TSLAC

Texas State Library and Archives Commission

Agency Strategic Plan, Fiscal Years 2015 — 2019

Advancing Texas in the Knowledge-Based Economy

Texas State Library and Archives Commission

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Commission

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Agency Strategic Plan
Fiscal Years 2015-2019

Advancing Texas
In the Knowledge-Based Economy

Texas State Library and Archives Commission

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Mark Smith, Director and Librarian

_____
Michael C. Waters, Chairman

June 23, 2014

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Texas State Library and Archives Commission
Agency Strategic Plan
FY2015-2019

"Advancing Texas in the Knowledge-Based Economy"

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Executive Summary

Libraries, archives, and public records are essential to the success of Texas and Texans in our knowledge-based economy.

This premise is the core operational principle upon which the Texas State Library and Archives Commission (TSLAC) has built its agency strategic plan. The strategic plan and goals that follow complement and carry forward the agency's vision, mission, and philosophy for the next five years and beyond.

Based on this premise, the seven members of the Commission, in consultation with senior staff, have established the following operational goals for the agency for this planning period:

- To articulate and facilitate a future vision of Texas libraries as central to the informational, economic, and technological needs of their communities
- To establish, manage, and maintain a state electronic records/archives program
- To expand and promote a robust outreach to current and potential constituencies through awareness, training, and collaboration
- To position the agency to recruit and retain the knowledge-based workforce necessary to discharge the duties of the agency
- To acquire the technology necessary to effectively and efficiently manage agency resources
- To ensure adequate space and security for archival and records storage
- To safeguard, preserve, and provide access to the assets of the Sam Houston Regional Library and Research Center

These goals set out a plan of work for TSLAC that applies the agency's core mandates and organizational strengths in service to state government and the people of Texas. Further, these goals support and are in alignment with a number of the state's priority goals, including:

- *"Developing a well trained, educated, and productive workforce"* and *"To prepare individuals for a changing economy and workforce"*
  Texans turn to Texas libraries, archives, and public records for the resources they need to search for jobs, learn essential skills, retrain for occupational growth, secure their rights, and enrich their connection to community, history and heritage.
- *"To provide an attractive economic climate for current and emerging industries"*
  TSLAC has demonstrated that support of libraries and archives creates a return on investment that contributes to growth in the local and state economy.
- *"Supporting effective, efficient, and accountable state government operations"*
  Proper management of government records and archives in digital and paper formats guarantees a window on state and local government.
- *"To ensure that all students in the public education system acquire the knowledge and skills to be responsible and independent Texans"*

Libraries have a crucial and demonstrated role in preparing children to enter school reading or ready to read, in supporting their success in school, and in a lifelong pursuit of education and enrichment.

The following goals acknowledge several key challenges and opportunities that are described fully in this strategic plan, in particular:

- *Economic developments* – Texas' thriving economy and its long-term shift from traditional agricultural and manufacturing to high-tech, health care, and other information-dependent industries will create demand for information to support economic growth and a well-trained workforce.
- *Societal shifts* – Demographic changes such as the overall growth in population, the shift from rural to urban areas, the influx of immigrant groups, the increasingly aging population, and the shift to greater ethnic diversity will create changing demands for library, archival, and public records programs.
- *Emerging technologies* – Increasingly mobile technologies, the incursion of technology into all facets of the economy, and the rapidly changing ways that the public seeks, acquires, and processes information via technology have huge implications for library, archives, and records work at all phases and levels.
- *Operational challenges* – The competitive resources needed to meet the demands of our customers with a trained workforce, the space to allow capacity for growth in digital and physical resources, acknowledgement of the need to address the electronic records of state agencies, and the authority to address real property issues are a few of the agency's operational challenges.

These goals address the work of all TSLAC divisions and employees who contribute to achieving the agency's core vision:

- *Archives and Information Services* – Preserving and safeguarding the vital historical record of the state of Texas and providing archival, genealogical, and historical information to the public and other state agencies.
- *Library Development and Networking* – Encouraging and facilitating high-quality library programs statewide through the cost-effective provision of online resources, technical support, competitive grants and resource-sharing programs.
- *State and Local Records Management* – Ensuring citizen access to government through the storage and retrieval of records for public agencies and the provision of records storage, retention and preservation training for thousands of state and local 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 Resources Technologies* – Ensuring the most effective possible application of available and appropriate technology to discharge agency duties.

The Texas State Library and Archives Commission believes that the resources and services of libraries, archives, and records management are crucial links to the information essential to all Texans as they strive to contribute to the thriving Texas economy, secure the rights of all Texans, and to lead fulfilled, productive and enjoyable lives. The Commission looks forward to continuing the agency's 100-year legacy of archival, information, and library service to Texas citizens and state and local government.

Texas State Government: Vision, Mission, and Philosophy

Vision

From:

Strengthening Our Prosperity: The Statewide Strategic Planning Elements for Texas State Government

Governor Rick Perry

March 2014

Fellow Public Servants,

Since the last round of strategic planning began in March 2012, our nation's economic challenges have persisted, but Texas' commitment to an efficient and limited government has kept us on the pathway to prosperity. Our flourishing economic climate and thriving jobs market continue to receive national attention and are not by accident. Texas has demonstrated the importance of fiscal discipline, setting priorities and demanding accountability and efficiency in state government. We have built and prudently managed important reserves in our state's "Rainy Day Fund," cut taxes on small business, balanced the state budget without raising taxes, protected essential services and prioritized a stable and predictable regulatory climate to help make the Lone Star State the best place to build a business and raise a family.

Over the last several years, families across this state and nation have tightened their belts to live within their means, and Texas followed suit. Unlike people in Washington, D.C., here in Texas we believe government should function no differently than the families and employers it serves. As we begin this next round in our strategic planning process, we must continue to critically examine the role of state government by identifying the core programs and activities necessary for the long-term economic health of our state, while eliminating outdated and inefficient functions. We must continue to adhere to the priorities that have made Texas a national economic leader:

- ensuring the economic competitiveness of our state by adhering to principles of fiscal discipline, setting clear budget priorities, living within our means and limiting the growth of government;

- investing in critical water, energy and transportation infrastructure needs to meet the demands of our rapidly growing state;

- ensuring excellence and accountability in public schools and institutions of higher education as we invest in the future of this state and ensure Texans are prepared to compete in the global marketplace;

- defending Texans by safeguarding our neighborhoods and protecting our international border; and

- increasing transparency and efficiency at all levels of government to guard against waste, fraud and abuse, ensuring that Texas taxpayers keep more of their hard-earned money to keep our economy and our families strong.

I am confident we can address the priorities of our citizens with the limited government principles and responsible governance they demand. I know you share my commitment to ensuring that this state continues to shine as a bright star for opportunity and prosperity for all Texans. I appreciate your dedication to excellence in public service and look forward to working with all of you as we continue charting a strong course for our great state.

Sincerely,

Rick Perry
Governor of Texas

The Mission of Texas State Government

Texas State Government must be limited, efficient, and completely accountable. It should foster opportunity and economic prosperity, focus on critical priorities, and support the creation of strong family environments for our children. The stewards of the public trust must be men and women who administer state government in a fair, just, and responsible manner. To honor the public trust, state officials must seek new and innovative ways to meet state government priorities in a fiscally responsible manner.

Aim high...we are not here to achieve inconsequential things!

The Philosophy of Texas State Government

The task before all state public servants is to govern in a manner worthy of this great state. We are a great enterprise, and as an enterprise we will promote the following core principles.

- First and foremost, Texas matters most. This is the overarching, guiding principle by which we will make decisions. Our state, and its future, is more important than party, politics, or individual recognition.

- Government should be limited in size and mission, but it must be highly effective in performing the tasks it undertakes.

- Decisions affecting individual Texans, in most instances, are best made by those individuals, their families, and the local governments closest to their communities.

- Competition is the greatest incentive for achievement and excellence. It inspires ingenuity and requires individuals to set their sights high. And just as competition inspires excellence, a sense of personal responsibility drives individual citizens to do more for their future and the future of those they love.

- Public administration must be open and honest, pursuing the high road rather than the expedient course. We must be accountable to taxpayers for our actions.

- State government has a responsibility to safeguard taxpayer dollars by eliminating waste and abuse and providing efficient and honest government.

- Finally, state government should be humble, recognizing that all its power and authority is granted to it by the people of Texas, and those who make decisions wielding the power of the state should exercise their authority cautiously and fairly.

Priority Goals and Benchmarks from *Strengthening Our Prosperity*

Education (Public Schools):

To ensure that all students in the public education system acquire the knowledge and skills to be responsible and independent Texans by:

- Ensuring students graduate from high school and have the skills necessary to pursue any option including attending a university, a two-year institution, other post-secondary training, military or enter the workforce;

- Ensuring students learn English, math, science and social studies skills at the appropriate grade level through graduation; and

- Demonstrating exemplary performance in foundation subjects.

Benchmarks

- High school graduation rate

- Percent of students from third grade forward who are able to read at or above grade level

- Percentage of Texas high school students graduating with six hours or more of college credit

Education (Higher Education):

To prepare individuals for a changing economy and workforce by:

- Providing an affordable, accessible, and quality system of higher education; and

- Furthering the development and application of knowledge through teaching, research, and commercialization.

Benchmarks

- Percent of population age 24 and older with vocational/technical certificate as highest level of educational attainment

- Percent of population age 24 and older with two-year college degree as highest level of educational attainment

- Percent of population age 24 and older with four-year college degree as highest level of educational attainment

Health and Human Services:

To promote the health, responsibility, and self-sufficiency of individuals and families by:

- Making public assistance available to those most in need through an efficient and effective system while reducing fraud;

- Restructuring Medicaid funding to optimize investments in health care and reduce the number of uninsured Texans through private insurance coverage;

- Enhancing the infrastructure necessary to improve the quality and value of health care through better care management and performance improvement incentives;

- Continuing to create partnerships with local communities, advocacy groups, and the private and not-for-profit sectors;

- Investing state funds in Texas research initiatives which develop cures for cancer;

- Addressing the root causes of social and human service needs to develop self-sufficiency of the client through contract standards with not-for-profit organizations; and

- Facilitate the seamless exchange for health information among state agencies to support the quality, continuity, and efficiency of healthcare delivered to clients in multiple state programs.

Benchmarks

- Percent of people completing vocational rehabilitation services and remaining employed.

Economic Development:

To provide an attractive economic climate for current and emerging industries and market Texas as a premier business expansion and tourist destination that fosters economic opportunity, job creation, capital investment by:

- Promoting a favorable and fair system to fund necessary state services;

- Addressing transportation needs;

- Maintaining economic competiveness as a key priority in setting State policy; and

- Developing a well trained, educated, and productive workforce.

Benchmarks

- Number of new small businesses created

- Median household income

- Number of Texans receiving job training services

- Percentage of adult education students who are awarded a technical certification

Public Safety and Criminal Justice:

To protect Texans by:

- Preventing and reducing terrorism and crime;

- Securing the Texas/Mexico border from all threats;

- Achieving an optimum level of statewide preparedness capable of responding and recovering from all hazards; and

- Confining, supervising, and rehabilitating offenders.

Benchmarks

- Number of emergency incidents coordinated or supported

- Percentage of state's population whose local officials and emergency responders have completed a training/exercise program in the last year

- Juvenile violent crime arrest rate per 100,000 population

- Adult violent crime arrest rate per 100,000 population

- Number of GED, high school diplomas, and vocational certifications awarded to offenders

General government:

To provide citizens with greater access to government services while reducing service delivery costs and protecting the fiscal resources for current and future taxpayers by:

- Supporting effective, efficient, and accountable state government operations;

- Ensuring the state's bonds attain the highest possible bond rating; and

- Conservatively managing the state's debt.

Benchmarks

- Total state spending per capita

- State and local taxes per capita

- Number of state services accessible by Internet

- Total savings realized in state spending by making reports/documents/processes available on the Internet and accepting information in electronic format

Texas State Library and Archives Commission: Vision, Mission, and Philosophy

Vision

The people of Texas will have access to and effectively use information, archival resources, public records and library materials to improve their lives, the lives of their families, and their communities. All people will benefit from expanded opportunities and resources to explore diverse pathways to knowledge and wisdom.

Mission

The mission of the Texas State Library and Archives Commission is to safeguard significant resources, provide information services that inspire and support research, education and reading, and enhance the capacity for achievement of current and future generations. To accomplish this, we

- Preserve the record of government for public scrutiny,

- Secure and make accessible historically significant records and other valuable resources, both for print and electronic documents,

- Meet the reading needs of Texans with disabilities,

- Build and sustain statewide partnerships to improve library programs and services, and

- Enhance the capacity for achievement of individuals and institutions with whom we work.

Philosophy

The Texas State Library and Archives Commission and staff believe all Texans have the right to barrier-free access to library and information services that meet personal and professional needs and interests, provided by well-trained, customer-oriented staff. We pledge to adhere to the highest standards of honesty, integrity, and accountability. We strive to attain and hold the highest levels of public trust.

Agency Goals, Objectives, Strategies and Measures

A.   Goal: To improve the availability and delivery of library and information services for all Texans.
[Government Code 441.001-.016, et. seq., 441.121-139; 441.101-.106, 441.111-.116; 441.201-.210; Human Resources Code 91.081-.084]

A.1   Objective: Enable Texas libraries to avoid $937 million of costs between 2015 and 2019 by sharing library resources.

Outcome Measures:
1. Percent of public libraries that have improved their services or resources
2. Dollar value of cost avoidance achieved by library resource sharing

A.1.1   Strategy: Share library resources among libraries statewide through Library of Texas, interlibrary loan, TexShare, and other projects.

Output Measures:
1. Number of persons provided project-sponsored services by library resource sharing
2. Number of librarians and others trained or assisted to use shared resources

Efficiency Measures:
1. Number of days of average turnaround time for interlibrary loans
2. Cost per book & other library material provided by shared resources

A.1.2   Strategy: Provide services and grants to aid in the development of local libraries, including grants, continuing education and consulting services, the Texas Reading Club, cooperative programs, and other projects and special studies.

Output Measures:
1. Number of books and other library materials provided to local libraries
2. Number of librarians trained or assisted in libraries
3. Number of persons provided library project-sponsored services

Efficiency Measure: Cost per person provided local library project-sponsored services

A.2   Objective: Increase library use by Texans with disabilities to 10 percent of the eligible population.

Outcome Measure: Percent of eligible population registered for Talking Book Program services

A.2.1 Strategy: Provide direct library service by mail to Texas citizens with disabilities from a centralized collection of large-print, Braille, and recorded books.

Output Measures:
1. Number of persons served
2. Number of institutions served

Efficiency Measures:
1. Cost per person/institution served
2. Cost per volume circulated

B. Goal: To improve the availability and delivery of information services to state government and to persons seeking current and historical information from state government. [Government Code 441.001, et. seq.; and Subtitle C, Title 6, Local Government Code]

B.1 Objective: Improve information services to state and local government offices, historical and family history researchers, and the public by achieving an annual satisfaction rating of 95 percent from customers seeking information and reference services.

Outcome Measure: Percent of customers satisfied with State Library reference and information services

B.1.1 Strategy: Provide legislators, staff, and the general public with ready access to needed government information from publications, documents, records, and other resources, including electronic records.

Output Measure: Number of assists with information resources

Efficiency Measure: Cost per assist with information resources

Explanatory Measure: Number of Web-based information resources used

C. Goal: To provide for the cost effective management of all state and local government records.

[Subchapter L, Chapter 441, Government Code; and Subtitle C, Title 6, Local Government Code]

C.1 Objective: Achieve a 95 percent annual records retention compliance rate for state agencies, and an 80 percent annual records retention compliance rate for local government offices.

  Outcome Measures: 1. Percent of state agencies administering programs based on approved records schedules
        2. Percent of local government offices administering programs based on approved records schedules
        3. Dollar value of cost-avoidance achieved for state records storage/maintenance

C.1.1 Strategy: Provide records management training, consulting, and storage services to state agencies and local government officials.

  Output Measures: 1. Number of state and local government employees assisted or trained
        2. Total revenue from imaging services
        3. Total revenue from storage services

  Efficiency Measures: 1. Imaging services production revenue per FTE
        2. Cost per cubic foot stored/maintained

D. Goal: To implement a program to insure the meaningful and substantive inclusion of historically underutilized businesses in all areas of procurement.
[Government Code 2161.001 - .231]

D.1 Objective: Include historically underutilized businesses (HUBs) in at least 20 percent of all agency dollars spent for special trades services; 5 percent of all agency dollars spent for other services; and 30 percent of all agency dollars spent for commodities by FY2019.

  Outcome Measure: Percent of total dollars spent with HUB vendors

D.1.1 Strategy: Develop and implement a plan to increase HUB vendor participation in all procurement areas.

  Output Measures: 1. Dollar value of HUB contracts awarded
        2. Number of HUB vendors contacted for bid proposals

Chapter 1: Overview of Agency Scope and Functions

A. Statutory basis (enabling state and federal statutes)

Texas legislation and statutes

- **Overall:** Government Code, Chapter 441, Subchapter A; Administrative Code, Title 13, Chapter 2
- **Library accreditation:** Government Code, Chapter 441, Subchapter I; Administrative Code, Title 13, Chapter 1
- **School library standards:** Education Code, Section 33.021; Administrative Code, Title 13, Chapter 4
- **TexShare library consortium:** Government Code 441, Subchapter M; Administrative Code, Title 13, Chapter 8
- **Central service to visually disabled:** Human Resources Code, Chapter 91, Subchapter E; Administrative Code, Title 13, Chapter 9
- **State records:** Government Code, Chapter 441, Subchapter L; Administrative Code, Title 13, Chapter 6
- **Local government records:** Local Government Code, Title 6, Subtitle C; Government Code, Chapter 441, Subchapter J; Administrative Code, Title 13, Chapter 7
- **Texas Historical Records Advisory Board:** Government Code, Chapter 441, Subchapter N
- **Texas Heritage Online:** Government Code, Chapter 441, Subchapter L

United States legislation and statutes

- **Service to blind and physically disabled people:** 2 U.S.C.A. §135b
- **Federal funding for library services and technology:** 20 U.S.C.A. §9101-9176
- **Federal documents:** 19 U.S.C.A. §44

B. Agency history and significant events

1895 - U.S. and Texas governments agreed to exchange government documents.

1909 - Texas Library and Historical Commission created; in 1979, renamed Texas State Library and Archives Commission (TSLAC).

1919 - Legislation enacted regarding county public libraries.

1931 - National Library Service for the Blind and Physically Handicapped established, and TSLAC began providing Talking Book services.

1947 - State records management function established.

1956 - Federal Library Services Act passed and funded to establish and improve local public library service.

1962 - Lorenzo de Zavala State Archives and Library Building opened.

1963 State legislation enacted authorizing TSLAC to collect, organize and distribute Texas documents and to establish the depository library system for state publications.

1969 - Legislative Reference Library separated from the agency. Library Systems Act passed.

1971 - Local government records function enacted.

1972 - State Records Center opened.

1977 - Sam Houston Regional Library and Research Center opened in Liberty.

1988 - State Records Center expansion completed. Talking Book Program circulation facility opened adjacent to the State Records Center.

1989 - Local Government Records Act passed.

1995 - Electronic publications and school library standards added to TSLAC responsibility.

1996 - Federal Library Services and Technology Act replaced the Library Services and Construction Act. Texas Book Festival created to raise funds for public libraries and to encourage reading in Texas.

1997 - Library tax districts authorized to establish and fund public libraries. New state records preservation and management law enacted.

1997 - Responsibility for TexShare academic library resource-sharing consortium transferred to TSLAC.

1999 - Public libraries added to the TexShare Library Consortium.

2001 - Loan Star Libraries Program of direct aid to Texas public libraries funded. Libraries of clinical medicine added to TexShare Library Consortium.

2003 - Number of agency Commissioners increased to seven. Federal Library Services and Technology Act reauthorized.

2005 - Second library district law permitting funding by sales or property tax authorized. Legislature authorized $15.5 million for the Lorenzo de Zavala State Archives and Library Building renovation.

2007 - Sunset bill reauthorized agency for 12 years. Legislature authorized TSLAC to support collaborative efforts to provide Internet access to digitized cultural resources.

2008 - Renovation of the Lorenzo de Zavala State Archives and Library Building began.

Friends of Libraries & Archives of Texas kicked off a capital campaign to supplement renovation funds for the Zavala Building.

2009 - Legislature allowed the agency to use rule-making authority to expand membership in the TexShare consortium. TSLAC celebrated its centennial anniversary. Talking Book Program began distributing digital talking book machine and offering digital download services to patrons.

2010 - Renovation of the Lorenzo de Zavala State Archives and Library Building completed and building rededicated.

2011 - Legislature eliminated funding for Loan Star Libraries Program. Agency budget was reduced by 64 percent; 23.6 FTE positions were lost.

2013 - TSLAC authorized to provide electronic information databases to K-12 public schools.

2014 - TSLAC initiated an electronic archives program to begin process of taking responsibility for the digital and paper records of Governor Rick Perry.

C. Affected populations

The Texas State Library and Archives Commission provides collections and information services to the people of Texas, the nation and the world. Through the Internet, telephone, interlibrary loan and on-site assistance, we serve the information needs of all who seek our help. We also serve as

stewards of the documentary heritage of the State of Texas and of the public's legal rights by overseeing the management and retention of Texas government records.

Key service populations

Our services directly benefit:

- Patrons who use current and historical materials in the Texas State Archives, the Family Heritage Research Center, and the Reference and Information Center, which together comprise the most complete library of state and federal publications in Texas, as well as extensive, unique archival records and manuscripts
- Texas public, academic and school libraries and their patrons that benefit from the provision of a wide range of shared digital content and services
- Patrons with visual, physical and reading disabilities and the organizations serving them, who use the services of our Talking Book Program
- Libraries and other organizations that benefit from the collaborative efforts of Texas Heritage Online
- Government agencies that use our records storage, imaging and consulting services
- Local government officials who depend on regional depositories for the safe storage of their permanent records
- Records management officers, librarians, information resource managers and others who participate in our library and records management training and use our consulting services
- Selective libraries in the U.S. Government Printing Office's Federal Documents Library Program
- People who attend workshops, conferences, and professional meetings presented by our staff
- Texas State Publications Depository network libraries that receive state publications we collect and make available to the public
- Government agency staff who use our reference and interlibrary loan services
- Historians who assist corporations, state and federal agencies, and private individuals in complying with state and federal laws
- Readers of our publications, including library and records management professionals and the public
- Visitors to the Lorenzo de Zavala State Archives and Library Building and its exhibits, and visitors to our Sam Houston Regional Library and Research Center in Liberty
- Researchers who use public library statistics collected and compiled by TSLAC
- Texas library staff who use materials in our Library Science Collection to further their professional development and improve local library services
- Library professionals who use our continuing education and consulting resources
- Demographers using information distributed by the Texas State Data Center and the U.S. Bureau of the Census

Our services indirectly benefit:

- All Texans, whose right to access government information and publications is defended and preserved by the activities of our information services and government records management and preservation programs

- Students and teachers in schools where libraries are improved through our standards for school libraries
- Children, teens and families who participate in the annual Texas Reading Program sponsored by the agency each summer
- People receiving materials distributed through our statewide interlibrary loan network
- Local library advisory board members who receive information and training on effective board operations
- Texans using public access computing at local libraries, supported by training, consulting and E-rate services from the agency
- Historically underutilized businesses with which we do business

Our rule-making authority affects:

- State agencies and state-supported or state-sponsored institutions subject to the requirements of the Texas State Publications Depository Law
- State and local government agencies subject to Texas government records management laws and our administrative rules adopted under authority of those laws
- Public, academic, school and special libraries subject to commission rules such as those for administering library accreditation, school library standards, and library grants
- Libraries across the state participating in the TexShare library resource sharing consortium
- The public, who depend on state and local records to secure their rights as citizens

D. Our main functions

The Texas State Library and Archives Commission provides an array of information-based services to state and local governments and directly to Texans, including:

- **Maintaining the archives of the State of Texas** – TSLAC preserves, protects, and makes available the official archives of Texas, representing the historical record of the state from the Republic and early statehood to the present. This function entails several activities:
    o Acquiring, organizing and preserving archival state documents from agencies, the courts, and elected officials
    o Conserving irreplaceable historical documents and artifacts
    o Digitizing archival materials for use by the public and state government
    o Maintaining special collections in Texana materials, Federal documents, and Texas genealogical materials
- **Improving local library services** – TSLAC staff work with public, school, and academic libraries statewide to encourage and facilitate the provision of high-quality library service. The following activities support this function:
    o Delivering cost-effective access to online digital content to library users via statewide purchasing agreements
    o Providing competitive grants to encourage new and innovative library services
    o Establishing and applying rules for the accreditation of Texas public libraries
    o Offering training and consultation for library staff
    o Serving as the cognizant agency for the expenditure of federal funds for libraries in Texas

- **Storing state and local records** – TSLAC provides storage services for state and local governments at the State Records Center in Austin. In this activity, the following services are provided on an entirely cost recovery basis:
  - Storing agency documents
  - Retrieving and delivering documents upon request by the agency
  - Imaging paper records to microfilm and digital formats
  - Disposing of records that have reached the end of their retention periods

- **Serving the library needs of persons who cannot read standard print** – The Talking Book Program ensures that persons with visual impairments or disabilities that prevent them from reading standard print are able to enjoy books and other library information. This program entails the following activities:
  - Lending books and magazines in digital audio, Braille, and large print to customers statewide
  - Providing reader's advisory consultation to users of the service
  - Participating in the National Library Service for the Blind and Physically Handicapped of the Library of Congress
  - Creating original recordings of books and other printed material

- **Advising state and local agencies in the retention and maintenance of public records** – TSLAC is mandated to create rules governing the retention of public records. The following tasks are required to achieve this mandate:
  - Establishing retention schedules for public records
  - Training state and local staff in-person and via webinar in the management of public records
  - Coordinating records management activities among state agencies
  - Advising state and local staff in response to public information requests

- **Providing direct information services to the public** – The Texas State Library and Archives Commission serves the information needs of researchers, historians, genealogists and other members of the general public both in person and online, including the following:
  - Serving walk-in customers at the Lorenzo de Zavala State Archives and Library building in Austin and at the Sam Houston Regional Library and Research Center in Liberty
  - Curating a rich online collection of documents and collections accessible through the TSLAC website
  - Highlighting the archival and library collections of the agency through publications, exhibits, programs, and the loan of materials to other museums and archives
  - Responding to public information requests for documents in the state archives

E. Public perception

The Texas State Library and Archives Commission provides services to a variety of different client groups including historians and genealogists, local library staff, Talking Book customers, records management personnel, state and local officials and the general public viewing exhibits or attending programs. Each of these client groups would likely offer differing views of our agency depending on the transactions involved. Further, the perception of our agency will differ depending on whether the customer uses our services in-person or online.

TSLAC employs a variety of surveys and other means to obtain voice-of-the-customer feedback from our various client groups. Across these surveys, we can observe the following common elements in the public perception of the agency:

TSLAC delivers high-quality service

- In a 2014 survey of Talking Book patrons, 98 percent indicated that they would recommend the program to others and a 2013 biennial survey indicated that 91 percent "strongly or totally agreed" that staff provided high-quality service.
- A 2013 survey of local government customers of the State and Local Records Management (SLRM) division, the program scored 6.42 on a scale of 7, or an overall satisfactory rate of 94 percent, and state agency users overall ranked the program 6.29 out of 7, or an overall satisfaction rate of 90 percent
- Regular quarterly surveys of customers of Archives and Information Services — which includes the public service desks at the Zavala Building as well as the Sam Houston Center in Liberty — nearly always return a satisfaction rate of 100 percent.
- 78 percent of libraries using the statewide Interlibrary Loan program and 85 percent using the TexShare courier service rank these services as good or excellent.
- In 2013 TexShare libraries rated the TexShare card program 4.26 (on a scale of 1-5, 5=excellent) and the TexShare database program 4.58. A typical comment: "The TexShare Online Databases are an outstanding value for our institution."
- The 2013 overall rating for Library Development and Networking's continuing education offerings was 4.55 on a scale of 1-5. A comment regarding the Small Library Management program: "This was the best online course I have ever taken. I learned so much."

Staff exhibit excellent customer service—courteous and professional

- 79 percent of SLRM local government customers and 85 percent of state agency customers ranked the courtesy of professional analysts as "Excellent" or "Very good."
- In a comment typical of responses from SLRM customers, one person wrote: "You have above average customer service and a very knowledgeable staff." Another wrote: "Employees are professional, responsive and service oriented."
- A customer seeking genealogy resources recently commented: "Absolutely thrilled with my experience here. All the staff so helpful and professional."
- In a typical comment, a Talking-Book patron wrote in the 2013 survey: "I cannot thank you enough for your service through all these years. I don't think there has ever been an instance when anyone was less than kind and helpful. Your staff could give lessons in service to others."
- Another in the same survey commented: "There is no way that we can express our appreciation for this wonderful service. It has made my husband's life bearable and has given him back some of his joy in living."

Online services and resources are impressive, but sometimes difficult to find on our website

Among respondents to a recent survey of web users, 63 percent found it very easy or easy to navigate around the TSLAC site, 63 percent agreed or strongly agreed that the content was helpful and 94 percent that it was relevant. But many people commented that they found what they needed, but it was difficult. One comment read, "I found what I wanted, but it was not simple. Too many

clicks." Another wrote, "There is a lot of information (too much maybe) on this website – and it's not always clear how to get what I am specifically looking for."

A respondent to the SLRM state agency survey wrote: "Your website has a lot of very good information, but it's difficult to use."

Anecdotal information

The following comments are often expressed verbally or in passing to agency staff and help complete an overall public perception of our agency:

- **Constituent groups look to TSLAC for leadership –** TSLAC is perceived as needing to take a leadership role in such areas as libraries, archives, records management, disability services on a state level and, due to the size of the state and our history of service, nationally. In a survey conducted among the library responders, 46 percent ranked "Visioning for long-term library sustainability" as the second highest priority among 29 choices of activity.

- **Well-kept secret in state government** – We often hear that people did not know what services our agency offers or what is available in our building, even some longtime state employees. The public is often pleasantly surprised when we conduct tours and show visitors our conservation lab, captured battle flags, historical photographs, or other materials.

- **Access to Zavala Building challenging** – Many customers complain of parking limitations, though parking is provided in the Capitol visitors' garage near the building. Customers of genealogy and archives services would like more weekend and evening hours and have greatly appreciated that those services are now open the second Saturday of each month.

- **The pace of change is an increasingly difficult challenge for libraries –** The role of technology in delivering library services across all types of libraries and the evolution of roles that libraries play in their communities is an increasingly difficult challenge for Texas libraries. Their budgets and other resources have not kept pace with what is needed, and libraries are turning to the State Library for guidance and resources.

Chapter 2: Organization of Our Agency

A. Size and composition of our workforce

The Texas State Library and Archives Commission is authorized for 163.5 full-time equivalent (FTE) positions. The commission employs one exempt, 148 full-time classified and 25 part-time classified staff. TSLAC aims to employ a diverse workforce. As of August 31, 2013, women comprised 61 percent of the agency's workforce and 58 percent as of February 28, 2014. More complete information on the agency's workforce may be found in Appendix F, Workforce Plan.

B. Our organizational structure and process

In this creative economy, we consider our employees our most important resource and value each employee as an individual. We rely on the collective skills and talents of our staff to meet our goals. Our efficient, flat structure supports a two-way flow of communication and focuses efforts on effective work solutions that benefit our customers as well as our staff.

A seven-member commission appointed by the governor to six-year staggered terms leads the agency. In 2012, Governor Rick Perry appointed a new chairman as well as a new commissioner to fill an expired term. In August 2013, after a nation-wide search, the Commission appointed a new Director and Librarian who began his tenure with the agency on November 1, 2013. Responsible for agency-wide policy development and dissemination, the Director and Librarian works closely with the Assistant State Librarian and the six program directors to implement strategies necessary to achieve the agency's goals. Agency leadership values and encourages staff input to ensure that decisions are informed and that implemented policies and procedures empower staff to perform at their highest level.

TSLAC has six program divisions: Archives and Information Services, Information Resources Technologies, Library Development and Networking, State and Local Records Management, Talking Book Program and Administrative Services. An administrative team, composed of the Director and Librarian, the Assistant State Librarian, the six Division Directors, the Manager of Human Resources, the Executive Assistant and the Communications Officer, meets weekly to discuss agency issues, share information and advise the Director and Librarian.

C. Our location and the impact of geography on our operations

Our agency headquarters is the Lorenzo de Zavala State Archives and Library Building, located within the Capitol Complex at 1201 Brazos Street in Austin. The State Records Center and Talking Book Program Circulation is at 4400 Shoal Creek Boulevard in Austin. The Sam Houston Regional Library and Research Center is located three miles north of Liberty at 650 FM 1011. Functions at the satellite facilities are complementary to the headquarter operations. However, managing staff in multiple locations presents challenges to programs. We strive to ensure effective communication among facilities, providing employees in each facility with a variety of communication tools including e-mail and Angelina, the agency's intranet.

We work closely with federal agencies to implement programs. Our federal partners are:

- National Library Service for the Blind and Physically Handicapped in the Library of Congress working with the Talking Book Program

- Institute of Museum and Library Services working with the Executive Office and the Library Development and Networking Division
- Federal Emergency Management Agency working with the State and Local Records Management Division on disaster preparedness and recovery
- Government Printing Office working to provide access to federal government publications and databases
- United States Department of Commerce working as a core agency with the State Data Center Program for Texas
- National Historical Publications and Records Commission in the National Archives and Records Administration
- Library of Congress

D. Location of our service populations

Our service populations are diverse. We carefully plan and allocate resources in order to meet customer needs spread over the wide geographic expanse of Texas. To increase the efficiency and effectiveness of our programs, and to reach the widest audience and largest number of customers, we partner as often as possible with regional organizations and networks such as the Texas Library Association, the Texas Historical Foundation and Amigos Library Services. The agency's trainers and consultants provide continuing education opportunities to meet statewide needs, working with an advisory panel of librarians drawn from around the state. The agency also delivers records management workshops for local governments in regions throughout the state. We work with a network of Regional Historical Resource Depositories, responsible for housing and maintaining the archival records of local governments in designated areas. As both a regional depository library for federal government documents, as well as the holder of the most comprehensive collection of Texas state agency publications, we work closely with libraries and individuals to provide access to government information resources.

Local librarians are not always able to travel to receive training in-person at the point of need. To address these challenges, we have developed an active program of providing continuing education through distance-learning technologies. In 2013, we provided 283 continuing education opportunities, conducted as in-person workshops, web-based courses, webinars or teleconferences. We also made available over 300 other online training resources at WebJunction, attended by 8,062 librarians and library staff around the state. The Library Development and Networking Division uses a blog, *Library Developments*, and other online tools to provide an up-to-date and efficient way of informing libraries about training opportunities, grants and other programs.

Many remote state offices and local governments continue to experience reduced or strained budgets, but have greater need for records management assistance as a result of staff turnover and varying levels of technological capability. We receive requests to travel and present to many of the more than 10,000 local governments throughout Texas, but have limited staff and resources to help these organizations. To expand our outreach to local governments, staff provide online materials, webinars and timely electronic communication about issues. In May 2010, the Records Management Assistance Unit (RMA) launched a blog, *The Texas Record*—currently with over 1,000 subscribers—to improve communication and outreach to local governments and state agencies. *The Texas Record* is now the main communication channel.

Other outreach efforts through our State and Local Records Management division include gathering critical feedback from customers on what classes and training they need, responding with improved online delivery of materials and collaborating to develop training programs that respond to immediate needs as well as future technological developments. Our records management analyst staff have seen an increase in specialized training requests in FY2013. Records management analysts have worked with the Texas Department of Emergency Management and the Justice Courts Training Center to provide records management training workshops around the state.

As mandated by the Legislature, we place special emphasis on the Texas-Louisiana and Texas-Mexico border regions. In SFY2013 libraries in these regions benefitted from a variety of services from our agency, primarily through our Library Development and Networking and Talking Book programs as follows:

- Six libraries received $91,934 in competitive grants to fund new and innovative services for their communities;
- Five libraries received funding to support a transition to mobile computing;
- All public and academic libraries in these two areas have extensive electronic resources through the TexShare database program to offer their communities;
- Spanish-language interfaces for our major licensed databases are available to libraries throughout Texas, and four TexShare databases contain significant Spanish-language content;
- Public libraries in these regions are able to offer interlibrary loan services to their patrons through the statewide program;
- Academic and public libraries in these regions had access to 245 distance education training opportunities (plus WebJunction) to improve staff knowledge and skills without the expense of travel;
- Public libraries in these regions received materials to support summer reading programs to enhance the reading ability of children and youth.

About 3,100 individuals, schools and institutions and about 22 percent of all Talking Book Program patrons are registered for services in the 61 counties that are designated as Texas-Mexico and Texas-Louisiana border regions.

E. Our human resources strengths and weaknesses

Our employees are educated and highly motivated. We are authorized 163.5 FTEs, a decrease of 5.9 FTEs from the prior biennium, and 29.5 from the fiscal year 2010-2011 biennium. Of the commission's allocated positions, 79 were categorized as "professional" as defined by the Department of Labor. Of these professional positions, 45 require an advanced degree, with 33 professional positions requiring either a bachelor's degree or some college coursework combined with experience. One position in the professional category does not require college work allowing for experience to satisfy minimum qualifications.

We continue to face challenges replacing employees in key professional positions with staff who have equivalent training and/or experience. The low unemployment rate and competitive job market, particularly in the Austin metro area, combined with salary ranges lower than the local market place benchmarks add to the challenges. During FY2013, it took an average of 83 days to fill the commission's vacant positions.

The Texas Library Association recommends a minimum annual salary of $40,500 for a new, full-time professional librarian. As of Sept. 1, 2013, under the state classification system, our entry-level professional librarian salary was $30,533, about $10,000 a year less than the recommended entry-level salary. Of the positions in the agency that have the Librarian classification, 56 percent are paid below the recommended entry level salary. In comparing agency salaries in the Librarian series to the median benchmark salary for the Austin area reported in the 2012 workforce analysis conducted by the State Auditor's Office, our salaries range from a low of 72 percent of the benchmark salary to a high of 89 percent for the more experienced staff.

An analysis of our 2014 payroll shows that only 12 percent of our agency's salaries are above the midpoint in the salary range, leaving 88 percent below the midpoint, with 63 percent of the workforce at less than 90 percent of the midpoint. Our agency would require an additional $743,360 in appropriation in FY2016 to move 100 percent of our staff to the midpoint of their salary ranges.

Our current lack of competitive compensation for key positions makes it increasingly difficult to maintain critical services. In our knowledge-based economy, persons with librarian, archival, library assistant and management skills are in high demand. Having competitive salaries with which to recruit and retain these positions presents a strategic challenge to our agency if we are to continue to discharge the mandates to collect, preserve, manage and curate our collections for our direct customers, and to design and develop information-based programs and services for our local government and library customers.

We experienced a turnover rate of 15.4 percent in FY2013, which is 3.5 percent lower than the statewide FY2013 turnover rate of 18.9 percent. However, turnover for some positions such as Clerk and Library Assistant (five each), was higher than average. There were 25 separations in FY2013 based on an average annual employment of 162.75 full-time equivalent positions. Of the 25 employees leaving the agency, six (or 24%) transferred to another state agency, six retired (one retirement was the Director and Librarian), two were temporary positions for a grant program that ended in July 2013, and one was an involuntary termination.

We also have an experienced but aging workforce. More than 37 percent of our workforce has a minimum of 15 years state agency experience with 22 percent closer to retirement at more than 20 years experience. The largest occupational category of the 36 employees having 20 plus years of state experience is Library and Records, with 36 percent. Administrative and Office positions are the second highest at 22 percent, followed by Program Management at 19 percent. The Library and Records positions are the most difficult to replace as they require specialized education and training. This, coupled with the number of positions in the Program Management category, reflects the importance of agency efforts to develop comprehensive succession plans at each division level.

To fulfill our role as Educator, staff responsible for providing consulting and training to our customers must keep abreast of trends and issues, best practices and innovative technologies and service delivery approaches. Networking with colleagues in other state library agencies around the country is crucial to maintaining our role as Leader.

Our training program is principally work-related, with a focus on increasing competence and performance in current positions. As funds are available, we also focus on building capacity in staff

to handle new challenges, such as additional responsibilities, technological or legal requirements and prospective duties based on available career ladders.

The agency requires staff, whose specialized training is underwritten, to share new skills and information with peers and customers upon completion of that training. We also encourage staff to write articles for agency blogs and newsletters, speak at conferences and conduct follow-up training sessions in-house for others whose positions require similar skills.

Division Directors determine training and staff development needs and work with staff to set priorities for training based on available financial resources. Directors collaborate across programs where possible to maximize limited training resources and opportunities. The Human Resources Office conducts new employee training and periodic training for supervisors regarding agency policies and federal and state workplace laws.

We also offer work time and cost reimbursements to agency staff attending professional development conferences and meetings, as resources allow. Professional development greatly benefits both customers and the agency.

F. Our capital assets and liabilities

Real property assets and liabilities

The agency owns real property in Austin and Liberty. We own four tracts of land totaling approximately 145 acres. We deliver services from two facilities in Austin--the Lorenzo de Zavala State Archives and Library Building at 1201 Brazos Street and the State Records Center (also including the Talking Book Program's distribution center) at 4400 Shoal Creek Boulevard-- the Miriam Partlow House and land located in downtown Liberty, and the Sam Houston Regional Library and Research Center in Liberty, which includes four historical structures and the Jean and Price Daniel home. The land and buildings at these locations are valued at $9.2 million.

The State Records Center at 4400 Shoal Creek Boulevard sits on slightly more than 16 acres and jointly houses Records Center Services and the Talking Book Program circulation department. The State Records Center can store up to 390,000 cubic feet of state agency and local government hard-copy records. Two microfilm storage vaults provide additional storage capacity equivalent to 330,000 rolls of 16mm microfilm.

The State and Local Records Management Division produces, stores and maintains about 35,000 microfilm reels containing census records, tax records and Texas newspapers, with an estimated replacement cost of almost $1 million. The Talking Book Program maintains a collection of books and magazines in various media, including digital flash memory, analog tape cassette, large print and Braille books. The program also lends machines for the National Library Service, which provides specialized playback equipment and adaptive technology devices for patrons with visual, physical or learning disabilities. The program's collections of reading materials and equipment are valued at $20.5 million.

The Sam Houston Regional Library and Research Center in Liberty is the official Regional Historical Resource Depository for 10 counties in Southeast Texas. It was constructed during 1976-77 on 117 acres given to the agency by former Gov. Price Daniel, Sr. and his wife, Jean. In 2010, the center expanded its storage capacity by 4,000 cubic feet with the addition of compact movable shelving, at a

cost of more than $253,000. However, the center still lacks adequate storage for its collection of large artifacts.

The complex includes the Jean and Price Daniel House, patterned after the original 1856 plans for the Texas Governor's Mansion and displaying mementos of the public life of Gov. and Mrs. Daniel. The house and an additional 10.2 acres of land were donated to the agency the by Daniel family in 1985 (for a total of 127 acres). The following four historical structures, located on the same site, are furnished with period furniture and artifacts and are open for tours. Sam Houston Center assets include:

- The Gillard-Duncan House, built in 1848, showcasing furnishings of five generations, including an early Texas schoolroom
- The Norman House, circa 1883, depicting successive periods of occupancy by three families
- The 1898 St. Stephen's Episcopal Church
- The Hull Rotary Building, circa 1930

The buildings were moved to the site between 1982 and 2010 and have since undergone restoration, repair and renovation work that has been funded and supervised by the Atascosito Historical Society. In 2009, the commission accepted the Hull Rotary Club building and funding to move, restore and maintain the building in perpetuity on the grounds of the Sam Houston Center. The Gillard-Duncan and Norman Houses are both in need of significant structural work.
In its museum, the center features exhibits on a variety of Southeast Texas topics. The artifact collection maintained at the Sam Houston Center is valued at more than $1 million.

In addition, the commission owns the Cleveland-Partlow House and 1.4 acres of land located in downtown Liberty. The house, completed in 1860 and now undergoing restoration, is managed and maintained by the Libertad Chapter of the Daughters of the American Revolution by contractual agreement between the agency and the DAR chapter.

Although TSLAC bears no direct financial obligation for these structures, they do pose risk of liability for the state given that there is no insurance on the structures that would cover injury to visitors or provide funds to deal with damage or removal in the event of destruction. We also lack adequate security systems to protect the artifacts and collections maintained in the buildings.

The agency received a one-time appropriation of $1 million for the 2014-2015 biennium designated for repairs and maintenance items at the Sam Houston Center in Liberty. These funds are being used to complete the following:

- Develop a master site plan for the property
- Correct drainage problems
- Repair main access and parking areas
- Replace the damaged security gate and fence
- Remove dead and diseased trees on the property
- Replace fire detection and suppression systems
- Install exterior safety lighting
- Abate asbestos and replace floor tiles

- Replace aging air conditioners and cooling tower at the Center
- Install a security system at the Daniel Home
- Install handicap accessible parking and entrance at the Daniel home.

Archival holdings, library materials, and records assets and liabilities

We maintain the official archives for the State of Texas, serve as an official depository for U.S. documents and state agency publications, and make commercially published library materials available to the public in a variety of formats.

The Texas State Archives is a unique collection of official, historically significant government records, as well as private papers, maps, photographs and other priceless Texas treasures that document the history and workings of government in Texas from as early as 1737 to present day. It constitutes an irreplaceable asset for the people of Texas.

The bulk of the archival records, over 42,000 cubic feet, is maintained in climate-controlled storage at the Zavala building. However, due to lack of space in the Zavala building, more than 29,000 cubic feet of archival records are stored in less-than-ideal conditions at the State Records Center.

The State Archives collections include iconic items such as William Barret Travis's "Victory or Death" letter from the Alamo, original handwritten and printed broadside copies of the Texas Declaration of Independence, and the Meusebach treaty with the Comanche. The collection also includes one-of-a-kind items such as Republic and Civil War era battle flags and original oil paintings. In 2002, the value of these artifacts was estimated at more than $2.7 million. TSLAC has no documentation on the current market value of these items or its other irreplaceable collections which include the more than 65,400 cubic feet of Texas archival documents (the equivalent of approximately 8,200 five-drawer, letter-size standard file cabinets) managed by the commission. While these materials are an invaluable asset to the state, they are currently not insured against loss or damage. Along with the State Preservation Board and the State History Museum, we are working with the State Office of Risk Management to investigate and secure appropriate and affordable insurance coverage for our collections. Excluding government documents, our physical library collection has a current value of almost $3.8 million.

There are more than 1.6 million federal government documents and some 271,000 state government publications in the government documents collection. We have collected and maintained federal documents since 1895, when the U.S. and Texas governments agreed to exchange government documents. In addition to the federal and state documents, our cataloged collection includes another 117,200 volumes in various formats. As of August 31, 2013, our circulating, depreciable collection was valued at almost $41 million. These figures do not include the books and magazines in electronic format maintained by the Talking Book Program.

Since 2007, the Commission in partnership with Archive-It, has maintained Web Archive. It has crawled and preserved more than 63 million documents, requiring 4.2 TB of storage. However, providing reliable electronic information services through the Internet requires continual capital investment in computer and telecommunications equipment.

Several thousand cubic feet of state and local government records in our legal custody are currently stored throughout the state in 25 Regional Historical Resource Depositories (RHRD). These facilities, most in institutions of higher learning, entered into agreements with TSLAC in order to house and

provide access to select state and local records in their regions. The State Archives does not have the resources to adequately provide oversight and assistance for this program. Additionally, there is no current comprehensive list of state and local government records held in these facilities, hindering public access and governmental accountability for these assets. Furthermore, in recent years some facilities have ceased to accept additional records or, in two instances, have withdrawn from the program altogether, causing the records they held to be transferred to TSLAC's facilities in Austin.

TSLAC received $215,000 in its FY2012-2013 appropriation to address this situation in the short term. TSLAC and the Texas Facilities Commission investigated two options for using space in the State Records Center or the Talking Book Program at the Shoal Creek facility for archival storage; neither of these options was feasible. Staff will continue to identify additional options.

G. Our use of historically underutilized businesses

The commission strives to purchase goods and services from historically underutilized businesses (HUBs). The agency did not attain or exceed any of the applicable statewide HUB procurement goals in FY 2013; however, we increased our performance in both the Other Services and Commodities categories.

Reaching the statewide HUB goal of 24.6 percent in Other Services is extremely difficult due to the specialty services we procure that do not have HUB vendors available. Specialty services include the TexShare databases, interlibrary loan services, and courier services the commission procures on behalf of the state. The largest expenditures of the agency continue to involve the purchase of statewide access to electronic databases (81 percent of total 2013 expenditures). The second largest expense in the Other Services is for Interlibrary Loan payments (7.7 percent) which are fees reimbursed to libraries who participate in the program and do not provide a competitive opportunity. These specialty services make up almost 90 percent of our total expenditures. If these items were exempted from HUB reporting, we would have achieved 37 percent expenditures with HUBs in this category for FY2013.

The agency has been unable to reach the goal in Professional Services in the past few years as the expenditures in this category are for internal audit and annual financial report preparation. The newly awarded internal audit contractor is a certified HUB, so the agency will achieve 100 percent of the statewide goal in this category for FY2014 and FY2015.

The commission remains committed to doing business with HUB vendors whenever possible. We participate in forums and expos whenever possible in order for HUBs to become more familiar with our procurement needs.

H. Key events, areas of change and their impact

A variety of internal and external changes have occurred since the last Agency Strategic Plan that will significantly impact our agency.

Electronic records in state agencies

Government Code Chapter 441, Subchapter L mandates the agency to collect archival records of the State of Texas regardless of format. Increasingly those records are in digital format. TSLAC has no resources to assist agencies in the long-overdue process of assessing, managing and storing digital

records of archival value to the state. Every biennium that passes without addressing this issue creates a greater problem that eventually must be solved. Lack of resources to permit TSLAC to provide clear guidance in the retention and preservation of these records results in agencies spending money to unnecessarily retain and manage these files.

Governor Rick Perry's records

The Office of the Governor began in February 2014 to work with the Texas State Library and Archives Commission to transfer Governor Rick Perry's records to the agency for storage and maintenance. The Governor's files include approximately 10 terabytes of electronic data and 3,000 storage boxes of paper materials. Effective management of the electronic data will require developing a process for the ingestion and management of electronic archival files. There are few models in any other state, especially of this project's scale. The system put in place must be able to retrieve documents in response to public information requests. Once established, this project will provide a much-needed framework and model for the collection of e-archive files from other state agencies.

The evolution of statewide library development services

Severe reduction in the agency's 2012-13 biennial appropriation caused several significant changes that altered services delivered by the agency's Library Development and Networking Division, including:

- **End of the Texas Library System.** Since the early 1970s, 10 Texas Library Systems provided development services to over 500 public libraries across Texas. In the wake of this loss, the agency is determining other cost-effective ways to provide consulting, technology support, continuing education and other services to facilitate the development of local library services for Texans.
- **End of direct aid to libraries.** The Loan Star Libraries direct aid program for public libraries in effect since 2002 ended in 2012. The loss of this program had significant implications for the agency's ability to support local library growth statewide.
- **Interlibrary loan changes.** TSLAC closed the statewide TexNet system and implemented a new program that uses newer technology to facilitate the borrowing and lending of materials among libraries. To date, approximately 450 of the state's public libraries have implemented this new program.

The end of these programs will force the agency to continue to seek new ways to cost-effectively fulfill its mandate to facilitate and encourage the development of local library services.

Shift of library resources to digital formats

The ongoing and much-publicized shift of library materials to digital formats impacts agency operations in a variety of ways, including:

- **Materials for the blind, visually impaired and disabled.** Materials for this client group are shifting from cassette recordings to digital formats. This requires that clients increasingly have access to and know how to download and use these materials. The agency is currently digitizing its collection of approximately 2,000 TSLAC-produced recordings to digital format.
- **Resources in online formats.** Vast amounts of information resources are available in online, commercially available databases. The public increasingly demands access to these resources. Via the TexShare and the K-12 database project (newly funded this biennium), TSLAC provides

access to these resources to public, school and academic libraries, allowing huge savings statewide. We estimate that TSLAC can deliver these resources at a cost that is about 1/11th the total cost if each local library were to purchase separately.

- **E-books.** E-books now account for about 14 percent of all book sales in the United States, although use as a percentage of library circulation has tended to lag behind this figure. This is partly due to reluctance of publishers to sell e-books to library jobbers and concerns by the library market about the services offered by e-book vendors. TSLAC, like other state library agencies, may be uniquely positioned to explore options for providing e-books to the statewide library community.
- **The rise of digital collections** – Several efforts are in place to curate substantial and growing digital collections both in Texas and nationally. These include the Portal to Texas History at the University of North Texas, the Texas Digital Library at the University of Texas, and, nationally, projects such as the Digital Public Library of America. The models of these projects tend to overlap with, but be distinct from, the State Archives model, though some form of partnership on some projects will likely be examined in coming years.

Backlog and storage of archival materials

The State Archives receives approximately 1,755 cubic feet of archival materials per year. While resources were provided to the agency in the current biennium to address the backlog of archival materials, storage continues to be a problem. At current, we estimate that the agency needs approximately 38,000 cubic feet of additional storage to be able to adequately house the Texas State Archives.

Increasing demands for state and local records management consultation and training

The agency's State and Local Records Management Division discharges the state's mandate to establish rules for the retention and maintenance of state and local records and to provide records management training and consultation to state and local governments. Currently, six Government Information Analysts are tasked with providing this training to over 10,000 units of government at the state and local level. Accurate and timely guidance is critical to the retention and maintenance of these records to ensure transparency of the work of government and secure legal rights of citizens. A constant plea from our records management clients is to provide more consultation, interpretation and training.

Talking Book Program circulation system

The TSLAC Talking Book Program circulates over 1 million items per year to nearly 15,000 users statewide. The computer program that enables the agency to maintain and circulate this collection is a legacy system created in house in the 1990s. While the program is a national model of effectiveness, it is built on an aging and unstable database platform that is no longer supported. TSLAC commissioned a study of options from a third-party company which recommended that the agency build a new system in house. Replacement of this system is a high priority within the agency and must be accomplished to ensure long-term stability of the project while maintaining the high functionality that customers and staff currently enjoy and expect of the system.

State Data Center costs

TSLAC was one of the first agencies to comply with the requirement to move state agency IT operations to the consolidated state data center. While the agency has found that the performance of the data center has generally improved with the new contractor, the cost of storage of data at the center has become a growing concern. The nature of TSLAC's operation in the area of storing and maintaining digitized archival files has required increasing amounts of storage space. Currently storage at the State Data Center costs $1,000 per terabyte per month. A single recent project that digitized audio tapes from Senate hearings created 18 terabytes of data, thus requiring a new charge of $18,000 per month to the agency. The cost is a significant roadblock to making digital resources from the Archives available to the general public. Further, the cost will be a factor in any move toward taking in digital archives from other agencies as described in this section above.

Key management staff

Two of the eight members of our administrative management team are return-to-work retirees and one is eligible to retire. Agency-wide, 10 staff members are return-to-work retirees, 20 are eligible to retire and 45 will be eligible to retire within the next five years. Many of these are in key professional positions. The challenge for our agency will be to employ effective methods of knowledge transfer that will preserve much of the wealth of experience that employees of long standing possess. This may include mentoring, job shadowing, cross training and other methods of ensuring that we do not suffer from "brain drain" when retirements occur.

Resource sharing services and school libraries

The 83rd Legislature appropriated funds to the agency to re-establish a K-12 public school library electronic resources program. In SFY2014, the program began implementation:

- Advisory group formed
- Electronic resources competitively bid and contracts issued for service to start June 2014
- Educational partner competitively bid and contract issued for service to start April 2014
- Staff hired to provide support, outreach and training to school districts.

All Texas public school libraries, school staff and students will have access to electronic resources to support the curriculum and student learning.

- The statewide interlibrary loan program continues the transition to using new technology to support this service in Texas public libraries. Implementation will be complete in SFY2015.
- The TexShare program provided funds in SFY2013 and 2014 to assist libraries with the shift to mobile technology and is conducting a survey to determine the priority needs of Texas public and academic libraries for new forms of electronic content.

Technology programs

The Universal Service Fund (commonly called E-Rate) under the Federal Communications Commission requires that we approve technology plans for public libraries applying for E-Rate discounts for internal connection services. The approval process requires staff time and resources for training local librarians, providing technical assistance and reviewing plans. In FY2013, $4,150,246.05 was committed to Texas libraries for E-rate reimbursements.

When the 79th Texas Legislature passed HB1516, the Texas State Library and Archives Commission became the first of 27 state agencies to receive technology services through the new consolidated state data center. The goal of this consolidation is to improve technology cost efficiency for the state as an enterprise. The data center consolidation project was an enormous undertaking with many risks and potential points of failure. TSLAC, as well as other state agencies, experienced significant instability across its information resources. Five years after the project's start, a new contract was awarded to another vendor team. Since mid-2012, TSLAC has worked with the new data center team to stabilize and refresh our technology resources at the data center. The business relationship with the new vendor team has been more successful, and TSLAC expects to continue to receive the essential data center services required to complete our mission.

Chapter 3: Fiscal Aspects

A. Size of our budget (trends in appropriations)

Biennial Budgets FY 2010-FY 2015
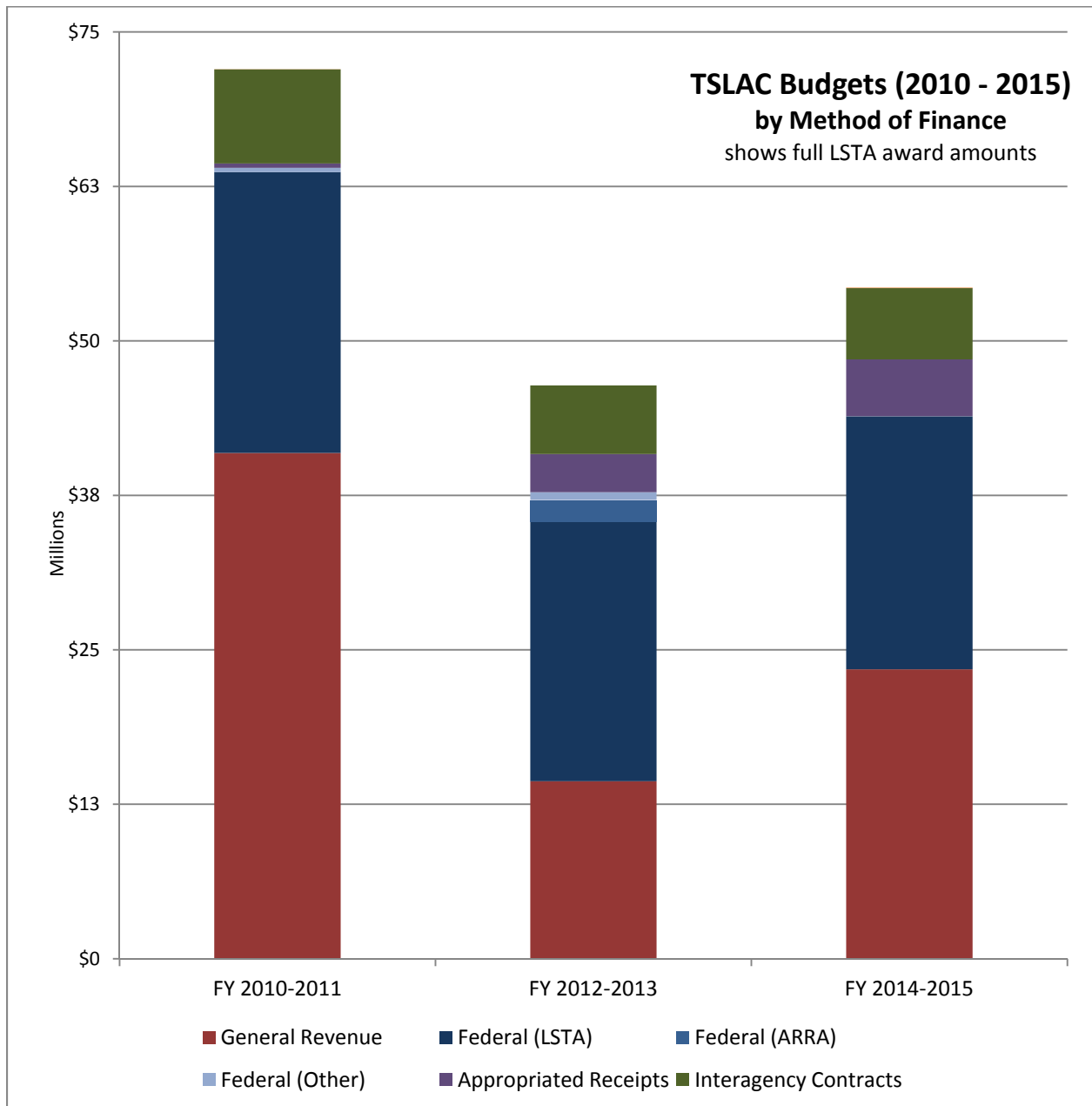
METHOD OF FINANCE	FY 10–11 Budget	FY 12–13 Budget	FY 14–15 Budget	FY 10–15 PERCENT
General Revenue	$40,935,207	$14,367,207	$23,416,414	-43%
Federal Funds (LSTA)	$22,720,164	$21,003,287	$20,474,467	-10%
Federal (ARRA)	$0	$1,757,681	$0	NA
Federal (Other)	$353,043	$628,351	$17,000	-95%
Appropriated Receipts	$350,000	$3,084,888	$4,599,434	1,214%
Interagency Contracts	$7,611,886	$5,557,389	$5,761,954	-24%
TX Reads License Plate	$10,263	$0	$33,000	222%
TOTALS	$71,980,563	$46,398,803	$54,302,269	-25%

(Unaudited)

B. Method of finance

General Revenue funds are again the primary source of funds for our agency, although they were not so in FY 2012-2013. Although the federal LSTA funds for 2015 were threatened by the reductions in 2012, the agency successfully appealed our failure to maintain financial effort and will therefore receive our full allocation. A large portion of the federal funds is used for resource sharing, grants, and continuing education activities to provide important library services to public and academic libraries. In approving the agency's request for a waiver of the federal maintenance-of-effort requirement, IMLS cautioned that this was a "one-time waiver" and that it will be imperative to maintain state general revenue support to ensure eligibility for future LSTA funding.

Another large part of our budget comes from Appropriated Receipts and Interagency Contracts. These reflect the fees generated by the State and Local Records Management Division, as well as the fees from libraries for the TexShare digital content, and the new fees for public school digital content. In FY2012, the State and Local Records Management Division's State Records Center operations lost all General Revenue Funding and is now operating under a full cost recovery model.

C. Per capita and other states' comparisons

In FY2013, local funding for public libraries in Texas was about 99 percent of the total funding, while state and federal funds made up the remaining one percent of funding for public libraries. In FY2011, Texas ranked 48th of 50 states and the District of Columbia on total per capita operating expenditures for public libraries.

The 10 most populous states with talking book programs are: California, Texas, New York, Florida, Illinois, Pennsylvania, Ohio, Michigan, Georgia, and North Carolina with Texas ranking second in population eligible for talking book services and last in percent of eligible patrons enrolled in its talking book program. In terms of per capita spending for registered patrons, Texas ranks sixth.

Among the surrounding states of New Mexico, Oklahoma, Arkansas, and Louisiana, Texas ranks last in percentage of eligible patrons registered and fourth in per capita spending on those patrons.

D. Budgetary limitations (appropriation riders)

The TexShare and K12 public school library database program are partially funded by fees from participating libraries. To ensure adequate cash flow from fee collection to payment for services, we must be able to apply monies collected at the close of one fiscal year to payments due the next fiscal year.

Current Rider No. 6 (S.B. 1, 83rd Legislature, 2013), should be reauthorized to read:

> **Appropriation of Receipts and Unexpended Balances of TexShare Membership Fees and Reimbursements and Public School Participation Fees and Reimbursements.** The Library and Archives Commission is hereby authorized to collect fees from the members of the TexShare Library Resource Sharing consortium (estimated to be $1,300,000 each fiscal year in Appropriated Receipts and $900,000 each fiscal year in Interagency Contracts and included above in Strategy A.1.1, Library Resource Sharing Services) and from participating K12 public school districts (estimated to be $1,000,000 each fiscal year starting in SFY2015 in Interagency Contracts and included above in Strategy A.1.1, Library Resource Sharing Services) from revenue generated during the biennium beginning September 1, 2015, as authorized by Government Code § 441.224 for costs associated with the TexShare and K12 Public School database programs.
>
> Any unexpended balances as of August 31, 2015 (estimated to be $0), in amounts collected from TexShare members for TexShare services or programs and from public school districts for the K12 public school library database program are hereby appropriated for the same purpose for the biennium beginning September 1, 2015. Any unexpended balances as of August 31, 2016, are hereby appropriated for the same purpose for the fiscal year beginning September 1, 2016.

E. Degree to which our budget meets current and future needs and expectations

Current budget, staffing levels, and employee compensation are insufficient to meet the increasing information needs of our customers.

Our clients, who include state and local officials, researchers, historians, authors, students, genealogists, librarians, and the general public, have information needs that only increase every year in our knowledge-based economy. Their success depends upon receiving fast and timely information and service from agencies such as ours. At the same time, in our information-intensive economy, we are finding that for specific positions, we cannot compete with private-sector and other government agencies in recruiting the personnel needed—nor do we have all other resources needed— to fully discharge our mandated duties and meet the ever-escalating needs of our clientele.

The following are a few of the most acute areas where currently available budget resources are insufficient to meet current and future needs and expectations:

- **Coordination of electronic archives for state agencies** – while TSLAC has a mandate to preserve state archives regardless of format, no resources are available to allow the agency to fulfill this mandate in regard to records in electronic format; every year that this need goes

unaddressed makes the solution more difficult and costly. Additional resources are needed for technology, data storage, and staffing to accomplish this crucial task.

- **Creating a future vision for Texas libraries** – Our Commission has set this as a leading goal through strategies to help libraries be central to the economic, technological and informational needs of their communities. The agency, however, lacks sufficient resources to provide the training and technical assistance needed by libraries to stay current on practices and technologies to most effectively fill these roles in their communities.

- **Providing access to online content** - In our information-driven society, quick access to authoritative online information is critically important. Via TexShare and our K-12 database program, Texas library users have access to the information needed for school, work, and personal growth at a cost to the state of approximately one-tenth of the cost to local governments, higher education, and schools. However, the demand for content and the availability of new content grows every day and additional resources are needed if the service is to grow to meet demand.

- **Meeting records management needs** - The State and Local Records Management Division lacks the resources needed to meet current and future demands of state and local agencies for training and consultation in records management and retention and to develop guidance content to explain records retention rules and requirements; at least two additional positions are needed to adequately address these demands.

- **Appraising, acquiring, and curating archival resources** - While the agency received funding in 2013 for staff to address the backlog, demands on the Archives division continue to grow with projects such as the transfer of Governor Perry's records to the agency in late 2014. Further, the agency lacks the resources to secure the permanent offsite storage space necessary to house an estimated overflow of 30,000 cubic feet of paper archives.

- **Growing the Talking Book Program** - The introduction of new digital services has reawakened interest in the Talking Book Program, but insufficient resources and lack of authorization to advertise services create difficulties in reaching many potential customers. Currently only about six to seven percent of persons eligible for the service are enrolled.

- **Recruiting and retaining a qualified agency workforce** - We face challenges in adequately compensating staff and providing special compensation incentives for high achievement. TSLAC staff lags significantly below averages for similar positions in other state agencies. Market adjustments are needed in key positions such as librarian, library assistant, archivist, and in manager positions if the agency staff recruitment and retention is to remain competitive.

- **Effectively managing agency resources** – TSLAC lacks the basic financial and accounting tools needed to manage agency resources efficiently. Specifically, TSLAC has lacked the funding to purchase the Comptroller's CAPPS system or similar accounting system that integrates personnel, budgeting, purchasing and other functions.

- **Maintaining and safeguarding historic resources at the Sam Houston Center** – TSLAC lacks the authorization to adequately manage the historic resources of the Sam Houston Regional

Library and Research Center in Liberty. In addition to extensive holdings of archives and artifacts documenting the history of the ten-county region of Southeast Texas, the Center includes a reading room, exhibit space, and the historic Jean and Price Daniel House. More support is needed to mount exhibits, maintain the facilities and grounds, and provide interpretive guidance to visitors to the center.

F. Agency benchmarks

In LFY2010, 30.5 percent of public libraries improved services or resources (reported for SFY2012); in LFY2011 (reported for SFY2013), this decreased to 21.92 percent. Local library budgets were under strain from the economic downturn and this is reflected in the elements that go into this measure.

The outcome measure for Objective A.2, "percent of eligible population registered for Talking Book Program services," reflects the lack of state funding for library services and outreach to potential patrons, when compared to other states. The most recent report of the number of individuals served by the National Library Service for the Blind and Physically Handicapped in the Library of Congress shows the percent of eligible population served in the 10 largest states.

Percent of Eligible Talking Book Population Served

Florida	18.7%	Ohio	13.2%
Pennsylvania	16.4%	Michigan	11.9%
New York	12.4%	Georgia	10.8%
California	12.3%	North Carolina	10.8%
Illinois	13.2%	Texas	7.3%

Note: This table uses data from the Library of Congress National Library Service. It includes some duplication, which is not calculated in our outcome measures.

Outcome measure B.1 is "Percent of Customers Satisfied with State Library Reference and Information Services," with a projected goal of 95 percent. We have traditionally exceeded this goal for customer satisfaction.

Chapter 4: Service Population Demographics

A. Historical characteristics

Historically, Texas was a majority white state with a significant rural population. In 1950, Texas had the nation's sixth largest population with one city—Houston—in the top 20 most populous cities in the country. In 1950, 37 percent of the population of the state lived in rural areas. In 1950, the state was 82 percent white and as late as 1990, 75 percent of the state population was white non-Hispanic.[1]

TSLAC designed programs that met the historic demographics of the state, including the following highlights:

- In 1931, Texas became the third state to join the newly formed National Library Service for the Blind and Physically Handicapped (NLS), a division of the Library of Congress. NLS provides services for those who cannot read standard print materials because of a disability, many of whom live in remote areas of the state; these services are provided through state partnerships.
- Originally, only adults who had qualifying visual and physical disabilities were eligible for this service. Children became eligible for service in the 1950s. In the 1970s, those with learning disabilities that affect reading were added as qualifying for service.
- Throughout its history, the agency has been the repository of state archives; however, prior to the advent of the Internet, persons wishing to access most archival items had to travel to Austin.
- Beginning in the earliest days of the agency, the objective of the library development program was to ensure that every Texan was served by a public library, even in the most isolated rural areas of the state, according to a rationale that library service aided individual and community development.
- In later years, with universal access closer to a reality, attention turned toward developing programs that reached all public libraries in the state, resulting in the creation of the Texas Library System, a distributed program to provide consulting, continuing education services to libraries across the vast distances of Texas.
- The agency has traditionally served population groups of highly varied interests, with collecting scopes similar to those of a mid-sized public library. Public officials and employees, scholars and students, attorneys, entrepreneurs, family historians, and individuals with basic information needs made up our customer base. However, most individuals who lived outside the Austin or Liberty areas communicated with the public service staff through the U.S. mail and the occasional on-site visit.
- In the 1940s, the agency added a State and Local Records Management Division that serves the records management needs of approximately 10,000 state and local government agencies through consultation, retention schedule development, and offsite storage services.
- Beginning in the 1990s, technological advances allowed an enhanced service model. TSLAC acquired their first Integrated Library System, soon making our catalog available via the Internet. The majority of reference questions began to arrive in the form of email. We began posting finding aids and indexes to archival records, as well as digital images, to the agency's website. Long distance telephone calls to the service desks became commonplace as cell phone rates fell.

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[1] Unless otherwise noted, all demographic data in this chapter is from the Texas Comptroller for Public Accounts and the U.S. Census Bureau.

B. Current characteristics

Texas has now become much more populous, more urban, and predominantly non-white. Texas is the second most populous state with six of the top 20 most populous cities in the U.S. Only 17 percent of the population now lives in rural areas (though the total number is the highest of any state). And the population is much less white, becoming a majority non-white in 2004. In 2006, 48.3 percent of the population was white compared to over 75 percent in 1990. At the same time, the Hispanic population has become about 32 percent of the population.

The following are ways that our programs are responding to current demographic characteristics:

- Any Texas resident who has a qualifying disability is eligible for service from the Talking Book Program. Currently Talking Book serves the following demographic:
  - Patrons by age:
    - 7% are under 20
    - 38% are 20-64
    - 55% are 65 and older (including many centenarians)
  - Patrons by disability
    - 54% are blind (including 2% who are deaf-blind)
    - 35% are visually impaired
    - 5% have a physical disability
    - 6% have a learning disability
  - 8% of patrons are veterans
- In the Records Management arena, Records Management Assistance offers specialized consulting services to nearly 9,000 state and local government officials annually through one–on-one consultation and through workshops and special presentations. In an ongoing effort to overcome the geographical challenge of serving a huge state, much training is presented via webinar and full suites of training materials are made available online.
- For Archives, our customer base continues to reflect the wide range of interests of our patrons. While it does not appear the composition of the base itself has changed dramatically, it is more anonymous. Technology has made it easier and less expensive to reach us. We often do not know anything about a patron other than their question and, possibly, an assumption of their location, based on an email address.
- Digitization and retrospective cataloging projects continue to place the Archives and Information Services collections on a world stage. Digitized images made available on our website, as well as partner sites such as Ancestry and Flickr, have generated customer requests for additional information. It is not unusual to receive reference requests concerning older, yet newly cataloged, items shortly after being added to online catalogs.
- Continuing technological advances have raised the expectations of society in general. Many customers expect information, especially government information, to be immediately available upon demand, full text, and free of charge. Researchers are becoming more adept in their use of resources available online and frequently only need to access non-digitized items during their visits.
- Library Development and Networking responds to the growing need to have information resources for school, public, and academic libraries through the provision of online services such as TexShare, which delivers online content to persons of all ages throughout the state and which is used approximately 187 million times per year.

- LDN offers training and technical support both in person and via webinar to local library staff throughout the state.
- The Library Systems program is no longer in operation due to overall budget decreases in 2012-2013, leaving the LDN staff developing ways to reach more library staff statewide directly, including the encouragement of local networking organizations where librarians work to support one another and to support local organizations with outside training.
- Several aspects of public use of the Internet will have implications for the use of online resources:
  - Fourteen percent of American adults (over 18) do not use the Internet
  - Internet use remains strongly correlated with age, educational attainment, and household income. One of the strongest patterns in the data on internet use is by age group: 41 percent of Americans ages 65 and older do not use the internet
  - As of September 2013, 70 percent of adult internet users have a high-speed connection at home[2]
  - Connected Texas' research shows that broadband service is still not available in all parts of the state, but that broadband access is key for business development, and that an estimated 139,000 businesses in Texas lack broadband access.
- In the Talking Book Program, the aging of the baby boomer generation is causing an increasing acceptance of and demand for materials in digital formats fueling an increase in the use of digital materials in cartridge and via the downloadable BARD collection from the National Library Service for the Blind and Visually Impaired.

C. Future trends and impacts

The shifts of recent years are predicted to continue. According to figures from the Texas Data Center as reported by the Texas Comptroller, the state's population is expected to increase 71 percent between 2000 and 2040. By 2020, the Texas Hispanic population is expected to outnumber the white population, with Hispanic populations tripling in urban areas and doubling in rural areas between 2000 and 2040. The significance of this shift is not only the total numbers, but the widespread nature of the trend. Between 2000 and 2010, the white non-Hispanic population decreased in 161 of 254 counties, while the Hispanic population increased in 228 of 254 counties.

Age distribution is also a key consideration in planning. In 2010, for all age groups up to and including the 30-34-year-old age bracket, Hispanics are a majority of the state population. For all age groups older than 34, white non-Hispanics are the majority. At the younger and older extremes, this difference is most pronounced. For the age group 5 to 9, 49 percent is Hispanic, while 33.2 percent is white non-Hispanic. For ages 60 to 64, 62.3 percent are white non-Hispanic, while only 23.2 percent are Hispanic. A recent presentation by the Hobby Center for Study of Texas at Rice University discussed the profound impact this shift along with other demographics will have on education in Texas.[3] Compounding this issue is the growing trend of higher percentages of children from economically disadvantaged households in the public schools. In 2012-13, 60.3 percent of all Texas public school students were economically disadvantaged, an increase of 38.8 percent in 10 years.[4]

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[2] "Pew Research Internet Project," http://www.pewinternet.org/data-trend/internet-use/
[3] Hobby Center for the Study of Texas at Rice University, "Population Change in Texas: Implications for Education, the Labor Force, and Economic Development," June 16, 2011. (http://hobbycenter.rice.edu/)
[4] Texas Education Agency, "Enrollment in Texas Public Schools, 2012-13," (http://www.tea.state.tx.us/acctres/enroll_index.html)

Meanwhile, the overall population of the state is also expected to grow older: the percent of the population over 65 is predicted to double by 2040.

As we look to the future, we will plan for demographic and societal change with programs that take into account new user groups, changes in available technology, and access to online services.

- For the Talking Book Program this means:
  - o Improved delivery of materials (phone apps, web-streaming, direct delivery to players)
  - o Broad-band Internet service across the state, including remote and rural areas to speed access to and build greater demand for resources
  - o More tech-savvy users who will expect and be able to use information delivered in a variety of formats
  - o Increasing senior population as the baby boomer population grows older, which will create more eligible users of the service.
- With the new authority to store local government records as well as new digital imaging services, State Records Center staff can provide a low-cost alternative for local records storage, thus saving resources for local governments to address shifting demographic needs and growing rural isolation.
- Researchers in historical archives and genealogy will also be impacted by change. Expectations for inexpensive, rapid access to full text sources will continue to rise. The public will also want to access information through an increasing number of electronic devices.
- In Library Development and Networking, the changing face of the state will have profound impacts for the nature of library services, including:
  - o The use of online and print resources to help support economic growth in communities
  - o The need for libraries to provide access to resources to support student research and achievement
  - o Libraries increasingly called upon to be social service and referral agencies, helping their customers cope with many aspects of life from work to child-support to business and finance
  - o The need for more materials in foreign languages and more awareness of multicultural perspectives.

Short-term trends (1 – 2 years)

Short-term trends impacting TSLAC include:

- Continuing population growth throughout the state – Austin, Midland-Odessa, Frisco and San Marcos among the top-10 fastest growing cities in the U.S.[5]
- Movement of populations from rural to urban areas – approximately 86 percent of the state population resides in urban areas, most along and east of IH 35
- Shift of labor to information-intensive, knowledge-based industries, including health care, information technology, government, and financial sectors
- Growth of enrollment in public schools by economically disadvantaged students
- Rapid increase in the proportion of Hispanic residents in relation to other groups and as a growing percentage of the enrollment in public schools

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[5] Forbes, "America's 20 Fastest-Growing Cities," February 14, 2014. (http://www.forbes.com/sites/erincarlyle/2014/02/14/americas-20-fastest-growing-cities/)

- Continued boom in the energy industry in West and South Texas and other areas of the state
- Increased numbers of immigrants, not just from Latin America, but from around the world, including Asian and African countries
- Aging population of white non-Hispanic populations living statewide, but more pronounced in the rural areas west of IH-35
- The rapidly increasing populations of Asians in some urban areas such as Austin and Houston.
- The continuing surge of working poor and the spread of poverty to suburban areas

All these trends put increasing demand on the services of the agency, including the following:

- Rising expectations for inexpensive, rapid access to full-text information sources
- Public demand for information through an increasing number of electronic devices
- Heightened demand in cities for all services from public library support to assistance with local records management; ongoing needs in rural areas for library, archival, and information services
- Increased demand from the Talking Book Program as the number of eligible patrons increases with the overall aging of the general population (particularly those living in rural areas who most need the service via the mail or download)
- All population segments will have an ongoing need for digitization projects that make the most significant or frequently requested resources available online quickly and in ways that facilitate the user interface, while simultaneously preserving the original records for the future
- The rise in population means additional records storage and imaging services will be needed to help manage the flow of records created to document the services being provided at the state level
- As rural areas expand, local governments will need more online training to help them manage their increasing volumes of electronic and paper records.

Medium-term trends (2-5 years)

Medium-term trends include the following:

- Population growth – A great majority of the total population of the state will continue to be concentrated in the fast-growing triangle between Bexar/Travis counties, the Metroplex, and the Houston area
- While the rural population tends to be declining, the rural population of Texas—3.6 million in the 2000 census— is the highest of any state
- Steady increases in non-white populations, especially growth of Hispanic population
- Continued boom in the energy industry in West Texas, Southeast Texas, and other areas around the state
- Changes in how the public acquires and uses information resources, including an increased dependence on cloud-based applications, social networking, streaming content, and mobile devices
- The increasing emphasis on digital curation to manage user experience of online collections and resources
- Increasing trend of dual enrollment of students in high-school and college level courses
- In several key indicators, Texans are facing key shortages in health and human services occupations: the number of social workers has been declining in recent years; 173 counties in

the state are designated by the U.S. Department of Health and Human Services to have a shortage of mental health professionals, and Texas faces shortages of physician's assistants, nurses, and physicians in some areas.[6]

These trends will continue to put pressure on TSLAC in its role as providing information to a knowledge-based economy, including:

- Access to online information from archives and libraries will be vital to sustain economic growth and the new and shifting populations of the state
- ARIS will need to examine and implement a scan-on-demand service to provide the access requested by our customers. Skilled staff will be needed to scan and process the images
- It should be expected that the number of walk-in researchers will decline. Our staff will need to explore methods to electronically deliver large quantities of data to our remote users. Currently we are limited to email attachments and creating CDs or DVDs, which then must be physically delivered or retrieved
- Local libraries will need to adapt their approaches to serving the changing demographics of their communities, including more materials in languages other than English (and not exclusively Spanish)
- Local libraries can be positioned to provide information and technology support to aid local economic growth and change. Booming energy economies, growing health-care, and high-technology sectors will require educated workforces and public, school, and academic libraries will play a role in helping build those skills
- Texans will depend on state and local records access to ensure an open window on government – increasing populations mean greater volumes of documents generated and greater need for storage, as well as records management analyst support
- Over 3.6 million persons living in rural areas will require ongoing library, archival and records services, and support from our agency that can be used regardless of geographic barriers, including online electronic resources, interlibrary loan services, webinars and other distance-education training for records management and library development programs, and Talking Books sent by mail or downloaded
- Greater numbers of Talking Book patrons will seek materials in digital formats as they become more familiar with their use and the materials become more available
- Loss of health infrastructure will impact the ability of families and communities to care for its residents, placing more burdens on libraries and other information resources to assist in finding resources and information regarding care
- The continuing trend toward cloud-based applications, social networks, and the proliferation of mobile devices will have huge implications in how we reach users and provide access to our collections and services, and how we advise local libraries
- Digital curation principles will drive key considerations in the way the agency manages and responds to the online user experience of its collections and services.

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[6] Statewide Health Coordinating Council, "2011-2016 Texas State Health Plan." (http://www.texaspha.org/)

Long-term trends (more than 5 years)

Long-Term trends will include significant changes in the general population for Texas as well as specific groups with implications for TSLAC services, as follows:

- Population growth will continue to be strong – By 2040, the population of the state will be at 35.8 million, a 71 percent increase since 2000
- By 2020, Hispanic population will outnumber white population and that condition will prevail in the majority of counties of the state
- Employment trends toward knowledge-based industries such as health care, technology, government, and financial services will continue
- The percentage of Texans over age 65 will nearly double from 10 percent in 2010 to 18 percent in 2040, but in some locations that growth will be more pronounced, primarily in the more rural counties west of IH 35 and throughout the Panhandle[7]
- TEA projects educational attainment levels will be lower in 2040 than today, with the percentage of persons without a high-school diploma increasing from 18.8 to 30.1 percent
- The percentage of the college-educated population is also expected to drop: persons with some college credits are expected to drop from 28.7 to 23.9 percent of the population, those holding bachelor's degrees will drop from 18.2 to 12.9 percent, and those with graduate degrees will drop from 5.3 to 4.4 percent.

These trends will continue to create demand for agency services, including:

- Knowledge-based economies will require resources from all sources, including the information found in archives and libraries, requiring that TSLAC provide leadership, training, consultation, and resources to support librarians, archivists, and records managers in that effort
- As large quantities of our resources continue to become available, in various electronic formats, an unlimited number of researchers will have ready access. Researchers, librarians, and the public will demand ever-greater amounts of material delivered cost-effectively via online resources. On-site research is likely to decrease
- Library services will need to reflect a greater awareness of the needs of diverse communities both through the programs offered directly by the agency, but also via training of local library staffs and others
- Greater numbers of older residents will create more demand for Talking Book services, especially in the rural areas where the growth is projected to be greatest and the need for service by mail or download is most acute
- Public, school, and academic libraries will partner to support students for workforce enrichment, economic growth, and individual achievement
- Students who lack formal education will require support for their lifelong learning goals
- It will become increasingly challenging to educate the growing workforce. Libraries and archival institutions will be uniquely situated to assist in formal and informal educational support

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[7] Office of the State Demographer, "Texas Demographic Characteristics and Trends," February 13, 2012. (http://txsdc.utsa.edu/Resources/Presentations/OSD/2012/2012_02_13_Agency_Leadership_Meeting.pdf)

- The age structure of the population will be a positive condition for continued economic growth, but economic growth will require delivery of information, training, and individual enrichment to business, the workforce, and to prospering individuals and families
- Ever-increasing amounts of government documents in digitized or born-digital formats will require systems for storage, maintenance, and retrieval.

Chapter 5: Technological Developments

A. Impact of technology on current operations

Technology continues to change the world in which we live in very dramatic ways. This transformation poses major challenges to the Library and Archives Commission and the services we provide our customers. The transition to providing information and materials from analog to digital affects all divisions and the customers we serve. Libraries are using more and newer technology to better serve the people in their community and across the world. Technology trends include:

Mobile – Libraries are building web sites that are more responsive to the now-common mobile devices their customers use. Many libraries are using apps and other mobile software to extend traditional services. Apps provide geolocation information, online catalogs or research tools, or interact with social media. Mobile technologies continue to provide new innovations, and the Library and Archives Commission is dedicated to keeping pace with these new challenges.

Open source software/services – A variety of library technology-oriented organizations, such as the Digital Public Library of America, the Portal to Texas History, and the Texas Digital Library, are aggregating datasets and making library applications available to the public. The Internet Archive provides a suite of tools for harvesting metadata, and recently the Library and Archives Commission implemented Omeka, an open-source digital library software. By continuing to engage with open technologies, the TSLAC has the opportunity to build highly customizable applications while contributing to the broad initiatives of library technology communities.

Online courses – A significant development for libraries is the implementation of a wide range of distance learning courses and degrees that support accessible learning initiatives. Libraries are also using software tools such as LibGuides and Moodle to support student learning and research. As school and academic libraries use these technologies, we will ensure that programs, such as the TexShare databases, support expanded educational opportunities.

Open Data – Open Data, a prevalent topic of discussion in many institutions as well as in government, typically is made available to the public in a web-based store that the public can use. Open data supports innovation for commercial and public interests, and has become a core initiative at the state and national level (Senate Bill 279 (83R)). TSLAC has contributed several of its open government resources, and has as its goal to lead in open data/ open government initiatives.

Digital libraries/repositories/archives – As part of a broad movement to provide digital resources within libraries, many libraries across Texas have begun to digitize and make publicly available a range of resources. One of the LSTA technology grants administered by the State Library provides support for digitization projects across Texas. Digital repositories and archives allow for improved management of ever-increasing digital information and content. Library technologists are also working on linked data resources to make library data easier to access and share information.

"Maker Spaces"/"Hacker Spaces" – Libraries are increasingly community centers to provide citizens and students access to technology tools and services to build or create their own sites and applications for specific uses. Libraries combine these services along with instruction, courses, or workshops. These services will often coordinate with the provision of other technologies, for example, three-dimensional printers or programming.

The Texas State Library and Archives Commission will continue to optimize our use of new technologies

to serve our customers better. At the same time, we must also continue to serve the needs of traditional clients of paper-based resources and continue to be the custodians of those resources.

Access to information and services

We use web-based services to provide more information to more customers. We provide an increasing number of our documents on our website (www.tsl.texas.gov), such as the Texas Public Library Statistics, our summer reading program information and materials, the Public Library Advisory Board Handbook, and the Continuous Review, Evaluation and Weeding (CREW) manual. The number of electronic documents received by the Federal Documents Depository continues to increase, and the federal government is making an increasing number of documents available only in electronic format. We are also using and continuously investigating other online tools, such as blogs, SurveyGizmo, Ideascale, and social media to better engage our customers.

We use web-based services to provide more information and more convenient and efficient services to our customers. For example:

- The Texas Public Library Statistics and annual report data collection
- Summer reading program (Texas Reading Program) information and materials
- An online grant management system for applications and grant reporting
- Publications to assist Texas libraries such as Texas Library Laws and the Public Library Advisory Board Handbook
- Distance education training opportunities and web-based registration
- Blogs, online survey tools, and social media tools to inform customers about our programs
- TexShare databases – 62 electronic resources are available to academic, public and clinical medicine libraries. This service ensures all Texans have access to digital resources and in SFY2013 had a statewide cost avoidance of $136,110,714
- Public school library databases – electronic resources starting in SFY2014 to ensure all students and schools have access to digital materials to support the curriculum
- Access to a template library content management system to help public libraries develop a web presence and the capability of offering online service. Over 200 libraries use this service
- A web-based system for public libraries to participate in statewide interlibrary loan

The number of electronic documents received by the Federal Documents Depository continues to increase, and the federal government is making an increasing number of documents available only in electronic format.

The Texas government continues to make more documents and resources available online. Several agencies use online access as the primary means of supplying publications to their customers, citing the practice as cost-saving and efficient. The Texas Records and Information Locator (TRAIL), (www.tsl.texas.gov/trail), "harvests" agency websites twice each year and saves the online publications for long-term retrieval and preservation. Operational since FY2007, TRAIL has crawled more than 45 million documents and requires almost 3.5 million gigabytes of storage. These documents may include, but are not limited to, web pages, documents representing a variety of software formats, images, and audio and video files. Copies of the harvested data are stored in multiple places to ensure recovery in case of an emergency or disaster in any one location. Harvested publications are accessible via full-text searching at the TRAIL search page. In addition to the archive of publications, TRAIL also provides a separate list of top-level Texas agencies (www.tsl.texas.gov/apps/lrs/agencies) and links to their

previously harvested websites. The listing of Texas agencies continues to rank as one of the most frequently visited pages on the TSLAC website.

Approximately 20 percent of patrons in the Talking Book Program (TBP) now use the Braille and Audio Reading Download (BARD) service from the National Library Service for the Blind and Physically Handicapped, Library of Congress. Patrons using BARD may download from over 36,000 digital audio books 102 magazines and newsletters, many in Spanish, 12,000 electronic Braille books, and 2,200 musical scores; these items may be downloaded to flash drives that are used on TBP's digital talking book machine, authorized commercial players, or Apple iPhones, iPads, and iPods. In FY2013, TBP patrons downloaded over 207,000 BARD items, with FY2014 downloads expected to pass 220,000.

In early 2014, TBP became the first state talking book program to have one of its recorded books accepted by BARD, giving Texas authors national exposure and making Texas books more easily available to a wider talking book audience.

In accordance with our mandate to provide leadership in collaborative efforts to supply internet access to digitized cultural resources, we continue to digitize archival and library resources and host them on our website. By the end of FY2011, we had more than 604,100 digital images of original archival documents from TSLAC alone available online to researchers. Online exhibits showcase some of the most significant documents from our collections of Texas history and provide historical background and interpretive information. Our goal is to develop at least one new exhibit every 15-18 months, as well as add images of original documents and build the existing searchable databases of the archival state records collections, thereby enabling thousands of teachers, school children and others to easily find information. Efforts to add significantly greater numbers of images continue to be hampered by higher-than-anticipated costs of providing server storage for and access to those images, which now reside on servers maintained at the consolidated data center. We have scanned thousands of archival documents for preservation purposes and to increase access to some of our more visual holdings, but we are limited by server space as to how much we can add to our website. In order to conserve space we now only put up low resolution images for the public view. The server space we have budgeted for cannot accommodate our tiff files (scanning master file) so we are reduced to housing those on several terabyte drives attached to archival staff computers, with backup drives housed offsite at the State Records Center.

We also organize information by making an electronic catalog of many of our holdings available via the Library Catalog of Texas State Agencies (www.tsl.texas.gov/catalog). The catalog allows the public to identify resources and in many cases provides immediate access to those available electronically.

We work to continuously improve the search capabilities of our most in-demand online archival and reference materials. We use online registration for agency training events for librarians and government staff. We now make most of our grant forms available on the web and continue to work toward having all forms available for submission online.

Our increased use of the web to deliver services continues to raise security, maintenance and training issues agency-wide. The rapid pace of technological change requires hardware and software upgrades for security and functionality. Our Information Resources Technologies staff stays abreast of trends in security as well as new risks and points of exposure which must be addressed to prevent abuse of our information resources. We also coordinate with the staff of the consolidated data

center to schedule network architecture upgrades and replace obsolete equipment to optimize our use of computer and telecommunications technology to deliver our services.

We comply with all legislative initiatives for organizing, securing and enhancing state agency websites and for improving customer services.

Efficiency of our operation

We use technology to streamline and automate many of our services, saving both time and money for the agency and our patrons.

Enormous amounts of library and historical resources are available via our website, including online catalogs, manuals, newsletters, databases, indexes, answers to frequently asked questions and digital images of original archival materials. There has been a corresponding expansion in the amount of similar information resources being made available on other state and federal websites. With the passage of HB 423 (79th Legislature), state agencies' subscription publications must be available via agency websites. Consequently, growing numbers of researchers are able to obtain desired information from our website and other websites without ever having to consult with a member of our staff. Even when contacted directly by researchers, it is now frequently more efficient, effective and timely for our staff to provide those customers, particularly those seeking assistance via e-mail, with the locations of websites and pages that contain online textual, graphical or database resources providing the exact information being requested.

We continue to significantly increase the range of services and resources that we provide our customers. We, like so many other libraries, have become a 24-hour-a-day access point to information, allowing users to obtain services and resources on *their* terms. In this way, we are using Internet technology to empower our users and accomplish more of our goals.

The automation of services has also created easier reporting procedures for local governments, other constituent groups and our staff.

The Talking Book Program uses an in-house integrated library system (ILS) to manage its daily operations and serve its patron base; the key function is randomized shelving which greatly facilitates storage and retrieval of materials. Although over 25 years old, the current system is highly regarded by many within the National Library Service network and considered a model for development of a national talking book ILS. While currently stable, TBP's ILS has reached the end of its lifespan and needs to have either a major overhaul/upgrade or be replaced. Studies by both staff and an independent consultant have determined that the best path is to build a new system using the current system as the model.

Later in FY14, staff will begin the process of scoping out the project and producing a project plan and timeline for creating and implementing a new ILS.

Our accounting office uses the State's antiquated, mainframe-based Uniform Statewide Accounting System (USAS), Uniform Statewide Payroll System (USPS), State Property Accounting (SPA) systems in conjunction with an aging internally developed database system to accomplish daily tasks. This ensures program managers and division heads have access to a limited level of budget and expenditure information. However, it is equivalent to maintaining duplicate systems and requires extra work to ensure the internal system reconciles to the agency's official records in the USAS system each month.

Internal electronic files such as voucher and deposit logs, charts of accounts and electronic copies of reports and documentation are shared within the department. Our accounting staff has access to processed Purchase Order, which facilitates the preparation of purchase vouchers. We scan and store electronic copies of purchase order and voucher documents and make them available to program staff via the network. This has improved our efficiency by eliminating the need to provide photocopies to program divisions for budget tracking and monitoring purposes.

Three times a week, revenue deposits are hand-delivered to the state Treasury. Simultaneously, entries are made into USAS for the electronic distribution of that revenue to the appropriate program budgets. Our federal grant payments are processed via wire transfers from the federal distribution center in Washington, D.C., to the state Treasury, which then notifies our accounting staff, via e-mail, that the federal grant funds are available for distribution to the appropriate program budgets.

Our accounting and human resources staff use the Internet to access reporting systems necessary to meet legislative requirements for the Legislative Budget Board and the Comptroller's office. Staff also access the text of state and federal legislation impacting the agency via the Internet. Our state oversight agencies, particularly the Comptroller's office, Legislative Budget Board and State Auditor's Office, now distribute information on policy changes and procedures electronically via email and on their websites. The Comptroller has also made web training available for most of the state-wide systems they administer.

The agency's internal business records are among our most important information resources, are essential to our operations and delivering services to the public, and are increasingly created and maintained in electronic formats. We continue to improve internal systems needed to manage that information in a timely, accurate and cost-effective manner and in compliance with state and federal statutes. The agency uses technology to enhance our services, and the records management program plans to integrate management of our business processes, documents, files and records through automation to improve the flow of information in the organization. As we build systems to help other agencies store and manage electronic records, we will identify our processes that can be standardized, automated or combined to build continuity within the agency. We will develop training programs for staff to empower all employees to more effectively improve the way they create, index, handle, store and maintain information.

Unfortunately, without more robust internal systems, we spend efforts manipulating electronic files instead of paper. Our commissioners are requesting more sophisticated fiscal reports that are time-consuming to produce without an effective and efficient internal accounting system. We previously explored the option of participating in the new enterprise-wide system that the Comptroller has implemented, better known as ERP, Project ONE, and CAPPS (Centralized Accounting and Payroll/Personnel System), but the cost was prohibitive and each agency is required to request funding for implementation from the agency. With the budget cuts in the FY 2010-2011 biennium, our agency concentrated efforts the following session on preserving as much of our budget as possible and did not consider that the time to request additional funding. Our efforts during the 2013 session centered on regaining sufficient state funding to ensure we could meet future MOE requirements for our federal funds. This new system appears to be the best solution for our agency, so we believe now is the time to seek the dedicated funding to implement the full system. If we are successful in receiving the funding during the 2015 legislative session, it could be up to 10 years before the system is fully operational.

New services

Technological advances within TSLAC create new opportunities for services that benefit Texans, state and local governments and Texas libraries and librarians. The access to services through our website, as well as e-mail access to our divisions, is a tremendous benefit to our customers. In 2011, the agency website received its first major revision in over ten years. An open-source content management system was selected as the new platform and has greatly enhanced our web presence. In 2013, we migrated to a new version of the content management system to ensure our website continues to use current technology to meet the needs of our patrons. In addition, we have made improvements to our Intranet site for staff, also hosted on open source software, including adding an interactive news/comment feature.

Moodle courses also enable state and local governments to receive self-paced training in various aspects of records management compliance and best practices. Currently seven courses are available for state and local government records managers: "Control Schedule Basics," "State Records Retention Basics," "Emergency Preparedness," "Improving Filing Systems," "Archival Records Basics," "Managing Electronic Records," and "Forms Management." We will continue to add courses regularly to expand services.

Beginning in FY2011, the State and Local Records Management Division began offering webinar training to state agencies and local governments using GoToWebinar software. We offer 30-60 minute webinars on a variety of topics, including email management, essential records, digital imaging, records storage, preservation, and disposition. Webinars are offered live to attendees and are recorded for on-demand access on our website. At the end of each webinar, attendees are asked to complete a survey to help us determine future webinar topics.

The National Library Service for the Blind and Physically Handicapped (NLS) is now accepting local recordings onto the Braille and Audio Reading Download service; the Talking Book Program was the first state talking book program to have a book placed on the BARD web site.

TBP's volunteer recording studio produces approximately 60 digital audio books and twelve issues of three Texas magazines each year. TBP plans to submit more of these recordings to BARD as soon as NLS regularizes submission procedures. TBP also has a large analog recording archive that potentially could be available for BARD submission; TBP staff must digitize and re-master these recordings.

Our partnerships

The Library and Archives Commission collaborates with other entities to strengthen our technology-based services and assist other state agencies.

We are also participating as a founding member in the Texas Archival Resources Online (TARO) Project. The project has established an online repository of archival resources for use by researchers throughout the world. The initial content of the repository is a database consisting of collection descriptions, or "finding aids," that member archives and libraries create to assist users in locating information in their holdings. The archival community has developed a standard method of creating online finding aids and archives; special collections and museums around the world are adopting this standard. This database is maintained on a server at The University of Texas at Austin campus. The Texas State Archives is the second leading contributor to TARO, having placed more than 700 finding

aids in this online repository. Thirty-five other archival institutions are participating in the TARO project.

Because of budget cuts and reduced staffing levels, we leverage partnerships with the University of North Texas (UNT) and the Houston Area Library Automated Network (HALAN). UNT is hosting and maintaining the Texas Heritage Online search tool, which allows researchers to find digitized special collections in Texas libraries and museums. HALAN is administering the Discovery Texas search tool, which allows people to find multiple electronic resources in a single, simple search.

The State Law Library and the Texas Commission on Environmental Quality library add their collections to our web-based catalog. These two libraries also use other modules in our automation system, such as circulation, serials control, and cataloging. Our limited staffing precludes extending these services to additional agencies.

The 79th Texas Legislature passed HB1516, which mandated the consolidation of data centers across state agencies. HB1516 significantly altered the way the library receives technology services. In 2007, the TSLAC became the first state agency to have its servers moved into the consolidated data center. The consolidation has reduced the number of technical staff at the library and has resulted in a new relationship with the Department of Information Resources and with the vendor team that manages the new data center. A new vendor assumed responsibility for the data centers on July 1, 2012. We are building a productive partnership with DIR and the data center vendor to help us provide even more, and more-improved, services to our patrons across the state.

State and Local Records Management has developed a partnership with University of North Texas (UNT) to further the work of two subcommittees of the Records Management Interagency Coordinating Council (RMICC). The Best Practices committee has made use of the UNT survey tool Qualtrics in the deployment of the Best Practices Survey. The University Records Management Committee (URMC), comprised of SLRM staff and state university records managers, used Qualtrics to deploy the statewide Baseline Assessment Survey. Additionally, the URMC is using project tracking software JIRA to develop statewide records retention guidelines for Texas public universities. The use of JIRA has proven so successful for this type of project that we would like to explore the option of employing the software to improve future retention schedule development and, as a result, improve our service to state and local governments.

Partnerships allow us to accomplish more of our technology-based goals and strengthen the effectiveness of state government.

B. Degree of agency automation and telecommunications

The Library and Archives Commission uses several delivery models to support its mission-critical applications and deliver its web-based services. The state's data center manages the agency's file and print services, e-mail, web services, as well as some of our application servers. Several other critical applications are managed through Software as a Service contracts as the most efficient and cost effective strategy for supporting these systems.

The agency's technical staff manages the agency's local area network and telecommunications across its three physical locations. This staff also supports the library's 200 desktop computers. The Lorenzo de Zavala Building accesses CAPnet, the Capitol Complex communications network, via a 10 megabit fiber optic connection. This facility is connected to the state consolidated data center via a dedicated 100 megabit fiber optic connection. The State Records Center and Talking Book

Circulation facilities at 4400 Shoal Creek Blvd. are also connected to the Lorenzo de Zavala Building by a dedicated 100 megabit fiber optic. The Sam Houston Regional Library and Research Center in Liberty is connected to the Lorenzo de Zavala Building by two T-1 lines.

We maintain database applications to:
- Support the operations and service of the Talking Book Program
- Provide detailed financial information required to manage the agency's financial resources (AHRS)
- Track the use of collections in the Archives and Information Services Division and the Library Development and Networking Division's Library Science Collection
- Provide access to descriptions and/or scans of selected archival holdings
- Support grant application submission and processing and related management and performance reporting (GMS)

These applications are hosted at the state data center. Another vendor-supported application currently hosted at the data center and used by the State Records Center to manage its records storage operation for state agencies is being replaced in 2014 with a vendor-hosted in-the-cloud system. The new system will greatly improve operational efficiency at the records center.

In addition, we use the unified state systems provided by the Comptroller, including:
- Uniform State Personnel System (USPS) for management of personnel and payroll
- Uniform State Accounting System (USAS) for budgeting and fund accounting
- Uniform State Property (SPA) system for property management and inventory control

Consortium services include the integrated library system, SirsiDynix Symphony and the OCLC Navigator Interlibrary Loan service. The SirsiDynix system was migrated to a Software as a Service contract in 2010, ensuring the most efficient operation and support for these critical systems. The Navigator Interlibrary Loan services are procured from OCLC for the agency and state agency partners. This software works with the SirsiDynix ILS.

We share our web-based catalog and the other modules of the integrated library system in a consortium arrangement with the State Law Library and the Texas Commission on Environmental Quality Library. Because of this arrangement, these state agency libraries are able to use the system for cataloging, retrieving, circulating and reporting on their collections at very minimal cost. We use the Symphony library system software purchased from and supported by SirsiDynix Inc. to provide these services.

C. Impact of anticipated technological advances

In the next five to 10 years, TSLAC services will increasingly be performed and delivered electronically, while continuing to balance the need to store and provide access to hard-copy materials. This increased dependency on technology will affect not only how the agency does business, but its clients and how they do business as well. For libraries and archives, whose business is acquiring, organizing, storing and providing information, the shift from paper to electronic information is both significant and crucial.

Access to information

Technological advances will continue to create new opportunities and challenges for the commission in providing information to Texas citizens, state and local governments and Texas libraries and librarians.

Commercial, state and federal government publishing, and government recordkeeping at all levels, will continue to move to online, network-accessible formats. State agencies have found it challenging to retain archival copies of state government documents once they are issued in electronic format. Pricing and licensing agreements with commercial publishers will remain unstable and difficult to negotiate for a number of years, until authors, publishers and other entities have established procedures and standards for online market behavior. The transition to digital, online formats for books and other media continues to be a major challenge for Texas libraries.

Our technological and staff limitations prevent us from accepting state agencies' electronic archival records. Consequently, we require, through administrative rule, that electronic state records with archival value must be maintained by the creating agency, except as otherwise determined by the state archivist, even if the records are no longer of value to that agency. Those records must be maintained through hardware and software upgrades as authentic evidence of the state's business in an accessible and searchable form. We anticipate, however, that agencies may protest—or ignore—that requirement once they begin having to pay the vendor team managing the consolidated data center for storage and access to those records. Regrettably, we lack the resources to provide our staff with the necessary education and expertise to train others in areas of current and developing standards, available software and other technological matters relating to long-term maintenance and preservation of historically valuable electronic records. In addition, we have had great difficulty recruiting a recently created E-Records/E-Archives position. However, once filled, this position will take the lead in working with DIR and other state agencies to formulate a statewide plan for the proper care of records, particularly those of permanent value, in electronic form.

Public libraries have a responsibility to provide critical access to Internet and computer resources for Texans who do not have access to these resources at home or work. This includes e-government information and services, job search and application resources, distance learning and continuing education support and computer and web-based training. Our continuing education program, grant programs, and partnerships in national library technology initiatives as well as with other organizations assist public libraries in fulfilling this critical role.

The public libraries in Texas have Internet connections, but they need increased bandwidth and more sophisticated connectivity. More people are using the Internet to access services, which increases the need for electronic capabilities, training and support, thus straining the agency's technical and human resources. But increased connectivity will give all Texans access to the full range of information and services now available almost exclusively online.

For the past three years, the Library and Archives Commission has been a founding partner, along with state libraries in California and Oklahoma and several national organizations, in a movement to establish national public access technology benchmarks for public libraries. This project has been funded by the Bill & Melinda Gates Foundation to achieve the goals of continuous investment in technology for public libraries and continuous improvement in technology-delivered or technology-supported services. TSLAC implemented a statewide rollout of this project starting in January 2014. We anticipate the opportunity to explore more public-private partnerships to achieve strategic goals of the agency.

Two years ago, plans for several states to join together and build a national talking book integrated library system were proposed and then abandoned. The Talking Book Program had hoped to participate in the plans to build a national system; now the program must overhaul its current ILS,

purchase an existing ILS, or build a new ILS.

TBP has a long-running recording studio operation that produces digital recordings of Texas books and magazines for use by TBP's patrons. TBP also has an archive of analog recordings that staff are digitizing and re-mastering for copy (duplication) production. Issues of server capacity, bandwidth for transfer of very large data files, and file storage and security affect studio and duplication operations.

Efficiency of our operation

Improvements in web-based technologies offer limitless opportunities to increase cost avoidance while streamlining agency procedures and maintaining a high level of customer service. As more services are moved to automated systems and businesses continue to shift to web-based systems, the agency's staff must also adapt to maintain effectiveness.

Despite reductions in staff, members of the Archives and Information Services Division continue to operate in a highly efficient manner. It is easy to forget that providing effective access to information resources requires many behind-the-scenes hours. Utilizing their specific areas of expertise, as well as time management skills, staff directs their efforts toward daily tasks and special projects. For example, decreasing numbers of information requests allow knowledgeable staff to assist with a retrospective review of publications yet to be included in the online catalog. Archivists use an increasing number of volunteers to assist with scanning and other appropriate tasks.

We will continue to participate in the statewide Data Center Services Project to benefit from the economies of scale made possible through technology consolidation and continue to use up-to-date technology to provide services to our customers.

New services

Technology offers us new and improved opportunities to serve our customers.

Client-group connectivity continues to spread, and transactions with client groups have shifted from paper mail, telephone and personal contacts to electronic transactions. Electronic discussion groups, online training and online meetings are replacing some in-person meetings and workshops.

Library Development and Networking Division staff and our records management training staff are expanding their use of the web to provide learning experiences that enhance in-person workshops. This includes stand-alone web-based continuing education opportunities for both real-time and self-directed online courses. We have added the capability to record webinar and podcast sessions and convert them into streaming media available via our website. New cloud computing tools such as Twitter, blogs, wikis, and other applications and solutions offer opportunities to provide immediate information and training to librarians statewide. The *Library Developments* blog has become a popular resource for agency program information.

Librarians across Texas identify continuing education for staff as one of their greatest needs. In addition to the state library, other regional and national library organizations provide continuing-education opportunities. We provide information on training opportunities from others that are free to Texas librarians on our blog.

New digital services allow patrons of the Talking Book Program to "self-serve" and live more independently. Approximately 20 percent of TBP's patrons have adopted digital download via the Internet as their primary way of receiving books and magazines from TBP.

In 2013, the National Library Service introduced an app for iOS devices which allows TBP patrons to download digital audio books and magazines to an iPad, iPhone, or iPod. The majority of TBP's patrons, however, still receive their reading materials through the U.S. mail system because they do not own/cannot use a computer or an iOS device.

In 2014, State and Local Records Management will replace its outdated records tracking system with new software. For the first time agency customers can view their holdings in the State Records Center and manage their agency retention schedule using the new system's database.

We will continue to embrace partnerships as tools to enhance our services to the citizens of Texas. Technological advances in communications hardware and software have enabled more productive collaborations.

Technology has opened possibilities for shared services among client groups who were once served by separate agencies such as the Library and Archives Commission, Texas Higher Education Coordinating Board and Texas Education Agency. ARIS is reestablishing our partnership with the Texas State Historical Association (TSHA) by collaborating with them on making educational resources available to secondary students through their website, including the 7th grade lesson plans ARIS developed in partnership with the Education Service Center in 2011 and our Historic Maps database. These collaborations will continue to flourish.

Partnerships will continue to play an important role in the conversion of documents to electronic formats. We anticipate continued involvement with initiatives like the Texas Archival Resources Online Project and Flickr. We have negotiated agreements with both the Texas General Land Office and the Texas Water Development Board for the scanning of historical maps, architectural drawings, and other large-format materials from the State Archives.

The Talking Book Program has working relationships with the following entities:
- National Library Service for the Blind and Physically Handicapped, Library of Congress
- State agencies, such as the Texas Department of Assistive and Rehabilitative Services, Texas Department of Aging and Disability Services, and the Texas School for the Blind and Visually Impaired
- Disability groups, such as the National Federation of the Blind, the American Council of the Blind, and local low vision groups around the state
- Primary and secondary schools, both public and private
- Public, school, academic and special libraries

Through our partnership with the Department of Information Resources and the new vendor team at the consolidated data center we are stabilizing and refreshing our information technology resources. This partnership will ensure the delivery of reliable and adequate data services to support TSLAC's mission.

D. Direction of agency automation and telecommunications

The information resources strategy for the next five years will address the following:
- Increasing user directed access to services via web-based applications
- Improving customer service via the web
- Maintaining a productive partnership with DIR and the consolidated data center service

provider to obtain required information-technology services to support library programs

- Maintaining a productive partnership with technology vendors who manage some of our critical library applications via Software as a Service contracts
- Maintaining telecommunications bandwidth to support user direct access
- Maintaining the open-source Linux operating system and open-source technology as agency standards
- Continuing implementation of security technologies and standards
- Continuing enhancement of distance-learning and web-based training capabilities
- Evaluate the current Grants Management System – consider enhancements and Software as a Service contracts
- Adopting standards and technologies to maximize staff productivity

Increasing user direct access to services via web-based applications

The state library maintains a web-based grants management system for use by its staff and public and academic libraries to manage grants and contracts. This application provides secure access to grant and contract information and significantly enhances business processes for our customers.

In 2011 the library rolled out its redesigned website. Managed through an open-source Content Management System, the website provides our patrons and staff easier navigation to information on the site and offers expanded functionality and security for our staff to use in making this information accessible. In 2013, the website was migrated to a newer version of the content management system to take advantage of better security and functionality.

In 2012 the library rolled out its redesigned Intranet which is also hosted on an open-source tool. The Intranet provides agency staff quick access to information, alerts to new information and the ability to provide input and comment on on-going and up-coming internal issues.

Improving customer service via the web

Records Management Assistance launched a blog, *The Texas Record*, to improve communication and outreach to local governments and state agencies. *The Texas Record* is our main communication channel to local governments and state agencies. It is a resource for records management personnel providing information about training, resources, best practices, and important news.

Pending available resources, the agency would pursue partnerships with groups such as the Texas Court Records Preservation Task Force and the State Bar of Texas to develop web-based preservation training for county and district clerks.

Maintaining a productive partnership with DIR and the consolidated data center service provider to obtain required information technology services to support library programs

The library participates in the HB1516-mandated state consolidated data center services project for its information technology to deliver our services to our patrons and business partners. The goal of the consolidation is to have state agencies benefit from economies of scale in the purchase of technology services, remove the burden of managing this technology and allow the agencies to concentrate on their core mission, which is to deliver services to the citizens of Texas.

The library explored an additional strategy for obtaining some of the technology services it needed. We

identified the use of Software as a Service contracts as an efficient service delivery model for some of our critical library systems. The technology vendors who originated these systems are the best source of support for them, therefore, Software as a Service contracts are an effective business strategy for the library to optimize its use of these resources.

Maintaining telecommunication bandwidth to support user direct access

The library is heavily dependent on its web presence to deliver some of its services. The partnership with DIR for data center services will provide a practical strategy for the library to address future needs for bandwidth and new technologies. In 2011 we replaced the T1 network connection between the State Records Center and our Austin headquarters building with a much faster fiber connection. This enhanced the staff's ability to communicate with agency customers and process requests. In 2012 we increased the bandwidth at the Sam Houston Regional Library and Research Center in Liberty from a partial T1 line to two T1 lines which has significantly improved the facility's access to internet resources. In 2014 the Shoal Creek facility will be rewired to upgrade network cables and move to VOIP technology to further enhance connectivity with customers.

Maintaining the open-source Linux Operating System and open-source technology as agency standards

The library uses cost-effective open-source technology whenever possible to provide services to our customers. Our web presence and many of our computer applications are based on open source technology. We will continue to use the open-source Linux operating system as an agency standard. We are continuing to work with DIR and the vendor team to ensure this efficient, hardware-independent platform continues to be promoted at the state data center. Working with a library consortium, we implemented a Linux-based content management system to allow over 200 small Texas public libraries to have a web presence which they would otherwise be unable to create and maintain. Additionally, an open source content management system (CMS) was implemented in 2011 to manage the library's redesigned website to provide easier navigation to the site's information for our patrons. Two years later, we updated the CMS to its newer version to ensure we continue to take advantage of current technology. Another open source tool was used in 2012 to rollout the library's redesigned Intranet which provides staff easy access to information, alerts them to new information, and provides opportunities for their input on current internal issues. Our use of open source technology will continue to improve our ability to provide services to our patrons.

Continuing implementation of security technologies and standards

The library maintains an effective security program to protect our information resources and address the increased threat to the integrity of these resources that results from the increased reliance on the Internet to deliver services. While most of our information is public information, the Talking Book Program does manage some sensitive patron data and copyrighted recordings. We work with DIR and the state data center to provide effective methods of preventing unauthorized access or modification of agency information. We also work with the DIR Security Office to conduct annual Controlled Penetration Tests on our network resources and address all weaknesses identified. We will continue to implement appropriate and effective security standards and technologies that meet Texas Administrative Code (TAC) 202 state requirements and ensure the security of the agency's information resources.

Adopting standards and technologies to maximize staff productivity

Our customer groups and their expectations for newer and better services continue to increase. The number of our automated processes, applications and services are also increasing. The library's technology staff has implemented information resource standards which facilitate our ability to plan, apply and support new technologies, and maximize staff efficiency. Collaborative and social networking tools which increase staff productivity also require an effective agency focus on security and technology standards to ensure this expanded use of technology has a positive impact on our service delivery.

Chapter 6: Economic Variables

Texas libraries, archives and records programs benefit from the growth in the economy in the same ways that all citizens do. Regional fluctuations in economic conditions, along with the pressures of economic growth, drive demand for library services in ways that differ throughout the state. The demand for ongoing sources of information and lifelong learning in Texas' increasingly knowledge-based economy creates demands on the information and services provided by library and archival programs.

Meanwhile, the ongoing need for state and local government to demonstrate cost-effective practices will create increased demands for centralized services that achieve an economy of scale, impacting demand for a variety of agency services, including digital archives management, records storage, talking book distribution, and statewide information databases.

A. Identification of key economic variables

Shift from rural to urban and the role of libraries in supporting workforce development

As the Texas population shifts from rural to urban and the economy moves slowly away from agriculture and toward such sectors as health care, technology, education, entertainment, energy, and service industries in urban areas, libraries play a role in the long-term shift. The increase in information-based non-farm economies creates great demand for the information services that libraries provide and suggests ways that libraries can be of central importance to the economies of their regions. Libraries provide a variety of services that help the workforce adjust to change:

- Access to information in print and online formats to help adults retrain and retool for the changing job market and increase statewide educational attainment
- Internet access to aid job-search
- Training for youth and adults in soft skills and other strategies for job-searching
- Teaching individuals to read, encouraging personal growth, and training in other areas such as English proficiency, digital literacy and financial literacy. Partnerships with job and workforce providers to link job-seekers and employers, encourage small business development, and support local businesses.

Return on investment in public libraries as drivers of local economy

Texas Public Libraries: Economic Benefits and Return on Investment, a report prepared in 2012 by the Bureau of Business Research at the University of Texas, concluded that **"public libraries in Texas provide significant economic benefits for their communities."** The report studied a variety of public library services and concluded that "for every dollar invested, there was $4.42 in verifiable local economic activity," that is, a return on investment of $4.42 to $1. That ROI is achieved via the employment of individuals, purchase of goods locally, cost-effective provision of resources and access to the Internet, and generated revenue from state and federal sources.

Libraries respond to economic conditions in differing ways. Amarillo has one of the highest populations of relocated foreign refugees than any other community in the state or nation, bringing new residents from Somalia, Ethiopia, Thailand, Myanmar, Iraq, and other countries to work in local

industries. To cope with the influx, the Amarillo Public Library now offers English and citizenship classes designed to help mainstream these individuals and make them productive residents.

In Midland, the thriving oil and gas industry has created a huge boom in the local economy. But this rapid growth has not been without its challenges as persons who are not in the energy industries cope with high housing prices. Employers in non-energy industries, including school districts, are having trouble hiring workers who can afford to live in Midland. The new Midland Centennial Library is a source of information and online access for job-seekers and has space for a small business incubator that will help entrepreneurs leverage the strong local economic conditions to create diversified opportunities for growth.

Meanwhile, some traditional industries, such as cattle ranching, are decreasing. The number of cattle in Texas fell 22 percent from 2009 to 2012, to levels lower than at any time since the 1950's in part due to similar drought conditions. This shift in the economic base affects many local libraries in ranching areas of the state. At the same time, the cattle industry relies increasingly on technology, creating an opportunity for libraries serving ranching communities to provide access to online resources to support this industry. In some parts of the state, especially in the Permian Basin area of West Texas, the practice of fracking has breathed fresh life into the traditional oil and gas industry and caused an energy boom in those areas.

Another key trend to watch is the relocation of business and industry from out of state to Texas. In recent months, corporations such as Toyota, Occidental Petroleum, General Motors, and Raytheon have moved key operations to Texas from other states. In the last 18 months alone, 14,000 jobs have moved to Texas from California.[1] This wonderful news for the Texas economy will undoubtedly put pressure on libraries and archives to step up and provide materials and services that these users have enjoyed in other states. It will also be critical for libraries and archives to support the information needs of these workers and families for training, lifelong learning, research, and recreational reading.

The strength of local economies varies across the state however, and many libraries struggle to secure the resources to adequately serve their communities. Some areas of the state have seen transformational growth in the past year. The Austin metro area—where the city is investing in a new central library—is the fastest growing city in the U.S., according to the U.S. Census Bureau. The Dallas area ranked second on the same list and eighth on *Forbes*' list of Best Cities for Job Growth. Houston was judged to have the highest demand for engineering jobs by *Monster.com*, and San Antonio received a *Forbes*' A+ rating on its Best and Worst U.S. Cities for Business. This growth creates pressure on local public libraries to keep pace with the ever-increasing demand for information and library services that are authoritative, contemporary, and responsive.

In the small town of Wolfforth (pop. 3670), near Lubbock, the library director, with support from the city leadership, has been building a partnership with Wolfforth's Economic Development Corporation to assist job-seekers in either finding employment or promotions. The library provides assistance with online applications, training, and access to technology to help job-seekers.

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[1] *Austin American Statesman*, "Toyota to move U.S. HQ to Texas," April 29, 2014.

Increase in demand for information

As the cost of real estate increases in urban areas, many families are forced to relocate to suburban areas. As a consequence in Texas many once small towns are growing rapidly, having to expand departments, services, and in some cases their form of city management. As these cities grow and expand they are creating more records that must be maintained in physical and electronic formats. There is growing concern that the number of records management staff will not be able to meet the needs of the growing local governments.

The abundance of information available on the internet, ediscovery rules, and the public's growing awareness of seeking information through public information requests are adding a new level of complexity for public agencies and government officials. Transparency is something that all public officials want to provide, but to provide it can be an expensive proposition. Proper records management can reduce costs and increase responsiveness all at the same time. However for public officials to get to that point requires training and development of policies and procedures by staff or consultants dedicated to managing the records being created.

Changes in information content industries

Libraries, archives, and records managers are coping with huge changes in the ways in which individuals and organizations manage and manipulate data. The gradual shift toward online content continues and with it the perception that libraries are not needed since "everything is on the Internet." While it is true that much is on the Internet, the content that individuals most need for study, professional work, and personal enrichment, is only available for a cost from commercial providers and often that cost is high. TSLAC has defined a role as a provider of online content at rates much less expensive on a statewide basis than local public, school, and academic libraries would spend to acquire the content locally.

The area of e-books offers another dilemma as e-book publishers are reluctant to sell content to libraries and companies mediating content to libraries have arrangements that are sometimes not affordable or advantageous to libraries. In this context, TSLAC could potentially fill a role in facilitating access to e-book content possibly in partnership with other organizations.

Increasingly, data moves in streaming formats from online providers directly to customers via mobile devices, cutting out any mediator such as libraries from the equation. There is an ongoing role for archives and libraries in curating online content from local sources and applying value-added meta-content and other contexts to the online content.

In the fall of 2013, Bexar County opened the BiblioTech, the first all-digital public library branch in the United States. While the BiblioTech provides services such as access to computers and e-books that are found in many other libraries, the BiblioTech has no physical materials, though it has analogous services to what is found in many libraries, including a children's room and young adult area. The BiblioTech has drawn significant media attention and reactions tend to be positive to this model to serve an underserved area, as evaluation of this service model begins.

State and local governments are digitizing content to serve up on the web and capturing and maintain records electronically. What was unheard of 10 years ago is now common practice – renewing drivers' licenses online, signing up to make public comments during a hearing at the legislature, or local governments publishing meeting agendas online. Identifying records in electronic

systems and managing those records presents challenges to the traditional methods of managing records that requires training and more active involvement of records managers during the creation of records.

The implication of dual-enrollment for libraries

Another variable with economic implications to consider is in the area of education. Recent years have seen the rise of dual-enrollment programs wherein qualified students can simultaneously earn community college and high school credits for the same classes. This trend has the potential to expedite the college graduation process and bring more individuals more quickly into the workforce. The practice also has an implication for cooperation between school, public, and academic libraries.

B. Extent that service populations are affected by economic conditions

Populations served by libraries

The great majority of Texas residents are within the service area of a public library. The Texas State Library and Archives Commission works directly with the staff of over 560 public libraries across the state to help support the delivery of high-quality library services to those residents. The shifting economic conditions described above require that public libraries constantly evolve new practices and strategies to meet the quickly changing needs of their populations.

In communities all across the state, public library users look to their local libraries to provide assistance in a number of ways that help them achieve personal economic success. This assistance includes the following:

- **Access to the Internet** – Every day in libraries across the state, many thousands of Texans are using the computers in public libraries as a lifeline to many services that are vital to their lives, including job applications, child-support paperwork, home purchase, small business start-up, and other legal forms. They are also using the Internet to research new careers, learn new skills, and access other information they need for career and personal growth.
- **WiFi access** – The public turns to the public library WiFi during open and closed hours to get onto the Internet for all the purposes mentioned above.
- **Online content** – Through TexShare access, library customers can get a wealth of online information that can help them perform better in school, on the job, and in their personal lives.
- **Collections** – The collections housed in libraries statewide are a huge resource for persons seeking information to support their education, for professional development, or for personal growth.
- **Programs** – Programs offered at public libraries offer an avenue of civic engagement while providing information, enrichment, and training in a number of areas, including reading programs, literacy, English as a Second Language, computer classes, and cultural programs.

All these services and many others are demanded by patrons who are trying to keep themselves connected to and an active participant in the economy. Often these services are found nowhere else in the community, especially in rural areas.

TSLAC is positioned to help encourage and facilitate programs in public libraries to serve these client groups, through access to online resources, staff training and consultation, and the provision of grant funds to create innovative pilot and demonstration projects for local library services.

TSLAC encourages services in school and academic libraries as well. As tight economic times have put pressure on local budgets, academic and school libraries have looked to TSLAC to provide access to online resources in more cost-effective ways than they can be provided locally. TSLAC estimates that online information provided statewide to students and faculty in higher education and K-12 campuses would cost 11 times more if purchased locally, thus freeing already over-stretched local resources for other critical purposes.

Populations served by the Talking Book Program

The needs of customers of the Talking Book Program are particularly driven by economics. Customers include: older persons on fixed incomes that cannot afford to purchase everything they read; those who live alone, are home-bound, and have limited contact with the outside world; those who are unemployed and dependent on some form of government assistance; those who cannot afford to travel to a library and are dependent on TBP as their sole source of reading materials. At least one third of TBP patrons do not own a computer or have easy access to the Internet.

Many of the clients also take advantage of the Disability and Information Referral Center linking them with valuable social services to which they would not otherwise have access. In a recent customer survey, 49 percent of respondents indicated that they would like more information on disability services.

Populations served by archival and records programs

The ongoing pressure on state and local governments to demonstrate cost-effective uses of public funds will compel many to seek statewide services. TSLAC's records management program provides this type of cost-effective service to many state and local governments by providing a low cost, high-density storage facility that enables state agencies and local governments to achieve almost $102.2 million in cost avoidance per year. Currently 83 agencies store records at the State Records Center in Austin. That figure will very likely increase and may well include local governments, especially in the Austin area.

Similar demands will force state agencies to continue to transfer archival records to TSLAC and increasingly, agencies will seek assistance with the management of electronic archives. State agencies look to TSLAC for this guidance and it is a natural role for the agency, but resources will be needed to manage the usable and retrievable organization of these records.

Local governments are allowed to collect records fees for various services provided by county clerks and district clerks.

Agency workforce considerations

The growth of the knowledge-based workforce requires the Texas State Library and Archives Commission to compete with many other public- and private-sector organizations to recruit and retain qualified staff. Salaries historically offered at TSLAC for these types of positions are proving to be inadequate. Salaries for highly qualified professional and para-professional positions are particularly impacted by this lack of competitive compensation.

C. Expected future economic conditions and impact on agency and service populations

Economic conditions promise to stay strong and growing for some years. However, public agencies must continue to be ever-vigilant in how they use public funds. The agency and its client groups in state and local government will need to continually assess and demonstrate the return on investment of these public funds.

Client groups, the rapidly evolving economic conditions, the growth of an information-based economy, and the shift of population and jobs from rural areas to the cities will require new strategies to help individuals remain employable and competitive. Libraries and archives can be effective resources for individuals in the information economy as a source of educational, technical, professional, and personal enrichment materials and services.

D. Agency response to changing economic conditions

The Texas State Library and Archives Commission has set goals that will position the agency and its client groups to meet changing economic conditions:

Goal: *To articulate and facilitate a future vision of Texas libraries as central to the informational, economic, and technological needs of their communities.*

This goal envisions that libraries are uniquely situated to contribute to economic development and sustainability in their communities. The goal would have TSLAC encourage programs and services to help local libraries develop programs in areas such as the following:

- **Workforce development** – helping prepare individuals to be employable in the evolving economy
- **Technology access** – connecting Texans to online resources they need to be competitive, informed, and prepared
- **Literacy and lifelong learning** – teaching life-skills needed to survive, including reading, English language proficiency, financial literacy, digital literacy,
- **Early childhood education** – starting children on an early path to success in school and later life by preparing them to enter school reading or ready to read

Goal: *To establish, manage, and maintain a state electronic records/archives program.*

In response to the increased demand by state agencies to cost-effectively manage their electronic records, this goal envisions that TSLAC will assume a proper leadership role in the management of state electronic archives, potentially saving significant costs for state agencies.

Goal: *To expand and promote a robust outreach to current and potential constituencies through awareness, training, and collaboration.*

The Commission believes that the extent to which it can effectively provide state and local governments and the general public with the tools to be successful within current and evolving economic conditions depends on the widest possible use of those services. This goal is two-fold: first, to promote agency services to client groups through social media, online training, and increasing the number of regional workshops; and second, to frame messaging to support the use of local libraries as drivers of workforce and economic success. The agency will seek ways to promote services to customers of Talking Book, archives, and other direct services clientele.

Goal: *To position the agency to recruit and retain the knowledge-based workforce necessary to discharge the duties of the agency.*

This goal addresses the need for TSLAC to develop a market-competitive compensation structure for targeted positions if it is to remain a viable service to state and local government. Throughout the planning period, the agency will continue to analyze its competitiveness and seek resources to make market adjustments in key positions.

Goal: *To acquire the technology necessary to effectively and efficiently manage agency resources*

To be an effective catalyst in the future knowledge-based economy, TSLAC needs tools for the future. These tools include participation in the Comptroller's CAPPS system, a new automation system for the Talking Book Program, electronic archives management systems, and solutions to data-storage challenges.

Goal: *To ensure the adequacy of space and security for archival and records storage.*

To effectively achieve cost-effective management of state and local archives and records management functions, the agency needs more space to house archives and records. The Commission and staff will continue to seek alternatives to address space needs.

Goal: *To safeguard, preserve, and provide access to the assets of the Sam Houston Regional Library and Research Center.*

Both to maintain a valuable economic resource for the 10-county region served by the center and to create a source of cultural and community enrichment, the Commission has set a goal to address the effective management of the resources at the agency's facility in Liberty throughout the planning period.

Chapter 7: Impact of Federal Statutes and Regulations

A. Historical involvement of federal government

In 1931 Texas became one of the first states to affiliate with the newly formed National Library Service for the Blind and Physically Handicapped (NLS), a division of the Library of Congress in Washington, D.C. Today, using recorded and Braille books, catalogs, special playback equipment, databases of electronic Braille, and digital audio recordings supplied by NLS, the Texas State Library and Archives Commission's Talking Book Program serves approximately 16,000 Texans who would not be able to enjoy books without this vital service.

From 1956 through 1998, the commission received federal funds under the Library Services Act and its successor, the Library Services and Construction Act (LSCA), to assist local public library development. Federal funds were used to advance a statewide interlibrary loan system, fund the Texas Library System, provide grants for public library construction and renovation, promote library services to the disadvantaged, encourage interlibrary cooperation and resource sharing, and support other projects to improve library service statewide. In 1996 Public Law 104-208, the Library Services and Technology Act (LSTA) replaced the Library Services and Construction Act. LSTA consolidated all federal support for libraries into one act and moved library funding out of the U.S. Department of Education to a newly organized Institute of Museum and Library Services (IMLS). While several projects funded under LSCA continued with LSTA funds, the new law placed greater emphasis on programs that support technology in libraries, promote cooperative efforts among all types of libraries, and advance library services to people of diverse geographic, cultural and socio-economic backgrounds. Programs funded with LSTA began in FY1998. LSTA was re-authorized in FY2003 and again in FY2010.

In 1964 TSLAC was designated a regional depository for federal documents, in accordance with 44 United States Code 1912. TSLAC and Texas Tech are the only two regional depositories in the state, along with 53 Texas libraries that are selective depositories. Selective depositories are libraries that receive only a portion of documents distributed by the U.S. Government Printing Office's Depository Library Program and retain them for limited periods. Regional depositories receive all publications distributed through the Depository Library Program and retain them permanently.

The Schools and Libraries Universal Service Program (commonly called E-Rate) was established as part of the federal Telecommunications Act of 1996 with the express purpose of providing affordable access to telecommunications services for all eligible schools and libraries, particularly those in rural and inner-city areas. This federal program provides discounts of 20 to 90 percent on telecom-munications services, Internet access, and internal connections. Texas public libraries are required to submit a technology plan to TSLAC for approval in order to be eligible to receive the federal discount for internal connection services. Agency staff provides assistance to public libraries in developing, revising and certifying technology plans, and provides training to ensure that libraries are aware of the available discounts. Since its inception in 1998, Texas public libraries have received $32,912,050 in E-rate discounts.

B. Description of current federal activities

Under LSTA, federal funds can comprise only 66 percent of program costs, and require a 34 percent matching investment. Administrative costs are limited to four percent of federal funds received; the

remaining 96 percent must be used for direct projects or grants. There is also a required maintenance of effort for the federal funds. Use of these federal funds is governed by an approved five-year plan. The current five-year LSTA plan covering FFY2013-2017 was approved by IMLS at the end of FY2012. All projects funded by LSTA are described in our five-year plan.

As one of the nation's 47 regional depositories for federal government publications, TSLAC permanently maintains and provides free access to more than 1.6 million items produced by the federal government. The U.S. Government Printing Office (GPO), under authority of the Depository Library Act, distributes these items. As a regional depository, we must meet minimum standards for maintaining these documents. Periodic assessments and onsite visits are made to review TSLAC's collection and services.

The federal Children's Internet Protection Act (CIPA) was signed into law in December 2000. Under CIPA, no public library may use LSTA funds or receive federal Universal Service (E-Rate) discounts unless it certifies that it is enforcing a policy of Internet safety that includes the use of filtering or blocking technology. This Internet Safety Policy must protect users from accessing through the Internet obscene visual depictions, child pornography or (in the case of use by minors) content harmful to minors. The library must also certify that it is enforcing the operation of filtering or blocking technology during any use of its computers by minors. For E-Rate the law became effective July 1, 2003, and for LSTA funds, the law became effective in FY2004. Libraries using LSTA or E-Rate funds only on telecommunications services are excluded from the requirements of CIPA. Following legal challenges in FY2003, the United States Supreme Court upheld the law.

C. Anticipated impact of future federal actions

The U.S. Government Printing Office is steadily moving toward an electronic federal depository library program; the number of paper and microfiche products is diminishing. Increasingly libraries will be required to purchase robust telecommunications and Internet access services, and provide more computer hardware and software, including server storage space, to meet public demand for access to networked government information. The loss of selective depositories in the electronic environment is placing an increasing burden on regional depositories like TSLAC that assist with disposal of collections and provide reference and interlibrary loan services from historical print collections.

The GPO is working with other partners including the National Archives and Records Administration, the Library of Congress, the Federal Reserve Bank and the federal courts to develop a system for providing permanent public access to electronic versions of federal government information. GPO will continue to distribute electronic items through the depository program and is considering implementation of electronic deposit for digital files. Besides storage requirements to provide the service, TSLAC must also provide adequate computer workstations for the public to use while accessing the information. The minimum requirements for public workstations issued by GPO continue to reflect the cutting edge of technology and will require the agency to upgrade hardware and software periodically to meet more exacting requirements.

GPO recently launched an initiative to document changing needs of the Federal Depository Library Program (FDLP) and each partner depository library. Input has been provided by all depository libraries concerning local needs and issues. A national plan will next be developed to guide the future direction of the FDLP and depository libraries, including possible updating of Title 44 of the

United States Code to reflect changes in technology and delivery of services since the Depository Library Act of 1962.

Federal agencies also provide the bulk of funding for preservation of historic resources in the nation's libraries, archives and museums. Changes to the budgets for these federal agencies can have a large impact on the agency and on the services we are able to provide.

IMLS is developing a new evaluation initiative, Measuring Success, to improve performance reporting. This initiative will place much greater emphasis on identifying results, or outcomes, of the expenditure of federal funds and may place a greater reporting burden on TSLAC staff and sub-grantees.

Chapter 8: Other Legal Issues

A. Impact of anticipated statutory changes

Federal

Congress enacted the Museum and Library Services Act of 2010, which incorporates the Library Services and Technology Act (LSTA). The act addresses 21st century literacy and digital literacy skills specifically, and provides the states more flexibility in the use of the LSTA funds. In particular, it allows states to provide for librarians' professional development and the recruitment of future professionals in library and information services.

State

Every legislative session multiple bills are introduced that directly or indirectly impact the agency's responsibility to provide records management services. Agencies are created, combined and abolished. We assist with identifying and protecting state records at any of those stages. Legislation regarding technology, transparency, open government, records management, electronic records, archival records and many more topics are monitored for impact on our State and Local Records Management program.

Since 2005, a TSLAC budget rider directs us to prepare a biennial report listing statutorily required reports from/to state agencies and universities. Recipient agencies assess the usefulness of each report. The biennial report's title is *Required Reports Prepared by State Agencies and Institutions of Higher Education* and is available on the agency's website.

Nearly 1,200 reports appeared in the 2013 edition. Several bills in the 83rd session added, repealed or changed reports. For instance, SB59 enacted a number of the report's recipient assessments and recommendations. The 2015 Report's early draft identifies approximately 105 repealed or expired reports and 96 new reports.

HB326 from the 82nd Legislature added a new requirement for agencies undergoing Sunset Review. Each reviewed agency assesses its reporting requirements. The Sunset Commission makes final reporting recommendations to the legislature. Various 83rd Legislature bill enactments for continuing a dozen agencies repealed eight and changed 12 reports.

On January 29, 2014, the Lieutenant Governor issued an Interim Charge to the Senate Government Organization Committee that may impact agency reporting requirements and possibly the agency. This charge is to:

> Examine state agencies' mandated reporting practices, the necessity and utility of these reports, and reporting processes to the legislature and to the public. Make recommendations on eliminating unnecessary and duplicative reports, reducing state costs through the use of technology, and improving transparency to the legislature and citizens.

The Committee will make recommendations to the 84th Legislature which will convene in January 2015. TSLAC will play a vital role in providing information to the Senate committee working on this interim charge. TSLAC prepares a list of statutorily required reports and provides records management information to state agencies.

Local

The 82nd legislature passed HB1559 which requires the agency to adopt rules for the retention, storage and destruction of a court document filed with, otherwise presented to, or produced by a court in this state before January 1, 1951. This was in response to a 2011 study done by the Court Records Preservation Task Force illustrating the extent to which some counties are unable to keep up with the volume of records created in the local courthouses and highlights examples of inadequate storage conditions. This study was conducted 20 years after the Legislature began authorizing the collection of various filing fees by the District and County Clerk offices to help with storage and management of permanent records.

In 2012, TSLAC formed a task force of impacted local government officials and representatives of local government organizations to help develop standards that would protect these historic records without placing an undue financial burden on the local governments. The task force met over the spring and summer of 2012 and rules were approved by the Commission and became effective in April 2013. TSLAC continues to monitor this retention process.

B. Impact of current and outstanding court cases

We are not aware of any current or outstanding court cases.

C. Impact of local government requirements

We are not aware of any new local government requirements.

Chapter 9: Self-Evaluation and Opportunities for Improvement

A. Meeting legal requirements and serving critical populations

Library Development and Networking

Government Code §441.222 established the TexShare Library Consortium to assist libraries throughout the state to better serve their patrons. Information is increasingly in digital form, and the cost of providing electronic information is increasing. The agency has demonstrated that statewide purchase of online materials can deliver high-quality resources to Texans at a cost of one-tenth or less what the same materials would cost local academic, public and school libraries.

The Interlibrary Loan program gives Texans access to the collections of libraries statewide by providing a network to support Texas libraries in sharing their collections with each other. A new peer-to-peer structure for interlibrary lending introduced in 2011 reduces the cost of the program statewide, but some libraries are struggling to afford the local costs associated with the new system.

Library technology and services are changing dramatically as a result of rapid developments in electronic information, materials, and computer and Internet technology, as well as the need for public access technology and services in communities. The development and implementation of distance-learning programs has greatly expanded our capacity to reach library staff with information and training, while allowing them to learn without incurring travel costs. However, library personnel express a continuing need for in-person training and consultation.

Targeted grants and programs provide resources for innovation. Using federal funds, TSLAC provides grants for a variety of purposes from collaboration between libraries to the adoption of new technologies, to digitization projects preserving and making available significant collections.

As a result of deep budget cuts in the 82nd Legislature, both the long-standing Texas Library System and the Loan Star Libraries direct aid program were eliminated. TSLAC staff continues to seek ways to serve over 560 public libraries across the vast distances of Texas without a distributed library development program. Local libraries frequently express that they no longer have the technical support they need to effectively manage their libraries. Meanwhile, regional cooperative groups are forming without TSLAC support. In coming biennia, TSLAC will explore how to encourage and facilitate these communities of mutual support in lieu of the formal library systems that previously existed.

TSLAC continues to seek ways to position local public libraries as providers of technology access in their communities. TSLAC reviews all public library technology plans as a prerequisite of receiving federal E-Rate subsidies. TSLAC supports a national program called Edge that assists local public libraries in assessing their public access technology and community engagement. But in the wake of the loss of the Texas Library System, TSLAC continues to seek ways to better support the technology needs of public libraries statewide.

In addition to public libraries, academic and K-12 libraries increasingly look to TSLAC for support and leadership. The agency has directly supported the TexShare program since 1999. In the last session, funding was restored to support access to online resources for K-12 libraries.

As mandated by Education Code §33.021, TSLAC, in consultation with the State Board of Education, developed and adopted standards for school library services in 1997 and again in 2005. The goal of

School Library Programs: Standards and Guidelines for Texas is to maximize the effectiveness of schools in teaching students the skills needed to become dedicated, lifelong learners. Studies on the effect of school libraries on student achievement, including *Texas School Libraries: Standards, Resources, Services and Students' Performance*, demonstrate the value of strong school library programs on student achievement.

In the 1960s, the Texas Legislature instituted the Texas State Publications Depository Program (Government Code §441.101-106). The mandate was to acquire, establish access to, preserve and increase awareness of the publicly distributed documents of Texas state agencies and institutions of higher education. In 1995 the Legislature expanded the Depository Program's scope to encompass materials distributed online, a role filled by the Texas Records and Information Locator service (TRAIL). Due to reductions in the 82nd Texas Legislature, the agency released all libraries except Texas Tech University, University of North Texas and TSLAC from their depository status. The agency continues to collect, catalog and make available for loan the publications of state government.

Talking Book Program

Texans who qualify for service from the Talking Book Program because of visual, physical or reading disabilities comprise a critically underserved population. At current levels of staffing and funding, the Talking Book Program is serving only about six to seven percent of the estimated statewide population eligible for the service. Further, many eligible Texans either are not aware of the program or are not aware that they are eligible. The lack of authorization to advertise the services of this program ultimately does disservice to persons statewide who could greatly benefit from the service.

As the Talking Book Program has transitioned from analog to digital services, staffing needs have become more critical. The most effective digital services now being offered require more sophisticated computer skills both on the part of staff and patrons. Since many patrons do not have these skills, staff is needed with the computer skills and the ability to teach patrons how to use the new digital services. The task is more difficult because many patrons have visual disabilities, are scattered around the state and use a broad range of computer equipment and peripherals; most instruction and advice has to be delivered via telephone.

An outgrowth of the recent Broadband Technology Opportunities Program (BTOP) grant was to enable the Talking Book Program staff to visit Texas public libraries and bring hands-on computer training to the program's patrons living near those libraries. In addition, through the BTOP library visits, Talking Book Program patrons without home computer equipment may come to their public library and learn how to download digital books to a flash drive that can then be plugged into their digital talking book machine in their homes.

The Talking Book Program operates on a legacy computer system built in-house in the 1990s. While the program is considered a national standard for functionality, it is built on an aging database platform and will have to be replaced during this planning period. TSLAC staff are pursuing alternatives to upgrade this software to avoid interruptions in service in this program.

Archives and Information Services

About 15 percent of the records transferred to TSLAC for placement in the State Archives need additional analysis and appraisal to determine if they contain information of sufficient research or other enduring value to justify their permanent retention. Many of the records reviewed will be kept

and will need processing. Another 30-35 percent need to be examined by qualified archivists and their contents described in greater detail to facilitate access by researchers. The three additional archivists provided in the 83rd Session will greatly help ease the backlog, though new responsibilities have also been added. The agency was notified in early 2014 that Governor Perry will transfer records of his office to the agency for storage, including 10 terabytes of electronic data and nearly 3,000 boxes of paper records, most of which have been scanned into digital format. For several consecutive sessions, TSLAC has requested funds necessary to respond to the need for storing electronic records for state agencies. In addition to special training in the management and preservation of electronic records, we also need funding for the development and implementation of an electronic records program and a repository to preserve archival records for state agencies. Time is critical: agencies are creating an ever increasing number of digital records. Without an electronic archive, unnecessary costs will mount and the long-term and historical e-records will be lost. The process of creating a system to manage the incoming Governor's records in electronic format will provide a demonstration project for how to manage electronic archives for other agencies, but resources will be required to cost-effectively manage these critical resources for the state.

State and Local Records Management

The commission must provide assistance, information and training to records management officers and custodians of state agency and local government records in fulfilling their responsibilities under state law. We serve 157 state agencies and more than 10,000 local governments, to which we provided 9,453 hours of training and assistance to 8,728 government personnel in FY2013. We need additional staff to accommodate the rising demands for services and additional training. Government records must be maintained properly to facilitate access, ensure transparency, and provide for business continuity.

Local governments and state agencies are served by only seven program specialists. Rising demands for assistance are fueled by increased demands for records to answer Public Information Act requests, audits, emergency preparedness plans litigation, and the proliferation of electronic records.

Active records management is central to performing the tasks of government and to ensuring transparency of government functions. Governments are experiencing tighter budgets as records and information management needs escalate. Local governments need more relevant training, and training needs to be regionally based to allow TSLAC's limited staff to provide optimum training efforts, with greater availability of webinars and online data and classes. The agency continues to require more resources to meet these expanding needs, including funding for more travel to conduct regional onsite training workshops and more resources to create online classes and webinars.

B. Agency characteristics requiring improvement

Demonstrate leadership in key areas

Several constituent groups look to the State Library and Archives Commission for leadership, including:

- Public, school, and academic libraries look to TSLAC to articulate a vision of library service for the future, secure resources to support library users' information needs, establish criteria and standards for library service, raise the visibility of libraries, and create strategic partnerships with other organizations statewide and nationally.

- Historians, genealogists, and other researchers look to TSLAC to take a leadership role in the preservation of the public and cultural heritage of Texas through historical records of state and local government and to make those resources available in usable formats.
- State and local governments look to TSLAC to create rules and provide technical assistance to ensure the effective management and preservation of public records.
- Advocates of services for persons with disabilities look to TSLAC to take a leadership role in setting an example for serving those individuals, in particular, the blind and visually impaired, dyslexic and others with sight-related disabilities.

For these and other groups, TSLAC continues to seek ways to fulfill its responsibility to be a lead agency, articulating needs, shaping public policy, creating visibility, and advocating for resources.

Create strategic partnerships to further agency objectives

The Texas State Library and Archives Commission works hard to communicate effectively with its client groups. It is critical that TSLAC achieve increased interaction with citizen groups, professional associations, advisory committees, and other clients to form alliances and partnerships that support agency initiatives. The following are examples of existing and potential collaborations to be pursued:

- Actively encourage cooperation and linkages between and among different types of libraries, governments, and non-profit organizations. Examples include partnerships with the Texas Library Association, Bill & Melinda Gates Foundation, the Summerlee Foundation, the Tocker Foundation, Friends of Libraries & Archives of Texas, the Texas Historical Commission, the Department of Information Resources, the General Land Office, the Texas Education Agency, the Texas Workforce Commission, the Texas Association of Museums, the Texas State Historical Association, and institutions of higher education.

- Create partnerships between the Talking Book Program and other state agencies and departments that serve mutual client bases, such as the Texas Education Agency, the Texas Veterans Commission, and the Governor's Committee on People with Disabilities, the Department of Assistive and Rehabilitative Services, and the Department of Aging and Disability Services within the Health and Human Services Commission.

- Work with public library staff and groups within the fields of medicine, visual sciences, learning disabilities, and senior services to promote the Talking Book Program to potential customers, including the American Council for the Blind and the National Federation of the Blind, and local governmental entities such as county extension agencies, city and county health departments, and chambers of commerce.

- Promote and leverage the services of the State and Local Records Management Division by strengthening ongoing partnerships with agencies and groups such as the Department of Information Resources, the National Archives and Records Administration, and the National Association of Government Archives and Records Administrators to co-sponsor government employee training conferences and workshops in electronic records and information management, including the E-Records Forum and E-Records Conference.

- Expand outreach to local governments through partnerships with the Texas Association of Counties, Texas Municipal League, Texas Conference of Urban Counties, County and District Clerks Association of Texas, County Judges and Commissioners Association of Texas, and the Texas Historical Commission.

- Position the agency to respond to natural disasters and emergencies through work with partnerships with the Federal Emergency Management Agency and the Texas Division of Emergency Management to provide training to Texas government agencies on the protection and preservation of vital records in case of disaster.
- Create opportunities for the preservation and effective use of archival materials through projects such as The Texas Heritage Online project to forge partnerships with libraries, archives, and museums interested in digitizing their cultural heritage collections.

Recover archival documents

Texas has lost hundreds of official historical government records, particularly from the colonial, republic and early statehood periods, from its public archives; many have ended up in private collections. The Texas State Library and Archives Commission is deeply concerned about the number of official state and local government records that have begun to appear for sale in auction catalogs and on eBay and other commercial websites. The disappearance of government records into private hands deprives the public of access to important historical information that helps us understand the history of our state and nation. These records document government actions for citizen review. The inappropriate transfer of such records into private hands greatly restricts access to them, which in turn hampers government accountability.

During the last several years TSLAC, with much-appreciated assistance from the Office of the Attorney General, has managed to recover a significant number of records illegally alienated from state custody. Because the sale and auction of such records is expected to increase, TSLAC must increase its efforts to track those sales and continue to work closely with the Attorney General's Office to recover those records. Because the commission does not have adequate staff to monitor eBay, other auction websites and the catalogs of document and manuscript dealers, the agency must enlist the support of county historical commissions, local historical societies, and interested individuals to alert TSLAC of any proposed sale or auction of government records.

C. Key obstacles

Staffing

The ability of TSLAC to fulfill its duties to state and local government and the public depends on a skilled workforce of information and management professionals. Because these are the same skills needed by private-sector companies and larger state agencies, TSLAC salaries are often not sufficiently competitive to employ the staff needed to fulfill agency mandates. Market adjustments are needed in salaries in several key positions, including librarians, library assistants, archivists, and administrative managers.

Archives and Information Services

The historic understaffing of our Archives and Information Services Division undermines our ability to carry out activities related to our core role of Preserver. The 83rd Legislature appropriated much appreciated funding for three archivist positions to address the backlog. While these positions have helped reduce the backlog, we must continue to assign priorities to meet pressing demands. Researchers are interested in using TSLAC collections at their convenience. Currently, services hours are Monday through Friday, 8 a.m. to 5:00 p.m. The additional archivist positions have allowed the

agency to open public service desks to researchers on the second Saturday of each month. Further evening and weekend access would be greatly appreciated by the public.

All state records are subject to requests for information under the Texas Public Information Act. The Act makes no distinction between "processed" and "unprocessed" records. When unprocessed records are requested at the State Archives, they must be reviewed by archivists for information that may be withheld from public disclosure. An already extremely time-consuming and intensive review becomes more so when the records have not been arranged and described.

The challenges and costs of the storage and management of state archival documents in electronic format grows each biennium that the situation is not addressed. As agencies continue to create complex relational databases, geographic information systems and other increasingly sophisticated electronic records, costs associated with the unnecessary storage of records eligible for disposal increase as do the chances that valuable data may be lost. The transfer of Governor Perry's records to TSLAC at the end of 2014 will allow the design of a pilot to ingest and manage electronic archives. With appropriate resources, the agency can apply this model to the effective management and preservation of the archival electronic records of other state agencies.

Library Development and Networking

Following the sharp budget decreases to the agency in 2011, the Library Development and Networking division reduced workforce in a number of key program areas. Restoration of funding in the 2013 session allowed some positions to be added to address some statewide needs, while other needs remain unmet. The loss of the Texas Library System program created a reduced ability to provide training, support and development services for libraries across Texas.

The use of distance learning technology raises expectations for more training opportunities in a variety of formats; however, public library personnel continue to express the need for in-person training and consultation. Continuing Education and Consulting staff are also coordinating more training opportunities in support of TexShare programs for public and academic libraries, and to meet the need for training on new technology. In addition to public libraries, academic, and school libraries increasingly ask for consulting assistance, placing additional demands on existing staff. We lack the personnel to provide these services at a level that meets customer expectations.

Libraries are also asking for new programs to meet the challenges of changing technology in delivering services to their patrons. Library information and materials are increasingly digital. As online content and the popularity of e-books grow, libraries have struggled to understand the different technologies, acquire online resources effectively, and assist their patrons in using these digital materials. In addition, the e-book market and the proliferation of e-reader and handheld devices used by the public poses a challenge in understanding and interpreting Digital Rights Management (DRM), the control of hardware and software after sale. Assisting libraries in the adoption and use of these online resources is a natural role for the State Library, but more resources will be required to do this effectively.

The 83rd Legislature restored funds to purchase shared online content for use by K-12 students and faculty and provided two positions to support the deployment of these materials and to integrate their use with public school curriculum. Further, school library leaders across Texas are looking to TSLAC to provide leadership in the adoption of school library standards and other support for K-12 libraries. These services are of high importance and fulfilling that expectation will require either new or

reallocated resources, though with recently hired staff we plan to move forward to revise the voluntary standards for school libraries.

State and Local Records Management

Local governments in particular need both basic and advanced records management assistance. Because of frequent changes in staffing and declining tax revenues in some small and medium sized local governments, local officials are rarely able to come to Austin to attend training classes. Staff continue to develop and offer more distance learning opportunities through online meetings and web-based learning. A strong and steady demand for onsite assistance will remain; however, TSLAC will not be able to fully use this opportunity to serve stakeholders without staff and budget increases.

Given the number of local governments and the size of the state, we need additional Government Information Analyst positions to adequately meet demand for our services from state and local governments, services that can result in substantial savings of Texas citizens' tax dollars.

Talking Book Program

Having introduced a range of digital services, including a database of downloadable audio and Braille books and magazines, the Talking Book Program is faced with retraining many staff to not only work with these new services but also to train patrons in using the new services. Higher proficiency levels in using a computer and peripherals, as well as higher levels of customer service skills are needed in the call center that is now fielding an increasing number of requests for assistance from patrons who are using computers for the first time so that they may download their reading materials. Reader's advisory, interlibrary lending, cataloging and bibliographic enhancement of automated records, and other services performed by professional librarians are needed to further facilitate patrons' full use of the physical items in the Talking Book Program's collections as well as materials available online. The process of converting materials recorded in the agency from analog to digital to ensure a wider use has begun, putting a further burden on existing staff. Staff turnover continues to be a serious concern with low salaries and lack of promotional opportunities as the primary reasons people give for leaving the program. Turnover is a particular concern in the Reader Services department, where recruitment of replacement staff with bilingual and Braille skills is difficult. This holds true for other positions needing specialized skills and experience. As the program's services continue to become more computer and Internet-oriented, the search for more staff with higher technical skills will intensify.

Space

Archives and Information Services

Renovation of the Lorenzo de Zavala State Archives and Library Building was completed in May 2010. However, the renovation funding did not permit construction of any additional--and greatly needed-- storage space to house the large volume (approximately 30,000 cubic feet) of archival records stored offsite at the State Records Center. In the FY2012-2013 budget, the Legislature provided a modest amount of resources to assist TSLAC in securing adequate storage for those records. Several options have been explored, including expansion of the Zavala building, repurposing of the State Records Center to allow for archival storage, and the securing of offsite storage. Almost no storage space remains at our Sam Houston Regional Library and Research Center in Liberty. As a short-term solution, movable shelving was installed in 2010; however, it does not address the storage needs for large artifacts.

Aging infrastructure

The State Records Center Complex on Shoal Creek has major problems with electrical, mechanical and sewage systems, some caused by aging while others are the result of poor design and construction. Consequently, utility costs for the building are far higher than they should be. Consulting engineers estimated that replacing or retrofitting the mechanical and electrical systems and making the State Records Center more energy efficient would cost between $2.8 and $3.4 million, depending on the extent to which state-of-the-art energy saving systems are included in the retrofit. The Texas Facilities Commission did secure funding for upgrades to the State Records Center Complex and other state buildings from the 80th Legislature, but the amount allocated to the center (estimated at $2.8 million) is not likely to solve the myriad deficiencies at the site.

The first round of deferred maintenance for the State Records Center Complex started in 2009. The second round will begin in FY2014, with completion targeted in FY2015. This project is funded by appropriations to the Texas Facilities Commission. It will involve additional work on heating and cooling systems and associated controls. There will also be improvements to electrical and plumbing systems.

The Sam Houston Regional Library and Research Center in Liberty has a number of pressing needs. The 83rd Legislature appropriated funds for repairs to the facility. These funds will be used to install fire detection and suppression systems, reconfigure the drainage system on the site, repair main road and parking areas, replace air conditioning, and add security lighting. These repairs address a number of key areas of concern raised in a review by the State Office of Risk Management. However, a number of key issues remain, especially concerning needed repairs to historical structures on the site. These structures were accepted by the agency under the condition that state resources cannot be used in their maintenance. The Atascosito Historical Society has generously supported the renovation of these structures.

Planning and budgeting

The Texas State Library and Archives Commission is the cognizant agency in state government for the administration of federal Library Services and Technology Act funding from the Institute of Museum and Library Services. Texas receives approximately $10 million in federal funds annually from this program, distributed according to a formula that requires maintenance of effort and a state match. Because the agency appropriation was decreased by about 67 percent for the 2012-13 Biennium, Texas nearly lost approximately $6.5 million in LSTA funds in 2014. IMLS granted the agency a waiver on appeal based largely on the restoration of funds in the subsequent biennium. To ensure that a loss of federal funds does not occur in future years, it will be important to maintain at least current funding levels for the agency.

The IMLS increasingly emphasizes service to multi-type libraries, that is, school, public and academic libraries, rather than single-type public library service. This trend is mirrored in the increasing presence of academic and school libraries in our services to complement our historical emphasis on public library service.

In fall 2011, the Bill & Melinda Gates Foundation funded an assessment of the commission's strategic direction by the Parthenon Group. That study concluded that access to information is of paramount importance to libraries and their patrons, and that the agency should increase the proportion of resources in scalable and measurable areas that support key priorities. These areas should include initiatives that take advantage of economies of scale and agency expertise.

One way the agency has already both expanded that client base and leveraged economy of scale is through the TexShare library resource sharing consortium. Public, academic and clinical medicine libraries make up the current TexShare membership base. The success of this program prompted other types of libraries to request TexShare membership, and statutory changes allow us to add libraries to the consortium. TexShare is a demonstrated value that is heavily used and appreciated by the public and library personnel statewide. If this program is to grow to allow collaboration among all types of libraries, additional state funding will be required.

D. Opportunities

Despite these obstacles, numerous opportunities exist to provide an array of services to our diverse client groups, enhance and improve the effectiveness of our operations and play a more active role in state government.

Create prototype for managing e-archives

The pending transfer of Governor Perry's records to the agency at the end of 2014—including an estimated 10 terabytes of digital archives—creates an opportunity for TSLAC to develop an electronic archive for state government records. Working in cooperation with the Department of Information and other agencies, TSLAC will create a framework that can serve to assess and organize digital archives for other agencies in the future. Organizing and storing agency electronic archives is a critical need for state government. No procedure currently exists to preserve and store these digitized or born-digital materials, which creates the potential to either lose valuable data that should be archived, or to incur costs of retaining materials that could be disposed of under standard retention schedules. With the framework established to manage the Governor's records in place, and with sufficient resources, TSLAC could move more quickly than previously thought to preserving E-archives for state agencies.

The need for an electronic archiving program is acute. The state is generating more and more electronic-only/born-digital records each year that are in danger of being lost because the Texas State Archives does not have the resources to acquire and preserve permanent, historical and archival electronic records. The agency will need the capabilities to handle large GIS records as well as databases, spreadsheets, email files, Word documents, PDF files, Power Point presentations, and similar electronic records in use by state agencies today. We also need to incorporate web 2.0 formats now in use by state officials and agency staff, such as Flickr, Facebook, Twitter, and blogs.

Planning for the implementation of an electronic records/archives program will include communicating with electronic records specialists at other state records and archives organizations, as well as reviewing standards and program development in national agencies such as the National Archives and Records Administration, the National Association of Government Records & Archives Administrators and the Society of American Archivists. We will need to evaluate existing systems, coordinate with partners to discern best practices and research and plan for technology requirements including system hosting and recovery. Agency staff are working to estimate the requirements for the scope and rate of growth of a digital archiving system as well as a job description for the archives/records specialist.

Enhance statewide sharing of library resources

Since 1997, TSLAC has managed networked resource sharing initiatives for the TexShare library consortium. Programs such as the TexShare databases, the TexShare card, and Discovery Texas

encourage Texas libraries to share resources while setting up parameters that protect participating libraries from a potentially burdensome loss of materials. Legislation passed by the 81st Legislature removed restrictions to TexShare membership, and TSLAC has started to receive requests to join the consortium. The 83rd Legislature appropriated funding to purchase shared online content for use by K-12 students, librarians, and faculty. The statewide library community continues to rank online content as one of the highest priorities for TSLAC services. To meet the needs of an expanded membership and to sustain a robust database program, additional funding will be needed. In addition, libraries need statewide contracts for a wider range of online materials, including e-books to provide better service to Texans with these newer formats.

TSLAC coordinates statewide interlibrary loan and courier delivery services to provide library materials to Texans who need them. These services help to overcome geographic and economic challenges to delivering informational and recreational library resources to users.

Ensure libraries have sufficient technology and telecommunications infrastructure

Thanks to ongoing efforts by TSLAC over several years and the availability of Telecommunications Infrastructure Fund (TIF) grants, approximately 99 percent of the public libraries in Texas now have Internet access. But in some parts of the state obtaining affordable broadband access is a challenge. Commission staff has worked with the Bill & Melinda Gates Foundation since 2000 to help public libraries sustain and improve public-access computing. In 2013, TSLAC was an early participant in a nationwide Gates project called Edge, designed to help libraries assess their public access technology and community engagement. Edge provides a toolkit of national benchmarks, best practices, and a local library technology assessment tool.

The Federal Telecommunications Act of 1996 established a federal Universal Service Fund that discounted telecommunications rates (E-rate) for schools and libraries. TSLAC staff provides information and assistance to libraries seeking to benefit from this program by delivering workshops and information on the complex application process. TSLAC also approves the technology plans required for applicants seeking funding for internal connections.

Provide access to online resources

Since 1994, the Commission has provided an effective public gateway to electronic information, including federal and state government information, commercial information databases, library resources, and cultural heritage treasures of Texas libraries and museums. The following are a few of the online resources to which TSLAC facilitates access:

- **TexShare** – Since FY1994, TexShare has provided one-stop access to commercial full-text databases that enable public and state agency librarians to better serve their clients. Expanded through the TexShare program to include academic libraries and libraries of clinical medicine, this database service offers more than 15,382 journals, 205,140 primary source documents and over 30,000
- **K-12 database access** - In 2013, the Legislature provided funds to allow TSLAC to make online content available to K-12 schools in Texas. **The Library Catalog of Texas State Agencies** – This tool provides access to more than 738,000 titles held by the commission, the State Law Library and the Texas Commission on Environmental Quality. People around the world access this gateway to TSLAC collections via the Internet.

- **Social networking** – The agency vigorously uses social networking via Facebook, Twitter, Flickr, and other services to push information out to constituent groups and to solicit comments. Library of Texas interface - user-friendly access to the various TexShare databases and library catalogs. Library of Texas technology allows Texans, to identify and locate holdings in libraries and other information repositories statewide.
- **Texas Heritage Online** - seamless, integrated access to digitized primary resource materials in a variety of collections across the state. This tool allows researchers, students, teachers, and the public access to primary resource materials held in libraries, archives and museums throughout the state.
- **The Texas Records and Information Locator (TRAIL)** - www.tsl.texas.gov/trail - This service provides two important access points to electronic state government information. The primary service allows researchers to conduct a full-text search of the TRAIL archive and retrieve historic versions of electronic state publications. The secondary service gives access to a master list of top-level Texas state agencies that provides researchers with information about web resources harvested by TRAIL and contact information for those agencies. The Texas State Library and Archives Commission also brings higher visibility to Texas state government publications by professionally cataloging and announcing their availability through our online catalog.
- **Braille and Audio Reading Download (BARD)** – Offered by the Talking Book Program from the National Library Service, this site includes more than 26,000 books and over 50 magazines available for free download to Talking Book Program patrons. Also available is Web Braille, a collection of more than 10,000 Braille books, magazines, and musical scores that may be downloaded and printed on a Braille printer or used in a Braille notebook.
- The **Archives and Information Services Division** provides online access to the collection through the agency's website and via e-mail reference questions. Online copies of collection guides, or finding aids, are available through Texas Archival Resources Online (TARO), the consortium of state archival repositories hosted by the University of Texas at Austin. Databases providing historical and genealogical data are used by thousands of customers each year, including the Historic Map Collection, Republic Claims, Confederate Pension Applications, and Adjutant General Service records. Online customers also enjoy browsing online exhibits based on archival holdings as well as the very popular Texas Treasures site.
- **Library statistics** and other significant resources for Texas librarians and their communities are available via the TSLAC website. The agency provides a blog and calendar of continuing education opportunities from diverse providers across the state and beyond to better provide library staff with information on opportunities to meet their needs.
- **Plinkit** – This project allows public libraries to have a consistent template from which to further develop their web presence. Each Plinkit site includes a collection of Kids & Teens resources, Spanish resources, a link to TexShare and a local events calendar. These resources help turn libraries that previously had no web presence into libraries with resource-rich websites.
- **State and Local Records Management** continues to develop more online meeting tools and web-based classes to improve services across state and local governments. The State and Local Records Management blog, *The Texas Record,* is the main communication channel where customers can receive updates on records management training and services. Division staff will continue to explore software technology options to provide more information on retention schedules and other records management functions online.

Use technology to improve access and preservation

Continuing advancements in information technologies, particularly in the area of digital imagery, offer libraries and archives new preservation and access opportunities. The ability to transmit digital images of unique and valuable archival resources over communications networks to users—onsite as well as in distant locations—without any wear or possible damage to the original items contributes significantly to their long-term preservation and availability.

Efforts to provide Internet access to the agency's archival digital image holdings, as well as links from the TSLAC website to other known Internet sources for historical and genealogical information, has caused a steady decline in the number of researchers, particularly genealogical researchers, requesting direct assistance from reference staff. Time gained from this reduction in requests is devoted instead to continually improving the web pages, converting more archival and library materials to digital form, and preparing additional online exhibits that will interpret and improve access to the unique information resources in the collections. Thus, the people of Texas can locate government information at any time without having to contact staff or to travel to TSLAC facilities.

Increase earned revenues, grants and gifts

We will continue to take advantage of opportunities to advocate for foundation funding for historical projects of the State Archives and its regional historical resource depositories.

Efforts will also continue to attract gifts for special projects to enhance services provided by the Talking Book Program. The program has benefited from the receipt of several substantial bequests in the past. Such funds are used to improve outreach efforts and services to patrons, purchase digital cartridges, cases and supplies for digital book production, improve the breadth and quality of the book collections, and meet needs not covered by current funding.

In 2001 the Friends of Libraries & Archives of Texas, a nonprofit support organization, was formed. The Friends advocate and promote our services and raise funds to expand those services. The group also fosters the development and growth of local groups to support local libraries and archives in Texas.

The Friends group launched an endowment campaign in March 2012 in cooperation with the Austin Community Foundation. The goal is to establish a $100,000 Texas Historical Preservation Endowment dedicated to saving Texas history. For every four dollars the Friends raise, the Austin Community Foundation will contribute one dollar. The campaign will run until the end of 2015.

Explore alternatives for serving unserved populations

Legislation that permits the creation of library tax districts has helped to increase the availability of library service in unserved and underserved areas of Texas. Commission staff also actively help communities that want to start libraries by offering consulting assistance and information about funding sources. While a new library district law passed in 2005 further increases the options available to local jurisdictions, a constitutional amendment is needed for communities to be able to exercise this option.

Partnering with existing local libraries to extend services to Texans without library service is another approach. This does carry the challenge of overcoming geographical, administrative, and political obstacles, including the frequent lack of a local entity with which to work. Alternative methods of service delivery, such as electronic information networks, electronic document delivery and resource sharing, can be extended to the unserved, especially in isolated rural areas.

Encourage communities of mutual support

The Texas Library System program was eliminated in 2012 due to deep funding cuts that year; however, the need for libraries to come together in networks and groups to support one another remains. In the wake of the systems program, a number of groups that encourage mutual support between libraries have arisen voluntarily across the state. Library directors and others come together periodically to help one another, share ideas, and pool resources. These informal organizations present TSLAC with an opportunity to cooperate to provide development opportunities to local libraries across the state.

Establish state information policy

TSLAC will continue to take a leadership role in working with other state agencies, both directly and through the Records Management Interagency Coordinating Council and other bodies, to establish sound state information policies and programs. Policies must be adopted that will ensure the development and implementation of recordkeeping systems using information technology to manage the state's electronic records as effectively as its paper records have been managed. Effective policies will help ensure electronic records are preserved according to approved retention schedules and archival requirements. The agency will play a key role in this arena because of the staff's specialized skills in records management and organizing information, our advocacy for equitable public access to government information and our relationship with local government and state agency records management programs and state agency, university, and public libraries.

State and Local Records Management staff collaborate with DIR and other state agencies and have developed a Social Media Toolkit. This toolkit includes standards and sample policies for use of social media in state agencies. These standards will enable agencies to develop and implement an effective social media strategy and to participate in social media activities while complying with applicable records management and open records laws and rules.

The Texas State Library and Archives Commission is joining with libraries, museums, archives, and other institutions statewide to provide online access to cultural heritage resources. Texas Heritage Online has established standards and "best practices" for digitization efforts, provided educational context for these materials and built a gateway for access to the digitized collections. Through this program, TSLAC is able to coordinate other institutions at the state and federal level and to promote cost-effective methods for making digitized content available on the Internet.

Improve cost-effectiveness and efficiency in government record-keeping

At a time when expanded demand for government services is challenged by limited resources, we will continue to assist in the development of records management programs in Texas government offices, providing cost savings of millions of tax dollars. Cost avoidance for government record-keeping can be dramatically improved through the use of retention schedules to dispose of obsolete government records, low-cost storage of inactive records, organization of active records for easy retrieval and appropriate use of recordkeeping technologies. Dependable, time-sensitive accessibility to records is critical for sustaining services to Texans and improving the accountability of government operations.

Given the small number of personnel charged with delivering records management training and assistance to thousands of Texas governments, we must continue to actively explore any and all

means to increase our level of service to those governments without compromising the quality of that service.

Prepare for disaster

An outcome of the aftermath of Hurricanes Katrina and Rita was a heightened awareness of the relevance of libraries within communities and the importance of safeguarding local government records. Since responding to the hurricanes, TSLAC has actively sought collaborative solutions to preparing for and coping with future disasters.

The TSLAC has entered into active partnerships with the Federal Emergency Management Agency (FEMA) and the Texas Division of Emergency Management to provide training to Texas government in the protection and preservation of vital records in case of disaster. In FY2011 SLRM participated in the FEMA funded Intergovernmental Preparedness for Essential Records project with the Council of State Archivists by delivering webinar training to state agencies and local governments. A webinar on Disaster Recovery Salvage was presented by SLRM and the Archives in 2012. We offered a webinar on Components of Efficient Storage Facilities in 2012. We also had three guest speakers on a webinar entitled Records Management Disaster Plan in 2013. Analysts spoke twice at the Texas Emergency Management Conference on vital/essential records and speak at TDEM's quarterly Emergency Management Workshop on the same topic. The recently adopted new storage standards for permanent and historic records, and optional enhanced storage conditions for all local governments, is yet another attempt to stress the importance of proper storage, planning and preparation for important government records in Texas.

E. Relationship with local, state and federal entities

The commission has a statutory advisory structure to support our work with local governments and state agencies.

The **Electronic Grants Advisory Committee** consists of nine representatives from the Electronic Grants Technical Assistance Work Group charged with gathering input from users of the electronically searchable central database of state grants (part of the TRAIL service) and advising the commission regarding development of the database.

The **Electronic Grants Evaluation Committee** consists of five public members who annually evaluate operation of the electronically searchable database of state grants (part of the TRAIL service).

The **Electronic Recording Advisory Committee** develops and recommends rules to the commission that permit county clerks to receive and record documents, especially in county real property records, by electronic means. The 19-member committee is comprised of a mixture of state officials, county clerks and judges and representatives from the title industry.

The **Records Management Interagency Coordinating Council** is comprised of the elected or appointed heads of seven state agencies or their designees. The council reviews each member agency's activities affecting the state's management of records, studies other information technology and records management issues and reports its findings and any recommended legislation to the governor and Legislature every two years. The council is not technically an advisory committee to the commission; however, we carry out many of the council's recommendations through our existing rulemaking authority.

The **Library Systems Act Advisory Board** has a membership of five librarians to advise on library accreditation and implementation of the Library Systems Act.

The **Library Services and Technology Act Grant Review Panel, Texas Reads Grant Review Panel, Texas Impact Grant Review Panel, and TexTreasures Grant Review Panel** have diverse members representing the Texas library community to provide peer review of competitive grant applications and to make recommendations for award.

The **TexShare Advisory Board** consists of 11 individuals, two each representing state-supported colleges and universities, community and junior colleges and private universities and colleges; two members of the general public; two public library representatives; and one member at large. This board advises us on all aspects of the operation of the TexShare library resource sharing consortium. Our strategic partners at Education Service Center 20 attend board meetings and provide insights and information into school library issues and needs.

The **TexShare Working Groups** provide advice on diverse aspects of the TexShare program, including electronic resources, the card program, courier service, and Library of Texas.

The **Continuing Education Advisory Panel** has representatives from diverse libraries from around the state to provide advice on the statewide continuing education program.

The **Texas Historical Records Advisory Board** works to ensure the comprehensive and efficient preservation of the state's unique documentary heritage, including state records, local government records and historical manuscripts. The governor appoints two citizen members. The Director and Librarian appoints the six remaining members, each with demonstrated experience in the administration of government records, historical records or archives. The state archivist serves as the board's coordinator.

The **U.S. Government Printing Office** (GPO), under authority of the Depository Library Act, distributes publications of the federal government to designated libraries. As one of only 50 regional depositories in the nation, our agency permanently maintains and provides free access to more than 1.5 million items produced by the federal government.

The **Institute of Museum and Library Services** provides between $9 and $10 million annually in Library Services and Technology Act funding to support library programs in Texas. TSLAC prepares a long-range plan for priorities in spending LSTA funding and regularly reports to IMLS regarding the status of state funding and the expenditure of federal funds.

The **State Data Center** (SDC) Program is one of the U.S. Census Bureau's longest and most successful partnerships. The program was begun in 1978, creating partnerships between the 50 states, District of Columbia, Puerto Rico, the island areas and the Census Bureau to make data available locally to the public through a network of state agencies, universities, libraries, and regional and local governments. Texas joined the SDC in 1979; our agency was designated as one of the core affiliates.

Our Talking Book Program is a member of a nationwide network of libraries providing service to people with disabilities. The **National Library Service for the Blind and Physically Handicapped** is a division of the **Library of Congress** and provides thousands of books, playback equipment, and adaptive technology that would otherwise be unavailable to Texas readers with disabilities. The program is able

to ship materials free of charge under the United States Postal Service's label of "free material for the blind and physically handicapped."

TSLAC staff work with a range of non-governmental entities. We support statewide endeavors such as the Texas Book Festival. We provide consulting services for funding entities such as the Tocker Foundation, the Seawell-Elam Foundation and the Bill & Melinda Gates Foundation to assist them in developing guidelines for grant programs, scoring grant proposals and supporting libraries in carrying out their grant-funded projects.

F. Available key technological, capital, human and community resources

- Our educated and motivated staff—our greatest strength and without whom we could not fulfill our mission
- Our library and archival collections, without which we would be unable to achieve our mission. These include the State Archives and our Sam Houston Regional Library and Research Center, the U.S. and Texas Documents collections, Research and Texana collection, the Genealogy Library, the Library Science Collection, and the Talking Book Program collection
- Our Integrated Library System, hosted by SirsiDynix, without which we would have no online catalog and therefore no access to the library collections, and limited access to the archival collections mentioned above. Our micrographics services and the records storage services of our State Records Center
- Our volunteers are critical to meeting the program goals of the Talking Book Program and the Archives and Information Services Division. Volunteers in the Talking Book Program donated 17,464 hours in FY2013, the equivalent of approximately 8.25 FTEs.
- Our cooperative and collaborative working relationship with numerous state, local and federal officials and staff. Among these are records management officers and librarians in state agencies; local government records management officers; the directors and staff of the public, academic and school libraries in the state; and network division staff at the National Library Service
- Our partnerships with public, academic and school libraries and other cultural heritage institutions, which provide opportunities for us to share resources, manage costs and improve access to information for all
- Our robust local area network, connected with broadband access to the Internet and to our technology resources at the State Consolidated Data Center.
- Our access to the OCLC WorldCat, the world's largest network of library content and services
- Our relationship with the Texas Library Association and its members who assist us in developing programs of service that meet the needs and expectations of Texas residents
- Our Friends group, the Friends of Libraries & Archives of Texas, and its members, who support our initiatives through financial and volunteer contributions
- Our participation in the Plinkit Consortium, which provides technical and procedural support as well as best practices input to our project

Chapter 10: Technology Resource Planning

1. Initiative Name: Name of the current or planned technology initiative.
1. Participate in the Consolidated State Data Center Services Program as mandated by HB1516.
2. Initiative Description: Brief description of the technology initiative.
The Texas State Library and Archives Commission is one of 27 state agencies mandated to use the two consolidated state data centers. Since 2007, all of the agency's servers have been hosted at the data centers. The objective of the data center services project is to achieve more efficient use of information technology through server consolidation, better technology refresh, and better use of state agency resources.
3. Associated Project(s): Name and status of current or planned project(s), if any, that support the technology initiative and that will be included in agency's Information Technology Detail.

Name	Status
Data Center Consolidation Project	On-going
(Informational Project – IT Daily Operations)	On-going

4. Agency Objective(s): Identify the agency objective(s) that the technology initiative supports.
Objectives A.1; A.2; B.1; C.1; and D.1 are supported. This initiative supports all agency objectives since it relates to all agency application, utility, and web servers at the state data center and these resources are required by all agency staff to complete their mission.
5. Statewide Technology Priority(ies): Identify the statewide technology priority or priorities the technology initiative aligns with, if any.   • Security and Privacy   • IT Workforce   • Cloud Services   • Virtualization   • Legacy Applications   • Data Management   • Business Continuity   • Mobility   • Enterprise Planning and   • Network   Collaboration
This initiative aligns with the statewide technology priorities of security and privacy; cloud services; legacy applications; business continuity; virtualization; data management; and network. The initiative impacts all of our technology resources at the state data center. It facilitates, for example, our internal data management as well as the virtualization of our resources and promotes the security of our resources as well as our business continuity.
6. Anticipated Benefit(s): Identify the benefits that are expected to be gained through the technology initiative. Types of benefits include: • Operational efficiencies (time, cost, productivity)   • Citizen/customer satisfaction (service delivery quality, cycle time)   • Security improvements   • Foundation for future operational improvements   • Compliance (required by State/Federal laws or regulations)

Operational efficiencies - the consolidated data center services allow agency staff to focus on mission-relevant activities while vendor staff supports the information resources and provide an avenue for the timely refresh of the technology.

Customer satisfaction is enhanced with the ability to provide reliable services and access to information.

The agency's information resources are secured behind firewalls at the state data center and data center staff monitor and address security issues.

We are in compliance with HB 1516 which requires TSLAC to participate in the consolidation of state data centers.

7. Capabilities or Barriers: Describe current agency capabilities or barriers that may advance or impede the agency's ability to successfully implement the technology initiative.

The scope of the data center services project is huge in terms of volume of technology resources; amount of data; number of diverse agencies; and risk to these resources. The early years of the project were plagued with vendor staff shortages and limited skill sets which were difficult for the vendor to overcome. A new vendor team assumed the data center contract in 2012. DIR and the customer agencies are working with vendor staff to reach and maintain a steady state that provides the required reliable services needed to ensure the success of our mission into the future.

1. Initiative Name: Name of the current or planned technology initiative.
2. Participate in the DIR negotiated technology contracts for IT commodities and other opportunities to obtain technology products and services at the best possible price.
2. Initiative Description: Brief description of the technology initiative.
The Texas State Library and Archives Commission adheres to all DIR technology acquisition requirements and purchases IT commodities and most services through the DIR negotiated contracts. We utilize the Texas Agency Network (Tex-AN) for communications services as well as the Capitol Complex Telephone System for operations at the Lorenzo de Zavala Building. Communication services at our operations in the facilities on Shoal Creek are purchased and managed by the Texas Facilities Commission. These services at the Liberty facility are provided by local vendors. We take advantage of educational pricing for technology products and services when these are available to us. We also utilize Software as a Service (SaaS) contracts as the service delivery option for some of our critical library systems. Any purchases not procured from DIR contracts are only processed upon receipt of DIR exemption approval. TSLAC is charged by Government Code 441.223 "to facilitate joint purchasing agreements for purchasing information services and encourage cooperative research and development information technologies." TexShare is a vehicle through which we fulfill this obligation and provide a consolidated efficient procurement process. Consolidating buying power at the state level enables us to offer Texans more electronic content for less money. Three subcomponents comprise the purchasing/access component of this program. (1) Funded through a combination of state general revenue, federal funds, and local library cost share, the TexShare core database service provides 62 digital resources that contain over 16,235 full text journals, 160,251 primary source documents, and 28,281 unique e-book titles to almost 700 Texas public, academic, and medical libraries. In 2013, it would have cost these libraries over $59.5 million to purchase the database subscriptions that were purchased by the library for $5,475,442. (2) Through the TexSelect program, the library negotiates discounted pricing with database vendors; TexShare member libraries may use local funds to purchase subscriptions to these databases at substantial "TexSelect" discounts. In FY2013, the TexSelect program saved Texas libraries almost $50.5 million. (3) Starting in FY2014 TSLAC will contract for digital content for the state's K12 public school libraries. Purchased with state general revenue, and starting in FY2015 also a cost share from schools, these resources will support the curriculum and student achievement. These services are procured using a competitive Request for Proposal process and representative from participating entities are involved in the evaluations and selection process.
3. Associated Project(s): Name and status of current or planned project(s), if any, that support the technology initiative and that will be included in agency's Information Technology Detail.

Name	Status
(Informational Project – IT Daily Operations)	On-going

Acquisition and Refresh of Hardware and Software	On-going

4. Agency Objective(s): Identify the agency objective(s) that the technology initiative supports.

Objectives A.1; A.2; B.1; C.1; and D.1 are supported. All agency objectives are supported through the use of these technology contracts for goods and services.

5. Statewide Technology Priority(ies): Identify the statewide technology priority or priorities the technology initiative aligns with, if any.

- Security and Privacy
- Cloud Services
- Legacy Applications
- Business Continuity
- Enterprise Planning and Collaboration
- IT Workforce
- Virtualization
- Data Management
- Mobility
- Network

The technology contracts included in this initiative align with the statewide technology priorities of security and privacy; cloud computing, data management; legacy applications; mobility; and network.

6. Anticipated Benefit(s): Identify the benefits that are expected to be gained through the technology initiative. Types of benefits include:
- Operational efficiencies (time, cost, productivity)
- Citizen/customer satisfaction (service delivery quality, cycle time)
- Security improvements
- Foundation for future operational improvements
- Compliance (required by State/Federal laws or regulations)

Operational efficiencies and Citizen/customer satisfaction - The benefits of this technology initiative include the availability of critical library systems through the SaaS contracts and the very cost effective availability of electronic information to Texans across the state through the TexShare program, and students and faculty for the state's K-12 public schools. Benefits also include the efficient use of public funds for the acquisition at the lowest possible cost of IT commodities that are essential for the delivery of these services.

7. Capabilities or Barriers: Describe current agency capabilities or barriers that may advance or impede the agency's ability to successfully implement the technology initiative.

The major barrier that impedes this initiative is the lack of funds to sustain robust levels of electronic resources to the citizens of Texas and the students and faculty of the state's public schools.

1. Initiative Name: Name of the current or planned technology initiative.
3. Maintain an information resources security program that adheres to all TAC 202 security standards.
2. Initiative Description: Brief description of the technology initiative.
The information resources used by the Texas State Library and Archives Commission are critical assets that must be protected from misuse. TSLAC complies with all the information resources security standards of the Texas Administrative Code, Title 1, Part 10, Chapter 202. An internal auditor is contracted to conduct an annual review of the library's TAC 202 security program. The agency's security program has been successful in preventing unauthorized access to its information resources since its implementation in 2002. The security program's parameters were adjusted in 2007 when our servers were migrated into the consolidated state data center and the vendor technicians assumed responsibility for the direct support of these resources. Physical access to information resources is also controlled. TSLAC maintains and updates its security policies and procedures and conducts technology risk assessments to identify and mitigate risk to our resources. We have up-to-date business continuity and disaster recovery plans in place. In addition, the library coordinates with the DIR Security Office to conduct annual Controlled Penetration Tests and web application scans to identify and address potential vulnerabilities. Agency staff coordinates with the state data center staff and/or the library system vendors as needed to remediate identified vulnerabilities. With the revisions to TAC 202 expected to be released in 2015, TSLAC will incorporate the new security requirements into our information security program to ensure compliance with the new directives as well as a continually improving security program that can address the needs of our agency and our customers.
3. Associated Project(s): Name and status of current or planned project(s), if any, that support the technology initiative and that will be included in agency's Information Technology Detail.

Name	Status
(Informational Project) IT Daily Operations	On-going
Acquisition and Refresh of Hardware and Software	On-going
Data Center Consolidation Project	On-going

4. Agency Objective(s): Identify the agency objective(s) that the technology initiative supports.
Objectives A.1; A.2; B.1; C.1; and D.1 are supported. All business and support units of the library require secured and reliable access to our information resources and all require that our data be protected, therefore, all agency objectives are supported by the information resources security initiative.
5. Statewide Technology Priority(ies): Identify the statewide technology priority or priorities the technology initiative aligns with, if any.
• Security and Privacy   • IT Workforce

• Cloud Services	• Virtualization
• Legacy Applications	• Data Management
• Business Continuity	• Mobility
• Enterprise Planning and Collaboration	• Network

This IT security initiative aligns with all of the statewide technology priorities because it addresses security controls across all our information resources which are required for all business and support operations at the library as well as for our patrons and customers.

6. Anticipated Benefit(s): Identify the benefits that are expected to be gained through the technology initiative. Types of benefits include:
- Operational efficiencies (time, cost, productivity)
- Citizen/customer satisfaction (service delivery quality, cycle time)
- Security improvements
- Foundation for future operational improvements
- Compliance (required by State/Federal laws or regulations)

Operational efficiencies; customer satisfaction; security improvements; and compliance - The benefits of this initiative include the operational efficiency that comes from having secured and reliable connectivity to our information resources; citizen satisfaction is addressed by ensuring the information they access through our information resources is not altered through intentional misuse and that our systems are clean of any agent that may harm their own systems. We address the security concerns identified in the annual review of the security program to ensure our security program continues to be effective and in compliance with state requirements.

7. Capabilities or Barriers: Describe current agency capabilities or barriers that may advance or impede the agency's ability to successfully implement the technology initiative.

Our information resources security program continues to be effective in protecting our resources. TSLAC has a small technology team that maintains the security program while also addressing all of the agency's technology needs. However, TSLAC has no identified budget for information resources security so the technology team must address security issues within the limited daily operations budget and continues to struggle to meet the increasing demand for security and other technology-related services. The anticipated changes to TAC 202 in 2015 will require the library to dedicate more resources to ensure we stay in compliance with state requirements and can adequately safeguard these information resources for the citizens of Texas.

1. Initiative Name: Name of the current or planned technology initiative.
4. Maintain all web content compliant with relevant web and accessibility standards.
2. Initiative Description: Brief description of the technology initiative.
The agency's web content is compliant with relevant web and accessibility standards. TSLAC has a designated Accessibility Coordinator and an Accessibility work team who coordinate our compliance with TAC 206 and TAC 213 accessibility standards. Many of the agency's publications are available in multiple formats; the vast majority of the web content appears in HTML or PDF format. In 2011, the library deployed a redesigned website with improved navigation and better searching of content, and which helps ensure compliance with updated accessibility guidelines. In 2013, we upgraded the open source content management system on which the agency website is hosted to ensure the technology remains current. The agency is also promoting accessibility for non-state government websites, including websites for local government agencies and public libraries that receive federal and state funding through TSLAC programs. The agency promotes life cycle management of its own, and of the entire state government's online digital information through TRAIL, the Texas Records and Information Locator (www.tsl.texas.gov/trail), a service to capture, preserve and provide on-going access to web content of all Texas government web sites. The TRAIL service performs automated harvesting and provides full-text indexing of captured state agency websites. TSLAC is confident that the vendor, a national leader in web preservation efforts, will continue to improve its software and storage capabilities, to spearhead efforts addressing rapidly changing technology in the web environment, and to advocate the adoption of its open source-based file format as an acceptable standard for the preservation of web content. Agency staff frequently review and update TRAIL's list of top-level state government agencies to ensure that users are able to locate easily state agency web sites.
3. Associated Project(s): Name and status of current or planned project(s), if any, that support the technology initiative and that will be included in agency's Information Technology Detail.

Name	Status
(Informational Project – IT Daily Operations)	On-going
Acquisition and Refresh of Hardware and Software	On-going
Data Center Consolidation Project	On-going

4. Agency Objective(s): Identify the agency objective(s) that the technology initiative supports.
Objectives A.1; A.2; and B.1 are supported. Increased library use by Texans with disabilities, and improved information services are all supported by this initiative to comply with web and accessibility standards.
5. Statewide Technology Priority(ies): Identify the statewide technology priority or priorities the technology initiative aligns with, if any.

• Security and Privacy   • IT Workforce • Cloud Services   • Virtualization • Legacy Applications   • Data Management • Business Continuity   • Mobility • Enterprise Planning and   • Network   Collaboration

This initiative aligns with the statewide technology priorities of data management and mobility. Agency services and information must be accessible via the web to everyone who seeks these services and information.

6. Anticipated Benefit(s): Identify the benefits that are expected to be gained through the technology initiative. Types of benefits include:
- Operational efficiencies (time, cost, productivity)
- Citizen/customer satisfaction (service delivery quality, cycle time)
- Security improvements
- Foundation for future operational improvements
- Compliance (required by State/Federal laws or regulations)

Operational efficiencies and the productivity of our staff with impairments are facilitated by following accessibility standards for technology.
Customer satisfaction is improved because our information and services are accessible to them.
Compliance with state accessibility requirements is promoted with this initiative.

7. Capabilities or Barriers: Describe current agency capabilities or barriers that may advance or impede the agency's ability to successfully implement the technology initiative.

The agency continues to test products and services to address accessibility issues to ensure our compliance with state standards; however, the workload staff must complete continues to grow. This situation will eventually impact our accessibility efforts.

1. Initiative Name: Name of the current or planned technology initiative.
5. Provide statewide resource discovery systems and other tools to help make agency and public data accessible to Texans.
2. Initiative Description: Brief description of the technology initiative.

The Library Development and Networking Division provides a "Find A Library" application which leverages the agency's Texas Library Directory Database to create a user-friendly tool for Texans to search and find libraries by ZIP code, city, county, or library name. From each results page, users can view a library's electronic contact information; a map showing the library's location; and other information about the library's participation in TexShare resource sharing programs. The Find-A-Library application is linked from the agency's website.

In accordance with our mandate to provide leadership in collaborative efforts to supply Internet access to digitized cultural resources, we continue to digitize archival and library resources and host them on our website. By the end of FY2011 we had more than 604,100 digital images of original archival documents available online to researchers from TSLAC alone. Online exhibits showcase some of the most significant documents from our collections of Texas history and provide historical background and interpretive information. Our goal is to develop at least one new exhibit every 15-18 month**s**, as well as add images of original documents to existing online databases and develop new online databases to selected series of archival state records and our photograph collection, thereby enabling thousands of teachers, school children and others to easily find information. Efforts to add significantly greater numbers of images continue to be hampered by higher-than-anticipated costs of server storage for these images, which now reside on servers maintained at the consolidated data center. We have scanned thousands of archival documents for preservation purposes and to increase access to some of our more visual holdings, but server storage limits the number of images we can add to our website. To conserve space we currently make only low resolution images available for public viewing. The budgeted server space cannot accommodate our tiff files (scanning master file) so these files are currently housed on several terabyte drives attached to archival staff computers, with backup drives located offsite at the State Records Center. TSLAC is working with DIR and the consolidated data center to find a more affordable storage solution.

The Archives and Information Services Division (ARIS) is exploring a new collaboration with the Texas General Land Office – swapping conservation work on GLO maps and documents for scans of our oversize materials, such as muster rolls. Since we currently pay the GLO to scan oversize materials, this collaboration would save us money and provide needed benefits to both partners.

TSLAC provides a resource discovery tool, Discovery Texas, that permits library patrons to easily search across most of the TexShare databases. In addition, patrons may use this tool from home, school, and office. Making digital information available is only useful if the public has proper tools to find and retrieve needed information. TSLAC is evaluating this tool and new technology available.

As part of the TexShare program, TSLAC provides a statewide portal to the 62 digital resources licensed through TexShare. This portal provides authenticated access for library patrons from those libraries who do not have the capability and also provides these libraries usage statistics.

TSLAC provides a statewide interlibrary loan network system through a contract with OCLC for the Navigator program. This service provides public libraries statewide with the technology infrastructure to streamline both borrowing and lending materials for library patrons. In FY2013 Texans received 181,369 materials through the service.

Over the past few years we have developed a close working relationship with Connected Texas,. Connected Texas has mapped broadband availability in the state, has surveyed to determine the rate of adoption of broadband, and works with local governments on community engagement. Connected Texas is a partner in our efforts to improve public libraries as public computing hubs in communities across the state and to train local citizens to use computer resources.

Network technology has opened possibilities for shared services among client groups who were once served by separate agencies such as the Texas State Library and Archives Commission, Texas Higher Education Coordinating Board and Texas Education Agency. ARIS is reestablishing our partnership with the Texas State Historical Association (TSHA) by collaborating with them on making educational resources available to secondary students through their website, including the 7th grade lesson plans ARIS developed in partnership with the Education Service Center Region 20 in 2011 and our Historic Maps database. These collaborations should continue to flourish.

The agency is partnering with the Texas Court Records Preservation Task Force and the State Bar of Texas to develop web-based preservation training for county and district clerks; training would later be made available to all local records officials.

3. Associated Project(s): Name and status of current or planned project(s), if any, that support the technology initiative and that will be included in agency's Information Technology Detail.

Name	Status
(Informational Project – IT Daily Operations)	On-going
Acquisition and Refresh of Hardware and Software	On-going
Data Center Consolidation Project	On-going

4. Agency Objective(s): Identify the agency objective(s) that the technology initiative supports.

Objectives A.1 and B.1 are supported by this initiative.

5. Statewide Technology Priority(ies): Identify the statewide technology priority or priorities the technology initiative aligns with, if any.

- Security and Privacy
- IT Workforce

• Cloud Services	• Virtualization
• Legacy Applications	• Data Management
• Business Continuity	• Mobility
• Enterprise Planning and Collaboration	• Network

This initiative aligns with the statewide technology priorities of data management; virtualization; mobility; and network.

6. Anticipated Benefit(s): Identify the benefits that are expected to be gained through the technology initiative. Types of benefits include:
- Operational efficiencies (time, cost, productivity)
- Citizen/customer satisfaction (service delivery quality, cycle time)
- Security improvements
- Foundation for future operational improvements
- Compliance (required by State/Federal laws or regulations)

Operational efficiencies – Collaborative efforts continue to provide opportunities to make more digital resources available to our citizens.
Citizen/customer satisfaction (service delivery quality, cycle time) – Texans who need to find a local public library for access to public computing resources and information can do so quickly.

7. Capabilities or Barriers: Describe current agency capabilities or barriers that may advance or impede the agency's ability to successfully implement the technology initiative.

The ability of Texans to connect quickly and easily to web based resources depends on strong and sufficient network connections and network resources that are reliably online. Even with successful collaboration with other entities, making digital resources available to our citizens will continue to be hampered by the lack of sufficient funding for storage, staffing, and technology refresh.

1. Initiative Name: Name of the current or planned technology initiative.
6. Enhance staff productivity by providing remote access to information resources and leveraging social networking and collaboration tools with due consideration to security issues.
2. Initiative Description: Brief description of the technology initiative.
The State Library uses a Virtual Private Network (VPN) to provide our staff with secured remote access to our technology resources. Agency laptops are made available to staff when they travel or work from home. In addition, the library provides access to email via agency smart phones and/or personal smart phones. Access to agency resources via these mobile devices is controlled by information resources security policies and technical staff. Program staff uses web-based courseware, webinar, and teleconferencing tools to conduct and participate in training opportunities and business meetings. In addition, staff utilizes collaboration tools for projects such as developing grant applications. Staff uses blogs, Twitter, and other social networking and cloud computing tools for communication internally and externally.
3. Associated Project(s): Name and status of current or planned project(s), if any, that support the technology initiative and that will be included in agency's Information Technology Detail.

Name	Status
(Informational Project – IT Daily Operations)	On-going
Acquisition and Refresh of Hardware and Software	On-going
Data Center Consolidation Project	On-going

4. Agency Objective(s): Identify the agency objective(s) that the technology initiative supports.
Objectives A.1; A.2; B.1; C.1; and D.1 are all supported by this initiative. Remote access to agency resources and the use of web training tools and social networking are all significant services used by the different service programs of the agency.
5. Statewide Technology Priority(ies): Identify the statewide technology priority or priorities the technology initiative aligns with, if any.

- Security and Privacy
- Cloud Services
- Legacy Applications
- Business Continuity
- Enterprise Planning and Collaboration

- IT Workforce
- Virtualization
- Data Management
- Mobility
- Network

This initiative aligns with the statewide technology priorities of security and privacy; business continuity; IT workforce; data management; mobility; and network.
6. Anticipated Benefit(s): Identify the benefits that are expected to be gained through the technology initiative. Types of benefits include:

• Operational efficiencies (time, cost, productivity) • Citizen/customer satisfaction (service delivery quality, cycle time) • Security improvements • Foundation for future operational improvements • Compliance (required by State/Federal laws or regulations)
Operational efficiencies are realized by the use of collaboration tools as well as remote access to resources and the use of social media to reach staff and customers. Customer satisfaction is improved by using social networking to increase the methods by which our citizens can reach out to us for information and services.
7. Capabilities or Barriers: Describe current agency capabilities or barriers that may advance or impede the agency's ability to successfully implement the technology initiative.
The library's limited budget will continue to limit our ability to expand the use of collaboration tools.

1. Initiative Name: Name of the current or planned technology initiative.
7. Protect the privacy and confidentiality of administrative and archival records for state agencies through proper information asset management practices.
2. Initiative Description: Brief description of the technology initiative.

The Texas State Library and Archives Commission is responsible for protecting the privacy and confidentiality of the information in its own administrative records as well as those archival records transferred to it from numerous agencies. In that regard, staff in the agency's Archives and Information Services Division have prepared a manual, "Public Information Act Procedures of the Texas State Archives," that describes confidentiality and privacy provisions in the Texas Public Information Act (PIA) and provides information on other federal and state statutes and administrative rules governing access to public records. Access to most agencies' records, as well as this agency's records, is governed by the provisions of the Texas Public Information Act. The State Archivist, who directs the agency's Archives and Information Services program, is very conversant with the privacy and confidentiality provisions of the PIA. Numerous other agency staff, including program managers, archivists, and records managers, routinely attend the annual training workshop presented by the Office of the Attorney General on the Texas Public Information Act. Commission members, the agency director, and the state archivist have all taken the statutorily required video training program on the Public Information Act. In addition, the director of the agency's Administrative Services Division and the head of the agency's Human Resources Department have received training regarding the Health Insurance Portability and Accountability Act and the Family Educational Rights and Privacy Act, and are familiar with the privacy and confidentiality provisions of those statutes.

As part of the Texas State Library and Archives Commission's TAC 202 information resources security program, the agency implemented a comprehensive set of Information Resources Security Policies which includes the agency's Data Management Policy. This policy describes data classification and the roles of data owners, custodians, and users. All staff members are required to review and acknowledge their understanding of the security policies that directly apply to end-user computing. In addition, the technology team uses the library's Intranet to regularly post information on end-user security to improve staff's security awareness. The IRT Division maintains a network firewall and enforces strong user authentication safeguards and coordinates its work with the consolidated state data center to prevent unauthorized access to and protect the confidentiality of the agency's records in electronic format.

The State Library's Information Resources Manager (IRM), the State Archivist, and the Manager of Human Resources have the responsibility to review and update all relevant policies and procedures, including the information resources security awareness program, to ensure that the State Library continues to have effective controls for the security of its data.

Staff from the Texas State Library and Archives Commission worked with staff from the Office of the Attorney General and other state agencies to develop the guidance document, "Electronically Stored Information and the New Federal Rules of Civil Procedure." The document is published and distributed in CD-ROM format by the Office of the Attorney

General. All appropriate TSLAC staff, including the agency's designated Records Management Officer, the agency's Records Manager, and all of the agency's archival staff have studied and use the guidance document. As noted in that guidance, a good records management system is the key to successful e-discovery. In that regard, the agency's Records Retention Schedule was recently re-certified. The agency has established E-mail management policies and procedures, and the agency's records manager has recently completed E-Mail management training for staff that had not received it previously. The agency will continue to review and update its policies and practices to ensure that it is in the best position to meet future open records and e-discovery requests.

In the fall of each year, TSLAC co-sponsors an eRecords conference with the Department of Information Resources. Designed to bring Records Management Officers and Information Resources Managers together to talk about electronic records issues of mutual interest and concern, the conference covers a wide variety of topics aimed at improving state agency activities related to effective electronic records management.

In addition, TSLAC is recruiting currently for an eRecords/eArchives staff member who can work with state agencies and the Records Management Interagency Coordinating Council to propose a statewide plan for electronic records management.

3. Associated Project(s): Name and status of current or planned project(s), if any, that support the technology initiative and that will be included in agency's Information Technology Detail.

Name	Status
(Informational Project – IT Daily Operations)	On-going
Acquisition and Refresh of Hardware and Software	On-going
Data Center Consolidation Project	On-going

4. Agency Objective(s): Identify the agency objective(s) that the technology initiative supports.

Objectives A.1; A.2; B.1; C.1; and D.1 are supported. All agency objectives are support by this initiative which includes the efficient use of information asset management practices.

5. Statewide Technology Priority(ies): Identify the statewide technology priority or priorities the technology initiative aligns with, if any.

- Security and Privacy
- Cloud Services
- Legacy Applications
- Business Continuity
- Enterprise Planning and Collaboration

- IT Workforce
- Virtualization
- Data Management
- Mobility
- Network

This initiative aligns with the statewide technology priorities of security and privacy and data management.

6. Anticipated Benefit(s): Identify the benefits that are expected to be gained through the technology initiative. Types of benefits include:
  - Operational efficiencies (time, cost, productivity)

• Citizen/customer satisfaction (service delivery quality, cycle time)   • Security improvements   • Foundation for future operational improvements   • Compliance (required by State/Federal laws or regulations)
Operational efficiencies, improved customer satisfaction through quality service delivery, and security improvements are all benefits of this initiative which promotes effective management of electronic information assets. The agency's efforts under this initiative ensure compliance with the Public Information Act and promote the security of sensitive information.
7. Capabilities or Barriers: Describe current agency capabilities or barriers that may advance or impede the agency's ability to successfully implement the technology initiative.
The professional staff of the State Archives work to ensure that sensitive information is protected by the use of appropriate information asset management practices. The need for these efforts will continue to increase as the amount of information that must be protected and managed continues to increase. The State Archives must have adequate staff and adequately trained staff to meet this need.

1. Initiative Name: Name of the current or planned technology initiative.
8. Collaborate with business partners and share information by promoting the use of interoperability standards, preserving web content of state agencies, and providing resource discovery systems.

2. Initiative Description: Brief description of the technology initiative.
In FY11, the Library Development and Networking Division began collaborating with the Houston Area Library Automation Network (HALAN) for maintenance of The Library of Texas project. HALAN is now under contract for the day-to-day operations of the Library of Texas, an ongoing service that allows users to discover and retrieve desired information from multiple licensed databases using a single search interface. At present, the Library of Texas searches most of the 62 TexShare commercial databases. Many search results from the TexShare databases will include the full text from the original article, satisfying information needs right away. Also during FY11, operations of Texas Heritage Online (THO) were contracted out to the University of North Texas, another strategic business partner. THO is a search service that enables cross-search of cultural heritage materials from libraries, archives, museums, government agencies and other institutions. It includes documents, photos, oral histories, music and film, and other formats of content. This service is particularly targeted at K-12 educators and students as well as other researchers, including historians and genealogists. Texas Heritage Online is a project designed to increase collaboration and data sharing among cultural heritage institutions. The agency is part of a four-state collaboration, Plinkit, to provide a simple Content Management System-based library website template for public libraries without the capacity to develop and maintain a library website. This program gives the patrons of over 200 public libraries in Texas access to information about their library and its resources via the Internet that they would not otherwise have. TSLAC is reviewing options to move to a product with advanced features within the multi-state collaborative. We have mounted electronic copies of our finding aids to archival materials online through Texas Archival Resources Online (TARO), a consortium of archival repositories throughout the state, hosted by the University of Texas at Austin. Links to the finding aids are available through the ARIS section of the Library's website. We host several popular databases that provide historical/genealogical data to thousands of viewers each year, including our Historic Map Collection, Republic claims, Confederate Pensions, Civilian Conservation Corps drawings and Adjutant General Service records. We also have prepared fifteen online exhibits based on our archival holdings and maintain a very popular Texas Treasures site.

3. Associated Project(s): Name and status of current or planned project(s), if any, that support the technology initiative and that will be included in agency's Information Technology Detail.	
Name	Status
(Informational Project – IT Daily Operations)	On-going

Acquisition and Refresh of Hardware and Software	On-going
Data Center Consolidation Project	On-going

4. Agency Objective(s): Identify the agency objective(s) that the technology initiative supports.

Agency Objective A.1 is supported by this initiative. These agency efforts support the agency goal to improve the availability of library and information services through the strategy of sharing library resources among libraries statewide and the strategy of aiding in the development of local libraries.

5. Statewide Technology Priority(ies): Identify the statewide technology priority or priorities the technology initiative aligns with, if any.

- Security and Privacy
- Cloud Services
- Legacy Applications
- Business Continuity
- Enterprise Planning and
     Collaboration

- IT Workforce
- Virtualization
- Data Management
- Mobility
- Network

These initiatives of the Library Development and Networking Division align with the statewide technology priorities of cloud services; data management; and mobility.

6. Anticipated Benefit(s): Identify the benefits that are expected to be gained through the technology initiative. Types of benefits include:
- Operational efficiencies (time, cost, productivity)
- Citizen/customer satisfaction (service delivery quality, cycle time)
- Security improvements
- Foundation for future operational improvements
- Compliance (required by State/Federal laws or regulations)

Citizen/Customer satisfaction is increased with the improved access to these services as a result of these initiatives.

7. Capabilities or Barriers: Describe current agency capabilities or barriers that may advance or impede the agency's ability to successfully implement the technology initiative.

Budget cuts have reduced the available resources (staff and funds) to manage and develop these projects.

Agency's Planning Process and Timeline

October 31, 2013	State archivist met with the Texas Genealogical Society in Round Rock to solicit comments on TSLAC services.
December 3, 2013	Director and Librarian and staff met with the Records Management Interagency Coordinating Council. Discussion of agency strategic plan was an item on the agenda; representatives from other agencies were asked for their thoughts on agency strategic direction.
December 12, 2013 – March 17, 2014	Director and Librarian conducted seven public forums and attended four other library meetings across the state to solicit input from the library community on the future of library services and the TSLAC strategic planning process. Forums were held in San Juan, Friendswood, Conroe, Diboll, University Park, Waco, San Antonio, Midland, Amarillo, Canton, and Abilene. The meetings were attended by public, school, academic, and special librarians as well as members of the general public.
December 2013 – March 2014	Survey posted to the TSLAC website seeking input from the public and library community on current and future services, both broad service areas and specific projects. Over 200 responses collected.
January 2014	Survey of Talking Book Program patrons conducted to solicit feedback on currently offered and desired services and other aspects related to patron use of the program. A total of 593 persons responded to the survey by e-mail or phone.
January 2014	Division directors met with staff to develop staff priorities for strategic plan.
January 10, 2014	Director and Librarian, Library Development and Networking division director and other staff met with the TexShare Advisory Board; agenda included a discussion of the planning process and the strategic direction of the agency.
January 16, 2014	Director and Librarian and staff attended a meeting of county and district clerks at the V.G. Young Institute in Bryan. Included in the presentation was a call for input into the strategic planning process.
January 30, 2014	State archivist discussed strategic planning with Wimberley Valley Genealogical Society.

February 5, 2014	Director and Librarian conducted a webinar open to the public to discuss agency strategic direction attended by approximately 150 persons.
February 10-11, 2014	Commissioners hold a facilitated strategic planning retreat with senior staff. Director and Librarian presented preliminary results of public input and staff priorities. Commissioners adopt a set of seven operating goals for the strategic planning period 2015-19.
February 18, 2014	State Archivist met with the Austin Area Archivists to discuss the agency strategic plan and to solicit comments.
February 21, 2014	Director and Librarian, Library Development and Networking division director and other staff met with the Library Systems Act Advisory Board; agenda included a discussion of the planning process and the strategic direction of the agency.
March 6-7, 2014	State Archivist discussed the agency strategic planning process in various forums at the annual meeting of the Texas State Historical Conference in San Antonio.
March 31, 2014	Agenda packet for Commission meeting of April 8 mailed to Commissioners, including draft of the TSLAC Agency Strategic Plan.
April 1, 2014	Instructions for Preparing and Submitting Agency Strategic Plans issued by the Legislative Budget Board and the Governor's Office of Budget, Planning and Policy.
April 1, 2014	State and Local Records Management division director and staff convened a meeting of the Records Management Officers of all state agencies, including inviting comments and suggestions for the agency's strategic direction.
April 2, 2014	Agency Strategic Plan draft posted to agency website for public comment.
April 8, 2014	Draft of the TSLAC Agency Strategic Plan for 2015-2019 presented to the Commissioners for initial discussion at the Commission's regularly scheduled meeting held at the Texas Library Association meeting in San Antonio.
April 8-11, 2014	Agency staff solicits input from library community and others at the annual meeting of the Texas Library Association in San Antonio.
May 16, 2014	Last day for public comment on agency website. Total comments submitted: one

May 20, 2014   Agency Strategic Plan revised based on feedback from
                      Commissioners; second draft mailed to Commissioners.

June 2, 2014   Final draft of TSLAC Agency Strategic Plan for 2015-2019 presented
                      to the Commissioners for review and approval at the Commission's
                      regularly scheduled June meeting.

June 3-22, 2014   Staff completed final revisions and formatting of plan.

June 23, 2014   Submitted Agency Strategic Plan to Legislative Budget Board,
                      Governor's Office of Budget, Planning and Policy, and posted to the
                      agency's website.

Agency Organization Chart

Authorized FTEs for FY15: 163.5

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│         Texas State Library and Archives Commission         │
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┌──────────────────────────────┐
│      Director and Librarian   │
│         Mark Smith            │
└──────────────────────────────┘
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┌──────────────────────┐
│   Executive Office    │
│   Staff: 3.00 FTEs    │
└──────────────────────┘
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┌──────────────────────────────┐
│   Assistant State Librarian   │
│      Edward Seidenberg        │
└──────────────────────────────┘
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| Administrative Services Donna Osborne Staff: 15.0 FTE | Archives and Information Services Jelain Chubb Staff: 35.3 FTE |

| Information Resources Technologies Manuel Alvarez Staff: 7.8 FTE | Library Development and Networking Deborah Littrell Staff: 20.00 FTE |

| State and Local Records Management Craig Kelso Staff: 34.00 FTE | Talking Book Program Ava Smith Staff: 46.4 FTE |

Five-Year Projections for Outcomes
(Assumes Continuation of FY 2013 Funding Level)

OUTCOME MEASURES	2015	2016	2017	2018	2019
OBJECTIVE A.1					
Percent of the public libraries that have improved their services or resources.	26%	26%	26%	26%	26%
Dollar value of cost avoidance achieved by library resource sharing (millions).	$175.6	$183.7	$187.6	$193.0	$197.3
OBJECTIVE A.2					
Percent of eligible population registered for Talking Book Program service.	4.8%	4.8%	4.9%	4.9%	5.0%
OBJECTIVE B.1					
Percent of customers satisfied with State Library reference and information services.	95%	95%	96%	96%	96%
OBJECTIVE C.1					
Percent of state agencies administering programs based on approved records schedules.	96%	96%	96%	96%	96%
Percent of local government offices administering programs based on approved records schedules.	78%	78%	78%	78%	78%
Dollar value of cost-avoidance achieved for state records storage/maintenance (millions).	$110.0	$112.5	$112.5	$115.0	$115.0
OBJECTIVE D.1					
Percent of total dollars spent with HUB vendors.	8%	8%	8%	8%	8%

Measure Definitions

Objective A.1 Outcome Measures
Percent of public libraries that have improved their services or resources

Short Definition	Percent of improved public libraries.
Purpose / Importance	This measure is intended to show the percent of Texas public libraries that significantly improved their customer services or library resources. The goal is to improve Texas libraries, and this measure attempts to quantify the impact on library services and resources.
Source / Collection of Data	The State Library collects a wide variety of data on public libraries, and uses the data to accredit libraries. The designated data elements from each library will be compared to what it reported the previous year. The data analyzed will be that which was used to accredit the libraries in the fiscal year when the performance report is due. The data are available only annually and are finalized no sooner than late July.
Method of Calculation	The following 5 data elements for each accredited public library will be compared to what they reported the previous year: total collection (items), total reference transactions, total library circulation, total library program attendance, and total number of library visits. The percent change from the previous year to the current year will be calculated. If the percent change for a majority (3 or more) of these data elements is +5% or greater, that library will be considered "significantly improved." The total number of thus improved libraries will be divided by the total number of accredited libraries for the previous year. Libraries that do not report data for at least 4 of the 5 measures will not be included in the calculations.
Data Limitations	More than 550 public libraries are reporting a multitude of data elements each year. The accuracy of their data is contingent upon their data collection system, their understanding of the definitions of how, what, and when data are to be collected, and the number, the experience of their staff to capture the data accurately and consistently, and the ability of agency staff to identify and remedy data collection deficiencies. Some data may be estimated. Some data may be interpolated or approximated to reduce the local data collection effort. The measure provides the same weight to small library systems as to large library systems.
Calculation Type	Non-cumulative
New Measure	No
Desired Performance	Higher than Target
Priority / Key Measure	High / No

Dollar value of cost-avoidance achieved by library resource sharing

Short 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 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. 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.
Calculation Type	Non-cumulative
New Measure	No
Desired Performance	Higher than target
Priority / Key Measure	High / No

STRATEGY A.1.1 EXPLANATORY MEASURE
Number of resources provided to persons through shared services

Short Definition	This is the number of resources provided to persons through TexShare, the K-12 database program, the interlibrary loan program, and the reciprocal borrowers card program.
Purpose / Importance	The measure reflects the number of Texans who benefit from TexShare and other library resource sharing services. It illustrates the impact of these cooperative programs.
Source / Collection of Data	Measures instances of use of materials, services and activities. Includes the number of instances of use of project-funded resources, interlibrary loans requested, and reciprocal borrowers cards issued. Instances of electronic content use are measured when a person interacts with a project-sponsored resource. Interaction may be measured by result clicks, sessions, record views, or other vendor provided measures. Web visits are tallied automatically in the report generated by the Web log analyzer used by the agency. Web statistics include database gateway services, but do not include typical Web-page browsing. A gateway service is a web resource that provides dynamic, interactive access to project funded resources. For example the agency has a web application (gateway) for the TexShare databases. Electronic content statistics are reported by vendors; interlibrary loan and other transactions are submitted by participating libraries and a commercial vendor; and reciprocal borrowing transactions are reported by participating libraries.
Method of Calculation	Reported quarterly, based on computer logs or on-site counts by contract vendors, participating libraries, and the State Library. Some reports will include performance for projects funded in the previous fiscal year. Based on non-unique counts each time services are provided.
Data Limitations	Statistics from third party vendors may vary and sometimes arrive too late to be reported due to technical difficulties. The statistics available vary by vendor based on combinations of clicks, sessions, or views. In addition, vendors may use other statistics that best reflect human interactions with the resources. The technologies involved in delivering online services and in compiling service statistics are dynamic, frequently changing without advance notice.
Calculation Type	Cumulative
New Measure	Yes
Desired Performance	Higher than target
Priority / Key Measure	Medium / Yes

STRATEGY A.1.1 EFFICIENCY MEASURES
Number of days of average turnaround time for interlibrary loans

Short Definition	This is the average number of days it takes for a library 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 times 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. 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	No
Desired Performance	Lower than target
Priority / Key Measure	Medium / No

Cost per book and other library material provided by shared resources

Short Definition	This is the unit cost of materials delivered via TexShare and other library resource sharing services.
Purpose / Importance	Resource sharing services dramatically expand the range of materials provided to libraries and the public. This measure shows the efficiency of the statewide resource sharing services.
Source / Collection of Data	Materials counts include interlibrary loans supplied, number of items circulated via the TexShare Card, and number of electronic documents provided by project-funded resources (includes database searching results and database gateway services, but does not include typical Web-page browsing). Costs are derived from budget summaries. Costs include all direct and allocable indirect costs in the strategy. Calculated annually.
Method of Calculation	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 budgeted grant or project amounts at the end of each reporting period, or on actual amounts, when available. Calculated annually.
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	Low / No

STRATEGY A.1.2 OUTPUT MEASURES
Number of books and other library materials provided to libraries

Short Definition	Measures the number of items added to library collections or provided to libraries through programs funded by the State Library and a variety of projects that support local libraries.
Purpose / Importance	This measure shows the wide range of materials made available to libraries that might otherwise not have been purchased or provided, and that help improve local library services.
Source / Collection of Data	Appropriate projects are those projects that provide resources and services to local libraries in strategy A.1.2.Projects that provide materials are identified and reports, using the methodology outlined, compiled.
Method of Calculation	Numbers are compiled from appropriate strategy projects and tallied on a spreadsheet. Count of books, subscriptions, audiovisuals, e-documents and other materials purchased, leased, loaned, or supplied to a library. Counts of e-documents represent number of times projects-funded resources (web pages, graphics, or other electronic documents) are used. 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. Counts of e-documents are collected through data collection software or by sampling or estimating. Web views for agency resources are tallied automatically in a report generated by the Web log analyzer used by the agency. Reported at least quarterly, based on computer logs or on-site counts and tally sheets compiled by grantees, the agency, or contract vendors. Based on non-unique counts each time materials are provided or accessed.
Data Limitations	Item counts may include materials from orders placed in a previous fiscal year. Database and e-resources statistics may be based on estimates and sampling. Statistics provided by commercial vendors or library computer logs 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 report.
Calculation Type	Cumulative
New Measure	No
Desired Performance	Higher than target
Priority / Key Measure	Medium / No

Number of times librarians trained or assisted

Short Definition	Calculates the number of times librarians, library staff, local officials, and others receive training or assistance directly from the State Library or other 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 by the State Library or other projects; assistance includes help given by mail, e-mail or other electronic communications, fax, telephone, and in person. Based on non-unique counts each time assistance or instructional sessions are provided to libraries, 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, e-mail 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 either attending or accessing instructional sessions.
Calculation Type	Cumulative
New Measure	Yes
Desired Performance	Higher than target
Priority / Key Measure	Medium / No

Number of library project-sponsored services provided to persons

Short Definition	Calculates the number of services individuals receive through the State Library and other programs that support libraries.
Purpose / Importance	Counts number of instances persons receive services as a result of projects.
Source / Collection of Data	Reported at least quarterly, based on computer logs, tally sheets, circulation statistics, or on-site counts by grant projects and State Library. Projects include grants, continuing education & consulting services by the agency, Reading Club, and other project funded services. Includes persons: receiving materials circulated by projects, using electronic resources or services, attending project programs, Reading Club logs distributed, & direct use of other funded services. Also includes number of instances someone accesses an electronic information resource; focuses on materials libraries would usually include in a collection, not administrative or publicity items.
Method of Calculation	The usage of library materials by a reporting entity may be estimated by multiplying the appropriate collection turnover rate for the most recent year by the number of materials it received from the project. Based on non-unique counts each time service is provided. An electronic resource or service user is counted when a person logs into or accesses a particular resource or service. Web visits for agency resources are tallied automatically in a report generated by the Web log analyzer used by the agency. Data from the various programs are compiled as specified in data sources and tallied in a spreadsheet.
Data Limitations	Data may be based on sampling or estimates. Available software may not completely capture electronic usage. Collection turnover rates are calculated from data reported by the local libraries. Some libraries do not use Texas Reading Club logs even though they participate in the program. Some reports may be based on sampling or other estimating techniques; will include performance for some projects funded in previous fiscal year.
Calculation Type	Cumulative
New Measure	No
Desired Performance	Higher than target
Priority / Key Measure	High / Yes

STRATEGY A.1.2 EFFICIENCY MEASURE
Cost per person provided local library project-sponsored services

Short Definition	Cost per person provided local library project-sponsored services.
Purpose / Importance	This measure calculates the cost effectiveness of providing local library project services. It demonstrates fiscal responsibility and the ability to provide effective service efficiently.
Source / Collection of Data	Appropriate projects are those projects that provide resources and services to local libraries in strategy A.1.2, Aid to Local Libraries. Final budgeted amounts for grants and projects are found in the index level operating budget for strategy A.1.2, Aid to Local Libraries.
Method of Calculation	The cost of appropriate projects is divided by the number of persons provided local library project-sponsored services. The cost of projects is based on the final budgeted grant or project amounts at the end of the fiscal year.
Data Limitations	Unexpended grant funds may be returned after the report is filed due to unfilled orders, refunds, or other accounting anomalies.
Calculation Type	Non-cumulative
New Measure	No
Desired Performance	Lower than target
Priority / Key Measure	Low / No

OBJECTIVE A.2 OUTCOME MEASURE
Percent of eligible population registered for Talking Book Program services

Short 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.
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.
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, but this formula has not been updated since 1979; the currency and accuracy of the census population information for Texas varies over time.
Calculation Type	Non-cumulative
New Measure	No
Desired Performance	Higher than target
Priority / Key Measure	High / Yes

STRATEGY A.2.1 OUTPUT MEASURES
Number of persons served

Short Definition	This is the total number of persons 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.
Source / Collection of Data	Tallied by computer, based on date of last service as documented by the database system.
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.
Data Limitations	Patrons registered with the program occasionally receive a book or magazine from an entity affiliated with TBP without TBP's knowledge; if the item loaned to the patron is not circulated from our collection, we don't track it. If this is the only item loaned to the patron within the reporting period, the patron is not counted as having received service.
Calculation Type	Cumulative
New Measure	No
Desired Performance	Higher than target
Priority / Key Measure	High / Yes

Number of institutions served

Short Definition	This is the total number of institutions registered and actually receiving service from the program during the reporting period.
Purpose / Importance	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 / Data Collection	A significant portion of Texans who meet eligibility requirements receive services from the Talking Book Program 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 institutions serving patrons. Tallied by computer based on date of last service in the database.
Method of Calculation	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	Institutions registered with TBP occasionally receive a book or magazine from an entity affiliated with TBP without TBP's knowledge; if the item loaned to the institution is not circulated from our collection it is not tracked in the database and if it is the only item loaned to the institution within the reporting period, the institution is not counted as having received service.
Calculation Type	Cumulative
New Measure	No
Desired Performance	Higher than target
Priority / Key Measure	Low / No

STRATEGY A.2.1 EFFICIENCY MEASURES
Cost per person served

Short Definition	This is the unit cost to provide service to each individual patron and institution served during the reporting period.
Purpose / Importance	This measure evaluates cost efficiency of the program; changes in cost per person can reveal an increase or decrease in overall efficiency.
Source / Collection of Data	Computer tracks expenditures and persons/institutions served and unit cost is calculated manually.
Method of Calculation	The total direct costs from appropriated funds are divided by the number of individual and institutional patrons served.
Data Limitations	Patrons registered with the program occasionally receive a book or magazine from an entity affiliated with TBP without TBP's knowledge; if the item loaned to the patron is not circulated from our collection it is not tracked by the database system and if it is the only item loaned to the patron within the reporting period, the patron is not counted as having received service. Total expenditures may change slightly after the time this calculation is performed at the close of the fiscal year, but the changes would be negligible.
Calculation Type	Non-cumulative
New Measure	No
Desired Performance	Lower than target
Priority / Key Measure	Low / No

Cost per volume circulated

Short Definition	This is the unit cost to circulate each volume, including books and magazines, to patrons 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	Of the items specifically requested by patrons, or selected for the patrons, some are unavailable; this lack of availability limits circulation. Also, it is possible, however unlikely, for items to be mailed without first being checked out and counted by the computer. Total expenditures may change slightly after the time this calculation is performed at the close of the fiscal year, but the changes would be negligible.
Calculation Type	Non-cumulative
New Measure	No
Desired Performance	Lower than target
Priority / Key Measure	Medium / No

OBJECTIVE B.1 OUTCOME MEASURE
Percent of customers satisfied with State Library reference & information services

Short Definition	Percent of customers satisfied with state library reference and information services.
Purpose / Importance	This measurement provides an assessment of the level of customer satisfaction in regard to the overall availability and delivery of information services and serves as an indication of the extent to which improvements are needed.
Source / Collection of Data	Quarterly surveys will be used to measure the level of customer satisfaction. The agency will survey all persons who contact any of the four reference units of the Archives and Information Services (ARIS) Division for reference or research services on one day each quarter. Survey days will vary, but will be held during the third week of each quarter. All individuals surveyed will be given an opportunity to provide additional comments including complaints or suggestions for improvement. No personal information will be requested as part of the survey. That day, customers having contact with staff at any of the four units located in the Austin and Liberty facilities via on-site visits, telephone, or written requests will be asked if they are satisfied with the services they received; the survey will be administered when the response to the customer's request is provided.
Method of Calculation	To compute a percentage of satisfied customers, the number of persons who respond "yes" will be divided by the total number responding for that day.
Data Limitations	Customers may indicate dissatisfaction with the services received when informed that a requested resource is either unavailable or simply does not exist. Respondents may mark more than one score (these will be considered non-respondents).
Calculation Type	Non-cumulative
New Measure	No
Desired Performance	Higher than target
Priority / Key Measure	High / Yes

STRATEGY B.1.1 OUTPUT MEASURE
Number of assists with information resources

Short Definition	The number of times program staff assistance is provided to customers seeking information; the staff will provide customers with information resources or informational responses.
Purpose / Importance	The measure provides an indication of the degree of success achieved in continually improving services to customers and a measure of staff effectiveness in maintaining familiarity with internal and external resources. Customer assistance involves the knowledge, use, recommendation, interpretation of, or instruction in the use of one or more information resources by a staff member; directing a person to a source outside the agency known to possess the desired information; or, verifying that the information requested is not available.
Source / Collection of Data	Staff counts all onsite information resources used by customers or by staff assisting customers, as those materials are returned to their original locations. Staff also counts those contacts where the provision of information does not involve the use of onsite resources. The assistance to customers includes responses to reference questions received by mail, phone, fax, e-mail, or in person and 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. Web-based document views are tallied by the Web log analyzer used by the agency. Daily counts are tallied on a monthly basis.
Method of Calculation	The monthly total of customers assisted without the use of onsite information resources is combined with the monthly total of information resources used onsite to assist customers and the number of Web-based document views of this program's information.
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.
Calculation Type	Cumulative
New Measure	Yes
Desired Performance	Higher than target
Priority / Key Measure	High / Yes

STRATEGY B.1.1 EFFICIENCY MEASURE
Cost per assist with information resources

Short Definition	Represents the estimated cost of providing one "assist" with information resources 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.
Source / Collection of Data	Staff maintains individual documentation of number of assists with information resources; 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 assists with information resources. The cost to assist with 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 assists with information resources by staff who provide service from all four collections.
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	Low / No

STRATEGY B.1.1 EXPLANATORY MEASURE
Number of Web-based information resources used

Short Definition	The number of times Web-based information resources provided by the Archives and Information Services (ARIS) Division are accessed by customers. Web-based document views (defined as the number of static Web pages accessed and does not include pages, forms, or search queries) will be considered as Web-based information resources.
Purpose / Importance	This measure provides an indication of the degree of success of the agency's efforts to improve access to information by continually making new access tools and information resources available via the Internet, including full-text information, links to other Web pages, and digital reproductions of original archival materials.
Source / Collection of Data	Web document views are tallied automatically in a monthly report generated by the Web log analyzer used by the agency.
Method of Calculation	The total number of Web documents used is calculated by the Web log analysis software.
Data Limitations	A failure or "glitch" of the software used to analyze Web use may result in an inaccurate count.
Calculation Type	Non-cumulative
New Measure	No
Desired Performance	Higher than target
Priority / Key Measure	Low / No

OBJECTIVE C.1 OUTCOME MEASURES
Percent of state agencies administering programs based on approved records schedules

Short 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 a database. The number of agencies is determined at the beginning of each fiscal year. 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 §441.185.
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	High / No

Percent of local gov't offices administering programs based on approved records schedules

Short Definition	This is the percentage of local governments that have, in accordance with the Local Government Code §201.041: (1) submitted a records control schedule and have had the schedule approved; (2) adopted the records retention schedules issued by the State Library and Archives Commission; or (3) declared that all records will be maintained permanently.
Purpose / Importance	This measure tracks the level of compliance with the Local Government Records Act of 1989 and reflects the agency's efforts to ensure compliance. Compliance with the act improves public access to government information, provides for government accountability, and fosters cost-effective government recordkeeping practices.
Source / Collection of Data	Documents demonstrating compliance are maintained in paper, scanned for quick reference and evidence of compliance is entered into Microsoft Access. The agency maintains a list of all active local governments. Additions are made when the agency is contacted by local governments with compliance paperwork. Local government entities will also contact the agency when units are dissolved, and the local government entity is marked as dissolved or dormant. Dissolved or dormant units are maintained in the database for historical reference but are not counted in the total number of local governments or number of local governments in compliance.
Method of Calculation	Divide the total number of local governments in compliance by the total number of local governments. Calculated monthly.
Data Limitations	New local governments are created each year and some are abolished; thus, the total number of local governments fluctuates unpredictably from year to year.
Calculation Type	Non-cumulative
New Measure	No
Desired Performance	Higher than target
Priority / Key Measure	Medium / No

Dollar value of cost-avoidance achieved for state records storage/maintenance

Short 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 by 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 MEASURES
Number of times state and local government employees trained or assisted

Short 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 need and 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 an Infolinx database on a daily basis. Calculated monthly.
Method of Calculation	The total number of persons receiving consulting is added to the total number of those receiving training services in a given month.
Data Limitations	As governments develop more sophisticated programs, the need for routine training and technical assistance has increased. This decreased need is usually offset by the needs of other governments that wish to improve their less advanced programs, 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	Medium / No

Total revenue from storage services

Short 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	Infolinx 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, and destruction.
Method of Calculation	Total fees billed for storage services as determined by end of month storage figures and amount of services provided. Beginning in FY 2012 the State Records Center began collecting fees for services such as accessioning, circulation, delivery, and destruction. Prior to FY2012 a flat fee for storage on a shelf was the only charge billed to agency's customers. The circulation data for microfiche must be calculated manually each month since whole sets or individual sheets from a set can be pulled and returned to an agency. If a whole set is pulled from a cabinet or returned to a cabinet then customers are only charged for one circulation. For example if the set has 1,000 fiche, the customer is only charged for one circulation not 1,000 circulations. If 5 fiche were pulled from the set, then for the time spent searching for each fiche the customer would be charged for five circulations. Since each request has the potential to be either scenario, it is tracked manually in spreadsheets.
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

Total revenue from imaging services

Short 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	Infolink is a database used to track work performance and fees billed for imaging services. Work performed is updated daily 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, 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
Cost per cubic foot stored/maintained

Short 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 because it indicates the cost competitiveness of the records storage services, as well as 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 Infolinx dabase. Records center costs are derived from monthly budget summaries and divided by the number of boxes accounted for in the Infolinx database. Costs include all direct and allocable indirect costs in the strategy. Calculated monthly.
Method of Calculation	The costs of operating the State Records Center during the month include salaries, maintenance and repairs, including utilities, gasoline, telephone, benefits, longevity pay and SWCAP, waste disposal, consumables and supplies, insurance for vehicles, and costs associated with the annual State Office of Risk Management assessment. Operating costs are divided by the number of cubic feet of records stored in the Center at the end of each month. The 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. Storage services include the physical transfer of paper, microfilm, and electronic record media from state agencies to the secure, environmentally controlled 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 the 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 the 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 the 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

Workforce Plan

I. Agency Overview and Purpose

The mission of the Texas State Library and Archives Commission (TSLAC) is to preserve the records of government for public scrutiny, to secure and make accessible historically significant records and other valuable recourses, to meet the reading needs of Texans with disabilities, to build and sustain statewide partnerships to improve library programs and services, and to enhance the capacity for achievement of individuals and institutions with whom we work.

To accomplish this, 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 six program divisions in the most efficient and effective manner.

Our primary responsibilities include:
- Maintaining the archives of the State of Texas
- Improving local library services
- Storing state and local records
- Serving the library needs of persons who cannot read standard print
- Advising state and local agencies in the retention and maintenance of public records
- Providing direct information services to the public

TSLAC is governed by a seven member board appointed by the Governor. The members serve six-year staggered terms, and meet quarterly to conduct business on behalf of the agency. The Director and Librarian leads the agency and is selected by the commissioners 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 outcome, sustainability, change in public demand, and 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:

- Articulate and facilitate a future vision of Texas libraries as central to the informational, economic, and technological needs of their communities
- Establish, manage, and maintain a state electronic records/archives program
- Develop and promote a robust outreach to current and potential constituencies through awareness, training, and collaboration

- Recruit and retain the knowledge-based workforce necessary to discharge the duties of the agency
- Acquire the technology necessary to effectively and efficiently manage agency resources
- Ensure the adequacy of space and security for archival and records storage
- Safeguard, preserve, and provide access to the assets of the Sam Houston Regional Library and Research Center

These goals address the work of all TSLAC divisions and employees who contribute to achieving the agency's core vision:

- *Archives and Information Services* – Preserving and safeguarding the vital historical record of the state of Texas and providing archival, genealogical, and historical information to the public and other state agencies.
- *Library Development and Networking* – Encouraging and facilitating high-quality library programs statewide, including the cost-effective provision of online resources, technical support, and innovation through competitive grants and enhancing library services to Texans through resource-sharing programs.
- *State and Local Records Management* – Ensuring citizen access to government through the storage and retrieval of records for public agencies and the provision of records storage, retention and preservation training for thousands of state and local 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 Resources Technologies* – Ensuring the most effective possible application of available and appropriate technology to discharge agency duties.

We believe that the resources and services of libraries, archives, and records management 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. The Commission looks forward to continuing the agency's 100-year legacy of archival, information, and library service to Texas citizens and state and local government.

II. Current Workforce Profile

The agency is authorized 163.5 full time equivalent (FTE) positions for the Fiscal Year 2014 – 2015 biennium. As of February 28, 2014, we had one exempt, 148 full-time classified, and 25 part-time classified positions. Based on information available in the Electronic Classification Analysis System at the State Auditor's Office, our average employee is female (58 percent), with a college degree, in a professional position, over the age of 40, and has more than 15 years of state service. The following table contains agency employment ethnicity and compares the agency's staffing levels to the statewide civilian workforce as reported by the 2011-2012 Equal Employment Opportunity and Minority Hiring Practices Report by the Texas Workforce Commission, Civil Rights Division.

TSLAC Workforce by Job Category as of February 28, 2014

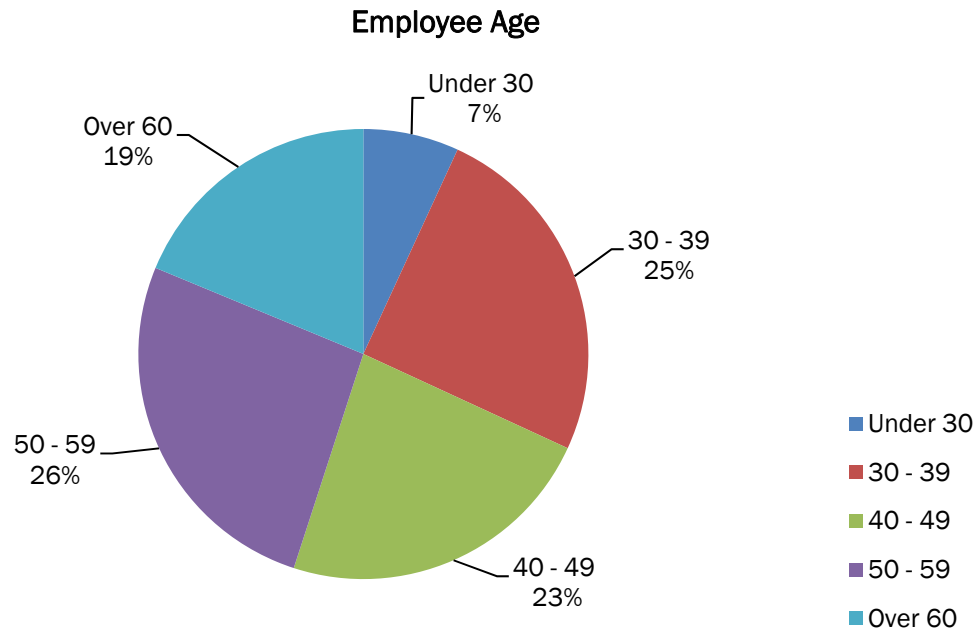| Job Category	African American		Hispanic		Female		TSLAC Total Workforce
	Labor Force	TSLAC	Labor Force	TSLAC	Labor Force	TSLAC	
Officials / Administration	9.0%	0.0%	19.5%	12.5%	39.3%	50.0%	5.1%
Professional	11.3%	2.6%	17.4%	1.45%	59.1%	73.7%	48.1%
Technical	14.2%	0.0%	21.4%	0.0%	41.5%	0.0%	1.9%
Administrative Support	13.6%	12.5%	30.5%	12.5%	65.6%	37.5%	25.3%
Skilled Craft	6.4%	13.3%	47.4%	30.%	4.2%	56.7%	19.0%
Service / Maintenance	14.7%	100%	48.2%	0.0%	40.8%	0.0%	0.6%
Total Percentage of Workforce	12.1%	7.6%	33.1%	16.5%	45.7%	58.2%	100%

In this creative economy, it is increasingly difficult to attract young workers willing to stay with a single employer for more than five years. According to the Bureau of Labor Statistics (BLS), "the median number of years that wage and salary works had been with their current employer was 4.6 in January 2012."[1] The BLS press release also indicated that the median tenure for workers in the public sector was almost twice the rate of private sector employees, at 7.8 versus 4.2. BLS attributes this to the "age profile" of government workers, stating that "three in four government workers were age 35 and over, compared with about three in five private wage and salary workers." More than one-third of our staff, almost 35 percent of our total workforce, has been with the agency less than five years, with the second largest category as the 10 – 19 years, followed by those with 5 – 9 years. The following chart illustrates agency tenure as of February 28, 2014.

Agency Tenure

Greater Than 30 Years 7.6%
20 - 29 Years 8.9%
10 - 19 Years 29.1%
5 - 9 Years 19.6%
Less Than 5 years 34.8%

- Less Than 5 years
- 5 - 9 Years
- 10 - 19 Years
- 20 - 29 Years
- Greater Than 30 Years
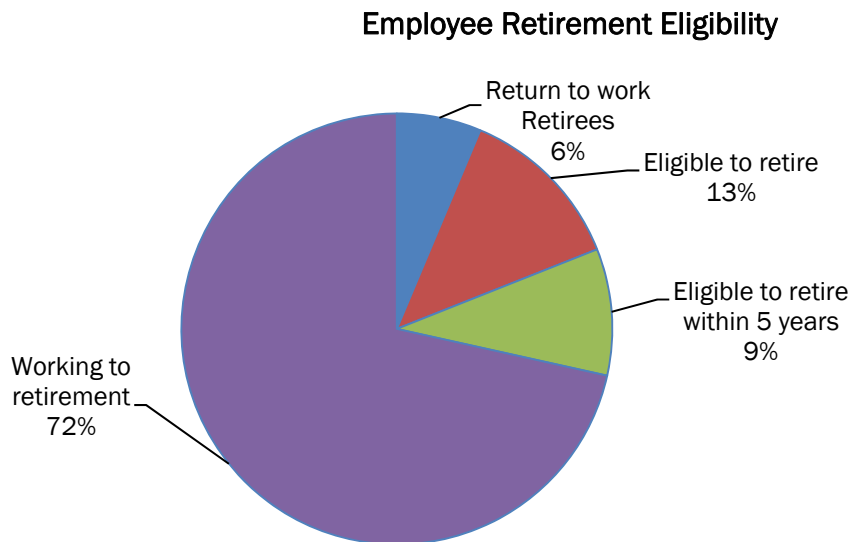
[1] http://www.bls.gov/news.release/tenure.nr0.htm
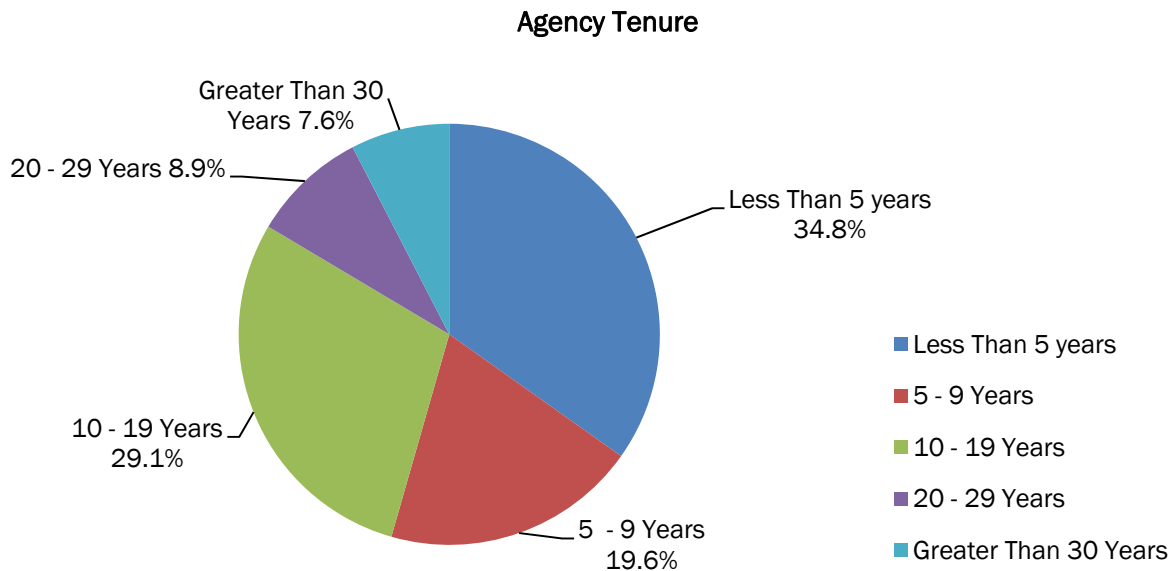
The Commission's workforce demographics are consistent with the BLS data. We have an older workforce comprising of 45 percent over the age of 50 and only 7 percent of our employees under the age of 30. The following chart, extracted from TSLAC's Human Resources Information System, profile additional workforce demographics as of February 28, 2014.

Employee Age

- Under 30 — 7%
- 30 - 39 — 25%
- 40 - 49 — 23%
- 50 - 59 — 26%
- Over 60 — 19%

Legend: Under 30, 30 - 39, 40 - 49, 50 - 59, Over 60

As of February 28, 2014, TSLAC employed ten return-to-work retirees, an additional 20 employees are currently eligible to retire, and 15 additional employees will be eligible to retire within the next five years. Utilizing the established retirment calculations and extracting employment data from the Uniform State Payroll System maintained by the Texas Comptroller of Public Accounts, the following chart illustrates that the agency could lose up to 28 percent of the current workforce to retirements over the next two to five years.

Employee Retirement Eligibility

- Return to work Retirees — 6%
- Eligible to retire — 13%
- Eligible to retire within 5 years — 9%
- Working to retirement — 72%

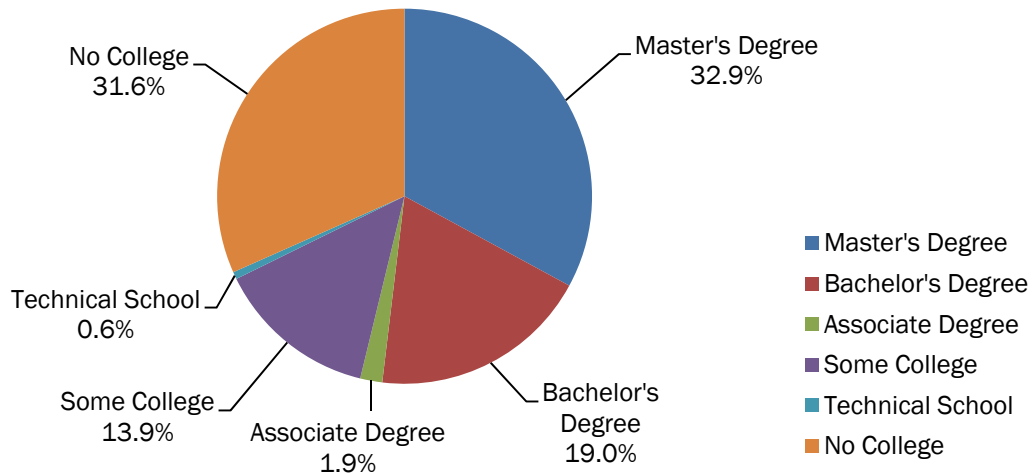As the previous charts illustrate, institutional knowledge of our particular programs, services, and specialized collections rests primarily with our long-tenured employees. These agency experts ensure we are able to provide the high levels of customer service our constituents have come to expect. As individuals retire or otherwise leave the agency, we will face challenges when seeking replacements with similar skill sets, subject matter expertise, and industry-specific knowledge. In addition, replacements will be difficult to attract at the salary levels currently appropriated. The chart below illustrates the average agency salary from FY2009 – FY 2014, based on information in the Employee Information System maintained by the State Auditor's Office.

Average Classified Annual Salary

Year		
2009	Headcount	187.50
2010	Headcount	192.00
2011	Headcount	187.25
2012	Headcount	164.75
2013	Headcount	157.75
2014	Headcount	157.00
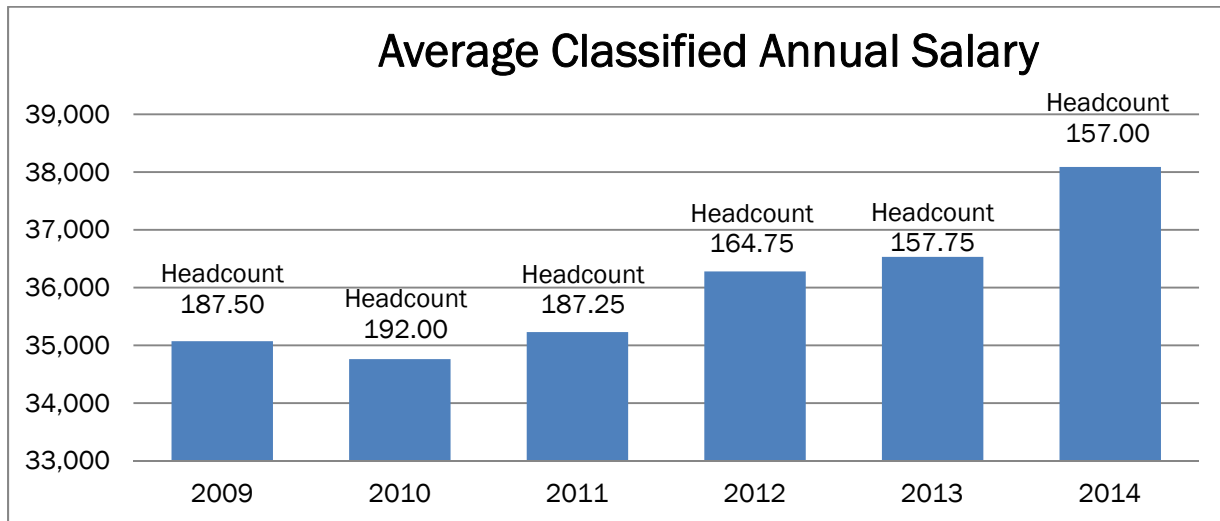
Note: The chart above excludes the Director and Librarian and the Assistant Director and Librarian salaries.

TSLAC has a highly educated staff workforce, with more than 50 percent of the employees having at least a Bachelor's Degree and almost 33 percent of the workforce with Master Degrees. On August 31, 2013, more than 50 percent of the agency's positions were categorized as Professional, with many of the positions requiring specialized degrees and/or experience and expertise, particularly in the areas of library and archival management. The following chart, extracted from TSLAC's Human Resources Information System, illustrates the level of educational attainment for staff.
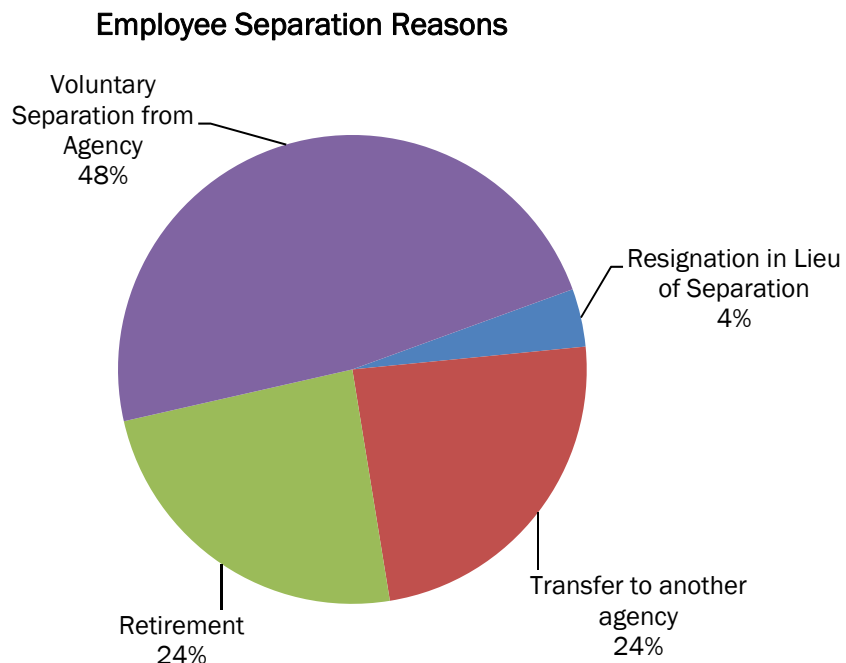
Employee Educational Attainment

- Master's Degree 32.9%
- Bachelor's Degree 19.0%
- Associate Degree 1.9%
- Some College 13.9%
- Technical School 0.6%
- No College 31.6%

Turnover is a critical issue for all organizations due to many factors, and the cost to replace an employee is high. According to an article by CBS Money Watch article on November 21, 2012, "the average cost of replacing an employee amounts to fully 20 percent of the person's annual salary."[2] For an employee making the agency's current average salary of $38,000 per year, this equates to $7,600 each time the agency must replace an employee. Our agency had to replace 25 employees during Fiscal Year 2013, which translates to an estimated average annual cost to the agency of $190,000 for the year.

TSLAC's turnover rate for Fiscal Year 2013 was almost 15.4 percent, while the State's average turnover rate was 17.6 percent, per the State Auditor's Office. The turnover rate for professional positions that year was 40 percent. These positions garner higher salaries and require highly specialized skills as these are in the Librarian, Archivist, Conservator, Government Information Analyst, and Information Technology Specialist classifications. The cost to replace these positions is significantly higher than the average cited above.

The following chart illustrates the reasons for staff leaving employment with the agency, as recorded in the Uniform Statewide Payroll System maintained by the Comptroller of Public Accounts (CPA). The largest number, 48 percent, voluntarily left agency employment, generally for employment elsewhere, with an additional 24 percent leaving agency employment for employment with another state agency.

Employee Separation Reasons

Voluntary Separation from Agency 48%

Resignation in Lieu of Separation 4%

Transfer to another agency 24%

Retirement 24%

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[2] http://www.cbsnews.com/news/how-much-does-it-cost-companies-to-lose-employees/

The agency is concerned with both losing the younger talent, and losing our tenured subject matter experts. The following chart illustrates Fiscal Year 2013 turnover percentage by age at the date of separation from the agency. The data was taken from the CPA's Uniform Statewide Payroll System. The two largest percentages were the Over 60 and 30 – 39 categories; however, when including the Under 30 category, 44 percent of those leaving agency employment were under the age of 40.

Employee Age at Separation

Over 60 yrs 24%
Under 30 yrs 20%
50 - 59 yrs 12%
30 - 39 yrs 24%
40 - 49 yrs 20%
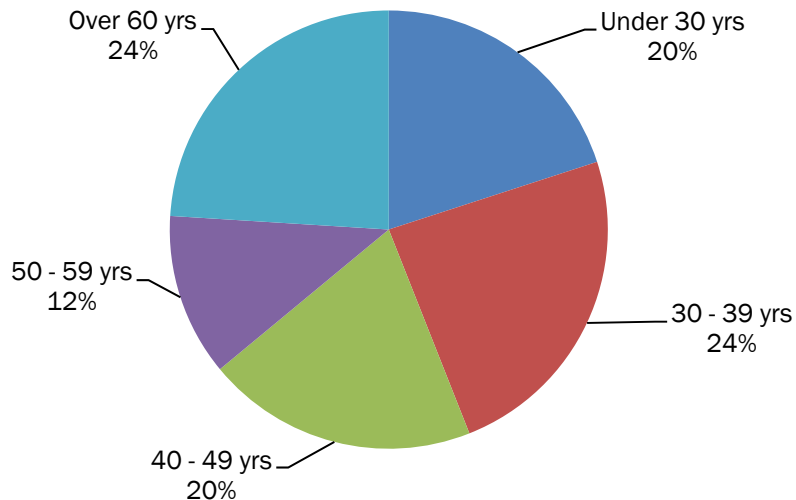
Efforts to reduce turnover, particularly in the professional positions, inadvertently create a lack of advancement for staff in entry-level positions. Since most of our higher-level professional positions require an advanced degree, career advancement possibilities for staff in entry-level positions is severely limited except for those already pursuing these mandatory degrees. This paradox presents a real need to implement agency-specific mentoring systems, effective career ladder structures, and realistic succession plans across the agency.

The Fiscal Year 2013 turnover rate for non-professional positions was 60 percent. While some of these were retirements, most were employees leaving to seek increased salaries and/or better opportunities for advancement. The job tasks in many of these positions are repetitious and unchallenging, offering little opportunity for employees to utilize initiative or creativity. In addition, the physical work environments in the agency's record storage and circulation warehouse facilities do not provide a standard professional office atmosphere for the staff. As a result, the turnover rates in these positions are among the highest at the agency.

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. Our need for highly specialized skills relating to the professional librarians, archivists, government information analysts, and information technological professionals ensures a high return on this investment.

III.   Future Workforce Profile

This section will look at the agency's future workforce needs, to include additional skills, staffing levels and recruitment issues and needs. Demands for all agency services in both English and Spanish, particularly in the Talking Book Program, will continue to increase as the general population increases, the workforce ages, and newly disabled persons seek assistance. The agency also anticipates an increased workload related to the Public Information Act, 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 commission can successfully continue to meet our statutory requirements.

A.   Future Skills

Currently, staff has required skills to accomplish the agency's goals and objectives. Agency management will continue to analyze processes to determine the most cost-effective way to accomplish work at hand and met the needs of customers. As needed, staff will be reassigned to special projects to ensure continued progress towards meeting the goals and objectives.

Job responsibilities and workloads change as a result of technological advancements, industry changes, and economic, social 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.

Our staff must stay abreast of 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. The continued movement towards digital books, documents, and other on-line information requires ALL employees to become proficient in more complex technologies – even at the desktop computer level.

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.

There is an urgent need for increased storage of and access to digital image 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. We are also implementing new methods for delivering training and consulting services as travel costs increase and available budgets either remain constant or shrink. This is true not only for the agency, but also for our constituent groups who rely on our staff to provide updated information as quickly as possible in the most cost-effective format.

Customer demand for information delivered in digital formats has increased and requires staff, at all levels, to have higher levels of technical proficiency. Additionally, staff must understand and have working experience with cutting-edge information management systems to effectively train and consult with customers. The agency requires a workforce well-trained in emerging technology and related practices that are equipped to network effectively with customers, partner organizations, vendors, and stakeholders. 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 have to 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 database program will continue to enhance products to better meet the online research needs of the Spanish-speaking population.

B.   Staffing Levels

Our future workforce requirements are driven by the need to maintain, improve, and implement statutory functions. The agency has a limited number of FTEs to accomplish a wide variety of tasks, and many 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, it is anticipated that the agency will see an increase in workload, which will in turn increase the number of employees needed to accomplish our statutory requirements. A new area for expansion is to support the deployment and maintenance of new technology and Internet-based services. The volume of paper records is expected to continue to increase, despite efforts to transition to a "paperless" society. If this trend continues, the commission will need additional staff to properly arrange, describe, and provide mandated access to archival records.

The increasing numbers of customers served and the increasing numbers of programs administered have resulted in a constantly expanding workload for a static number of employees. This is apparent in the Schedule A classifications, where the salaries are lower and the tasks are more repetitive in nature. The challenge will be to keep these jobs interesting and help identify career ladders for all positions.

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

Currently, 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 a large number of staff who has been in their positions for 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.

The salary limitations will also lead to a shortage of qualified replacement for management positions and other key program positions over the next five years. Salaries for most of the 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 will result 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. This process has proven effective and a number of 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.

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 commission position, any loss of staff will impact commission 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. 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 to the Employees Retirement System equal to what a new employee would contribute to the State Retirement System, which also results in fewer internal promotion opportunities.

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 in working with constituents and peers. While 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.

The agency ensures the current workforce is able to 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 each employee is successful in accomplishing the assigned job responsibilities. Training goals are subsequently updated as the program needs and the employee's 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 so 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.

C.   Work Processes

Work processes continue to change as a result of 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, with the exception of microfilming.

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. Finally, the commission must ensure proper project management for all information resources projects to minimize interruptions to service.

D.   Succession Planning

TSLAC agency 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 in the near future, the agency will identify employees who can be developed as replacement which will also ensure the continuity of critical 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.

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 interest 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.

Survey of Employee Engagement - FY 2014

The Survey of Employee Engagement is conducted each biennium in the even numbered years. Each survey item is scored by participating employees on a five-point scale, and the scores are averaged to produce summary measures in the form of constructs and climate indicators. Of the 153 employees invited to participate in the survey, 120 (78 percent) responded to one or more questions. The summary results are in the table on the following page, which compares the survey results for the past three biennia.

Comparison of Constructs

Constructs capture the concepts most utilized by organizational leadership and those which drive organizational performance and engagement. The scores for 13 of the 14 constructs went up, with scores in nine constructs going up more than 5 percent. The only construct score that went down was the Pay construct, with a decrease of 1.3 percent from 2012.

Number	Dimension	Construct Name	2014 Results				2012 Results				2010 Results	
			TSL Score	Rank	% Chg		TSL Score	Rank	% Chg		TSL Score	Rank
2.3	Accommodations	Physical Environment	407	1	2.5%		397	1	12.5%		353	11
1.1	Work Group	Supervision	407	1	7.1%		380	4	-3.8%		395	1
1.2	Work Group	Team	402	3	4.7%		384	2	1.3%		379	5
3.1	Organization	Strategic	401	4	5.5%		380	3	-0.5%		382	3
1.3	Work Group	Quality	399	5	5.8%		377	6	0.5%		375	7
5.1	Personal	Employee Engagement	397	6	6.1%		374	7	-1.1%		378	6
2.2	Accommodations	Benefits	393	7	6.5%		369	8	-4.2%		385	2
5.3	Personal	Job Satisfaction	392	8	3.4%		379	5	-0.3%		380	4
5.2	Personal	Employee Development	388	9	6.9%		363	10	-0.8%		366	8
3.2	Organization	Diversity	382	10	5.5%		362	11	2.8%		352	12
4.3	Information	External Communication	379	11	7.4%		353	12	-3.6%		366	9
4.1	Information	Information Systems	377	12	2.4%		368	9	3.7%		355	10
4.2	Information	Internal Communication	369	13	7.9%		342	13	-2.3%		350	13
2.1	Accommodations	Pay	227	14	-1.3%		230	14	-9.8%		255	14
Average construct score:			380				361				362	

Comparison of Climate Areas

The climate in which employees work, to a large extent, determines the efficiency and effectiveness of an organization. The appropriate climate is a combination of a safe, non-harassing environment with ethical abiding employees who treat each other with fairness and respect. Moreover, it is an organization with proactive management that communicates and has the capability to make thoughtful decisions.

Each climate area is presented below with its corresponding score. Scores above 375 indicate areas of substantial strength. Scores in four of the five climate areas exceed 375.

Number	Climate	Area	2014 Results TSL Score	Rank	% Chg	2012 Results TSL Score	Rank	% Chg	2010 Results TSL Score	Rank
1	Climate	Atmosphere	419	1	7.4%	390	2	1.0%	386	2
2	Climate	Ethics	415	2	4.8%	396	1	1.0%	392	1
3	Climate	Fairness	393	3	8.0%	364	3	1.1%	360	3
5	Climate	Management	382	4	17.2%	326	5	7.6%	303	5
4	Climate	Feedback	356	5	7.6%	331	4	-1.5%	336	4
	Average construct score:		393			354			348	

The Texas State Library and Archives Commission has contracted with the Institute for Organizational Excellence at the University of Texas at Austin for this survey since 1998. The Institute significantly revised the survey in 2010, so we do not have comparison data for earlier surveys. The statewide benchmark data for 2014 will not be released until Summer 2014; however, the information presented here shows the agency's progress on each of the constructs and climate areas.

Texas Moves Toward Statehood

For 50 years, the beautiful mural *Texas Moves Toward Statehood* has greeted visitors in the lobby of the Lorenzo de Zavala State Archives and Library Building, just east of the State Capitol in Austin. Created by artist Peter Rogers in the summer of 1964, the mural provides an artistic panorama of historical events, groups and individuals that shaped Texas history for the past 400 years.

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