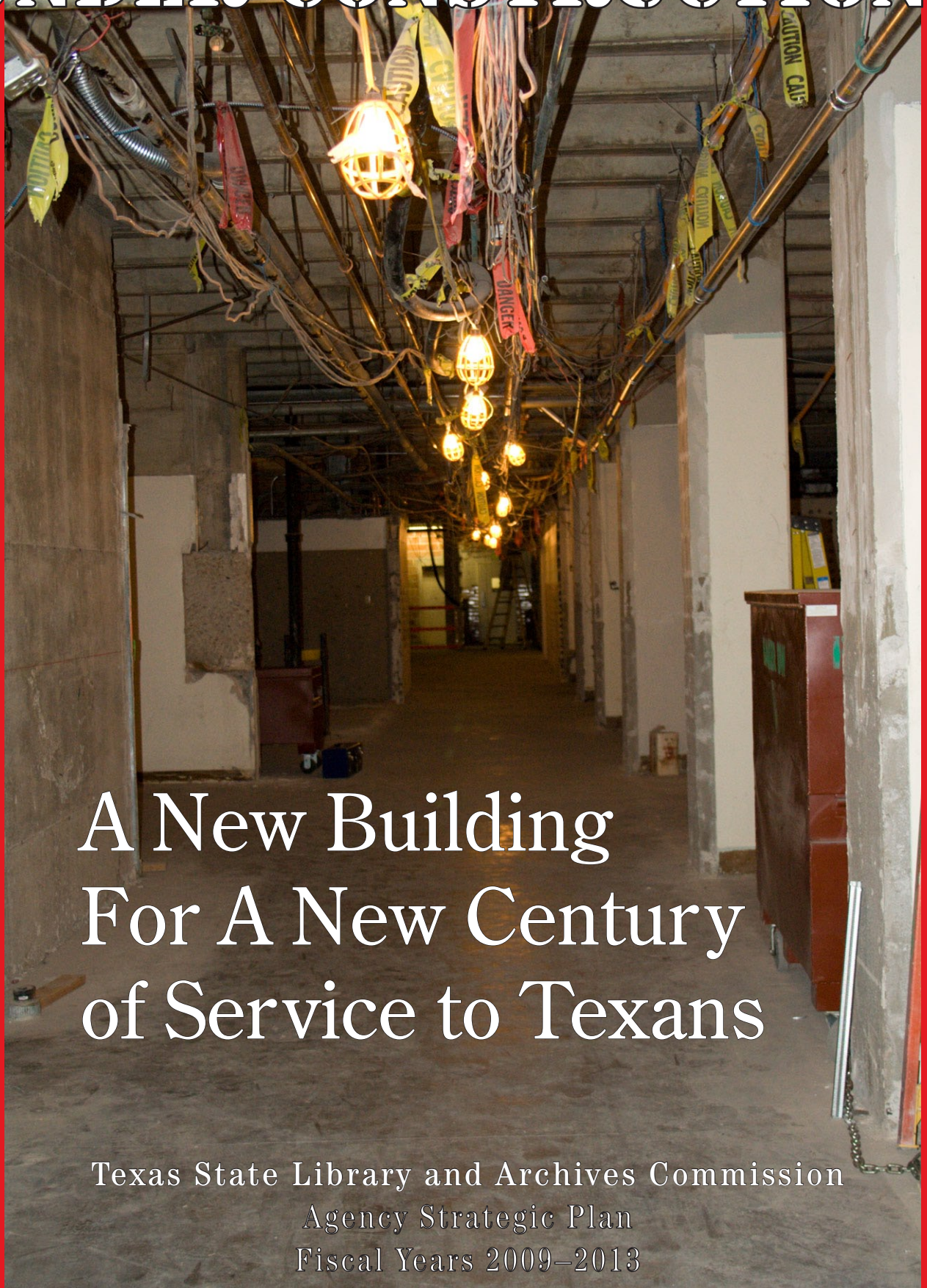


UNDER CONSTRUCTION:



A New Building For A New Century of Service to Texans

Texas State Library and Archives Commission
Agency Strategic Plan
Fiscal Years 2009–2013



In this photo released by the Texas State Library and Archives Commission, the ground floor stack is stripped of electrical, plumbing and ductwork down to the support beams so that a preaction fire suppression system, new lighting and ductwork, and compact shelving can be installed, July 7, 2008. The TSLAC flagship building is currently undergoing renovation. The 46-year old Lorenzo de Zavala State Archives and Library Building is located at 1201 Brazos Street, Austin, Texas. (TSLAC/Peggy Lee Oster)



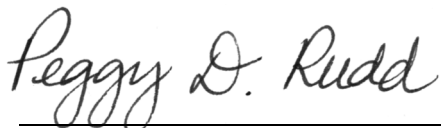
(TSLAC/Bailey Architects)

A New Building For A Second Century of Service to Texans

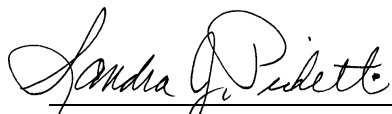
Texas State Library and Archives Commission

Agency Strategic Plan
Fiscal Years 2009-2013

Sandra J. Pickett, Chairman	2004-2009	Liberty
Sharon T. Carr	2006-2011	El Paso
W. Scott McAfee	2007-2013	Driftwood
Martha Doty Freeman	2004-2009	Austin
Cruz G. Hernandez	2004-2009	Burleson
Michael C. Waters	2007-2013	Abilene
Sally Reynolds	2006-2011	Rockport



Peggy D. Rudd, Director and Librarian



Sandra J. Pickett, Chairman

July 11, 2008

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TEXAS STATE LIBRARY AND ARCHIVES COMMISSION

AGENCY STRATEGIC PLAN

FY2009-2013

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TEXAS STATE GOVERNMENT VISION, MISSION AND PHILOSOPHY

VISION

From *Securing Our Future: The Statewide Strategic Planning Elements for Texas State Government*

Governor Rick Perry

March 2008

Working together, I know we can accomplish our mission and address the priorities of the people of Texas. My Administration is dedicated to creating greater opportunity and prosperity for our citizens, and to accomplish that mission, I am focused on the following critical priorities:

Assuring open access to an educational system that not only guarantees the basic core knowledge necessary for citizenship, but also emphasized excellence and accountability in all academic and intellectual undertakings;

Creating and retaining job opportunities and building a stronger economy that will lead to more prosperity for our people, and a stable source of funding for core priorities;

Protecting and preserving the health, safety and well-being of our citizens by ensuring healthcare is accessible and affordable, and our neighborhoods and communities are safe from those who intend us harm; and,

Providing disciplined, principled government that invests public funds wisely and efficiently.

MISSION

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

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

THE PHILOSOPHY OF TEXAS STATE GOVERNMENT

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

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

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

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

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

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

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

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

TEXAS STATE GOVERNMENT

PRIORITY GOALS AND BENCHMARKS

FROM *SECURING OUR FUTURE*

EDUCATION (PUBLIC SCHOOLS):

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

- Ensuring students graduate from high school and have the skills necessary to pursue any option including attending a university, a two-year institution, other post-secondary training, military or enter the workforce;
- Ensuring students learn English, math, science and social studies skills at the appropriate grade level through graduation; and
- Demonstrating exemplary performance in foundation subjects.

Benchmarks

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

EDUCATION (HIGHER EDUCATION):

To prepare individuals for a changing economy and workforce by:

- Providing an affordable, accessible, and quality system of higher education; and
- Furthering the development and application of knowledge through teaching, research, and commercialization.

Benchmarks

- Percent of population age 24 and older with vocational/technical certificate as highest level of educational attainment
- Percent of population age 24 and older with two-year college degree as highest level of educational attainment
- Percent of population age 24 and older with four-year college degree as highest level of educational attainment

HEALTH AND HUMAN SERVICES:

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

- Making public assistance available to those most in need through an efficient and effective system;
- Restructuring Medicaid funding to optimize investments in health care and reduce the number of uninsured Texans through private insurance coverage;
- Enhancing the infrastructure necessary to improve the quality and value of health care through better care management and performance improvement incentives;
- Continuing to create partnerships with local communities, advocacy groups, and the private and not-for-profit sectors;
- Investing state funds in Texas research initiatives which develop cures for cancer; and
- Addressing the root causes of social and human service needs to develop self-sufficiency of the client through contract standards with not-for-profit organizations

Benchmarks

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

ECONOMIC DEVELOPMENT:

To provide an attractive economic climate for current and emerging industries that fosters economic opportunity, job creation, capital investment, and infrastructure development by:

- Promoting a favorable and fair system to fund necessary state services;
- Addressing transportation needs;
- Promoting a favorable business climate; and
- Developing a well trained, educated, and productive workforce.

Benchmarks

- Number of new small businesses created.
- Median household income.
- Number of Texans receiving job training services.

PUBLIC SAFETY AND CRIMINAL JUSTICE:

To protect Texans by:

- Preventing and reducing terrorism and crime;
- Securing the Texas/Mexico border from all threats;
- Achieving an optimum level of statewide preparedness capable of responding and recovering from all hazards; and
- Confining, supervising, and rehabilitating offenders.

Benchmarks

- Percent of state's population whose local officials and emergency responders have completed a training/exercise program in the last year
- Juvenile violent crime arrest rate per 100,000 population
- Adult violent crime arrest rate per 100,000 population

GENERAL GOVERNMENT:

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

- Supporting effective, efficient, and accountable state government operations;
- Ensuring the state's bonds attain the highest possible bond rating; and
- Conservatively managing the state's debt.

Benchmarks

- Total state spending per capita
- State and local taxes per capita
- Number of state services accessible by Internet
- Total savings realized in state spending by making reports/documents/processes available on the Internet

TEXAS STATE LIBRARY AND ARCHIVES COMMISSION

VISION, MISSION, AND PHILOSOPHY

VISION

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

MISSION

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

- preserve the record of government for public scrutiny,
- secure and make accessible historically significant records and other valuable resources,
- meet the reading needs of Texans with disabilities,
- build and sustain statewide partnerships to improve library programs and services, and
- enhance the capacity for achievement of individuals and institutions with whom we work.

PHILOSOPHY

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



Texas
State Library
and Archives
Commission

AGENCY GOALS, OBJECTIVES, STRATEGIES, & MEASURES

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

A.1 Objective: Enable Texas libraries to avoid millions of dollars of costs between 2009 and 2013 by sharing library resources.

Outcome Measures:

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

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

Output Measures:

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

Efficiency Measures:

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

A.1.2 Strategy: Provide services and grants to aid in the development of local libraries, including Loan Star Libraries grants, continuing education and consulting services, the Texas Reading Club, funding regional cooperative programs, and other grants.

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

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

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

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

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

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

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

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

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

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

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

Output Measure: Number of assists with information resources

Efficiency Measure: Cost per assist with information resources

Explanatory Measure: Number of Web-based information resources used

C. Goal: To provide for the cost effective management of all state and local government records. [Subchapter L, Chapter 441, Government Code; and Subtitle C, Title 6, Local Government Code]

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

Outcome Measures:

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

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

Output Measures:

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

Efficiency Measures:

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

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

D.1 Objective: Include historically underutilized businesses (HUBs) in at least 20 percent of all agency dollars spent for special trades services; 5 percent of all agency dollars spent for other services; and 30 percent of all agency dollars spent for commodities by FY2013.

Outcome Measure: Percent of total dollars spent with HUB vendors

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

Output Measures:

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

OVERVIEW OF OUR AGENCY SCOPE AND FUNCTIONS

A. OUR ENABLING STATUTES AND ADMINISTRATIVE RULES

TEXAS LEGISLATION AND STATUTES

Overall: Government Code, Chapter 441, Subchapter A; Administrative Code, Title 13, Chapter 2

Library systems: Government Code, Chapter 441, Subchapter I; Administrative Code, Title 13, Chapter 1

School library standards: Education Code, Section 33.021; Administrative Code, Title 13, Chapter 4

TexShare library consortium: Government Code 441, Subchapter M; Administrative Code, Title 13, Chapter 8

State publications: Government Code, Chapter 441, Subchapter G; Administrative Code, Title 13, Chapter 3

Central service to visually disabled: Human Resources Code, Chapter 91, Subchapter E; Administrative Code, Title 13, Chapter 9

Print access aids: Government Code, Chapter 441, Subchapter H; Administrative Code, Title 13, Chapter 9

State records: Government Code, Chapter 441, Subchapter L; Administrative Code, Title 13, Chapter 6

Local government records: Local Government Code, Title 6, Subtitle C; Government Code, Chapter 441, Subchapter J; Administrative Code, Title 13, Chapter 7

Electronic recording by county clerks: Local Government Code, Chapter 195; Property Code, Chapter 15; Administrative Code, Title 13, Chapter 7, Subchapter E

Uniform Electronic Transactions Act: Business and Commerce Code, Chapters 43 and 322; Administrative Code, Title 13, Chapter 6

Texas Historical Records Advisory Board: Government Code, Chapter 441, Subchapter N

Texas Heritage Digitization Initiative: Government Code, Chapter 441, Subchapter L

UNITED STATES LEGISLATION AND STATUTES

Service to blind and other physically disabled persons: 2 U.S.C.A. §135b

Federal funding for library services and technology: 20 U.S.C.A. §9101-9176

Federal documents: 19 U.S.C.A. §44

B. AGENCY HISTORY AND SIGNIFICANT EVENTS

- 1895** - U.S. and Texas governments agreed to exchange government documents.
- 1909** - Texas Library and Historical Commission was created; in 1979, it was renamed Texas State Library and Archives Commission (TSLAC).
- 1919** - Legislation was enacted regarding county public libraries.
- 1931** - National Library Service was established for adults who are blind, and TSLAC began providing Talking Book services.
- 1947** - State records management function was established.
- 1952** - Children who are blind became eligible for Talking Book service.
- 1956** - Federal Library Services Act was created and funded to establish and improve local public library service.
- 1962** - Lorenzo de Zavala State Archives and Library Building opened; Federal Depository Library Act established regional depository system.
- 1963** - State legislation was enacted to authorize TSLAC to collect, organize, and distribute Texas documents and to establish the depository library system for state publications.
- 1966** - Persons with physical disabilities other than blindness became eligible for the Talking Book service.
- 1969** - Legislative Reference Library was separated from the agency; Library Systems Act was enacted to provide for a regional cooperative program to improve Texas public libraries.
- 1971** - Local government records function was enacted.
- 1972** - State Records Center opened.
- 1974** - Persons with organic dysfunction resulting in learning disabilities became eligible for Talking Book service.
- 1977** - Sam Houston Regional Library and Research Center in Liberty opened.
- 1978** - Talking Book Program's Volunteer Recording Studio was established.
- 1988** - State Records Center expansion was completed, and Talking Book Program circulation facility opened adjacent to the State Records Center.
- 1989** - Local Government Records Act was enacted.
- 1994** - North Texas Regional Library System became the first of the ten regional public library systems to establish as a private not-for-profit organization, funded with a Library Systems Act grant.
- 1995** - Legislature assigned responsibility for the development of standards for school library programs to TSLAC; Legislation added electronic publications and Internet to agency responsibilities.
- 1996** - The Library Services and Technology Act replaced the Federal Library Services and Construction Act; Texas Book Festival was inaugurated to raise funds for public libraries and to encourage reading in Texas.
- 1997** - Legislature created library tax districts as a mechanism to establish and fund public libraries; Legislature enacted new state records preservation and management law; Legislature transferred responsibility for the TexShare academic library resource sharing consortium to TSLAC.
- 1999** - Legislature added public libraries to the TexShare library resource sharing consortium.

- 2001** - Legislature funded the Loan Star Libraries Program of direct aid to Texas public libraries; Libraries of clinical medicine were added to the TexShare library resource sharing consortium.
- 2003** - Legislature increased number of Commissioners to seven; Library Services and Technology Act was reauthorized.
- 2005** - Legislature authorized public school libraries to participate in group purchasing programs of TexShare; Legislature created a second library district law (does not replace the 1997 law) that permits funding by sales or property tax.
- 2007** - Sunset bill re-authorizes agency for 12 years
- 2007** - Legislature authorized TSLAC to support collaborative efforts to provide Internet access to digitized cultural resources.

C. AFFECTED POPULATIONS

The Texas State Library and Archives Commission, as an agency in service to the life of the mind, provides collections and information services to the people of Texas, the nation, and the world. Through the Internet, telephone, interlibrary loan, and on-site assistance, we serve the information needs of all who seek our help. We also serve as guardians of the public's right to know by overseeing the management and retention of the records of Texas governments.

KEY SERVICE POPULATIONS

Our services directly benefit:

- patrons who use the current and historical materials in the State Archives, genealogy, and reference/documents collections, which together comprise the most complete library of state and federal publications in Texas, as well as extensive, unique archival records and manuscripts
- Texas public and academic libraries and their patrons
- patrons with visual, physical, and learning disabilities, including the organizations serving them, who use the services of our Talking Book Program
- students, faculty, and staff of institutions of higher education; patrons and staff of public libraries and libraries of clinical medicine who participate in the TexShare library resource sharing consortium; students, students' families, faculty, and staff of public schools whose libraries participate in the K-12 database program.
- libraries, museums, archives, agencies, and other organizations that benefit from the collaborative efforts of the Texas Heritage Digitization Initiative
- government agencies that use our State Records Center and its records storage and document imaging services
- local government officials who depend on regional depositories for the safe storage of their permanent records
- records managers, librarians, and others who participate in our library and records management training and use our consulting services

- persons who attend workshops, conferences, and professional meetings featuring presentations by our staff
- member libraries in the Texas State Publications Depository network that receive the state publications that we collect from state agencies and distribute
- government agency staff who use our reference and interlibrary loan services
- historians who assist corporations, state and federal agencies, and private individuals in complying with state and federal laws
- readers of our publications, including library and records management professionals and the general public
- visitors to the Lorenzo de Zavala Building and its exhibits, as well as visitors to our Sam Houston Regional Library and Research Center in Liberty, Texas
- researchers who use public and academic library statistics collected and compiled by TSLAC
- staff of Texas libraries who use the materials in our Library Science Collection to further their professional development
- library professionals who use our job-listing service.

Our services indirectly benefit:

- all Texans, whose right to access government is defended and preserved by the activities of our information services and government records management and preservation programs
- students and teachers in schools where libraries are improved through our standards for school library programs
- children and families who participate in our annual Texas Reading Club
- persons receiving materials distributed through our statewide interlibrary loan network
- citizens serving on library system advisory councils whose activities are administered by TSLAC and through the Library Systems Act
- historically underutilized businesses with which we do business.

Our rule-making authority affects:

- state agencies and state-supported or state-sponsored institutions subject to the requirements of the Texas State Publications Depository Law
- state and local government agencies subject to Texas government records management laws and our administrative rules adopted under authority of those laws
- public libraries subject to commission rules, such as those for administering the Library Systems Act, library accreditation and library grants.
- institutions of higher education, public libraries, and libraries of clinical medicine participating in the TexShare library resource sharing consortium
- school districts and school librarians who improve school library programs through TSLAC's school library standards.

D. OUR MAIN FUNCTIONS

In *The Functions and Roles of State Library Agencies* published in 2000 by the American Library Association, library consultants Ethel Himmel and Bill Wilson describe nine roles that state library agencies can play. These roles grew out of Himmel and Wilson's in-depth analysis of data collected from the 50 state library agencies on collections, services, and functions. The roles are intended as tools to help state library agencies categorize and effectively articulate the vast array of activities in which they engage and support. Further, the roles provide a framework for a state library agency to make choices and set priorities.

In 2002, an agency strategic planning task force revised the nine roles, reshaping them to more accurately reflect the functions of the Texas State Library and Archives Commission, and added a tenth role, that of "Preserver." These roles still form the foundation of our strategic planning.

OUR ROLES IN STATE GOVERNMENT

Advocator – We actively promote the essential place of libraries and archives in our society. We champion the need for effective government records management. We encourage state and federal legislation that will improve these vital services.

Advisor – Through our expert staff, we provide guidance to libraries, government agencies, and the public on a broad range of topics including children's and youth library services, library technology, grant writing, the management of government records, and the needs of special populations. Our staff also provides research guidance regarding archival collections of interest to historians, genealogists, lawyers, and members of the press.

Provider – We provide direct services to libraries, government agencies, and the public through online databases, reference services, interlibrary loan, grants and reading aids to those in our client population with special needs. We also provide records storage and document imaging services to government agencies.

Preserver – We acquire, arrange, maintain, and protect the historically valuable records of state government for public use and assist local governments in preserving their documentary heritage through training in records management.

Data Collector/Evaluator – We collect statistical information from libraries, government agencies, and others we serve, as well as compile, analyze, and report back the data on a regular or requested basis to the legislature, our client populations, and others. We also collect data and use it to evaluate the effectiveness of our programs and services.

Enforcer – We monitor and enforce federal and state statutory and regulatory requirements related to the management of library services, archives, and records.

Leader – We promote library, archival, and records management services by encouraging libraries and government agencies to implement programs and methods that improve their accountability, efficiency, and effectiveness.

Facilitator – We encourage cooperation and linkages between and among different types of libraries and archives, among governments at all levels, and between other members of our public and ourselves. These interconnections, through electronic networks, advisory committees, supportive organizations, and personal relationships, are invaluable to our mission.

Educator – We provide continuing education opportunities to members of the records management, library, and archival communities in order for them to carry out their respective duties and roles more effectively. We train customers directly in the efficient and effective use of print and electronic information resources.

Innovator – We continually seek new methods to demonstrate, inspire, and sponsor fresh ideas and innovative leadership in our constituent communities.

E. PUBLIC PERCEPTION

The Texas State Library and Archives Commission is a complex agency with a wide variety of services. As a result, knowledge of our agency varies according to the nature of the services accessed.

Studies have historically shown that the general public regards libraries highly and believes that communities are enhanced by their presence. We believe that the public's good will toward libraries positively influences the public's view of the Texas State Library and Archives Commission and our services.

The public's direct knowledge of us and our programs is impeded by the indirect nature of many of our services. For example, our State and Local Records Management division provides consulting services and continuing education opportunities for state and local government records management officers to help them manage their records more effectively. Our services to these government employees translate into efficiencies that save time and tax dollars. However, the general public—the ultimate beneficiary—is rarely aware that these services exist. They are even less aware of who provides them.

We value and strive to maintain a straightforward, positive image among the public. Therefore, we identify and promote our programs within the context of a single agency with specific goals. Operating under the motto, "Making information work for all Texans," our service programs work together to make the statement a reality. Additionally, we have implemented uniform standards for agency publications, an agency-wide information packet, and hosting of agency-sponsored booths at major constituent conferences (such as the Texas Library Association and the Texas Municipal League). These efforts further provide a consistent, single message that emphasizes the entire spectrum of our duties and services to our customers. Our Web site, organized from the customer's perspective by topic rather than by organizational structure, is another example of our efforts to project an integrated image.

ORGANIZATION OF OUR AGENCY

A. SIZE AND COMPOSITION OF OUR WORKFORCE

The Texas State Library and Archives Commission is authorized 192 full-time equivalent (FTE) positions, a reduction of 14.3 FTEs from the prior biennium. We currently employ one exempt, 161 full-time classified, and 25 part-time classified staff. As of February 29, 2008, our diverse workforce was made up of the following: 73.8 percent white, 19.25 percent Hispanic, 5.88 percent African-American, and 1.07 percent Asian. Women comprise 51 percent of our workforce. More complete information on the agency's workforce may be found in Appendix E, Workforce Plan.

B. OUR ORGANIZATIONAL STRUCTURE AND PROCESS

We value our employees as individuals and rely on their collective skills and talents to meet our goals. While style varies from manager to manager, the overall structure supports a two-way communication flow, and focuses efforts on creative work solutions that benefit our customers as well as staff.

Since January 1, 2004, a seven-member commission has led the agency. The governor appoints commissioners to six-year terms. The director and librarian is hired by the commission, and is responsible for agency-wide policy development and dissemination; however, staff input is both valued and invited to ensure informed decision-making and policy formulation and evaluation.

We have seven program divisions: Archives and Information Services, Information Resources Technologies, Library Development, Library Resource Sharing, State and Local Records Management, Talking Book Program, and Administrative Services. An Administrative Team, composed of the director and librarian, the assistant state librarian, the seven division directors, and the communications officer, meets weekly to discuss agency issues, share information, and advise the director and librarian.

C. OUR LOCATION AND THE IMPACT OF GEOGRAPHY ON OUR OPERATIONS

Our agency headquarters in the Lorenzo de Zavala State Archives and Library Building, located within the Capitol Complex at 1201 Brazos Street, in Austin. The State Records Center and Talking Book Program annex are at 4400 Shoal Creek Boulevard, in Austin. The Sam Houston Regional Library and Research Center is located at 650 FM 1011 in Liberty. A fourth location, at 1101 Camino La Costa in Austin, will be added during the summer of 2008 to provide swing space for staff displaced by the renovation of the Lorenzo de Zavala State Archives and Library Building.

Agency programs will be effectively operating from the four separate locations. Locations and functions at the satellite facilities are complementary; however, the physical restrictions of this arrangement require the program divisions to address challenges specific to managing staff in multiple locations. Effective communication among facilities is a high priority, and employees in each facility use a variety of methods to communicate including e-mail and "Angelina," the agency's intranet.

We work closely with federal agencies to implement programs, and key staff must travel annually to Washington, D.C., to attend training sessions and meetings related to their areas of administration.

Our federal partners are the National Library Service for the Blind and Physically Handicapped (working with the Talking Book Program), the Institute of Museum and Library Services (working with the other federal programs in the agency), and the Federal Emergency Management Agency (working with State and Local Records Management on disaster preparedness and recovery).

D. LOCATION OF OUR SERVICE POPULATIONS

Our service populations are diverse. We carefully plan and allocate resources in order to meet customer needs spread over a widely dispersed area. To increase efficiency and effectiveness of our programs, and to reach the widest audience and largest number of customers, we strive to partner as often as possible with regional organizations and networks such as the ten regional public library systems and the Texas Library Association districts in delivering continuing education and training. The agency's trainers and consultants provide continuing education activities regionally to meet local needs more directly. The agency also delivers records management workshops for local governments on a regional basis throughout the state. We also support a network of regional document depositories and libraries that are part of a regional state publications network in order to meet the demands of a geographically diverse state.

With the geographic expanse of Texas, we are not always able to deliver education to librarians and library staff in a traditional face-to-face setting. To address this challenge, we regularly seek out ways to deliver continuing education through distance learning techniques. In 2007, we sponsored 421 workshops which were conducted through videoconferencing, web-based courses, or teleconferencing. Over 4500 librarians and library staff around the state were able to attend training as a result. Additionally, we contract with other providers such as the University of North Texas to provide additional on-demand opportunities.

As prescribed by the legislature, we place special emphasis on the Texas-Louisiana and Texas-Mexico border regions. Of the ten regional library systems in the state that we fund, five serve counties located in those targeted border regions. In FY2007, we awarded \$4,840,422 in system grants to those five systems, and an additional \$314,694 for Technical Assistance Negotiated Grants to help libraries in those regions better use and maintain their computer technology. In SFY 2006-2008, we awarded \$6,449 in Texas Reads discretionary grants to three libraries serving communities in the border regions. Texas Reads grants provide funds for programs to promote literacy and reading in communities. In FY2007, we awarded over \$140,000 in Loan Star Libraries grant funding to libraries serving communities in both the Texas-Mexico and Texas-Louisiana border regions.

In FY2070, we awarded interlibrary loan grants of \$1,380,565 to libraries in the border regions to facilitate resource sharing.

During the 80th Legislature in 2007, our agency underwent Sunset review. Among the provisions that came out of the process was a requirement for the agency to fund competitive grants. In FY2009, we anticipate funding five grant programs with approximately \$624,000 from our federal agency, IMLS. Those programs are Special Projects, Library Cooperation, System Competitive, TexTreasures, and Texas Reads (IMLS funds will supplement the license plate revenue).

Spanish-language interfaces for our major licensed statewide database resources are available to libraries throughout Texas, and six TexShare databases contain significant Spanish-language content. We provide two Spanish-language encyclopedias (at the elementary and secondary levels)

to over 4.4 million students in Texas public schools. The Texas Heritage Online tool for access to Texas heritage materials includes 108,874 items from border areas.

Nearly a quarter of all Talking Book patrons live in the 61 counties that make up the Texas-Mexico and the Texas-Louisiana border regions. As of Apr. 2008, 2,877 individuals and institutions are registered for services in the Texas-Mexico border counties, as are 897 individuals and institutions within the Texas-Louisiana border counties. These registrants represent 17 percent and five percent, respectively, of all patrons registered in our Talking Book Program.

In FY2006, 421 public libraries and branches took advantage of an grant from the Bill & Melinda Gates Foundation to upgrade their existing public access computers and in some instances put in complete computer labs. This equipment has helped the libraries' communities stay current and expand Texans' access to information. Another focus of the Gates Foundation is outreach to Spanish-speaking populations. During FY2008 we are implementing the Gates "Reaching our Spanish-Speaking Audience - ROSA" grant. This has provided 28 workshops reaching 554 librarians and library staff across the state.

The commission also provides other training and educational opportunities to our customers throughout the state. In FY2005, our State and Local Records Management and Library Development divisions conducted 628 workshops for 11,630 participants around the state; 241 of the workshops (38 percent of total workshops) were delivered in the targeted border regions to 3374 attendees (29 percent of total participants).

In Nov. 2005, the Summerlee Foundation in Dallas, Texas, awarded the commission a \$20,000 training grant for use by the Texas Historical Records Advisory Board (THRAB). During 2006 and 2007, THRAB will use those funds to offer basic preservation workshops focusing on three different topics at sixteen sites around the state.

E. OUR HUMAN RESOURCES STRENGTHS AND WEAKNESSES

Our employees are educated and highly motivated. We are authorized 192 FTEs. Eighty-seven of our positions are categorized as "professional" by the Department of Labor. Of these, 27 require an advanced degree, with the other 60 professional positions requiring either a bachelor's degree or some college coursework combined with experience.

We have historically had difficulty in replacing employees in key professional positions with staff who have equivalent training and/or experience. It is also time-consuming to fill vacancies. During FY 2007, it took an average of 108 days to fill our vacant professional positions with external candidates, with an average of 69 days to fill all positions posted externally. One of our positions has been vacant for more than 388 days.

Our salaries are not competitive with the private sector or even with other state agencies. Given the level of education and experience required for many of our positions, low salaries will continue to impede our efforts to recruit and retain a qualified and diverse workforce in management and professional positions. The Texas Library Association recommends a minimum salary of \$37,000 for a new full-time professional librarian; our entry-level professional librarian salary is \$30,202 under the State Classification System. This is after a reallocation of salaries in the Librarian, Archivist, and Historian classifications that raised the entry-level salary for these positions effective FY2006.

The Electronic Classification System (E-Class) maintained by the State Auditor's Office indicates that only 7.7 percent of our agency's salaries are above the midpoint in the salary range, leaving

92.3 percent below the midpoint. Our agency would require an additional \$739,932 in appropriation in FY 2009 to get 100 percent of our staff to the midpoint

We experienced a turnover rate of 17.2 percent in FY 2007, which is 2 percent lower than the statewide turnover rate of 19.2 percent during the same period. This is down significantly from an agency high of 29.3 percent in FY2001. There were 35 separations in FY 2007 based on an average annual employment of 203.25 full-time equivalent positions (FTEs). The majority of the separations were in professional (25) and para-professional (9) positions.

Our training program is principally work-related, with a focus on increasing competence and performance in current positions. As funds are available, we also focus on building capacity in staff to handle new challenges, such as additional responsibilities, technological or legal requirements, and prospective duties based on available career ladders.

Staff whose specialized training is underwritten are required to share new skills and information with peers and customers upon completion of the training. Staff are also encouraged to write articles for agency newsletters, speak at conferences, and conduct follow-up training sessions in-house for others whose positions require similar skills.

Training and staff development needs are generally determined at the division level. Staff training needs vary among the programs, and financial resources have been reduced over the past several years; therefore, agency managers work with staff to set priorities for training. Division directors collaborate across program divisions to maximize limited training resources and opportunities. The Human Resources Office also conducts new employee training and periodic training for supervisors in agency policies and federal and state laws pertaining to the workplace.

Work time and cost reimbursement are available to agency staff attending professional development conferences and meetings, as resources allow. Professional development greatly benefits both customers and the agency. In order to fulfill our role as Educator, staff responsible for providing consulting and training to our customers must keep abreast of trends and issues, best practices, and innovative technologies and service delivery approaches. Networking with colleagues in other state library agencies around the country is crucial to maintaining our role as Leader.

F. OUR CAPITAL ASSETS AND LIABILITIES

We maintain the official archives for the State of Texas. The State Archives collection documents the history and workings of Texas government and constitutes an irreplaceable asset for the State. It is a unique collection of official, historically significant government records, as well as private papers, maps, photographs, and other priceless Texas treasures that comprise the essential evidence of the history of Texas. The collection of artifacts maintained at the de Zavala facility includes unique items such as actual battle flags and original oil paintings. The value of these artifacts is estimated at over \$2.7 million, which represents values at time of donation rather than current fair market value. This value does not include the 60,000 cubic feet of Texas archival documents managed by the commission. These documents comprise the bulk of the collection, and their volume would be the equivalent of approximately 7,500 standard five-drawer, letter size file cabinets.

We also house and manage a collection of more than 1.5 million federal government documents, which includes more than 3,000 federal government CD-ROMs, and some 250,000 state government publications. We have collected and maintained federal documents since 1895, when the U.S. and Texas governments agreed to exchange government documents. Our physical book

collections comprise almost 116,000 volumes. Books and microforms purchased by the State Library have a current value of almost \$3.9 million.

The agency owns real property in Austin and Liberty. We own four tracts of land totaling approximately 145 acres at an estimated value of over \$2.2 million. We deliver services from a commercial facility in Austin and one facility in Liberty, and own an additional five historical structures in Liberty.

The facility at 4400 Shoal Creek Boulevard, known as the State Records Center, sits on just over 16 acres of land, and jointly houses the State and Local Records Management Division and the circulation department of our Talking Book Program. The State Records Center has a capacity to store 390,000 cubic feet of state agency hard-copy records. Three vaults for the storage of electronic and microfilm records provide an additional 395,000 cubic feet of storage capacity for non-paper records.

The State and Local Records Management division produces, stores, and maintains about 35,000 microfilm reels containing census records, tax records, and Texas newspapers, with an estimated replacement cost of almost \$1 million. The Talking Book Program (TBP) maintains a collection of books and magazines in various media, including cassette, large print, and Braille. In addition, TBP is a machine-lending agency for the National Library Service, which provides playback specialized equipment and adaptive technology devices for patrons with visual, physical, or learning disabilities. The Talking Book collections of books and machines are valued at \$ 15.85 million.

The Sam Houston Regional Library and Research Center in Liberty is the official regional historical resource depository for ten counties in Southeast Texas. It was constructed during 1976-77 on 127 acres of land given to the agency by former Governor Price Daniel, Sr. and his wife Jean. In its museum, the Center features exhibits on a variety of Southeast Texas topics. The artifact collection maintained at the Sam Houston facility is valued at over \$1 million. The complex includes the following four historical structures, which have been restored and furnished with period artifacts and are available to the public for tours:

- The Gillard-Duncan House, built in 1848, showcases furnishings of five generations, including an early Texas schoolroom.
- The Norman House, circa 1883, depicts the periods of three families that owned the home.
- The 1898 St. Stephen's Episcopal Church was recently restored and serves as a visitor orientation center and meeting room.
- The Price Daniel House is patterned after the original 1856 plans for the Texas Governor's Mansion and displays mementos of the public life of Governor and Mrs. Price Daniel.

In addition, the commission owns the Miriam Partlow house and 1.4 acres of land located in downtown Liberty. The fully furnished house, completed in 1860, is managed and maintained by the Libertad Chapter of the Daughters of the American Revolution under the terms of a contractual agreement between the agency and the DAR Chapter.

In addition to the collection of physical materials, the commission acquires electronic information resources (databases, documents, and publications) from other state agencies and delivers them to the public. Keeping ahead of the recent explosion of information in all formats, we have built and enhanced the TRAIL program to collect, organize, and deliver over 74,000 electronic publications. We also have initiated a program to provide for the preservation of and access to historic state

government publications in electronic format and have made more than 48,500 images of Republic of Texas records available online. Providing reliable electronic information services through the Internet requires continual capital investments in computer and telecommunications equipment.

G. OUR USE OF HISTORICALLY UNDERUTILIZED BUSINESSES

The commission purchases goods and services from historically underutilized businesses (HUBs) whenever possible. We have traditionally exceeded the statewide average performance for the special trade and commodities categories. In FY2007, our commodity purchases with HUBs were 43.8 percent of our total expenditures in that category, which is more than twice the statewide average performance of 17.2 percent. The Texas Facilities Commission (TFC) assumed the facilities maintenance responsibilities for our Shoal Creek operations in September 2004, so those expenditures are now reported as other services by our agency and we receive no HUB credit for any expenditure incurred by TFC for use of HUBs in this category.

We have consistently increased our overall HUB performance since FY2001 when our overall agency performance was 1.84 percent. Our overall performance for FY 2007 was 3.98 percent. Despite steady improvements, our ability to significantly increase our overall performance is restricted by two major challenges.

First, contractors must have special expertise in the library field to meet many of our programmatic needs. While we frequently enter into professional service contracts with women and minorities, these vendors are reluctant to complete the paperwork required to become state-certified as HUBs, despite staff encouragement. Our staff continues to provide assistance to vendors who choose to seek certification.

The area of “other services” procurements presents a second challenge. A large portion of our procurements is proprietary in nature, such as library services provided by Amigos Services. This category also includes procurements of sole source electronic subscriptions, books, and database access. During FY 2007, these sole source procurements represented 90 percent of the total agency expenditures in this category.

We remain committed to doing business with HUB vendors for non-proprietary goods and services. To further increase procurements from HUBs, our purchasers participate in Economic Opportunity Forums sponsored by the Building and Procurement Commission in the central Texas area. The forums provide an opportunity for HUB vendors to become more familiar with our procurement needs.

H. KEY EVENTS, AREAS OF CHANGE, AND THEIR IMPACT

KEY MANAGEMENT STAFF

Four of the nine members of our administrative management team are return-to-work retirees and three more will be eligible to retire within the next four years. Agency-wide, 18 staff are return-to-work retirees and 57 additional staff will be eligible to retire within the next five years. Many of these are in key professional positions. The future challenge for our agency will be to employ effective methods of knowledge transfer that will preserve much of the wealth of experience that employees of long-standing possess. This may include mentoring, job shadowing, cross training, and other methods of ensuring that we do not suffer from “brain drain” when retirements occur.

RESPONSIBILITIES REGARDING K-12 PUBLIC SCHOOL LIBRARIES

In FY2004 support for the Texas Library Connection (TLC), a service of the Texas Education Agency providing K-12 school libraries with access to electronic resources and to union lists of statewide library holdings, was discontinued. In response to the needs of the public school library community for affordable electronic resources, the 79th Legislature passed SB483, allowing public school libraries to participate in group purchasing agreements of the TexShare consortium. In order to assure that all K-12 students in public schools throughout the state could access these electronic resources, the 80th Legislature provided funding for the database program through Rider 88 to the Texas Education Agency's budget. The rider specified that administration of the program continue at TSLAC through interagency collaboration. TexShare staffing has remained constant despite membership growth that quadrupled the size of the consortium (now serving over 700 public libraries, academic libraries, and libraries of clinical medicine). With the addition of public school libraries to our constituency, the Library Resource Sharing division has experienced an additional tenfold increase in the number of libraries served. No additional staff was provided to accommodate this increase. Much of the work of providing limited services to public school libraries has been addressed through outsourcing; however, accommodating future growth while maintaining high standards of service is a major challenge for us.

In addition to the continuation and expansion of the K-12 database program, the 80th Legislature tasked TSLAC and TEA with two studies:

- (1) Identify the needs of Texas public school libraries and determine the governmental agency (TSLAC and/or TEA) best suited to address those needs. While this study is still in process, preliminary results indicate that making standards for school libraries mandatory and adding a strong enforcement element will be major areas for further study and action. Preliminary results also show that public school libraries, as integral parts of the teaching and learning process, need to be part of TEA's oversight. At the same time, school librarians have found that TSLAC's organizational structure has enabled timely and responsive action in addressing the needs of school libraries.
- (2) Explore the feasibility of an after-school, online tutoring service for Texas students. TSLAC and TEA are in process of setting up a pilot tutoring program among a representative group of public and school libraries. The results of this pilot will indicate a course of action to be implemented statewide over the next five years and will impact our agencies' staffing and budget.

TEXAS HERITAGE DIGITIZATION INITIATIVE (THDI)

In response to the recommendations of the Sunset Commission and in recognition of the need for centralized coordination of digitization of valuable cultural heritage resources of the state's libraries, archives, museums, and other institutions, the 80th Legislature gave TSLAC administrative responsibility to provide Internet access to digitized cultural resources. The Texas State Library and Archives Commission has completed a grant project to bring Texas history and culture to the desktop. With its eleven grant partners, TSLAC has provided enhanced access to over 1.2 million cultural heritage resources. A new grant project, Connecting to Collections, was awarded to TSLAC and its five partners to run March 1, 2008 through February 28, 2010. To address the need for staff knowledgeable in the areas of shared metadata and interoperable technology, we are hoping to be awarded an additional grant for \$518,000.

TECHNOLOGY PROGRAMS

The Universal Service Fund (commonly called E-Rate) under the Federal Communications Commission requires that we approve technology plans for public libraries that apply for the E-Rate federal technology and telecommunications discounts. The approval process requires staff time and resources for training local librarians, providing technical assistance, and reviewing plans. In Funding Year 2007, \$3,125,575.93 was committed to Texas libraries for E-rate reimbursements. Client groups reap benefits from other technology programs, such as grants from the Bill & Melinda Gates Foundation, but usually not without the extensive participation of our staff.

The 79th Texas Legislature passed HB1516 mandating the consolidation of data centers across state agencies. The State Library is one of twenty-seven state agencies that will receive technology services through this new data center. While the goal of consolidation is to improve cost efficiency for the state as an enterprise, the devil in the details may be that some individual agencies may actually see an increase in what they pay for services comparable to what they have now. There is also concern that the loss of direct control over our technology resources may translate into slower response times from a remote data center than what our patrons and business partners have come to expect from us. There are too many unknowns at this time to accurately gauge the final impact of the consolidation on the library's ability to deliver services to its patrons. We expect to develop a productive partnership with DIR and the service provider selected to manage the data center.

FISCAL ASPECTS

A. SIZE OF OUR BUDGET (TRENDS IN EXPENDITURES)

EXPENDITURES/BUDGET FY 2007 - FY 2009

STRATEGY	FY2007 Expenditures	FY2008 Budget	FY2009 Budget (Est.)	FY '07 – '09 PERCENT Increase/ Decrease
Library Resource Sharing Services	\$ 9,511,767	\$12,162,889	\$12,298,213	29%
Aid to Local Libraries	11,618,239	12,911,434	12,856,935	11%
Disabled Services	1,791,416	1,788,616	1,840,371	3%
Provide Access to Information and Archives	1,456,887	1,458,712	1,458,713	<1%
Manage State/Local Records	2,517,257	2,165,028	2,088,618	-17%
Indirect (Admin & IRT)	2,034,411	2,117,329	2,163,112	6%
TOTALS	\$ 28,929,977	\$32,604,008	\$32,705,962	13%

METHOD OF FINANCE

General Revenue*	\$ 13,557,772	\$17,286,217	\$17,381,253	28%
Federal Funds	10,401,697	11,223,301	11,419,301	10%
GR-Dedicated*	2,886,875	13,000	6,000	-100%
Appropriated Receipts	459,477	267,000	168,000	-63%
Interagency Contracts	1,513,526	3,814,490	3,731,408	147%
Earned Federal Funds*	110,630	0	0	-100%
TOTALS	\$28,929,977	\$32,604,008	\$32,705,962	13%

*FY 2007 includes \$2,880,875 in GR-Dedicated and \$110,630 in Earned Federal Funds, which are funded with General Revenue funds in FY 2008 and FY 2009.

B. METHOD OF FINANCE

General Revenue funds are the primary source of funds for our agency, comprising 53 percent of our total budgets for FY2008 and FY2009. Federal funds also are an important component of our revenue, at almost 35 percent during this biennium. A large portion of the federal funds are re-granted to regional library systems to improve local public library services; a significant portion of our General Revenue appropriation is used to meet a mandatory state match for these funds.

Federal grant funds have enabled the agency to enhance services related to Texas heritage collections in the state. The Institute of Library and Museum Services awarded TSLAC a National Leadership grant in the “Building Digital Resources” category in 2005 and a National Leadership grant in the “Connecting to Collections” program in 2008, bringing a total of \$280,249 to the agency for these two programs. We have applied for a “Laura Bush 21st Century Librarian” grant and hope for additional grant funding in the upcoming biennium.

Another large part of our budget comes from Interagency Contracts (IAC), which primarily reflect the fees generated by the State and Local Records Management division for the current biennium.

C. PER CAPITA AND OTHER STATES’ COMPARISONS

The state contributes a small share to the funding of public libraries. In FY2005, Texas contributed \$0.12 per capita for state aid to public libraries, while the national average for state contributions was \$3.26 per capita. Texas ranked 43rd among the states reporting. In FY2006, local funding for public libraries in Texas was about 99 percent of the total funding, while state and federal funds made up the remaining 1 percent of funding for public libraries. In FY2005, Texas ranked 47th of 50 states and the District of Columbia on total per capita operating expenditures for public libraries.

Based on FY2005 funding and 2005- state population estimates, the Talking Book Program for Texans with disabilities again ranks near the bottom in per capita spending out of the ten most populous states with similar programs. Texas ranks second both in overall population and in population eligible for talking book services, but the state spends only \$5.35 per eligible client. Among the remaining most populous states, California, Illinois, Florida, Ohio, and Pennsylvania spend \$10.00 or more per eligible client. As to the four states that surround Texas, Oklahoma spends \$11.36 per eligible client, and Arkansas spends \$8.62. (Reports for Louisiana and New Mexico are not available.) Even Mississippi, generally regarded as one of the worst states for per capita outlay, spends \$10.71 per eligible talking book client.

D. BUDGETARY LIMITATIONS (APPROPRIATION RIDERS)

Our imaging and records storage activities are funded entirely through revenues generated by providing services to state agencies and local governments. The commission successfully operates these activities as business enterprises, but access to a cash flow contingency account is necessary should unanticipated major expenditures be required early in a fiscal year. Since the 1996-1997 biennium, the commission has had authority to carry-forward unexpended revenue balances from the first to the second year of a biennium. We believe that such authority is not necessary from the last year of a biennium to the first year of the next provided that we are permitted to borrow funds if needed and that there is no reduction in the current level of general revenue funding for our State and Local Records Management division.

Current Rider #6 (H.B. 1, 80th Legislature, 2007), should be re-authorized to read:

Cash Flow Contingency. Contingent upon reimbursements from state agencies and other governmental and private entities for imaging and records storage, the agency may temporarily utilize general revenue funds, not to exceed \$200,000. These funds shall be utilized only for the purpose of temporary cash flow needs. The transfer and reimbursement of funds shall be under procedures established by the Comptroller of Public Accounts to ensure all borrowed funds are reimbursed to the Treasury on or before Aug. 31, 2011.

Our TexShare database program is funded, in part, through collection of fees from participating member libraries. In order ensure adequate cash flow from fee collection to payment for services, we must be able to apply monies collected at the close of one fiscal year to payments due the next fiscal year.

Current Rider #5 (H.B. 1, 80th Legislature, 2007), should be re-authorized to read:

Appropriation of Receipts and Unexpended Balances of TexShare Membership Fees and Reimbursements. The Library and Archives Commission is hereby authorized to collect fees from the members of the TexShare Library Resource Sharing consortium (estimated to be \$2,000 each fiscal year and included above in Strategy A.1.1, Library Resource Sharing Services) from revenue generated from the fiscal year beginning September 1, 2009, as authorized by Government Code sec.441.224 for costs associated with the TexShare program.

Any unexpended balances on hand as of August 31, 2009(estimated to be \$0) in amounts collected from TexShare members for TexShare services or programs are hereby appropriated for the same purpose for the biennium beginning September 1, 2009; any unexpended balances on hand as of August 31, 2010, are hereby appropriated for the same purpose for the fiscal year beginning September 1, 2010.

The legislature assigned the TexShare database budget to the agency's capital budget for the biennium beginning Sept. 1, 2002. Expenditures for TexShare databases purchase access to information, but do not result in ownership of items as normally associated with capital purchases. Prior to Sept. 1, 2002, the budget for this service was not considered part of our capital budget. This portion of the Library Resource Sharing appropriation (Strategy A1.1) needs to be reassigned to the general budget in order to properly reflect the nature of these purchases.

E. DEGREE TO WHICH OUR BUDGET MEETS CURRENT AND FUTURE NEEDS AND EXPECTATIONS

Current budget levels and staffing authorizations cannot sustain our services for a growing customer base. More funding and staffing are needed to acquire, appraise, prepare for research, and store state and local government records. Our current budget does not enable us to meet customer-expressed needs for new and expanded services, especially for greatly increased access to digital copies of original archival and library resources.

Through attrition, the percentage of Talking Book clients we serve is expected to decline because funding and staffing levels are not keeping pace with the growth in potential customers. Public awareness activities have taken Talking Book Program staff into different areas of the state, but limited staffing and funding hampers staff efforts to reach large areas of the state, particularly rural areas where services may be most needed because libraries and bookstores are not available.

We face challenges in adequately compensating staff and providing special compensation incentives for high achievement. According to the most recent Survey of Organizational Excellence, staff continues to rate the construct of Fair Pay as the lowest of the twenty constructs measured in the survey. This low score reflects staff perceptions that our agency does not compare favorably to other organizations in the area of compensation. Staff perceptions of fair pay influence their feelings of satisfaction or discontent.

As we identify newer technologies to preserve documents and information and make them available to the public, our budget available for support of these technologies is inadequate. It is critical to achieve and maintain a high level of customer service, and failure to use these technologies proactively and effectively jeopardizes the fulfillment of our mission. Our ability to support the new technologies depends on our internal information resources and telecommunications capabilities, as well as our physical facility. This infrastructure must be maintained and enhanced to keep pace with the emergence of Web and imaging technologies that enhance document storage and preservation and information access. The wiring in the Lorenzo de Zavala State Archives and Library Building must be upgraded, and the computer center requires a reliable emergency cooling system. Renovation of the Zavala building will address these needs.

The Circulation facility of the Talking Book Program has many structural problems. The condition of the facility's service elevator is of critical concern. Currently, this elevator has restrictions on its use. Staff must take extra care in how much weight is loaded onto the elevator and how that weight is distributed within the car. No passengers are allowed on the elevator at any time. The roof at this facility has many leaks and needs to be repaired or replaced soon. Because of the constant leaking, operations are disrupted as staff is forced to move materials and equipment to prevent damage every time there is heavy rain.

Training for technical staff is essential to prepare the agency for technical migrations and the integration of new technologies with existing services. To maintain use of and effective management of our videoconferencing network requires ongoing maintenance, technical training and equipment upgrades. The delivery of Web-based information services places a strain on existing funding and requires staff with a higher technical skill level than was needed previously. We allocate scarce resources to the process of building capacity in information technology staff and program administrators so that they can make effective use of new technologies. All of these activities have budgetary implications.

In this information-driven society, quick and speedy access to information is increasingly important. Our TexShare database program provides such access to Texas library users throughout the state. This service and its providers are challenged to keep up with the expressed needs of a growing constituency for up-to-date, reliable information under the current budget.

TSLAC has optimized grant funding to initiate two services, the Library of Texas resource discovery tool (released February 2004) and the Texas Heritage Online gateway to the cultural heritage resources of Texas libraries and museums (released July 2008). In order for these tools to remain responsive to the expectations of Texas students and researchers, we need to continue to invest in staff, software, and hardware needed to provide effective information discovery tools. Additionally, the technologies running these tools require regular upgrades. Long-term, sustainable funding must be committed to keeping these tools relevant.

TSLAC coordinates statewide interlibrary loan and courier delivery services to provide library materials to Texans who need them. These services help to overcome geographic and economic challenges to delivering informational and recreational library resources to library users. As technology has made discovery of resources easier, the demand for resource access has skyrocketed. In the summer and fall of 2007, we implemented a third-party consultant study of our statewide interlibrary loan program, TexNet. The study found that "the TexNet Center service as currently designed is operating with reasonable level of automation and workflow efficiencies and that little opportunity for significant cost savings exists within the current structure" and that "if the current funding restrictions in Texas persist (i.e. no significant increase in LSTA [federal]

funding and no increased funding support from the state legislature) while at the same time the volume of interlibrary loan requests continues to increase each year, TSLAC will be unable to continue to support the model which funds interlibrary loan service for a significant number of public libraries in the state.” Over the next five years, we plan to evaluate the study findings, develop and pilot a new structure (or structures) for delivering interlibrary loan services, and make significant progress toward statewide implementation of successful pilot(s). Our agency budget must reflect the funding needed to accomplish this change in service model.

F. AGENCY BENCHMARKS

In FY2006, 7.00 percent of Texans were without library service. In FY2005, 6.82 percent were without library service. The rapid population growth of the state, especially in areas currently unserved by an accredited public library, makes it difficult to improve in this measure. The outcome measure for Objective A.2, "percent of eligible population registered for Talking Book Program services," reflects the lack of state funding for library services and outreach to potential patrons, when compared to other states. A 2004 report of the number of individuals served by the National Library Service program of the Library of Congress shows the percent of eligible population served for the ten largest states.

PERCENT OF ELIGIBLE POPULATION SERVED (FY2004)

Pennsylvania	22%	Illinois	10%
New York	14%	California	10%
Florida	13%	Georgia	9%
Michigan	10%	New Jersey	8%
Ohio	10%	Texas	8%

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

Outcome measure B.1 is "Percent of Customers Satisfied with State Library Reference and Information Services," with a projected goal of 95 percent. No reliable source of benchmark information from a peer group is available for this measure.



SERVICE POPULATION DEMOGRAPHICS AND ECONOMIC VARIABLES

One of the Texas State Library and Archives Commission's primary user groups is the general public, but the commission also provides services to libraries and librarians, to other state agencies and local governments, and to individuals with visual, physical, and learning disabilities that prevent them from reading standard print. Informational needs of these user groups vary widely. The agency balances direct service to its own customers with support for libraries across the state to help them serve their customers better.

Libraries, archives, and records depositories represent the most widespread and authoritative means of providing the broadest spectrum of informational resources. Texas has 561 main public libraries, with 302 branch libraries, as well as over 5,000 school libraries, 218 general academic libraries, and countless specialized libraries, archives, and depositories of records. While each library, whether community or institution based, has its own unique mission, goals, and objectives, it is the responsibility of the Texas State Library and Archives Commission to ensure that the entirety of library, archival, and records collections and services work together to meet the needs of all Texans.

Population growth and patterns of population increases have a major impact on the demand for library resources and for diversity in library services. Since 1990, the Texas population has increased rapidly, with Texas now the second most populous state after California. The state's population is expected to continue to grow steadily, with a total projected population of 26.6 million by the year 2015 and 28.6 million by the year 2020.

According to the U. S. Census Bureau, Texas gained more people than any other state between July 1, 2005, and July 1, 2006 (579,275) (www.census.gov/Press-Release/www/releases/archives/population/007910.html.) Large urban areas have experienced the most rapid growth and the greatest pressure to diversify services to meet disparate needs. The growth of segments of the population will bring increasing pressures to bear on libraries. For example, an estimated 5 million Texans will be over the age of 65 in 2020, and that number will rise dramatically as baby boomers age. Libraries often have insufficient funds to meet specialized needs of aging populations for books, magazines, and other materials in large print and audio formats.

In addition, nearly 10 million Texans will be under the age of 25 by 2020, and libraries will need to focus resources on meeting the special needs of these younger customers. Meanwhile, the Hispanic population in Texas is projected to grow to 11.8 million by 2020. Significant numbers of Hispanics speak and read in Spanish as their primary language, creating a high demand for books, magazines, and other informational materials in Spanish. And while Spanish is the most prominent, other foreign language groups, particularly Asian language groups in the Houston and Dallas areas, have a need for informational resources in those languages. Libraries are a focal point in those communities where large groups of foreign speakers reside, and libraries will need to address community needs for English as a Second Language (ESL) courses, children's programs and collections of books and magazines in a variety of languages. These diverse needs strain local budgets.

While the majority of our state's population is located in urban centers, a significant portion live in rural areas, which pose their own unique set of library service needs. Of the state's 254 counties, 197 (77.6%) are designated as rural, with approximately 3.3 million Texans living in non-metropolitan areas. Many of the rural counties are very large, and the residents are concentrated in small enclaves; one county in West Texas has less than 100 people in a county with 673 square miles. Serving the

informational needs of these residents is challenging. Libraries and bookstores are few and far between, Internet service is frequently less than optimal, and access to broadcast and newspaper services is limited.

The great diversity of the population of Texas generates an associated diversity in literacy levels and availability of technology. Households that earn less than \$40,000 per year are 33% less likely to have Internet access than those earning more than \$40,000. When connected to the Internet, households with lower income levels are unlikely to have broadband access. Only 66% of persons in rural areas have Internet access, compared to 80% in suburban and 76% in urban areas, and they are less likely to have broadband access. As the Internet has become an integral part of our lives, Internet connectivity becomes increasingly important. Public libraries are commonly the only provider of free public Internet access in many communities and as such are challenged to provide high-speed Internet access to the people they serve.

A 2005 Pew report, *Teens and Technology*, is subtitled in a telling way: “Youth are leading the transition to a fully wired and mobile nation.” The report indicated that nine in ten teens are wired, and they are using cell phones and text messaging in significant numbers. While emailing and playing games are still a large part of what teens do online, significant numbers report that they go online to get news or information about current events, information about college or schools, health information, and information about jobs and careers. Young adults and teens are heavy library users. In fact, persons ages 18 – 29 are the heaviest users of libraries when faced with problems about health, jobs, school, etc. Thirty-eight percent of college students have borrowed items or searched for specific items through a library Web site, compared to 20% of the total general public. Sixty-one percent have used library Web sites for general information searches, two times greater than the percentage of total respondents. And, these young library users anticipate their library usage will increase in the years ahead! Future library services must accommodate the hand-held, instant information expectations of these library users.

The Talking Book Program serves 7-8% of the eligible population of Texans who cannot read standard print because of a visual, physical, or reading disability. Over 300,000 Texans are estimated to be eligible for services, but reaching these individuals is very difficult. Many of the customers served by the Talking Book Program are homebound and isolated, elderly, poor, and do not have easy access to computers and the Internet or the skills to use advanced technology. The program relies heavily on “service provider” groups, such as physicians, social workers, librarians, senior citizen service providers, etc., who come in contact with the program’s potential clients. Service providers can provide outlets for the printed information that the program distributes, make referrals to the program, act as certifiers for the applications, and often assist clients in understanding how to use the equipment and recorded books. The Talking Book Program does engage in public outreach and education, but this important work is hampered by lack of staffing to travel around the state, particularly into rural areas, and resources to print and distribute literature.

The Library Resource Sharing (LRS) Division encourages and enables libraries to meet the diverse needs of their users through collaboration and sharing of expertise and resources. Libraries look to LRS for shared electronic resources, a structure for sharing physical resources, and collaborative solutions to their technology challenges. The increasing demand of patrons for electronic delivery of resources and for delivery of information and leisure-time materials to their homes and hand-held devices requires LRS staff to stay abreast of the latest technologies and to use these to develop services for information discovery and delivery that can be used by multiple libraries. Low levels of local funding require that these services be provided at little or no cost to the libraries or their users.

The diversity of the Texas population requires that these be fully accessible to physically challenged Texans and to non-English speakers. While we have worked to develop and nurture effective programs, LRS finds it increasingly difficult to provide up-to-date and responsive services while working within the agency's budget and staffing levels limitations and the time-delayed processes necessitated by a multi-agency, consolidated IT structure.

The State Records Center is also an example of a collaborative solution. Use of this low cost, high-density storage facility enables state agencies to achieve almost \$71 million in cost avoidance. Approximately 9,800 state and local government offices currently use the services of our State and Local Records Management division. Government information is an asset that requires careful management, and there is a constant demand for our records management consulting and training services. State and county agencies and public universities also rely on us to help them determine which of their records have permanent, archival value. The increased use of new information technologies among government offices creates a greater demand for advanced and intensive consultations and training sessions.

The Library Development Division (LD) is responsible for aiding in the development of local libraries through a variety of programs, including regional library systems, technical support, state aid to public libraries, competitive grants, statewide continuing education and consulting, and special projects such as Plinkit (a content management based open source program that helps local public libraries create effective public Web sites) and the summer reading program. Libraries statewide face a wide range of challenges, from rural areas with small and decreasing populations, to urban areas with large and rapidly increasing populations, and increasing diversity in the people they serve in a variety of dimensions, including racial/ethnic diversity, literacy and educational attainment, and economic level. Changes in technology for delivering library services are another challenge and libraries look to LD staff for training, consulting, and leadership in grant programs to meet these challenges. New ways of providing these support services and programs to libraries, such as distance learning technology and Plinkit, are opportunities to extend services to libraries statewide, but require staff resources that are increasingly difficult to extend.



TECHNOLOGICAL DEVELOPMENTS

A. IMPACT OF TECHNOLOGY ON CURRENT OPERATIONS

Technology continues to change the world in which we live in very dramatic ways. This transformation poses major challenges to the Texas State Library and Archives Commission and the services we provide our customers.

Automated and networked applications are essential elements in the delivery of services to our customers. The Internet has opened paths to information worldwide, and we are systematically taking steps to optimize our use of new technologies to serve our customers better.

ACCESS TO INFORMATION

We take advantage of the Internet and Web-based services to provide information to more customers. We provide an increasing number of our documents on our Web site (www.tsl.state.tx.us), such as the Texas Public and Academic Library Statistics, the Texas Reading Club manual, and the Texas Library Jobline. The number of electronic documents received by the Federal Documents Depository continues to increase, and the federal government is making an increasing number of documents available only in electronic format.

Texas documents are also increasingly available online. The Texas Records and Information Locator (TRAIL), which provides one-stop access to electronic state publications (www.tsl.state.tx.us/trail), has moved to a new platform that allows us to keep up with this increase. TRAIL has been enhanced by the addition of an archival capture, indexing, and storage component. TRAIL now routinely and automatically “harvests” agency web sites and saves the online publications for long-term retrieval and historical preservation. TRAIL now searches over 3 million Texas electronic publications in contrast to only 74,000 publications available through TRAIL in FY2006. Copies of the harvested data are stored in multiple places to ensure recovery in case of an emergency or disaster in any one location. Harvested publications are accessible via full-text searching at the TRAIL search page.

Talking Book Program patrons can access and download over 10,000 titles from Web-Braille, an Internet, Web-based service provided by the National Library Service for the Blind and Physically Handicapped (NLS). This service, introduced in 1999, makes available in an electronic format many Braille books and all Braille magazines produced by NLS, as well as titles from the NLS music collections in Braille. Downloadable books are available to Talking Book Program patrons from two sources. The program subscribes to a consortium download service provided through the commercial vendor Overdrive.com; this service provides access to over 2,000 books that may be downloaded to a user’s computer. The NLS also has begun offering a limited download service in which patrons use flash memory on secure digital cards. This service offers approximately 10,000 books and magazines recorded by the NLS and eventually will include most of the NLS’ current catalog of books.

TexShare’s database service currently provides 50 databases to academic libraries, public libraries, and libraries of clinical medicine. The database service offers full-text articles from 11,000 journals, 134,000 primary source documents, and over 28,000 unique e-book titles. TexShare databases are available even in the most remote, rural locations across Texas. This service erases distance barriers and works to level the educational playing field, so all Texans have access to the same resources.

Consolidating buying power at the state level enables us to offer Texans more databases for less money. In FY2007, we were able to offer \$77.4 million worth of online database subscriptions one twelfth of that cost. For every dollar spent, Texas received \$12 return on investment. The Library of Texas (LoT) service enhances this access by providing an interface where Texans can search across TexShare databases and the online library catalogs of Texas libraries with a single, simple search. This year we launched LoT 2.0 – improving the service with relevancy-ranked search results and an automatically generated set of “facets” (suggestions of subject terms or authors that might be used for further searching). Students, consumers, and researchers rely on these services for current, accurate information on health, technology, business, and a host of other topics.

We continue to digitize archival and library resources and host them on our Web site. By the end of FY2008 we will have more than 500,000 digital images of original archival documents available online to researchers. Online exhibits showcase some of the most significant documents from our collections of Texas history and provide historical background and interpretive information. Our goal is to develop at least one new exhibit each year, as well as add images of original documents and add to the existing online searchable databases of the collections of archival state records thereby enabling thousands of teachers, school children, and others to easily find the information they need. However, efforts to add significantly greater numbers of images continue to be hampered by the greater than anticipated costs of providing storage of and access to those images that now reside on servers maintained at the consolidated data center.

Our library staff are exceptional online researchers, which allows us to answer an increasing number of reference questions by referring clients directly to those readily-available electronic resources.

We also organize information by making an electronic catalog of all of our collections available via the web (<http://star.tsl.state.tx.us/uhtbin/webcat>) and via our Web site. The catalog allows the public to know what resources are available from us, and in many cases allows immediate access to those resources that are available electronically.

Using the integrated library system component of the electronic catalog, the Texas State Publications Depository Program compiles a file of bibliographic records for the printed documents in each shipment that is sent to depository libraries throughout the state. Depository libraries have the option to receive, without cost, these batch file records and to upload them into their own electronic catalogs. Doing so enhances local access to state government information. Some depository libraries pay a fee to have their document holdings noted in the consortial catalog of the Online Computer Library Center (OCLC), a computer library research and service organization. By noting their Texas document holdings on OCLC, depository libraries increase access to Texas government information on a national and global level.

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

Our increased Web presence has raised new security, maintenance, and training issues agency-wide. The rapid pace of technological change requires software upgrades and software patches for security and functionality. Our Information Resources Technologies staff stays abreast of trends in security, as new software and services create new possibilities for abuse of the systems. In addition, we coordinate with the technical staff at the consolidated data center to schedule network architecture

upgrades and replace obsolete network equipment to take better advantage of computer technology and telecommunications to deliver our services.

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

EFFICIENCY OF OUR OPERATION

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

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

Operating in a networked environment has significantly increased the range of services and resources that we are able to provide our customers. We, like so many other libraries, have become a twenty-four-hour-a-day access point to information services where users obtain services and resources on *their* terms. In this way, we are using Internet technology to empower our users and accomplish more of our goals.

The automation of services has also created easier reporting procedures for local governments, other constituent groups, and our staff. Public and academic librarians complete and submit their annual reports via the Web. Librarians find the process easier and quicker, and automation decreases mathematical errors. Librarians are also able to download grant applications, guidelines, and forms, and complete reports for the Loan Star Libraries grant online.

We utilize technology to efficiently automate and manage many of our functions, streamlining agency procedures. Staff throughout the Talking Book Program (TBP) relies on its own in-house automated bibliographic, inventory, and circulation system to track the status and location of materials, as well as access patron account information. This system is highly regarded by many within the NLS network and is looked to as a model for development of automated operations in other parts of the network. TBP's randomized shelving, a totally automated means of storage and retrieval of materials, is being recommended to the rest of the network by NLS staff as the best practice for handling new digital materials that will be available to the network in late 2008.

In January 2006, the State Records Center installed a new records tracking system. This system, developed by OmniRim Solutions of Vancouver, Washington, permits using agencies to determine what records they have in storage and to arrange for the pickup and retrieval of records via the Internet. The new system replaces an application developed by the library and used for twelve years.

Our accounting office uses automation technology to accomplish its daily tasks. Files such as voucher and deposit numbering logs, charts of accounts, and electronic copies of reports and their

documentation are shared across the network. Our accounting staff has access to purchasing files, enabling the electronic creation of purchase vouchers from purchase orders and eliminating duplicate data entry. We scan order and voucher documents and store them on the network. This has eliminated the need to provide photocopies of these documents to program divisions for budget tracking purposes.

Our accounting staff enters all budgetary, expenditure, encumbrance, and revenue transactions online directly into the Uniform Statewide Accounting System (USAS) maintained by the Comptroller's Office. As such, we are considered an "internal" agency of the system for reporting and monitoring purposes. USAS is our system of record. Each morning, the previous day's transactions and the daily reports from USAS are copied from the Comptroller's system and imported into the Ad Hoc Reporting System (AHRS) database, our internal accounting database. The AHRS database is used by our division directors and accounting staff to extract financial information at the transaction detail level. Our link to the Comptroller's office is vital. Our technical staff works with the technical staff at the Comptroller's office to insure a secure channel for this information exchange.

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

Our accounting staff uses Internet access to meet legislative reporting requirements by completing online reports for the Legislative Budget Board and the Comptroller's office. Access to the text of state and federal legislation impacting the agency is available via the Internet. Many state agencies, especially the Comptroller's office, distribute information on policy changes and procedures electronically on their Web sites rather than sending hard copies to all agencies. Generally, staff receives an e-mail notification of new procedures, publications, or agency reporting requirements. The Comptroller has also made Web training available to meet the requirements of using USAS.

The agency's business records are among its most important information resources, essential to its operations and services to the public, and are increasingly created and maintained in electronic formats. The records and information management program endeavors to manage that information in a timely, accurate, and cost-effective manner and in compliance with state and federal statutes. The agency uses technology to enhance its services, and the records management program plans to integrate the management of the agency's business processes, documents, files and records through automation to improve the flow of information in the organization. Efforts will be made to identify those processes that can be standardized, automated, or combined to build continuity within the agency. Training programs and information will be developed for staff that will empower them to continuously improve the way they create, index, handle, store, and maintain information.

NEW SERVICES

Technological advances within the commission create new opportunities for services that benefit Texans, state and local governments, and Texas libraries and librarians. The access to services through the Internet on our Web site, as well as e-mail access to our divisions, is a tremendous benefit to our customers. We expect to continue to upgrade and improve our Web site to make it easier to use and navigate.

As more of our customers use electronic mail and the Internet, the number of requests for information and consulting services grows. Web-based registration for workshops has been a welcome service. In addition to online registration, customers automatically receive a confirmation notice.

As Internet and electronic services become more prevalent in the library community, the need for adequate technology training also grows. Our Continuing Education and Consulting (CE/C) Department staff provides training for Texas librarians in the use of library technology, including new trends, TexShare database resources, the Library of Texas, and online resources. This department includes two staff members well versed in various aspects of technology. One consultant helps librarians in the areas of telecommunications, integrated library systems, and Web-based services. The second consultant specifically deals with various distance learning opportunities and technologies.

The CE/C Department provides statewide access to library-related satellite teleconferences. These teleconferences are also available via Webcast, allowing library staff to receive this training directly at their desktops. The department has also implemented interactive Web-based courses developed both in-house and by contract.

Several agency grant programs now utilize the Grants Management System (GMS), a web-based application and financial request/reporting system. For the 2009 fiscal year, the Interlibrary Loan, Systems Operation, the TexTreasures and Technical Assistance Negotiated grant programs will all offer application and financial transactions for grantees through the GMS. Continued development of performance reporting and additional enhancements for information sharing are expected to continue to increase efficiency of the grant application, financial, and reporting processes.

In addition to improving Web-based information and services to our external clients, we also improved our internal Web-based information and communications for our employees by establishing a networked intranet environment. Employees are able to post, maintain, and access policy and procedural information with just a few clicks of a mouse.

Many public libraries do not have Web sites, or have very poor ones. To help public libraries develop a Web presence and the capability of offering online service, we are a partner in the PLINKIT Consortium. This consortium of four states has developed and distributed a library content management system called Plinkit (Public Library Information Kit) that allows local libraries to easily develop a robust Website. We host the Website and provide training and support to the regional systems staff, who in turn help their libraries implement this new service. Within its first year of release, 40 libraries have “gone live” with their new Websites using the Plinkit project.

OUR PARTNERSHIPS

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

The development and growth of commission services, such as TRAIL, increase our liaison and collaboration with other state agencies. TRAIL organizes the wealth of electronic information produced by state agencies and academic institutions and enables users to find information about state government efficiently.

We are also participating as a founding member in the Texas Archival Resources Online (TARO) Project. The project has established an online repository of archival resources for use by every Texan who has access to the Internet. The initial content of the repository will be a database

consisting of collection descriptions, or "finding aids," that the member archives and libraries create to assist users in locating information in their holdings. The archival community has developed a standard method of creating online finding aids and archives, special collections and museums around the world are adopting this standard. This database is maintained on a server at The University of Texas at Austin campus. We have contributed over 588 finding aids to the project. Other participants in the TARO project include 21 other Texas repositories.

The Texas State Library and Archives Commission has joined with libraries, museums, archives, and other institutions statewide to provide online access to cultural heritage resources. The Texas Heritage Digitization Initiative establishes standards and "best practices" for digitization efforts, supports regional multi-institutional repositories for digitized documents, and provides educational context for these materials, and supports an online search application for access to digitized collections. TSLAC and eleven partners have successfully completed the collaborative grant project, "Texas Heritage Digitization Initiative: Bringing Texas History and Culture to the Desktop," making over 1.5 million documents of Texas heritage available to students, researchers, genealogists, and hobbyists via a centralized search.

Presently we extend our Web-based catalog to a limited number of state agencies for them to add their collections. These agencies include the State Law Library, the Texas Commission on Environmental Quality, Comptroller of Public Accounts (Technical Library), and Department of Information Resources. These agencies also use other modules of our library automation system, such as circulation control, serials control, and cataloging. However, due to limited staff resources, and the diversity of the agencies' needs and collections, it is impractical to extend the service beyond the current group of agencies.

The 79th Texas Legislature passed HB1516, which mandates the consolidation of data centers across state agencies. The goal of this consolidation is to provide more efficient service to the citizens of Texas through the agencies' efficient use of technology. In 2007, the State Library became the first state agency to have its servers moved into the consolidated data center. The consolidation has reduced the number of technical staff at the library and has resulted in a new relationship with DIR and the vendor team that manages the new data center. HB1516 will significantly alter the way the library receives technology services. We are working to build a productive partnership with DIR for these services and to use this relationship to help us provide even more and better services to our patrons across the state.

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

B. DEGREE OF AGENCY AUTOMATION AND TELECOMMUNICATIONS

The Texas State Library and Archives Commission supports mission-critical client-server applications and Web-based services on approximately 22 servers and over 200 desktop computers across three physical locations, and a TCP/IP-based Ethernet local area network.. The Lorenzo de Zavala Building is connected to CAPnet and the Internet via a fiber optic line which provides 10 megabits-per-second access. The State Records Center and Talking Book facilities at 4400 Shoal Creek Boulevard, and the Sam Houston Regional Library and Research Center in Liberty are all connected to the Lorenzo de Zavala Building by T-1 lines. The network connection to the new consolidated data center will be a fast gigabit line to help ensure adequate access to the servers that house, secure, and manage the data resources.

We maintain database applications to:

- support the operations and service of the Talking Book Program
- provide detailed financial information required to manage the agency's financial resources
- track the use of collections in the Archives and Information Services Division
- support the management of the agency's internal records management program.
- support the submission and processing of grant applications and related management and performance reporting

We also use the unified state systems provided by the Comptroller, including:

- Uniform State Personnel System for the management of personnel and payroll
- Uniform State Accounting System for accounting and management of funds
- Uniform State Resources/Property Management for inventory control.

Consortium services include the Integrated Library System and the cataloging and Interlibrary Loan service.

We share our Web-based catalog and the other modules of the integrated library system in a consortium arrangement with three other state agency libraries. Because of this arrangement, these state agency libraries are able to use the system for cataloging, retrieving, circulating and reporting on their collections at a very minimal cost. We use Unicorn library system software purchased from and supported by SIRSI, Inc. to provide these services.

Cataloging and Interlibrary Loan services are purchased from OCLC and provide cataloging and other related library services for the agency and state agency partners.

LAN and Internet services include:

- our Website that makes available collections of information from a growing number of libraries, state agencies, and commercial sources, as well as extensive indexes to the holdings in our various collections and value-added data compiled by staff
- the Texas Records and Information Locator service (TRAIL), a commercial application to gather and index the electronic documents of all state agencies that are made available via electronic networks
- distance learning technologies such as Web-based learning modules by the state library staff that facilitate librarian and records management training
- electronic mail and network services
- a document management system to provide more efficient storing and access of documents.
- web hosting of public library websites using Plinkit

C. IMPACT OF ANTICIPATED TECHNOLOGICAL ADVANCES

Over the next five to ten years, all of the current services of the Texas State Library and Archives Commission will increasingly be performed and delivered electronically. These changes will affect not only how the agency does business, but will also affect the agency's client groups, their

environments, and how they do business.

For many organizations, information is a tool, and the shift from paper to electronic information is merely an improvement in their access to the tool. For libraries and archives, whose business is acquiring, organizing, storing, and providing information, the shift from paper to electronic information is both significant and crucial.

ACCESS TO INFORMATION

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

Commercial, state and federal government publishing, and government recordkeeping at all levels, will continue to move to online, network-accessible formats. State agencies have found it challenging to retain archival copies of state government documents that have been issued in electronic format. Pricing and licensing agreements with commercial publishers will remain unstable and difficult to negotiate for a number of years, until authors, publishers, etc., have established procedures and standards for online market behavior.

We lack the technology and sufficiently trained staff to permit us to accept state agencies' electronic archival records. Consequently, we require through administrative rule that electronic state records that have archival value must be maintained by the creating agency, except as otherwise determined by the state archivist, even if the records are no longer of value to the agency. They must be maintained through hardware and software upgrades as authentic evidence of the state's business in an accessible and searchable form. We anticipate, however, that in the future agencies may protest, or ignore, that requirement once they begin having to pay the vendor team that manages the consolidated data center to store and provide access to those archival records. Regrettably, we lack the resources to provide our staff with the necessary education and expertise to train other agency staff in the areas of current and developing standards, available software, and other technological assistance in regard to the long-term maintenance and preservation of archivally valuable electronic records.

The public's familiarity with online resource discovery continues to increase, as does their demand for broader access to library catalogs and a user-friendly way to cross search these catalogs. As public awareness of the rich resources available grows, so also does their demand for quick retrieval of these resources. We must be prepared to provide the technology to answer these demands. Our statewide resource discovery systems, such as the Library of Texas and Texas Heritage Online, must be modified to work with new library catalogs, digital asset management systems, and institutional repository systems that are developed and implemented by Texas institutions. Our use of open source software has allowed us to provide these statewide services at minimal cost. We must continue to pursue these cost efficient alternatives to maintain and upgrade these systems into the future.

The TRAIL service helps researchers locate materials published on state agency web sites. The challenges faced by TRAIL demonstrate the need for the technical and human interfaces to work together and include ensuring that agencies allow our software to harvest their sites as completely as possible, monitoring the development of the archival file format standard, implementing enhancements to the service as software improvements are released, maintaining awareness of changes in the government structure, and acting responsively to new Internet technologies and formats as they are implemented by agencies.

Providing access to information is a basic responsibility of public libraries. They provide access to networked, online information for Texans who do not have access to these resources at home or

work. This includes electronic publishing of community resources, distance learning support, free access to online information resources, continuing education, videoconferencing services for the public, and computer and Web-based training.

The TexNet Interlibrary Loan program has a long history of supporting Texas libraries that share resources with each other. We've recently completed a study of the TexNet system and have appointed an implementation panel to review the study findings and recommendations. The study found that our current structure made full use of the technologies available for that structure and was working at almost peak efficiency. However, the study went on to show how a different program structure could take advantage of new standards and technologies to improve the overall efficiency of the program. Several advances in technology are explored in the study, including the move toward open source options, emphasis on NCIP (NISO Circulation Interchange Protocol), and automated, unmediated electronic article delivery via Odyssey software. Over the next five years we will complete a thorough review of the study findings, run pilot programs that test out new structures and technologies, and begin implementation of a new statewide system for delivery of ILL services.

The Talking Book Program (TBP) continues to move from analog-based operations to digital-based operations. In order to deliver digital services efficiently and in a timely manner, the program will have to expand its capabilities to handle large amounts of data via the Internet. Studio operations are affected by issues of server capacity, bandwidth for transferal of very large data files, and storage and security of those digital files. Currently, the National Library Service (NLS) has no plans to host local recordings on its servers. This will mean that TBP either has to invest in methods of making its own recordings available to its patrons or enter into a consortium agreement with other talking book recording studios to do so. The studio also has to convert its current archive of analog recordings to digital data files; this will require upgrading current equipment or purchasing more specialized equipment to handle the conversions. Storage is a major concern. TBP has purchased a separate server just to store digital books, but adequate capacity to handle thousands of these very large data files will be an ongoing concern.

EFFICIENCY OF OUR OPERATION

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

The need for direct intervention by reference staff to answer research inquiries continues to decrease as a result of increased availability of network based information resources and services. Some of those staff have been trained in procedures to digitize original archival and library materials and to develop the databases and other online indexes designed to assist researchers in locating and accessing the digital images. Newer and more efficient scanners and computers are needed to support those efforts.

Over 95 percent of the public libraries in Texas have Internet connections, but increased bandwidth and sophistication of those connections is needed. More people are using the Internet to access services, and the need for electronic services, training, and support increases—thus straining the agency's technical and human resources. Widespread connectivity will allow new methods of communicating among libraries and create opportunities for increased resource sharing, such as more effective interlibrary lending of paper materials, substitution of electronic

for paper materials, shared subscriptions to online resources, and improved tools for statewide resource discovery.

The consolidation of our servers into the new outsourced data center should eventually result in a more efficient delivery of services to our staff, business partners, and customers. However, the start up costs and the significant learning curve experienced by the vendor's technical staff to date have at a minimum slowed down our progress in planning and carrying out new technology projects which are designed to promote better library resource sharing.

NEW SERVICES

Technology offers us new and improved opportunities for service to our customers.

Connectivity of client groups continues to increase, and transactions with client groups are expected to increasingly shift from paper mail, telephone, and personal contacts to electronic transactions. Electronic discussion groups, online training, computer-based training, and videoconferencing are replacing some meetings and workshops.

Continuing Education and Consulting staff and our records management training staff continue to expand use of the Web to provide learning experiences that enhance in-person workshops. This includes stand alone Web-based continuing education opportunities for both real-time online courses and self-directed online courses. We will add the capability to record the real-time sessions and convert them into streaming media that will be made available via our Web site.

Librarians across the state name continuing education for library staff as one of their greatest needs. In addition to the state library, the regional library systems and others provide continuing education opportunities. In order to better coordinate this training statewide and provide the most comprehensive and up-to-date information on workshops available to library staff, we have a statewide calendaring system that provides this information in one place, easily accessible through the Internet.

Our Talking Book Program, as part of the National Library Service for the Blind and Physically Handicapped network, continues to prepare for the major operational changes that will be implemented throughout the network over the next few years. Staff has developed plans for a comprehensive upgrade to the program's web page that will make the page fully accessible and include many new patron services, including allowing patrons to access their accounts, access information through RSS feeds, and download digital books from multiple sources; however, adequate staffing and resources for this shift are needed.

The volunteer recording studios have been converted to digital recording processes, but the audio duplication workroom still needs to be networked with the studios to allow easy transfer of digital files between workstations in both areas. The National Library Service (NLS) plans to introduce its new digital talking book machines and digital talking books late in 2008. TBP staff do not foresee major changes to basic operations in terms of housing and circulating these new digital materials. TBP automation staff have implemented new programming in the automation system to facilitate as smooth a transfer as will be possible. Increasingly, download services will become more important, with those patrons who wish to do so able to "self-serve" themselves.

We will continue to embrace partnerships as tools to enhance our services to the citizens of Texas. Technological advances have enabled more productive collaborations between entities due to improved communications systems and software developments.

Network technology has opened up possibilities of shared services for client groups who were once served by separate agencies such as the Texas State Library and Archives Commission, Texas Higher Education Coordinating Board, and Texas Education Agency. These collaborations are expected to continue to flourish.

Partnerships will continue to play an important role in the conversion of documents to an electronic or Internet format. We anticipate continued involvement with initiatives like the Texas Archival Resources Online Project (TARO) and the Texas Heritage Digitization Initiative (THDI). We have negotiated agreements with both the Texas General Land Office and the Texas Water Development Board for the scanning of historical maps, architectural drawings, and other large format materials from the State Archives. The Talking Book Program (TBP) has developed working relationships with other organizations and entities that serve a common client base. These include governmental agencies, non-profit groups, and private organizations. TBP also actively seeks partnerships with public libraries, as well as public and private schools.

We are developing a new partnership with the Department of Information Resources and the vendor team that supports the new consolidated state data center. This partnership will help ensure the delivery of reliable and adequate data center services to support the mission of the state library.

D. DIRECTION OF AGENCY AUTOMATION AND TELECOMMUNICATIONS

The information resources strategy for the next five years will address the following:

- increase user direct access to services via Web-based applications
- maintain a productive partnership with DIR and the consolidated data center service provider to obtain the required information technology services to support the programs of the library
- maintain telecommunication bandwidth to support user direct access
- maintain the open-source Linux operating system as an agency standard
- continue implementation of security technologies and standards
- continue enhancement of distance learning and Web-based training capabilities
- enhance the grants management system
- adopt standards and technologies to maximize staff productivity
- roll-out web-based records tracking software to agencies
- develop an Electronic Records Retention Submission and Approval System.

INCREASE USER DIRECT ACCESS TO SERVICES VIA WEB-BASED APPLICATIONS

The State and Local Records Management new automated system will allow state agency users to enter information related to the storage of their records over Internet-based e-mail. Migrating applications such as this to web-based systems will provide more and better services to users without increasing staff resources. External customers access the agency's networked services via the Internet; therefore, our emphasis on web functionality as an effective delivery method will

continue to be a primary strategy.

Our Talking Book Program has plans to redesign its web page to allow patrons direct access to their accounts. Patrons will be able to review their account information on their own, place orders for books from the collections, download digital books to their computers, and read a variety of other available information through RSS feeds.

MAINTAIN A PRODUCTIVE PARTNERSHIP WITH DIR AND THE CONSOLIDATED DATA CENTER SERVICE PROVIDER TO OBTAIN THE REQUIRED INFORMATION TECHNOLOGY SERVICES TO SUPPORT THE PROGRAMS OF THE LIBRARY

The implementation of HB1516 is impacting the way the library receives information technology services and how it delivers services to its patrons and business partners. The library is the first state agency to have its servers moved into the new data center by the vendor team who will manage these resources.. The goal of this consolidation is to have state agencies benefit from economies of scale in the purchase of technology services, remove the burden of managing this technology, and allow the agencies to concentrate on their real business which is to deliver services to the citizens of Texas. The library staff will continue to work closely with DIR to ensure adequate and reliable information technology services are available to support the programs of the library.

MAINTAIN TELECOMMUNICATION BANDWIDTH TO SUPPORT USER DIRECT ACCESS

The library is heavily dependent on its web presence to deliver some of its services. With the renovation of the Lorenzo de Zavala Archives building occurring at the same time as the implementation of HB1516 requiring the consolidation of state data centers, it is a challenge to ensure that the library continues to have the required bandwidth to conduct its operations during this time of change and renovation. The partnership with DIR for data center services will provide a practical strategy for the library to address future needs for bandwidth and new technologies.

MAINTAIN THE OPEN-SOURCE LINUX OPERATING SYSTEM AS AN AGENCY STANDARD

Our web presence and many of the computer applications used by the library internally as well as those made available to our customers are based on open-source technology. We will continue to use the open-source Linux operating system as an agency standard. These applications are among those migrated into the consolidated data center so we are working with DIR and the vendor team to ensure this efficient, hardware independent platform continues to be promoted at the new center. We are working to implement a Linux-based content management system that will allow some 250 small Texas public libraries to maintain a web presence. These applications will improve our ability to provide services to our patrons.

CONTINUE IMPLEMENTATION OF SECURITY TECHNOLOGIES AND STANDARDS

Our increased use of the Internet to deliver services is accompanied by an increase in the security threats to the integrity of the agency's information resources. Most of our information is public information, with the exception of the Talking Book Program, which has sensitive patron data and copyrighted recordings. We are working with DIR and the vendor team at the consolidated data center to provide effective methods of preventing unauthorized access or modification of agency information. We continue to implement appropriate and effective security standards that meet state requirements and effective technologies to ensure the safety of the agency's information resources.

CONTINUE ENHANCEMENT OF DISTANCE EDUCATION TRAINING CAPABILITIES

As connectivity of client groups increases, electronic discussion groups, online training, computer-based training, and web-based conferencing are replacing some meetings and workshops.

ADOPT STANDARDS AND TECHNOLOGIES TO MAXIMIZE STAFF PRODUCTIVITY

As the number of automated processes, applications, and services increase, our client groups are also increasing. The level of technical and Internet sophistication of these groups is growing as is their expectations for expansion of Web-based services. By implementing information resources standards the IRT staff is able to plan, implement, and support new technologies, and maximize the efficiency of staff resources.

ROLL-OUT WEB-BASED RECORDS TRACKING SOFTWARE TO AGENCIES

In 2006, the State Records Center deployed and implemented a web-based records tracking system to manage inactive records located at the center. Beginning in FY2008 we will begin to roll out this system to select user agencies. Because it is web-based and secure, it will allow agency Records Management Officers (RMOs) and other authorized personnel to easily search, view, and retrieve information regarding their storage inventory. In addition, when fully implemented, it will allow agency RMOs to quickly and accurately submit boxes for storage. This will eliminate the need for agencies to submit this information via email or fax. Some of the tangible benefits are increased organizational efficiencies, reduced transaction times, and cost savings.

DEVELOP AN ELECTRONIC RECORDS RETENTION SUBMISSION AND APPROVAL SYSTEM

Automating the records retention submission and approval process will be the next phase of this project. Using the same web-based system that we use to track inactive records in the State Records Center, we will begin to develop a records scheduling module. This will allow both state agencies and analysts at the State Library to view, create, update, and submit retention schedules. On the agency side, they will be able to use software to create their schedules based on the approved Texas State Records Retention Schedule. The software will allow agencies to select records series from this general schedule, complete with the appropriate retention periods as well as add program specific records series. Our analysts will be able to view, in real time, the agencies' schedules and consult with them. The final output of the schedule may be formatted for paper or kept in electronic format.



IMPACT OF FEDERAL STATUTES AND REGULATIONS

A. HISTORICAL INVOLVEMENT OF FEDERAL GOVERNMENT

In 1931 Texas became one of the first states to affiliate with the newly formed National Library Service (NLS) for the Blind and Physically Handicapped, a division of the Library of Congress in Washington, D.C. Today, using recorded cassette and Braille books, catalogs, special playback equipment, and a Braille database supplied by NLS, the Texas State Library and Archives Commission's Talking Book Program serves almost 20,000 Texans who would not be able to enjoy books without this vital service.

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

In 1964, TSLAC was designated a regional depository for federal documents, in accordance with 44 United States Code 1912. This agency is one of only two regional depositories in the state, and serves the 57 Texas libraries that are selective depositories. Selective depositories are libraries that receive only a portion of documents distributed by the Depository Library Program of the U.S. Government Printing Office and retain the documents for a limited period of time. Regional depositories receive all publications distributed through the Depository Library Program and retain them permanently.

The Schools and Libraries Universal Service Program (commonly called E-Rate) was established as part of the federal Telecommunications Act of 1996 with the express purpose of providing affordable access to telecommunications services for all eligible schools and libraries, particularly those in rural and inner-city areas. This federal program provides discounts of 20-90 percent on telecommunications services, Internet access, and internal connections. Since 1997, Texas public libraries have been required to submit a technology plan to TSLAC for approval in order to be eligible to receive the federal discount. Agency staff provides assistance to public libraries in developing, revising, and certifying the technology plans and ensuring that libraries are aware of the available discounts. Since its inception in 1998, Texas public libraries have received \$19,162,717.75 in telecommunications discounts.

B. DESCRIPTION OF CURRENT FEDERAL ACTIVITIES

Under LSTA, federal funds can comprise only 66 percent of program costs, and require a 34 percent matching investment. Administrative costs are limited to four percent of federal funds received; the remaining 96 percent must be used for direct projects or grants. Agency staff began applying outcome-based evaluation methods to selected grant projects during FY2002 and use this evaluation method in the agency's federally funded programs. There is also a required maintenance of effort for the federal funds.

The use of the federal funds is governed by an approved five-year plan. The current five-year LSTA plan covering FY2008-2012 was approved by IMLS at the end of FY2007. All projects funded by LSTA are described in our five-year plan. The Institute of Museum and Library Services has begun issuing guidance documents concerning allowable uses of LSTA funds that change existing understanding of allowable use, and that require adjustment of our program operations.

As one of 53 regional depositories for federal government publications in the nation, the Texas State Library and Archives Commission permanently maintains and provides free access to more than 1.5 million items produced by the federal government. The U.S. Government Printing Office (GPO), under authority of the Depository Library Act distributes these items. As a regional depository, we must meet minimum standards for maintaining these documents. Periodic assessments and onsite visits are made to review TSLAC's collection and services.

Technology is changing the role of government depository libraries. Regulations and amendments to the Paperwork Reduction Act, Printing Act, Depository Library Act, and the Government Printing Office Electronic Information Access Enhancement Act of 1993 (Public Law 103-40) have extended the definition of government publications beyond paper formats. The federal government is now providing an increasing amount of information in electronic formats, and often publishes exclusively in electronic form. Authentication and version control are increasingly important issues. In February 2008, GPO authenticated the first-ever online Federal Budget by digital signature.

In Dec. 1996, the Government Printing Office issued its *Study to Identify Measures Necessary for a Successful Transition to a More Electronic Federal Depository Library Program* as required by legislation. In this document, GPO outlined several principles fundamental to a depository library system, regardless of format. These principles include:

- The government has an obligation to guarantee the authenticity and integrity of its information.
- The government has an obligation to preserve its information.

The study set a number of goals to ensure that electronic government resources receive treatment similar to other formats. The study also called for an increased investment in federal depository libraries to guarantee continuing public access to electronic resources.

The migration to electronic resources has skyrocketed in Texas government. Almost all state agencies have Web sites, and agencies are issuing many publications exclusively through the Internet to reduce publication costs and increase access to the information.

The agency's Texas Records and Information Locator service (TRAIL - www.tsl.state.tx.us/trail) provides public access to the electronic publications issued by Texas state agencies. The Electronic Depository Program (EDP) expands TRAIL to ensure that public access is both complete and enduring. Digital preservation affords Texans permanent and comprehensive access to state government resources. In order to maximize that benefit, we have initiated a planning process to address the preservation and access of publications that are currently available in print and electronic

formats. The policies and practices we adopt must take into account archival and long-term preservation issues and a consideration of the needs and format preferences of persons accessing the information. Electronic archiving and distribution of publications may save on resources currently deployed in creating microfiche copies and in storage requirements. However, exclusive dependence on electronic copy comes with what may be significant costs to attend to software compatibility and upgrade needs. We must continue to research and move cautiously forward in this area.

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

C. ANTICIPATED IMPACT OF FUTURE FEDERAL ACTIONS

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

Depository libraries serve as centers for access to historical and current federal government information. The federal Depository Library Program provides access to both print and electronic publications not widely available.

The Government Printing Office is working with other partners to develop a system for providing permanent public access to electronic versions of federal government information. Participants involved in the development include government agencies, the National Archives and Records Administration (NARA), and the depository library community. For example, in August 2003 GPO and NARA signed a Memorandum of Understanding that will make GPO an official archival affiliate and all GPO Access databases the official archival copies.

GPO will continue to distribute electronic items through the depository program. The Library and Archives Commission currently owns more than 6,000 such items. Besides storage requirements to provide the service, the agency must also provide adequate computer workstations for the public to use while accessing the information. The minimum requirements for public workstations issued by GPO continue to reflect the cutting edge of technology and will require the agency to upgrade hardware and software periodically to meet the requirements.

The Library Services and Technology Act will come up for re-authorization in 2007. These funds provide a large portion of the agency's budget, and support several programs that provide significant benefits to agency constituents across the state.



OTHER LEGAL ISSUES

A. IMPACT OF ANTICIPATED STATUTORY CHANGES

FEDERAL

The “Preserving the American Historical Records Act” was introduced during the Second Session of the 110th Congress. That bill proposes to increase federal support for state and local archival records held by governmental agencies, historical societies, libraries, and related organizations. If approved, the Act would authorize the Archivist of the United States to make grants to the states for the preservation and dissemination of historical records. The federal share of grants (66%) would be administered according to a state-based formula, very similar to the grant program administered by the Institute of Museum and Library Services (IMLS) that provides grant funding to support and improve Texas libraries. The states would be required to provide matching funds and would administer programs to ensure that historical records are protected from harm and preserved for public use. If funded at its fully authorized level of \$50 million, Texas would stand to receive slightly more than \$3 million annually. However, in order to meet the required state match, additional legislative appropriations may be required.

The Library Services and Technology Act (LSTA) is scheduled for re-authorization in 2009. Re-authorization may bring changes to the Act that affect agency programs.

STATE

Over the last several years TSLAC, with the much needed assistance and cooperation of the Office of the Attorney General (OAG), has managed to recover a significant number of official state records illegally alienated from state custody. However, during those efforts it was determined that, in order to facilitate the recovery of official records from the Republic era, the statutory definition of an archival state record should be revised.

The agency will work closely with the OAG to develop the appropriate revised language regarding state records, and to determine if any statutory revisions are needed to facilitate the recovery of alienated local government records.

B. IMPACT OF CURRENT AND OUTSTANDING COURT CASES

We are not aware of any significant current or outstanding court cases that would have an impact on the agency.

C. IMPACT OF LOCAL GOVERNMENT REQUIREMENTS

We are not aware of any new local government requirements.



Texas
State Library
and Archives
Commission

SELF-EVALUATION AND OPPORTUNITIES FOR IMPROVEMENT

A. MEETING LEGAL REQUIREMENTS AND SERVING CRITICAL POPULATIONS

LIBRARY RESOURCE SHARING

Government Code, §441.222, established the TexShare Library Consortium to assist public libraries, libraries at public and private institutions of higher education, and libraries of clinical medicine. In FY2007, we generated \$133 million in cost avoidance for Texas libraries by facilitating resource sharing. We have proven the effectiveness of coordinated programs and services that ensure maximum effectiveness of public funds spent and minimize redundancy. Yet collaboration itself comes at a cost, both in terms of the necessary physical resources and technologies and in personnel time required to sustain collaborative efforts. While exceptional item funding appropriated by the 79th Legislature has provided some help toward rebuilding the TexShare databases resource sharing service, the cost of providing current information is escalating, and additional funding is needed to continue to provide service into the future.

The 79th Legislature passed SB 483, allowing public school libraries to participate in the group purchasing agreements of the TexShare consortium. In order to assure that all K-12 students in public schools throughout the state could access these electronic resources, the 80th Legislature funded the database program through Rider 88 to the Texas Education Agency's budget. The rider specified that administration of the program continue at TSLAC through interagency collaboration. Additional funding is required for this program to grow to meet the needs of schools to provide current information to students and educators cost effectively. Also during the 2007 session, the Texas Legislature codified the Texas State Library and Archives Commission's responsibility for the Texas Heritage Digitization Initiative (THDI). This TSLAC-led federation of institutions working to coordinate digitization efforts has already resulted in the deployment of the Texas Heritage Online search portal.

SCHOOL LIBRARY STANDARDS

Under Education Code, §33.021, the Texas State Library and Archives Commission, in consultation with the State Board of Education, developed and adopted standards for school library services in 1997. The goal of School Library Programs: Standards and Guidelines for Texas is to maximize the effectiveness of schools in teaching students the skills needed to become dedicated lifelong learners.

The Texas School Libraries: Standards, Resources, Services, and Students' Performance, published in 2001, measured the effect of school library activities, resources, and services on students' TAAS scores and made recommendations for revising the standards. (The full report may be found at www.tsl.state.tx.us/ld/pubs/schlibsurvey/index.html.) We presented the findings to librarians throughout Texas and to the National Commission on Libraries and Information Sciences at a national hearing on school libraries. In response to changes affecting the state's school libraries, and based on this study of Texas school libraries and their impact on student achievement, we determined that the standards needed to be amended.

In cooperation with the Texas Education Agency, the director and librarian appointed members to eight committees to revise the school library standards. The revised *School Library Programs*:

Standards and Guidelines for Texas was submitted to the commission and the State Board of Education in FY2004, and approved in 2005.

Studies on the effect of school libraries on student achievement, including our *Texas School Libraries: Standards, Resources, Services, and Students' Performance*, have been used to support the need for federal funding for school libraries.

TALKING BOOK PROGRAM

Texans who qualify for service from our Talking Book Program because of visual, physical, or reading disabilities comprise a critical underserved population. At current levels of staffing and funding, our Talking Book Program is only serving about eight percent of the estimated eligible population. Many Texans have never heard of the program or have the misconception that program eligibility is limited to a very narrow segment of the population. Increased funding for travel and outreach is necessary to promote the service throughout the state. Currently, only one staff member is responsible for this promotional work for the entire state. In order to improve response times and expand the scope of the service, we also need more staff to assist patrons with reading requests, to duplicate recorded materials on demand, and to process requested materials for circulation through the U.S. mail.

Currently, the Talking Book Program is undergoing a major conversion in the way it operates, and staffing and funding issues may become more critical to the success of the program. The program is continuing its current operational pattern while adding new services and changing the way those services are delivered. The program will be running analog and digital operations concurrently until the newer digital services are completely established. Many of these new services are expected to be very attractive to a broader range of patrons than those currently using the program, and the number of new patrons enrolling and the number of established patrons in the program are both expected to steadily increase.

LOAN STAR LIBRARIES PROGRAM

Local communities are unable to provide the resources needed to meet the increasing library needs of their residents. Local communities already provide almost 99 percent of public library funding in Texas. As populations grow and needs for technology access and training increase, library budgets remain static. Particularly in rural and impoverished areas, public libraries are in a funding crisis.

The Loan Star Libraries program of direct state aid to public libraries was created in 2001. Loan Star Libraries funds are used to improve and expand library services. Because of the state investment in public libraries, Texans have access to libraries across the state, increased library service hours, additional public computer facilities, programming for children, and collections that better meet the information needs of all Texans. In SFY2008 a new Loan Star Libraries funding formula was implemented. Currently, thirty percent of the funds appropriated is divided equally among all eligible public libraries. The remaining seventy percent of the funds are distributed as a match on each local dollar spent for the operation and maintenance of the public library, with incentives to encourage libraries to offer statewide access. Since the inception of the grant program in 2002, Loan Star Libraries has infused Texas public libraries with \$22.05 million. In FY2008, \$5.65 million in grants were distributed to 542 libraries.

ARCHIVES BACKLOG

At least one-fourth of the records that have been transferred to the agency for placement in the State Archives need additional analysis and appraisal to determine if, in fact, they contain information of sufficient research or other enduring value to justify their permanent retention. An equal amount of records need to be examined by qualified archivists and their contents described in greater detail to facilitate access by researchers. Two of the current staff of five archivists continue to work full-time to arrange and describe the large volume of records from the administration of Governor George W. Bush, and will be working on that group of records for several more years. The remaining archivists attempt to establish minimal administrative and intellectual control over new accessions of records, and are also responsible for responding public information act requests for information in both the processed as well as the unprocessed collections leaving little, if any, time to work on arranging and describing the large backlog of unprocessed holdings.

The agency must respond to the need for storing electronic archives. It neither has the necessary staff nor the available technology to accomplish this.

STATE AND LOCAL RECORDS MANAGEMENT

The commission must provide assistance, information, and training to records management officers and custodians of state agency and local government records in fulfilling their responsibilities under state law. We serve over 130 state agencies and over 9,800 local governments, to which we provided some 13,500 hours of training and assistance to over 9,900 government personnel in FY07. We will need additional funding to accommodate the rising demands for services to this critical population. Government records must be maintained in such a way that facilitates access, as well as appropriate final disposition procedures. Training and assistance provides elected officials, records managers and custodians with the tools needed to effectively maintain their records.

Local governments and state agencies are both served by only six program specialists. Rising demands are fueled by the increased demand for records to answer Public Information Act requests, audits, preparing before emergencies occur, and litigation. In particular, Federal Rules of Civil Evidence regarding electronically stored information (ESI), adopted in December 2006, have had a profound impact on government records management, dramatically increasing its importance in day-to-day government operations and making the management of ESI absolutely critical in protecting the legal interests of government

Active records management is central to performing the tasks of government. The agency serves local governments of all sizes across the state, including the designated border counties. These populations are sorely underserved. In order to improve response times and fulfill the scope of these services, we also need more staff to assist local governments by all methods of contact. At current levels of staffing and funding, we are unable to adequately meet these increasing needs.

B. AGENCY CHARACTERISTICS REQUIRING IMPROVEMENT

NEED FOR EFFECTIVE COLLABORATION WITH CONSTITUENT GROUPS

The Texas State Library and Archives Commission works hard to communicate effectively with its client groups. We seek even greater interaction with citizen groups, professional associations, and our clients and advisory committees to form alliances and partnerships to support our initiatives.

One of the roles that the commission fulfills is that of facilitator. As such, we actively encourage cooperation and linkages between and among different types of libraries, among governments at all levels, and between other members of our public and ourselves. These interconnections, through electronic networks, advisory committees, supportive organizations, and personal relationships, are invaluable to our mission. We are pursuing additional opportunities for collaboration with public and private organizations in an effort to better serve our clients. Examples include partnerships with the Bill & Melinda Gates Foundation, the Summerlee Foundation, the Tocker Foundation, Friends of Libraries & Archives of Texas, the Texas Historical Commission, the Department of Information Resources, the Texas Education Agency, the Texas Association of Museums, the Texas State Historical Association, and Texas universities such as the University of North Texas.

Our Talking Book Program works with other state agencies and departments that serve mutual client bases, such as the Texas Education Agency, the Texas Veterans Commission, and the Governor's Committee on People with Disabilities, as well as the Department of Assistive and Rehabilitative Services and the Department of Aging and Disability Services within the Health and Human Services Commission. Our staff works with staff of public libraries and with groups within the fields of medicine, visual sciences, learning disabilities, and senior services to promote the Talking Book Program to potential customers. Staff seeks opportunities to work with non-profit groups, such as the American Council of the Blind and the National Federation for the Blind, to increase outreach to potential users of our service. Local governmental entities, such as county extension agencies, city and county health departments, and even chambers of commerce, also provide opportunities for staff to place information about the program into venues where potential patrons can be reached.

Our State and Local Records Management division has established a close working relationship with the Department of Information Resources and the National Archives and Records Administration to co-sponsor conferences and workshops that provide training to government employees in records and information management. These events have been targeted to state agency personnel. We plan to sponsor a records management conference designed specifically for local governments in late FY08. If successful, we anticipate making the conference an annual event. The Texas Association of Counties has expressed an interest in partnering with the commission on this project, and we will also seek similar support from the Texas Municipal League and the Texas Association of School Administrators.

As a result of the experience of responding to Hurricanes Katrina and Rita, the records management assistance unit of the commission's State and Local Records Division actively sought collaborative solutions to coping with future disasters. We have entered into partnerships with the Federal Office of Emergency Management and the Governor's Office of Emergency Management to provide training to Texas government offices in the protection and preservation of their vital records in case of disaster. We must continue to nurture and expand these opportunities. In partnership with other agencies, we must provide our state and local government agencies with the tools to prepare for and, if necessary, to respond to calamity. That includes the preservation of vital government records, which are essential to the restoration of civic and community life torn apart by natural or manmade disaster.

In its role as administrator for the Texas Heritage Digitization Initiative grant project, the agency has forged a partnership with libraries, archives, and museums interested in digitizing their cultural heritage collections. This represents a broadening and deepening of our collaborative relationships with the museum community. We have moved forward in this collaboration, directly

partnering with the museum community in our “Bringing Texas Cultural Heritage to the Desktop” grant project and “Train To Learn” grant proposal and including them in an advisory capacity in the “Connecting to Collections” project. Because Texas public school libraries represent an overlapping constituent group, for TSLAC and the Texas Education Agency, we are engaged in several collaborative activities in service to K-12 libraries in Texas:

- (1) Continue and expand the K-12 database program
- (2) Identify the needs of Texas public school libraries and determine the governmental agency (TSLAC and/or TEA) best suited to address those needs.
- (3) Explore the feasibility of an after-school, online tutoring service for Texas students.

DOCUMENT RECOVERY

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

Over the last several years TSLAC, with the much needed assistance and cooperation of the Office of the Attorney General (OAG), has managed to recover a significant number of records illegally alienated from state custody. Because the sale and auction of such records is expected to increase, TSLAC should increase its efforts to track those sales and continue to work closely with the OAG to take necessary actions to accomplish the recovery of those records. Because the commission does not have adequate staff to monitor eBay, other auction websites, and the catalogs of document and manuscript dealers, we must enlist the support of county historical commissions, local historical societies, and interested individuals to alert TSLAC of the auction or proposed sale of government records.

TSLAC will also seek to have state law amended to make its clear that the use of the term “state record” includes records from the colonial and republic periods, prior to the admission of Texas to the Union, so that the commission has unquestioned right and authority to attempt the recover records from these periods that have been stolen from the state’s public archives.

C. KEY OBSTACLES

SPACE

Archives and Information Services

Renovation of the Lorenzo de Zavala Archives and Library Building, made possible by bond funding of \$15.3 million approved by the 79th Texas Legislature, has only recently begun. Regrettably, however, those funds will allow only repairs to and replacement of portions of the building’s aging infrastructure—e.g., upgrades to HVAC, plumbing, and electrical—and asbestos

abatement. The appropriated funds will not permit the construction of any additional, and greatly needed, storage space needed to house the large volume (app. 22,000 cu. ft) of archival records stored off-site at the State Records Center. Similarly, the bond funds will not cover the costs of any new fixtures, furniture, or equipment for the public service or staff work areas.

Almost no storage space remains at our Sam Houston Regional Library and Research Center in Liberty. The short-term solution is adding movable shelving, which is an expensive commodity.

Talking Book Program

Our Talking Book Program also is hampered by a shortage of space. Program operations are scattered over three floors in our headquarters at the Lorenzo de Zavala building, as well as the State Records Center on Shoal Creek. Operations in the Lorenzo de Zavala building are crowded, especially in the volunteer recording studio, the cassette duplication workroom, and the Disability and Information Referral Center. Staff employed at the program's Shoal Creek location, as well as active community volunteers, compete for workspace and restroom facilities. Inadequate accommodations mean a loss of scheduling flexibility for both staff and volunteers and inhibit the growth of the volunteer program, especially as the efforts of volunteers are critical to meeting our goals. Managing staff in two separate facilities poses challenges for communication, staff sharing and training, and mutual problem solving. With the major changes to the program projected for the next five years, sufficient space for both staff to work in and for storage of materials will be a major concern. In the beginning stages, the new services and operational patterns will run concurrently with current operations; sufficient space will be crucial for a smooth transition.

AGING INFRASTRUCTURE

Because of ongoing mechanical and electrical problems at the State Records Center Complex on Shoal Creek, we commissioned an engineering study of the building in 2001. The study revealed major problems with the electrical/mechanical systems, some due to aging of the systems, others as the result of poor construction and design. Consequently, utility costs for the building are far higher than they should be. The consulting engineers estimated the cost to replace or retrofit the mechanical and electrical systems, and to undertake other measures to make the State Records Center more energy efficient, to be between \$1.4 and \$3.4 million, depending on the extent to which state-of-the-art energy savings systems are included in the retrofit. We requested funding for the retrofit from the 79th Legislature as part of the funding request for the renovation of the Lorenzo de Zavala State Archives and Library Building, but the final appropriation was for the latter project only. The Texas Facilities Commission did secure funding for upgrades to the State Records Center Complex and other state buildings from the 80th Legislature, but the amount allocated to the center (estimated at \$2.3 million) is not likely to solve the myriad deficiencies at the site.

Likewise, structural problems have created serious concerns for the staff at the Talking Book Program circulation facility, located in an annex at the rear of the State Records Center. Major problems include numerous leaks in the roof, shifts and cracks in the foundation, inadequate electrical wiring, and unusable space (a portion of the facility's original construction that was never finished). These problems force the staff to take additional measures both to work efficiently and to protect the collections, much of which belongs to the federal government.

STAFFING

While government grows smaller because of revenue restraints, the expectations of our customers do not. The volume of demand for services exceeds the ability of our staff to deliver them, despite ongoing improvements in efficiency. The advent of the computer led many to predict that offices of the future would be paperless. The opposite has happened. We generate far more paper than ever before. Similarly, the use of such strategies as videoconferencing and Web-based learning, designed to meet the needs of our customers, also serves to stimulate the desire of our clients for more and faster services.

Archives and Information Services

The historic understaffing of our Archives and Information Services division undermines our ability to carry out activities related to our core role of Preserver. With limited staff, we must assign priorities to meet pressing demands. We have no staff to perform preservation treatments on fragile historical documents. Records are prepared for research as resources permit. Part of the preparation process includes appraising state agency records to determine those that have no long-term value and can be deaccessioned and destroyed. The backlog of records in need of appraisal and preparation is growing faster than our staff can address. Consequently, the commission is retaining more records in the State Archives than is truly necessary. If we are not allocated additional staff soon, we may be forced to require that state agencies retain such records themselves, and bear the costs of their ongoing maintenance, preservation, and access. In addition to imposing a serious financial burden on state agencies, such a situation could easily result in information of enduring value being lost due to accidental or deliberate destruction. Delaying appraisal, description, and ongoing preservation - three central functions of an archive - are unfortunate but necessary choices given the current level of funding.

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

Our knowledge of the documentation of electronic records of archival value is almost nonexistent. Agencies continue to create complex relational databases, geographic information systems, and other increasingly sophisticated electronic records. Records retention requirements for electronic records must be addressed in the planning and design stages of new information systems. Agencies need assistance in determining what has archival value and should be transferred to the State Archives for permanent retention, and what should be retained permanently within the agency, in accordance with requirements for their storage and access as determined by the commission. Our Archives and Information Services division does not have enough trained professional archivists to identify and appraise those systems. Further, we do not currently possess the necessary hardware and software to permit the transfer of and access to the content of those records.

As noted in a recent report submitted to the Minnesota Legislature by that state’s Chief Information Officer, “Information technology innovation has resulted in an exponential increase in the production and accessibility of government records and makes proper planning for their management increasingly critical. Not having a plan to solve a problem does not make the problem go away.” Additional staff with the requisite knowledge and skills is needed to develop a viable and effective plan for dealing with the long term management and preservation of the small but highly important percentage of electronic records of archival value. Any such planning for the acquisition

and preservation of archival electronic records will of necessity need to involve the Department of Information Resources and the “Team for Texas” since many agencies will no longer store data on servers resident in their agencies as a result of the consolidation of data centers as mandated by HB 1516 passed by the 79th Legislature.

Library Development

Inadequate staffing levels also limit the ability of our Library Development division to deliver services at a level that meets the needs and expectations of our customers. The use of distance learning technology has not reduced the level of staffing needed; if anything, it has had the opposite effect. New distance learning technologies place demands on staff to provide more training in more formats. Library Development division staff are also coordinating more training opportunities in support of TexShare programs for public and academic libraries and through funding from the Bill & Melinda Gates Foundation. In addition to public libraries, academic and school libraries increasingly ask for consulting assistance, placing additional demands on existing staff. We simply lack the staff to provide these services at a level that meets customer expectations. The growth in demand of services to school libraries is an additional concern. To effectively serve this large group, the division would need additional staff and resources. In addition, assisting libraries in providing new services to Texans through technology, such as the PLINKIT project, requires additional staff resources and expertise. Libraries are also asking for new programs. Library Development staff have worked with constituent groups to expand the summer reading program to include a program aimed at teens, to assist libraries in providing service to this critical population.

Library Resource Sharing

Our Library Resource Sharing division implements technical innovations to improve access to information by its constituent libraries. Much of this innovation comes at a high cost in terms of personnel, of computer resources, and of dollars. Our mandate to facilitate resource sharing involves consulting with librarians to provide statewide access to shared TexShare database subscriptions, maintaining computer hardware and software to run sophisticated resource delivery tools, collecting and redistributing thousands of Texas documents, and ensuring the timely delivery of library materials to users throughout the state. We have added Texas public school libraries to our database program and have been charged with a new mandate to support online access to cultural resources. As a result, the Library Resource Sharing Division has experienced a tenfold increase in the number of libraries served. No additional staff was provided to accommodate this increase.

State and Local Records Management

Texas governments are becoming increasingly interested in records management, and their needs have become more complex as a result of the use of electronic records. However, the number of records and information management professionals on our staff remains static at six. These staff members are expected to provide assistance and training to approximately 254 counties (some 9,800 local governments) and nearly 130 state agencies.

Local governments, in particular, are in need of both basic and advanced records management assistance. Due to constant turnover of elected officials and declining tax revenues in small and medium local governments, local officials are rarely able to come to Austin to attend training classes. We have increased the number of regional training classes we conduct, and we will develop and offer more distance learning opportunities through the use of videoconferencing and Web-based learning as soon as communications lines to the State Records Center and internal cabling issues are

solved. There will remain, however, a strong and steady demand for onsite assistance, but the number of staff we can employ limits our ability to take full advantage of the opportunity. When staff travels to local jurisdictions, they do so at the expense of services they can offer to state agencies and other state agencies. We are simply unable to meet all the demands and needs for our services, and those that are met are often not as timely enough to meet our clients' expectations.

Given the number of governments in the state and the size of the state, we need at least six additional government information analyst positions to adequately meet the demands for our services from state and local governments; services that can result in substantial cost-savings to the people of Texas and their tax dollars.

Talking Book Program

The Talking Book Program also has difficulty meeting client needs because of inadequate staffing levels. The number of staff for the program has slowly been reduced because of budget constraints. Circulation of materials remains high, with staff handling between 6,000 and 10,000 items per day; nearly 825,000 books and magazines were sent to patrons in FY2007. Automation enhancements and the streamlining of work procedures enable Circulation staff to meet daily work quotas, but at the same time, the department is heavily dependent on the extensive use of volunteers to meet those daily quotas.

Turnover in staff continues to be a serious concern in the Talking Book Program. Low salaries and lack of promotional opportunities are the primary reasons for persons leaving the program. Turnover is particularly acute in the Reader Services department, where recruitment of replacement staff with bilingual and Braille skills is difficult. This holds true for other positions needing specialized skills and experience. As the program changes in the next few years, staff with more technical skills will be needed.

PLANNING AND BUDGETING

We continue to seek the most effective way to allocate existing resources. In some cases, formula-funded grant programs have created stakeholder groups that influence continued funding through their advocacy. While sensitivity to constituent needs is valuable, it can produce stagnation or a failure to address new needs when new revenue is not available. Because of their tendency to evolve into entitlement programs, formula programs tend to be incompatible with effective program evaluation.

Dramatic changes have taken place in the basic federal structure for supporting library services. The 40-year-old Library Services and Construction Act expired in 1996 and was replaced by new legislation, the Library Services and Technology Act. The new Act shifts the emphasis to using technology to provide networked and collaborative services, and to develop services for underserved. These priorities are appropriate, and we must dramatically adapt our traditional programs for assisting public libraries to align more effectively with these new priorities. The expansion of the federal program from exclusively public libraries to *all* libraries reinforces the recent direction of state programs. As a result, we have become increasingly active with the academic and school library communities. In short, the commission is in a transitional period that will require careful planning as we expand our client base and restructure our programs accordingly.

One way we have already expanded our client base is through the TexShare library resource sharing consortium which brings together public libraries, academic libraries, and libraries of clinical medicine. Texas public school libraries are participating in the TexShare database program with funding that is funneled to us through TEA. The success of this program has prompted other types

of libraries to request TexShare membership, but our ability to expand participation in the program is limited by statute and by funding. If this program is to grow, statewide funding will be required. The regional library systems are planning collaborative projects and services with other types of libraries and community organizations for the next biennium.

D. OPPORTUNITIES

Although faced with many obstacles, we will avail ourselves of numerous opportunities to provide an expanded array of services to our diverse client groups, enhance and improve the effectiveness of our operations, and play a more active role in state government in general.

ENHANCE STATEWIDE SHARING OF LIBRARY RESOURCES

Since 1997, we have managed networked resource sharing initiatives for the TexShare library consortium. The consortium has three distinct constituencies: public libraries, academic libraries, and libraries of clinical medicine.

Programs such as the TexShare databases, the TexShare card, and the Library of Texas encourage Texas libraries to share resources while setting up parameters that protect participating libraries from a potentially burdensome loss of materials.

TSLAC coordinates statewide interlibrary loan and courier delivery services to provide library materials to Texans who need them. These services help to overcome geographic and economic challenges to delivering informational and recreational library resources to library users. A recent consultant study of our program model determined that it cannot keep up with the increasing demand for materials. We have started our evaluation of the study findings, and are moving forward to develop and pilot a new structure (or structures) for delivering interlibrary loan services.

ENSURE LIBRARIES HAVE THE TELECOMMUNICATIONS INFRASTRUCTURE THEY NEED

Libraries of all types struggle to provide the range of information products and services that their clients need, without reliable and affordable access to broadband telecommunications services. The Telecommunications Infrastructure Fund (TIF) Board provided significant funding to support the development of information infrastructure for libraries. Approximately 99 percent of the public libraries in Texas now have Internet access. However, TIF funding has ceased, and libraries have struggled to maintain the information infrastructure they have.

Similarly, grant programs for community college connectivity provide more robust Internet access and technical infrastructure for every academic institution in the state. Commission staff played an active role in working with the TIF Board to develop these programs. Commission staff have worked with the Bill and Melinda Gates Foundation since 2000 to help public libraries sustain public access computing.

The Federal Telecommunications Act of 1996 established a federal Universal Service Fund (USF), an important program of support for discounted telecommunications rates for schools and libraries. Commission staff provides information and assistance to libraries seeking to benefit from this program by providing workshops and information on the complex application process. We also approve the technology plans that are required for every applicant under the USF program. Further development of this program will require consistent staff involvement to assist libraries in

maximizing the benefits of these discounts. The agency itself is eligible for and takes advantage of this discount program.

PROVIDE INFORMATION THROUGH THE INTERNET

Since 1994, the commission has provided an effective public gateway to electronic information, including federal and state government information, commercial information databases, library resources, and cultural heritage treasures of Texas libraries and museums. The TexShare online database service is a good example of the effectiveness of these services. Since FY1994, we have provided one-stop access to commercial full-text databases that enable public and state agency librarians to better serve their clients. Expanded through the TexShare program to include academic libraries and libraries of clinical medicine, this database service offers over 11,300 journals, 134,000 primary source documents, and 28,281 unique e-book titles. The TexShare databases are available even in the most remote, rural locations across Texas.

Our Library of Texas interface is a user-friendly interface to the variety of TexShare databases and library catalogs. Library of Texas technology is delivered through the Internet and enables Texans, no matter where they live, to locate the information materials they need. The Library of Texas allows all residents of the state, in one online search session, to identify and locate holdings in libraries and other information repositories statewide.

The Library of Texas infrastructure drives another resource-sharing initiative, the Texas Heritage Online, providing seamless, integrated access to digitized primary resource materials in a variety of disperse collections. The Internet delivers this tool to the desktop, so that researchers, students, teachers, and the general public have access to primary resource materials held in libraries and museums throughout the state.

The Texas Records and Information Locator (TRAIL) is another example of our effective delivery of electronic library services. Launched in response to a legislative mandate to index and enhance access to state agency publications, TRAIL is a comprehensive source for state government information, regardless of format. Realizing that everyone deserves access to both current and historic governmental information, the TRAIL service is enhanced by an Electronic Depository Program (EDP). The EDP captures and preserves state government information that has been produced in electronic format so that future generations can enjoy the same continuing access to electronic publications as they have with print publications.

Our Talking Book Program offers important download services via the Internet to its clients. Web-Braille is a collection of over 9,000 Braille books, magazines, and musical scores than may be downloaded and either printed on a Braille printer or used in a Braille notebook. The Unabridged Project allows patrons to download current best sellers and other popular books to their home computers; patrons then can archive their downloads either by burning to CD or transferring to a handheld listening device. The National Library Service is making it download site, BARD, available to those clients who have purchased a compatible handheld listening device. This site, which currently includes over 10,000 books and magazines, will be widely available to all Talking Book Program clients when the new digital talking book machines are made available in late 2008.

Our Archives and Information Services division continues to provide access to information through the Internet, by accepting and answering reference questions via e-mail, and by creating informative web pages.

Library statistics and other significant resources for Texas librarians and their communities are available via the Web. Library development staff consult with thousands of library staff each year, now primarily through email. The agency provides a web-based calendar of continuing education opportunities from diverse providers across the state and beyond, to better coordinate training in the state and provide library staff with information on opportunities to best meet their needs.

The Plinkit project allows public libraries to have a consistent template of electronic resources from which to further develop their web presence. Each Plinkit site includes a collection of Kids & Teens resources, resources in Spanish, a link to TexShare, as well as a local events calendar. These resources help libraries that previously had no web presence to one that not only has a web site but also one that is rich with resources.

The purchase and installation of new records storage tracking software at the agency's State Records Center enables agencies that use to center to have Web-based access to information about records they have in storage and to request delivery of records to and from the Center. The State and Local Government Records Management division also provides online access to all of its publications for use by state and local government personnel in managing their records.

USE TECHNOLOGY TO IMPROVE ACCESS AND PRESERVATION

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

Realizing the potential benefits of this technology, and in keeping with our long-standing efforts to make increasing numbers of our information resources directly accessible via the Internet, we have prepared twelve on-line exhibits to date that include digital reproductions of hundreds of original documents and photographic images. We have also mounted on the commission web site new on-line searchable database indexes that display search results that are linked to digital images of several hundred thousand documents and maps.

One impact of our efforts to provide Internet access to digital images of our archival holdings, as well as links from our Web site to other known Internet sources for both historical and genealogical information has been a steady decline in the number of researchers, particularly genealogical researchers, requesting direct assistance from our reference staff. Time gained from the decline in the number of requests is devoted instead to continually improving our Web pages, to converting more archival and library materials to digital form, and to preparing additional online digital exhibits that will interpret and improve access to the unique information resources in our collections. Thus, we continue empowering the people of Texas to locate government information at anytime without having to contact us or to travel to our facilities.

INCREASE EARNED REVENUES, GRANTS, AND GIFTS

Federal grant funds have enabled the agency to enhance services related to Texas heritage collections in the state. The agency and its eleven partners have successfully completed a \$240,000 Institute of Museum and Library Services (IMLS) National Leadership Grant, "Bringing Texas History and Culture to the Desktop." With five partner institutions, we are currently implementing a "Connecting to Collections" project, which was awarded a \$40,000 IMLS grant. We have applied

for a “Laura Bush 21stCentury Librarian” grant and hope to start the “Train to Share” project in FY2009, with \$518,000 of federal funds. This grant would help to build on Texas’ commitment to preservation and access to the state’s cultural heritage resources. However, TSLAC efforts cannot be sustained without significant investment by institutions across the state, and a funding model that does not rely primarily on grants is critical to the sustainability of the project.

We will continue to take advantage of opportunities to advocate for foundation funding for the historical projects of the State Archives and its network of regional historical resource depositories. The major obstacle to this opportunity is staff time to develop proposals for foundation grants.

We also continue our efforts to attract gifts for special projects to enhance services provided by the Talking Book Program. Additional staff in its public awareness department would facilitate this effort. The program has benefited from the receipt of several substantial bequests in the past, but the program cannot depend on these types of funds on a regular basis. Such funds are used to improve outreach efforts and services to patrons, to upgrade the volunteer recording studio and duplication workroom, to improve the breadth and quality of the book collections, and to generally meet needs not covered by current levels of funding.

In 1999, the legislature provided for the issuance of a specialty license plate, Texas Reads, to fund grants for reading programs in public libraries. The project has provided some funds for us to grant to libraries; however, it also requires regular promotion work on the part of commission staff with libraries to keep awareness of the license plate current in order to maintain this funding.

In 2001 we created a non-profit organization, the Friends of Libraries & Archives of Texas, to support our statewide library and archival services that benefit all Texans. The Friends advocate and promote our services and fundraise to expand those services. The group also fosters the development and growth of local groups in support of local libraries and archives in Texas. While we consider the group still a fledgling in terms of capital and membership, the future of the Friends is promising, and we anticipate a growth in its level of support over the next several years.

EXPLORE ALTERNATIVES FOR SERVING UNSERVED POPULATIONS

Legislation that permits the creation of library tax districts has helped to increase the availability of library service in Texas. Commission and regional library system staff also actively help communities that want to start libraries by offering consulting assistance and information about funding sources. A new library district law passed in 2005 further increases the options available to local jurisdictions.

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

ESTABLISH STATE INFORMATION POLICY

We will continue to take a leadership role in working with other state agencies, both directly and through the Records Management Interagency Coordinating Council and other bodies, to establish sound state information policies and programs. Policies must be adopted that will ensure the development and implementation of recordkeeping systems that use information technology to

manage the state's electronic records as effectively as its paper records have been managed. Effective policies will help ensure electronic records are preserved according to approved retention schedules and archival requirements. We will play a key role in this arena because of our staff's specialized skills in records management, organizing information, our advocacy for equitable public access to government information, and our relationship with local government and state agency records management programs, state agency libraries, university libraries, and public libraries.

The Texas House Committee on Government Reform has been given an interim charge to: "Research, investigate, and make recommendations on how electronic documents can be created, maintained, exchanged, and preserved by the state in a manner that encourages appropriate government control, access, choice, interoperability, and vendor neutrality. The committee shall consider, but not be limited to, public access to information, expected storage life of electronic documents, costs of implementation, and savings". TSLAC intends to work closely with the Records Management Interagency Coordinating Council and the staff of the Government Reform Committee to ensure that the agency's concerns and issues regarding the management and preservation of electronic records are appropriately addressed.

Records management professionals from the State and Local Records Management division, who were instrumental in shaping the state's response to rules regarding the production of electronically stored information (ESI) during the civil discovery process, recently included in the Federal Rules of Civil Evidence, will continue working with the Office of the Attorney General and other agencies in tailoring that response as case law involving ESI evolves.

The Texas State Library and Archives Commission is joining with libraries, museums, archives, and other institutions statewide to provide online access to cultural heritage resources. The Texas Heritage Digitization Initiative has established standards and "best practices" for digitization efforts, provided educational context for these materials, and built a gateway for access to the digitized collections.

IMPROVE COST-EFFECTIVENESS AND EFFICIENCY IN GOVERNMENT RECORDKEEPING

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

Given the small number of staff that is charged with delivering records management training and assistance to thousands of Texas governments, we and our staff, by necessity, must continue to actively explore any and all means to increase our level of service to those governments without compromising the quality of that service.

EXPLORE FUNDING OPTIONS FOR A RECORDS MANAGEMENT AND PRESERVATION GRANT PROGRAM

The Commission sought but failed to secure the legislative approval needed for funding a records management and preservation grant program for local governments during the 79th Legislature. Such a

funding source, apart from the general revenue stream, would allow us to provide records management and preservation grants to local governments, expand our archival and records management resources and services to those governments, and provide us the means to assist them in times of disaster. In recent years, we have been unable to answer pleas for onsite assistance or financial aid from governments that have experienced natural disasters because of lack of staff and funds.

PREPARING FOR DISASTER

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

The State and Local Records Division has entered into active partnerships with the Federal Emergency Management Agency (FEMA) and the Governor's Division of Emergency Management (GDEM) to provide training to Texas government offices in the protection and preservation of their vital records in case of disaster. Three of the agency's government information analysts have been certified by FEMA. We must continue to nurture and expand these opportunities. In partnership with other agencies, we must provide our state and local government agencies with the tools to prepare for and, if necessary, to respond to calamity. That includes the preservation of vital government records, which are essential to the restoration of civic and community life torn apart by natural or manmade disaster.

As part of the IMLS Connecting to Collections initiative, TSLAC and the Texas Historical Commission, along with the Texas Library Association, the Texas Association of Museums, Amigos Library Services, and the Kilgarlin Center for Preservation of the Cultural Record, have proposed the creation of a database of all libraries, archives, museums, and other agencies and institutions. This database will eventually include information about the specific collections of each institution, including an assessment of preservation needs, and geographic information, allowing simplified identification of institutions in areas affected by natural or other disasters. The Connecting to Collections project will coordinate with the State of Texas Alliance for Response Taskforce (START), headed by Amigos Library Services, and other institutions and organizations involved in disaster response. It will also develop resources for conservation and preservation of cultural materials, much as Heritage Preservation has done at the national level.

The TexShare Advisory Board is studying the possibility of using library collaboration in as part of emergency contingency planning. Specifically, they would like to explore ways to use resource sharing activities such as the TexShare reciprocal borrowing cards and statewide databases as ways for students to access resources to continue their studies when the resources of colleges and universities in an evacuated area are unattainable.

E. RELATIONSHIP WITH LOCAL, STATE, AND FEDERAL ENTITIES

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

The **Local Government Records Committee** consists of ten local government and two state agency officials to approve rules affecting local government records and to review all other policy matters concerning local government records.

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

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

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

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

The **Library Systems Act Advisory Board** has a membership of five librarians to advise on operation of the Library Systems Act and the Loan Star Libraries Program of direct aid to public libraries. Commission staff also meets with representatives of library systems several times a year to coordinate the delivery of services to local public libraries.

The **Library Services and Technology Act Grant Review Panel** has fourteen members representing different types of libraries and their customers.

The **TexShare Advisory Board** consists of eleven individuals, two each representing state-supported colleges and universities, community and junior colleges, and private universities and colleges; two members of the general public; two public library representatives; and one member at large. This board advises us on all aspects of the operation of the TexShare library resource sharing consortium. Two representatives of the Texas public school library community serve on the board in unofficial, non-voting capacity. They provide insight into the needs of that constituent group and recommend ways in which TexShare member libraries and Texas public school libraries can work together to benefit Texans.

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

Our Talking Book Program is a member of a nationwide network of libraries providing library service to persons with disabilities. The National Library Service for the Blind and Physically Handicapped is a division of the Library of Congress and provides thousands of books, playback equipment, and adaptive technology that would otherwise be unavailable to Texas readers with disabilities. The program is able to ship materials free of charge under the United States Postal Service's label of "free material for the blind and physically handicapped."

Our Talking Book Program continues to seek alliances with groups that serve the same client base. These groups include other state agencies such as the Division of Blind and Visually Impaired Services, non-profit service groups such as the National Federation of the Blind, and non-profit businesses such as Recording for the Blind and Dyslexic of Texas. The program also has good working relationships with public libraries throughout the state. Even minimal contact with other groups such as these helps our Talking Book Program improve the service it delivers to our patrons.

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

F. AVAILABLE KEY TECHNOLOGICAL, CAPITAL, HUMAN, AND COMMUNITY RESOURCES

- Our educated and motivated staff - our greatest strength and without whom we could not fulfill our mission
- Our library and archival collections, without which we would be unable to achieve our mission. These include the State Archives and our Sam Houston Regional Library and Research Center, the U.S. and Texas Documents collections, the Genealogy Library, the Library Science Collection, and the Talking Book Program collection.
- Our micrographics and digital imaging services and the records storage services of our State Records Center
- Our volunteers, whose efforts are critical to meeting the program goals of the Talking Book Program and the Archives and Information Services Division. In FY2005, volunteers donated 29,464 hours of work in these divisions, the equivalent of approximately 13 FTEs.
- Our cooperative and collaborative working relationship with numerous state, local and federal officials and staff. Among these are records management officers in state agencies; local government records management officers; the librarians of state agencies libraries; the directors and staffs of the public, academic and school libraries in the state; and network division staff at the National Library Service.
- Our access, through encouragement of resource sharing among all types of libraries, to the rich collections of the public, academic, and school libraries of Texas
- Our robust local area network connected with broadband access to the Internet
- Our access to the OCLC Library Network, through the AMIGOS Bibliographic Council, which provides a massive database of bibliographic records
- Our relationship with the Texas Library Association and its members who assist us in developing programs of service that meet the needs and expectations the residents of Texas
- Our Friends group, the Friends of Libraries and Archives of Texas, and its members, who support our initiatives through financial and volunteer contributions.
- Our participation in the Plinkit Consortium, which provides technical and procedural support as well as best practices input to our project.



AGENCY'S PLANNING PROCESS AND TIMETABLE

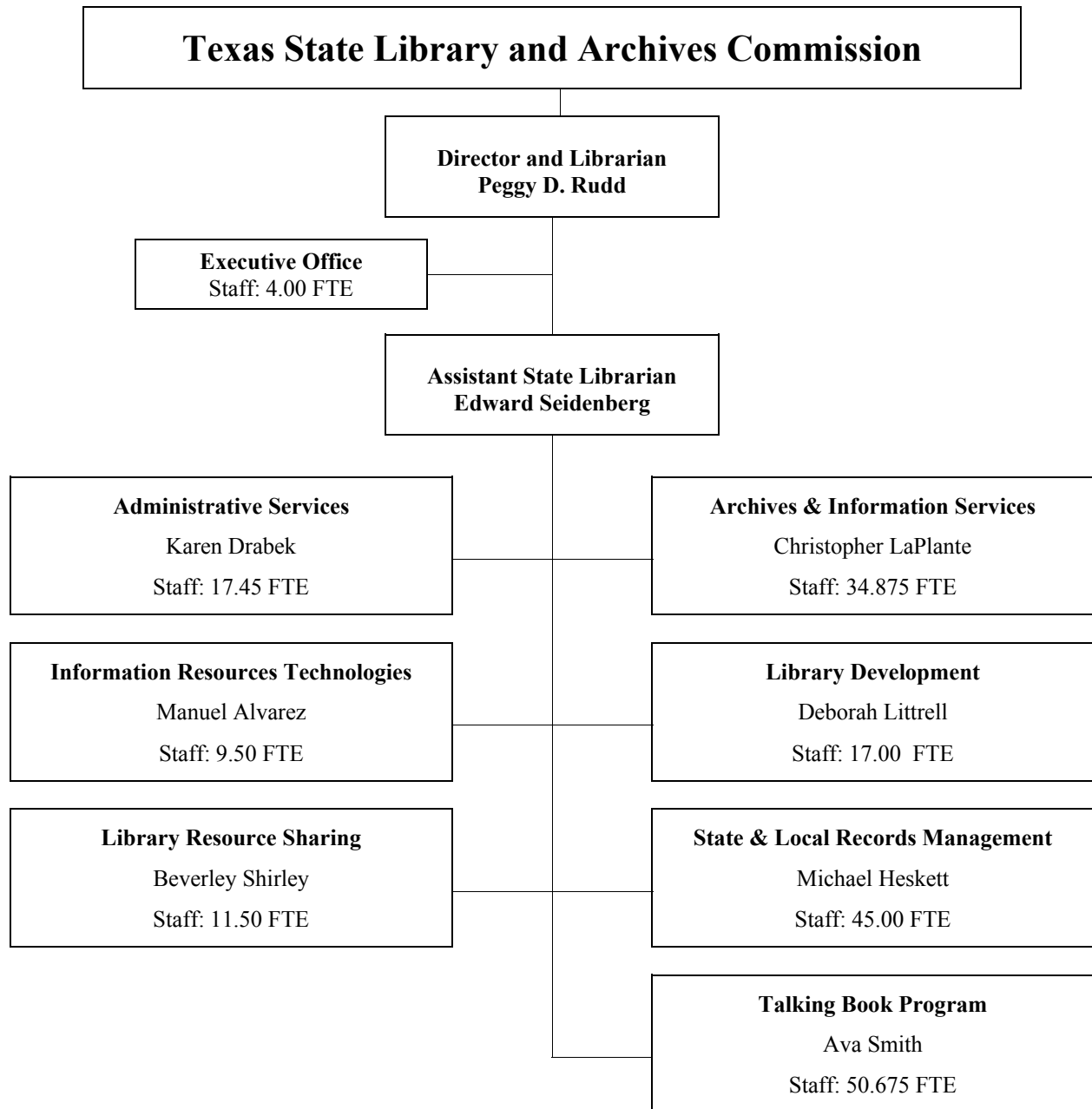
Sep. 1, 2007:	The agency's Sunset legislation reauthorized the agency for another 12 years and provided updated authority in certain key areas.
Sep.-Nov. 2007:	Agency staff participated in planning a two-day, facilitated conference entitled "Transforming Texas Libraries." The conference was co-sponsored by the Texas Library Association as an attempt to envision and guide the future of Texas libraries.
Nov. 2007:	The agency's senior management team began Strategic Planning discussion; preliminary plans were made for preparation of the plan.
Dec. 3-4, 1007:	Agency staff participated the "Transforming Texas Libraries" conference.
Dec. 2007-Apr. 2008:	The agency's senior management team reviewed the existing Strategic Plan and submitted updates to various authors for compilation. Managers met regularly to discuss and review goals, mission, vision, strategies, and measures. From this effort, an initial draft of the Strategic Plan was developed.
Feb. 8, 2008:	Preliminary discussion of the Strategic Plan was held at a meeting of the Texas State Library and Archives Commission.
Mar. 20, 2008:	Instructions for Preparing and Submitting Agency Strategic Plans were issued by the Legislative Budget Board and Governor's Office of Budget and Planning.
Apr. 15, 2008:	Initial draft of the Strategic Plan was discussed at a meeting of the Texas State Library and Archives Commission.
Apr. 16, 2008:	Submitted existing definitions of outcome, output, efficiency, and explanatory measures to the Legislative Budget Board and Governor's Office of Budget and Planning for their review.
May 9, 2008:	Submitted final draft of Strategic Plan to Library and Archives Commission for approval.
May 10-Jun. 8, 2008:	Agency staff continue developing and revising plan based on Library and Archives Commission input.
Jun. 9, 2008:	Texas State Library and Archives Commission reviewed and approved the Strategic Plan.
Jun. 10- Jul. 13, 2008:	Completed and revised plan, as necessary.
Jul. 14, 2008:	Submit Agency Strategic Plan to Legislative Budget Board, Governor's Office of Budget and Planning, and others.



Texas
State Library
and Archives
Commission

AGENCY ORGANIZATION CHART

Number of FTE employees in FY08: 192.0





Texas
State Library
and Archives
Commission

FIVE-YEAR PROJECTIONS FOR OUTCOMES

(Assumes Continuation of FY09 Funding Level)

OUTCOME MEASURES	2009	2010	2011	2012	2013
OBJECTIVE A.1					
Percent of the public libraries that have improved their services or resources.	32%	32%	32%	32%	32%
Dollar value of cost avoidance achieved by library resource sharing (millions).	\$147.9	\$151.0	\$156.6	\$161.7	\$167.3
OBJECTIVE A.2					
Percent of eligible population registered for Talking Book Program service.	8.0%	8.0%	8.0%	8.0%	8.0%
OBJECTIVE B.1					
Percent of customers satisfied with State Library reference and information services.	95%	95%	96%	96%	96%
OBJECTIVE C.1					
Percent of state agencies administering programs based on approved records schedules.	98%	97%	98%	97%	98%
Percent of local government offices administering programs based on approved records schedules.	75%	76%	77%	78%	79%
Dollar value of cost-avoidance achieved for state records storage/maintenance (millions).	\$72.3	\$73.5	\$74.2	\$75.3	\$76.1
OBJECTIVE D.1					
Percent of total dollars spent with HUB vendors.	8%	8%	8%	8%	8%



Texas
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MEASURE DEFINITIONS

OBJECTIVE A.1 OUTCOME MEASURES

Percent of public libraries that have improved their services or resources

Short Definition	Percent of improved public libraries.
Purpose / Importance	This measure is intended to show the percent of Texas public libraries that significantly improved their customer services or library resources. The goal is to improve Texas libraries, and this 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 members of the Texas Library System. 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	For the system membership year of the performance report, the following 5 data elements for each system member public library will be compared to what they reported the previous year: total collection (items), total reference transactions, total library circulation, total library program attendance, and total number of library visits. The percent change from the previous year to the current year will be calculated. If the percent change for a majority (3 or more) of these data elements is +5% or greater, that library will be considered "significantly improved." The total number of thus improved libraries will be divided by the total number of system member 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 is to be collected, and the number, the experience of their staff to capture the data accurately and consistently, and the ability of agency staff to identify and remedy data collection deficiencies. Some data may be estimated. Some data may be interpolated or approximated to reduce the local data collection effort. The measure provides the same weight to small library systems as to large library systems.
Calculation Type	Non-cumulative
New Measure	No
Desired Performance	Higher than Target
Priority / Key Measure	High / No

Dollar value of cost-avoidance achieved by library resource sharing

Short Definition	This is the amount of cost-avoidance realized by Texas libraries because of TexShare and the other resource sharing programs and services provided.
Purpose / Importance	This measure shows the cost savings realized through library resource sharing services. It demonstrates the economies of scale and expanded services made possible by statewide resource sharing programs.

Source / Collection of Data	Costs for individual libraries to provide access to databases are estimated from vendor's price schedules. Costs to purchase materials received through inter-library loan and the TexShare Card program are calculated using the published average costs for books and commercial document delivery services. Costs to provide access to state agency publications are estimated by calculating the cost of postage to mail the materials individually. 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. Interlibrary loan data are derived from reports submitted by interlibrary loan centers and a commercial vendor. The State Publications Depository Program tracks the number of publications distributed to depository libraries. 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, acquire state agency publications, 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." Postage costs could vary due to the weight of the packages or the number of items included in a single package.
Calculation Type	Non-cumulative
New Measure	No
Desired Performance	Higher than target
Priority / Key Measure	High / No

STRATEGY A.1.1 OUTPUT MEASURES

Number of persons provided project-sponsored services by library resource sharing

Short Definition	This is the number of people who receive TexShare and other library resource sharing services.
Purpose / Importance	The measure reflects the number of Texans who benefit from TexShare and other library resource sharing services. It illustrates the impact of these cooperative programs.
Source / Collection of Data	Measures instances of use of materials, services and activities. Includes interlibrary loans requested, number of reciprocal borrowers cards issued, and the number of search sessions on project-funded resources. A "session" is defined as access to a specific resource by a single individual, as defined by unique IP (Internet Protocol) address. A particular IP address is considered new/unique if the server has no record of activity for 30 minutes. Additionally, a "session" may be counted as beginning when a user logs into a particular resource – such as a database and ending when that person logs off that resource. Includes database search sessions and database gateway services, but does not include typical Web-page browsing. Database statistics are reported by the database vendors; interlibrary loan and other transactions are submitted by participating libraries and 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 grant projects, contract vendors and the State Library. Some reports will include performance for projects funded in the previous fiscal year; reports from grant recipients may be based on sampling or other estimating techniques. Based on non-unique counts each time services are provided.
Data Limitations	Statistics from third parties are inconsistent and sometimes arrive too late to be reported. The technology available for tracking sessions is not consistent across vendor platforms. Frequently vendor-provided statistics will reflect multiple sessions when a single user accesses multiple resources. The number of "search sessions" may sometimes have to be estimated based on a count of actual searches performed. The technologies involved in delivering services and in compiling service statistics are dynamic, frequently changing without advance notice.
Calculation Type	Cumulative
New Measure	No
Desired Performance	Higher than target
Priority / Key Measure	High / Yes

Number of librarians and others trained or assisted to use shared resources

Short Definition	This is the number of librarians and other customers receiving consulting or training services in TexShare and other library resource sharing programs from the State Library.
Purpose / Importance	This measure shows the number of clients who receive training and technical assistance from project staff. Training and consulting are critical to successful use of TexShare and other library resource sharing services.
Source / Collection of Data	Count of people (1) attending instructional workshops (based on sign-in sheets) or (2) receiving consulting technical assistance. Reported quarterly. Consulting includes assistance given by computer network, mail, telephone, and in person.
Method of Calculation	Based on non-unique counts by staff or contractors each time assistance or training is provided to librarians, library staffs, state agencies staff, state or local officials, or other customers. Calculated quarterly.
Data Limitations	Some reports may be based on sampling or other estimating techniques.
Calculation Type	Cumulative
New Measure	No
Desired Performance	Higher than target
Priority / Key Measure	Low / No

STRATEGY A.1.1 EFFICIENCY MEASURES

Number of days of average turnaround time for interlibrary loans

Short Definition	This is the average number of days it takes for a library to receive items requested through interlibrary loan.
Purpose / Importance	Interlibrary loan is a central component of library resource sharing. One measure of success is the average number of days it takes for a library to receive a requested item. It illustrates the success of efforts to implement ongoing process improvements.
Source / Collection of Data	This data is based on statistical samples of filled requests, as submitted from resource centers, local libraries, and the computer network operator.

Method of Calculation	This figure reflects a weighted average of: (1) the average number of days it takes a library to receive requested materials when the material is available from the nearest resource center library; and (2) the average number of days it takes a library to receive requested materials when the material is not available from the nearest resource center. These requests are referred to and filled by another lending library. Data is based on statistical samples of filled requests, as submitted from resource centers, local libraries and the computer network vendor. Calculated annually.
Data Limitations	Reports are based on sampling and other estimating techniques.
Calculation Type	Non-cumulative
New Measure	No
Desired Performance	Lower than target
Priority / Key Measure	Medium / No

Cost per book and other library material provided by shared resources

Short Definition	This is the unit cost of materials delivered via TexShare and other library resource sharing services.
Purpose / Importance	Resource sharing services dramatically expand the range of materials provided to libraries and the public. This measure shows the efficiency of TexShare and other library resource sharing services.
Source / Collection of Data	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 are not always within the complete control of the agency. For example, if the complete number of search sessions or interlibrary loans supplied is not reported on time, the reported cost per use will be higher than actual.
Calculation Type	Non-cumulative
New Measure	No
Desired Performance	Lower than target
Priority / Key Measure	Low / No

STRATEGY A.1.2 OUTPUT MEASURES

Number of books and other library materials provided to libraries

Short Definition	Measures the number of items added to library collections or provided to libraries through programs funded by the State Library and a variety of projects that support local libraries.
Purpose / Importance	This measure shows the wide range of materials made available to libraries that might otherwise not have been purchased or provided for Texans, and that help improve library services. It provides a count of materials purchased for or provided to libraries as a result of projects designed to aid or assist libraries directly. Examples of projects in this strategy include the Texas Library System, Loan Star Libraries grants, special focus grants, continuing education and consulting provided by the State Library, and Texas Reading Club. This is a count of books, subscriptions, audiovisuals, microforms, electronic documents and other materials loaned or supplied to a Texas library (includes materials purchased by all projects, materials in circuit or deposit collections, articles and documents, instructional manuals, Library Science Collection circulations, subscriptions, and other publications). Based on non-unique counts each time materials are provided.

Source / Collection of Data	Count of books, subscriptions, audiovisuals, e-documents and other materials purchased, leased, loaned, or supplied to a library (includes items purchased by all projects, in circuit/deposit collections, interlibrary loans, articles and documents, etc.). Counts of e-documents represent number of times project-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 (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. Reported at least quarterly, based on computer logs or on-site counts and tally sheets compiled by grantees, the agency, or contract vendors. Some reports may be based on sampling or other estimating techniques. Some reports will include materials received from orders placed in the previous fiscal year.
Method of Calculation	Numbers are compiled from various projects and tallied.
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 sometimes vary in completeness. Data may be based on sampling or estimates. Data collected from grant projects may be received too late for inclusion in a particular report.
Calculation Type	Cumulative
New Measure	No
Desired Performance	Higher than target
Priority / Key Measure	Medium / No

Number of librarians trained or assisted in libraries

Short Definition	Calculates the number of librarians, library staff, local officials, and others who receive training or assistance directly from the State Library, the Texas Library System, 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 workshops or (2) receiving consulting assistance provided by the Texas Library System, 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 library systems, the State Library, or other projects; technical assistance includes assistance given by mail, e-mail, fax, telephone, and in person. Based on non-unique counts each time assistance or training is provided to librarians, library staffs, local officials, or others; some reports may be based on sampling or other estimating techniques. Sign-in sheets, electronic attendance logs, or on-site counts are used to count people attending instructional workshops. Staff record the number of people to whom they provide technical assistance by telephone, in-person, email, or mail.
Method of Calculation	Data are compiled and tallied.
Data Limitations	Data may be based on sampling or estimates. Some workshop attendees do not register and may not be counted.
Calculation Type	Cumulative
New Measure	No
Desired Performance	Higher than target
Priority / Key Measure	Medium / No

Number of persons provided library project-sponsored services

Short Definition	Calculates the number of Texans who receive direct services through the State Library, the Texas Library System, and a variety of other programs that support libraries.
Purpose / Importance	Counts number of instances persons receive services as a result of projects. Projects are available directly to the library; includes Texas Library System, competitive and other grants, continuing education & consulting services by the agency, & Reading Club. Measures use of materials, services & activities provided by projects. Includes persons: receiving materials circulated by projects, viewing grant-supplied audiovisuals, using circuit or deposit collections, attending project programs, number of reference questions, direct loans to non-residents, 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. Counts IP addresses; a particular IP address is considered new/unique if the server has no record of activity for 30 minutes.
Source / Collection of Data	Reported at least quarterly, based on computer logs, tally sheets, or on-site counts by grant projects and State Library. Some reports may be based on sampling or other estimating techniques; will include performance for some projects funded in previous fiscal year. The usage of library materials is estimated by multiplying the reporting entity's average 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.
Method of Calculation	Numbers for each project are compiled and tallied.
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.
Calculation Type	Cumulative
New Measure	No
Desired Performance	Higher than target
Priority / Key Measure	High / Yes

STRATEGY A.1.2 EFFICIENCY MEASURES

Cost per person provided local library project-sponsored services

Short Definition	Calculates the cost efficiencies of services provided through funded projects.
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	The cost of projects is based on the final budgeted grant or project amounts at the end of each reporting period. The cost of appropriate projects is divided by the number of persons provided local library project-sponsored services.
Method of Calculation	Final budget figures are divided by the number of persons served.
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 MEASURES

Percent of eligible population registered for Talking Book Program services

Short Definition	This is the percentage of persons in Texas who are registered for service with the Talking Book Program (TBP), expressed as a ratio of all Texans estimated as being eligible for TBP services by virtue of a visual, physical or learning disability.
Purpose / Importance	This measure is intended to show the scope of service within the state and to indicate the program's level of success in serving as many eligible Texans as possible.
Source / Collection of Data	A count of all individual patrons who have registered for service and had a status of "active" at any time during the fiscal year is tallied by the database system.
Method of Calculation	The count of individual patrons who have been active is divided by the "Number of Texans Eligible for Talking Book Program Service" to produce a percentage.
Data Limitations	The number of Texans estimated as eligible for service is calculated using a formula provided by the Library of Congress' National Library Service, but this formula has not been updated since 1979; the currency and accuracy of the census population information for Texas varies over time.
Calculation Type	Non-cumulative
New Measure	No
Desired Performance	Higher than target
Priority / Key Measure	High / Yes

STRATEGY A.2.1 OUTPUT MEASURES

Number of persons served

Short Definition	This is the total number of persons registered and actually receiving service from the program during the reporting period.
Purpose / Importance	This measure is intended to document the number of individual Texans served. It tracks program service activity and growth patterns.
Source / Collection of Data	Tallied by computer, based on date of last service as documented by the database system.
Method of Calculation	The count of persons is not duplicative, is cumulative, and is updated monthly to include new patrons becoming active and receiving service as well as established patrons receiving service for the first time during the reporting period.
Data Limitations	Patrons registered with the program occasionally receive a book or magazine from an entity affiliated with TBP without TBP's knowledge; if the item loaned to the patron is not circulated from our collection it is not tracked by the database system and if it is the only item loaned to the patron within the reporting period, the patron is not counted as having received service.
Calculation Type	Cumulative
New Measure	No
Desired Performance	Higher than target
Priority / Key Measure	High / Yes

Number of institutions served

Short Definition	This is the total number of institutions registered and actually receiving service from the program during the reporting period.
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Purpose / Importance	A significant portion of Texans who meet eligibility requirements receive services from the Talking Book Program through another organization, such as a retirement home, learning resource center, library, disabled students center, or classroom in a public or private school or college. This count represents the number of institutions serving patrons.
Source / Data Collection	Tallied by computer based on date of last service in the database.
Method of Calculation	The count of institutions is not duplicative, is cumulative, and is updated monthly to include new institutions becoming active and receiving service as well as established institutions receiving service for the first time during the reporting period.
Data Limitations	Institutions registered with TBP occasionally receive a book or magazine from an entity affiliated with TBP without TBP's knowledge; if the item loaned to the institution is not circulated from our collection it is not tracked in the database and if it is the only item loaned to the institution within the reporting period, the institution is not counted as having received service.
Calculation Type	Cumulative
New Measure	No
Desired Performance	Higher than target
Priority / Key Measure	Low / No

STRATEGY A.2.1 EFFICIENCY MEASURES

Cost per person served

Short Definition	This is the unit cost to provide service to each individual patron and institution served during the reporting period.
Purpose / Importance	This measure evaluates cost efficiency of the program; changes in cost per person can reveal an increase or decrease in overall efficiency.
Source / Collection of Data	Computer tracks expenditures and persons/institutions served and unit cost is calculated manually.
Method of Calculation	The total direct costs from appropriated funds are divided by the number of individual and institutional patrons served.
Data Limitations	The limitations associated with the "Number of Persons Served" and "Number of Institutions Served" are relevant for this measure since its calculation includes the counts for those two output measures. Total expenditures may change slightly after the time this calculation is performed at the close of the fiscal year, but the changes would be negligible.
Calculation Type	Non-cumulative
New Measure	No
Desired Performance	Lower than target
Priority / Key Measure	Low / No

Cost per volume circulated

Short Definition	This is the unit cost to circulate each volume, including books and magazines, to patrons throughout the reporting period.
Purpose / Importance	This measure evaluates the cost efficiency of the program; changes in cost per volume circulated can reveal an increase or decrease in overall efficiency.
Source / Data Collection	Computer tracks expenditures & volumes circulated; unit cost is calculated manually.
Method of Calculation	The total direct costs from appropriate funds are divided by the number of volumes circulated.

Data Limitations	The limitations associated with the "Number of Volumes Circulated" measure are relevant for this measure since its calculation includes the count for that output measure. Total expenditures may change slightly after the time this calculation is performed at the close of the fiscal year, but the changes would be negligible.
Calculation Type	Non-cumulative
New Measure	No
Desired Performance	Lower than target
Priority / Key Measure	Medium / No

OBJECTIVE B.1 OUTCOME MEASURES

Percent of customers satisfied with State Library reference & information services

Short Definition	Quarterly surveys will be used to measure the level of customer satisfaction.
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	The agency will survey all persons who contact any of the four reference units of the Archives and Information Services (ARIS) Division for reference or research services on two sample days quarterly. Survey days will vary during the third and ninth week of each quarter. All individuals surveyed will be given an opportunity to provide additional comments including complaints or suggestions for improvement. No personal information will be requested as part of the survey. That day, customers having contact with staff via on-site visits, telephone, or written requests will be asked if they are satisfied with the services they received from the specific unit; the survey will be administered when the response to the customer's request is provided.
Method of Calculation	To compute a percentage of satisfied customers, the number of persons who respond "yes" will be divided by the total number responding for that day.
Data Limitations	Customers may indicate dissatisfaction with the services received when informed that a requested resource is either unavailable or simply does not exist. Respondents may mark more than one score (these will be considered non-respondents).
Calculation Type	Non-cumulative
New Measure	No
Desired Performance	Higher than target
Priority / Key Measure	High / No

STRATEGY B.1.1 OUTPUT MEASURE

Number of assists with information resources

Short Definition	The number of times staff assist customers to find 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	<p>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.</p> <p>The assistance to customers includes responses to reference questions received by mail, phone, fax, e-mail, or in person. 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. Customer visits to the agency Web site are not included. Daily counts are tallied on a monthly basis.</p>
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.
Data Limitations	Information resources might be returned to their original locations by non-staff members, which would result in an undercount of usage.
Calculation Type	Cumulative
New Measure	No
Desired Performance	Higher than target
Priority / Key Measure	High / No

STRATEGY B.1.1 EFFICIENCY MEASURE

Cost per assist with information resources

Short Definition	A unit cost figure is derived by dividing the total of all appropriate direct costs by the total number of assists with information resources.
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	The cost to assist with information resources is calculated by subtracting the costs of purchasing published materials, appraising, accessioning and processing archival or other documents for current and future use from the sum of all direct costs and dividing by the total number of assists with information resources by staff who provide service from all four collections.
Data Limitations	Two of the collections use full counts while two others employ a combination of full counts and statistical sampling in gathering data.
Calculation Type	Non-cumulative
New Measure	No
Desired Performance	Lower than target
Priority / Key Measure	Low / No

STRATEGY B.1.1 EXPLANATORY MEASURE

Number of Web-based information resources used

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

OBJECTIVE C.1 OUTCOME MEASURES

Percent of state agencies administering programs based on approved records schedules

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

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

Short Definition	This is the percentage of local governments that have, in accordance with the Local Government Code, §201.041: (1) submitted a records control schedule and have had the schedule approved; (2) adopted the records retention schedules issued by the State Library and Archives Commission; or (3) declared that all records will be maintained permanently.
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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 and evidence of compliance is entered into a database. The agency determines at the beginning of each fiscal year the total number of local governments subject to the Local Government Records Act with sources provided by other state agencies and government associations. Legally established, but otherwise inactive, water districts are not included in the total number of local governments.
Method of Calculation	Divide the total number of local governments in compliance by the total number of local governments. Calculated monthly.
Data Limitations	New local governments are created each year and some are abolished; thus, the total number of local governments fluctuates unpredictably from year to year.
Calculation Type	Non-cumulative
New Measure	No
Desired Performance	Higher than target
Priority / Key Measure	Medium / No

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

Short Definition	This is an estimate of the total costs avoided by Austin-area state agencies from using the State Records Center.
Purpose / Importance	This measure is an indicator of dollars saved by removing non-current records of Austin-area state agencies from high-cost office space and placing them in the low-cost State Records Center.
Source / Collection of Data	The 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 General Services Commission (lease office space and filing equipment costs) and the Appropriations Act (file clerk salaries). The number of cubic feet stored in the State Records Center is taken from Output Measure C.1.1 (Number of cubic feet stored/maintained). Records Center costs include all direct and allocable indirect costs in the strategy and are derived from internal budget summaries and databases.
Method of Calculation	The cost to store a cubic foot of records in office space is multiplied by the number of cubic feet of records in storage at the State Records Center. Records Center storage and maintenance costs are subtracted from the office environment storage and maintenance costs to determine the total net cost-avoidance to the state. Calculated monthly.
Data Limitations	The cost per cubic foot to store and maintain records in an office environment varies from agency to agency, depending on the cost of their building and the level of staffing employed. An overall estimated average is used; no effort is made to weight the average based on the number of cubic feet each agency stores in the Records Center.
Calculation Type	Non-cumulative
New Measure	No
Desired Performance	Higher than target
Priority / Key Measure	Medium / No

STRATEGY C.1.1 OUTPUT MEASURES

Number of state and local government employees assisted or trained

Short Definition	This is the number of state agency and local government employees receiving 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 database on a daily basis. Calculated monthly.
Method of Calculation	The total number of persons receiving consulting are added to the total number of those receiving training services in a given month.
Data Limitations	As governments develop more sophisticated programs, the need for routine training or technical assistance declines. This decreased need is usually offset by the needs of other governments that wish to improve their less advanced programs, but the ratio and the resulting target is not easily predictable.
Calculation Type	Cumulative
New Measure	No
Desired Performance	Higher than target
Priority / Key Measure	Medium / No

Total Revenue from Storage Services

Short Definition	This is the total amount of fees billed to customers for the records storage services provided by the agency.
Purpose / Importance	Since this agency's records storage services are on a full cost-recovery basis, the constant tracking and monitoring of revenues and expenses is important to ensure fees are in line with costs. Fees are set to recover all direct and allocable indirect costs in the strategy. Storage services include the physical transfer of paper, microfilm, and electronic record media from state agencies to the secure, environmentally controlled State Records Center; indexing, coding, and shelving of containers; retrieval, delivery and pick-up of records upon request; updating inventory indexes in compliance with changing records retention requirements; and ensuring the proper, final disposition of records, once retention requirement have been met.
Source / Collection of Data	Databases 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.
Method of Calculation	Total fees billed for storage services as determined by end of month figures.
Data Limitations	Total revenue will vary depending on the volume of records stored by state agencies during a given fiscal year. There is nothing in state law that requires agencies to use this agency's records storage services.
Calculation Type	Cumulative
New Measure	No
Desired Performance	Higher than target
Priority / Key Measure	Medium / No

Total Revenue from Imaging Services

Short Definition	This is the total amount of fees billed to customers for the imaging services provided by the agency.
Purpose / Importance	Since the agency's imaging services are on a full cost-recovery basis, the constant tracking and monitoring of revenues and expenses is important to ensure fees are in line with costs. Fees are set to recover all direct and allocable indirect costs in the strategy. Microfilm imaging includes source document microfilming, darkroom operations for film processing and duplicating, quality control editing, and chemical testing of microfilm. Digital imaging includes scanning of original documents and conversion of computer output to laser disc.
Source / Collection of Data	Databases are used to track work performed and fees billed for imaging services. Work performed is updated daily and fees billed are calculated monthly.
Method of Calculation	Total fees billed for imaging services as determined by end of month figures.
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 MEASURES

Cost per cubic foot stored/maintained

Short Definition	This is the cost to the State Library and Archives Commission to store a cubic foot of hard copy records in the State Records Center.
Purpose / Importance	This is an important measure because it indicates the cost competitiveness of the records storage services, as well as the degree to which operating costs are controlled.
Source / Collection of Data	The total number of cubic feet stored in the State Records Center is the Output Measure C.1.1 (Number of cubic feet stored/maintained). Records center costs are derived from monthly budget summaries and databases. Costs include all direct and allocable indirect costs in the strategy. Calculated monthly.
Method of Calculation	The total number of cu. ft. of records stored in the State Records Center at the end of each month is divided by the costs of operating the Center during the month.
Data Limitations	The reported results of this measure are not always within the complete control of the agency. For example, if the volume of records stored/maintained exceeds target due to more agencies storing greater volumes of records, this will reduce the cost per cubic foot but will likely reduce the timeliness and quality of services due to the inability to staff the operation at a level proportionate to the demand for services. Ideally, the cost per cubic foot should remain at or near target, indicating expenses are in line with service levels. A sharp spike up in the targeted unit cost indicates operating costs are inappropriately high for the volume of work. A sharp spike down may indicate the volume of work is exceeding the program's ability to maintain acceptable service levels.
Calculation Type	Non-cumulative
New Measure	No
Desired Performance	Lower than target
Priority / Key Measure	Medium / No

IMPLEMENTING THE TEXAS TRANSFORMATION

1. Has the agency considered use of managed services in order to focus more on its business needs?

As an agency participating in the data center services program, the state library has contracted with the Texas Department of Information Resources (DIR) to receive data center services through the Team for Texas contract. The state library also uses the TEX-AN communication services and will participate in the enterprise resource planning initiative led by the Comptroller's Office. The library is also exploring Software as a Service (SaaS) as a service delivery option for some of the electronic library applications it acquires from international software vendors. For some of these library tools, SaaS may provide the most economical and yet most effective technical support and will allow the agency to focus more on its core mission.

2. Does the agency leverage and obtain additional value from the Information and Communications Technology (ICT) Cooperative Contracts program; for example, by further negotiating not-to-exceed pricing?

The state library adheres to all DIR technology acquisition requirements and purchases IT commodities through DIR's negotiated contracts. We negotiate the best price for technology through these contracts. In 2008, we negotiated a price for security-related hands-on training (ethical hacker training) that was 33% less than the DIR negotiated price for that training. However, our needs are not typically of significant volume and do not usually result in additional savings beyond DIR negotiated prices. We do take advantage of educational pricing for technology products and services when these are available to us and we achieve significant cost savings for much of our telecommunications by participating in the e-rate program.

3. Describe the agency's strategies to align with the State Enterprise Security Plan (<http://www.dir.state.tx.us/pubs/securityplan2007/index.htm>).

The policies and procedures of the state library align with the goals of the State Enterprise Security Plan to prevent cyber attacks, reduce vulnerability to these attacks, and to respond to, recover from, and minimize the impact of such attacks. We support the agency's core mission by maintaining a secure environment as described here.

The state library adheres to all DIR guidelines and requirements for security. The library has a designated Information Resources Manager with over twenty years of State of Texas experience in IT management. As a member of the state library's management team, the IRM coordinates the security of the information resources that support the agency's service programs and reports

to the Director and State Librarian. The IRM attends the annual information security forum and meets the annual IRM requirement for continuing professional education.

The agency's information resources security program follows the requirements of TAC 202 and is reviewed annually by an IT auditor who reports directly to the governing body of the Texas State Library and Archives Commission. The security program includes the review and distribution of current security policies for all users as well as annual security training.

As one of the twenty-seven state agencies mandated by HB1516 to consolidate its information resources at the new state data center, TSLAC was the first agency to have its resources migrated into that center. The State Auditor's Office has distributed its initial security review of that data center and has concluded that the data center can provide the required security protection for the state's information resources.

The library uses the DIR and consolidated data center policies and procedures in acquiring its anti-virus software and Secured Socket Layer certificates.

The state library has coordinated with the DIR Security Office to conduct a second Controlled Penetration Test and a Web Applications Scan in order to identify and address potential vulnerabilities. The agency's technical staff coordinates with the state data center staff to remediate vulnerabilities identified in our tools and applications.

The library submits the required monthly incident report to the DIR Security Office and works with the DIR Security Office as needed to address security incidents.

In July 2008, the library's network administrator will participate in hands-on ethical hacker training facilitated by DIR for state agency security staff.

Administrative access to the agency's end-user computers is restricted in an effort to help prevent uploading of unauthorized software. Complex passwords are required and changed every 90 days. In addition, remote access to the network requires dual authentication including a unique password that changes every minute. The network is partitioned by business function and access is limited to authorized users into specific areas. VPN access requires IRM and division director approval.

The agency's IRM has primary responsibility for the security of information resources and reports directly to the State Librarian on security issues. The IRM is required to review and approve all major information resources projects. The IRM is required to review and approve all information resources-related acquisitions.

The IRM and the IT Operations Coordinator participate in the Data Center Services (DCS) Advisory Council as well other technical workgroups that assist in the coordination of consolidated data center services; participate in statewide forums and conferences on information resources security, and ensure that the state library's information resources strategies are aligned with the enterprise security plan.

4. Describe the agency's policies, practices and programs, implemented or planned, that comply with relevant statutes and administrative rules to ensure the privacy of confidential data. Consider federal privacy requirements (e.g., the Health Insurance Portability and Accountability Act or the Family Educational Rights and Privacy Act) that apply to the agency. List the organizational units (program, offices, IT, legal, etc.) that manage privacy functions. Describe any future plans for improvement.

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

As part of the state library's TAC 202 information resources security program, the agency's Information Resources Technology Division has developed an "Information Resources Security Policy Manual" which includes the agency's Data Management Policy. This policy describes data classification and the roles of data owners, custodians, and users. All staff members receive a copy of the manual and are required to complete IRT Security Training. The IRT Division also maintains a network firewall and user authentication safeguards and coordinates its work with the consolidated state data center to prevent unauthorized access to and protect the confidentiality of the agency's records in electronic format.

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

5. What current practices or plans are in place to improve usability and searchability of the agency's web content? (2007 SSP, Strategy 4 1)

The agency's current web content is in compliance with relevant standards promulgated by the Department of Information Resources. Many of the agency's publications are available in multiple formats; the vast majority of the web content appears in HTML or PDF format. The agency plans a major overhaul of its web site design; the redesign should ease navigation of the site, provide better searching of content, and ensure compliance with updated accessibility guidelines, including the updated Section 508 Standards when adopted. The agency is also promoting accessibility for non-state government websites, including websites for local government agencies and public libraries who receive federal and state funding through TSLAC programs.

The agency promotes usability and searchability of web content through a variety of methods. TSLAC's Texas Heritage Digitization Initiative (<http://www.texasheritageonline.org/>) has led efforts among cultural heritage institutions to improve the findability of online content through best practices including the use of site maps (a *de facto* industry standard described at www.sitemaps.org), the Open Archives Initiative's Protocol for Metadata Harvesting (OAI-PMH, described at <http://www.openarchives.org/pmh/>), and basic search engine optimization techniques.

The agency's plan to promote life cycle management of digital information is largely driven by TRAIL, the Texas Records and Information Locator (www.tsl.state.tx.us/trail), a service to capture, preserve and provide on-going access to web content of all state government web sites. In the previous biennium, this service made a transition to a new vendor that supports automated crawling and full-text indexing of the harvested information, among other improvements. The agency is confident that the vendor, a national leader in web preservation efforts, will continue to improve its software and storage capabilities, to spearhead efforts addressing rapidly changing technology in the web environment, and to advocate the adoption of its open source-based file format as an acceptable standard for the preservation of web content. Agency staff frequently review and update TRAIL's list of top-level state government agencies to ensure that users are able to locate easily state agency web sites. Additionally, the TRAIL program mandates standards for describing documents in metatags so that all Texas state government online information will be easier to search and discover in TRAIL as well as in other popular online search engines. These standards are online at http://www2.tsl.state.tx.us/statepubs/docs/Metadata_in_Electronic_Publications.2004.pdf.

6. What current practices or plans are in place to improve life cycle management of agency data and information? Include the agency's approach and ability to meet future open records and e-discovery requests. (2007 SSP, Strategy 4-1)

Staff from the state library worked with staff from the Office of the Attorney General and other state agencies to develop the guidance document, “Electronically Stored Information and the New Federal Rules of Civil Procedure”. The document is published and distributed in CD-ROM format by the Office of the Attorney General. All appropriate state library staff, including the agency’s designated Records Management Officer, the agency’s Records Manager, and all of the agency’s archival staff have studied and use the guidance document. As noted in that guidance, a good records management system is the key to successful e-discovery. In that regard, the agency’s Records Retention Schedule was recently re-certified. The agency has established E-mail management policies and procedures, and the agency’s records manager has recently completed E-Mail management training for staff that had not previously received it. The state library will continue to review and update its policies and practices to ensure that it is in the best position to meet future open records and e-discovery requests.

7. Describe agency methods and standards (federal, state, industry), implemented or planned, intended to enhance data sharing (i.e., improve interoperability) with other entities. (2007 SSP, Strategy 4-2)

Data sharing with other entities is one area where TSLAC provides outstanding leadership. TSLAC has promoted the use of interoperability standards for data sharing among libraries, government agencies, and a variety of cultural heritage institutions. Among the standards promoted by TSLAC are Z39.50, a library specific protocol documented in the Z-Texas profile (<http://www.tsl.state.tx.us/ld/projects/z3950/tzigprofilerelease30.html>), the Search and Retrieve by URL (SRU) protocol and the NISO Metasearch XML Gateway protocol (<http://www.niso.org/publications/rp/RP-2006-02.pdf>), and lightweight OpenSearch formats (<http://www.opensearch.org/Home>).

One service by which TSLAC promotes data sharing is TRAIL, the Texas Records and Information Locator (www.tsl.state.tx.us/trail), a service to capture, preserve and provide on-going access to web content of all state government web sites. Another service is the Library of Texas (LoT, <http://www.libraryoftexas.org/>), an ongoing service that allows users to discover and retrieve desired information from multiple library catalogs, databases, and other knowledge collections using a single search interface. At present, the Library of Texas searches through the catalogs of 85 public libraries, 60 academic libraries, 4 unique libraries, and 46 TexShare commercial databases. Many search results from the TexShare databases will include the full text from the original article, satisfying information needs right away. For materials that are not immediately available online, search results include links to online bookstores and an ILL request form to obtain the desired information. TSLAC plans to enhance LoT to allow the integration of TRAIL content as well, greatly expanding the potential audience of TRAIL while improving searchability of TRAIL content and Texas government publications and websites.

Texas Heritage Online (<http://www.texasheritageonline.org/>) is a search service that enables cross-search of cultural heritage materials from libraries, archives, museums, government agencies and other institutions. It includes documents, photos, oral histories, music and film, and other formats of content. This service is particularly targeted at K-12 educators and students as

well as other researchers, including historians and genealogists. By providing a single service where users can go to search for a variety of materials, Texas Heritage Online improves usability and access to information and lowers costs of providing redundant services among government agencies. Texas Heritage Online is a service of the Texas Heritage Digitization Initiative (THDI), a project to increase collaboration and data sharing among cultural heritage institutions. THDI also provides training in digitization and metadata creation according to commonly-accepted standards and best practices.

8. Does the agency have any plans to simplify or reduce the number of existing software platforms (e.g., operating systems, application development environments, database systems, office suites, other COTS applications)? If no, is the agency fully leveraging its technology to support both its current and future business environment?

As an agency participating in the data center services program, the state library has consolidated operations to the state data centers in Austin and San Angelo. The consolidation includes migration to the DCS standard software platforms and tools for greater consistency across the state. Additionally, the state library submits new infrastructure technology purchases through the DCS solution request process. The solution request process uses the DCS standard configurations and includes enterprise-level reviews of solutions to ensure alignment with the state's direction for data center services.

9. Describe any current or planned activities targeted at reducing the environmental resource consumption of technology equipment (recycling, consolidating, virtualizing, buying energy efficient equipment, etc.).

As an agency participating in the data center services program, the state library has consolidated operations to the state data centers in Austin and San Angelo. The state data centers use highly efficient energy management systems, including double-conversion technology for the uninterruptible power supply (UPS) direct current (DC) units and specialized lighting design that utilizes 23 percent less electricity than the state energy allowance. In addition to migrating operations to the more efficient environment, the state library has virtualized systems management by re-aggregating distributed systems into virtual systems, which replace older, less efficient technology, and employ other emerging technology strategies to reduce the state library's technology footprint. The Technology Plan delivered as part of the Data Center Services contract describes the state library's consolidation and virtualization plans in detail.

WORKFORCE PLAN

I. OVERVIEW

The Texas State Library and Archives Commission and staff believe all Texans have the right to barrier-free access to library and information services that meet personal and professional needs and interests, provided by well-trained, customer-oriented staff.

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

To accomplish our mission, we work to achieve three programmatic goals and four objectives. These are outlined below.

Goal 1: To improve the availability of library and information services

Objective 1.1: Increase percent of public libraries that have improved their services or resources

Objective 1.2: Increase library use by Texans with disabilities

Goal 2: To improve information services by answering reference questions

Objective 2.1: Improve information to public and others by answering reference questions

Goal 3: To achieve cost-effective management of state and local records

Objective 3.1: Achieve record retention rate for state-local government

We serve a variety of roles in state government to accomplish these goals. These roles range from Advisor to Innovator, and form the basis for our strategic planning efforts.

Our core business functions include the following:

- Provide grant funding, technical assistance and continuing education support for establishing, expanding, and improving public and academic library services statewide
- Provide access to state and federal government documents
- Provide access to specialized genealogical materials
- Support interlibrary cooperation and resource sharing programs among all types of libraries
- Provide recorded books and magazines for Texans who are blind or physically handicapped
- Provide technical assistance to state and local records managers
- Provide safe, economical storage of print and electronic records for state agencies
- Preserve historically-significant state records and documents

We do not anticipate any major changes to our mission, strategies or goals over the next five years in our state-mandated programs. The primary changes we anticipate will be in the way we deliver our programs and services. We are increasingly using technology to provide information and other services in electronic formats in response to customer demands. This shift will require us to continually re-examine our existing workforce and ensure our future workforce has the skills necessary to make this shift successful.

Our federal programs are subject to change based on actions at the federal level; however, these changes are generally publicized well in advance of expected implementation. We will be able to

readjust our workforce to meet future changes in these programs with minimal disruption to current service delivery.

We currently operate seven program divisions: Archives and Information Services, Information Resource Technologies, Library Development, Library Resource Sharing, State and Local Records Management, the Talking Book Program, and Administrative Services. We do not anticipate a need to reorganize this structure in the next five years.

Our agency has three independent “libraries” operating within the agency, all of which serve separate and distinct customers. In addition, we preserve the state’s records, store and image other agencies’ records, and provide consulting and training services to our constituent groups. Therefore, the organizational structure of the agency is departmental, and the staff structure is hierarchical within those departments. Our emphasis is on teamwork and the streamlining of staffing functions throughout the agency; however, the basic organizational structure should change very little over the next five years.

As an agency, we will continue to focus on improving service delivery to our customers and patrons while maintaining our current staffing levels. This includes meeting emerging customer demands for services in digitized and Spanish-language formats.

II. CURRENT WORKFORCE PROFILE (SUPPLY ANALYSIS)

DEMOGRAPHICS

The agency is authorized 192 FTEs. The following table details the ethnic and gender breakdown of our workforce as of February 29, 2008, by job category as defined by the Texas Commission on Human Rights.

Workforce Demographics by Job Category

Job Category	Category Total	Asian		African American		Hispanic American		White		Subtotals	
		Male	Female	Male	Female	Male	Female	Male	Female	Male	Female
Number of Employees											
Officials/Administrators	9	0	0	0	0	1	0	3	5	4	5
Administrative Support	50	0	0	3	2	10	1	23	11	36	14
Technicians	2	0	0	0	0	0	0	2	0	2	0
Service/Maintenance	1	0	0	1	0	0	0	0	0	1	0
Professionals	80	1	1	0	1	4	9	21	43	26	54
Para-Professionals	35	0	0	1	1	7	2	10	14	18	17
Skilled/Craft	10	0	0	0	2	1	1	3	3	4	6
Total	187	1	1	5	6	23	13	62	76	91	96
		2		11		36		138		187	
<i>Percent of Workforce</i>		1.07%		5.88%		19.25%		73.80%		49%	51%

Source: TSLAC Class Chart, 02/29/2008

The threat of “brain drain” presents an additional threat to our agency over the next several years. As of February 29, 2008, we have 47 employees with over 20 years of total state service; 18 of these are return-to-work retirees. Of the remaining 29 employees with over 20 years of state service, 18 are eligible to retire during the current biennium, with another 9 employees reaching retirement eligibility within the next 5 years. Similarly, over 59 percent of our workforce is over the age of 40, and many of these have more than 20 years of state service.

We will continue to explore ways to close the anticipated gap of institutional knowledge, including implementing a formal succession plan. Our management philosophy is to promote from within whenever there is a qualified internal candidate for a vacancy. This philosophy has been very effective, as evidenced by the many key managers and program specialists who have chosen to advance their career within the agency. As a result, a large number of staff has acquired institutional knowledge that will be difficult to replace.

TURNOVER AND ATTRITION

Many of our positions are clerical or para-professional in nature and are not intended to be career jobs. These positions tend to have a higher turnover rate as staff seek increased salaries and better possibilities for advancement from employment elsewhere. Many of the job tasks in these positions are repetitious and unchallenging, with little opportunity for staff to utilize their creativity. In addition, the physical work environments in our storage and circulation facilities do not foster a desire to remain in those positions for an extended period. Attrition rates for these positions will continue to be moderate to high; however, internal promotions have helped reduce the number of these staff who have left the agency to work elsewhere.

CRITICAL WORKFORCE SKILLS

In order to fulfill our mission, we must have individuals with advanced information research, organization and retrieval skills. In particular, our workforce needs the ability to integrate emerging technologies into the information management process.

We have a number of positions that require highly specialized skills, such as professional librarians, archivists, and government information analysts, in addition to IT professionals. One hundred fifteen of our positions are categorized as professional or para-professional. Of these, 32 require an advanced degree, and the remainder require a bachelor's degree or college coursework.

Our current workforce needs additional computer literacy and proficiency skills training to ensure we remain in-step with rapidly advancing technology. We are delivering more of our services electronically, and all staff will need to have basic computer skills. In addition, many staff will need to attain proficiency in various applications and bring more of the work processes to their own desktop computers.

Our movement towards digitization of documents and information requires non-IT staff to become proficient in this emerging technology. Some of the technical skills currently required (microfilming, tape duplication, etc.) will no longer be necessary when we transition to the new technology. Customer demand for these new services and available technology will determine how quickly this transition is made.

CHALLENGES RECRUITING MISSION-CRITICAL SKILLS

State agency salaries continue to lag behind the regional marketplace, particularly for positions located in the Austin area. This limits our ability to successfully recruit the most qualified candidates for some of our critical professional and management positions. In addition, evolving job responsibilities demand a proportionately larger return in skill level, education, and ability.

Many of our jobs have become increasingly complex, and we have adjusted job responsibilities and position classifications accordingly; however, we have a large number of staff who have been in

their positions for many years. An additional challenge we face is increasing these salaries comparable to what we are able to offer new hires. The large number of part-time positions in the clerical series is also a challenge to raising overall salaries in our agency. Though we have increased the salary levels within our agency since FY 2003, as reflected in the chart below, much of our turnover is a result of staff transferring to another state agency to perform the same job for more salary.



Staff have acquired some of our mission-critical skills over time, such as institutional knowledge of our particular collections. Agency "experts" expedite the flow of information and maintain the high levels of customer service we strive to provide. As individuals retire, replacements with the same skills and knowledge are harder to secure for the salaries we can pay.

The increasing numbers of customers we serve and the growing numbers of programs we administer have resulted in a constantly expanding workload for a static number of employees. This is particularly apparent in the Schedule A positions, 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 in our agency.

As we reduce turnover among the professional positions, we inadvertently create a lack of advancement among the entry-level positions. This paradox presents an additional challenge in implementing mentoring systems and career ladders throughout our organizational structure. Additionally, many of our higher-level positions require advanced degrees, and this also limits the career advancement possibilities for staff in entry-level positions.

Our agency continues to be affected by the Boom/Bust economy of the Austin metropolitan area. When economic times are good, we experience extremely high attrition as qualified staff moves to better paying positions. Alternately, the bust cycles bring with them more skilled workers who are attracted to the stability that State employment offers. We must continue to make employment at our agency more appealing, especially during boom cycles.

III. FUTURE WORKFORCE PROFILE (DEMAND ANALYSIS)

In order to fulfill our strategic plan and meet the informational needs of our customers, we must perform the following critical functions:

- prepare archives entrusted to our agency for effective and efficient use and access
- increase efforts for preserving library and archival materials
- provide advice and assistance to state and local government personnel on management of records and library operations
- acquire, reproduce, and distribute large amounts of material and information to deliver program services
- perform the duties required by our legislative mandates and maximize use of the Internet for distributing information
- maintain our existing and future equipment to ensure efficient service delivery

While we do not anticipate any new programs, many of the current programs will add or expand services and service delivery mechanisms. This will include hosting additional digital image files on the Web, replacing outdated database systems, and implementing new methods for delivering training and consulting services. The expansion of our state publications program to include current and archival electronic documents is evidence of the change in service delivery.

Within the next two years, we will need to develop the skills and abilities to provide for the acquisition, management and preservation of electronic records. Skilled archivists and/or information technology professionals will be needed to implement standards and policies for electronic records transferred to our agency to ensure they are maintained permanently.

We have recently added several facets to the services we deliver, significantly changing the means by which we deliver these services. We have installed 11 video conferencing centers around the state. In addition, we added the capability for web-based learning systems to allow customers to access training on an as-needed basis and added an initiative for collaborative digitization planning and access to our resource-sharing program. This requires more advanced technical and programmatic support for our staff and local partner entities.

FUTURE WORKFORCE SKILLS

Required workforce skills over the next several years will become even more highly specialized. Many actual workloads will transition from being primarily process-based to more analysis-based. For many customers, we plan to move to a system requiring less paperwork and more on-demand consulting assistance. This will require professional staff to have additional skills in auditing, communication, consulting, report writing and systems analysis, in addition to experience and knowledge of program requirements. Over the next five years, we will incorporate web-based and distance learning classes to our repertoire, adding technological skills to the existing training skills required for these positions, particularly as we implement the transition from paper to electronic records.

Customer demand for information delivered in digital formats is increasing and requires more staff at all levels within our agency to have some technical proficiency in order to fulfill these requests. In addition, staff must know and understand cutting-edge information management systems to effectively train and consult with our customers. Because we see this as a national and international work flow trend, we will require a workforce well-versed in emerging technology and practices, who are able to network effectively with customers, partner organizations, vendors, and stakeholders. Staff in professional and management positions will need to apply and understand both

basic and advanced technology, and the issues associated with it in the development of new services. In addition, they must possess the ability to understand, interpret, and create policies, procedures, rules, regulations, etc. so that they are able to write, edit, summarize and succinctly report information from diverse sources.

We anticipate an increase in the importance of the Public Information Act, particularly within our agency as the custodian of state government records. Our future workforce must be well-versed on the provisions of the Public Information Act in order to provide the best customer service while meeting the legal requirements of this law.

Staff in many areas will need to be skilled in electronic records applications and outputs, and have a background and/or training in the design of automated systems. Staff will also need skills in cataloging electronic documents, as well as skills in the new Online Computer Library Center, OCLC interface.

Technological advancements have increased the complexity of records created by government. These advancements require new equipment and computer platforms that must be deployed and supported. We will assume a wider range of technical responsibilities for projects, including systems analysis and project planning, cost estimation and resource acquisition, installation, support, life cycle maintenance, and technology refreshment.

Economic and social conditions in Texas reinforce the need to maintain the cost-efficient statewide resource-sharing programs. The Hispanic/Spanish-speaking population in Texas is growing rapidly, and we must have adequate bilingual staff to meet customer needs. Demands for services, particularly in the Talking Book Program, will increase as the populations of both aged and disabled persons continues to increase. Our statewide TexShare database program must continue to be sensitive to the online research needs of the Spanish-speaking population.

TRAINING NEEDS

In many instances, program budgets do not allow for adequate professional training and/or development, which often requires out-of-state travel. Even with use of distance learning technologies and the budget to accommodate that need, our current workloads and staffing levels do not allow staff time to take advantage of available training opportunities. We need to secure the resources to break out of a frustrating cycle: because staff do not have adequate training available, too much time is spent performing tasks using tedious, out-dated methods. The resulting drain on staff time prevents them from learning new skills that would save them time in the long run.

As part of the on-going efforts to increase the ability of the cataloging staff to catalog electronic format materials, the agency has utilized on-line Internet based training courses. We will continue to look for and take advantage of similar Internet based training opportunities.

As previously indicated, continuous, planned technology training will be critical in all program areas.

STAFFING

We are already understaffed across the agency, and we expect that situation to persist. We anticipate an increase in the demand for our current services, and that technology will require us to provide increasingly complex services. Additional staff is needed to meet current challenges; the shortage will be more acute in the future.

Within the next five years, several factors will affect an increase in the population eligible for the Talking Book Program. The eligible population will be impacted by the aging baby-boom population, the rise in certain medical conditions, such as diabetes, and better testing and diagnosis of reading disorders. We also expect more clients to join the program once the federal authorizing agency makes new digital equipment and digital books widely available. We anticipate the need to increase staff in consulting and readers' advisory services, public outreach, and audio production services. Staff in the circulation section will need to diversify in order to handle analog, digital, and print materials.

State agencies demand more records center services than we can accomplish with current resources. The level of services that can be provided to state agencies for paper records storage is limited by the staffing restrictions enacted by the legislature. Even though records center services are funded on a cost-recovery basis and could theoretically respond to agency needs by paying for additional staff through records center services fees, we cannot exceed the mandatory FTE limit imposed by the legislature.

IV. GAP ANALYSIS

SKILLS

In some cases, our current staff has the skills needed for the future. In many instances, our workforce is capable of acquiring the needed skills with minimal training or other resources. However, a large number of staff in the agency does not possess even basic computer skills, and many more lack sufficient skills to be efficient in their positions. We will need to provide more computer training, particularly in the creation, use, and manipulation of increasingly sophisticated databases. These skills must be available at the desktop level, and not dependent on IT staff.

A large number (115 of 192) of our positions are professional or para-professional, meaning they require expertise or education in a specific area. The professionals are required to continue acquiring education and experience relative to their fields. This ensures instant credibility as the professionals work with the general public, high-ranking agency staff, and state and local elected officials.

The future skill requirements identified previously relate to management and dissemination of information, documents, records, and other agency services in electronic formats. Digital imaging, enhanced databases, and sound recording are the most notable emerging technologies that we need to actively embrace.

As we move toward digital information sharing, current skills for duplication and distribution of information in cassette tape, microfilm, and microfiche formats will no longer be required or will be required at a much diminished level. Similarly, the skills required for repairing and maintaining the equipment for these processes will be phased out or eliminated.

Increasingly, we will need employees with bilingual skills, particularly English/Spanish, to meet the needs of the growing Spanish-speaking population in Texas.

RECRUITMENT

Long-term vacancies and a shortage of qualified replacement staff for management and other key program positions are anticipated during the next five years. This could be exacerbated by the expanding skill sets required for replacements. Salaries for many of the professional positions are

significantly lower than the regional and national averages. In addition, fewer people are obtaining college degrees in the specialized fields required for many of our professional positions, according to national research by the American Library Association. This trend is expected to continue. We anticipate a shortage of employees and/or extended vacancies as we recruit qualified replacements.

Many other governmental entities are creating positions similar to those at our agency. Records Management Officer, Librarian, Archivist, Technology Consultant, and Government Information Analyst positions have historically been few at other state agencies and local governments. This change has created an additional level of competition for recruiting for these professional positions.

STAFFING LEVELS

The current workforce is inadequate to meet the workload demands in many of our program areas. Over the next several years, we expect an increase in the number and types of customers served, the use of the automated services we provide, and the use of consulting services that help our customers and partners keep current with technology. Additional staff will be needed to support the deployment and maintenance of technology and Internet-based services.

The volume of paper records is expected to continue to increase during the next 10 to 15 years, despite efforts to go to a “paperless” society. If this trend continues, we will need additional staff to properly arrange, describe, and provide mandated access to archival records.

V. STRATEGY DEVELOPMENT

MAINTAINING MISSION-CRITICAL SKILLS

To be successful, staff need to learn new technologies, managerial and mathematical skills. We must take steps to remain aware of current trends, and develop the skills to speak as experts to constituents and peers. Many of our current staff have the skills necessary to learn new methods, so time, funding, and training are key resource requirements here.

We need to train the current workforce so they can perform the analytical, auditing and technical requirements of the existing programs and any subsequent advancement in service delivery. To maintain a workforce capable of supporting our direct-service programs, we must provide professional development and continuing education to internal staff. Training will also be necessary in the cataloging of electronic documents and in the use of the OCLC cataloging interface for current or future staff without those skills.

The Human Resources staff will work with agency managers and supervisors to revise job descriptions and task statements to reflect changing skill and technology requirements. Our goal will be to hire new staff who already possess appropriate skills and abilities so they can immediately be successful in the position. Unfortunately, this will create salary compression issues in many program areas, so we will need to look for ways to proactively address the consequences of this solution.

Our performance evaluation system requires team leaders, supervisors and managers to work with each particular employee to identify training required to ensure the employee is successful in accomplishing the job responsibilities of his/her particular position. This then becomes the training plan, establishing written goals for the next evaluation period. The training goals are updated as the section’s needs and employee’s abilities evolve. The use of this new tool ensures our success in training current staff who have the ability to acquire needed skills for the future.

RECRUITMENT/RETENTION

Supervisors and managers will coordinate with staff to ensure ongoing professional education and development is available for all positions, especially those of a technical and/or professional nature. Job classifications are reviewed and modified when necessary, which provides a mechanism to upgrade positions when additional duties are assumed.

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. Current available tools 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.

WORK PROCESSES

In many areas of our agency, current work processes will need to change as a result of technological advancements, industry changes, and economic, social, and political conditions. We will need to look for additional ways to streamline and automate processes, particularly for routine administrative tasks and legislative mandates. Program Managers will work together to streamline processes and efficiently accomplish tasks common to several divisions. We may also need to explore the use of temporary workers, consultants, and outsourcing for specialized jobs or tasks to prevent burnout of the existing workforce.

Divisions will further explore opportunities to form cross-divisional teams to avoid duplication of effort. However, even with the implementation of efficiency practices, current staffing levels will not accommodate new programs or services without dropping or revising some of our present services. While we anticipate that all programs will change and grow, we have not seen a decline in demand for any of our current services, with the exception of microfilming.

Our current structure, task-oriented with specific job descriptions for each position, will need to become more fluid. We must have staff who can handle a variety of skills and be willing to work at whatever tasks are required each day. Expanded responsibilities allow staff members the opportunity to use and develop skills other than those required for routine completion of job duties.

We must focus efforts on proper planning for information resources acquisition and implementation as the need for technology increases in all program areas. We will need to ensure we have adequate technical support for our wide-area network, Web-based services, client-server services, and the new videoconference systems deployed throughout the state. In addition, we must ensure proper project management for all information resources projects to eliminate interruptions to service.

SUCCESSION PLANNING

The agency has not yet implemented the practice of succession planning. In the next year, the Human Resources staff will work with division directors to identify key positions throughout the agency for which succession planning is critical. Then, the division directors will work as a group to identify potential staff with the skills and abilities to assume a particular key position with a minimal amount of training. This will allow managers and supervisors to develop staff with the potential to provide adequate backup of critical skills throughout the agency. This is especially important as we

evaluate the positions of staff who will be eligible to retire in the next five years. Agency leadership will need to ensure adequate resources are available to develop these human resources.

Mentoring programs will be established to provide a mechanism for transferring institutional knowledge and program-specific skills from retiring staff to advancing staff in an effort to avoid the “brain drain” syndrome.

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

We believe we have one of the most qualified and professional workforces in state government. We recognize that as our programs and services evolve so will the skill requirements for our workforce. We will implement strategies to ensure our current and future workforce has access to the resources to acquire the skills necessary to remain successful in accomplishing our mission.

SURVEY OF ORGANIZATIONAL EXCELLENCE - FY2008

COMPARISON OF CONSTRUCT

NOTE: BENCHMARK DATA FROM OTHER AGENCIES WAS NOT AVAILABLE IN TIME FOR THIS SUMMARY.

Construct Number	Construct Name	TSL Score	Rank	TSL in '06	Rank	TSL in '04	Rank
13	Quality	381	1	390	1	391	1
12	Strategic Orientation	373	2	387	2	388	2
2	Fairness	369	3	373	4	369	5
19	Burnout	368	4	369	6	371	4
16	External Communications	363	5	379	3	374	3
18	Time and Stress	359	6	363	8	352	12
17	Job Satisfaction	358	7	365	7	355	9
8	Employment Development	358	8	356	13	345	14
4	Diversity	358	9	362	9	355	8
7	Benefits	357	10	344	16	343	18
20	Empowerment	356	11	360	10	356	7
6	Physical Environment	354	12	371	5	360	6
10	Goal Oriented	350	13	358	11	354	10
11	Holographic (Consistency)	346	14	350	14	348	13
3	Team Effectiveness	344	15	342	17	343	17
1	Supervisor Effectiveness	342	16	345	15	343	16
15	Availability of Information	339	17	357	12	354	11
9	Change Oriented	331	18	339	18	344	15
14	Internal Communications	319	19	333	19	334	19
5	Fair Pay	234	20	231	20	225	20
Average Construct Score		348		354		350	

The management of the agency has been pleased to note that the overall average construct score has increased each time the survey has been taken, except this year when it declined 6 points. This has indicated the staff's higher opinion of the agency and our programs.

In FY08 management believes that the disruption and discomfort of the renovation and modernization of the Lorenzo de Zavala State Archives and Library Building has increased staff concern and caused the overall construct average to decline slightly.



In this photo released by the Texas State Library and Archives Commission, Governor Daniel, center, breaks ground next door to the State Capitol for the new Lorenzo de Zavala State Archives and Library Building in 1959.

(TSLAC Photo)

In the 1950s and 60s, the Texas State Library and Archives had a powerful advocate—Governor Price Daniel. Daniel personally oversaw the construction of a new Texas State Archives and Library Building, including selecting library furniture and coordinating the content of the exhibit cases in the lobby.

Governor Daniel worked tirelessly with the Texas Legislature to appropriately fund the construction of the Lorenzo de Zavala State Archives and Library Building. Governor and Mrs. Daniel dedicated 18 years of service advancing the mission of the Texas State Library and Archives Commission.

In addition to their support of the construction of the de Zavala Building, the Daniels donated the land for the Sam Houston Regional Library and Research Center in Liberty, Texas, and their residence there, The Jean and Price Daniel House, built in 1984, a complete replica of the Texas Governor's Mansion.

Governor Daniel held more elected and appointed offices of public trust than anyone in Texas history. Mrs. Daniel is the great-great-granddaughter of General Sam Houston.

For more information on how you can continue Governor Daniel's legacy of support of the Texas State Library and Archives and help realize our vision for a 21st Century Library and Archives, visit www.texaslibraryfriends.org.



FRIENDS OF LIBRARIES
& ARCHIVES OF TEXAS



In this photo released by the Texas State Library and Archives Commission, Governor and Mrs. Daniel cut the ribbon officially opening the 1960s state-of-the-art Lorenzo de Zavala State Archives and Library Building at the dedication ceremony, April 10, 1962. (TSLAC Photo)



Address comments regarding the programs and services
of the Texas State Library and Archives Commission to:

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Please visit www.tsl.state.tx.us for more information about our programs.

Texas State Library and Archives Commission
Agency Strategic Plan
Fiscal Years 2009–2013