
- **Appropriate “applied to” group:** the group that will be measured, e.g. all participants in a program, the completers of the program, or another sub-group
- **Appropriate data sources:** instruments and records that can provide information about selected indicators (and therefore the outcome), e.g. surveys, interviews, test scores, professional assessments, observation checklists
- **Appropriate timing and intervals** for collecting data on each indicator
- **“SMART” target(s)** for each indicator. (1)

A good target should be “SMART,” that is:

- **Specific:** Include sufficient detail so that the evaluator will be able to determine if the desired output or outcome was achieved
- **Measurable:** Include a number and/or percentage to be achieved based on the indicator or benchmark
- **Acceptable:** Meet the expectations of key stakeholders
- **Realistic:** Be achievable given time frame and available resources

- Time-phased: Include a time frame by which the target will be achieved (2)

(1) *Institute of Museum and Library Services; Resource Book for Developing the LSTA State Programs Five-Year Plan, November 15, 2001, draft, pg. 37*

(2) *Ibid. pg. 35*

Additional Governing Documentation

In administering the System grant program, the following documents will govern all administrative policies:

- The *Library Systems Act and Rules for Administering the Library Systems Act*;
- *Uniform Grant Management Standards (UGMS)*, produced by the Governor's Office of Budget, Planning and Policy; and
- Office of Management and Budget (OMB) Circular A-133, *Audits of States, Local Governments, and Non-Profit Organizations*.

Information is available at the Web sites listed below:

UGMS: <http://governor.state.tx.us/files/state-grants/UGMS062004.doc>

OMB: <http://www.whitehouse.gov/omb/circulars/a133/a133.html>