

Agency Strategic Plan

2019–2023



AGENCY STRATEGIC PLAN

FISCAL YEARS 2019 TO 2023

BY TEXAS STATE LIBRARY AND ARCHIVES COMMISSION

Board Member Dates of Term Hometown

Michael C. Waters, Chairman	2013-2019	Dallas
Sharon T. Carr	2012-2017	Katy
F. Lynwood Givens	2012-2017	Plano
Larry G. Holt	2015-2021	Bryan
Martha Wong	2015-2021	Houston

June 8, 2018

SIGNED: _____

Mark Smith

APPROVED: _____

Michael Waters

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Texas State Library and Archives Commission

Mission Statement

To provide Texans access to information needed to be informed, productive citizens by preserving the archival record of Texas; enhancing the service capacity of public, academic, and school libraries; assisting public agencies in the maintenance of their records; and meeting the reading needs of Texans with disabilities.

Agency Philosophy

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

Revised and adopted by the Texas State Library and Archives Commission, February 19, 2016. Reviewed February 12, 2018.

AGENCY OPERATIONAL GOAL AND ACTION PLAN

GOAL 1: To articulate and advance the value of Texas libraries as essential to our communities and state.

SPECIFIC ACTION ITEMS TO ACHIEVE YOUR GOAL

- Make available cost-effective access to online information resources essential to the educational and professional needs of Texans of all ages in all regions of the state through public, academic, and school libraries with over 500,000,000 resources provided (including record views and other counts) by August 31, 2023.
- Provide Texas public libraries access to state and national resource sharing networks to give Texans access to approximately 200,000,000 materials (including books and full text documents) by August 31, 2023.
- Offer no-cost training and technical assistance opportunities in all phases of library management to librarians in various types and sizes of libraries in all regions of the state to encourage the highest possible quality of library service to Texans, to reach all libraries by August 31, 2023.
- Make available competitive grants each fiscal year to allow funding for libraries to pursue innovative projects in areas such as technology, reading, community engagement, workforce, and other key service areas with approximately \$6.8 million in awards from federal funds by August 31, 2023.
- Encourage enhanced sharing of expertise between libraries by creating communities of practice and of mutual support by August 31, 2023.
- Maintain current information on library best practices, including minimum standards for public library accreditation, and share those practices among libraries, state and local leaders, and the general public by August 31, 2023.

DESCRIBE HOW YOUR GOAL OR ACTION ITEMS SUPPORTS EACH STATEWIDE OBJECTIVE

1. Accountable to tax and fee payers of Texas.
These services ensure that local investments Texans make in their public, academic, and school libraries return cost-effective results, reducing costs that would be borne at the local level by administering statewide contracts offering substantial savings and providing access to materials and programs that many communities could not afford on their own. Access to these services is intended to have the greatest possible positive impact on the educational, informational, and economic needs of Texans.
2. Efficient such that maximum results are produced with a minimum of waste of taxpayer funds, including through the elimination of redundant and non-core functions.
Through cost-effective statewide purchase, TexShare and TexQuest shared access to online information resources demonstrate an ROI of a minimum of 10-to-1 when compared to local library purchase of the same resources. According to a 2017 study by the Bureau of Business Research at the University of Texas, Austin, every \$1 invested in public library operations yields \$4.64 in local economic benefits. Further, Texas public libraries generate \$967 million in economic activity, and 11,000 Texas jobs depend on public library direct expenditures. Studies also show that strong school libraries are a leading predictor of student achievement.
3. Effective in successfully fulfilling core functions, measuring success in achieving performance measures and implementing plans to continuously improve.

The commission has a mandate to “adopt policies and rules to aid and encourage the development of and cooperation among all types of libraries,” to “accept, receive, and administer federal funds made available by grant or loan to improve the public libraries of the state.” (Govt Code §441.006), and to “assist libraries across the state to promote the public good by achieving the following public purposes through the following methods” (five resource sharing strategies listed in Govt Code §441.223)

4. Providing excellent customer service.

TSLAC programs are designed and implemented to strengthen the ability of public, school and academic libraries to serve as hubs and centers of learning/literacy, technology access, and community engagement for their communities and parent institutions. TSLAC staff measures the quality of customer service provided in the state’s libraries via annual reports, compliance with the minimum criteria for library accreditation, performance measure definitions, and other evaluative means.

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

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

DESCRIBE ANY OTHER CONSIDERATIONS RELEVANT TO YOUR GOAL OR ACTION ITEM

Texas libraries contribute value to their communities and to the state by supporting local economic development, enhancing educational pursuits, growing young readers, fostering technology access, building STEM skills, helping small businesses, and supporting jobseekers. Unfortunately, local libraries too often have difficulty communicating their value to their cities, counties, or parent institutions. Libraries need help telling the story of how libraries contribute value to their cities, counties, school districts, and parent colleges and universities.

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

AGENCY OPERATIONAL GOAL AND ACTION PLAN

GOAL 2: To recruit and retain the knowledge-based workforce necessary to discharge the agency's duties.

SPECIFIC ACTION ITEMS TO ACHIEVE YOUR GOAL

- Continue to request supplemental appropriation necessary to raise salaries for targeted positions essential to meeting agency mandates to the median of the state salary range for those positions by August 31, 2023.
- Continue to monitor salaries paid for comparable positions both within state government and in the local marketplace to maintain effectiveness in hiring, annually by August 31 through 2023.
- By August 31, 2019, attain revisions in the state classification system to add a series for records manager.
- Continue to support the professional growth of staff throughout the agency with training and development opportunities with at least ten training sessions offered to staff each year through 2023.

DESCRIBE HOW YOUR GOAL OR ACTION ITEMS SUPPORTS EACH STATEWIDE OBJECTIVE

1. Accountable to tax and fee payers of Texas.
Employing staff with the experience and education necessary to deliver mandated services will ensure that taxpayers receive the full benefit of library and information services as required by statute. In the increasingly knowledge-based economy, Texans rely on authoritatively selected and maintained information resources and services. TSLAC seeks to hire the highest quality information professionals—archivists, librarians, and records specialists—who can ensure the highest standards of quality services are provided to the State of Texas.
2. Efficient such that maximum results are produced with a minimum of waste of taxpayer funds, including through the elimination of redundant and non-core functions.
The TSLAC team works diligently under high pressure to produce optimal results for the state. Effective results can only be achieved with a trained and focused unit that can work quickly and with high accuracy. The agency's lack of competitive salaries has caused a high turnover in several positions, including records analysts lost to other state agencies such as the Governor's Office, the University of Texas, and the State Auditor's Office. Non-competitive salaries have delayed hiring of key positions in departments such as purchasers and information technology.
3. Effective in successfully fulfilling core functions, measuring success in achieving performance measures and implementing plans to continuously improve.
All four programmatic divisions of TSLAC rely on information professionals to deliver the core duties of the agency and achieve legislative performance measures. In Archives and Information Services, the general public, state government and researchers rely on librarians and archivists to satisfy the mandate to maintain and make available to the public archives, government documents, genealogical resources, and other information resources. In the Talking Book Program, persons who cannot read standard print due to either a visual impairment or physical disability in all counties of the state can access recorded, Braille, and large print materials selected, maintained and offered by professional and paraprofessional librarians. In the State and Local Records Management program, public agencies in state government and in local areas across the state rely on the guidance of professionally trained government information analysts.

These analysts are qualified to train other government officials to effectively manage and maintain official government records to make them easily available to the public, thus maintaining transparency of government to the taxpaying public. And, in the Library Development and Networking Division, the millions of Texans who daily use the services of 560 public libraries, over 200 college and university libraries, and thousands of public school libraries in the state, depend on mandated training services, library accreditation standards, grants management, and resource management provided by professional librarians in that division. Further, all these services are supported by IT staff and other professionals in the agency. The agency's ability to continue to recruit and retain qualified information professionals is necessary to effectively offer and maintain these mandated duties.

4. Providing excellent customer service.
TSLAC consistently provides excellent customer service, as evidenced in the agency's biennial Report on Customer Service. However, the ability to maintain service at an exemplary level is compromised when the agency cannot recruit and retain a highly qualified and effective workforce. The agency was able to raise the salaries in almost 70 of the targeted positions with the additional funds received during the 84th Legislative Session. However, 75% of all agency positions still pay less than the median of the state salary range. As a result, many positions go unfilled for long periods and turnover remains high in the targeted positions. These prolonged vacancies require devoting valuable staff time to training new staff, who often in turn leave for better pay at other agencies. In FY 2017, 5 of 22 persons, or 23% of separations, left TSLAC for positions at other agencies.
5. Transparent such that agency actions can be understood by any Texan.
Investment in fair and competitive compensation for qualified information professionals leads directly to greater transparency. In archives and records management, it ensures that government records are effectively preserved and made available to all Texans, and ultimately results in public information requests filled more accurately and timely. In Library Development and Talking Book, library professionals ensure that Texans have access to the information resources they need to lead productive and fulfilled lives.

DESCRIBE ANY OTHER CONSIDERATIONS RELEVANT TO YOUR GOAL OR ACTION ITEM

TSLAC's ability to fulfill statutory duties to state and local government and the public depends on hiring and retaining a skilled workforce of information and management professionals. Because these same skills are in high demand by private-sector companies and larger state agencies, TSLAC will remain unable to pay competitive salaries to employ qualified staff to fulfill agency mandates until additional funds are made available. While the agency received some funding in the 84th Legislature to effectively recruit and retain key staff, the amount funded was approximately 45% of what was needed to raise salaries to the median of the state salary range for the targeted job classifications. The agency's request for an exceptional item to address recruitment and retention of qualified staff was not funded in the 85th session.

The cost of not addressing this issue will be that TSLAC will fall further behind other agencies and the marketplace in its efforts to recruit qualified staff. At present, vacancies such as purchaser and IT applications manager have taken months to fill. This situation will, in turn, further erode the quality of information services provided to the public at precisely the time when the public most needs archives and library services to support success in education, workforce skills, and lifelong literacy and to ensure transparency of government through access to archives and records.

AGENCY OPERATIONAL GOAL AND ACTION PLAN

GOAL 3: To safeguard, preserve, and provide access to informational and historical assets.

SPECIFIC ACTION ITEMS TO ACHIEVE YOUR GOAL

- Increase awareness of the Talking Book Program through currently authorized staff and seek legislative authority to market availability of TBP services for persons with visual impairments and physical disabilities during the 86th Legislative Session. Will design new marketing plan by September 1, 2019, provided legislative authorization is approved.
- Continue work with the National Library Service for the Blind and Physically Handicapped (NLS) to transfer the Talking Book Program collections from analog to digital formats to be at least 75% accomplished by August 31, 2021.
- With the ongoing assistance of the Office of the Attorney General, continue annual current practice of recovering known Texas records and documents illegally held in private hands and restoring them to the citizens of Texas, with 90% success rate in recovering items identified as state property that are physically located within the state.
- Review and assess operations of the Regional Historical Resources Depositories (RHRD) by 2023 to help ensure the long-term preservation of regional and local historical resources.
- Secure appropriations needed throughout the life of this plan (i.e., through at least 2023) to ensure that the historical holdings of the agency are preserved, maintained, and made available to the public.
- Continue to grow the Texas Digital Archive (TDA) as the official repository of state agency digital archives and publications so that by August 31, 2023, the repository will include content from all state agencies.

DESCRIBE HOW YOUR GOAL OR ACTION ITEMS SUPPORTS EACH STATEWIDE OBJECTIVE

1. Accountable to tax and fee payers of Texas.
The Talking Book program uses state funds to leverage the investment by the Library of Congress through NLS to provide a lifeline of information resources to qualified disabled Texans in 94% of the counties of the state. TSLAC provides guidance and support to local governments to preserve and make available local government resources through the highly cost-effective and locally-based RHRD program. At the agency's Sam Houston Center in Liberty, special appropriations over the last three biennia have allowed staff to make much-needed repairs and improvements to safeguard the state's investment in this unique resource. The state archives currently hold in trust for the citizens approximately 80,000 cubic feet of archival paper records and 50 terabytes of archival data.
2. Efficient such that maximum results are produced with a minimum of waste of taxpayer funds, including through the elimination of redundant and non-core functions.
State resources expended with TSLAC to manage state and local records and preserve archival materials saves money for other agencies in a variety of ways. Storage and maintenance of the resources by TSLAC saves agencies costs associated with unnecessary retention, including for storage, management, and responding to public information requests for materials past the retention deadline. Agencies also have quick and inexpensive access to their inactive records which can be delivered directly to their offices. Centralized management of archival records means simplified access and time savings for state government and the public. Meanwhile, TSLAC participation in the NLS has, since 1931, meant that the state of Texas has an effective library service for Talking Book patrons with access to hundreds of thousands of items all

provided directly to the patron without charge. The ability to advertise Talking Books services would allow the state to further leverage its investment by reaching more eligible patrons. At present only about 5% of eligible Texans receive the services of the Talking Book Program. At the Sam Houston Center, careful stewardship of the resources and grounds ensures the preservation of former Governor Price Daniel's gift to the state in the form of land and buildings for a minimal expenditure for staff and maintenance.

3. Effective in successfully fulfilling core functions, measuring success in achieving performance measures and implementing plans to continuously improve.
Texas Government Code §441.006 contains the broad mandates of the agency, including to "take custody of, preserve, and make available for public use state records and other historical resources that document the history and culture of Texas as a province, colony, republic, and state," to "provide library services to persons with disabilities in cooperation with the federal government" and to "aid and encourage . . . effective records management and preservation programs in state agencies and local governments of the state." Further, Texas Government Code §441.152 directs the agency to "administer the regional historical depository system and regional research centers."
4. Providing excellent customer service.
The public and the state of Texas look to TSLAC to preserve and make available archives, records, and library materials to Texans. Through cost-effective practices, the agency has efficiently provided these services for more than 100 years and, indeed there has been an official state library since the Republic. The agency takes seriously the mandates noted above and provides careful stewardship of these resources and services. The action items noted above will ensure that the public and state government continues to receive excellent services without interruption.
5. Transparent such that agency actions can be understood by any Texan.
All services in this goal are designed to add to the transparency of this agency and other state agencies. An active records management program and the continued accessibility of permanently valuable government records are essential to performing and preserving the tasks of government and to ensuring transparency of all government functions.

DESCRIBE ANY OTHER CONSIDERATIONS RELEVANT TO YOUR GOAL OR ACTION ITEM

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 5% of the estimated statewide population eligible for the service. Because the lack of authorization to pay for advertising the services of this program does disservice to persons statewide who could greatly benefit from the service, the agency has identified the need for authority to advertise as part of our Sunset Self Evaluation Report.

The agency received an initial capital appropriation of \$1 million in the 83rd Session to address maintenance and structural needs for historical assets at the Sam Houston Center in Liberty. These funds were renewed in the 84th and 85th sessions, and continued funding is imperative to continue to secure these assets.

AGENCY OPERATIONAL GOAL AND ACTION PLAN

GOAL 4: To acquire the technology necessary to effectively, securely, and efficiently manage agency resources.

SPECIFIC ACTION ITEMS TO ACHIEVE YOUR GOAL

- By August 31, 2021, establish and maintain an effective and comprehensive agency cybersecurity program. By August 31, 2020, establish the position of Information Security Officer for the agency with additional funds provided in the 86th Legislative Session to allow the agency to acquire the security expertise necessary for a critical analysis of the agency's Gartner Consulting recommendations. An in-depth analysis will ensure the agency can scale Gartner recommendations and implement an appropriately-scoped cybersecurity program.
- Participate in the Consolidated State Data Center Services Program as mandated by HB1516 ongoing through August 31, 2023.
- Participate in the DIR-negotiated technology contracts for IT commodities and services, and explore other opportunities to obtain technology products and services at the lowest contracted cost ongoing through August 31, 2023.
- Maintain all web content compliant with relevant web and accessibility standards ongoing through August 31, 2023.
- Provide electronic statewide resource discovery systems and other tools to ensure agency and public data are available and accessible to all Texans ongoing through August 31, 2023.
- Enhance staff productivity by providing remote access to information resources and leveraging social networking and other electronic collaboration tools with due consideration to security issues ongoing through August 31, 2023.
- Protect the privacy and confidentiality of paper and electronic administrative and archival records of state agencies through proper information asset management practices ongoing through August 31, 2023.
- Collaborate with appropriate business partners to share information by promoting the use of interoperability standards, preserving web content of state agencies, and providing efficient and effective resource discovery systems ongoing through August 31, 2023.

DESCRIBE HOW YOUR GOAL OR ACTION ITEMS SUPPORTS EACH STATEWIDE OBJECTIVE

1. Accountable to tax and fee payers of Texas.
The commission has set this operational goal to protect the valuable resources under the stewardship of the Texas State Library and Archives Commission, to guarantee the most efficient use of state resources, and to ensure the agency meets the highest standards of security and accountability. TSLAC strives to maintain compliance with TAC 202 requirements, to ensure continued prevention of unauthorized access, and to implement systems and procedures to ensure critical security and efficiency of operations. Newly modernized systems provide compliance with updated state and federal accounting standards, enhanced documentation for accountability, and more effective and efficient programmatic analysis and reporting to the legislature, key stakeholders and the public.
2. Efficient such that maximum results are produced with a minimum of waste of taxpayer funds, including through the elimination of redundant and non-core functions.
In an ongoing effort to cooperate with state direction on efficient use of IT resources, TSLAC was one of the first agencies to move IT-based operations into the State Data Center. Over the last four years, TSLAC has conducted a systematic upgrade of legacy systems in all divisions to

ensure the most productive and economical use of agency staff and resources. The upgrades have been conducted under the direction of the Department of Information Resources. The agency secured an exemption from DIR to provide cloud storage of digital archives which will allow much more material to be stored and thus available to the public; an action that resulted in much more efficient use of taxpayer funds.

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

ITS support is critical to achieving all the agency's mandated services. Work of the agency is highly information-technology driven. The Talking Book Program circulates 770,201 physical items per year to 15,507 customers statewide (FY2017 figures) via its online circulation system that also maintains the inventory of recorded materials (including digital downloads) via online systems. The State and Local Records Management Division implemented an online system to manage all aspects of records storage, retrieval, interagency billing and cost-accounting, and other functions to support mandated cost recovery for core services provided to state and local agencies. With support from the Legislature in the 84th Session, the Archives and Information Services Division implemented the Texas Digital Archive to collect, preserve, and make available state agency electronic archives for the public through safe and economical cloud storage. The Library Development and Networking Division maintains a Grants Management System that provides time-saving processing for electronic grant applications and payments. The ITS division implemented an Office 365 SaaS solution which replaced the agency's aging legacy email platform. The Office365 offering includes new security features, email services and 17 other online productivity services unavailable under the legacy system.

4. Providing excellent customer service.
Providing excellent customer service has been a high priority of the agency, including the many services that are delivered electronically. The ability to protect crucial data and functions through robust security is a key consideration in delivering uninterrupted, quality services to thousands of users who depend on the information the agency provides.

5. Transparent such that agency actions can be understood by any Texan.
In early FY 2016, TSLAC redesigned its website for easier site navigation and to facilitate the public's ability to locate crucial agency information. As an example, to ensure the agency's web content is compliant with relevant web and accessibility standards, the agency has a designated accessibility coordinator and accessibility team that validates new content compliance with TAC 206 and TAC 213 accessibility standards. The agency also complies with Comptroller requirements that contract information be made available via the web page. The agency strives to make all administrative activity fully documented and accessible on the website, including commission minutes and actions, grant awards, program participants, fee formulas, and committee processes.

DESCRIBE ANY OTHER CONSIDERATIONS RELEVANT TO YOUR GOAL OR ACTION ITEM

In Fiscal Year 2015, Gartner Consulting completed a security assessment of the agency's IT infrastructure and provided a set of 22 recommendations to increase agency security to a new State of Texas standard over four years. Some of the recommendations can be, and have been, implemented with current resources, and those tasks are completed or underway. Other aspects of the report will require additional funding. A Top priority for the ITS division is to establish the position of Information Security Officer (ISO) with additional funding in the 86th legislative session to acquire the cybersecurity expertise to critically analyze these higher-cost recommendations in order to implement an appropriately-scoped security program for the agency. With the services of an ISO, the agency believes it can reduce the original Gartner study estimated implementation cost of \$2.3 million to approximately \$1.6 million in the 2020-2021 biennium.

AGENCY OPERATIONAL GOAL AND ACTION PLAN

GOAL 5: To secure the state’s official records by addressing the immediate need for additional archival storage and provide for the growth of Texas records.

SPECIFIC ACTION ITEMS TO ACHIEVE YOUR GOAL

Work with the Legislature and the Texas Facilities Commission to identify a solution to the agency’s critical archives and records management storage needs. Options under consideration include lease storage for state records, expansion of existing facilities, and/or new construction. The first phase of the chosen solution to long-term space needs should be achieved and/or substantially underway by August 31, 2019. This work will continue throughout the life of this plan (i.e., through at least 2023).

DESCRIBE HOW YOUR GOAL OR ACTION ITEMS SUPPORTS EACH STATEWIDE OBJECTIVE

1. Accountable to tax and fee payers of Texas.
The taxpayers and fee payers of Texas provide funding to create records that support the functions and document the actions of government. These records have administrative, legal fiscal and historical value, and are tangible assets of the state. The people of Texas have a right to expect that their public records are adequately and safely stored and managed and that there will be sufficient space for storage for these and other essential records long into the future. Supporting state and local agencies by providing economical records storage and ensuring the preservation of state records with historical or archival value depends upon the availability of adequate and appropriate storage space.
2. Efficient such that maximum results are produced with a minimum of waste of taxpayer funds, including through the elimination of redundant and non-core functions.
Records management and archival professionals are trained and have the skills to know which records and/or documents can be safely disposed of based on established records retention schedules, and which records must be retained. The State Records Center stores records for agencies at a cost-effective rate that is competitive with private sector vendors. The State Records Center reviews its fees annually, and fees have decreased due to efficient management practices. The archival staff identifies, collects, processes and preserves only those records with permanent historical value – approximately 3-5% of all records created or received by state agencies. Archivists also provide comprehensive technical and reference services that enable the state and the public to access, understand and use these records. Staff’s knowledge and experience ensures customer agencies avoid costly and duplicative storage and implement processes for quality records management. For TSLAC to continue providing cost-effective and efficient storage services, the agency must have a funded plan to secure sufficient and appropriate space to store these materials. At present rates of acquisition, storage space for records and archives could be exhausted as early as 2019.
3. Effective in successfully fulfilling core functions, measuring success in achieving performance measures and implementing plans to continuously improve.
Under Texas Government Code §441.006(a)(8), the agency is mandated to “take custody of, preserve, and make available for public use state records and other historical resources that document the history and culture of Texas,” and in paragraph (a)(10) to “aid and encourage. . . the development of effective records management preservation programs in state agencies and the local governments of the state.” Further, the Texas Government Code §441.017 directs the agency to store records for state and local agencies according to a cost-recovery schedule. Without the requisite space to store records which have not yet ceased to be of administrative, fiscal, historical or legal value, the agency will lack the capability to provide increased services

for state agencies who have been storing materials with private vendors and will lack the ability to store records that now have longer retention requirements due to legislative changes like Senate Bill 20 from the 84th Legislative Session. If the State Records Center does not have space to expand to meet agency demands, agencies will pay higher costs, with an overall increased cost to the state, as those agencies will be forced to procure less secure, more costly services from public companies. Without the space necessary to continue collecting, processing, and storing the state's archival records, the staff will lack the resources to adequately preserve and make the historical record of Texas government readily available to the public.

4. Providing excellent customer service.
Currently, both the State and Local Records Management and the Archives and Information Services divisions earn very high scores in customer service surveys. The services offered by these divisions are highly valued by customers for their efficiency, helpfulness and the cost-savings. Without the space necessary to operate the programs effectively and efficiently, the agency will certainly see satisfaction levels decrease as agency customers and patrons become frustrated with a lack of easy access to information.
5. Transparent such that agency actions can be understood by any Texan.
TSLAC is the agency that ensures accountability, availability and transparency of all state agency records to the public through the adoption of retention schedules, efficient storage and retrieval of agency records, and the preservation of materials of enduring historical value. This transparency depends upon having the space available to continue to maintain these collections and other resources that are vital to preserving the history state government and making information available to the public.

DESCRIBE ANY OTHER CONSIDERATIONS RELEVANT TO YOUR GOAL OR ACTION ITEM

Adequate space for agency storage and operations remains a perennial challenge that increasingly constricts the agency's ability to discharge its archival and records management mandates. Due to unexpected events in the past six months, the agency's need for additional space has accelerated. At current rates of growth, the State Records Center will exceed its storage capacity during calendar year 2019. TSLAC operates the State Records Center on a cost-recovery basis. The ability of the Center to offer state and local agencies a cost-effective storage alternative depends on the agency having additional space for the mid- to long-term future.

The Records Center currently houses more than 37,000 cubic feet of archival materials. In comparison, the volume of archival records currently housed at the Lorenzo de Zavala building in the Capitol complex is approximately 44,000 cubic feet. While the Records Center provides a climate controlled environment, it lacks the ability to meet the more stringent climate and light-controlled environment required to ensure the safe preservation of archival materials.

Although agencies increasingly create and maintain documents in digital format, the reality is that they also continue to generate a significant number of paper records each year. TSLAC receives between 2,000 and 4,000 cubic feet of hard-copy archives from other agencies each year. The agency is working with the Texas Facilities Commission to explore options to secure needed space for storage and archival operations in the future.

The State Records Center also shares a site with the circulation unit of the Talking Book Program. The program houses millions of dollars' worth of federal property—recorded, print, and Braille books—in less than ideal environmental conditions. Most of these materials would also be impossible or expensive to replace if damaged. The agency is also considering how best to include the program in future plans to meet agency operational needs.

AGENCY OPERATIONAL GOAL AND ACTION PLAN

GOAL 6: To support efforts to ensure digital inclusion for Texas.

SPECIFIC ACTION ITEMS TO ACHIEVE YOUR GOAL

- By the end of FY 2021, at least 200 public library locations will offer their communities broadband access that meets FCC library internet standards, using additional funds appropriated in the 85th Session.
- Throughout the term of this plan (i.e., 2023), TSLAC will continue facilitating, via the TexShare and TexQuest programs, cost-saving library access to core collection resources in public, school, and college and university libraries to help Texans achieve their educational, workforce, lifelong learning goals.
- Through August 31, 2023, continue to facilitate ongoing growth of local library capacity to serve as community hubs for technology and digital literacy through training programs and partnerships with state agencies such as the Texas Workforce Commission and other organizations.
- Continue to increase the availability of state agency archives and publications in digital format via the Texas Digital Archive with content from all agencies included by August 31, 2025.
- Continue the shift of Talking Book Program materials from analog to digital format such that by August 31, 2021, 75% of program use is via digital content.
- Continue to offer web-based training opportunities for library and local government personnel; this is an on-going initiative through August 31, 2021.

DESCRIBE HOW YOUR GOAL OR ACTION ITEMS SUPPORTS EACH STATEWIDE OBJECTIVE

1. Accountable to tax and fee payers of Texas.
TSLAC has been responsible for providing significant new access for Texans to online information resources. TexShare and TexQuest resources recorded more than 100 million record views in FY 2017 alone. For Texans to fully utilize these resources, however, as well as fully participate in available online resources, they require high-speed internet access. In approximately 60% of communities throughout Texas and the nation, the library is the only source of high-speed internet. Libraries are uniquely situated to serve as key access points in their communities to information materials that people of all ages and abilities need to succeed.
2. Efficient such that maximum results are produced with a minimum of waste of taxpayer funds, including through the elimination of redundant and non-core functions.
For more than 20 years, TSLAC has been providing online information services to Texans through the TexShare and, more recently, TexQuest programs at a return on investment of at least 10-to-1 compared to the cost of purchasing the materials locally. Through this goal, the agency will help libraries leverage federal funding through the E-Rate program. This increases the local library's capacity to stretch local and state dollars while providing the broadband capability that communities need for economic sustainability, workforce development, and education.
3. Effective in successfully fulfilling core functions, measuring success in achieving performance measures and implementing plans to continuously improve.
The agency's goal to bring digital resources to more Texans via libraries and directly through TSLAC functions fulfills core agency functions as mandated in the Texas Government Code §441.221. This statute identifies the TexShare consortium as "providing electronic networks, shared databases, and other infrastructure necessary to enable libraries in the consortium to

share resources.”

Government Code §441.006 mandates that the agency “provide library services to persons with disabilities,” and §441.104 authorizes the agency to “acquire, organize, retain, and provide access to state publications.”

TSLAC performance measures currently assess the amount of information provided via libraries, and the relative costs of those services. TSLAC’s efforts to provide more information resources for lower unit costs would be greatly improved if more Texans had access to high-speed Internet.

4. Providing excellent customer service.

TSLAC digital services are highly regarded by program customers, and often cited as the most important services the agency provides to client groups across the state. In a recent evaluation of services provided by TSLAC with federal funds, access to TexShare digital resources was the service in highest demand statewide. Greater levels of digital inclusion and access to broadband communications networks via libraries will greatly improve the ability of Texans in all parts of the state to participate in the benefits of digital access.

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

Greater levels of digital inclusion lead directly to greater levels of citizen participation in government, including greater access to electronic resources, e-government, access to services, and online information content for school, work, and lifelong learning. TSLAC has always documented all aspects of its work on the webpage, including the electronic resources available, the results of working advisory groups, commission minutes, budgets, and fee formulas.

DESCRIBE ANY OTHER CONSIDERATIONS RELEVANT TO YOUR GOAL OR ACTION ITEM

Only about 6% of Texas public libraries meet the FCC standard for library connectivity (100 MBs for libraries serving less than 50,000 persons and 1 GB for libraries serving more than 50,000). Governor Abbott and the Legislature have stressed the key role broadband can play in education and economic development. Libraries in general, and TSLAC in particular, are uniquely positioned to help ensure community access to high-speed Internet service.

A potential path to bring affordable broadband to communities lies in the Federal E-Rate program. The Federal Telecommunications Act of 1996 established a federal Universal Service Fund that discounted telecommunications rates (E-rate) for schools and libraries. New rules adopted recently for the E-Rate program allow for a 10 percent federal match for state funds spent constructing broadband networks 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 received a special legislative appropriation of one million dollars to bring high-speed internet connections to Texas communities through their public libraries as part of the agency’s 2018-2019 legislative appropriation. Using the appropriation, TSLAC will assist public libraries in navigating the application process to obtain federal E-rate discounts for high-speed internet, potentially lowering the cost by as much as 90 percent.

The TexShare program has been in place since 1994 to provide one-stop access to full-text online information resources that enable academic, public, clinical medicine libraries, and state agency librarians to better serve their clients. This consortium now offers nearly 70 databases across a wide

range of subjects that support academic curriculum and life-long learning. In 2013, the Legislature provided funds to allow TSLAC to create the TexQuest program to make online content available to K-12 schools in Texas, and in 2015 added funding to further build that content.

In 2013, TSLAC was an early participant in a nationwide project called Edge, designed to help public 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. TSLAC has been a leader in supporting and promoting this first-ever set of national benchmarks for public libraries. A different project called Ploud supports the development of library digital branches for libraries that cannot afford to build their own.

The Braille and Audio Reading Download Site (BARD), offered by the Talking Book Program from the National Library Service, includes more than 81,000 books and over 120 magazines available for free download to Talking Book Program patrons. Also available through the download site are over 19,000 electronic Braille books and musical scores that may be downloaded and printed on a Braille printer or used in a Braille notebook. In the near future, Talking Book Program patrons will have access to a new digital talking book machine that will have the capability of receiving books via WiFi streaming; without statewide broadband capabilities, many Talking Book Program patrons—especially in rural areas of the state—will not be able to take advantage of this new technology.

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. The Texas Digital Archive is the latest addition to this array of online information resources.

Through surveys and other forums, librarians and other stakeholders from across the state consistently identify access to online information to be the highest priority service provided by TSLAC. These clients appreciate the ability of TSLAC to negotiate affordable prices for the resources their customers need. They would like to see more robust broadband networks to bring the content more quickly. They also struggle to provide access to the range of materials their customers need so that e-book resources are a priority as is access to open education resources (OER) in education and Open Content (free access to publicly funded research and other materials) in academic institutions.

AGENCY OPERATIONAL GOAL AND ACTION PLAN

GOAL 7: Continue to refine our response to the informational needs of the increasingly diverse Texas population.

SPECIFIC ACTION ITEMS TO ACHIEVE YOUR GOAL

- At the agency level and working with local libraries, continue to develop strategic partnerships with groups serving the diverse needs of communities by supporting programs such as early childhood literacy, workforce development, and digital literacy, ongoing through August 31, 2023.
- Through August 31, 2023, continue to improve outreach efforts to serve the information needs of a larger percentage of the state's population of persons with disabilities; in particular, the blind and visually impaired, dyslexic and others with sight related disabilities that qualify under the Talking Book Program.
- Use the Texas Center for the Book as a vehicle to encourage statewide reading and library use with an emphasis on meeting the needs and interests of an increasingly diverse state population, ongoing through August 31, 2023.
- Refine training programs that prepare local library personnel to respond to the changing demographics of their communities, ongoing through August 31, 2023.
- Use TSLAC's public programs, lobby exhibits, online exhibits and social media to attract and engage new audiences for the agency's rich array of information services for all Texans, ongoing through August 31, 2023.

DESCRIBE HOW YOUR GOAL OR ACTION ITEMS SUPPORTS EACH STATEWIDE OBJECTIVE

1. Accountable to tax and fee payers of Texas.
TSLAC's mission to "provide Texans access to the information needed to be informed, productive citizens" reflects the agency's effort to reach all Texans, regardless of socio-economic conditions, education, or geography. All, whether multi-generational Texans or newly arrived, need and can benefit from access to the information resources provided by this agency for their own future success.
2. Efficient such that maximum results are produced with a minimum of waste of taxpayer funds, including through the elimination of redundant and non-core functions.
All action items are designed to bring increased library services to the largest number of Texans, which demonstrates sound economical efficiencies and cost effectiveness. Projects such as TexShare and TexQuest demonstrate that statewide purchase and sharing of online information resources provide the state a return on investment (ROI) of at least 10-to-1. Through these and other economical resource-sharing programs, the investment in library information resources is maximized for persons throughout the state. Investment in public library service has also been demonstrated to have an ROI of \$4.64 in additional economic benefits for every dollar spent on library services. Projects such as the Texas Digital Archive allow modest expenditures of state funding to enable access for future generations of Texans to the historical record of the state. The expenditure of state funds for library services and electronic access qualifies Texas to receive more than \$10 million each year in federal funds. These federal funds are then used to leverage local expenditures for library services.
3. Effective in successfully fulfilling core functions, measuring success in achieving performance measures and implementing plans to continuously improve.
These action items promote and extend the agency's goals of providing services to individual Texans and to libraries, archives, and local governments statewide. Data is collected on all

agency programs and that information is constantly reviewed. For example, the Talking Book Program is consistently rated by its patrons as providing excellent customer service; during FY2017, patrons were able to access over 1 million books and magazines either by direct mail to their homes or through the ability to download from an Internet database of digital materials.

4. Providing excellent customer service.

TSLAC uses a variety of measures for determining customer satisfaction. These include assessing both quality of services provided directly to customers (through services such as the Talking Book Program and directly to staff of libraries and local governments who benefit from programs such as training and technical assistance), and quality of services provided indirectly to Texans (via library programs such as TexShare, TexQuest, and interlibrary loan). Customers of all programs benefit from the agency's increased attention to responsively serving the needs of an increasingly diverse and growing state.

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

By developing strategic partnerships with other organizations, TSLAC will expand the range of persons and groups that are aware of and can participate in the services of the agency. TSLAC uses the agency website to provide an ongoing record of all agency programs and actions. The website is fully accessible to persons with disabilities. Continued efforts to serve increasing numbers of Texans, regardless of socio-economic circumstance, will increase the agency's transparency and availability.

DESCRIBE ANY OTHER CONSIDERATIONS RELEVANT TO YOUR GOAL OR ACTION ITEM

TSLAC continually seeks to improve communication with constituent and stakeholder groups. It is critical that TSLAC achieve increased interaction with citizen groups, professional associations, advisory committees, and other stakeholders to form stronger alliances and partnerships that support statewide agency initiatives. TSLAC will continue to actively encourage cooperation and linkages between and among different types of libraries, governments, and non-profit organizations. Key TSLAC partners include: Texas Library Association, Friends of Libraries & Archives of Texas, the Tocker Foundation, the Texas Historical Commission, the Summerlee Foundation, the Records Management Interagency Coordinating Council, 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, the Texas Digital Library, the Texas Book Festival, Literacy Texas, Texas Historical Foundation, and Humanities Texas. Key national partners include: The Library of Congress, Institute of Museum and Library Services, American Library Association, the Chief Officers of State Library Agencies, the Digital Public Library of America, the National Association of Government Archives and Records Administrators, Council of State Archivists, Society of American Archivists, and the Association of Records Managers and Administrators.

TSLAC will cultivate new 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, the Governor's Committee on People with Disabilities, and the Department of Assistive and Rehabilitative Services, and the Department of Aging and Disability Services within the Health and Human Services Commission. TSLAC will 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 qualified patrons, 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.

Redundancies and Impediments

Service, Statute, Rule or Regulation (Provide Specific Citation, if applicable)	Describe why the Service, Statute, Rule or Regulation is Resulting in Inefficient or Ineffective Agency Operations	Provide Agency Recommendation for Modification or Elimination	Describe the Estimated Cost Savings or Other Benefit Associated with Recommended Change
<p>In 2015, Gartner Consulting completed an information resources security assessment for the agency as part of a statewide contract with DIR. The assessment produced 22 recommendations with an estimated implementation cost of \$2.345 million. Some of the recommendations have been implemented with existing resources and are already under development or will be implemented within the current biennium. Others will require additional funding.</p>	<p>It would be inefficient and impractical for the agency to attempt to fund and implement all of these recommendations within the current and upcoming biennium. The agency requires the cybersecurity expertise to critically analyze the appropriateness of the high-cost recommendations to ensure it implements a cost-effective security program.</p>	<p>The agency continues to recommend establishing the position of Information Security Officer (ISO) using the state classification of information security analyst II, and a second security position of an information security analyst I to properly staff the agency for the critical analysis, as well as the development and implementation of an appropriately-scoped security program. With this security expertise and manpower, the agency can ensure the Gartner recommendations are right-sized for the proper protection of our information resources.</p>	<p>The agency estimates that the initial cost estimate of \$2.345 million can be reduced to approximately \$1,600,000 with the application of appropriate critical analysis to right-size the security program for our needs.</p>
<p>Limitation of viable, appropriate storage space sufficient to successfully discharge agency duties.</p>	<p>The State Records Center will be at capacity during 2019 at current rates of growth. Approximately half the total archives stored by the agency is in the State Records Center in space that is not ideally temperature, light, or humidity controlled.</p>	<p>Provide short term lease of smaller facility until a long-term storage solution of expanding the current warehouse on land owned by the state is completed. Agencies will have to maintain their historical records until the new expansion is built.</p>	<p>Capacity to safeguard archival assets of enduring historical value to the state and to meet current and future records storage needs for state and local governments. Public sector solution to ensure competitive pricing and availability of adequate space for storage of state records.</p>

Service, Statute, Rule or Regulation (Provide Specific Citation, if applicable)	Describe why the Service, Statute, Rule or Regulation is Resulting in Inefficient or Ineffective Agency Operations	Provide Agency Recommendation for Modification or Elimination	Describe the Estimated Cost Savings or Other Benefit Associated with Recommended Change
<p>State Agencies maintaining semi-active and inactive physical records centers in leased space or in state owned property in Austin. GC 441.182(e)</p>	<p>The State Records Center has available but limited capacity for future storage. The use of compact shelving and managing multiple agencies records creates efficiencies for the State. The State Records Center has lifted restrictions on the length of time records could be stored at the facility and restrictions on the number of retrievals per day per agency. Both restrictions impeded agencies ability to store all inactive records at the records center. Agencies could reduce their footprint and save money on leases and staff by storing those records at the State Records Center.</p>	<p>Require all agencies with an inactive storage facility or file room to complete a cost analysis on maintaining their inactive records either on-site or in a leased facility versus sending their records to the State Records Center for storage and retrieval. Recommend closing facilities that do not maintain records in conditioned space or analysis shows that their inactive storage space is more expensive than storage at the State Records Center.</p>	<p>Difficult to ascertain without more data on the number of warehouses in use, number of staff working at each facility and volume of records stored at each location.</p>
<p>Requirement for local governments to file retention schedules for TSLAC approval LGC 203.041 - .043</p>	<p>Each LG must re-type hundreds of pages from TSLAC 13 TAC 7.125 and send to TSLAC to approve; inefficient for LGs</p>	<p>Update statute to only require subsection (c) which would mean LGs only have to file a one page Declaration of Compliance for approval by TSLAC.</p>	<p>Will save LGs many hours across the state and will save TSLAC significant staff hours reviewing typed schedules for approval</p>

Service, Statute, Rule or Regulation (Provide Specific Citation, if applicable)	Describe why the Service, Statute, Rule or Regulation is Resulting in Inefficient or Ineffective Agency Operations	Provide Agency Recommendation for Modification or Elimination	Describe the Estimated Cost Savings or Other Benefit Associated with Recommended Change
Requirement for local governments to only follow TSLAC admin rules for electronic records if retention is more than 10 years LGC 205	This creates two standards for Local Government technology departments to follow. It makes more sense for a single set of standards to apply to all local government records. The state records law does not apply a 10 year period for state agencies	Remove the 10-year limitation in the statute	Simplified application of rules will save money and LG staff time differentiating electronic records.
The lack of statutory authorization for the agency to advertise services, especially for the Talking Book Program.	Currently, the Talking Book Program reaches only an estimated 5% of eligible persons in Texas with disabilities, mainly due to a lack of awareness of the program. In addition, most non-profit and/or service organizations that assist similar potential patrons do not have the financial capacity to grant this program unpaid informational ads in event programs or informational publications. Examples of relevant publications include guides for seniors, optometrist conferences and training events, etc. dlo	Provide statutory authorization to the agency to purchase advertising to promote the services of the Talking Book Program.	More Texans who cannot read standard print due to a visual impairment or physical disability will discover and use the program, thus maximizing the State's investment in the program.

Service, Statute, Rule or Regulation (Provide Specific Citation, if applicable)	Describe why the Service, Statute, Rule or Regulation is Resulting in Inefficient or Ineffective Agency Operations	Provide Agency Recommendation for Modification or Elimination	Describe the Estimated Cost Savings or Other Benefit Associated with Recommended Change
Lack of job titles and series in the SAO job classifications to reflect current practice and to recruit and retain qualified personnel.	No classification series exists for records managers in the SAO's job series, and all agencies are required by statute to have a Records Management Officer, at a minimum.	Create SAO job series for records managers.	TSLAC and other agencies will be able to recruit qualified staff to positions that reflect their duties and will be better able to retain staff by creating a path for promotion. The state will have valid comparison data for persons doing similar jobs across agencies.

Schedule A – 2020-2021 Budget Structure

GOAL A: Improve the Availability of Library and Information Services

Objective 1: Cost Avoidance through Library Resource Sharing

Outcome 1: % of Public Libraries That Have Improved Their Services or Resources

Outcome 2: \$ Cost-avoidance Achieved by Resource Sharing

Strategy 1: SHARE LIBRARY RESOURCES AMONG LIBRARIES STATEWIDE

Efficiency 1: Number of Days of Average Turnaround Time for Interlibrary Loans

Efficiency 2: Cost Per Book and Other Material Provided by Shared Resources

Explanatory 1: Number of Resources Provided to Persons Through Shared Services

Strategy 2: AID IN THE DEVELOPMENT OF LOCAL LIBRARIES

Output 1: # of Books & Other Library Materials Provided to Libraries

Output 2: Number of Times Librarians Trained or Assisted

Output 3: Number of Library Project-sponsored Services Provided to Persons

Efficiency 1: Cost Per Person Provided Local Library Project-sponsored Services

Objective 2: Increase Library Use by Texans with Disabilities

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

Strategy 1: PROVIDE DIRECT LIBRARY SVCS TO TEXANS WITH QUALIFYING DISABILITIES

Output 1: Number of Persons Served

Output 2: Number of Institutions Served

Efficiency 1: Cost Per Volume Circulated

Efficiency 2: Cost Per Person Served

GOAL B: Public Access to Government Information

Objective 1: Improve Information Provided to the Public and Others

Outcome 1: % of Customers Satisfied w/State Library Reference & Info. Services

Strategy 1: PROVIDE ACCESS TO INFORMATION AND ARCHIVES

Output 1: Number of Assists with information Resources

Efficiency 1: Cost Per Assist with Information Resources

Explanatory 1: Number of Web-based Information Resources Used

GOAL C: Cost-effective State/Local Records Management

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

Outcome 1: Percent of Agencies with Approved Records Schedules

Outcome 2: % Local Government Administering Approved Records Schedules

Outcome 3: \$ Cost-Avoidance Achieved for State Records Storage/Maintenance

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

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

Output 2: Total Revenue from Storage Services

Output 3: Total Revenue from Imaging Services

Efficiency 1: Cost Per Cubic Feet Stored/Maintained

GOAL D: Indirect Administration

Objective 1: Indirect Administration

Strategy 1: INDIRECT ADMINISTRATION

Schedule B - Measure Definitions

Objective A.1; Outcome Measure 1

% of Public Libraries That Have Improved Their Services or Resources

Definition	Percent of Public Libraries That Have Improved Their Services or Resources
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 attempts to measure 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 is finalized no sooner than late July.
Method of Calculation	The following 5 data elements for each accredited 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	Over 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

Objective A.1; Outcome Measure 2

\$ Cost-avoidance Achieved by Resource Sharing

Definition	Dollar Value of Cost Avoidance Achieved by Library Resource Sharing.
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: EFFICIENCY MEASURE 1

Number of Days of Average Turnaround Time for Interlibrary Loans

Definition	This is the average number of days it takes for a library to receive items requested through interlibrary loan.
Purpose / Importance	Interlibrary loan is a central component of library resource sharing. One measure of success is the average number of days it takes for a library to receive a requested item. It illustrates the success of efforts to implement ongoing process improvements.
Source / Collection of Data	This data is based on reports generated by the interlibrary loan (ILL) network vendor. Reports provided by the vendor include calculation of the average turnaround time for filled requests to borrow materials from another library. The turnaround time for an ILL request begins when a library places a request on the vendor's ILL management system and ends when the requesting library has completed the transaction by indicating on the ILL management system that the requested material has been received. Reports provide both the monthly and year-to-date average turnaround time in days and hours.
Method of Calculation	This figure reflects the average number of days it takes a library to receive requested materials from a lending library. 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 a 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

STRATEGY A.1.1: EFFICIENCY MEASURE 2

Cost Per Book and Other 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.1.1: EXPLANATORY MEASURE 1

Number of Resources Provided to Persons Through Shared Services

Definition	This is the number of resources provided to persons through TexShare, TexQuest, the interlibrary loan program, and the reciprocal borrowers card program.
Purpose / Importance	The measure reflects the number of resources provided to persons by TexShare, TexQuest, 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 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	Non-cumulative
New Measure	No
Desired Performance	Higher than target
Priority / Key Measure	High / Yes

STRATEGY A.1.2 OUTPUT MEASURE 1

Number of Books and Other Library Materials Provided to Libraries

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

STRATEGY A.1.2 OUTPUT MEASURE 2

Number of Times Librarians Trained or Assisted

Definition	Calculates the number of times librarians, library staff, local officials, and others receive training or assistance directly from 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 librarians, library staffs, local officials, or others; some reports may be based on sampling or other estimating techniques. Sign-in sheets, electronic logs, or on-site counts are used to count people attending instructional sessions. Staff record the number of people to whom they provide assistance by telephone, in-person, email or other electronic communications, or mail.
Method of Calculation	Counts are non-unique. Training data is compiled or tallied on a spreadsheet from the registration logs of various sources of training and reports from grants and other projects. Assists are compiled and tallied on a spreadsheet from internal consulting logs and reports from grants and other projects.
Data Limitations	Data may be based on sampling or estimates. Some session attendees do not register and may not be counted; electronic logs reflect those both attending or accessing instructional sessions.
Calculation Type	Cumulative
New Measure	No
Desired Performance	Higher than target
Priority / Key Measure	Medium / No

STRATEGY A.1.2 OUTPUT MEASURE 3

Number of Library Project-sponsored Services Provided to Persons

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 1

Cost Per Person Provided Local Library Project-sponsored Services

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 1

Percent of Eligible Population Registered for Talking Book Program

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

Desired Performance	Higher than target
Priority / Key Measure	High / Yes

STRATEGY A.2.1 OUTPUT MEASURE 1

Number of Persons Served

Definition	This is the total number of persons registered in the program who have actually received at least one physical book via the US mail or downloaded a digital book via the program's Internet site or streaming service during the reporting period. A person is only counted as served once during a single fiscal year.
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 are only counted as served if they "check out" a book or magazine from the program's collection. These books/magazines may be physical (mailed) or digital (downloaded). Patrons are counted only once (at time of first "check-out") during the fiscal year, regardless of the number of books/magazines and/or other services staff may provide to them.
Calculation Type	Cumulative
New Measure	No
Desired Performance	Higher than target
Priority / Key Measure	High / Yes

STRATEGY A.2.1 OUTPUT MEASURE 2

Number of Institutions Served

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 portion of Talking Book Program's registered patrons receive services through another organization, such as a retirement home, learning resource center, library, disabled students center or classroom in a public or private school or college. This count represents the number of such institutions serving patrons. Tallied by computer based on date of last service in the database.
Method of Calculation	The count of 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 are only counted as served if they "check out" a book or magazine from the program's collection. The checked out books/magazines may be physical (mailed) or digital (downloaded). Institutions are counted only once (at time of first "check-out") during the fiscal year, regardless of the number of books/magazines and/or other services staff may provide to them.
Calculation Type	Cumulative
New Measure	No
Desired Performance	Higher than target
Priority / Key Measure	Low / No

STRATEGY A.2.1 EFFICIENCY MEASURE 1

Cost Per Volume Circulated

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

STRATEGY A.2.1 EFFICIENCY MEASURE 2

Cost Per Person/Institution Served

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	This per unit cost only includes those individuals and institutions who have checked out a single book or magazine from the Program during the fiscal year. The unit cost does not reflect any patron who has received other services, such as technical support for using a patron's equipment or reader's advisory services in selecting reading materials. The unit cost also does not reflect how frequently any single patron may use any of the program's services.
Calculation Type	Non-cumulative
New Measure	No
Desired Performance	Lower than target
Priority / Key Measure	Low / No

Objective B.1 Outcome Measure 1

Percent of Customers Satisfied with State Library Reference and Information Services

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	Monthly 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 Division for reference or research services on one day each month. Survey days will vary, but will be held during the third week of each month. 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. Additional source data will be drawn from a survey that is available to all customers on-site and online.

Method of Calculation	To compute a percentage of satisfied customers during a reporting period, the number of persons who respond "yes" will be divided by the total number responding to surveys during the survey period. To ensure an increased level of response each quarter, ARIS will actively survey all customers having contact with staff via on-site visits, telephone, and written requests, on day each month (as described above). For written correspondence, response will also include a link to the survey. For telephone correspondence, callers will be directed to the online link. All responses (in-person, telephone, written) received within the parameters of this outcome will be included in the quarterly data.
Data Limitations	Customers may indicate dissatisfaction with the services received when informed that a request does not fall within the control of this agency or simply does not exist. Respondents may mark more than one score on a written survey (these will be considered non-responsive).
Calculation Type	Non-cumulative
New Measure	No
Desired Performance	Higher than target
Priority / Key Measure	High / Yes

STRATEGY B.1.1 OUTPUT MEASURE 1

Number of Assists with Information Resources

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 count all onsite information resources used by customers or by staff assisting customers, as those materials are returned to their original locations. Staff also count 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 agency's Web log analyzer. Views of resources provided via the Texas Digital Archive are tallied by the Preservica software used by the agency. Daily counts are tallied on a monthly basis.
Method of Calculation	The monthly total of 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	No
Desired Performance	Higher than target
Priority / Key Measure	High / Yes

STRATEGY B.1.1 EFFICIENCY MEASURE 1

Cost Per Assist with Information Resources

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 maintain 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 1

Number of Web-based Information Resources Used

Definition	The number of times Web-based information resources provided by the Archives and Information Services (ARIS) Division, including the Texas Digital Archive, 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, born-digital 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. Views of resources provided via the Texas Digital Archive are tallied by the Preservica software used by the agency.
Method of Calculation	The total number of Web documents used is calculated by the Web log analysis software. The total number of Texas Digital Archive documents used are tallied by the Preservica 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 Measure1

Percent of Agencies with Approved Records Schedules

Definition	This is the percentage of state agencies that have submitted records retention schedules and have had the schedules approved, as required by Government Code, §441.185.
Purpose / Importance	This measure tracks the level of compliance with state records management laws and reflects the agency's efforts to procure compliance. Compliance with records management laws improves public access to government information, provides for

	government accountability, and fosters cost-effective government recordkeeping practices.
Source / Collection of Data	Approved records retention schedules are maintained in paper and evidence of approval is entered into the Texlinx database and a PDF copy of the schedule is added to the agency website. The number of state agencies is determined at the beginning of each fiscal year. State agencies that are administratively supported by and receive their funding through the appropriated budget of another state agency are considered part of the supporting agency. State universities and colleges that are part of a university or state college system are considered part of the system. The Texas County and District Retirement System and the Texas Municipal Retirement System are state agencies by the Government Code, §441.180.
Method of Calculation	Divide the total number of state agencies with approved records retention schedules by the total number of state agencies. Calculated monthly.
Data Limitations	In every session of the Legislature, agencies are created, abolished, or combined with other agencies; thus, the total number of state agencies fluctuates unpredictably from biennium to biennium.
Calculation Type	Non-cumulative
New Measure	No
Desired Performance	Higher than target
Priority / Key Measure	High / No

Objective C.1 Outcome Measure2

% Local Government Administering Approved Records Schedules

Definition	This is the percentage of local governments that have, in accordance with the Local Government Code, §203.041: (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 procure 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

Objective C.1 Outcome Measure3

\$ Cost-avoidance Achieved for State Records Storage/Maintenance

Definition	This is an estimate of the total costs avoided by Austin-area state agencies from using the State Records Center.
Purpose / Importance	This measure is an indicator of dollars saved by removing non-current records of Austin-area state agencies from high-cost office space and placing them in the low-cost State Records Center.
Source / Collection of Data	The cost of storing a cubic foot of records at the State Records Center is derived from the agency’s cost recovery schedule. The estimated cost to store a cubic foot of records in Austin-area office space is determined at the beginning of each fiscal year from data provided by the Texas Facilities Commission on estimated average annual costs for Class B (Secondary) leased office space in Austin, filing equipment provided by CPA purchasing contract, and Clerk III salaries provided the GAA. The number of cubic feet stored in the State Records Center is tracked in Infolinx, a database. Records Center costs include all direct and allocable indirect costs in the strategy and are derived from internal budget summaries.
Method of Calculation	The cost of storing a cubic foot of records at the State Records Center is derived from the agency’s cost recovery schedule. Fees are set to recover all direct and allocable indirect costs in the strategy including salaries, benefits, consumables and operating expenses. The cost to store a cubic foot of records in office space is calculated by annualizing the Clerk III salary as included in the GAA/12 5-drawer file cabinets/ 8 cubic feet per cabinet; plus the total amount of floor space required per cabinet at 6 square feet per cabinet times cost per square feet provided by TFC per year/ 8 cubic feet per cabinet; plus the cost of a file cabinet per CPA purchasing contract amortized over 10 years / 8 cubic feet per cabinet. Records Center storage and maintenance costs are subtracted from the office environment storage and maintenance costs to determine the total net cost-avoidance to the state. Calculated monthly.

Data Limitations	The cost per cubic foot to store and maintain records in an office environment varies from agency to agency, depending on the cost of their building and the level of staffing employed. An overall estimated average is used; no effort is made to weight the average based on the number of cubic feet each agency stores in the Records Center.
Calculation Type	Non-cumulative
New Measure	No
Desired Performance	Higher than target
Priority / Key Measure	High / No

STRATEGY C.1.1 OUTPUT MEASURE 1

Number of Times State and Local Government Employees Trained or Assisted

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

STRATEGY C.1.1 OUTPUT MEASURE 2

Total Revenue from Storage Services

Definition	This is the total amount of fees billed to customers for the records storage services provided by the agency.
Purpose / Importance	Revenue collections represent cost recovery for storage services provided to local and state governmental agencies.
Source / Collection of Data	TexLinx database and spreadsheet data are used to document the volume of stored records in all formats and fees billed for storage services. The volume of stored records is updated daily and fees billed are calculated monthly. Fees billed monthly include accessions, circulations, deliveries, storage, and destruction.
Method of Calculation	Total fees billed for records storage services are determined by items in storage at any point during the month and amount of services provided during the month. 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 shelf- storage was the only charge billed to agency's customers.
Data Limitations	Total revenue will vary depending on the volume of records stored and the number of services requested by state agencies during a given fiscal year. There is nothing in state law that requires agencies to use this agency's records storage services.
Calculation Type	Cumulative
New Measure	No
Desired Performance	Higher than target
Priority / Key Measure	Medium / No

STRATEGY C.1.1 OUTPUT MEASURE 3

Total Revenue from Imaging Services

Definition	This is the total amount of fees billed to customers for the imaging services provided by the agency.
Purpose / Importance	Revenue collections represent cost recovery for imaging services provided to local and state governmental agencies.
Source / Collection of Data	TexLinx is a database used to track work performance and fees billed for imaging services. Work performed is updated as individual projects are completed and fees billed are calculated monthly.
Method of Calculation	Total fees billed for imaging services as determined by end of month figures. Imaging Services fees are calculated by number of images filmed or scanned, rolls of film processed, rolls of film duplicated, document preparation and microfiche created and duplicated.
Data Limitations	Total revenue will vary depending on volume of imaging work during a given fiscal year. Legislative requirements regarding the use of a contract workforce

	may not allow us to achieve the maximum revenue possible. There is nothing in state law that requires agencies to image records or to use this agency for imaging services if they do image records.
Calculation Type	Cumulative
New Measure	No
Desired Performance	Higher than target
Priority / Key Measure	Medium / No

STRATEGY C.1.1 EFFICIENCY MEASURE 1

Cost Per Cubic Feet Stored/Maintained

Definition	This is the cost to the State Library and Archives Commission to store a cubic foot of hard copy records in the State Records Center.
Purpose / Importance	This is an important measure in that it not only indicates the cost competitiveness of the records storage services, but it indicates the degree to which operating costs are controlled.
Source / Collection of Data	The total number of cubic feet stored in the State Records Center is tracked in the TexLinx database. Records center costs are derived from monthly budget summaries and divided by the number of boxes accounted for in the TexLinx database. Costs include all direct and allocable indirect costs in the strategy. Calculated monthly.
Method of Calculation	Costs of operating the State Records Center during a month include salaries, maintenance and repairs, including utilities, gas, telephone, benefits, longevity pay, SWCAP, waste disposal, consumables, supplies, vehicle insurance, and costs for the annual SORM assessment. Operating costs are divided by the number of cubic feet of records stored in the Center at any point during the month. Constant tracking and monitoring of revenues and expenses is important to ensure fees are in line with costs. Fees are set to recover all direct and allocable indirect costs in the strategy. Services include: physical transfer of paper, microfilm, and electronic record media from state agencies to the State Records Center; indexing, coding, and shelving of containers; retrieval, delivery and pick-up of records upon request; updating inventory indexes in compliance with changing records retention requirements; and ensuring proper, final disposition of records, once retention requirements have been met.
Data Limitations	The reported results of this measure are not always within the complete control of the agency. For example, if the volume of records stored/maintained exceeds target due to more agencies storing greater volumes of records, this will reduce the cost per cubic foot but will likely reduce the timeliness and quality of services due to inability to staff the operation at a level proportionate to the demand for services. Ideally, the cost per cubic foot should remain at or near target, indicating expenses are in line with service levels. A sharp spike up in the targeted unit cost indicates operating costs are inappropriately high for volume of work. A sharp spike down

	may indicate the volume of work is exceeding the program's ability to maintain acceptable service levels.
Calculation Type	Non-cumulative
New Measure	No
Desired Performance	Lower than target
Priority / Key Measure	Medium / No



Schedule C – FY 2018 Historically Underutilized Business Report and Plan
Texas State Library and Archives Commission

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

- HUB Assessment Report for FY 2015 through FY 2017
- TSLAC's HUB Strategic Plan demonstrating and maintaining future compliance with Texas Government Code §2161.123, and outlining the agency's good faith efforts to meet or exceed the agency-specific HUB goals and increasing the use of HUB businesses in the agency's procurement
- Explanation of agency-specific issues relating to HUB attainment

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

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

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

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

Sincerely,



Donna Osborne
Chief Operations and Fiscal Officer

HISTORICALLY UNDERUTILIZED BUSINESS SUPPORTING SCHEDULE

Agency Code: 306

Agency Name: Texas State Library and Archives Commission

COMPARISON TO STATEWIDE HUB PROCUREMENT GOALS

A. Fiscal Year 2015-2017 HUB Expenditure Information

Procurement Category	FY 2017	Adjusted HUB Expenditures		Total Expenditures	Adjusted HUB Expenditures		Total Expenditures	Adjusted HUB Expenditures		Total Expenditures
	Statewide Adjusted HUB Goals	FY 2015		FY 2015	FY 2016		FY 2016	FY 2017		FY 2017
		HUB %	HUB \$		HUB %	HUB \$		HUB %	HUB \$	
Heavy Construction	11.2%	0.00%	\$0	\$65	0.00%	\$0	\$0	0.00%	\$0	\$2,916
Buidling Construction	21.1%	0.00%	\$0	\$0	0.00%	\$0	\$0	0.00%	\$0	\$11,873
Special Trade Contruccion	32.9%	0.00%	\$13,303	\$132,036	0.00%	\$2,382	\$179,175	0.00%	\$550	\$24,165
Professional Services	23.7%	33.97%	\$16,400	\$48,273	87.92%	\$72,794	\$82,794	72.78%	\$26,736	\$36,736
Other Services	26.0%	1.56%	\$198,108	\$12,719,843	4.59%	\$740,141	\$16,128,314	0.10%	\$17,055	\$17,429,176
Commodities	21.1%	13.88%	\$136,969	\$987,043	80.08%	\$234,862	\$293,297	26.70%	\$149,888	\$561,428
Total Expenditures		2.63%	\$364,780	\$13,887,260	6.29%	\$1,050,179	\$16,683,580	1.08%	\$194,230	\$18,066,295

B. Assessment of Fiscal Year 2015 - 2017 Efforts to Meet HUB Procurement Goals Attainment:

The agency attained or exceeded one of the applicable statewide HUB procurement goals in FY 2015, two of the goals for FY 2016, and two for FY 2017.

The agency exceeded the FY 17 statewide goal in the Professional Services category (72.78%), up from a low of 11.45% in FY 13.

The agency achieved 2.63% expenditures with HUBs for overall expenditures in 2015, 6.29% in 2016, and 1.08% in 2017.

The largest agency 2017 expenditures are for statewide access to electronic databases and other electronic resources: \$16,118,537, or 89.22% of all expenditures.

The addition of K-12 databases in FY 2014 further reduced the attainment percentages in the Other Services category. Likewise, this category includes insurance expenditures for products that were procured by the State Office of Risk Management, and library-specific purchases for which there are no competitors.

Because these items are proprietary, and there are few or no HUB vendors available, these purchases skew the category and overall numbers.

Applicability: The "Heavy Construction" category was not applicable to agency operations in fiscal 2016; the 2015 and 2017 expenditures are misclassified.

Factors Affecting Attainment:

Most of the "Special Trades" category involves expenditures for the agency's facilities in Liberty, Texas, and there are few HUB vendors in this location.

Goals for "Other Services" was not met since this category contains multiple contracts for electronic subscriptions and online databases that are available to libraries throughout Texas. These products contain proprietary information, and there are currently no HUB vendors available for these services.

In addition, the agency contracts with Amigos Services for various library-specific services that are not available from another source. Likewise, the TexQuest outreach efforts were contracted with a quasi-governmental entity, and a non-profit organization was contracted to assist with website hosting services for libraries.

Finally, the agency contracts for training services and has encouraged eligible vendors to become certified HUBs; unfortunately, most vendors have expressed the belief that the HUB certification/registration process is too time consuming and invasive, and do not see a benefit to becoming certified.

"Good Faith" Efforts:

The agency has made the following good faith efforts to comply with statewide HUB procurement goals, per 1 TAC Section 111.13c:

- participated in Purchasing related events in the Austin metro area sponsored by the Texas Comptroller and other state agencies
- searched the Central Master Bidders List for HUB vendors for all procurements prior to awarding contracts
- encourage all potential, qualified vendors to become certified as HUB vendors
- encouraged program staff to seek qualified HUB vendors, even on small procurements
- the agency continues to exceed statewide goals in commodity purchasing, where the agency has the most control over the process

Integrated Campus Planning System

Texas Higher Education Coordinating Board

05/23/18

Library and Archives Commission, Texas State (306)

Capital Expenditure Plan (MP1) Summary Report (Fiscal Years 2019 - 2023) as Reported in FY 2018

Project Name	Building Number	Building Name	Condition	Pri	GSF	E&G	Acres	CIP	Deferred Maintenance to be Addressed	Total Cost	Start Date	End Date
State Records Center South Satellite Facility	0000			1	20,000	0	0		\$0	\$4,400,000	1/2019	8/2020
Increased Records & Archival Storage Capacity	0000			2	60,000	0	0		\$0	\$26,400,000	1/2019	8/2023
					80,000	0	0		\$0	\$30,800,000		

Totals by Project Type

Project Type	Number of Projects	GSF	E&G	Acres	Total Cost
Addition	1	60,000	0	0	\$26,400,000
New Construction	0	0	0	0	\$0
Repair and Renovation	1	20,000	0	0	\$4,400,000
Land Acquisition	0	0	0	0	\$0
Infrastructure	0	0	0	0	\$0
Information Resources	0	0	0	0	\$0
Leased Space	0	0	0	0	\$0
Unspecified	0	0	0	0	\$0
Totals	2	80,000	0	0	\$30,800,000

Summary of Planned Expenditures by Year

Project Type	2019	2020	2021	2022	2023	Balance	Total Cost
Addition	\$0	\$2,700,000	\$12,000,000	\$4,000,000	\$7,700,000	\$0	\$26,400,000
New Construction	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Repair and Renovation	\$3,200,000	\$1,200,000	\$0	\$0	\$0	\$0	\$4,400,000
Land Acquisition	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Infrastructure	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Information Resources	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Leased Space	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Unspecified	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Totals	\$3,200,000	\$3,900,000	\$12,000,000	\$4,000,000	\$7,700,000	\$0	\$30,800,000

Totals by Funding Sources

Funding Source	Number of Projects	Total Cost
Auxiliary Enterprise Fund	0	\$0
Auxiliary Enterprise Revenues	0	\$0
Available University Fund	0	\$0
Designated Tuition	0	\$0
Energy Savings	0	\$0
Federal Funds	0	\$0
Federal Grants	0	\$0
General Revenue	2	\$30,800,000
Gifts/Donations	0	\$0
Higher Education Assistance Fund Proceeds	0	\$0
Housing Revenue	0	\$0
Lease Purchase other than MLPP	0	\$0

Legislative Appropriations	0	\$0
Master Lease Purchase Program	0	\$0
Other	0	\$0
Other Local Funds	0	\$0
Other Revenue Bonds	0	\$0
Performance Contracting Energy Conservation	0	\$0
Permanent University Fund	0	\$0
Private Development	0	\$0
Private Development Funds	0	\$0
Revenue Financing System Bonds	0	\$0
Student Fees	0	\$0
Tuition Revenue Bond Proceeds	0	\$0
Unexpended Plant Funds	0	\$0
Unknown Funding Source	0	\$0
Unspecified	0	\$0
Totals		\$30,800,000

Schedule F – Workforce Plan

I. Agency Overview and Purpose

The mission of the Texas State Library and Archives Commission (TSLAC) is to provide Texans access to the information needed to be informed, productive citizens by preserving the archival record of Texas; enhancing the service capacity of public, academic, and school libraries; assisting public agencies in the maintenance of their records; and meeting the reading needs of Texans with disabilities.

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 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 five times annually to conduct business on behalf of the agency. The Director and Librarian leads the agency and is selected by the commission to direct the agency's activities and programs.

TSLAC consists of six operational divisions and does not anticipate any major changes to the organizational structure in the next five years. However, the agency may need to add or delete programs within a division based on program 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:

- To articulate and advance the value of Texas libraries as essential to our communities and state.
- To recruit and retain the knowledge-based workforce necessary to discharge the agency's duties.
- To safeguard, preserve, and provide access to the informational and historical assets.
- To acquire the technology necessary to effectively, securely, and efficiently manage agency resources.
- To secure the state's official records by addressing the immediate need for additional archival storage and provide for the growth of Texas records.
- To support efforts to ensure digital inclusion for Texas.

- Continue to refine our response to the informational needs of the increasingly diverse Texas population.

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

- *Archives and Information Services* – Preserving and safeguarding the vital historical record of the state of Texas and providing archival, genealogical, and historical information 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 Technology Services* – 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 169.5 full time equivalent (FTE) positions for the Fiscal Year 2018-2019 biennium. As of March 1, 2018, we had one exempt, 158 full-time classified, and 22 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 (63 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 by ethnicity and compares the agency’s staffing levels to the statewide civilian workforce as reported in the 2015-2016 Equal Employment Opportunity and Minority Hiring Practices Report by the Civil Rights Division of the Texas Workforce Commission.

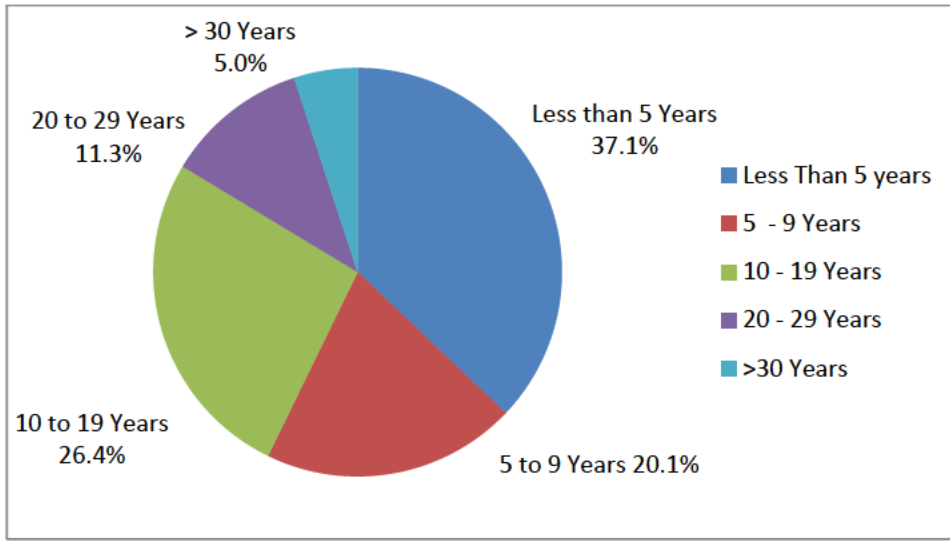
Job Category	African American		Hispanic		Female		TSLAC Total Workforce
	Labor Force	TSLAC	Labor Force	TSLAC	Labor Force	TSLAC	
Officials / Administration	7.4%	0.0%	22.1%	14.3%	34.7%	57.1%	4.4%
Professional	10.4%	4.4%	19.3%	16.0%	55.3%	76.0%	56.6%
Technical	14.4%	0.0%	27.2%	33.0%	55.3%	0.0%	1.9%
Administrative Support	14.8%	15.0%	34.8%	19.0%	72.1%	44.4%	34.0%
Skilled Craft	10.6%	25.0%	50.7%	25.0%	11.6%	100%	2.5%
Service / Maintenance	13.0%	100%	54.4%	0.0%	51.0%	0.0%	0.6%
Total Percentage of Workforce	11.8%	9.0%	36.8%	17.0%	17.0%	63.00%	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 workers had been with their current employer was 4.2 in January 2016, a decline from 4.6 years in 2014.”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 7.7 years. 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, 37.1 percent of our total workforce, has been with the agency less than five years, with the second largest category (26.4 percent) at 10 – 19 years, followed by those with 5 – 9 years at 20.1 percent. The following chart illustrates March 1, 2018 agency tenure.

The work of the agency is also supported by a dedicated group of volunteers who assist staff in key functions, most notably the operation of the volunteer recording studio for the Talking Book Program.

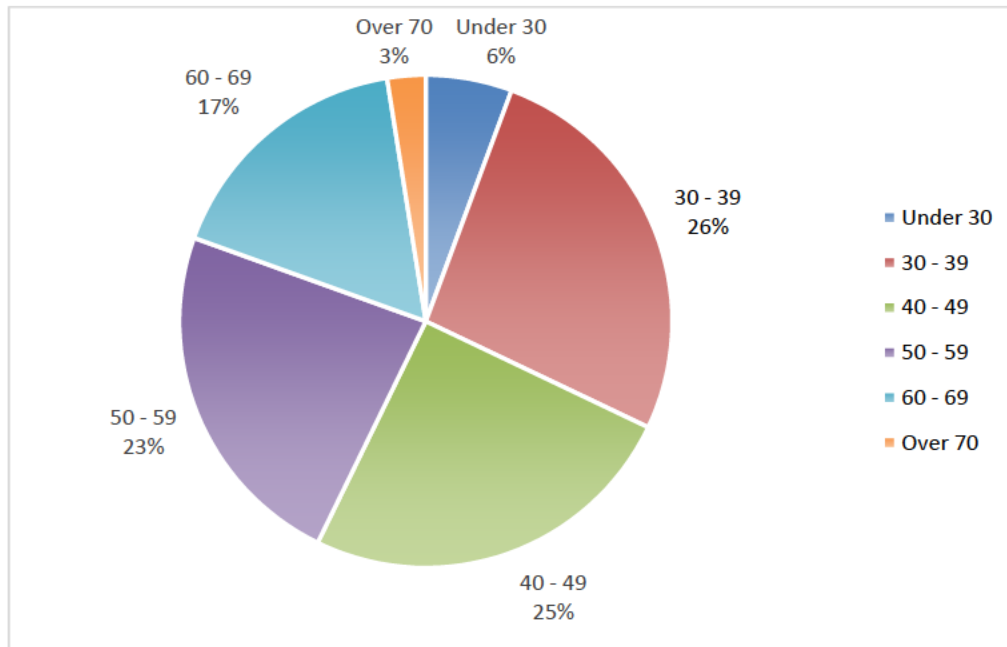
¹ <https://www.bls.gov/news.release/pdf/tenure.pdf>

TSLAC Agency Tenure



The Commission’s workforce demographics are consistent with the BLS data. We have an older workforce comprised of 39 percent over the age of 50, and only 6.9 percent of our employees under the age of 30. The following chart, extracted from TSLAC’s CAPPs System, provides additional workforce demographics as of March 1, 2018.

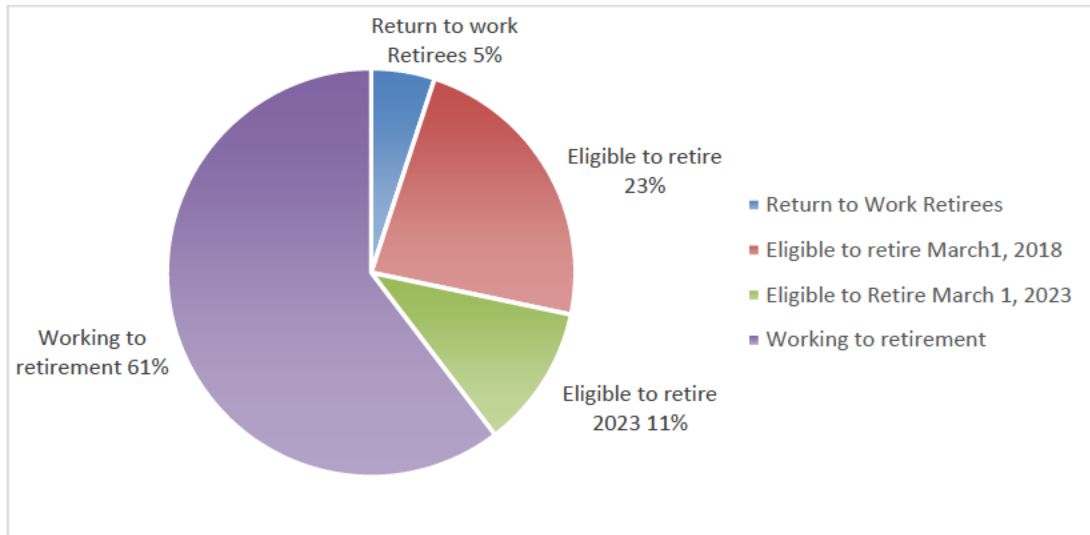
TSLAC Employee Age



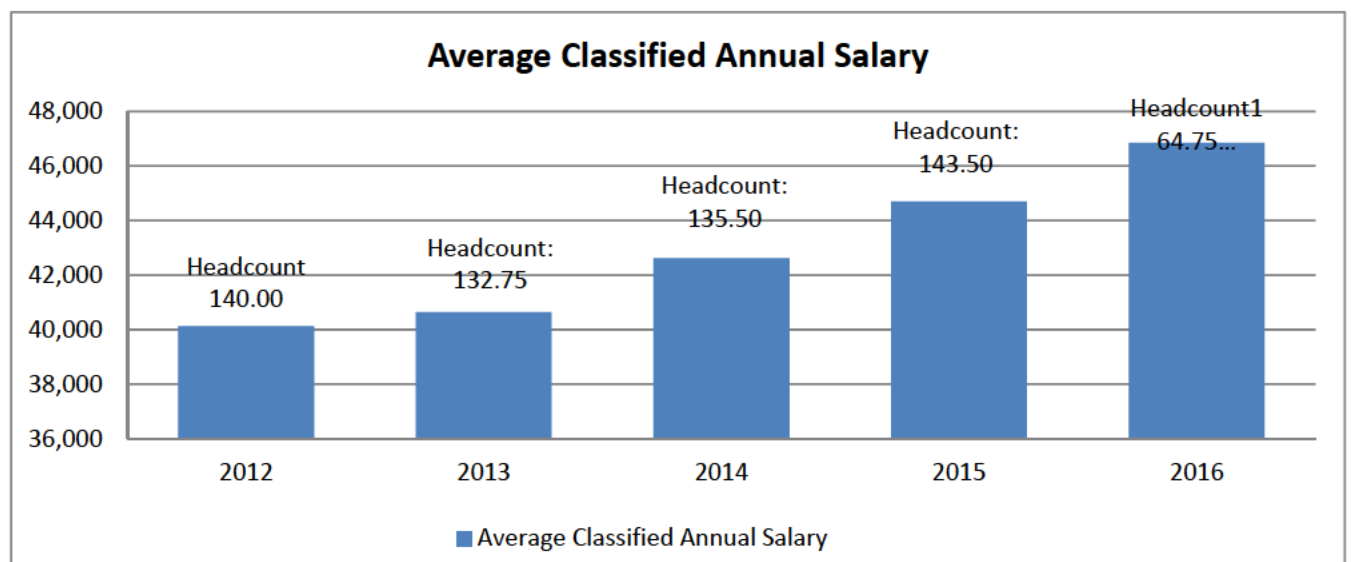
As of March 1, 2018, TSLAC employed eight return-to-work retirees, an additional 37 employees are currently eligible to retire, and another 18 employees will be eligible to retire within the next five years. Utilizing the established retirement calculations and extracting employment data from the CAPPs System

maintained by the Texas Comptroller of Public Accounts (CPA), the following chart illustrates that the agency could lose almost 35 percent of the current workforce to retirements within the next five years.

TSLAC Employee Retirement Eligibility



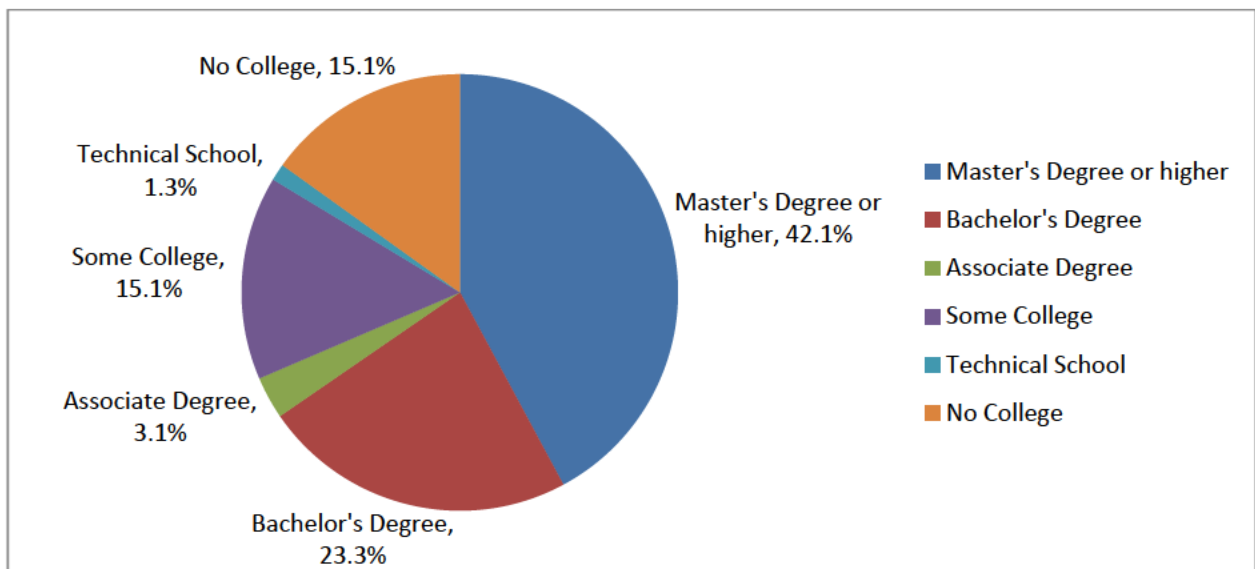
As the previous charts illustrate, institutional knowledge of our specific programs, services, and specialized collections rests primarily with our long-tenured employees. These agency experts ensure we can provide the high levels of customer service our constituents have come to expect. As individuals 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 FY2012 – FY 2016, based on information in the 2016 Workforce Summary report prepared by the State Auditor’s Office.



Note: The chart above excludes the Director and Librarian salary.

TSLAC has a highly educated staff workforce, with more than 65 percent of the employees having at least a Bachelor’s Degree, and 42.1 percent of the workforce with Master’s Degrees or higher. As of March 1, 2018, 63 percent (100) of the agency’s positions were categorized as Professional, with most of the positions requiring specialized degrees and/or experience and expertise, particularly in the areas of library and archival services, and records management. It is difficult for the agency to attract qualified employees with advanced degrees and the skill sets required of these positions, particularly when the average annual classified salary is less than \$47,000.00 annually. The following chart, extracted from TSLAC’s internal Human Resources Information System, illustrates the level of educational attainment for staff as of March 1, 2018.

TSLAC Employee Educational Attainment



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 Zanebenefits on February 4, 2016, “the average cost of replacing an employee in mid-range positions (earning \$30-50K annually) is 20 percent of the person’s annual salary.”² For an employee making the agency’s current average salary of \$46,844 per year, this equates to \$9,369 each time the agency must replace an employee. Our agency had to replace 22 employees during Fiscal Year 2017, which translates to an average annual cost to the agency of \$206,114 for the year.

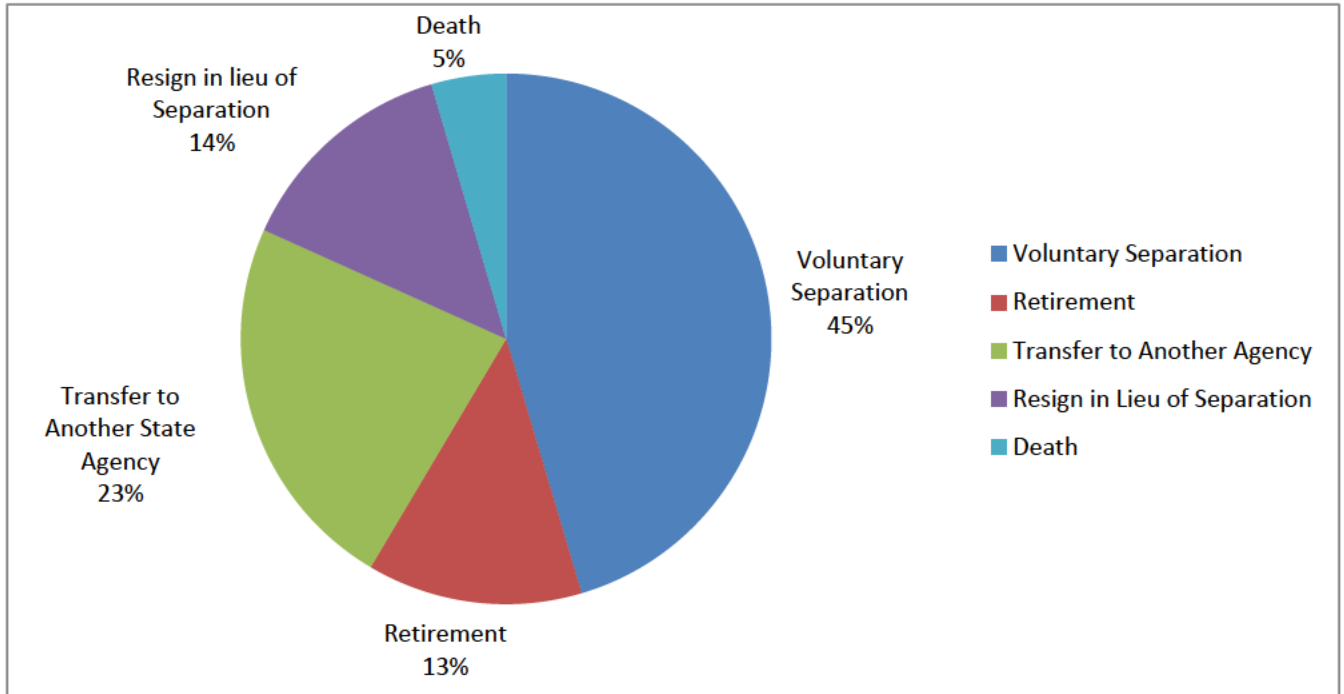
TSLAC’s turnover rate for Fiscal Year 2017 was 13.4 percent, which is lower than the State’s average turnover rate of 18.6 percent, per the State Auditor’s Office. The lower than average turnover rate for FY17 may be attributed to the hiring freeze imposed by the Governor for the second half of the fiscal year as employees could not so easily move from one state agency to another. Despite the hiring freeze, however, the turnover rate for professional positions in 2017 was 59 percent. These positions garner higher salaries and require highly specialized skills as these are in the Librarian, Archivist, Conservator, Government

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

Information Analyst, and Information Technology Specialist classifications. The cost to replace these positions is significantly higher than the average cited above.

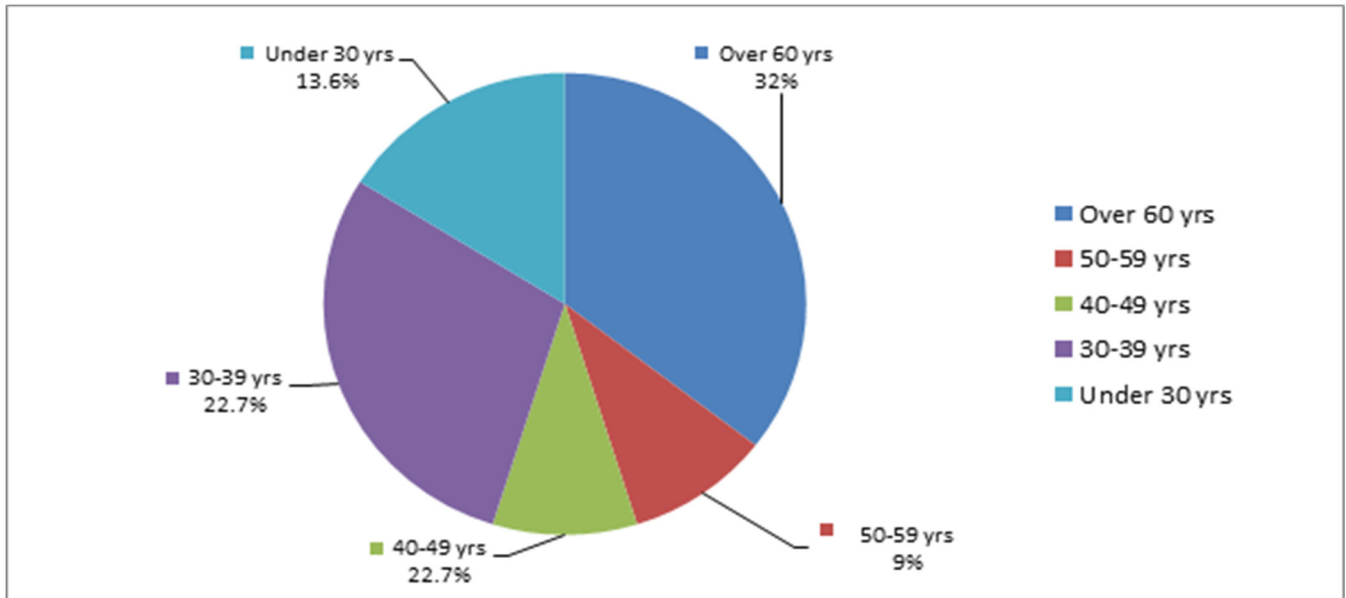
The following chart illustrates the reasons employees gave for leaving employment with the agency, as recorded in the CAPPS system maintained by the Comptroller. The largest number (45 percent) voluntarily left agency employment, generally for employment elsewhere, with an additional 23 percent leaving agency employment for employment with another state agency.

TSLAC Employee Separation Reasons



The agency is concerned with both losing our younger talent and losing our tenured subject matter experts. The following chart illustrates Fiscal Year 2017 turnover percentage by age at the date of separation from the agency. The data was taken from the CPA's CAPPS System. When combined, the 50-59 and over 60 age brackets make up almost half of our workforce. This is consistent with the rise in the number of staff eligible to retire in the next five years.

TSLAC Employee Age at Separation



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 2017 turnover rate for non-professional positions was 41 percent. Most of these were employees leaving to seek increased salaries and/or better opportunities for advancement. The job tasks in many of the 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 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 addresses 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 have 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 because 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 agency customers served, and the increasing numbers of new 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 others in the local and regional marketplaces, particularly 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 many staff who have been in their positions for several years. However, as salary requirements for newly hired employees have increased, it presents a new challenge as the agency tries to maintain competitive salaries for the existing staff. For FY16 and FY17, the agency was successful in securing additional funding in the amount of \$200,000 (half of the requested amount) in an equity adjustment appropriation for staff in the key positions described above.

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

IV. Gap Analysis

The agency continues to explore ways to close the anticipated future gap of institutional knowledge, including implementing a formal succession plan. To accomplish this, management encourages internal promotions whenever possible. This process has proven effective and several professional staff members have advanced their career at the agency over the past few years. This has also enabled staff to acquire the critical institutional knowledge that would be difficult to replace with a new employee.

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 agency operations. Additionally, recruiting qualified replacements within the current budgeted salary levels will impact the agency's ability to effectively and efficiently replace key vacancies.

V. Strategy Development

Continued training and development of current employees is critical to the success of the agency. The primary objective of staff development and training is to ensure that all TSLAC employees have the knowledge and skills to be productive in performing their job duties. Secondly, 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 recommended strategy for retention of professional staff includes the creation of career ladders for the hard to recruit professional positions in the agency. The Librarian classification series has included four levels within that classification for many years; however, the Archivist series only included two levels. Agency leadership successfully petitioned for the addition of two classification levels within that series to make the Librarian and Archivist series parallel. This has resulted in the a more equitable development of career ladders within both classifications.

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 now or within the next five years, the agency will identify employees who can be developed as replacements, which will also ensure the continuity of critical internal agency-specific knowledge.

E. Leadership Development

The Human Resources staff will work closely with agency managers to identify individuals with potential for leadership positions using a variety of standard evaluation methods and tools. Replacement and succession charts will be developed within each division that will provide an opportunity for both managers and staff to examine the depth of talent, skills, and abilities of the current workforce.

VI. Conclusion

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

Schedule G – Report on Customer Service

Texas State Library and Archives Commission

Executive Summary

Over 97 percent of the customers responding to customer satisfaction surveys for services provided by the Texas State Library and Archives Commission during Fiscal Year 2017 indicated they were satisfied with the services received.

The agency surveyed 32,094 of the almost 42 million agency customers identified, more than double the Fiscal Year 2015 number of 14,923. However, the response rate was down, with 26.1 percent of customers surveyed responding. Of the 8,374 customers responding to the surveys, 19.2 percent (or 1,608 respondents) made suggestions for improvements. Overall, 8,132 of the customers responding indicated satisfaction with the agency's programs and services.

Customer satisfaction rates in only one of the five programs declined; however, the agency's overall customer satisfaction rate increased from 95.4 percent in Fiscal Year 2015 to 97.17 percent in Fiscal Year 2017.

The Fiscal Year 2017 cost per customer surveyed declined by over 55 percent from Fiscal Year 2015, despite an overall increase in expenditures for the surveys. This is due, in part, to the increased number of customers surveyed and the fact that some of the surveys are conducted electronically.

The customer satisfaction responses reflected in the Fiscal Year 2017 Customer Satisfaction Report were collected as part of the standard, ongoing evaluation of agency services. These processes focus on an assessment of the customer's overall satisfaction of the services received, rather than the facilities, staff, communications, Internet site, complaint-handling process, service timeliness and printed information. Some of these (e.g., facilities, complaint-handling process) are not particularly relevant or pertain to a very small number of customers. While we gather information on the other service quality elements in some of our surveys, we limit the questions asked for the purpose of this report to ensure the maximum number of customer responses.