Agency Strategic Plan

2025–2029
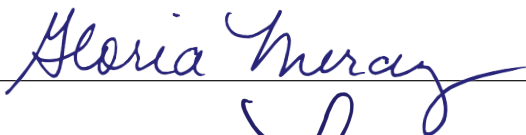
TEXAS STATE LIBRARY AND ARCHIVES COMMISSION

AGENCY STRATEGIC PLAN

FISCAL YEARS 2025 - 2029

BY TEXAS STATE LIBRARY AND ARCHIVES COMMISSION

Board Member	Dates of Term	Hometown
Martha Wong, Chair	2021-2027	Houston
David C. Garza	2019-2025	Brownsville
David Iglesias	2021-2027	Tyler
Arthur Mann	2017-2023	Hillsboro
Nancy Painter Paup	2021-2027	Fort Worth
Bradley S. Tegeler	2019-2025	Brenham
Darryl Tocker	2017-2023	Austin

May 31, 2024

SIGNED: _Gloria Meraz_

APPROVED: _Martha Wong_

AGENCY STRATEGIC PLAN

Fiscal Years 2025 to 2029

BY TEXAS STATE LIBRARY AND ARCHIVES COMMISSION

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INTRODUCTION

Access to archives, libraries, and public records is part of the bedrock of a literate, engaged, and democratic society. Citizen access to these critical information resources is key to economic vitality for our state. The Texas State Library and Archives Commission is committed to providing information services at the state and local level that will strengthen the lives of individuals; support the work of businesses, state agencies, and local governments; and help build vibrant communities across Texas.

Whether protecting the state's most treasured archival documents or working with local governments on educational programs to support their communities, TSLAC's programs and services bring value to the lives of people by supporting four key areas of state action.

Education

TSLAC supports lifelong learning and education in all its forms by providing access to essential information resources and delivering services that support the development of individuals, communities, and organizations.

- We help people complete educational requirements in school, higher education, and the workplace.
- We support statewide education by strengthening the current and future workforce.
- We offer tools to facilitate research and innovation that benefits business, communities, and institutions of learning.
- We equip educators, librarians, records and information specialists, and representatives of state and local governments with essential tools, assistance, and guidance.
- We advance knowledge of history and scholarship by preserving and making accessible archival records of state government.
- We ensure that Texans of all ages are able to benefit from reading, even if they are unable to read a standard print book.
- We invest in projects and programs that increase the capacity of institutions and local governments to serve their communities.

Economic Opportunity

TSLAC provides building blocks in the form of resources, training, and services that support job-seekers and job fulfillment, enhance work skills, build businesses, support customers, and help people and businesses innovate, achieve entrepreneurial goals, find efficiencies, and save money.

- We support and develop libraries as anchor institutions to provide resources, standards, and services that allow Texans to participate in the global marketplace, develop their local workforce, and bolster personal empowerment.
- We help local governments and state agencies preserve and maintain records essential to conduct state business, engage in commerce, support personal rights, and seek opportunities necessary for daily life and personal prosperity.
- By supporting the reading needs of Texans who cannot access a standard print book, we connect them with a means to participate in learning and economic activities.

- We provide information essential to both individuals and organizations in developing or conducting business and other economic ventures. From land records to market research, TSLAC administers and makes accessible needed information.
- We support technology and broadband initiatives throughout the state, intended to increase the capacity of local libraries in service to their communities.
- We offer partners cost-effective solutions and savings in securing resources and providing training that maximizes reach and access.

Open Government

TSLAC supports the operation of an open government by providing statewide standards and guidance for the consistent categorization, administration, and use of public records and resources. These activities help the public understand the work of government.

- We support the retention and management of public records to ensure information is available for public inspection and use.
- We support the citizenry of the state by ensuring the care and preservation of state records.
- We expand access to resources by digitizing and converting records to new formats.
- We invest in projects and programs designed to level the playing field in communities through access to resources and services.
- We provide Texans with access to useful information about government resources.
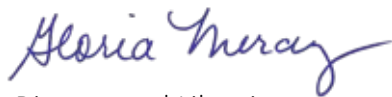
Civic and Community Engagement

TSLAC fosters civic and community engagement by providing forums and opportunities for people to connect with each other and with other civic partners to increase learning, engagement, and dialogue.

- We contribute to an understanding of Texas and the people who live here by ensuring the acquisition and preservation of records that tell the stories of Texas and Texans.
- We share our resources and expertise outside of our facilities through webinars, conferences, programs, and services for people throughout the state, including individuals who are visually impaired and print disabled. We work to ensure people have access to accurate and authoritative information regardless of their location.
- We invest in local communities and stakeholders by creating programs and supporting activities using information resources provided by TSLAC that bring people together in shared goals.
- TSLAC supports the creation of educational public spaces through grant funding, literary landmark designation, public engagement programming, and support initiatives to bring community partners together.

Through operations in these essential information areas, TSLAC supports the state's goals of educating a competitive workforce, fostering economic vitality, and bringing Texans together. Over the coming five years the agency's focus will be on supporting digital modernization of information processes and access, delivering millions of dollars of quality educational e-resources statewide. This will provide the basis for increased transparency in public records administration through training, the completion of a new records storage facility, and expanding our array of services that undergird the reading and literacy needs of people throughout the state.

Our team of professional experts will continue their work providing the unique and authoritative training our stakeholders need to conduct their work. The agency will continue leading efforts to help communities benefit from broadband infrastructure programs and creating partnerships to help them thrive through expand digital literacy skills and workforce development. TSLAC will serve state agencies and the people of the state by leveraging resources and providing meaningful pathways for Texans to participate in the marketplace of ideas, learning, and opportunity.

Gloria Meraz

Gloria Meraz

Director and Librarian

By the numbers

In FY 23, Texans accessed 146,406,630 e-resources TSLAC makes available through partnerships with local libraries statewide.

These same resources are provided a fraction of the retail cost local communities would have to pay for this same material. For every $1 spent, Texans have access to an average of $22.88 worth of licensed, authoritative information sources.

In FY 23, researchers accessed 4.5 million TSLAC primary materials, library materials, and other archival and historical materials.

In FY 23, TSLAC government records analysts providing training to more than 13,000 local and state records management staff and officials.

In 2023, TSLAC's Talking Book Program circulated almost 1 million items in all formats to 26,000 Texans who cannot read a standard print book. These patrons include people with visual disabilities, students with dyslexia, and veterans or active military personnel with permanent or temporary conditions.

AGENCY VISION, MISSION, AND PHILOSOPHY

Vision

Texans will have robust access to information and resources they need to live informed, productive, and enriched lives.

Our Mission

To serve Texans now and into the future by preserving, protecting, and providing access to information and delivering services that enrich their lives. We will accomplish this by:

- Preserving the archival record of Texas for current and future generations
- Assisting government agencies in the maintenance of their public records
- Supporting the essential work of libraries in fostering education, opportunity, and lifelong learning
- Providing library services to Texans who are unable to read standard print

Agency Philosophy

All Texans have the right to access library and information services that meet personal, educational, and professional needs, provided by well-trained, customer-oriented staff. TSLAC strives to hold the public trust by adhering to the highest standards of honesty, integrity, and accountability.

Dedication to Public Service

Public service is at the core of TSLAC's mission and work. We maintain the highest standards in serving our customers. Whether addressing an individual's specific information need or supporting the agency's diverse stakeholder groups, our goal is to connect people with the information they need comprehensively, efficiently, accurately, and respectfully.

We strive for excellence and recognize the important role of public servants in promoting trust in government services and ensuring quality interactions with everyone.

OVERVIEW OF AGENCY SCOPE AND FUNCTIONS

STATUTORY BASIS

Texas Government Code, Chapter 441: General powers and duties of the Commission and charges the agency to aid in the development of local libraries; the establishment and authority of the state archives program to identify, acquire, and preserve state archival records; authority to adopt rules relating to the preservation and management of state records and other historical resources; authority for the agency's grant programs; and the source of the agency's authority to require state agencies to prepare and submit records retention schedules. Includes statutes relating to the management of the agency's state archives and state and local government records management programs, state publications depository program, and TexShare library consortium.

Local Gov't Code, Chapter 195: Provides the Commission with authority to adopt rules concerning the electronic filing of records with and recording by county clerks.

Local Gov't Code, Chapters 201-205: Local Government Records Act. Establishes requirements to be followed by local governments in the management and disposition of government records. Administered by the Commission .

Business and Commerce Code, Chapter 43 Uniform Electronic Transactions Act. Section 43.017: authorizes the agency and Department of Information Resources to promulgate rules relating to electronic records and electronic signatures accepted by state agencies.

Property Code, Chapter 15: Uniform Real Property Electronic Recording Act: Directs agency to adopt standards for the electronic recording of real property records by county clerks.

44 U.S. Code, Chapter 19: Federal Depository Library Program: This statute sets forth provisions regarding the establishment of regional depositories and the distribution of federal government publications.

P.L. 108-81, as amended: Museum and Library Services Act of 2003, subchapter B, Library Services and Technology Act: The sole source of federal support for libraries intended to stimulate excellence in library service and broad access to learning and information resources; to promote resource sharing and networking among all types of libraries; to promote library services to disadvantaged populations. Subject now to reauthorization.

P.L. 89-522, as amended: Act of March 3, 1931: Established the Talking Book Program and allows for a federal appropriation to states for its operation.

AGENCY MAIN FUNCTIONS

State Archives and Information Services Division: Texas History at Your Fingertips

Every day the State of Texas creates and collects records that document the rights of its citizens and the actions of the government that serves them. Many of these records have enduring value and must be retained permanently.

TSLAC is tasked by the state to preserve, protect, and make available the permanent historical record of Texas, documented in archival materials stretching from prior to the Republic Era to the present, including not only iconic materials such as the Travis letter from the Alamo and the Texas Declaration of Independence, but huge amounts of primary source materials, including the records of state government, Supreme Court records, agency files, maps, photographs, flags, and artifacts.

TSLAC maintains and provides public access to more than 200 million pages of archival documents in the State Archives and manages the Texas Digital Archive, a vast online repository of the state's archival electronic records. Taken together, agency holdings provide a historical foundation for present-day governmental actions and are an important resource for Texas studies.

Library Development and Networking: Supporting the Capacity of Local Libraries to Serve Their Communities

TSLAC's unique role in supporting education at all levels—and for all Texans—is met by a strategic set of programs created to aid local public library development while providing statewide resources and training that maximize access while minimizing cost to taxpayers.

TSLAC increases the capacity of libraries through projects that strengthen broadband access, provide training, support education and workforce development, and make available enormous online libraries of educational and business resources for all. TSLAC works in close partnership with state and federal partners to help expand the state's broadband infrastructure by supporting projects across Texas that increase internet access and digital literacy skills in communities.

TSLAC services more than 500 public libraries, 200 colleges and universities, and school libraries. This broad support includes providing e-resource programs, such as the TexShare and TexQuest educational databases, that libraries and their governing bodies can elect to use.

State and Local Records Management: Supporting Open Government Operations for all Texans

TSLAC serves an ongoing and critical role in helping ensure government efficiency, transparency, and accountability through its unique expertise in statewide records management services and storage of public state and local records. TSLAC is charged with creating records retention schedules outlining the legal minimum length of time all types of state records must be kept. This broad charge is carried out by agency experts who work with stakeholders, attorneys, and government officials statewide.

In addition to creating schedules for records retention for both the state, including state public universities, and local governments, TSLAC analysts also provide training and consulting services to records management personnel and elected officials statewide on everything from management of email to retention of social media records.

This work helps ensure the proper and cost-effective management of public information through promulgating rules, sharing best practices, and supporting the orderly retention, storage, disposition, and preservation of government information. TSLAC also provides secure and cost-effective storage, duplication, and imaging services for state and local agencies.

Talking Book Program: Ensuring all Texans Enjoy the Benefits of Reading

For more than a century, the Talking Book Program (TBP) has provided reading materials in recorded, braille, and large print formats free of charge to persons who cannot read standard print due to a visual impairment or other physical disability. The program provides more than one million items each year to more than 26,000 patrons statewide.

TBP is a lifeline for the blind, visually impaired, and disabled, and no other state or nonprofit service offers a comparable level of access. TBP also serves students with reading disabilities and works with veterans and active members of the military to support their reading needs. TBP serves as the Texas Regional Library of the National Library Service for the Blind and Print Disabled (NLS), affiliated with the Library of Congress.

Reading materials in specialized formats and the equipment to access those formats are distributed to registered users. A circulation facility handles all outgoing and incoming materials, and a call center provides readers' advisory services.

The Disability and Information Referral Center (DIRC) provides information to the public about disabilities services and issues. All services are free to users.

AGENCY GOALS AND ACTION PLAN

Goal 1: EDUCATION

TSLAC will support lifelong learning and education for Texans by identifying, acquiring, preserving, and providing access to essential information resources; and by delivering services and training through the state's libraries, the Texas State Archives, the Talking Book Program, and other agency units.

TSLAC's educational activities help the development and capacity of educational institutions, libraries, units of state and local government, communities, and individuals. By meeting these targets, TSLAC will expand the impact of agency programs.

Action Items

- Enhance public access to state electronic information by increasing TSLAC's publicly available digital historical records by 10% and adding local curation and outreach tools for e-resource programs by September 2026.
- Increase outreach to veterans, active military, and eligible students with reading disabilities in the Talking Book Program by 50% by December 2026.
- Increase by 20% the number of training opportunities for library workers and records management staff by September 2027.
- Support student use of Texas primary materials and historical research by developing an online educational resource center to increase access to agency archival collections of broad interest by September 2027.
- Survey local communities to support agency workforce development, educational, and digital literacy programming available online through local libraries by December 2027.

DESCRIBE HOW YOUR ACTION ITEMS SUPPORTS EACH STATEWIDE GOAL

1. Accountable to tax and fee payers of Texas.

These services ensure that local investments Texans make in their libraries return cost-effective results. The agency's administration of statewide contracts reduces the costs that would be borne at the local level from both managing the contracts as well as realizing substantial savings. This program allows libraries to offer their communities access to materials and programs that many communities could not afford on their own. Access to these resources and services is intended to have the greatest possible positive impact on the educational, informational, and economic needs of Texans. Additionally, the services of the Talking Book Program ensure that some of our most vulnerable populations receive free library services.

2. Efficient such that maximum results are produced with a minimum of waste of taxpayer funds, including through the elimination of redundant and non-core functions.

According to a 2017 study by the Bureau of Business Research at the University of Texas at Austin, every dollar invested in public library operations yields $4.64 in local economic benefits. Further, Texas public libraries generate $967 million in economic activity, and 11,000 Texas jobs depend on public library direct expenditures. Through cost-effective statewide purchasing, the agency's

e-resource programs provides shared access to online information resources and yields an ROI of a minimum of 10-to-1 when compared to local library purchase of the same resources. Studies also show that strong school libraries are a leading predictor of student achievement. Additionally, by providing training and assessment tools for libraries statewide, TSLAC helps position libraries to improve efficiency and effectiveness for the communities they serve.

3. Effective in successfully fulfilling core functions, measuring success in achieving performance measures, and implementing plans to continuously improve.

The Commission has a mandate to "adopt policies and rules to aid and encourage the development of and cooperation among all types of libraries" (Gov't Code §441.006(a)(2), has authority to "accept, receive, and administer federal funds made available by grant or loan to improve the public libraries of the state" (Gov't Code §441.006(b)(3)), and is committed to achieving the legislative goal to "assist libraries across the state to promote the public good by achieving the following public purposes through the following methods" (five resource sharing strategies listed in Gov't Code §441.223). The agency also fulfills these functions under the authority of the United States Code, Title 20, Chapter 72 (Museum and Library Services), Subchapter II (Library Services and Technology), which specifically addresses the governance of the Library Services and Technology (LSTA) Grants to States Program.

4. Providing excellent customer service.

The agency's online resources are often cited as the most important services the agency provides to library client groups across the state. TSLAC programs are designed and implemented to strengthen the ability of public, school, and academic libraries to serve as hubs and centers of learning/literacy, technology access, and community engagement for their communities and parent institutions. TSLAC staff measure the quality of customer service provided in the state's libraries via annual reports, compliance with the minimum criteria for library accreditation, performance measure definitions, and other evaluative means.

5. Transparent such that agency actions can be understood by any Texan.

TSLAC maintains transparency of operations in all programs. The services of the Library Development and Networking Division are documented and detailed on the agency's website. Included in those online materials are all rules for accreditation; grant awards, guidelines, and criteria; cost-sharing formulas for the agency's voluntary e-resource programs; and other administrative materials by which these programs are administered. The work of agency staff is supplemented by critical support from representatives from the statewide library community who voluntarily serve as panelists on grant-review committees and advisory committees, assist in the selection of shared online resources, and other tasks, ensuring that procurement and grants administration are held in full view of the public. The agency complies with the Federal Funding Accountability and Transparency Act (FFATA) by posting information on federal pass-through grants totaling $25,000 or higher to a reporting system hosted by the Office of Management and Budget.

DESCRIBE ANY OTHER CONSIDERATIONS RELEVANT TO YOUR GOAL OR ACTION ITEM

Texas libraries contribute value to their communities and to the state by supporting local economic development, enhancing educational pursuits, growing young readers, fostering technology access, building STEM skills, helping small businesses, and supporting job seekers. Unfortunately,

local libraries too often are under-staffed and under-resourced. TSLAC has longstanding statutory authority to provide the tools, resources, and assistance libraries need to increase their potential to help their customers. Assistance to local libraries is accomplished through a variety of programs for all types of libraries, including:

- Training programs to ensure that library staff have the skills necessary to effectively operate their libraries.

- Access to shared resources both online via the heavily used TexShare program and via the interlibrary lending of materials, both of which maximize state and local resources to the benefit of virtually every Texan.

- Grant programs using federal funds to enable innovative programs in libraries in all parts of the state.

- Deployment of broadband assistance and digital resources to community libraries in all parts of the state.

- Programs to support the development of outstanding K-12 library services, and accreditation of public libraries, which promotes consistency of services throughout the state and provides access to the agency's programs.

The cost of not supporting the continuing development of library services in Texas will be limits to the potential for Texans to gain access to online information that is critical for success in school, for work and professional development, and for lifelong learning. Without the cost-effective statewide purchase of TexShare and TexQuest resources, libraries will either do without critically important information resources or divert funds away from other library services and materials. Without statewide resource-sharing, Texans would be limited to the information in their local libraries, and the investment of communities in library resources would not be leveraged to the greatest cost-effectiveness.

Goal 2: OPEN GOVERNMENT

Support the operation of an accessible and open government by providing statewide standards and guidance for the consistent categorization, administration, and use of public information and resources to meet the state priorities of holding public trust, accountability, and transparency.

Action Items

- Complete and equip a new storage facility to meet long-term records and archival storage needs and to respond/recover from disasters compromising state public records by August 2029.

- Survey state and local government records management workers to determine priority needs for training and consultation on both a statewide and regional basis by May 2026.

- Increase transfers of state agency archival records in physical or digital format for long-term preservation by 10% by December 2026.

- Update guidance, best practices, and requirements for public access to state records and archival materials including meeting provisions of the Americans with Disabilities Acts, Section 508 of the Rehabilitation Act, and Texas Public Information Act by September 2027.

- Increase support to state and local governments by expanding imaging services by 15% by September 2027.

DESCRIBE HOW YOUR ACTION ITEMS SUPPORTS EACH STATEWIDE GOAL

1. Accountable to tax and fee payers of Texas.

TSLAC establishes retention schedules for state and local governments and assists them in the management of their public records. Effectiveness of these activities results in substantial cost-avoidance to state and local offices through the orderly retention, storage, disposition, and preservation of government information; protects the rights and interests of the state and its citizens by ensuring proper documentation of and accountability for government activities; and helps ensure transparency of public information. These efforts contribute directly to the statewide priority of supporting effective and efficient state government operations by reducing costs to create, store, manage, and access government information.

In a large sense, the program's customers are the people of Texas. In the absence of the Local Government Records Act of 1989 and state agency records laws, each governmental entity would be at liberty to decide how long records documenting its actions and activities are retained. Because of these laws and the authority assigned to the Commission to determine how long records must be retained, the principles of open government are advanced. Texas government records management laws administered by the agency strengthen the Public Information Act.

2. Efficient such that maximum results are produced with a minimum of waste of taxpayer funds, including through the elimination of redundant and non-core functions.

State resources expended by TSLAC to manage state and local records and preserve archival materials save money for other agencies in a variety of ways. TSLAC storage and maintenance of the state agencies' inactive records offers a cost-effective option and provides a secure environment. Agencies also have quick and inexpensive access to their inactive records, which can be delivered directly to their offices. Centralized management of archival records means simplified access and time savings for state government and the public.

3. Effective in successfully fulfilling core functions, measuring success in achieving performance measures and implementing plans to continuously improve.

The agency is directed to assist state agencies and local governments in managing state and local records (Gov't Code §441.152, 441.182). Both state agencies and local governments are required by law to establish records management programs and to meet standards established by the Commission regarding the management and retention of government records.

TSLAC continues efforts to provide for, promote, and oversee programs for the proper and cost-effective management of government records. The program surveys its customers and meets regularly with stakeholders to identify issues and needs. As a result of this ongoing work, TSLAC partners with records management professionals at both the state and local level to deliver training, apprise them of storage and imagining options, and to provide secure storage for government records. TSLAC's State and Local Records Management Division (SLRM) tracks the percentage of state agencies with approved retention schedules, the number of cubic feet of government records stored at TSLAC's two records storage facilities, and the training and assistance provided.

The program currently extends training opportunities and provides consultative services on request to more than 10,000 identified local government entities, including counties, cities, school districts, water districts, appraisal districts, regional councils of government, and other special purpose

districts and authorities. The Local Government Records Act of 1989 (Local Government Code, Title 6, Subtitle C) designates each elected county officer the records management officer of their office. Thus, in addition to 254 counties, the number of elected officers in each county is included in the total number of identified entities. This number grows slightly each year as new local governments and elective offices are created directly by the legislature or under authority of state statute.

4. Providing excellent customer service.

Customers continue to request new and improved storing, imaging, and training services from SLRM to meet their needs for records management and preservation. TSLAC opened its Promontory Point Annex storage facility in South Austin in 2021 to address the large demand from state agencies for additional physical storage space for state records, and the agency is now working with the Texas Facilities Commission to undertake the work of constructing a records and archives storage facility to replace the current location on Shoal Creek Blvd., as authorized by the 88th Legislature.

To further support customers, TSLAC has increased online training through webinars and self-paced online classes. TSLAC must update these classes regularly to incorporate changing laws and technology. Staff assist government personnel by phone, e-mail, or in person. The agency has also dramatically increased its imaging services to help state and local agencies transform their workflow and information assets for digital operations. TSLAC has invested in new equipment to increase capacity and efficiency, as agencies identify SLRM as an effective, cost-efficient, and secure option for protecting and ensuring availability of state records.

5. Transparent such that agency actions can be understood by any Texan.

All services relating to this goal are designed to improve the transparency of this agency and all state agencies. An active records management program and the continued accessibility of permanently valuable government records are essential to performing and preserving the tasks of government and to ensuring transparency of all government functions.

DESCRIBE ANY OTHER CONSIDERATIONS RELEVANT TO YOUR GOAL OR ACTION ITEM

The agency's small unit of government records analysts (eight FTEs when the unit is fully staffed) must serve as trainers and consultants for all 150 state agencies and the 10,000 plus units of local governments. The demand for agency training and support far exceeds staff's ability to serve the broad need.

Goal 3: HISTORIC PRESERVATION

Preserve and document the shared heritage and culture of Texas by identifying, collecting, and providing access to the official archival records of Texas government.

Action Items

- Survey public use of historical and genealogical records to determine new reference and access strategies by September 2025.
- Develop a working group of cultural institution professionals to support the operations of the Sam Houston Regional Library and Research Center by December 2025.

- Prioritize the identification of materials within TSLAC's archival holdings to digitize and make available online via the Texas Digital Archive with the goal of adding 20 terabytes of records by May 2027.
- Increase in-person and virtual public programming by 20% to attract new audiences at both the Austin and Liberty campuses and across the state by December 2026.
- Ensure 90% all accessioned collections are inventoried and meet the agency's standards for preservation and access by August 2029.

DESCRIBE HOW YOUR ACTION ITEMS SUPPORTS EACH STATEWIDE GOAL

1. Accountable to tax and fee payers of Texas.

The State Archives currently holds in trust for the citizens approximately 70,000 cubic feet of archival paper records and more than 200 terabytes of archival data. At the agency's Sam Houston Center in Liberty, special appropriations over the last six biennia have allowed staff to make much-needed repairs and improvements to safeguard the state's investment in this unique resource. Use of all TSLAC resources is free, and staff continuously make collections available online to facilitate access of materials that saves taxpayers time and money.

2. Efficient such that maximum results are produced with a minimum of waste of taxpayer funds, including through the elimination of redundant and non-core functions.

State resources expended with TSLAC to manage state and local records and preserve archival materials save money for other agencies in a variety of ways. At the Sam Houston Center, careful stewardship of the resources and grounds ensures the preservation of former Governor Price Daniel's gift to the state in the form of land and buildings for a minimal expenditure on staffing and maintenance.

3. Effective in successfully fulfilling core functions, measuring success in achieving performance measures and implementing plans to continuously improve.

The objective of this program is to carry out the agency's statutorily mandated responsibilities (Government Code, Chapter 441, Subchapters AG, and L) to acquire, evaluate, organize, and preserve the permanently valuable records of Texas government agencies, as well as collections of private papers, maps, photographs, books, newspapers, and microforms that are relevant to the history of Texas, and make them available for researchers, citizens, and government officials. Archivists analyze and evaluate records from some 150 state agencies to determine which merit permanent preservation. Publications produced by state agencies and other library materials are cataloged by professional librarians, and that summary information is entered into an online public access catalog.

Additionally, TSLAC maintains a vast quantity of digital resources, including government records transferred to the agency in digital form, digitized paper records, and other materials. TSLAC's holdings are available for public use, and every year TSLAC is making a growing number of resources available online. Staff track use and request data to ensure services and processing activities align with customer needs, as well as the overall preservation and access priorities identified by the State Archives program through its established strategic plan.

4. Providing excellent customer service.

The public and the State of Texas look to TSLAC to preserve and make available archives, records, and library materials to Texans. Through cost-effective practices, the agency has efficiently provided these services for more than 115 years, and there has been an official state library since the Republic of Texas. The agency takes seriously the mandates noted above and provides careful stewardship of these resources and services. The action items noted above will ensure that the public and state government continue to receive excellent services without interruption. The Texas Digital Archive continues to provide a way for persons across Texas and around the world to remotely access the historical record of the state. At the time of writing, the TDA contains nearly 10 million records, including documents, databases, images, audio files, and videos.

5. Transparent such that agency actions can be understood by any Texan.

All services relating to this goal are designed to add to the transparency of this agency and all state agencies. An active records management program and the continued accessibility of permanently valuable government records are essential to performing and preserving the tasks of government and to ensuring transparency of all government functions.

DESCRIBE ANY OTHER CONSIDERATIONS RELEVANT TO YOUR GOAL OR ACTION ITEM

The State Archives has established a five-year plan to identify and prioritize preservation and access work for key areas of the agency's collection. The plan addresses a framework for processing of legacy backlogs while appraising and describing new accessions into the collections and increasing the number of digital resources made available through the Texas Digital Archive. However, the ongoing demand for digital access and the evolving capacity of technology necessitate additional investment in staff and technology in the near future.

The agency received an initial capital appropriation of $1 million in the 83rd Session to address maintenance and structural needs for historical assets at the Sam Houston Center in Liberty. These funds were renewed in the four subsequent sessions, and sustained funding is imperative to continue to secure these assets. These funds are being used to stabilize and rehabilitate the existing structures. However, there is no existing infrastructure (e.g., needed restroom facilities and programmatic spaces) to ensure the community at large can benefit fully from the Center.

Goal 4: ECONOMIC OPPORTUNITY

Provide resources, training, standards, and services that equip individuals, communities, and organizations to find and fill jobs, enhance work skills, build businesses, support customers, innovate, achieve entrepreneurial goals, find efficiencies, save money, and access expertise to support the economic vitality of the state and its residents.

Action Items

- Develop and promote training on TSLAC business and workforce development educational e-resources available through public libraries by September 2025.
- Increase the statewide average internet speed rate for public libraries by 25% to support their role as anchor institutions in their communities by providing grants to upgrade library technology and broadband by December 2026.

- Create a marketing campaign to promote community access to technology and broadband by December 2026.
- Survey local communities to support agency workforce development, educational, and digital literacy programming available online through local libraries by May 2027.

DESCRIBE HOW YOUR ACTION ITEMS SUPPORTS EACH STATEWIDE GOAL

1. Accountable to tax and fee payers of Texas.

TSLAC has been providing significant access for Texans to broadband and online information resources for more than 25 years. By providing access to grants and essential information resources (at a significant cost-savings to local institutions), TSLAC ensures that taxpayers can access these resources at their libraries at no cost to them.

2. Efficient such that maximum results are produced with a minimum of waste of taxpayer funds, including through the elimination of redundant and non-core functions.

Through TSLAC's centralized program for its voluntary e-resources, the agency is able to offer services and materials that local institutions do not need to purchase themselves and thus eliminates the duplication or waste of funds. The agency's e-resource programs secure a return on investment of at least 10-to-1. For decades, TSLAC has supported and provides access to information technologies and online information services for communities by leveraging local, state, and federal funding. TSLAC assistance to public libraries in accessing federal support through the federal E-rate program brings significant cost savings to communities throughout Texas. By also supporting the procurement of equipment and services that extend broadband access (such as through grants that support lending programs for mobile Wi-Fi technologies), TSLAC allows resources to be used throughout communities. These efforts support economic vitality, workforce development, and education.

3. Effective in successfully fulfilling core functions, measuring success in achieving performance measures and implementing plans to continuously improve.

Broadband and digital opportunity programming contributes to the Commission's mandate to "adopt policies and rules to aid and encourage the development of and cooperation among all types of libraries," and the authority to "accept, receive, and administer federal funds made available by grant or loan to improve the public libraries of the state" (Govt Code §441.006). The agency's goal to bring digital resources to more Texans via libraries and directly through TSLAC also fulfills core agency functions as mandated in the Texas Government Code §441.221.

Working in concert with the Texas Broadband Development Office (BDO), TSLAC is developing programs that support the work of the BDO and help achieve state priorities to expand broadband infrastructure, access, and training. Additionally, federal funding for these infrastructure and digital programming investments points directly to the crucial role of libraries in increasing digital access, opportunity, and literacy.

4. Providing excellent customer service.

TSLAC's work supporting access to broadband, digital services, and workforce development activities is highly regarded by program customers. TSLAC is a primary source of support—including

via training, resources, and funding—for libraries. Greater levels of digital opportunity and access to broadband communications networks via libraries will greatly improve the ability of Texans in all parts of the state to participate in the benefits of digital access, such as the ability to conduct financial transactions securely, participate in telehealth, and use distance learning tools and programs.

5. Transparent such that agency actions can be understood by any Texan.

Greater levels of digital opportunity lead directly to greater levels of citizen participation in government, including greater access to electronic resources, e-government, and other services and online information content for work, business development, and lifelong learning.

DESCRIBE ANY OTHER CONSIDERATIONS RELEVANT TO YOUR GOAL OR ACTION ITEM

Through surveys and other forums, librarians and other stakeholders from across the state consistently identify access to online information, including having sufficiently robust bandwidth to deliver these resources to their communities, to be the highest priority service provided by TSLAC. These clients appreciate the ability of TSLAC to negotiate affordable prices for the resources their customers need. They would like to see more robust broadband networks to bring the content more quickly.

Providing resources to small business interests and developing partnerships with local workforce and business communities are among the most critical ways that libraries support their local communities.

Goal 5: CIVIC AND COMMUNITY ENGAGEMENT

Libraries foster civic and community engagement by providing forums, grants, and opportunities for people to connect with each other as well as with the civic and government organizations that support dialogue, cohesion, and participation in civic and community life. TSLAC's ongoing work includes sponsorship of reading and literacy programs alongside support of local programs and training to convene people in educational experiences.

Action Items

- Establish a working group of allied cultural institutions to collaborate on public programming and services by December 2025.
- Integrate incentives through TSLAC library grant programs to support community learning, dialogue, and shared experiences through local libraries by September 2026.
- Review TSLAC's public spaces to increase public access and engagement opportunities by December 2027.
- Establish a program to foster regionally-based communities of practice for information professionals to share experiences, expertise, and resources for the betterment of local communities by September 2028.
- Increase engagement with TSLAC's public educational programs and communications by 20% by September 2028.

DESCRIBE HOW YOUR ACTION ITEMS SUPPORTS EACH STATEWIDE GOAL

1. Accountable to tax and fee payers of Texas.

TSLAC's mission to "provide Texans access to the information needed to be informed, productive citizens" reflects the agency's effort to reach all Texans, regardless of whether they live in rural or urban areas, their socio-economic status, or their level of educational attainment. All Texans need and can benefit from access to the information resources provided by this agency for their own future success. The agency finds that learning is often best supported by a community approach, both in terms of sharing resources and in providing a means for communities to learn together. By supporting learning at both the individual and community level, TSLAC ensures that taxpayers benefit to the greatest extent from these programs and services.

2. Efficient such that maximum results are produced with a minimum of waste of taxpayer funds, including through the elimination of redundant and non-core functions.

TSLAC's programs, grants, and reading initiatives (such as the Great Read program) are designed to provide model programs, templates, and best practices that can be used statewide, so that local institutions can benefit from one, centralized resource that may be adapted for local needs.

3. Effective in successfully fulfilling core functions, measuring success in achieving performance measures and implementing plans to continuously improve.

These action items promote and extend the agency's goals of providing services to individual Texans and to libraries, archives, and information professionals. Data is collected on all agency programs and professional networking/communities of practice opportunities to ensure the agency's core mission. Additionally, the agency often receives personal testimonials from program participants, such as our reading program patrons.

4. Providing excellent customer service.

TSLAC uses a variety of measures to determine customer satisfaction. These include assessing both the quality of services provided directly to customers (through services such as the Talking Book Program) and directly to staff of libraries and local governments who benefit from programs (such as training, reading and literacy programs, and other literary activities). The agency uses surveys and other program assessments to determine how well we are serving its customers.

5. Transparent such that agency actions can be understood by any Texan.

Through advertising and strategic partnerships, TSLAC notifies individuals and groups about services and engagement opportunities. Additionally, the agency requires grant recipients and program participants to promote activities to ensure they are reaching target audiences and organizations, as well as to describe the local needs that programming is intended to support. This ensures activities are targeted to local needs and goals. The purpose of this work is to guarantee that Texans are aware of agency-sponsored programs and that those programs are responsive to local needs.

DESCRIBE ANY OTHER CONSIDERATIONS RELEVANT TO YOUR GOAL OR ACTION ITEM

As communities have now largely recovered from the pandemic, the need for quality in-person programming that builds community is large. In particular, the agency hears from libraries about the need for training and services for new staff members on developing and presenting programs that speak to wide audiences and support a sense of community involvement.

Goal 6: MAXIMIZING QUALITY AND EFFECTIVENESS OF SERVICES

Cultivate an agency environment that is populated with motivated staff working with essential tools and prioritizing efficiency, effectiveness, and excellent customer service.

- Equip the agency to deliver innovative and responsive services by supporting a capable staff through effective recruitment and retention efforts that include aligning staff salaries with competitive market rates, providing needed professional development opportunities, and creating an environment conducive of effective succession planning by December 2025.

- Ensure secure and effective agency operations and maximize the ability of Texans to access state resources by adding an attorney to TSLAC's general counsel office, adding an education specialist, and adding a statewide training coordinator by December 2025.

- Update the agency's public information resources to better inform Texas of the many state resources available to them through agency programs, resources, and partnerships with local institution by upgrading the agency's website and improving the user experience by May 2026.

- Survey and upgrade TSLAC information services to ensure operations are resourced with the needed expertise and tools to continue supporting the agency's technological framework with the highest standards of security and efficiency by September 2027.

- Implement physical security measures at the Lorenzo de Zavala Building by requesting funds for physical security structures and a contract for security services by September 2027.

- Implement needed research and data evaluation to support program activities in the areas of literacy, workforce development, and agency operations by September 2026.

DESCRIBE HOW YOUR ACTION ITEMS SUPPORTS EACH STATEWIDE GOAL

1. Accountable to tax and fee payers of Texas.

Employing staff with the experience and education necessary to deliver services will ensure that taxpayers receive the full benefit of library and information services as required and authorized by statute. TSLAC seeks to hire quality professionals to ensure the highest standards of service is provided to the State of Texas.

2. Efficient such that maximum results are produced with a minimum of waste of taxpayer funds, including through the elimination of redundant and non-core functions.

The agency's lack of competitive salaries has caused a high turnover rate in several positions, including purchasing staff, information technology services, and records analysts lost to other state agencies. Non-competitive salaries have inhibited the agency's ability to recruit qualified applicants and fill vacancies in key positions in departments such as information technology, business services, and others throughout the agency. The need to recruit and train staff requires an investment of

time and resources. Ensuring continuity in staff both promotes efficiency and saves taxpayer money. The higher cost of living in the Austin metro area has also had an on impact the agency's ability to recruit for all positions, especially for the lower-wage, lower-skill positions.

3. Effective in successfully fulfilling core functions, measuring success in achieving performance measures and implementing plans to continuously improve.

All four programmatic divisions of TSLAC rely on information professionals and the business and operational staff that support their work to deliver the agency's core duties and achieve legislative performance measures.

The general public, state government, and researchers rely on librarians and archivists in our Archives and Information Services Division to satisfy the directive to maintain and make available to the public archives, government documents, genealogical resources, and other information resources. Persons who cannot read standard print due to either a visual impairment or physical disability in all counties of the state can access recorded, braille, and large print materials selected, maintained, and offered by professional and paraprofessional librarians in our Talking Book Program. Public agencies in the state and local governments rely on the guidance of professionally trained government information analysts in our State and Local Records Management Division. These analysts are qualified to train other government officials to effectively manage and maintain official government records to make them easily available to the public, thus maintaining transparency of government to the taxpayers. Finally, the millions of Texans who daily use the services of more than 500 public libraries rely on the agency's resources and programs made possible by TSLAC training, grants, and professionals in our Library Development and Networking Division. Further, all of the agency's services are supported by Information Technology Services staff and other professionals in the agency. TSLAC's ability to continue to recruit and retain qualified professionals is necessary to effectively offer and maintain these mandated services.

4. Providing excellent customer service.

TSLAC consistently provides excellent customer service, as evidenced in the agency's biennial Report on Customer Service. However, the ability to maintain service at an exemplary level is compromised when the agency cannot recruit and retain a highly qualified and effective workforce. The competitive Austin market and the high cost of living, combined with the recent wave of retirements and job changes due to the pandemic, have resulted in an extremely difficult climate in which to recruit and retain workers.

5. Transparent such that agency actions can be understood by any Texan.

Investing in professionals and paying them a fair and competitive compensation leads directly to greater transparency. Agency staff help ensure public access to government and public information resources.

DESCRIBE ANY OTHER CONSIDERATIONS RELEVANT TO YOUR GOAL OR ACTION ITEM

TSLAC's ability to fulfill statutory duties to the public and state and local governments depends on hiring and retaining a skilled workforce of information and management professionals, as well as the staff that support agency operations. Because these same skills are in high demand by private-sector companies (particularly in the fields of technology and knowledge management) and larger

state agencies, TSLAC will remain unable to offer competitive salaries to recruit and retain qualified staff to fulfill agency mission until additional funds are made available. The cost of not addressing this issue will be that TSLAC will fall further behind other agencies and the marketplace in its efforts to recruit qualified staff, causing vacancies to go unfilled longer and increasing staff turnover rates in positions throughout the agency.

This situation will, in turn, require the agency to reduce the services and resources it is able to offer at precisely the time when the public most needs access to reliable, authentic, and professional information services, educational opportunities, workforce skills, and lifelong literacy skills.

Redundancies and Impediments

Service, Statute, Rule or Regulation (Provide Specific Citation, if applicable)	Describe why the Service, Statute, Rule or Regulation is Resulting in Inefficient or Ineffective Agency Operations	Provide Agency Recommendation for Modification or Elimination	Describe the Estimated Cost Savings or Other Benefit Associated with Recommended Change
The average staff salary for agency employees still lags significantly below comparable Article I agencies. This deficit continues to pose a critical impediment in filling and retaining positions. While the additional funds appropriated for staff salary equity by the 88th Legislature were beneficial, the agency's pay scale is not on pace with similar government agencies.	Without staff in key business operations, including information technology, business operations (purchasing and administration), the office of general counsel, and education and communications, the agency may be unable to implement new programs and/or services as efficiently as needed. For example, the large investment of federal funding for broadband and digital inclusion projects creates opportunities to support communities throughout Texas. However, without adequate staffing (which involves both retaining current staff and seeking additional support) grants programs and other projects—especially those involving state procurement—cannot be executed quickly and may not be *Continued on next page*	Increase state General Revenue allocation for staff positions at the agency to allow for retaining key employees and receive additional appropriations to fund new and essential positions, including a General Counsel II, IT staff, procurment staff, and other positions which continue to remain below $20/hr.	These positions will bring increased security to state operations, transactions, and the integrity of our collections. Additionally, business operations staff will ensure that Public Information Act requests and other legal functions are fully supported and conducted as time-effectively as possible, and will ensure procurement operations achieve time and cost efficiency for the state. Education and communications personnel will insure that the benefits of the state's investment in broadband, digital inclusion, and online resources are truly available to all Texans.

feasible within the timeframe allowed under the terms of the funds. Additionally, state requirements necessitate rigorous technology and legal review to ensure that the citizens of Texas benefit from secure digital services and operations. Having the sufficient and appropriately-qualified staff for these processes is essential.

Service, Statute, Rule or Regulation (Provide Specific Citation, if applicable)	Describe why the Service, Statute, Rule or Regulation is Resulting in Inefficient or Ineffective Agency Operations	Provide Agency Recommendation for Modification or Elimination	Describe the Estimated Cost Savings or Other Benefit Associated with Recommended Change
Texas Government Code §441.138 prohibits TSLAC from making grants of state funds for library construction projects.	During COVID, communities throughout Texas recognized the value of their local libraries as technology hubs, but also noted that many library facilities are inadequate and outdated. The Legislature has indicated that the State has an interest in the development of library facilities across Texas. In 2023, TSLAC received notification from the Texas Broadband Development Office and the U.S. Treasury	Amend statute to allow TSLAC to use state and other funds to award and administer grants to support library construction projects. TSLAC needs the authority to administer the distribution and pass-through of these funds.	In the event that funds were available to assist in local library facility development, TSLAC oversight and expertise would guarantee that funds were spent cost-effectively, broadband and digital inclusion needs were addressed, and that resulting facilities met industry standards for library construction, avoiding duplication and waste of public resources.

Continued on next page

of approval of the agency's almost $9.2 million grant to provide broadband support to public libraries. The agency has begun implementing programming with these federal dollars. However, the agency does not have authority to use state funds for construction projects. As the agency expects opportunities for additional federal funding and perhaps state grants for this purpose, it would be beneficial to remove this prohibition. Building components, such as trenching, electrical work, remodeling to accommodate labs or telehealth centers, and building new facilities, are an integral part of supporting the state's broadband and digital inclusion priorities.

Service, Statute, Rule or Regulation (Provide Specific Citation, if applicable)	Describe why the Service, Statute, Rule or Regulation is Resulting in Inefficient or Ineffective Agency Operations	Provide Agency Recommendation for Modification or Elimination	Describe the Estimated Cost Savings or Other Benefit Associated with Recommended Change
Authority for TSLAC to adopt rules establishing standards and procedures for the electronic storage of local government record data is limited to data with a retention period of 10 years or more. (Local Gov't Code §205.003)	This creates inconsistency between TSLAC's rulemaking authority for state records and local government records, and potentially creates confusion for local government entities and their technology departments. Gov't Code §441.189 authorizes TSLAC to adopt standards and procedures for the creation and storage of electronic state records regardless of retention requirement. A single, consistent standard for both state and local government records would streamline TSLAC's ability to assist state and local governments and reduce the potential for confusion within local governments.	Legislation to remove requirement in §205.003 that states rules apply only to records whose retention is at least 10 years to allow TSLAC to adopt rules establishing standards and procedures for the electronic storage of any local government record, regardless of retention period.	Simplified application of rules will save money and local government staff time differentiating electronic records. This action would also increase TSLAC efficiency as it will save staff time.

2025–2026 Budget Structure

GOAL A: Improve the Availability and Accessibility of Library Services and Information Resources to Texans

Objective 1: Enhancements of Library Services and Cost Avoidance at Texas Libraries

> *Outcome 1:* Percentage of Libraries Using State-Sponsored Services
> *Outcome 2*: Dollar Value of Cost-avoidance Achieved Through Resource Sharing Programs

> **Strategy 1:** ASSISTANCE PROVIDED TO TEXAS LIBRARIES

>> **Output 1:** Number of Library Resources Provided to the Public via Agency Programs
>> **Output 2:** Number of Times Librarians Trained or Assisted
>> **Efficiency 1:** Number of Days of Average Turnaround Time for Interlibrary Loans
>> **Efficiency 2:** Cost Per Library Resource Provided to Libraries

Objective 2: Increase Library Use by Texans with Disabilities

> *Outcome 1:* Percent of Eligible Population Registered for Talking Book Program Services

> **Strategy 1:** PROVIDE DIRECT LIBRARY SERVICES TO TEXANS WITH QUALIFYING DISABILITIES

>> **Output 1:** Number of Persons and Institutions Served
>> **Output 2:** Number of Hours Staff Provided Patron Assistance
>> **Output 3:** Number of information Resources Provided to and Downloaded by Patrons
>> **Output 4:** Number of Staff Hours Providing Patron Engagement Programs and Services
>> **Efficiency 1:** Cost Per Volume Circulated

GOAL B: Public Access to Government Information

Objective 1: Improve Delivery of Information Provided to the Public and Others

> *Outcome 1*: Percent of Customers Provided Timely State Library Reference and Information Services

Strategy 1: PROVIDE ACCESS TO INFORMATION AND ARCHIVES

>> **Output 1:** Number of Information Resources Provided
>> **Output 2:** Number of Hours Staff Spend Assisting Patrons with Information Resources
>> **Output 3:** Number of Hours Staff Spend Preparing Archival Records for Public Access and Use
>> **Efficiency 1:** Cost Per Information Resource Provided
>> **Explanatory 1:** Number of Archival Items and Other Materials Newly Digitized

GOAL C: Cost-effective State/Local Records Management

Objective 1: Achieve Records Retention Rate for State/Local Governments

    Outcome 1: Percent of Agencies with Approved Records Schedules

    Outcome 2: Dollar Value of Cost-avoidance Achieved for State Records Storage/Maintenance

    Strategy 1: RECORDS MANAGEMENT SERVICES FOR STATE/LOCAL GOVERNMENT OFFICIALS

        Output 1: Number of Times State and Local Government Employees Trained or Assisted

        Output 2: Total Revenue from Storage Services

        Output 3: Total Revenue from Imaging Services

        Efficiency 1: Cost Per Cubic Feet Stored/Maintained

GOAL D: Indirect Administration

Objective 1: Indirect Administration

    Strategy 1: INDIRECT ADMINISTRATION

Measure Definitions

Objective A.1.1, Outcome Measure 1

Percentage of Libraries Using State-Sponsored Services

Definition	This is the percentage of eligible libraries in the state of Texas accessing resources and/or training provided or sponsored by the State Library.
Purpose / Importance	This measure reflects the percentage of libraries using state-sponsored services that benefit their communities. It illustrates the value of these programs and the demand for programs and services provided by the State Library.
Source / Collection of Data	Measures percentage of accredited and non-accredited public libraries, members of the TexShare Consortium, affiliate members of the TexShare Consortium, public school and open enrollment charter districts participating in the TexQuest program and/or other libraries accessing one or more resources provided by the State Library. Resources include participation in the TexShare databases and TexShare Card program, TexQuest databases, E-Read Texas ebooks, Inter-Library Loan program, competitive and non-competitive grant programs, continuing education library training and consulting, summer reading program, and other relevant new programs authorized by the legislature or developed/expanded by the agency. Count is non-duplicative.
Method of Calculation	Calculated annually, based on review of all agency programs provided to libraries and library staff.
Data Limitations	This percentage will not fully reflect all of the services any individual library accesses. Libraries may self-identify in a particular data collection tool in a way that does not clearly identify which library system they are affiliated with (i.e., by branch name only). Not all libraries who participate in resource sharing programs actively use the resources provided.
Calculation Type	Non-cumulative
New Measure	Yes
Desired Performance	Higher than Target
Priority / Key Measure	High / Yes

Objective A.1.1, Outcome Measure 2

$ Cost-avoidance Achieved Through Resource Sharing Programs

Definition	This is the amount of cost-avoidance realized by Texas libraries because of TexShare and the other resource sharing programs and services provided.
Purpose / Importance	This measure shows the cost savings realized through library resource sharing services. It demonstrates the economies of scale and expanded services made possible by statewide resource sharing programs.
Source / Collection of Data	Costs for individual libraries to provide access to databases are estimated from vendor's price schedules. Costs to purchase materials received through interlibrary loan, E-Read Texas, and the TexShare Card program are calculated using the published average costs for books and commercial document delivery services. Costs to provide library-to-library delivery of materials are estimated by calculating the cost of postage to mail materials individually. Library resource sharing program costs include all allocable direct costs and are obtained from internal budget summaries.
Method of Calculation	The agency compiles a listing of database products purchased on statewide contract, estimating the cost each library would pay for these products if libraries purchased them on their own. Participating libraries annually report the number of items circulated as part of the TexShare Card program. The number of materials delivered among libraries is reported by the commercial courier. Reported measure is determined by: (1) estimating the cost for participating libraries and state agencies to provide electronic access to databases, mail library materials, and purchase materials received through interlibrary loan and the TexShare Card; and (2) subtracting actual expenditures of TexShare and other sharing programs. The number of materials circulate by the E-Read Texas program will be obtained from vendors. Calculated annually.
Data Limitations	Listed prices for databases reflect price quotations from vendors. Consistent cost comparisons are difficult to verify since the database marketplace changes rapidly; vendors frequently negotiate statewide discounts, and regularly offer price breaks on "package deals." Published prices for materials are industry averages based on typical printed books, and do not reflect the broad mix of materials that circulate via interlibrary loan and the TexShare Card program. The e-book marketplace is rapidly evolving and vendor reporting may not always be complete.
Calculation Type	Non-cumulative
New Measure	No
Desired Performance	Higher than target
Priority / Key Measure	Medium / No

STRATEGY A.1.1, OUTPUT MEASURE 1

Number of Library Resources Provided to the Public via Agency Programs

Definition	Measures the number resources provided to the public through libraries via programs funded by the State Library.
Purpose / Importance	This measure shows the wide range of materials made available to the public via libraries that might otherwise not have been purchased or provided, and that help improve local library services, demonstrating the value of these programs.
Source / Collection of Data	Projects that provide materials are identified and reported, using the methodology outlined, and compiled. Electronic content statistics are reported by vendors; interlibrary loan and other transactions are submitted by participating libraries and commercial vendors; reciprocal borrowing transactions are reported by participating libraries. Grant recipients provide quarterly reports and agency staff track resources provided in spreadsheets and databases. Other resources are based on computer logs or in-site counts and tally sheets compiled by grantees, the agency or contract vendors.
Method of Calculation	Reported quarterly. Includes inter-library loan fills, e-resource requests, TexShare card circulations, grant reporting, and other programming that provides resources. Numbers are provided by vendors or compiled from appropriate strategy projects and tallied on a spreadsheets or databases. Based on non-unique counts each time materials are provided or accessed. Count of books, subscriptions, audiovisuals, e-documents supplied by project-funded resources to a library. Focuses on materials libraries would usually include in a collection, not administrative or publicity items. Traditional items purchased (print books, a/v, etc.) are counted as the library receives them.
Data Limitations	Statistics from third party vendors may vary and arrive too late to be reported due to technical difficulties. Statistics vary by vendor. The technologies involved in delivering online services and in compiling service statistics are dynamic and may change without advance notice. Item counts may include materials from orders placed in a previous fiscal year. Statistics provided by commercial vendors or libraries sometimes vary in completeness. Data may be based on sampling or estimates. Data collected from grant projects may be received too late for inclusion in a particular quarterly report.
Calculation Type	Cumulative
New Measure	No
Desired Performance	Higher than target
Priority / Key Measure	High / Yes

STRATEGY A.1.1, OUTPUT MEASURE 2

Number of Times Librarians Trained or Assisted

Definition	Calculates the number of times librarians, library staff, local officials, and others receive training or assistance directly from State Library projects.
Purpose / Importance	This measure provides an indication of the amount of training and assistance provided to librarians and others to help improve library services. It counts people (1) attending or accessing instructional sessions or (2) receiving consulting assistance provided by the State Library or other projects. It provides a measure of the amount of service the strategy is providing to librarians.
Source / Collection of Data	Reported monthly or quarterly, based on on-site counts of State Library projects; assistance includes help given by mail, e-mail or other electronic communications, fax, telephone, and in person. Includes training and assistance provided by contracted vendors and training providers such as database vendors, educational partners, and others. Based on non-unique counts each time assistance or instructional sessions are provided to librarians, library staffs, local officials, or others; some reports may be based on sampling or other estimating techniques. Sign-in sheets, electronic logs, or on-site counts are used to count people attending instructional sessions. Staff record the number of people to whom they provide assistance by telephone, in-person, email or other electronic communications, or mail.
Method of Calculation	Counts are non-unique. Training data is compiled or tallied on a spreadsheet from the registration logs of various sources of training and reports from grants and other projects. Assists are compiled and tallied on a spreadsheet from internal consulting logs and reports from grants and other projects.
Data Limitations	Data may be based on sampling or estimates. Some session attendees do not register and may not be counted; electronic logs reflect those both attending or accessing instructional sessions.
Calculation Type	Cumulative
New Measure	No
Desired Performance	Higher than target
Priority / Key Measure	High / Yes

STRATEGY A.1.1, EFFICIENCY MEASURE 1

Cost Per Library Resource Provided

Short Definition	This is the unit cost of library resources provided via libraries through programs funded by the State Library.
Purpose / Importance	Agency programs dramatically expand the range of materials provided to libraries and the public. This measure shows the efficiency of these statewide programs.
Source / Collection of Data	Counts include interlibrary loans supplied, number of items circulated via the TexShare Card, number of e-resource materials, grant reporting, and other

	programming that provides resources. Costs are derived from year-end budget summaries. Costs include all direct and allocable indirect costs in the strategy.
Method of Calculation	Calculated annually. This measure calculates a unit cost for all materials supplied. The cost of appropriate projects in this strategy is divided by the number of materials loaned or supplied by those projects. The cost of projects is based on the final expenditures and valid encumbrances.
Data Limitations	The reported results of this measure are not always within the complete control of the agency. For example, if the complete number of materials circulated by the TexShare card is not reported on time, the reported cost per use will be higher than actual.
Calculation Type	Non-cumulative
New Measure	No
Desired Performance	Lower than target
Priority / Key Measure	Medium / No

A.1.1, EXPLANATORY MEASURE 1

Number of Days of Average Turnaround Time for Interlibrary Loans

Definition	This is the average number of days it takes for a library with 5-day per week service to receive items requested through interlibrary loan.
Purpose / Importance	Interlibrary loan is a central component of library resource sharing. One measure of success is the average number of days it takes for a library to receive a requested item. It illustrates the success of efforts to implement ongoing process improvements.
Source / Collection of Data	This data is based on reports generated by the interlibrary loan (ILL) network vendor. Reports provided by the vendor include calculation of the average turnaround time for filled requests to borrow materials from another library. The turnaround time for an ILL request begins when a library places a request on the vendor's ILL management system and ends when the requesting library has completed the transaction by indicating on the ILL management system that the requested material has been received. Reports provide both the monthly and year-to-date average turnaround time in days and hours.
Method of Calculation	This figure reflects the average number of days it takes a library to receive requested materials from a lending library only if the receiving library subscribes to a 5-day per week service. Data is collected from reports generated by the ILL network vendor providing monthly and year-to-date average turnaround times for filled borrowing requests.
Data Limitations	The report from the vendor could be posted too late to meet the reporting deadline. If individual libraries do not properly close-out the lending/borrowing transaction, the turnaround time could be inflated because the system continues to clock the time until the transaction is closed-out. Should the vendor's calculation program become damaged or corrupted, there would be little or no

	ability to detect or correct this.
Calculation Type	Non-cumulative
New Measure	Yes
Desired Performance	Lower than target
Priority / Key Measure	Medium / No

Objective A.2.1, Outcome Measure 1

Percent of Eligible Population Registered for Talking Book Program

Definition	This is the percentage of persons in Texas who are registered for service with the Talking Book Program (TBP), expressed as a ratio of all Texans estimated as being eligible for TBP services by virtue of a visual, physical or learning disability that prevents a person from reading standard print. A person who is registered in the program is not necessarily the same as a person who is served. "Registered" means that a person is enrolled in the program at some point during the fiscal year, while "served" means that the person has actually checked out a physical book or downloaded a digital book via the Internet at some point during the fiscal year.
Purpose / Importance	This measure is intended to show the scope of service within the state and to indicate the program's level of success in serving as many eligible Texans as possible.
Source / Collection of Data	A count of all individual patrons who have registered for service and had a status of "active" at any time during the fiscal year is tallied by the database system.
Method of Calculation	The count of individual patrons who have been active is divided by the "Number of Texans Eligible for Talking Book Program Service" to produce a percentage. A person who is registered in the program is not necessarily the same as a person who is served. "Registered" means that a person is enrolled in the program at some point during the fiscal year, while "served" means that the person has actually checked out a physical book or downloaded a digital book via the Internet at some point during the fiscal year.
Data Limitations	The number of Texans estimated as eligible for service is calculated using a formula provided by the Library of Congress' National Library Service; the formula currently calculates that 1.4% of any state's population will be eligible for service. This formula is used both by the National Library Service and other talking book libraries in the network. State population is based on census projections.
Calculation Type	Non-cumulative
New Measure	No
Desired Performance	Higher than target
Priority / Key Measure	High / Yes

A.2.1, OUTPUT MEASURE 1

Number of Persons and Institutions Served

Definition	This is the total number of persons registered in the program who have actually received at least one physical book via the US mail or downloaded a digital book via the program's Internet site or streaming service during the reporting period. A person is only counted as served once during a single fiscal year. This measure also includes the total number of institutions registered and actually receiving service from the program during the reporting period.
Purpose / Importance	This measure is intended to document the number of individual Texans served. It tracks program service activity and growth patterns. In addition to customers who live alone or with family, we have a number who live in institutions (nursing homes, retirement centers, etc.). This is a count of the number of institutions served by the program.
Source / Collection of Data	Persons served are tallied by computer, based on date of last service as documented by the database system. A portion of Talking Book Program's registered patrons receive services through another organization, such as a retirement home, learning resource center, library, disabled students center, or classroom in a public or private school or college. This count represents the number of such institutions serving patrons. Tallied by computer based on date of last service in the database.
Method of Calculation	The count of persons is not duplicative, is cumulative, and is updated monthly to include new patrons becoming active and receiving service as well as established patrons receiving service for the first time during the reporting period. The count of institutions is not duplicative, is cumulative, and is updated monthly to include new institutions becoming active and receiving service as well as established institutions receiving service for the first time during the reporting period.
Data Limitations	Patrons are only counted as served if they "check out" a book or magazine from the program's collection. These books/magazines may be physical (mailed) or digital (downloaded). Patrons are counted only once (at time of first "check-out) during the fiscal year, regardless of the number of books/magazines and/or other services staff may provide to them. Institutions are also only counted as served if they "check out" a book or magazine from the program's collection. The checked-out books/magazines may be physical (mailed) or digital (downloaded). Institutions are counted only once (at time of first "check-out") during the fiscal year, regardless of the number of books/magazines and/or other services staff may provide to them.
Calculation Type	Cumulative
New Measure	No
Desired Performance	Higher than target
Priority / Key Measure	High / Yes

STRATEGY A.2.1, OUTPUT MEASURE 2

Number of Hours Staff Provided Patron Assistance

Definition	This is the total number of hours staff spent providing direct, one-on-one assistance to patrons using the programs.
Purpose / Importance	This measure will demonstrate the increasing number of one-on-one hours staff spend each quarter providing one-on-one assistance to patrons using the program. The number of hours will continue to increase as additional patrons transition to accessing digital information using a variety of devices, and as the technology on these devices change.
Source / Data Collection	Staff in the Reader Services section of the Talking Book Program provide one-on-one assistance directly to patrons of the program. Reader Services staff are required to complete an electronic log each day that shows the time spent providing direct assistance to patrons. Hours reported on the daily logs will be compiled monthly.
Method of Calculation	The Reader Services Manager will collect daily electronic logs from each of the section's staff and compile the number of hours staff spent providing direct patron assistance. The manager will provide the total hours for each month to the director, and the director will compile and report the total number of hours staff spent providing direct assistance during the quarter.
Data Limitations	Staff are required to track time spent on patron assistance in an electric log for both via telephone and email assists. Staff may overlook time spent providing assistance via email, so these hours could be under-reported. However, telephone bills will provide a way for the agency to ensure telephone assistance is accurately reported on staff logs.
Calculation Type	Cumulative
New Measure	No
Desired Performance	Higher than target
Priority / Key Measure	High / Yes

STRATEGY A.2.1, OUTPUT MEASURE 3

Number of Resources Provided and Downloaded

Definition	This is the total number of resources (including Braille, large print, audio jump drives and cartridges, and other recorded books and magazines) that are provided to patrons by staff or direct digital download by patrons.
Purpose / Importance	This measure demonstrates the total number of resources provided to patrons of the program. The agency anticipates Information provided will increase as more patrons are able to access materials digitally, with little time between requesting and receiving the materials. A majority of the patrons still prefer and rely on materials to be distributed and returned via the US Postal system.
Source / Collection of Data	Information will be collected using WebREADS, the computer application that tracks items provided to patrons and/or downloaded digitally during the reporting period.
Method of Calculation	The number of resources provided is tracked by circulation in WebREADS, and downloaded information is tracked in the download database, and added together to determine the total for each quarter.
Data Limitations	Circulation figures can be affected by availability of resources to be provided, by the rate at which items are requested by patrons, by the movement of materials through the US Mail, and by the availability of sufficient staffing resources to process items coming in and out of the circulation facility.
Calculation Type	Cumulative
New Measure	No
Desired Performance	Higher than target
Priority / Key Measure	High / Yes

STRATEGY A.2.1, OUTPUT MEASURE 4

Number of Staff Hours Providing Patron Engagement Programs and Services

Definition	This is the number of hours staff spend planning, designing, developing, testing, and delivering services and special programs targeted to meet the interests and abilities of the TBP patrons and care givers.
Purpose / Importance	TSLAC understands that TBP patrons enjoy opportunities to engage with other patrons and with staff in order to gain additional insights, hear opposing views and further explore materials received through the program. These specialized programs will be designed specifically to ensure TBP patrons have a unique experience through participating in the activities, with the desired outcome to demonstrate the previously unexplored educational impacts of the program.
Source / Data Collection	Staff in the various sections of the Talking Book Program develop specialized programs and/or services for patrons of the program that are interactive, engaging, and suitable for group participation to ensure patrons receive additional, value-

	added services. Staff working on these programs are required to complete an electronic log each day that shows the time spent planning, designing, developing, testing and delivering these specialized programs and services. Hours reported on the daily logs will be compiled monthly and reported annually.
Method of Calculation	Monthly logs will be reviewed and evaluated each month to determine costs of providing these specialized services. In addition, management will review participation levels and participant evaluations and feedback and work with staff to revise, update, or otherwise improve the content provided and/or educational experience of the participants.
Data Limitations	Staff are required to track time spent on these activities in an electric log similar to the logs used for individual patron assistance. Staff may forget to accurately log their time worked in one or more phases of delivering these services which would result in under reporting the hours spent on activities other than providing help resolving issues relating to hardware, software, or information received.
Calculation Type	Non-cumulative
New Measure	Yes
Desired Performance	Higher than target
Priority / Key Measure	Medium / No

STRATEGY A.2.1, EFFICIENCY MEASURE 1

Cost Per Volume Circulated

Definition	This is the per unit cost to circulate each physical Braille, large print, and audio book, and magazine to individuals and institutions throughout the reporting period.
Purpose / Importance	This measure evaluates the cost efficiency of the program; changes in cost per volume circulated can reveal an increase or decrease in overall efficiency.
Source / Data Collection	Computer tracks expenditures & volumes circulated; unit cost is calculated manually.
Method of Calculation	The total direct costs from appropriate funds are divided by the number of volumes circulated.
Data Limitations	Circulation figures can be affected by availability of items to be circulated, by the rate at which items are requested by patrons, by the movement of materials through the US Mail, and by the availability of sufficient staffing resources to process items coming in and out of the circulation facility.
Calculation Type	Non-cumulative
New Measure	No
Desired Performance	Lower than target
Priority / Key Measure	Medium / No

Objective B.1.1, Outcome Measure 1

Percent of Customers Provided Timely State Library Reference and Information Services

Definition	Percent of customers receiving responses or other services from state library reference and information services within 10 business days of date request submitted.
Purpose / Importance	This measurement provides an assessment of the level of timely customer service provided in regard to the overall delivery of information services and serves as an indication of the extent to which improvements are needed to increase percentage of customers served within a satisfactory time frame.
Source / Collection of Data	Staff in the three reference units of the Archives and Information Services Division who prepare written responses to reference requests currently complete monthly tallies detailing the number of days required to complete those requests. Same day responses are those made within 9 business hours of receipt in the ARIS division. Two-day responses are those made between 9 business hours and close of business on the second day. All other categories are based on the number of working days since the correspondence was received and an email reply sent, or hardcopy response placed in the outgoing mail tray.
Method of Calculation	To compute a percentage of timely response during a reporting period, the totals for each response will be recorded at the time of response completion. The number of responses completed in 10 business days or fewer will be divided by the total number of responses completed within a reporting period to determine the percentage of responses completed within the established satisfactory time frame.
Data Limitations	Staff may inadvertently omit marking receipt and completion dates related to a response on the monthly tally. A letter may have been routed to the division but not date stamped on actual date received.
Calculation Type	Non-cumulative
New Measure	No
Desired Performance	Higher than target
Priority / Key Measure	High / Yes

STRATEGY B.1.1, OUTPUT MEASURE 1

Number of Information Resources Provided

Definition	The number of information resources provided to customers contacting the agency for assistance via telephone, agency website, email, or onsite.
Purpose / Importance	The measure provides an indication of the number of internal and external information resources provided to customers in response to their information needs.

Source / Collection of Data	Staff count each onsite or online information resources provided to customers and used by staff assisting customers when those materials are returned to their original locations. Staff also count resources and referrals where the provision of information does not involve the use of onsite resources. The information resources provided also includes responses to reference questions received by mail, phone, fax, e-mail, or in person and online resources provided for self-directed searches. Onsite information resources include individually numbered containers of archival documents and items assigned and retrieved by means of a unique/locator number. External resources include libraries, institutions, organizations, or individuals, as well as databases, library catalogs, and other electronic information. Non-tangible information resources provided to customers are counted when the response is sent. Web-based document views are tallied by the Web log analyzer used by the agency and/or provided by third-party websites. Views of resources provided via the Texas Digital Archive are tallied by the Preservica software used by the agency. Daily counts are tallied on a monthly basis.
Method of Calculation	The monthly total of information resources provided to customers seeking information from the agency.
Data Limitations	Information resources might be returned to their original locations by non-staff members, which would result in an undercount of usage. A failure or "glitch" of the software used to analyze Web use may result in an inaccurate count. Additionally, staff may not accurately record the number of information resources provided via telephone.
Calculation Type	Cumulative
New Measure	Yes
Desired Performance	Higher than target
Priority / Key Measure	High / Yes

STRATEGY B.1.1, OUTPUT MEASURE 2

Number of Hours Staff Spend Assisting Patrons with Information Resources

Definition	Represents the number of hours staff spend assisting patrons with information resources requested via telephone, email, onsite, or via the agency's website.
Purpose / Importance	This measure is an important tool for understanding the amount of staff time required to provide accurate, qualitative, and verified responses to requests for information resources received from customers.
Source / Collection of Data	Staff maintained individual documentation of the number of assists and the amount of time spent identifying, analyzing, preparing, reviewing, and providing responses and resources appropriate to patron information needs.

Method of Calculation	Total time is derived by tracking staff time in 15-minute increments, and adding the total staff time spent on any of the functions required to provide and respond to requests for information that are written, verbal, or in person. Functions include but may not be limited to identifying, analyzing, preparing, reviewing, retrieving, and providing responses.
Data Limitations	Staff may not accurately track all interactions or record the time spent researching and fulfilling patron requests for information.
Calculation Type	Cumulative
New Measure	Yes
Desired Performance	Higher than target
Priority / Key Measure	Medium / No

STRATEGY B.1.1, OUTPUT MEASURE 3

Number Hours Spent Preparing Archival Records for Public Access and Use

Definition	Represents the total number of hours staff spend preparing archival records for access and use by the public. This includes time spent on tasks related to accessioning, appraisal, processing, conservation, and digitization of original documents to make them easier for the public to locate, request, access, review and evaluate.
Purpose / Importance	This measure is an important tool for demonstrating the amount of staff time required to properly prepare original and digital archival records for easy access and use by the public and researchers. Establishing finding aids and creating metadata for the information contained in the State Archives ensures the public and research can readily know what records are held in our collections and provides tools to help easily locate records related to their research and/or information needs. These tasks provide value-added information for both researchers and the public seeking to identify, locate and review the original documents held in our collections.
Source / Collection of Data	Staff maintain individual documentation of their time spent on all tasks required to prepare and process archival records for access and use by the public.
Method of Calculation	Total time is derived by tracking staff time in 15-minute increments and adding the total staff time spent on any of the functions required to prepare archival records for use. Functions may include accessioning, appraisal, processing, conservation, and digitization.
Data Limitations	Staff may not accurately track all activities or record actual time spent on tasks related to preparing and ensuring archival records are easily accessible and available to the public.
Calculation Type	Cumulative
New Measure	Yes
Desired Performance	Higher than target
Priority / Key Measure	Medium / No

STRATEGY B.1.1, EFFICIENCY MEASURE 1

Cost Per Information Resource Provided

Definition	Represents the estimated cost of providing one information resource by the library or archives staff.
Purpose / Importance	This unit cost figure is an important tool for measuring the overall efficiency of providing ready access to information resources.
Source / Collection of Data	Staff maintain individual documentation of number of information resources provided; this is calculated and reported monthly. Applicable direct costs are determined annually using data derived from the state accounting system.
Method of Calculation	A unit cost figure is derived by dividing the total of all appropriate direct costs by the total number of information resources provided. The cost to provide information resources is calculated by subtracting the costs of purchasing published materials, appraising, accessioning and processing archival or other documents for current and future use from the sum of all direct costs and dividing by the total number of information resources provided.
Data Limitations	Two of the collections use full counts while two others employ a combination of full counts and statistical sampling in gathering data.
Calculation Type	Non-cumulative
New Measure	No
Desired Performance	Lower than target
Priority / Key Measure	Medium / No

STRATEGY B.1.1, EXPLANATORY MEASURE 1

Number of Archival Items and Other Materials Newly Digitized

Definition	The number of archival items and other materials, including but not limited to documents, maps, drawings, photographs, audio and video recordings, digitized by the Archives and Information Services (ARIS) Division for public access.
Purpose / Importance	This measure provides an indication of the degree of success of the agency's efforts to increase access to information by continually making new archival items, materials, and other information resources available via the Internet, including digital reproductions of original archival materials.
Source / Collection of Data	Newly digitized items are logged in an Excel spreadsheet and tallied monthly by record format and series or collection. This information is then calculated quarterly. Annual reports are submitted to IMLS in accordance with the agency's 5-year plan.
Method of Calculation	Newly digitized items are logged in an Excel spreadsheet and tallied monthly by record format and series or collection. This information is then calculated quarterly. Annual reports are submitted to IMLS in accordance with the agency's 5-year plan.

Data Limitations	An inadvertent data entry error in the Excel spreadsheet used to track materials and items newly digitized may result in an inaccurate count. It is more likely that items will be underreported than overreported
Calculation Type	Non-cumulative
New Measure	No
Desired Performance	Higher than target
Priority / Key Measure	High / Yes

Objective C.1.1, Outcome Measure1
Percent of Agencies with Approved Records Schedules

Definition	This is the percentage of state agencies that have submitted records retention schedules and have had the schedules approved, as required by Government Code, §441.185.
Purpose / Importance	This measure tracks the level of compliance with state records management laws and reflects the agency's efforts to procure compliance. Compliance with records management laws improves public access to government information, provides for government accountability, and fosters cost-effective government recordkeeping practices.
Source / Collection of Data	Approved records retention schedules are maintained in paper and evidence of approval is entered into the Texlinx database and a PDF copy of the schedule is added to the agency website. The number of state agencies is determined at the beginning of each fiscal year. State agencies that are administratively supported by and receive their funding through the appropriated budget of another state agency are considered part of the supporting agency. State universities and colleges that are part of a university or state college system are considered part of the system. The Texas County and District Retirement System and the Texas Municipal Retirement System are state agencies by the Government Code, §441.180.
Method of Calculation	Divide the total number of state agencies with approved records retention schedules by the total number of state agencies. Calculated monthly.
Data Limitations	In every session of the Legislature, agencies are created, abolished, or combined with other agencies; thus, the total number of state agencies fluctuates unpredictably from biennium to biennium.
Calculation Type	Non-cumulative
New Measure	No
Desired Performance	Higher than target
Priority / Key Measure	Medium / No

Objective C.1.1, Outcome Measure 2

$ Cost-avoidance Achieved for State Records Storage/Maintenance

Definition	This is an estimate of the total costs avoided by Austin-area state agencies from using the State Records Center.
Purpose / Importance	This measure is an indicator of dollars saved by removing non-current records of Austin-area state agencies from high-cost office space and placing them in the low-cost State Records Center.
Source / Collection of Data	The cost of storing a cubic foot of records at the State Records Center is derived from the agency's cost recovery schedule. The estimated cost to store a cubic foot of records in Austin-area office space is determined at the beginning of each fiscal year from data provided by the Texas Facilities Commission on estimated average annual costs for Class B (Secondary) leased office space in Austin, filing equipment provided by CPA purchasing contract, and Clerk III salaries provided the GAA. The number of cubic feet stored in the State Records Center is tracked in Infolinx, a database. Records Center costs include all direct and allocable indirect costs in the strategy and are derived from internal budget summaries.
Method of Calculation	The cost of storing a cubic foot of records at the State Records Center is derived from the agency's cost recovery schedule. Fees are set to recover all direct and allocable indirect costs in the strategy including salaries, benefits, consumables and operating expenses. The cost to store a cubic foot of records in office space is calculated by annualizing the Clerk III salary as included in the GAA/12 5-drawer file cabinets/ 8 cubic feet per cabinet; plus the total amount of floor space required per cabinet at 6 square feet per cabinet times cost per square feet provided by TFC per year/ 8 cubic feet per cabinet; plus the cost of a file cabinet per CPA purchasing contract amortized over 10 years / 8 cubic feet per cabinet. Records Center storage and maintenance costs are subtracted from the office environment storage and maintenance costs to determine the total net cost-avoidance to the state. Calculated monthly.
Data Limitations	The cost per cubic foot to store and maintain records in an office environment varies from agency to agency, depending on the cost of their building and the level of staffing employed. An overall estimated average is used; no effort is made to weight the average based on the number of cubic feet each agency stores in the Records Center.
Calculation Type	Non-cumulative
New Measure	No
Desired Performance	Higher than target
Priority / Key Measure	Medium / No

STRATEGY C.1.1, OUTPUT MEASURE 1

Number of Times State and Local Government Employees Trained or Assisted

Definition	This is the number of times state agency and local government employees receive consulting or training services in records and information management from the agency.
Purpose / Importance	This measure indicates the level of interest by state and local government officials in records management and in complying with the state and local government records management statutes. This measure also reflects this agency's efforts to provide training and consulting services to stimulate the continued growth of records management in Texas government.
Source / Collection of Data	Staff complete electronic consulting and training logs maintained in the TexLinx database and a Microsoft Access database on a daily basis. Calculated monthly.
Method of Calculation	The total number of times persons receive consulting is added to the total number of training services provided in a given month.
Data Limitations	As governments develop more sophisticated programs, the need for routine training and technical assistance declines. This decreased need is usually offset by the needs of other governments that wish to improve their less advanced programs or train new staff that have not worked in government on how to handle public records, but the ratio and the resulting target is not easily predictable.
Calculation Type	Cumulative
New Measure	No
Desired Performance	Higher than target
Priority / Key Measure	High / Yes

STRATEGY C.1.1, OUTPUT MEASURE 2

Total Revenue from Storage Services

Definition	This is the total amount of fees billed to customers for the records storage services provided by the agency.
Purpose / Importance	Revenue collections represent cost recovery for storage services provided to local and state governmental agencies.
Source / Collection of Data	TexLinx database and spreadsheet data are used to document the volume of stored records in all formats and fees billed for storage services. The volume of stored records is updated daily, and fees billed are calculated monthly. Fees billed monthly include accessions, circulations, deliveries, storage, and destruction.
Method of Calculation	Total fees billed for records storage services are determined by items in storage at any point during the month and amount of services provided during the month. This also includes collecting fees for services such as accessioning, circulation, delivery, and destruction.
Data Limitations	Total revenue will vary depending on the volume of records stored and the number of services requested by state agencies during a given fiscal year. There is

	nothing in state law that requires agencies to use this agency's records storage services.
Calculation Type	Cumulative
New Measure	No
Desired Performance	Higher than target
Priority / Key Measure	Medium / No

STRATEGY C.1.1, OUTPUT MEASURE 3
Total Revenue from Imaging Services

Definition	This is the total amount of fees billed to customers for the imaging services provided by the agency.
Purpose / Importance	Revenue collections represent cost recovery for imaging services provided to local and state governmental agencies.
Source / Collection of Data	TexLinx is a database used to track work performance and fees billed for imaging services. Work performed is updated as individual projects are completed and fees billed are calculated monthly.
Method of Calculation	Total fees billed for imaging services as determined by end of month figures. Imaging Services fees are calculated by number of images filmed or scanned, number of fields indexed, rolls of film processed, rolls of film duplicated, document preparation and microfiche created and duplicated.
Data Limitations	Total revenue will vary depending on volume of imaging work during a given fiscal year. Legislative requirements regarding the use of a contract workforce may not allow us to achieve the maximum revenue possible. There is nothing in state law that requires agencies to image records or to use this agency for imaging services if they do image records.
Calculation Type	Cumulative
New Measure	No
Desired Performance	Higher than target
Priority / Key Measure	Medium / No

STRATEGY C.1.1, EFFICIENCY MEASURE 1
Cost Per Cubic Feet Stored/Maintained

Definition	This is the cost to the State Library and Archives Commission to store a cubic foot of hard copy records in the State Records Center.
Purpose / Importance	This is an important measure in that it not only indicates the cost competitiveness of the records storage services, but it indicates the degree to which operating costs are controlled.
Source / Collection of Data	The total number of cubic feet stored in the State Records Center is tracked in the TexLinx database. Records center costs are derived from monthly budget summaries and divided by the number of boxes accounted for in the TexLinx

	database. Costs include all direct and allocable indirect costs in the strategy. Calculated monthly.
Method of Calculation	Costs of operating the State Records Center during a month include salaries, maintenance and repairs, including utilities, gas, telephone, benefits, longevity pay, SWCAP, waste disposal, consumables, supplies, vehicle insurance, and costs for the annual SORM assessment. Operating costs are divided by the number of cubic feet of records stored in the Center at any point during the month. Constant tracking and monitoring of revenues and expenses is important to ensure fees are in line with costs. Fees are set to recover all direct and allocable indirect costs in the strategy. Services include physical transfer of paper, microfilm, and electronic record media from state agencies to the State Records Center; indexing, coding, and shelving of containers; retrieval, delivery and pick-up of records upon request; updating inventory indexes in compliance with changing records retention requirements; and ensuring proper, final disposition of records, once retention requirements have been met.
Data Limitations	The reported results of this measure are not always within the complete control of the agency. For example, if the volume of records stored/maintained exceeds target due to more agencies storing greater volumes of records, this will reduce the cost per cubic foot but will likely reduce the timeliness and quality of services due to inability to staff the operation at a level proportionate to the demand for services. Ideally, the cost per cubic foot should remain at or near target, indicating expenses are in line with service levels. A sharp spike up in the targeted unit cost indicates operating costs are inappropriately high for volume of work. A sharp spike down may indicate the volume of work is exceeding the program's ability to maintain acceptable service levels.
Calculation Type	Non-cumulative
New Measure	No
Desired Performance	Lower than target
Priority / Key Measure	Medium / No

FY 2023 Historically Underutilized Business Report and Plan

Texas State Library and Archives Commission

The Texas State Library and Archives Commission (TSLAC) respectfully submits its Historically Underutilized Business (HUB) Report and Plan in the attached document, as required to comply with the reporting requirements of Article IX, Sec. 7.06 and 7.07 of the General Appropriations Act.

- HUB Assessment Report for FY 2021 through FY 2023, along with information on the agency's efforts and issues relating to performance

- TSLAC's HUB Strategic Plan demonstrating and maintaining future compliance with Texas Government Code §2161.123, and outlining the agency's good faith efforts to meet or exceed the agency-specific HUB goals and increasing the use of HUB businesses in the agency's procurement

- Explanation of agency-specific issues relating to HUB attainment

The agency continues to request the following agency-specific HUB goals because of the nature of our business. We support information sharing and education initiatives so it is very unlikely that we will ever meet the statewide HUB goals for heavy construction, building construction, and special trade, particularly as we contract through the Texas Facilities Commission for most of these types of expenditures, and those contracts are exempt from the HUB report. The other category that we consistently fail to meet is the other services category. As explained in our attached report, our agency purchases electronic resources on behalf of Texas libraries throughout the state; this accounts for the majority of our agency budget and skews our expenditure numbers

exponentially since it remains challenging to locate HUB vendors in the 956-35 NIGP category/7276 and 7415 Account Codes especially as those products are generally priority and can't be purchased other than directly from the producer/creator.

HUB Categories	Current Statewide Goals	Requested Agency-specific Goals
Heavy Construction	11.20%	5.00%
Building Construction	21.10%	5.00%
Special Trade Construction	32.90%	5.00%
Professional Services	23.70%	23.70%
Other Services	26.00%	5.00%
Commodities	21.10%	25.00%

The agency will continue to solicit HUB vendors for all categories where feasible, such as IT and non-IT commodities and professional services when needed.

The agency's HUB Strategic Plan is responsive to the Sec. 7.07 (a)(1) and (a)(3)(E)-(F). TSLAC refers to the 2009 Texas Disparity Study conducted by the Comptroller of Public Accounts, Texas Procurement and Support Services Division (TPASS) for the information requested in Sec. 7.07 (a)(3)(A)-(D). TSLAC's previous HUB goals and strategic plan information are incorporated in the 2009 Disparity Study's findings and results.

The activities stated in Sec. 7.07 (3)(A)-(D) are activities associated with conducting a disparity study. These reporting requirements were also included in Rider 18, from the 84th legislative session. TPASS (currently Statewide Procurement Division at the Comptroller's Office) addressed these reporting activities in its response to the State Auditor's Office (SAO) Report No. 15-006, October 2014, Page 83-84 (see excerpt below). TSLAC is in agreement with TPASS' statement, and notes the agency has not been appropriated funds to conduct future disparity study activities, nor does the agency currently have the expertise, information required, or resources to sufficiently conduct these activities with existing resources. As stated in the referenced SAO Report:

C. We did not include Items (a) through (d) of Rider 18 in the assessment instrument. This decision was based on the fact that state agencies and institutions of higher education neither have sufficient resources nor the required information to perform quarterly tasks identified in items (a) through (d). Conducting items (a), (b), and (c) requires access to "Availability" data. In that respect, one must have an exhaustive list of all Ready, Willing, and Able minority (not limited to HUB vendors) and non-Minority vendors in Texas to be able to perform those tasks. Conducting "statistical disparities by race, ethnicity, and gender" in "firms earning" and "in the area of utilization of women-and minority owned firms" and "in commercial construction" is a very complex task which requires a high level of statistical expertise and collection of relevant data through surveys and interviews, which would be nearly impossible to conduct on a quarterly basis. Likewise, item (d), which requires an analysis of "anecdotal testimony of disparate treatment ... [of] business owners," is a lengthy and costly process and practically impossible to conduct on a quarterly basis. Anecdotal data for recording "disparate treatment as presented by business owners" must be collected through public hearings, focus groups, and statewide surveys of business owners. The process of collecting anecdotal testimonies is often lengthy and extremely costly, and it requires a high level of expertise and resources. These tasks are commonly performed when conducting a disparity study and may take a year or longer to complete. In that respect, items (a), (b), (c), and (d) listed in Rider 18 can be performed by conducting a new statewide Disparity Study or updating the Texas Disparity Study-2009, which we already have underway.

TSLAC is committed to complying with all of the HUB program's requirements and is available to answer any questions.

Sincerely,

Donna Osborne
Chief Operations and Fiscal Officer

HISTORICALLY UNDERUTILIZED BUSINESS SUPPORTING SCHEDULE

Agency Code: 306   Agency Name: Texas State Library and Archives Commission

COMPARISON TO STATEWIDE HUB PROCUREMENT GOALS
A. Fiscal Year 2021-2023 HUB Expenditure Information

Procurement Category	FY 2023 Statewide Adjusted HUB Goals	Adjusted HUB Expenditures FY 2021		Total Expenditures FY 2021	Adjusted HUB Expenditures FY 2022		Total Expenditures FY 2022	Adjusted HUB Expenditures FY 2023		Total Expenditures FY 2023
		HUB %	HUB $		HUB %	HUB $		HUB %	HUB $	
Heavy Construction	11.2%	0.00%	$0	$0	0.00%	$0	$0	0.00%	$0	$0
Building Construction	21.1%	0.00%	$0	$0	0.00%	$0	$19,840	0.00%	$0	$0
Special Trade Construction	32.9%	0.00%	$0	$26,012	14.18%	$1,135	$8,003	10.27%	$16,108	$156,832
Professional Services	23.7%	0.00%	$0	$194,558	0.00%	$0	$52,981	0.00%	$0	$81,478
Other Services	26.0%	0.24%	$49,617	$21,022,478	0.32%	$20,162	$6,361,220	0.91%	$261,809	$28,794,433
Commodities	21.1%	**23.59%**	$282,087	$1,195,960	**23.39%**	$399,571	$1,708,237	**40.61%**	$442,025	$1,088,524
Total Expenditures		**1.48%**	**$331,704**	**$22,439,008**	**5.16%**	**$420,868**	**$8,150,282**	**2.39%**	**$719,942**	**$30,121,267**

B. Assessment of Fiscal Year 2021 - 2023 Efforts to Meet HUB Procurement Goals Attainment:
The agency attained or exceeded one of the applicable statewide HUB procurement goals in each of the three previous fiscal years.
  In FY 23, the agency exceeded the statewide goal in the Commodities category, almost achieving double the statewide goal and FY 22 performance, at 40.61%.
  The agency's FY 23 efforts to increase HUB expenditures is demonstrated by the significant increase in total spent with HUBs, achieving an increase of 41.54% over FY 22

The agency increased overall expenditures with HUBs to 5.16% in 2022, up from 1.48% in 2021, but dropped overall to 2.39% in FY 23 due to the increased expenditures for e-Resources in FY 23.
The largest agency annual expenditures continue to be for statewide access to electronic databases and other electronic resources:
  $26,847,303, or 89.13% of all 2032 expenditures were for these resources.
  The agency competitively bids these resources; however, there are currently no HUB vendors in the marketplace. Likewise, this category includes insurance
  expenditures for products that were procured by the State Office of Risk Management, and library-specific purchases for which there are no competitors and/or
  HUB vendors. Because these items are proprietary, and there are few or no HUB vendors available, these purchases skew the Other Services category and overall numbers.
  If these procurements were excluded in this category, the agency would have achieved a 41.96% HUB performance.
  Additionally, excluding these expenditures would result in an agency overall HUB performance of 36.90%, well above any of the specific category goals.

Applicability: The "Heavy Construction" and "Building Construction" categories were not applicable to agency operations in any of the three previous years as we have contracted through the Texas Facilities Commission for services in this category and any HUB credit is reflected in that agency's reports.

Factors Affecting Attainment:
All of the "Special Trades" category involves expenditures for the agency's facilities in Liberty, Texas, and there are few HUB vendors in this location. The agency contracts with Texas Facilities Commission (TFC) for many of these services, so TSLAC does not recognize any expenditures with HUBs on those expenditures. However, the expenditures reflected for FY 23 include projects that were emergencies or not included in the TFC contracts.

Goals for '"Other Services" was not met since this category contains multiple contracts for electronic subscriptions and online databases that are available to libraries
  throughout Texas. These products contain proprietary information, and there are currently no HUB vendors available for these services.
  In addition, the agency contracts with Amigos Services for various library-specific services that are not available from another source. Likewise, the TexQuest
  outreach efforts were contracted with a quasi-governmental entity, and a non-profit organization was contracted to assist with website hosting services for libraries.
Finally, the agency contracts for training services and has encouraged eligible vendors to become certified HUBs; unfortunately, most vendors have expressed
  the belief that the HUB certification/registration process is too time consuming and invasive, and do not see a benefit to becoming certified.

"Good Faith" Efforts:
The agency has made the following good faith efforts to comply with statewide HUB procurement goals, per 1 TAC Section 111.13c:
 - participated in Purchasing related events in the Austin metro area sponsored by the Texas Comptroller and other state agencies
 - searched the Central Master Bidders List for HUB vendors for all procurements prior to awarding contracts
 - participated in two HUB events in 2023
 - encourage all potential, qualified vendors to become certified as HUB vendors and/or participate in the Mentor/Protege program
 - encouraged program staff to seek qualified HUB vendors, even on small procurements

Integrated Campus Planning System
Texas Higher Education Coordinating Board

Library and Archives Commission, Texas State (306)

MP1 (Capital Expenditure Plan) 71159

Project Information

Name: FF&E for New Archival and Records Storage Facility   **Priority:** 0

Building Number: 0 TBD

Location: 0 TBD

Description: TFC received funds to procure land and construct a new facility to be used for archival and records storage, and some Talking Book Program (TBP) operations. Construction is scheduled to begin January 2025. This project will be to procure the furniture, fixtures and equipment to furnish the new facilities. TSLAC will include this project as an exceptional item request during the 89th Legislative Session. Timing of actual expenditures will be dependent on TFC's construction timeline.

Type: New Construction

Total Cost: $ 12,000,000

Start Date: January 2026

End Date: January 2027

Subject Area CIP Code: 0

Deferred Maintenance to be Addressed: $ 0

Useful Life: 10 Years

Square Footage

Gross Square Footage (GSF): 0

Net Assignable Square Footage (NASF): 0

Education and General Square Footage(E&G): 0

Acres in Land Aquisition: 0

Project Details

Legislative Authority: Texas Government Code, Chapter 441

Potential Consequences of Postponing the Project: (250 character maximum) If this project is not funded, TSLAC will be unable to occupy the newly constructed building. Additionally, it will delay the sale of the existing site.

Revenue/Cost Savings: (250 character maximum) N/A

Other Financing Methods Considered: (500 character maximum) N/A

Financing/Lease Period

Start Date: (mm/dd/yyyy) 01/01/2026

End Date: (mm/dd/yyyy) 12/31/2027

Financing

Cash or Bonds	Type	Source	Expenditures					
			Through 8/31/2025	Through 8/31/2026	Through 8/31/2027	Through 8/31/2028	Through 8/31/2029	9/1/2029 and beyond
Cash	Current Appropriations	GR	$0	$12,000,000	$0	$0	$0	$0
		Totals	$0	$12,000,000	$0	$0	$0	$0

Debt Repayment Information

Repayment Source	Portion from General Revenue	Debt Obligation Payments (P&I)					
		Through 8/31/2025	Through 8/31/2026	Through 8/31/2027	Through 8/31/2028	Through 8/31/2029	9/1/2029 and beyond
No Debt Repayment Information for this MP							

Please print the following certification form and return it to the Texas Higher Education Board.

Master Plan Certification

I have reviewed the data listed below and I certify that the data reported below is complete and accurate.

Gloria Meraz   05/31/2024

_____
Institution's Authorized Signatory

Institutional Contact

Name: Donna Osborne
Title: Chief Operations and Fiscal Officer
Phone: 512-463-5440
E-Mail: dosborne@tsl.texas.gov

Capital Expenditure Plan (MP1) Summary Report (Fiscal Years 2025 - 2029)

Project Name	Building Number	Building Name	Condition	Pri	GSF	E&G	Acres	CIP	Deferred Maintenance to be Addressed	Total Cost	Start Date	End Date
FF&E for New Archival and Records Storage Facility	0 TBD			0	0	0	0	0	$0	$12,000,000	1/2026	1/2027

Totals by Project Type

Project Type	Number of Projects	GSF	E&G	Acres	Total Cost
Addition	0	0	0	0	$0
New Construction	1	0	0	0	$12,000,000
Repair and Renovation	0	0	0	0	$0
Land Acquisition	0	0	0	0	$0
Infrastructure	0	0	0	0	$0
Information Resources	0	0	0	0	$0
Leased Space	0	0	0	0	$0
Unspecified	0	0	0	0	$0
Totals	1	0	0	0	$12,000,000

Summary of Planned Expenditures by Year

Project Type	2025	2026	2027	2028	2029	Balance	Total Cost
Addition	$0	$0	$0	$0	$0	$0	$0
New Construction	$0	$12,000,000	$0	$0	$0	$0	$12,000,000
Repair and Renovation	$0	$0	$0	$0	$0	$0	$0

Land Acquisition	$0	$0	$0	$0	$0	$0	$0
Infrastructure	$0	$0	$0	$0	$0	$0	$0
Information Resources	$0	$0	$0	$0	$0	$0	$0
Leased Space	$0	$0	$0	$0	$0	$0	$0
Unspecified	$0	$0	$0	$0	$0	$0	$0
Totals	$0	$12,000,000	$0	$0	$0	$0	$12,000,000

Totals by Funding Sources

Funding Source	Number of Projects	Total Cost
Auxiliary Enterprise Fund	0	$0
Auxiliary Enterprise Revenues	0	$0
Available University Fund	0	$0
Capital Construction Assistance Projects	0	$0
Designated Tuition	0	$0
Energy Savings	0	$0
Federal Funds	0	$0
Federal Grants	0	$0
General Revenue	1	$12,000,000
Gifts/Donations	0	$0
Higher Education Assistance Fund Proceeds	0	$0
Housing Revenue	0	$0
Lease Purchase other than MLPP	0	$0
Legislative Appropriations	0	$0
Master Lease Purchase Program	0	$0
Other	0	$0
Other Local Funds	0	$0
Other Revenue Bonds	0	$0
Performance Contracting Energy Conservation	0	$0
Permanent University Fund	0	$0
Private Development	0	$0
Private Development Funds	0	$0
Revenue Financing System Bonds	0	$0
Student Fees	0	$0
Unexpended Plant Funds	0	$0
Unknown Funding Source	0	$0
Unspecified	0	$0
Totals		$12,000,000

2024 Capital Plan Certification

Final Audit Report   2024-05-31

Created:	2024-05-31
By:	Donna Osborne (dosborne@tsl.texas.gov)
Status:	Signed
Transaction ID:	CBJCHBCAABAAD9qyZM64TvZwyy6DHWQKM_9S6A2jNIkf

"2024 Capital Plan Certification" History

- Document created by Donna Osborne (dosborne@tsl.texas.gov)
  2024-05-31 - 3:01:59 PM GMT

- Document emailed to Gloria Meraz (gmeraz@tsl.texas.gov) for signature
  2024-05-31 - 3:02:02 PM GMT

- Email viewed by Gloria Meraz (gmeraz@tsl.texas.gov)
  2024-05-31 - 3:02:53 PM GMT

- Document e-signed by Gloria Meraz (gmeraz@tsl.texas.gov)
  Signature Date: 2024-05-31 - 3:03:22 PM GMT - Time Source: server

- Agreement completed.
  2024-05-31 - 3:03:22 PM GMT

Adobe Acrobat Sign

Workforce Plan

I. Agency Overview and Purpose

The mission of the Texas State Library and Archives Commission (TSLAC) is:

To serve Texans now and into the future by preserving, protecting, and providing access to information and delivering services that enrich their lives. We will accomplish this by:

- Preserving the archival record of Texas for current and future generations
- Assisting government agencies in the maintenance of their public records
- Supporting the essential work of libraries in fostering education, opportunity, and lifelong learning
- Providing library services to Texans who are unable to read standard print

To accomplish our mission, we must continue to attract and retain a highly qualified and productive workforce. We consider our employees our most important resource, and we value each employee as an individual. We rely on the collective skills and talents of our staff to meet the demands of operating our program divisions in an efficient and effective manner.

Our primary responsibilities include:

- Maintaining and providing access to the archives of the State of Texas
- Improving local library services
- Storing, imaging, and digitizing state and local records
- Serving the library needs of persons who cannot read standard print
- Advising state and local records managers in the statutory requirements and best practices for retention and maintenance of public records
- Providing direct information services to the public

TSLAC is governed by a seven-member commission appointed by the Governor. The members serve six-year staggered terms and meet at least quarterly to conduct business on behalf of the agency. The Director and Librarian leads the agency and is selected by the Commission to direct the agency's activities and programs.

TSLAC consists of six operational divisions and does not anticipate any major changes to the organizational structure in the next five years. However, the agency may need to add or delete programs within a division based on program outcomes, sustainability, change in customer/public demand, or changes in funding levels.

The seven members of the Commission, in consultation with senior staff, have established the following operational goals for the agency for the current planning period:

Goal 1: Education - Support lifelong learning and education for Texans by identifying, acquiring, preserving, and providing access to essential information resources and delivering services and training through the state's libraries, the Texas State Archives, the Talking Book Program, and other agency units.

Goal 2: Open Government- Support the operations of an accessible and open government by providing statewide standards and guidance for the consistent categorization, administration, and use of public information and resources to meet the state commitment to holding the public's trust, accountability, and transparency.

Goal 3: Historic Preservation- Preserve and document the shared heritage and culture of Texas by identifying, collecting, and providing access to the official archival records of Texas government.

Goal 4: Economic Opportunity- Provide resources, training, standards, and services that equip individuals, communities, and organizations to meet job needs, enhance work skills, build businesses, support customers, innovate, achieve entrepreneurial goals, find efficiencies, save money, and access expertise to support the economic vitality of the state and its residents.

Goal 5 – Civic and Community Engagement- Foster civic and community engagement by providing forums, grants, and opportunities for people to connect with each other as well as with civic and government organizations that support dialogue, cohesion, and participation in civic and community life.

Goal 6: Maximizing Quality and Effectiveness of Services- Cultivate an agency environment that is populated with motivated staff working with essential tools who prioritize efficiency, effectiveness, and excellent customer service.

The following divisional goals reflect the work of each TSLAC division and the employees who contribute to achieving the agency's core mission:

- *Archives and Information Services* – Preserving and safeguarding the vital historical record of the state of Texas and providing archival, genealogical, and historical information both in person and online to the public and other state agencies.
- *Library Development and Networking* – Encouraging and facilitating high-quality library programs and services statewide by offering access to cost-effective provision of professional training op-portunities, consultation and technical support, broadband and technology support and re-sources, and grants, as well as facilitating public access to a broad array of quality digital e-resources that support education and meaningful participation in the digital economy.
- *State and Local Records Management* – Ensuring citizen access to government through the de-ployment of records management training and best practices, development of statewide mini-mum retention schedules, and provision of records storage, imagining, and retrieval services for public records of state and local government agencies.
- *Talking Book Program* – Providing a vital link to books, reading, and information for Texans statewide who cannot read standard print.
- *Administrative Services* – Supporting the work of the agency to ensure that the financial, human resources, and other operational services are delivered as efficiently as possible while adhering to all applicable laws and regulations.
- *Information Technology Services* – Ensuring the most effective possible application of available and appropriate technology to discharge agency duties.

We believe the agency's resources and services provided to state, local and regional libraries, archives, and records management professionals are a crucial link to the information essential to all Texans in their quest to lead fulfilled, productive, and enjoyable lives and to contribute to the thriving Texas economy. We look forward to continuing the agency's 110-year legacy of archival, information, and library service to Texas citizens and state and local government.

II.   Current Workforce Profile

The agency is authorized 185.5 full time equivalent (FTE) positions for the 2024-2025 biennium. As of April 30, 2024, we had one exempt, 173 full-time classified, and 23 part-time classified positions. Based on information available in the Electronic Classification Analysis System (E-Class)

The following table contains TSLAC's current employment by ethnicity and compares the agency's staffing levels (04/15/2024) to the statewide civilian workforce as reported in the 2021-2022 Equal Employment Opportunity and Minority Hiring Practices Report by the Civil Rights Division of the Texas Workforce Commission, which is the most recent statewide information available at the time of this report.

Job Category	African American		Hispanic	
	Labor Force	TSLAC	Labor Force	TSLAC
Officials / Administration	8.60%	0.00%	25.20%	12.50%
Professional	10.60%	7.55%	23.00%	17.92%
Technical	11.70%	0.00%	38.50%	0.00%
Administrative Support	15.20%	10.26%	38.30%	28.21%
Skilled Craft	10.20%	37.50%	51.80%	0.00%
Service / Maintenance	13.00%	100%	55.00%	0.00%
Total Percentage of Workforce	**11.70%**	**9.70%**	**38.40%**	**18.79%**

Job Category	Female		Male		TSLAC Total Workforce
	Labor Force	TSLAC	Labor Force	TSLAC	
Officials / Administration	40.20%	62.50%	59.80%	37.50%	4.85%
Professional	53.00%	72.64%	47.00%	27.36%	64.24%
Technical	63.50%	0.00%	36.50%	66.67%	1.82%
Administrative Support	74.10%	38.46%	25.90%	38.46%	23.64%
Skilled Craft	12.30%	75.00%	87.70%	25.00%	4.85%
Service / Maintenance	47.80%	0.00%	52.20%	100.00%	0.61%
Total Percentage of Workforce	**45.30%**	**61.82%**	**54.70%**	**38.18%**	**100%**

In our increasingly mobile, information-based economy, it is more difficult than ever to attract young workers willing to stay with the agency for more than five years. According to the Bureau of Labor Statistics (BLS), "The median number of years that wage and salary workers had been with their current employer was 4.1 years in September 2022 unchanged from the median in 2020."[1] The BLS press release also indicated that the median tenure for workers in the public sector (6.8 years) higher than the rate of private sector employees (3.7 years). BLS attributes this to the "age profile" of government workers, stating that "3 in 4 government workers were age 35 and over, compared with about 3 in 5 private wage and salary workers." Almost half of agency staff, or 44.85% percent of our total workforce, has been with the agency less than five years, with the second largest category (21.21 9percent) at 5-9 years, followed by those with 10-19 years at 18.79 percent, and staff with more than 20 years of experience at the agency at 15.15 percent. The chart below illustrates agency tenure as of April 15, 2024, and is consistent with the information from BLS.

_____
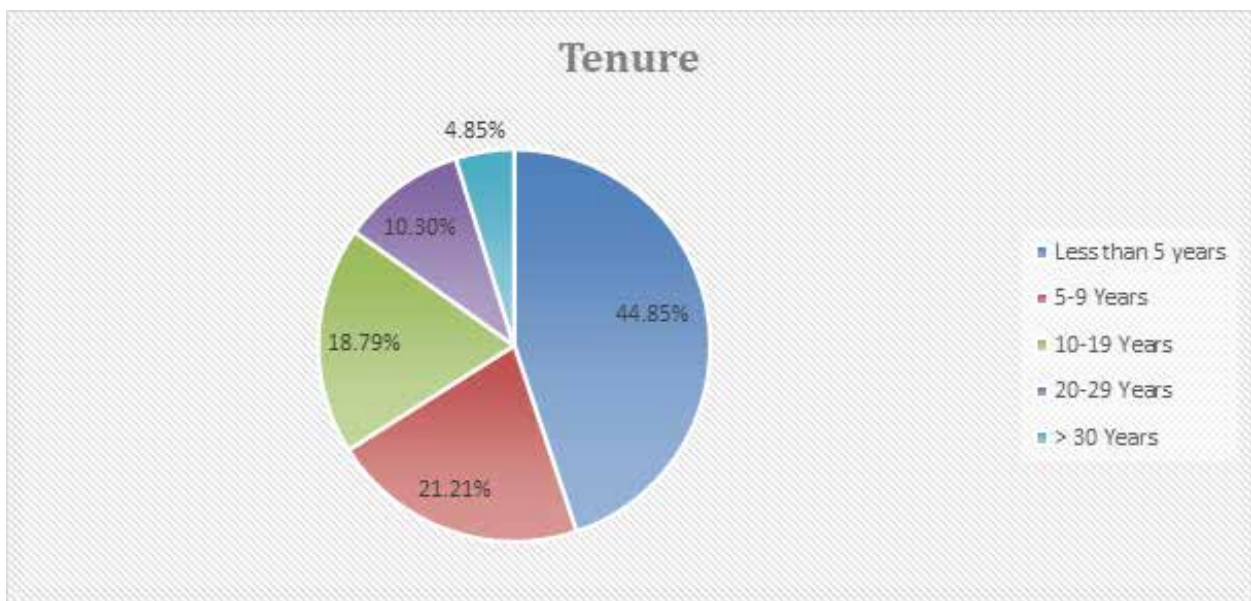
1   www.bls.gov/news.release/pdf/tenure.pdf: EMPLOYEE TENURE IN 2022

Our agency has an older workforce with almost 50 percent (47.6%) of our employees over the age of 50, and only 6.63 percent under the age of 30. The following chart, extracted from the Comptroller's CAPPS system, provides an overview of the agency's workforce age as of April 15, 2024.

Age of TSLAC Employees

	Percentage
Under 30	6.63%
30-39	22.89%
40-49	22.89%
50-59	28.92%
60-69	13.86%
Over 70	4.82%
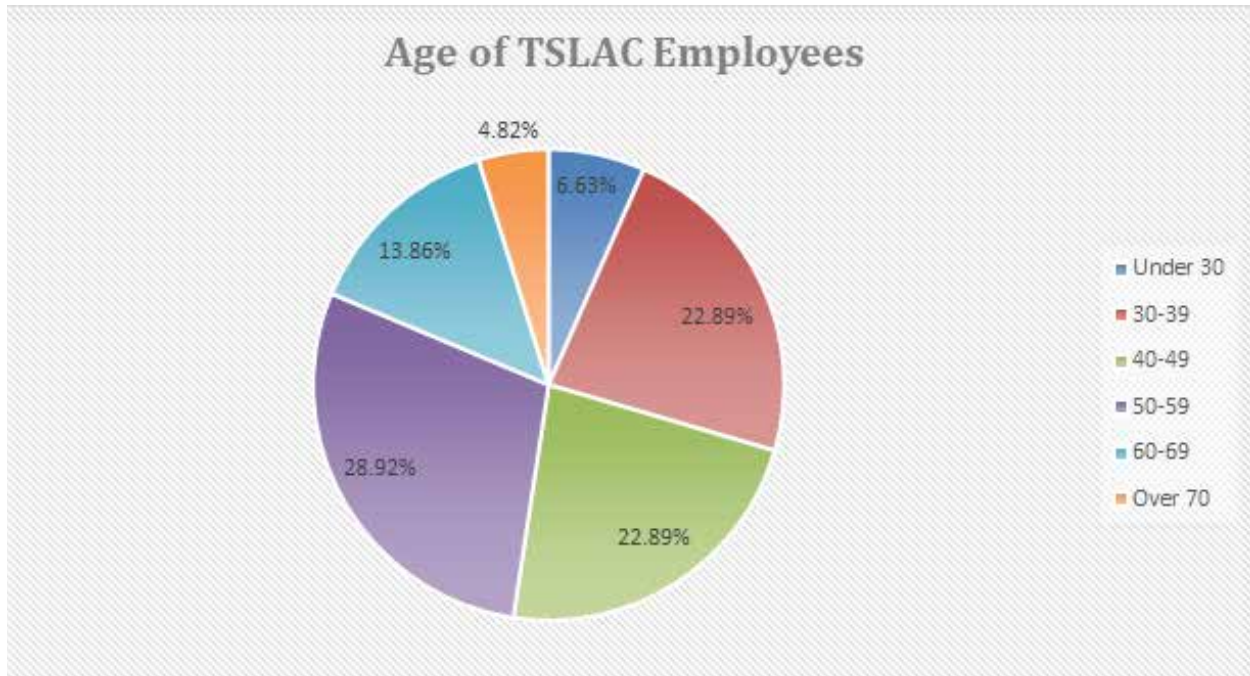
Using the state retirement eligibility calculations and extracting employment data from the CAPPS system maintained by the Texas Comptroller of Public Accounts (CPA), the following chart illustrates that the agency could lose more than 25 percent of the current workforce to retirements within the next five years. As of May 1, 2024, TSLAC employed 8 return-to-work retirees, 19 employees are currently eligible to retire, and another 22 employees will be eligible to retire within the next five years.

Retirement Eligibility

	Percentage
Return to Work Retirees	4.85%
Eligible to Retire May 1, 2024	11.52%
Eligible to Retire May 1, 2029	13.33%
Working to Retirement	70.30%
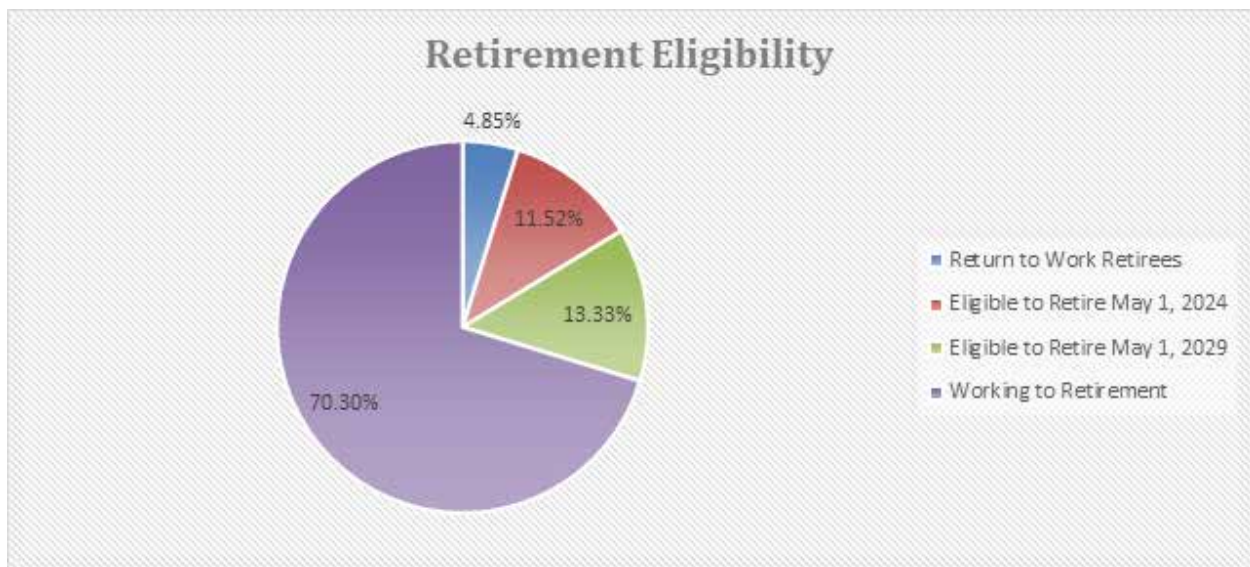
The two previous charts illustrate how significantly institutional knowledge of our specific programs, services, and specialized collections rests with our long-tenured employees. These agency experts allow us to continue providing the high levels of customer service our constituents expect despite turnover in the younger age groups. However, as the tenured experts continue to retire or otherwise leave the agency, we increasingly face challenges in recruiting qualified replacements with similar skill sets, subject matter expertise, and/or industry-specific knowledge.

The following chart uses information from the State Auditor's E-Class System to illustrate the agency's success to raise the average annual salary by almost $10k per year in the five years from FY 2019 to FY 2024, The agency's continued below-market salaries, and the higher cost of living within the Austin metroplex (especially due to the regional housing market during the past two years) we continue to find it difficult to recruit new talent who may not already reside in the Austin region.

Average Annual Salary

Year	Average Annual Salary
2019	44,714
2020	47,270
2021	47,338
2022	47,653
2023	49,655
2024	54,583
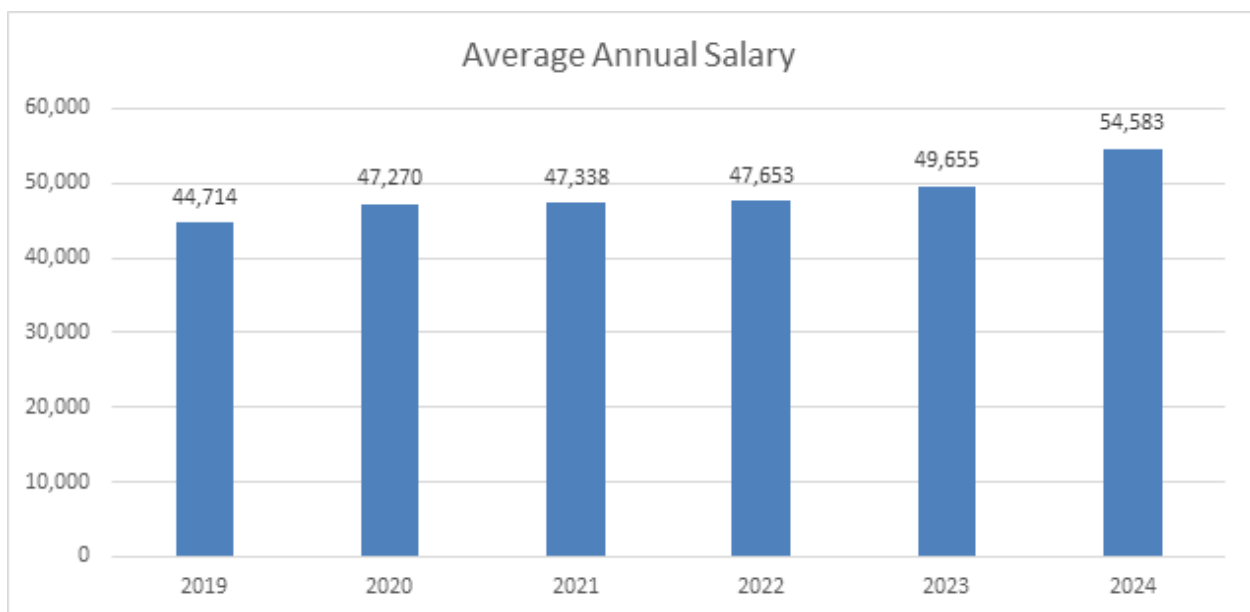
Note: The chart above excludes the Director and Librarian salary.

The agency's three professional career ladders (librarian, archivist, and government information analyst) require at least some higher education to meet minimum and/or entry level requirements. As a result, TSLAC has a highly educated workforce, with more than 68 percent of the employees having at least a bachelor's degree, and nearly 50 percent of the workforce with Master's Degrees or higher. As of April 15, 2024, 64 percent (or 106) of the agency's filled positions were categorized as Professional, with most of the positions requiring specialized degrees and/or specific experience/expertise. The agency efforts to attract qualified employees with advanced degrees and the skill sets required of these positions are particularly hampered when the agency's average annual classified salary remains less than $55,000. The following chart, extracted from TSLAC's internal Human Resources Information System, illustrates the level of employee educational attainment as of April 15, 2024.

Educational Level

- Masters Degree or higher — 45.45%
- Bachelors Degree — 22.42%
- Associates Degree — 4.85%
- Some College — 10.30%
- No College — 16.97%
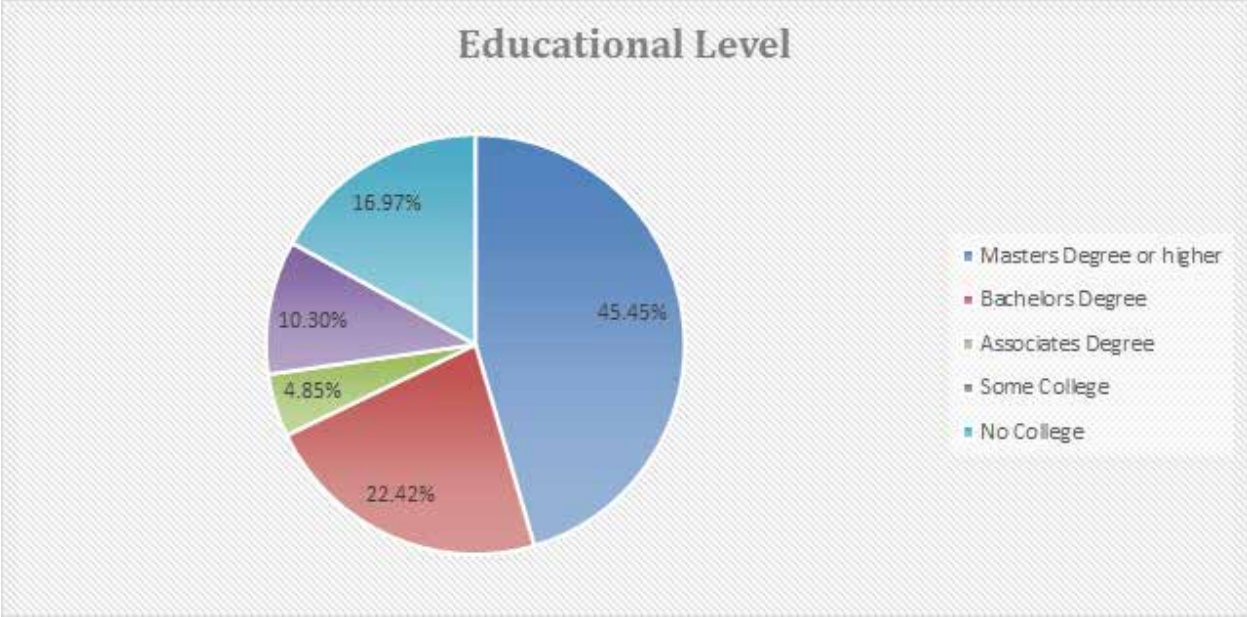
Turnover remains a critical issue for the agency due to the need for special educational attainment and/or experience for our professional positions, and the cost to replace an employee is always high. According to a study by the Society for Human Resource Management, the average cost to hire an employee is $4,700. Our agency filled 42 vacancies in Fiscal Year 2023, which translates to an estimated cost to the agency of $197,400 for the year. These costs do not include the cost of reintegrating and training for staff once they have been hired.

TSLAC's turnover rate for Fiscal Year 2023 was 20.5 percent, which is higher than the State's average turnover rate of 18.7 percent, per the State Auditor's Office. The agency's turnover rate for the past several years can be attributed in large part to the increased number of employee's transferring to other state agencies. In Fiscal Year 2023, eleven of the 34 separations, or 32 percent, have been transfers to other state agencies.

The majority of the vacancies continue to be in positions that garner higher salaries and require specialized skills, such as the Librarian, Archivist, Conservator, Government Information Analyst, and Information Technology classifications. In 2023, the agency was authorized to add key positions in ITS and business operations. These positions have been difficult to fill as they too require specialized skills and as competition among agencies for operations and financial staff is particularly acute. The cost to replace/fill these positions is significantly higher than the average cited above.

The following chart illustrates the reasons exiting employees gave for leaving employment with the agency, as recorded in CAPPS, during Fiscal Year 2023 (Sept. 1, 2022, through August 31, 2023),. The percentage of employees who voluntarily left the agency (54.29percent) was usually for employment elsewhere, while staff leaving the agency for employment with another state agency at a significant increase in salary was also significant at 34.29 percent.

FY23 TSLAC Employee Separation Reasons

2.86% 8.57%

34.29% 54.29%

- Voluntary Separation
- Transfer to Another State Agency
- Dismissal For Cause
- Retirement

The agency continues to be concerned with losing our tenured subject-matter experts, but losing our younger talent is as concerning in the current job market. The following chart illustrates Fiscal Year 2023 turnover by employee age on the date of separation from the agency. The data for the chart is from the states CAPPS system. When combined, the 50 to 59 and over 60 age brackets make almost half of the total separations for the fiscal year. However, only 8.57 percent of those leaving the agency retired. As noted previously, 34.29 percent of staff transferred to another state agency. Those transferring are remaining with the state but seeking higher salary as they work toward retirement. Of most concern is our ability to retain those under 30 years of age. While the agency looks to creative strategies to attract and keep employees in this age group, recruitment continues to be a challenge, particularly given the living costs for individuals just starting in their careers.

Employee Age at TSLAC Separation

2.86%

22.86% 31.43%

22.86% 20.00%

- Under 30 years
- 30-39 years
- 40-49 years
- 50-59 years
- Over 60 years
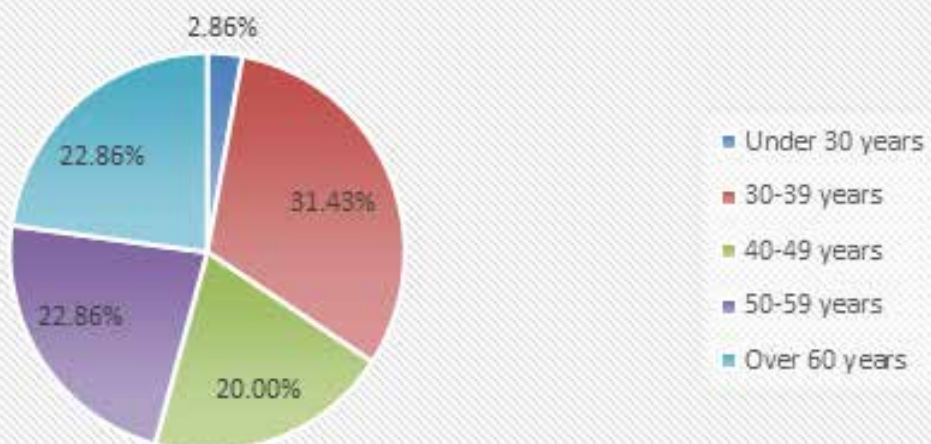
Efforts to reduce turnover, particularly in the professional positions, inadvertently create a lack of advancement for staff in entry- to mid-level positions. Since most of our higher-level professional positions require an advanced degree, career advancement possibilities for staff in entry-level positions is severely limited except for those already pursuing these mandatory degrees. Career ladder structures were developed for agency support positions in an effort to retain staff in these lower paying positions.

As we work to fully implement mentoring systems and career ladders, we must ensure that we maintain the critical skill and knowledge sets necessary to accomplish the work of the agency. In addition, we need to ensure staff stays current with the continuing education, training, and information needs of their professions. We recognize that our need for highly specialized skills relating to professional librarians, archivists, government information analysts, and information technological professionals ensures a high return on our training investments and make every effort to allow staff to participate in these activities to the extent possible with available resources.

III.   Future Workforce Profile

This section addresses the agency's future workforce needs, to include additional skills, staffing levels and recruitment concerns. Demands for all agency services in both English and Spanish, particularly in the Talking Book Program, will continue to increase as the state's Hispanic population grows, the workforce ages, and newly disabled persons seek assistance. Given the public demand for online services and resources, the agency must continue to transform services, digitize resources, and add new engagement strategies that require new technology skills. The agency also anticipates increasing workloads related to Public Information Act requests, particularly as the agency is the official archival resource for state government records. Our future workforce must become experts in all aspects the Public Information Act, so the agency can successfully continue to meet our statutory requirements. Additionally, the agency must be positioned to meet new state and federal priorities and related funding opportunities in the areas of broadband deployment and statewide digital literacy training.

A.   Future Skills

The agency has been able to recruit staff with skills required to accomplish the agency's goals and objectives; however, it is taking longer to recruit qualified employees. Agency management will continue to evaluate processes to determine the most cost-effective way to accomplish work at hand and meet the needs of customers. As needed, staff will be reassigned to special projects to ensure continued progress towards meeting the goals and objectives. The agency is also reviewing the potential to develop a regular path for career development through skill certification programs and specialized training programs.

Job responsibilities and workloads also continue to change due to technological advancements, industry changes, and economic, social, environmental, and political conditions. This is also true for the agency's funding sources. As previously mentioned, there is a direct correlation between the growth in Texas population and increase in workload for the Texas State Library and Archives. Technological advances have thus far made it possible for each employee to be more effective and efficient in performing their job functions with many able to telework at least a portion of their workweeks.

Our staff must stay current on new technology to ensure we continue to meet the demand for online services and information in digitized and Spanish-language formats. We currently operate with a limited number of information technology staff and often struggle to maintain services for our external customers, especially in the area of cybersecurity. The continued movement towards digital content other streaming media requires ALL employees to become proficient in more complex technologies – even at the desktop computer level. TSLAC is increasingly called upon to lead libraries, archives, and state and local agencies in the management of resources and records in digital formats, including all aspects of digitization, resource collection, management, internal and external access, and digital preservation.

TSLAC customers increasingly seek on-demand training and consulting assistance. This requires professional staff to have additional skills in auditing, communication, consulting, report writing, and systems analysis, in addition to experience and knowledge of program requirements. To meet these needs, the agency is adding new web-based and distance learning classes to our repertoire, which requires us to ensure staff continues acquiring the necessary advanced technological skills. This is particularly important as the agency leads the transition from paper to electronic formats for permanent records. Customers during the pandemic often reminded the agency of the urgent need for increased storage of and access to digital images/files on the agency's website. As we replace inefficient and outdated database systems, we must ensure our employees have the skills to use the advanced technologies.

The agency requires a workforce well-trained in emerging technology and related practices, with quality systems equipped to efficiently interact with customers, partner organizations, vendors, and stakeholders on multiple levels. Staff in professional and management positions must be able to effectively implement and use tools using advanced technology applications, and clearly understand the issues associated with the development of new services. Furthermore, managers must interpret and create policies, procedures, rules, and regulations, and effectively train staff on new internal procedures.

Economic and social conditions in Texas reinforce the need to maintain our cost-efficient statewide resource-sharing programs. The rapidly growing Spanish-speaking population in Texas requires the agency to attract and retain bilingual staff to effectively meet the needs of these important constituents. The agency's statewide TexShare and TexQuest programs will continue to provide products to better meet the online research needs of the Spanish- speaking population, including K-12 and higher education students.

B.   Staffing Levels

Our future workforce requirements are driven by the need to maintain, improve, and implement statutory functions. The agency's statutory role requires TSLAC to provide many services and resources to stakeholders. The procurement process for training, information content, and services is extensive, and TSLAC lacks a sufficient number of personnel in this area to avoid long delays that may cause inefficiencies. Additionally, the agency must meet a need for expanded support in the areas of broadband deployment for public libraries and digital literacy and inclusion projects. The agency has a limited number of FTEs to accomplish a wide variety of tasks, and many professional- level tasks are specific to a single position. As a result, divisions must continually identify opportunities to cross- train staff within and across divisions and programs. As we continue

to attract new talent, we must also be diligent in our efforts to develop, promote, and encourage current staff, carefully evaluating career ladder opportunities and customizing training programs to ensure each employee has the opportunity for an effective long-term career with the agency.

As the population of Texas continues to grow, the agency expects an increase in workload, which could in turn increase the number of employees needed to accomplish our statutory requirements. As function areas emerge, our business operations staff, including IT, legal, and procurement personnel, must be able to service an expanded workload due to an increase in transactions, operations, and customers. A new area for expansion is to support the deployment and maintenance of new technology and Internet-based services, including new state and federal initiatives related to broadband and digital inclusion efforts. As the volume of records continues to grow, the agency will need additional staff to properly arrange, describe, and provide mandated access to archival records in both paper and electronic form.

C. Recruitment

The agency strives to hire a diverse group of multi-talented professionals, with expertise and experience in multiple program areas. As stated previously, TSLAC salaries, particularly in the professional positions, continue to lag behind others in the local and regional marketplaces, particularly for positions located in the Austin area. This limits the agency's ability to successfully recruit the most qualified candidates for some of our critical professional and management positions.

As of May 6, 2024, the unemployment rate in the Austin metroplex is among the lowest in the State. This, coupled with the agency's limited financial resources, adds another level of complexity to the agency's ability to recruit new talent. Constantly evolving job responsibilities have resulted in increasingly complex job task requirements, both programmatically and technically. This evolution requires proportionately higher levels of skills, education, and abilities. While the agency has adjusted job responsibilities and classifications accordingly, we have been relatively successful in retaining many staff who have been in their positions for several years. However, as salary requirements for newly hired employees have increased, it presents a new challenge as the agency tries to maintain competitive salaries for the existing staff, particularly those who are near the top of their classification range.

Continued salary limitations will also result in a shortage of qualified replacement staff for management positions and other key program positions over the next five years. Salaries for many of the agency's management positions are significantly lower than the regional and national averages. According to national survey conducted by the American Library Association, there is a downward trend in the number of college degrees awarded in the specialized fields required for our key professional positions. This has also resulted in a shortage of qualified applicants for these critical vacancies in the future, and an increase in recruitment time as the agency seeks qualified replacements.

IV. Gap Analysis

The agency continues to explore ways to close the anticipated future gap of institutional knowledge, including implementing a formal succession plan. To accomplish this, management encourages internal promotions whenever possible, and has been able to promote qualified staff into leadership positions across the agency. This process has proven effective and several professional staff

members have advanced their career at the agency over the past few years. This has also enabled staff to acquire the critical institutional knowledge that would be difficult to replace with a new employee. However, for every internal promotion, we have another vacancy in our professional areas, and the agency must have sufficient funds to be able to move staff up while maintaining competitive salaries for tenured staff.

Based on the information presented in this plan, we determined that a gap exists between the existing workforce supply and the agency's future demands for several key professional and managerial positions. While skilled labor exists in the workforce for all agency position, any loss of staff will impact agency operations. Additionally, recruiting qualified replacements within the current budgeted salary levels will impact the agency's ability to effectively and efficiently replace key vacancies.

V.   Strategy Development

Continued training and development of current employees is critical to the success of the agency. The primary objective of staff development and training is to ensure that all TSLAC employees have the knowledge and skills to be productive in performing their job duties, especially for those whose job requires them to be the in-state expert on the subject matter for their programs. Secondarily, this provides the framework for an effective long-term succession planning solution.

Management continues to cross-train staff for upward movement at the agency. This will reduce our reliance on re-hiring retirees for continuity of services in key positions. While retirees meet the immediate need to provide ongoing services, it is not a valid long-term solution for the agency. In addition, the agency must pay an assessment (retiree penalty) to the Employees Retirement System higher than what a new employee would contribute to the State Retirement System, which also results in salary disparities and fewer internal promotion opportunities. The agency is also seeking legislative support to implement a robust professional development program for staff to help upskill employees with needed training and credentials to move them up in the agency and help them develop as professionals.

A recommended strategy for retention of professional staff includes the creation of career ladders for the hard to recruit professional positions in the agency. Career ladders have been successfully developed for the professional level Librarian and Government Information Analyst positions. In addition, a career ladder has been developed to address turnover in our clerical/warehouse positions in an attempt to both retain and develop staff to fill positions due to retirement.

A.   Strategy Development Challenges to Mission-Critical Skills

Agency management, in cooperation with Human Resources personnel, must remain aware of current employment trends, and ensure staff maintains the skills necessary for perform as program experts when working with constituents and peers. While most staff are eager to learn new skills, limited resources, such as time and funding, present a challenge as the program divisions identify relevant training opportunities that will ensure a high return on investment and retention of the key employee.

The agency ensures the current workforce can perform the analytical, auditing and technical requirements of the existing programs and subsequent advancements in service delivery. We make

available professional development and continuing education opportunities across the agency as limited resources allow.

The agency's performance evaluation system requires team leaders, supervisors, and managers to work with each particular employee to identify training needs to ensure the employee is successful in accomplishing all assigned job responsibilities. Training goals are subsequently updated as program needs and employee abilities evolve.

B.   Recruitment and Retention

Agency management will coordinate with staff to ensure ongoing professional education and development is made available, especially for staff in positions categorized as technical and professional. Job descriptions and classifications are reviewed yearly and modified as necessary, which provides a mechanism to revise positions as new or additional duties are assumed.

The Human Resources team will work directly with agency managers and supervisors to revise job descriptions and task statements to reflect changing skill and technology requirements. The Human Resources Department's goal is to assist managers and supervisors in hiring new staff who possess required skills and abilities to ensure they are immediately successful in the position.

To help motivate and retain staff, agency managers will continue efforts to recognize and reward individual performance according to agency policies and to provide appropriate opportunities for professional growth. Tools available to managers include merit raises, one-time merit bonuses, and administrative leave. Our agency also provides peer-recognition tools including the Employee of the Quarter Award and the Lorenzo Award. The agency also seeks to increase its ability to provide professional development opportunities for staff.

The agency also strives to create an atmosphere of collegiality and inclusiveness, so that all employees feel valued. Managers also create many opportunities, both formal and informal, for employees to offer input and learn about the diverse areas of the agency. Agency managers will continue strategies to allow employees to be invested in the mission of the agency, enjoy a sense of accomplishment, and experience the personal satisfaction that comes from a team-oriented workplace.

C.   Work Processes

Work processes continue to change to ensure systems remain current with technological advancements, industry changes, and economic, social, and political conditions. The agency seeks ways to streamline and automate processes, particularly for routine administrative tasks, to ensure we meet legislative mandates. If a need arises, the agency will explore the use of temporary workers, consultants, and outsourcing for specialized jobs or tasks to prevent burnout of the existing workforce.

Divisions continue to explore opportunities to form cross-divisional teams and avoid duplication of effort. However, even with the implementation of efficiency practices, current staffing levels are not sufficient to implement any new programs or services without reassessing our existing services. The agency acknowledges that all programs evolve, and does not anticipate any decline in demand for current services, and has recently seen an increase in the need for increased digitization services for other state and local governments.

The agency will increase efforts to focus on planning for information resources acquisition and implementation as the need for technology increases in all program areas. Management will ensure there is adequate technical support for our internal networks, Web-based services, client-server services, and the new technology systems currently in development. The agency must also ensure that our staff is able to deliver resources and services through virtual environments to the fullest extent possible. Finally, the agency must ensure proper project management for all information resources projects to minimize interruptions to service. An Information Security Officer and Systems Analyst will provide the resources we need on this front.

D. Succession Planning

TSLAC performs ongoing analysis of workforce skills needed to maintain a high-quality, well-educated, diverse workforce with the skills vital to accomplishing our mission and goals. We work to train replacement or backup staff in critical agency tasks before a staff member leaves the agency. For positions with staff that are eligible to retire now or within the next five years, the agency will identify employees who can be developed as replacements, which will also ensure the continuity of critical internal agency-specific knowledge.

E. Leadership Development

The Human Resources staff will work closely with agency managers to identify individuals with potential for leadership positions using a variety of standard evaluation methods and tools. Replacement and succession charts will be developed within each division that will provide an opportunity for both managers and staff to examine the depth of talent, skills, and abilities of the current workforce. In addition, the Human Resources Office has increased their effort to secure training to further develop the agency management/supervisory staff.

VI. Conclusion

The agency strives to fill vacant positions as quickly as possible with highly-qualified applicants who will ensure TSLAC is able to meet and exceed our statutory requirements. We operate as an agency that will continue to be attractive to current employees who want to establish a career with us and will also pique the interest of qualified potential employees from underrepresented communities who possess the knowledge, skills and experience needed to help us carryout our mission. We believe these initiatives will help us achieve a workforce that more closely resembles the demographic makeup of the State and establish TSLAC as a flagship employer and agency in Texas government.

REPORT ON
2023 CUSTOMER SERVICE

TEXAS STATE LIBRARY
AND ARCHIVES COMMISSION

AUSTIN, TEXAS

MAY 20, 2024

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PREPARED IN COMPLIANCE WITH
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TEXAS STATE LIBRARY
AND ARCHIVES COMMISSION

AUSTIN, TEXAS

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TEXAS STATE
LIBRARY
AND
ARCHIVES
COMMISSION

TEXAS STATE LIBRARY AND ARCHIVES COMMISSION
REPORT ON FISCAL YEAR 2023 CUSTOMER SERVICE

EXECUTIVE SUMMARY

Almost 90 percent of responding customers receiving services provided by the Texas State Library and Archives Commission during Fiscal Year 2023 (FY 23) indicated they were satisfied or very satisfied with the services received. Based on responses to the eight mandatory customer satisfaction survey questions, 89.63 percent of questions with a response provided indicated either satisfied (4) or very satisfied (5) on a 5-point scale; another 6.73 percent indicated neutral (3); and only 3.64% indicated either dissatisfied (2) or very dissatisfied (1).

The customer satisfaction responses reflected in this Fiscal Year 2023 Customer Satisfaction Report were collected as part of the standard, ongoing evaluation of agency services in place on September 1, 2022. Due to programmatic changes implemented during the pandemic, such as increased training delivered via webinars and virtual meetings, our surveys continued to focus on evaluating customers' satisfaction with the services received. While some programs did survey on perceptions relating to the agency's facilities, staff, communications, Internet site, complaint-handling process, service timeliness and printed information, others either didn't ask the question or received a "not applicable" (N/A) or blank response. Summary information on the survey data follows this Executive Summary, and detail information on all responses, by program, is provided in Appendix A at the end of this report.

Two factors contributed to the $0.09 increase in the cost per customer surveyed in FY 23; from $0.33 per survey in FY 21 to $0.42 in FY 23. First, several programs purchased software licenses to administer and collect customer responses more easily and accurately for the mandatory survey questions. Second, some programs were able to increase in-person training services which used printed surveys requiring additional staff time to calculate and analyze the manual responses. In this calculation, the agency includes staff costs associated with conducting and evaluating customer satisfaction survey results in addition to any printing and postage costs. As surveys are increasingly conducted electronically, staff must compile data collected across multiple media platforms to ensure compliance with state requirements, so increases in staff salaries will naturally result in higher costs.

The agency surveyed 14,792 of the more than 11.3 million entities and individual customers served during FY 23. As some surveys are only deployed after the end of a fiscal year, the response rate

drops as customers do not often recognize the benefit of providing feedback if there has been a significant amount of time between when the service was received and when the survey was received. The agency's response rate dropped slightly from 15.85 percent in FY 21 to 10.34 percent in FY 23.

The agency received 1,529 surveys with responses indicated on one or more of the eight mandatory questions. Of the total 6,954 questions receiving a response, 6,233 (89.63 percent) received satisfactory ratings (a 4 or 5) with only 721 (10.37 percent) responses indicating the responding customer was unsatisfied (a 1, 2, or 3). Based on comments received on the survey responses, many customers noted they either could not recall receiving services or could not recall the services they received. As a result, customers often left responses blank or responded Not Applicable (N/A) on one or more of the mandatory questions, accounting for 50.45 percent blank or N/A responses on the surveys returned. Others simply selected the center, or "Neutral" response (3). The "Neutral" responses were considered "not satisfied" for the purposes of this report, while the blank and N/A responses were not included in satisfaction calculations.

The agency received 221 suggestions for improvement and/or negative comments on services received. While some respondents provided suggestions on multiple questions or items, this averages 14.5 percent of the customers responding if each suggestion were made by a different customer. The percentage of respondents identifying ways to improve services was up in all divisions.

To gather data on program-specific services, we collected information on other service quality elements in some of our surveys. However, per instructions for this report, we asked the mandatory questions with fewer additional questions in hopes of garnering a higher number of customer responses. Below are summary agency-level responses to the eight mandatory survey questions.

1. How satisfied are you with the agency's facilities, including your ability to access the agency, the office locations, signs, and cleanliness? 89.5% Satisfied; 10.5% Unsatisfied
2. How satisfied are you with agency staff, including employee courtesy, friendliness, and knowledgeability, and whether staff members adequately identify themselves to customers by name, including the use of name plates or tags for accountability? 93.4% Satisfied; 6.6% Unsatisfied
3. How satisfied are you with agency communications, including toll-free telephone access, the average time you spend on hold, call transfers, access to a live person, letters, electronic mail, and any applicable text messaging or mobile applications? 93.2% Satisfied; 6.8% Unsatisfied
4. How satisfied are you with the agency's Internet site, including the ease of use of the site, mobile access to the site, information on the location of the site and the agency, and information accessible through the site such as a listing of services and programs and whom to contact for further information or to complain? 86.9% Satisfied; 13.1% Unsatisfied
5. How satisfied are you with the agency's complaint handling process, including whether it is easy to file a complaint and whether responses are timely? 85.9% Satisfied; 14.1% Unsatisfied

6. How satisfied are you with the agency's ability to timely serve you, including the amount of time you wait for service in person? 92.6% Satisfied; 7.4% Unsatisfied
7. How satisfied are you with any agency brochures or other printed information, including the accuracy of that information? 89.6% Satisfied; 10.4% Unsatisfied
8. Please rate your overall satisfaction with the agency. 85.3% Satisfied; 14.7% Unsatisfied

As in previous years, scores remain satisfactory across the board. In addition, we received many constructive and relevant suggestions from customers relating to system improvements and processes that can easily be addressed.

As the agency improves and upgrades existing systems and implements additional user-friendly and transparent processes, some customers will lament the "old ways" and express resistance to change, as demonstrated by some of the comments listed in Appendix B of the full report posted on the agency's website. The comments have been omitted for this report as part of the agency's Strategic Plan submission.

2023 INVENTORY OF EXTERNAL CUSTOMERS

Strategy	Entity and Customer Groups	Est. Pop. Size	Entity Numbers
A.2.1	Texans eligible for Talking Book services	421,372	694
A.1.1	Texas public libraries		560
A.1.1	TexShare public libraries *		Included above
A.1.1	Texans who may use public libraries	26,703,713	
A.1.1	Public library Resource Sharing customers	Included elsewhere	
A.1.1	Staff of public libraries	7080	
A.1.1	Public library boards & Friends officers	764	
A.1.1	TexShare academic libraries		162
A.1.1	Students and faculty at Texas academic libraries	Included elsewhere	
A.1.1	Staff of Texas academic libraries	2,448	
A.1.1	Libraries of clinical medicine		2
A.1.1	Students & faculty libraries of clinical medicine	6,398	
A.1.1	Staff of school libraries and other libraries	4,410	
A.1.1	K-12 public school districts		1,219
A.1.1	K-12 public school faculty and students	Included elsewhere	
B.1.1	Texas journalists	Included elsewhere	
B.1.1	Texas lawyers	Included elsewhere	
B.1.1	Texas writers	Included elsewhere	
B.1.1	Texas state agency libraries		Included elsewhere
B.1.1	Texas state agency employees	341,304	
B.1.1	Texas historical and genealogical societies		179
B.1.1	Genealogists	Included elsewhere	
B.1.1	Local historians	Included elsewhere	
B.1.1	Texas grade school students (4th– 8th grade)	Included elsewhere	
B.1.1	Texas high school students (all levels)	Included elsewhere	
B.1.1	Texas college students (all levels)	Included elsewhere	
C.1.1	State agencies		148
C.1.1	State agency records personnel	Included elsewhere	
C.1.1	Local governments		10,607
C.1.1	Local government records personnel	31,821	
	Total	27,519,310	13,580

NOTE: Some of the persons identified in distinct customer groups above may overlap public library customers and are designated as "Included elsewhere."

The following entity and customer subsets are included in the numbers above.

Strategy	Entity and Customer Groups	Est. Pop. Size	Entity Numbers
A.1.1	TexShare public libraries *		498
A.1.1	Public library Resource Sharing customers	2,539,286	
A.1.1	Students and faculty at Texas academic libraries	1,567,903	
A.1.1	K-12 public school faculty and students	5,890,601	
B.1.1	Texas journalists	2,580	
B.1.1	Texas lawyers	111,412	
B.1.1	Texas writers	1,400	
B.1.1	Texas state agency libraries		9
B.1.1	Genealogists	8,132,367	
B.1.1	Local historians	2,700	
B.1.1	Texas grade school students (4th– 8th grade)	2,024,285	
B.1.1	Texas high school students (all levels)	1,667,861	
B.1.1	Texas college students (all levels)	1,335,676	
C.1.1	State agency records personnel	1,110	

2023 Agency Service Descriptions

Strategy	Services
A.1.1	Services under this strategy are provided to librarians and other staff working in libraries of all types to improve services provided through local public libraries. These services include various discretionary and competitive grants, training, technical assistance, and distribution of the Texas Summer Reading program materials. The strategy provides services to both libraries and the people who use libraries through resource sharing services. These services included interlibrary lending for public libraries, and access to statewide databases for academic and public libraries and students of public K-12 schools. The TexShare program serves academic and public libraries; TexQuest provides databases to public K12 schools.
A.2.1	This strategy provides books in alternative formats to those registered at any time during the fiscal year. The Talking Book Program is only authorized to serve people who are certified to meet the eligibility criteria specified by the Library of Congress' National Library Service Program. To be eligible, a person must be incapable of reading or holding a standard printed book.
B.1.1	The agency provides reference and information services by managing the Reference/ Documents collection, the Genealogy collection, and the State Archives collection in Austin and in Liberty. In this strategy, the agency provides services to a variety of researchers, including state employees, students, lawyers, journalists, and family historians.
C.1.1	Under this strategy, the agency assists state and local governments in managing their records. Agency staff provide training and technical expertise to employees of these governmental units. In addition, the agency also provides storage and imaging services to both state and local governmental entities under this strategy.

Information-Gathering Methods

Some customer satisfaction data reported here was collected during the agency's course of business and other data was collected after the conclusion of the Fiscal Year (FY) 2023.

The agency continued to administer participant evaluation forms for each significant workshop, and participants are asked questions relevant to the training materials and topics, including: "Overall I considered this workshop to be . . ." and/or "Overall I am satisfied with . . ."

The State and Local Records Management (SLRM) division surveyed its customers from state agencies and local governments at the end of the second year of each biennium (FY 23). The survey asked participants to score responses using the mandatory 5-point scale, with scores of 4 and above considered satisfactory for the purposes of this report. Customers surveyed biennially include those registered as a records management officer, elected county official, state agency records management contacts, SLRM blog subscribers, customers of the Records Center services, and users of the SLRM records management system (TexLinx). Participants of SLRM provided/co-hosted workshops, webinars or similar training events were

asked to submit an evaluation of the event upon conclusion. The event surveys used the 5-point scale and were recorded and evaluated upon completion of the event to ensure suggestions for improvement were reviewed for implementation as appropriate.

The Library Development and Networking (LDN) division used an evaluation form for training sessions conducted by agency staff and contracted trainers using the mandated 5-point scale. The LDN division also surveyed academic and public libraries, and librarians of those entities, to determine satisfaction with services received from the division including the Reading Club program materials, resource sharing, and interlibrary loan programs.

The Talking Book Program surveyed almost 35 percent of their registered patrons at the end of the second year of the biennium and used the mandatory 5-point scale. Scores of 4 and 5 were considered satisfactory for the purpose of this report. Few patrons, if any, visited the agency's facilities, and most are unable to read standard print, so many responses to those questions were either left blank or were indicated N/A.

The Archives and Information Services division surveyed persons who contact any of the three reference units of the division for reference or research services on a single random day each month during FY 23. The surveys were also conducted during the third day of each month for Austin and Liberty customers submitting on-site, telephone, or written requests for information or assistance. The surveys used the mandatory scale and questions, with an opportunity to provide additional comments including complaints or suggestions for improvement. The reference staff included the link to an online customer satisfaction survey at the end of all written replies. Paper copies of the survey instrument were prominently displayed at each service desk and were available for patrons to complete onsite. Additionally, staff encouraged patrons who commented on services to provide feedback using the survey instrument.

CUSTOMER SATISFACTION SUMMARY RESULTS

Table 1: Percent of Responsive Customers Satisfied

Division (Strategy)	Number Not Satisfied	Number Satisfied	Total Responsive	Percent Satisfied	N/A; No Answer Provided
ARIS (B.1.1)	97	490	587	83.5%	235
LDN (A.1.1)	214	2,308	2,522	91.5%	1,698
SLRM (C.1.1)	181	693	874	79.3%	226
TBP (A.2.1)	229	2,742	2,971	92.3%	1,349
Totals	721	6,233	6,954	89.6%	3,508

Table 2: Percent Responsive Customers Identifying Improvements for Service Delivery

Division (Strategy)	# Responding	# Identifying	% Identifying
ARIS (B.1.1)	111	36	32.4%
LDN (A.1.2)	603	28	4.6%
SLRM (C.1.1)	275	75	27.3%
TBP (A.2.1)	540	82	15.5%
Totals	1,529	221	14.5%

Table 3: Number of Customers Surveyed

Division (Strategy)	# Surveyed
ARIS (B.1.1)	114
LDN (A.1.1)	1,081
SLRM (C.1.1)	4,881
TBP (A.2.1)	8,716
Totals	14,792

Table 4: Cost per Customer Surveyed

Estimated Cost	Unit Cost
$515	$4.52
$496	$0.46
$3,750	$0.77
$1,395	$0.16
$6,156	$0.42

Table 5: Groups and Customers Inventoried, and Customers and Entities Served

Division (Strategy)	Customer Groups Inventoried	*Number of Customers Inventoried	Number of Customers Served	Number of Customer Entities Served
ARIS (B.1.1)	11	341,304	4,615,720	0
LDN (A.1.1)	13	26,724,813	6,653,556	1,379
SLRM (C.1.1)	4	31,821	13,337	8,438
TBP (A.2.1)	1	421,372	24,946	326
Totals	29	27,519,310	11,307,559	10,143

Note: Agency programs may serve a single person multiple times within various customer groups and entities across divisions as the agency is unable to identify unique individuals who may have received services through many of the electronic services provided. Numbers reported here include unique customer groups inventoried that are not already counted in the number of unique customers identified in the LDN Strategy.

CUSTOMER-RELATED PERFORMANCE MEASURES

OUTCOME MEASURES

Percentage of Surveyed Customer Respondents Expressing Overall Satisfaction with Services Received

Short Definition	This is the percentage of agency customers surveyed who indicated overall satisfaction with services received from, by or through the Texas State Library and Archives Commission, as indicated by a valid response to survey question 8.
Purpose / Importance	This is a required measure.
Source / Collection of Data	All divisions that provide a direct or indirect service to individuals and/or entities in one or more of the agency's identified customer groups will solicit biennial survey responses for the purpose of this report. Divisional surveys will be designed to gather satisfaction levels on all eight of the mandatory questions identified in the Strategic Plan instructions. Only valid responses to mandatory question 8 will be considered for this measure.
	All surveys will ask the customer to indicate level of satisfaction in the form of a statement: Please rate your overall satisfaction with the agency services received. Respondents will be asked to identify the division providing the primary services evaluated for reporting results by division.
	Additional questions will be asked on the survey, but only valid responses related to overall satisfaction with the programs and services will be used to calculate the results for this measure.
	The agency will distribute a survey instrument to all identifiable agency customers at the end of each odd numbered fiscal year. Each division that provides a direct service to a customer group will conduct a customer satisfaction survey at least once each biennium. Certain projects may also conduct surveys to evaluate project-specific satisfaction, but those results will be used for internal assessment and not included in this report to ensure consistency between biennia.
Method of Calculation	At the conclusion of the biennial survey period, the staff member responsible for the divisional survey will submit a copy of the survey instrument and compiled responses in a standard report to the agency's customer service representative/chief operations and fiscal officer. Surveys will be on a $1 - 5$ scale, with scores from $1 - 3$ indicating non-satisfaction, and scores of $4 - 5$ indicating satisfaction. Responses indicating N/A will not be considered satisfied nor unsatisfied, but will be counted as a responsive survey if respondent indicates responses on other survey items.
	This metric only applies to external customers served.
Data Limitations	Respondents that mark more than one satisfaction level on question 8 will be considered non-responsive for this question and scores will not be included for this measure.
Calculation Type	Cumulative
New Measure	Yes
Desired Performance	Higher than target

Percentage of Surveyed Customer Respondents Providing Suggestions to Improve Programs and/or Service Delivery

Short Definition	The percentage of customers surveyed who provided one or more suggestions relating to program improvement and/or improvements to services delivered by the State Library, as indicated by comments provided on surveys outside of closed-ended questions or by indicating preferred improvements from a list of specific pre-identified improvement options.
Purpose / Importance	This is a required measure.
Source / Collection of Data	All divisions that provide a direct or indirect service to individuals and/or entities in one or more of the agency's identified customer groups will solicit biennial survey responses for the purpose of this report. Divisional surveys will be designed to allow respondents to provide specific suggestions or comments relating to programmatic services or to select one or more improvement from a pre-determined list. Respondents will not be required to provide a response to other questions for the suggestion to be considered responsive to this measure. Surveys will include a statement: "I suggest the following improvements relating to the programs and/or services provided by the State Library …" (wording may be altered to reflect the service being evaluated or provide a pre-populated list or an open-ended response opportunity). Other questions may be asked on the survey, but only this question will be used to calculate the score for this measure. This survey will be conducted with the same methodology specified for the previous Outcome measure.
Method of Calculation	At the conclusion of each biennial survey period, the staff member responsible for the divisional survey will submit a copy of the survey instrument with any pre-identified improvement opportunities listed, and compiled responses in a standard report to the agency's customer service representative/chief operations and fiscal officer. The report will indicate total the number of persons/entities surveyed, the total number of responsive surveys received, and percentage of total responsive surveys that included a one or more suggestion for program/service improvement or selected one or more pre-identified improvement opportunities from a pre-populated list. Each survey with a valid improvement suggestion will only be counted once for the purpose of this measure. General comments about a program or service (i.e., great program; our patrons love this service, etc.) will not be counted as an improvement suggestion.
Data Limitations	Where respondents' suggestions are not legible on paper surveys, or relevant to the agency's programs and services; these will be considered non-responsive for this measure. Paper surveys could be lost or misplaced prior to tabulation.
Calculation Type	Non-cumulative
New Measure	No
Desired Performance	Not applicable

OUTPUT MEASURES: Number of Customers Surveyed

Short Definition	The number of entities/individuals surveyed by the Texas State Library and Archives Commission's divisions to determine the level of satisfaction as a customer of the agency's programs and/or services.
Purpose / Importance	This is a required measure.
Source / Collection of Data	All divisions that provide a direct or indirect service to individuals and/or entities in one or more of the agency's identified customer groups will solicit biennial survey responses

	from all or a portion of the customers served during the biennium for the purpose of this report.
	This measure represents the number of biennial surveys distributed to identified agency individual and entity customers.
Method of Calculation	Staff in program divisions will submit reports that tabulate the number of customers provided a survey during the reporting period. These reports will be added together to compile the totals for the agency.
	At the conclusion of each biennial survey period, the staff member responsible for the divisional survey will submit a copy of the survey instrument and the number of survey instruments distributed, either in paper or via electronic format, in a standard report to the agency's customer service representative/chief operations and fiscal officer. The report will indicate total the number of persons/entities to whom a survey instrument was distributed.
Data Limitations	Mail or email delivery issues may result in a customer not receiving a distributed survey. In areas where customer contact information is not available or provided, divisions will note the number and not include that number in the number distributed.
Calculation Type	Cumulative
New Measure	No
Desired Performance	Higher than target

Number of Customers Served

Short Definition	The number of individuals and/or entities who received direct and/or indirect services as customers of the programs and services provided by the Texas State Library and Archives Commission.
Purpose / Importance	This is a required measure.
Source / Collection of Data	All divisions that provide a direct or indirect service to individuals and/or entities in one or more of the agency's identified customer groups will collect contact information, as allowable and available, from all or a portion of the customers served during the second fiscal year of the biennium for the purpose of this report.
	Staff in program divisions will maintain a list of the individual and entity customers served in each particular program or service area, to the extent possible. Where programs are unable to identify an individual user (i.e., Texas Digital Archive users, e-Resource users, etc.), those programs may use industry standard methodologies for determining the number of customers served for the purpose of this report.
Method of Calculation	Staff in the program divisions will maintain lists or databases that identify the customers served during the survey period. Numbers of customers from each divisional report will be added together to compile the agency totals.
	At the conclusion of each biennial survey period, the staff member responsible for the divisional survey will submit a report of the number of customers served from their internal list/database, plus an estimated number of customers served using industry standard methodologies where individual customers are unobtainable, in a standard report to the agency's customer service representative/chief operations and fiscal officer. The report will indicate total the number of persons/entities to whom the program delivered services. An individual or entity customer may be counted more than once if the customer received multiple services and/or services from more than one program or division.
Data Limitations	Staff providing in-person services or assistance may find it difficult to accurately count and/or otherwise document each customer, particularly at large events for which

	registration is not required and for customers of information provided electronically. Many services are based on reports by third parties who receive grants or contracts from the agency. As the agency increasingly provides services electronically, and the ability to track the unique customers served, some divisions may rely on estimates determined using industry standard methodologies.
Calculation Type	Cumulative
New Measure	No
Desired Performance	Higher than target

EFFICIENCY MEASURES: **Cost per Customer Surveyed**

Short Definition	The average cost of surveying individual and/or entity customers of the Texas State Library and Archives Commission to determine their level of satisfaction with the services provided.
Purpose / Importance	This is a required measure.
Source / Collection of Data	The "number of customers surveyed" will be determined in the Output Measure. Costs will be determined by using internal cost estimates related to printing, postage and staff time to both distribute the survey and analyze results.
Method of Calculation	The total cost of surveying customers will be determined by estimating the cost of staff time, postage, consumable supplies, and other operating costs directly associated with conducting the biennial customer surveys. Costs associated with overhead or equipment will not be included. The total costs will be divided by the total number of customers surveyed.
Data Limitations	Estimates of costs may be used.
Calculation Type	Non-cumulative
New Measure	No
Desired Performance	Lower than target

EXPLANATORY MEASURES: **Number of Customers Identified**

Short Definition	The total number of entities and individuals in the customer service groups inventoried by the Texas State Library and Archives Commission; some individual and entity customers may fall into multiple customer groups.
Purpose / Importance	This is a required measure.
Source / Collection of Data	Agency staff will inventory all groups of customers that have a reasonable potential of being an individual or entity customer to whom the agency targets its programs and/or services. Using available and current sources, staff will calculate the estimated number of individual and entity customers in each group.
Method of Calculation	All individual and entity members will be added together to compute the total number of customers toward whom the agency targets its services. Individual and entity members that may be in one or more group will only be counted once under this measure.
Data Limitations	Individuals and entities who fall into two or more customer groups will be counted no more than once for the purposes of identifying and inventorying potential agency customers. Estimates may be used to determine the number of customers in some groups.
Calculation Type	Cumulative
New Measure	No
Desired Performance	Not Applicable

Number of Customer Groups Inventoried

|	
Short Definition	This is the total number of potential customer groups of the Texas State Library and Archives Commission.
Purpose / Importance	This is a required measure.
Source / Collection of Data	Staff will identify all groups of customers that have a reasonable potential of being a customer group to whom the agency targets its services.
Method of Calculation	All groups will be added together to identify the total number of customer groups toward whom the agency targets its services.
Data Limitations	Customer service groups may not be clearly or cleanly identifiable, and population growth variables across the state make it difficult to have accurate numbers for each group. Individual and group entities may also be members of multiple groups.
Calculation Type	Cumulative
New Measure	No
Desired Performance	Not Applicable

2023 Customer Survey Responses										
Scale Description	Very Dis-satisfied	Dis-satisfied	Nuetral	Satisfied	Very Satisfied	# Response	N/A or No Response	# Satisfied	% Satisfied	# Unsatisfied	% Unsatisfied
Scale	1	2	3	4	5						

1. How satisfied are you with the agency's facilities, including your ability to access the agency, the office locations, signs, and cleanliness?

	1	2	3	4	5	# Response	N/A or No Response	# Satisfied	% Satisfied	# Unsatisfied	% Unsatisfied
A.1.1 LDN	1	1	21	50	126	**199**	404	**176**	88.4%	**23**	11.6%
A.1.2 TBP	2	5	18	44	194	**263**	277	**238**	90.5%	**25**	9.5%
B.1.1 ARIS	8	0	0	3	58	**69**	35	**61**	88.4%	**8**	11.6%
C.1.1 SLRM	Division did not ask this mandatory question.					**0**		**0**			
Total	**11**	**6**	**39**	**97**	**378**	**531**	**716**	**475**	**89.5%**	**56**	**10.5%**

2. How satisfied are you with agency staff, including employee courtesy, friendliness, and knowledgeability, and whether staff members adequately identify themselves to customers by name, including the use of name plates or tags for accountability?

	1	2	3	4	5	# Response	N/A or No Response	# Satisfied	% Satisfied	# Unsatisfied	% Unsatisfied
A.1.1 LDN	1	3	19	54	254	**331**	272	**308**	93.1%	**23**	6.9%
A.1.2 TBP	4	2	14	51	310	**381**	159	**361**	94.8%	**20**	5.2%
B.1.1 ARIS	8	2	3	6	66	**85**	26	**72**	84.7%	**13**	15.3%
C.1.1 SLRM	0	0	10	50	144	**204**	71	**194**	95.1%	**10**	4.9%
Total	**13**	**7**	**46**	**161**	**774**	**1,001**	**528**	**935**	**93.4%**	**66**	**6.6%**

3. How satisfied are you with agency communications, including toll-free telephone access, the average time you spend on hold, call transfers, access to a live person, letters, electronic mail, and any applicable text messaging or mobile applications?

	1	2	3	4	5	# Response	N/A or No Response	# Satisfied	% Satisfied	# Unsatisfied	% Unsatisfied
A.1.1 LDN	3	4	27	81	292	**407**	196	**373**	91.6%	**34**	8.4%
A.1.2 TBP	6	4	8	89	376	**483**	57	**465**	96.3%	**18**	3.7%
B.1.1 ARIS	7	1	6	8	64	**86**	19	**72**	83.7%	**14**	16.3%
C.1.1 SLRM	Division did not ask this mandatory question.					**0**		**0**			
Total	**16**	**9**	**41**	**178**	**732**	**976**	**272**	**910**	**93.2%**	**66**	**6.8%**

4. How satisfied are you with the agency's Internet site, including the ease of use of the site, mobile access to the site, information on the location of the site and the agency, and information accessible through the site such as a listing of services and programs and whom to contact for further information or to complain?

	1	2	3	4	5	# Response	N/A or No Response	# Satisfied	% Satisfied	# Unsatisfied	% Unsatisfied
A.1.1 LDN	4	9	43	147	299	**502**	101	**446**	88.8%	**56**	11.2%
A.1.2 TBP	6	16	33	115	237	**407**	133	**352**	86.5%	**55**	13.5%
B.1.1 ARIS	7	6	6	15	49	**83**	19	**64**	77.1%	**19**	22.9%
C.1.1 SLRM	Division did not ask this mandatory question.					**0**		**0**			
Total	**17**	**31**	**82**	**277**	**585**	**992**	**253**	**862**	**86.9%**	**130**	**13.1%**

Scale Description / Scale	Very Dis-satisfied / 1	Dis-satisfied / 2	Nuetral / 3	Satisfied / 4	Very Satisfied / 5	# Response	N/A or No Response	# Satisfied	% Satisfied	# Unsatisfied	% Unsatisfied
5. How satisfied are you with the agency's complaint handling process, including whether it is easy to file a complaint and whether responses are timely?											
A.1.1 LDN	1	2	15	53	118	**189**	414	**171**	90.5%	**18**	9.5%
A.1.2 TBP	4	3	22	38	119	**186**	354	**157**	84.4%	**29**	15.6%
B.1.1 ARIS	5	3	3	2	22	**35**	68	**24**	68.6%	**11**	31.4%
C.1.1 SLRM	Division did not ask this mandatory question.					**0**		**0**			
Total	**10**	**8**	**40**	**93**	**259**	**410**	**836**	**352**	85.9%	**58**	14.1%
6. How satisfied are you with the agency's ability to timely serve you, including the amount of time you wait for service in person?											
A.1.1 LDN	3	3	15	98	276	**395**	207	**374**	94.7%	**21**	5.3%
A.1.2 TBP	1	6	19	62	283	**371**	169	**345**	93.0%	**26**	7.0%
B.1.1 ARIS	6	3	4	8	62	**83**	16	**70**	84.3%	**13**	15.7%
C.1.1 SLRM	1	4	12	65	116	**198**	77	**181**	91.4%	**17**	8.6%
Total	**11**	**16**	**50**	**233**	**737**	**1,047**	**469**	**970**	92.6%	**77**	7.4%
7. How satisfied are you with any agency brochures or other printed information, including the accuracy of that information?											
A.1.1 LDN	Division did not ask this mandatory question.					**0**		**0**			
A.1.2 TBP	4	7	25	76	238	**350**	190	**314**	89.7%	**36**	10.3%
B.1.1 ARIS	3	3	3	4	39	**52**	50	**43**	82.7%	**9**	17.3%
C.1.1 SLRM	0	3	14	75	105	**197**	78	**180**	91.4%	**17**	8.6%
Total	**7**	**13**	**42**	**155**	**382**	**599**	**318**	**537**	89.6%	**62**	10.4%
8. Please rate your overall satisfaction with the agency.											
A.1.1 LDN	5	3	31	119	341	**499**	104	**460**	92.2%	**39**	7.8%
A.1.2 TBP	5	3	12	77	433	**530**	10	**510**	96.2%	**20**	3.8%
B.1.1 ARIS	4	2	4	13	71	**94**	2	**84**	89.4%	**10**	10.6%
C.1.1 SLRM	29	27	81	40	98	**275**	0	**138**	50.2%	**137**	49.8%
Total	**43**	**35**	**128**	**249**	**943**	**1,398**	**116**	**1,192**	85.3%	**206**	14.7%
Divisional Summaries											
A.1.1 LDN	18	25	171	602	1,706	**2,522**	1,698	**2,308**	91.5%	**214**	8.5%
A.1.2 TBP	32	46	151	552	2,190	**2,971**	1,349	**2,742**	92.3%	**229**	7.7%
B.1.1 ARIS	48	20	29	59	431	**587**	235	**490**	83.5%	**97**	16.5%
C.1.1 SLRM	30	34	117	230	463	**874**	226	**693**	79.3%	**181**	20.7%
Total	**128**	**125**	**468**	**1,443**	**4,790**	**6,954**	**3,508**	**6,233**	89.6%	**721**	10.4%
	1.84%	1.80%	6.73%	20.75%	68.88%		50.45%	89.63%		10.37%	

Certification of Compliance with Cybersecurity Training
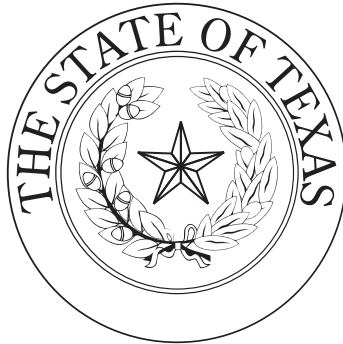
CERTIFICATE

Texas State Library and Archives Commission

Pursuant to the Texas Government Code, Section 2056.002(b)(12), this is to certify that the agency has complied with the cybersecurity training required pursuant to the Texas Government Code, Sections 2054.5191 and 2054.5192.

Chief Executive Officer	Commission Chair
Gloria Meraz	*Martha Wong*
Signature	Signature
Gloria Meraz	Martha Wong
Printed Name	Printed Name
Director and Librarian	Commission Chair
Title	Title
May 22, 2024	May 22, 2024
Date	Date