

2027-2031

# AGENCY STRATEGIC PLAN



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## Fiscal Years 2027 – 2031

By Texas State Library and Archives Commission

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Signed:  \_\_\_\_\_

Approved:  \_\_\_\_\_

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## INTRODUCTION

The Texas State Library and Archives Commission (TSLAC) supports the state and its citizens by providing critical information and records services in fulfillment of its statutory requirements. The agency preserves the state's government archives, making them available to the public and ensuring these critical public records remain available for generations to come.

TSLAC's charge to advance the capacity of libraries is conducted through a strategic array of programs designed to foster educational opportunities and achievements, as well as to support job seekers, employers, and small businesses. These programs simultaneously equip communities to address local needs, thus serving Texans of all regions, including individuals of all ages with special reading needs.

The agency deploys statewide records management services, including maintaining government records for state agencies. This essential service establishes a fundamental means for the state to meet its commitment to transparency and accountability. TSLAC's work developing and updating statewide minimum retention schedules for all state and local government records is at the heart of open government and ensures accessibility of public information.

These unique but interconnected information services position TSLAC to meet its mission by delivering tools, resources, and programs. These services contribute to the state's priorities of supporting education, economic development, historic preservation, open government, civic engagement, and excellent customer service.

This Strategic Plan lays out activities for the next five years, integrating state requirements for information technology modernization, innovation, efficiency, and cost-effectiveness. TSLAC's Strategic Plan for 2027-2031 supports the agency's numerous constituents:

- Communities throughout Texas served by 540 local public library systems
- 200 institutions of higher education, 850 school districts, and the students and faculty they serve
- Some 10,000 units of local governments, 150 state agencies, records managers, and state and local officials who rely on TSLAC's suite of records management services, schedules, and consulting support
- Researchers, students, individuals with special reading needs, and members of the public who use TSLAC resources online and in person

TSLAC's Strategic Plan 2027-2031 focuses on several key areas: standing up the new archival and records storage facility currently under construction in Pflugerville (as authorized by the 88th Legislature); addressing longstanding information technology needs essential to meet Texas Government Code, Section 2056.002(b)(11) for modernization, security, and innovation; preparing for the Texas Bicentennial and meeting the growing demand for public exhibition spaces and access to the state's archival primary materials, and ensuring the agency's staffing infrastructure is ready to meet the needs of Texans and the State.

The agency's strategic goals align directly with TSLAC's statutory responsibilities and establish a blueprint by which the agency can enhance its services to Texans while building increased efficiencies and innovation. Our Commission and staff are dedicated to supporting Texans and the work of state government with excellent services, resources, and a deep commitment to outstanding customer service.



Gloria Meraz  
Director and Librarian

## AGENCY VISION, MISSION, AND PHILOSOPHY

### Vision

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

### Our Mission

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

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

### Agency Philosophy

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

### Dedication to Public Service

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

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

## AGENCY GOALS AND ACTION PLANS

### **Goal 1: Education: Equip Texans with educational materials, training opportunities, and programs to help them meet their learning and economic objectives.**

TSLAC increases the capacity of local libraries, educational institutions, and cultural organizations by providing tools and resources to help them serve their communities, as well as supporting the reading needs of Texans who cannot read a standard print book.

#### Action Items

1. Review and update library grant and subsidy programs to prioritize early learning, support digital literacy skill-building, and secure public online library services by February 1, 2028.
2. Review and update the statewide resource sharing framework to allow increased local selection, changes in program elements, enhanced content (including Open Educational Resources), and prioritization of the highest used and most impactful resources by September 1, 2028.
3. Support local innovation and effective educational programming by developing and updating library staff training opportunities that meet local needs, demonstrate best practices, facilitate efficient and safe technologies, and support excellent customer service to help libraries meet or exceed accreditation standards by December 2027.
4. Study the educational and information needs of the Talking Book Program's eligible population to determine the essential economic and health information resources needed that may be offered through either direct services, materials, or partnerships by May 1, 2028.
5. Implement a technology solution to integrate data collection and data visualization by January 1, 2029.
6. Move into and operate from a new, state-of-the-art facility with optimal maintenance of TBP materials and increased studio recording capacity by January 1, 2028.

#### **Describe how your action items supports each statewide goal**

1. Accountable to tax and fee payers of Texas.

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

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

Through cost-effective statewide purchasing, the agency's e-resource programs provide shared access to online information resources. When compared to purchasing the same resources locally, this operation yields an ROI of 10-to-1. Additionally, by providing training and assessment tools for libraries statewide, TSLAC helps position libraries to improve efficiency and effectiveness for the communities they serve.

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

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

4. Attentive to providing excellent customer service.

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

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

TSLAC maintains transparency of operations in all programs. The services of the Library Development and Networking Division are documented and detailed on the agency's website. Included in those online materials are all rules for accreditation; grant awards, guidelines, and criteria; cost-sharing formulas for the agency's voluntary e-resource programs; and other administrative materials.

The agency benefits from the critical support of statewide library representatives who assist in the selection of shared online resources and voluntarily serve as panelists on grant-review committees and advisory groups. The stakeholder representatives help ensure that procurement and grants administration are held in full view of the public. The agency complies with the Federal Funding Accountability and Transparency Act (FFATA) by posting information on federal pass-through grants totaling \$25,000 or higher to a reporting system hosted by the Office of Management and Budget.

### **Describe any other considerations relevant to your goal or action item**

Texas libraries contribute value to their communities and to the state by supporting local economic development, enhancing educational pursuits, growing young readers, fostering technology access, building STEM skills, helping small businesses, and supporting job seekers. Unfortunately, local libraries too often are under-staffed and under-resourced. TSLAC provides tools, resources, and assistance libraries need to reach and serve Texans.

### **Goal 2: Open Government: Support Texans' rights to public information.**

TSLAC maintains standards and provides services to safeguard public records and direct their lawful retention and disposition. TSLAC also offers state and local officials and their staff training and services to help them effectively manage government information in support of public transparency and access.

#### Action Items

1. Enhance TSLAC's state and local government services partners for reliable and secure public records maintenance throughout the information lifecycle, including destruction services by March 1, 2028.
2. Enhance imaging and scanning operations by adding eight FTEs, updating equipment, training staff to maintain superior standards, and increasing output by 20% by August 31, 2031.
3. Update and provide guidance on records management best practices and retention periods by completing TSLAC issued schedule reviews to align with a timeline to be established by August 31, 2029, ensuring every schedule is reviewed at a minimum once every ten years.
4. Move into and operate from a new, state-of-the-art facility with optimal state records storage, enhanced digitization and imaging operations, and secure shredder services by January 1, 2028.
5. Research and implement an AI solution with Records Management Assistance Unit resources to reduce consulting response times, standardize responses, and free consulting staff to address complex local government records needs by September 1, 2029.

## Describe How Your Action Items Supports Each Statewide Goal

1. Accountable to tax and fee payers of Texas.

In a broad sense, the program's customers are the people of Texas. In the absence of the Local Government Records Act of 1989 and state agency records laws, each governmental entity would be at liberty to decide how long the records documenting its actions and activities are retained. TSLAC's work implementing these requirements by maintaining records retention schedules provides for the legal management of public records and is at the heart of government accountability and transparency. Texas government records management laws administered by the agency support the purposes of the Public Information Act.

TSLAC's work training local and state officials in records management practices promotes effectiveness and results in substantial cost avoidance to state and local offices through the orderly retention, storage, disposition, and preservation of government information. This work protects the rights and interests of the state and its citizens by ensuring proper documentation of and accountability for government activities. These efforts contribute directly to the statewide priority of supporting effective and efficient state government operations by reducing costs to create, store, manage, and access government information whether maintained in physical or electronic formats.

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

TSLAC storage and maintenance of the state agencies' inactive records are an essential state function. TSLAC offers a cost-effective and secure option for state agencies, who benefit from timely and inexpensive access to their inactive records. Similarly, TSLAC imaging services provide efficient and quality-driven solutions for state agencies.

Additionally, centralized management of archival records means simplified access and time savings for state government and the public.

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

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

TSLAC continues efforts to provide for, promote, and oversee programs for the proper and cost-effective management of government records. The program surveys its customers and meets regularly with stakeholders to identify issues and needs. As a result of this ongoing work, TSLAC partners with records management professionals at both the state and local level to deliver training, apprise them of storage and imaging options, and provide secure storage for government records.

In FY2028, TSLAC will open a new storage facility to provide additional low-cost storage and imaging services capacity. TSLAC's State and Local Records Management Division (SLRM) tracks the percentage of state agencies with approved retention schedules, the number of cubic feet of government records stored at TSLAC's two records storage facilities, and the training and assistance provided.

4. Attentive to providing excellent customer service.

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

The program currently extends in person and online training opportunities and provides consultative services on request to more than 10,000 identified local government entities. They include counties, cities, school districts, water districts, appraisal districts, regional councils of government, and other special purpose districts and authorities. The Local Government Records Act of 1989 (Local Government Code, Title 6, Subtitle C) designates each elected county officer the records management officer of their office. Thus, in addition to 254 counties, the number of elected officers in each county is included in the total number of identified entities. This number grows slightly each year as new local governments and elective offices are created directly by the legislature or under authority of state statute.

To further support customers, TSLAC has increased online training through webinars and self-paced online classes. TSLAC updates these classes regularly to incorporate changing laws and technology. Staff assist government personnel by phone, e-mail, or in person. The agency has also dramatically increased its imaging services to help state and local agencies transform their workflow and information assets for digital operations.

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

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

#### **Describe Any Other Considerations Relevant To Your Goal Or Action Item**

The agency's small unit of government records analysts must serve as trainers and consultants for all 150 state agencies and the 10,000 plus units of local governments. Demand for agency training and support far exceeds our current staff capacity.

The new records facility will be located three times further than the current records center and will require changes to delivery service schedules or the addition of staff to address the increased turnaround time. An important benefit of the new facility will be the agency's ability to offer new comprehensive destruction services to state agency customers, who have long requested this specialized service.

#### **Goal 3: Historic Preservation: Ensure all future generations of Texans learn, enjoy, and benefit from the documents, artifacts, photos, and other materials within the State Archives.**

TSLAC preserves, makes accessible, and celebrates the achievements, lessons, and chronicles evidenced in Texas's documentary history.

#### **Action Items**

1. Improve public access to born-digital and digitized archival records by identifying and requesting the costs needed for ongoing long-term secure storage for electronic materials and enhancing the searchability of the agency's online platform by May 1, 2030.
2. Increase public access to state archival records by completing 75% of the appraisal backlog and adding four million items to the Texas Digital Archive by August 31, 2030.
3. Expand and promote public exhibit spaces at the Lorenzo de Zavala State Archive and Library Building and the Sam Houston Regional Library and Center to showcase TSLAC collections and offer Texans increased opportunities to engage with TSLAC resources and programs by August 31, 2031.
4. Increase the number of curated exhibits and resources available online to support learning and engagement and add two FTEs and related technology by December 31, 2028.
5. Move into and operate from a new, state-of-the-art facility with optimal collections storage conditions and expanded processing and digitization operations by January 1, 2028.
6. Investigate and employ virtual wayfinding systems and tools to improve user experience, connect agency programs, and increase customer satisfaction with TSLAC's website, resources, and online services by September 1, 2028.

## Describe How Your Action Items Supports Each Statewide Goal

1. Accountable to tax and fee payers of Texas.

The State Archives currently holds in trust for the citizens more than 70,000 cubic feet of archival paper records and more than 250 terabytes of archival data. At the agency's Sam Houston Center in Liberty, special appropriations over the last six biennia have allowed staff to make much needed repairs and improvements to safeguard the state's investment in this unique resource. The use of all TSLAC resources is free. Staff continuously make collections available online to facilitate access of materials saving taxpayers time and money.

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

TSLAC efficiently and effectively manages state and local records and ensures the preservation of essential archival materials which results in cost savings for other state agencies. TSLAC's work brings the rich cultural and primary resources of the state to Texans while preserving them in perpetuity.

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

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

Additionally, TSLAC is the repository for a growing quantity of digital resources, including government records transferred to the agency in digital form, and digitized paper records for improved access. Staff track use and request data to ensure services and processing activities align with customer needs, as well as the overall preservation and access priorities identified by the State Archives program through its established strategic plan.

4. Attentive to providing excellent customer service.

Texans look to TSLAC to preserve and make available archives, records, and library materials. Through cost-effective practices, the agency has efficiently provided these services for more than 115 years. The action items noted above will ensure that the public and state government continue to receive excellent services without interruption. The Texas Digital Archive provides a way for Texans and researchers around the world to remotely access the historical records of the state. At the time of writing, the TDA contains more than 12 million records, including documents, databases, images, audio files, and videos.

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

The overarching goal of this agency is to support transparency efficiency in state government. An active records management program and the continued accessibility of permanently valuable government records are essential to performing and preserving the tasks of government and to ensuring transparency of all government functions.

#### **Describe any other considerations relevant to your goal or action item**

The State Archives has established a five-year plan to identify and prioritize preservation and access work for key areas of the agency's collection. The plan addresses a framework for processing legacy backlogs while appraising and describing new accessions into the collections and increasing the number of digital resources made available through the Texas Digital Archive. However, to keep pace with skyrocketing public demand and rapid technological shifts, sustained investment in specialized staff, advanced technology, and expanded digital storage is critical.

#### **Goal 4: Economic Opportunity: Leverage state information resources to support economic vitality for individuals, organizations, and businesses.**

TSLAC supports making Texas more prosperous by offering and creating resources, programs, and partnerships that facilitate skill development, job attainment, small business development, and innovation and entrepreneurship.

#### **Action Items**

1. Coordinate with Local Workforce Development Boards across the state to establish grant and training programs that will incentivize community libraries and enhance local workforce and small business development activities through education, partnerships, and access to resources by February 2028.
2. Enhance the TexShare Database program's business and career resources and develop training to support individual and organizational capacity by August 31, 2028.
3. Identify and increase statewide partnerships with state agencies and regional and local partners to maximize use of TSLAC resources and training to increase the number of people served or trained by 15% by August 31, 2028.

## Describe how your action items supports each statewide goal

1. Accountable to tax and fee payers of Texas.

TSLAC has been providing Texans with critical access to broadband, online technologies and information resources, and workforce and business support for more than 30 years. An array of grant programs, training, and initiatives provide significant cost-savings to local institutions. This ROI is achieved by leveraging the state's centralized purchasing power and ensures that taxpayers can access statewide resources that are procured through a cost-effective procurement process.

TSLAC's services ensure libraries in Texas communities have information and technology to provide Texans with workforce resources supporting the development of new job skills, job placement, and critical training needed for employment. The agency is dedicated to the economic prosperity of individuals and entire communities across Texas.

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

The agency's digital resources and training services for local libraries offer a consistent and quality-driven approach that provides a foundation for a libraries and their communities. These services allow communities to focus on local needs, while minimizing duplication of effort and expenditures.

TSLAC's information services leverage local, state, and federal funding. Our assistance to public libraries in accessing federal support through the federal E-rate program brings significant cost savings to communities throughout Texas. Our programs equip community libraries with computers and broadband access through grants and support services and programs. The agency's suite of workforce development activities position libraries to partner with local workforce partners and others to strengthen economic-related opportunities. These efforts promote economic vitality, workforce development, and education.

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

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

4. Attentive to providing excellent customer service.

As a primary source of support for local public libraries, TSLAC broadband and technology-related training, resources, and funding improve digital access for Texans. Benefits of this access include providing individuals with the ability to conduct financial transactions securely, participate in telehealth, and use distance learning tools and programs. Our services include training for program participants to help them implement projects successfully, including working with their customers and constituents locally.

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

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

#### **Describe any other considerations relevant to your goal or action item**

Providing resources to small business interests and developing partnerships with local workforce and business communities are among the most critical ways that libraries support their local communities. Libraries are uniquely positioned to support learners of all ages, abilities, and goals.

#### **Goal 5: Civic and Community Engagement: Bring Texans together to facilitate learning, foster discussion, and deepen shared experiences.**

TSLAC helps connect people, communities, and organizations with information services, providing forums for learning, engagement, and shared understanding on a local, regional, and statewide level.

#### Action Items

1. Acquire and implement tools to support communities of practice, enhancing TSLAC's coordination with records management, archivist, and librarian professional groups by December 31, 2029.
2. Expand TSLAC public engagement spaces, including virtual programs and online exhibits by December 31, 2028, and physical spaces to accommodate additional in-person displays of TSLAC's historical materials by December 31, 2029.
3. Collaborate with partner agencies to implement legislative requirements for an exhibition plan on three state historical documents by December 31, 2027.
4. Develop at least two statewide TSLAC programs and partnerships annually to support literacy, awareness of history and primary resources, and community-building by September 1, 2029.

## Describe how your action items supports each statewide goal

1. Accountable to tax and fee payers of Texas.

TSLAC's mission to "provide Texans access to the information needed to be informed, productive citizens" reflects the agency's effort to reach all Texans, regardless of location, socio-economic status, level of educational attainment, or need for accessible materials. All Texans may benefit from access to the information resources provided by this agency for their own future success.

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

TSLAC's programs, grants, and reading initiatives are designed to provide activities, templates, and best practices that local institutions can adapt to meet their community's needs.

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

These action items promote and extend the agency's goals of providing services to individual Texans and to libraries, archives, and information professionals. The agency collects data on programs through surveys, focus groups, and monitoring to ensure we are addressing statewide needs and fulfilling our core mission.

4. Attentive to providing excellent customer service.

TSLAC uses a variety of measures to determine customer satisfaction. These include assessing both the level and quality of services provided directly to customers and staff of libraries, local governments, and state agencies.

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

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

### **Describe any other considerations relevant to your goal or action item**

Libraries statewide note the importance of building community. The state and nation have prioritized building engagement through shared events like the America250 Celebration and the forthcoming Texas Bicentennial. Institutions that serve the public with reading and educational needs bear a particular responsibility to support cohesion and engagement as part of the national social fabric. TSLAC is uniquely positioned to support local programming through its services.

### **Goal 6: Excellent and Effective Services: Deliver responsive, timely, and excellent information services to Texans.**

TSLAC strives to provide excellent services and resources to Texans with efficiency and proven return on investment.

1. Retain and recruit the staffing needed to manage secure, efficient, and innovative technologies and tools by September 1, 2029.
2. Modernize technology, systems, and the agency website used to serve Texans by September 1, 2029.
3. Ensure that TSLAC has the resources to recruit and retain the workforce needed to successfully complete its mission by increasing staff salaries to be competitive within state government by September 1, 2029.
4. Procure the needed tools to improve public use of agency resources, including an online system for Public Information Act requests, online exhibition software, agency procurement, and integrated financial transactions for the public, customers, and program participants by September 1, 2029
5. Identify and form partnerships to research the information needs of Texans and determine how TSLAC can use existing or new technologies to support the delivery of quality, authentic, and trusted information by September 1, 2029.

### **Describe how your action items supports each statewide goal**

1. Accountable to tax and fee payers of Texas.

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

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

The agency's lack of competitive salaries has caused a high turnover rate in several positions, including information technology services, purchasing staff, and information professionals lost to other state agencies. The need to recruit and train staff requires an investment of time and resources. Ensuring continuity in staff both promotes efficiency and saves taxpayer money, avoiding the significant cost and investment onboarding and training new staff. The higher cost of living in the Austin metro area has also had an impact on the agency's ability to recruit for all positions, especially for the lower-wage, lower-skill positions.

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

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

The action items under this goal establish a framework to modernize TSLAC's information technology infrastructure and position the agency to implement AI functions and other emerging information systems that enhance efficiency and service.

4. Attentive to providing excellent customer service.

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

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

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

#### **Describe any other considerations relevant to your goal or action item**

TSLAC's ability to fulfill statutory duties to the public and state and local governments depends on hiring and retaining a skilled workforce of information and management professionals, as well as the staff that support agency operations. Because these same skills are in high demand by large state agencies and private sector companies (particularly in the fields of technology and knowledge management), TSLAC will remain unable to offer competitive salaries to recruit and retain qualified staff to fulfill agency mission until additional funds are made available.

## Redundancies and Impediments

**SERVICE, STATUTE, RULE, REGULATION, PROGRAM, OR STATE OPERATION (PROVIDE SPECIFIC CITATION IF APPLICABLE)**

The average staff salary for agency employees still lags significantly below comparable Article I agencies. This deficit continues to pose a critical impediment in filling and retaining positions. While the additional funds appropriated for staff salary equity by the 89th Legislature were beneficial, the agency's pay scale is not on pace with similar government agencies.

**DESCRIBE WHY THE SERVICE, STATUTE, RULE, OR REGULATION IS RESULTING IN INEFFICIENT OR INEFFECTIVE AGENCY OPERATIONS**

Without staff in key business operations, including Information Technology, business operations (purchasing and administration), and education and communication, the agency may be unable to implement new programs and/or services as efficiently as needed. For example, the large investment of federal funding for broadband and digital inclusion projects creates opportunities to support communities throughout Texas. However, without adequate staffing (which involves both retaining current staff and seeking additional support) grants programs and other projects - especially those involving state procurement - cannot be executed quickly and may not be feasible within the timeframe allowed under the terms of the funds. Additionally, state requirements necessitate rigorous technological review to ensure that the citizens of Texas benefit from the secure digital services and operations. Having the sufficient and appropriately-qualified staff for these processes is essential.

**PROVIDE AGENCY RECOMMENDATION FOR MODIFICATION OR ELIMINATION**

Increase state General Revenue allocation for staff positions at the agency to allow for retaining key employees and receive additional appropriations to fund essential positions, including IT staff, procurement staff, and other positions which continue to remain below the state midpoint for related job classifications.

**DESCRIBE THE ESTIMATED COST SAVINGS OR OTHER BENEFIT ASSOCIATED WITH RECOMMENDED CHANGE**

These positions will bring increased security to state operations, transactions, and support integrity of collections. Additionally, the business operations staff will ensure that Public Information Act requests and other legal functions are fully supported and conducted as time-effectively as possible, and will ensure procurement operations achieve time and cost efficiency for the state. Education and communications personnel will insure that the benefits of the state's investment in broadband, digital inclusion, and online resources are truly available to all Texans.

**SERVICE, STATUTE, RULE, REGULATION, PROGRAM, OR STATE OPERATION (PROVIDE SPECIFIC CITATION IF APPLICABLE)**

Authority for TSLAC to adopt rules establishing standards and procedures for the electronic storage of local government record data is limited to data with a retention period of 10 years or more. (Local Gov't Code §205.003)

**DESCRIBE WHY THE SERVICE, STATUTE, RULE, OR REGULATION IS RESULTING IN INEFFICIENT OR INEFFECTIVE AGENCY OPERATIONS**

This creates inconsistency between TSLAC's rulemaking authority for state records and local government records, and potentially creates confusion for local government entities and their technology departments. Gov't Code §441.189 authorizes TSLAC to adopt standards and procedures for the creation and storage of electronic state records regardless of retention requirement. A single, consistent standard for both state and local government records would streamline TSLAC's ability to assist state and local governments and reduce the potential for confusion within local governments. A single, consistent standard for all local government records, not just those with retention periods of at least ten years, would also further the legislature's stated goal in Local Gov't Code section 201.002(4), that "the establishment of uniform standards and procedures for the maintenance, preservation, microfilming, or other disposition of local government records is necessary to fulfill these important public purposes [recognizing that the citizens of the state have a right to expect, and the state has an obligation to foster, efficient and cost-effective government and recognizing the central importance of local government records in the lives of citizens](.)"

**PROVIDE AGENCY RECOMMENDATION FOR MODIFICATION OR ELIMINATION**

Legislation to remove requirement in §205.003 that states rules apply only to records whose retention is at least 10 years to allow TSLAC to adopt rules establishing standards and procedures for the electronic storage of any local government record, regardless of retention period.

**DESCRIBE THE ESTIMATED COST SAVINGS OR OTHER BENEFIT**

Simplified application of rules will save money and local government staff time differentiating electronic records. This action would also increase TSLAC efficiency as it will save staff time.

**SERVICE, STATUTE, RULE,  
REGULATION, PROGRAM, OR  
STATE OPERATION  
(PROVIDE SPECIFIC CITATION  
IF APPLICABLE)**

The CAPPs system retains all records permanently to maintain history and data integrity. Records maintained in CAPPs include individual agency's accounting records, payroll records, and performance management records, among other types. Agencies are typically only able to access up to three years' worth of their records within CAPPs. However, agencies may request older records from CAPPs and are routinely provided those records. In some instances, a state agency may have destroyed a record in accordance with its approved records retention schedule; however, the record may still exist in CAPPs.

**DESCRIBE WHY THE SERVICE,  
STATUTE, RULE, OR  
REGULATION IS RESULTING IN  
INEFFICIENT OR INEFFECTIVE  
AGENCY OPERATIONS**

The different retention periods between records within CAPPs and those same records within state agencies has led to confusion when it comes to responding to Public Information Act requests. Are state agencies required to request records from CAPPs that are responsive to a request even if the agency's record copy has been properly disposed of?

**PROVIDE AGENCY  
RECOMMENDATION FOR  
MODIFICATION OR  
ELIMINATION**

Could records within CAPPs be treated differently under the PIA? Otherwise, we have inconsistent retention periods based on who holds the information.

**DESCRIBE THE ESTIMATED  
COST SAVINGS OR OTHER  
BENEFIT ASSOCIATED WITH  
RECOMMENDED CHANGE**

Clarity for state agencies when responding to PIA requests.  
Consistency in records retention requirements.

**SERVICE, STATUTE, RULE,  
REGULATION, PROGRAM, OR  
STATE OPERATION  
  
(PROVIDE SPECIFIC CITATION  
IF APPLICABLE)**

Gov't Code 441.017(d) states that TSLAC's LAR must show the estimated cost for each agency using TSLAC's records storage services during a state fiscal biennium and the estimated amount that would need to be appropriated for TSLAC to fully recover its costs in providing records storage services for other agencies. Subsection (e) then requires the legislature to appropriate money to pay TSLAC's costs to TSLAC directly or to the agency, which will pay TSLAC its costs as the services are provided.

<b>DESCRIBE WHY THE SERVICE, STATUTE, RULE, OR REGULATION IS RESULTING IN INEFFICIENT OR INEFFECTIVE AGENCY OPERATIONS</b>	This statute, adopted in 1995, appears to be outdated and in conflict with section 441.182, which specifically authorizes TSLAC to recover costs for the provision of training, consultative services, and informational materials and storing and imaging services through the State Records Center. Each year, TSLAC works with agencies to develop estimates of their records storage and imaging costs for the upcoming fiscal year and enters into contracts with the agencies based on those estimates. TSLAC invoices agencies under the contract for services provided on a monthly basis using the fees approved each year by the Commission. The fees represent the cost of providing the services.
<b>PROVIDE AGENCY RECOMMENDATION FOR MODIFICATION OR ELIMINATION</b>	Repeal 441.017(d) and (e).
<b>DESCRIBE THE ESTIMATED COST SAVINGS OR OTHER BENEFIT ASSOCIATED WITH RECOMMENDED CHANGE</b>	Elimination of obsolete language from a statute.
<b>SERVICE, STATUTE, RULE, REGULATION, PROGRAM, OR STATE OPERATION (PROVIDE SPECIFIC CITATION IF APPLICABLE)</b>	Gov't Code 441.106 requires state agencies to provide the comptroller a receipt from TSLAC for a publication or a written waiver from the state librarian exempting a publication from the requirements of the state publications depository program before the comptroller will approve an agency's account for the printing or approve an agency's warrant.
<b>DESCRIBE WHY THE SERVICE, STATUTE, RULE, OR REGULATION IS RESULTING IN INEFFICIENT OR INEFFECTIVE AGENCY OPERATIONS</b>	TSLAC does not print state agency publications for the state publications depository program. Agencies provide publications in hard copy or electronic format in compliance with 13 TAC Ch. 3, State Publications Depository Program. State agencies handle their own printing based on Gov't Code 2172.003 and do not request waivers from TSLAC.
<b>PROVIDE AGENCY RECOMMENDATION FOR MODIFICATION OR ELIMINATION</b>	Repeal 441.106.

<b>DESCRIBE THE ESTIMATED COST SAVINGS OR OTHER BENEFIT ASSOCIATED WITH RECOMMENDED CHANGE</b>	Elimination of an outdated, unnecessary statute.
<b>SERVICE, STATUTE, RULE, REGULATION, PROGRAM, OR STATE OPERATION (PROVIDE SPECIFIC CITATION IF APPLICABLE)</b>	The Library Systems Act, Government Code Chapter 441, Subchapter I
<b>DESCRIBE WHY THE SERVICE, STATUTE, RULE, OR REGULATION IS RESULTING IN INEFFICIENT OR INEFFECTIVE AGENCY OPERATIONS</b>	Some, but not all, of the statutes within Ch. 441, Subch. I, relate to programs that are obsolete (e.g., State Library System, Regional Library System, Major Resource Centers). The obsolete statutes could cause confusion regarding TSLAC's duties, including TSLAC's rulemaking responsibilities, and duties of public libraries in the state.
<b>PROVIDE AGENCY RECOMMENDATION FOR MODIFICATION OR ELIMINATION</b>	Review statutes to determine which ones may be ripe for repeal. However, special care would need to be taken to ensure other important TSLAC programs are not impacted, including TSLAC's grant programs and library accreditation responsibilities.
<b>DESCRIBE THE ESTIMATED COST SAVINGS OR OTHER BENEFIT ASSOCIATED WITH RECOMMENDED CHANGE</b>	Clarity in the field.
<b>SERVICE, STATUTE, RULE, REGULATION, PROGRAM, OR STATE OPERATION (PROVIDE SPECIFIC CITATION IF APPLICABLE)</b>	TSLAC lacks general rulemaking authority to adopt rules necessary and appropriate to implement the agency's powers and duties under Gov't Code Ch. 441.

**DESCRIBE WHY THE SERVICE, STATUTE, RULE, OR REGULATION**

**IS RESULTING IN INEFFICIENT OR INEFFECTIVE AGENCY OPERATIONS**

Many agencies have general rulemaking authority to adopt rules necessary to implement the agency's responsibilities under their enabling legislation. For example, see Gov't Code 2054.052 (Department of Information Resources may adopt rules as necessary to implement its responsibility under this chapter); Gov't Code 2059.053 (Texas Cyber Command may adopt rules necessary to implement this chapter). Much of TSLAC's rule authority is scattered through multiple statutes within Gov't Code Ch. 441, leading to a piecemeal approach when proposing amendments or new rules. Broad rulemaking authority would ensure TSLAC's actions are clearly within the legislature's grant of rulemaking authority so long as the rule implements or describes a practice authorized under Ch. 441.

**PROVIDE AGENCY RECOMMENDATION FOR MODIFICATION OR ELIMINATION**

Add statutory language that TSLAC may adopt any rules necessary and appropriate to implement the powers and duties of the Commission under this Chapter (441) and other laws of this state."

**DESCRIBE THE ESTIMATED COST SAVINGS OR OTHER BENEFIT ASSOCIATED WITH RECOMMENDED CHANGE**

The benefit for this clear authority would be streamlined and consistent rulemaking proposals with clear authority for the proposed action. Specific rulemaking authority would always be included on top of the broad rulemaking authority.

## SCHEDULE A – 2028-2029 PROPOSED BUDGET STRUCTURE

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

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

**Outcome 1:** Percentage of Libraries Using State-Sponsored Services

**Outcome 2:** Dollar Value of Cost-avoidance Achieved Through Resource Sharing Programs

**Strategy 1:** Assistance Provided to Texas Libraries

**Output 1:** Number of Library Resources Provided to the Public via Agency Programs

**Output 2:** Number of Times Librarians Trained or Assisted

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

**Efficiency 2:** Cost Per Library Resource Provided to Libraries

#### **Objective 2: Increase Library Use by Texans with Disabilities**

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

**Strategy 1:** Provide Direct Library Services to Texans with Qualifying Disabilities

**Output 1:** Number of Persons and Institutions Served

**Output 2:** Number of Hours Staff Provided Patron Assistance

**Output 3:** Number of information Resources Provided to and Downloaded by Patrons

**Output 4:** Number of Staff Hours Providing Patron Engagement Programs and Services

**Efficiency 1:** Cost Per Volume Circulated

### **GOAL B: Public Access to Government Information**

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

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

**Strategy 1:** Provide Access to Information and Archives

**Output 1:** Number of Information Resources Provided

**Output 2:** Number of Hours Staff Spend Assisting Patrons with Information Resources

**Output 3:** Number of Hours Staff Spend Preparing Archival Records for Public Access and Use

**Efficiency 1:** Cost Per Information Resource Provided

**Explanatory 1:** Number of Archival Items and Other Materials Newly Digitized

**GOAL C: Cost-effective State/Local Records Management**

**Objective 1: Achieve Effective Records Management for State/Local Governments**

**Outcome 1:** Percent of Agencies with Approved Records Schedules

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

**Strategy 1:** Records Management Services for State/Local Government Officials

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

**Output 2:** Total Revenue from Storage Services

**Output 3:** Total Revenue from Imaging Services

**Efficiency 1:** Cost Per Cubic Feet Stored/Maintained

**GOAL D: Indirect Administration**

**Objective 1: Indirect Administration**

**Strategy 1:** Indirect Administration

## SCHEDULE B – PROPOSED MEASURE DEFINITIONS

### Objective A.1.1, Outcome Measure 1

#### Percentage of Libraries Using State-Sponsored Services

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

## Objective A.1.1, Outcome Measure 2

### \$ Cost-avoidance Achieved Through Resource Sharing Programs

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

## Strategy A.1.1, Output Measure 1

### Number of Library Resources Provided to the Public via Agency Programs

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

## Strategy A.1.1, Output Measure 2

### Number of Times Librarians Trained or Assisted

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

### A.1.1, Efficiency Measure 1

#### Number of Days of Average Turnaround Time for Interlibrary Loans

<b>Definition</b>	This is the average number of days it takes for a library with 5-day per week service to receive items requested through interlibrary loan.
<b>Purpose / Importance</b>	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.
<b>Source / Collection of Data</b>	This data is based on reports generated by the interlibrary loan (ILL) network vendor. Reports provided by the vendor include calculation of the average turnaround time for filled requests to borrow materials from another library. The turnaround time for an ILL request begins when a library places a request on the vendor's ILL management system and ends when the requesting library has completed the transaction by indicating on the ILL management system that the requested material has been received. Reports provide both the monthly and year-to-date average turnaround time in days and hours.
<b>Method of Calculation</b>	This figure reflects the average number of days it takes a library to receive requested materials from a lending library only if the receiving library subscribes to a 5-day per week service. Data is collected from reports generated by the ILL network vendor providing monthly and year-to-date average turnaround times for filled borrowing requests.
<b>Data Limitations</b>	The report from the vendor could be posted too late to meet the reporting deadline. If individual libraries do not properly close-out the lending/borrowing transaction, the turnaround time could be inflated because the system continues to clock the time until the transaction is closed-out. Should the vendor's calculation program become damaged or corrupted, there would be little or no ability to detect or correct this.
<b>Calculation Type</b>	Non-cumulative
<b>New Measure</b>	Yes
<b>Desired Performance</b>	Lower than target
<b>Priority / Key Measure</b>	Medium / No

## Objective A.2.1, Outcome Measure 1

### Percent of Eligible Population Registered for Talking Book Program

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

## A.2.1, Output Measure 1

### Number of Persons and Institutions Served

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

## Strategy A.2.1, Output Measure 2

### Number of Hours Staff Provided Patron Assistance

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

### Strategy A.2.1, Output Measure 3

#### Number of Resources Provided and Downloaded

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

## Strategy A.2.1, Output Measure 4

### Number of Staff Hours Providing Patron Engagement Programs and Services

<b>Definition</b>	This is the number of hours staff spend planning, designing, developing, testing, and delivering services and special programs targeted to meet the interests and abilities of the TBP patrons and care givers.
<b>Purpose / Importance</b>	TSLAC understands that TBP patrons enjoy opportunities to engage with other patrons and with staff in order to gain additional insights, hear opposing views and further explore materials received through the program. These specialized programs will be designed specifically to ensure TBP patrons have a unique experience through participating in the activities, with the desired outcome to demonstrate the previously unexplored educational impacts of the program.
<b>Source / Data Collection</b>	Staff in the various sections of the Talking Book Program develop specialized programs and/or services for patrons of the program that are interactive, engaging, and suitable for group participation to ensure patrons receive additional, value-added services. Staff working on these programs are required to complete an electronic log each day that shows the time spent planning, designing, developing, testing and delivering these specialized programs and services. Hours reported on the daily logs will be compiled monthly and reported annually.
<b>Method of Calculation</b>	Monthly logs will be reviewed and evaluated each month to determine costs of providing these specialized services. In addition, management will review participation levels and participant evaluations and feedback and work with staff to revise, update, or otherwise improve the content provided and/or educational experience of the participants.
<b>Data Limitations</b>	Staff are required to track time spent on these activities in an electric log similar to the logs used for individual patron assistance. Staff may forget to accurately log their time worked in one or more phases of delivering these services which would result in under reporting the hours spent on activities other than providing help resolving issues relating to hardware, software, or information received.
<b>Calculation Type</b>	Non-cumulative
<b>New Measure</b>	Yes
<b>Desired Performance</b>	Higher than target
<b>Priority / Key Measure</b>	Medium / No

## Strategy A.2.1, Efficiency Measure 1

### Cost Per Volume Circulated

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

## Strategy A.2.1, Efficiency Measure 2

### Cost Per Person Served

<b>Definition</b>	This is the unit cost to provide service to each individual patron and institution served during the reporting period.
<b>Purpose / Importance</b>	This measure evaluates cost efficiency of the program; changes in cost per person can reveal an increase or decrease in overall efficiency.
<b>Source / Data Collection</b>	Computer tracks expenditures and persons/institutions served and unit cost is calculated manually.
<b>Method of Calculation</b>	The total direct costs from appropriated funds are divided by the number of individual and institutional patrons served.
<b>Data Limitations</b>	This per unit cost only includes those individuals and institutions who have checked out a single book or magazine from the Program during the fiscal year. The unit cost does not reflect any patron who has received other services, such as technical support for using a patron's equipment or reader's advisory services in selecting reading materials. The unit cost also does not reflect how frequently any single patron may use any of the program's services.
<b>Calculation Type</b>	Non-cumulative
<b>New Measure</b>	No
<b>Desired Performance</b>	Lower than target
<b>Priority / Key Measure</b>	Low / No

## Objective B.1.1, Outcome Measure 1

### Percent of Customers Provided Timely State Library Reference and Information Services

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

## Strategy B.1.1, Output Measure 1

### Number of Hours Staff Spend Assisting Patrons with Information Resources

<b>Definition</b>	Represents the number of hours staff spend assisting patrons with information resources requested via telephone, email, onsite, or via the agency's website.
<b>Purpose / Importance</b>	This measure is an important tool for understanding the amount of staff time required to provide accurate, qualitative, and verified responses to requests for information resources received from customers.
<b>Source / Collection of Data</b>	Staff maintained individual documentation of the number of assists and the amount of time spent identifying, analyzing, preparing, reviewing, and providing responses and resources appropriate to patron information needs.
<b>Method of Calculation</b>	Total time is derived by tracking staff time in 15-minute increments, and adding the total staff time spent on any of the functions required to provide and respond to requests for information that are written, verbal, or in person. Functions include but may not be limited to identifying, analyzing, preparing, reviewing, retrieving, and providing responses.
<b>Data Limitations</b>	Staff may not accurately track all interactions or record the time spent researching and fulfilling patron requests for information.
<b>Calculation Type</b>	Cumulative
<b>New Measure</b>	Yes
<b>Desired Performance</b>	Higher than target
<b>Priority / Key Measure</b>	Medium / No

## Strategy B.1.1, Output Measure 2

### Number Hours Spent Preparing Archival Records for Public Access and Use

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

### Strategy B.1.1, Output Measure 3

#### Number of Information Resources Provided

<b>Definition</b>	The number of information resources provided to customers contacting the agency for assistance via telephone, agency website, email, or onsite.
<b>Purpose / Importance</b>	The measure provides an indication of the number of internal and external information resources provided to customers in response to their information needs.
<b>Source / Collection of Data</b>	Staff count each onsite or online information resources provided to customers and used by staff assisting customers when those materials are returned to their original locations. Staff also count resources and referrals where the provision of information does not involve the use of onsite resources. The information resources provided also includes responses to reference questions received by mail, phone, fax, e-mail, or in person and online resources provided for self-directed searches. Onsite information resources include individually numbered containers of archival documents and items assigned and retrieved by means of a unique/locator number. External resources include libraries, institutions, organizations, or individuals, as well as databases, library catalogs, and other electronic information. Non-tangible information resources provided to customers are counted when the response is sent. Web-based document views are tallied by the Web log analyzer used by the agency and/or provided by third-party websites. Views of resources provided via the Texas Digital Archive are tallied by the Preservica software used by the agency. Daily counts are tallied on a monthly basis.
<b>Method of Calculation</b>	The monthly total of information resources provided to customers seeking information from the agency.
<b>Data Limitations</b>	Information resources might be returned to their original locations by non-staff members, which would result in an undercount of usage. A failure or "glitch" of the software used to analyze Web use may result in an inaccurate count. Web crawling by online bots may impact numbers during any given month during a fiscal year, but this activity is occasional and tends to impact newly-provided resources. As AI activities increase, we expect to experience increased access from online bots and such activity will be unpredictable and result in peaks and ebbs of usage. Additionally, staff may not accurately record the number of information resources provided via telephone.
<b>Calculation Type</b>	Cumulative
<b>New Measure</b>	Yes
<b>Desired Performance</b>	Higher than target
<b>Priority / Key Measure</b>	High / Yes

## Strategy B.1.1, Efficiency Measure 1

### Cost Per Information Resource Provided

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

## Strategy B.1.1, Explanatory Measure 1

### Number of Archival Items and Other Materials Newly Digitized

<b>Definition</b>	The number of archival items and other materials, including but not limited to documents, maps, drawings, photographs, audio and video recordings, digitized by the Archives and Information Services (ARIS) Division for public access.
<b>Purpose / Importance</b>	This measure provides an indication of the degree of success of the agency's efforts to increase access to information by continually making new archival items, materials, and other information resources available via the Internet, including digital reproductions of original archival materials.
<b>Source / Collection of Data</b>	Newly digitized items are logged in an Excel spreadsheet and tallied monthly by record format and series or collection. This information is then calculated quarterly. Annual reports are submitted to IMLS in accordance with the agency's 5-year plan.
<b>Method of Calculation</b>	Newly digitized items are logged in an Excel spreadsheet and tallied monthly by record format and series or collection. This information is then calculated quarterly. Annual reports are submitted to IMLS in accordance with the agency's 5-year plan.
<b>Data Limitations</b>	An inadvertent data entry error in the Excel spreadsheet used to track materials and items newly digitized may result in an inaccurate count. It is more likely that items will be underreported than overreported
<b>Calculation Type</b>	Non-cumulative
<b>New Measure</b>	No
<b>Desired Performance</b>	Higher than target
<b>Priority / Key Measure</b>	High / Yes

## Objective C.1.1, Outcome Measure 1

### Percent of Agencies with Approved Records Schedules

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

## Objective C.1.1, Outcome Measure 2

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

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

## Strategy C.1.1, Output Measure 1

### Number of Times State and Local Government Employees Trained or Assisted

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

## Strategy C.1.1, Output Measure 2

### Total Revenue from Storage Services

<b>Definition</b>	This is the total amount of fees billed to customers for the records storage services provided by the agency.
<b>Purpose / Importance</b>	Revenue collections represent cost recovery for storage services provided to local and state governmental agencies.
<b>Source / Collection of Data</b>	The agency uses its Records Management tracking database and spreadsheet data to document the volume of stored records in all formats and to calculate fees billed for storage services. The volume of stored records is updated daily, and fees are calculated and invoices issued monthly. Services billed monthly include accessions, circulations, deliveries, storage, and destruction.
<b>Method of Calculation</b>	Total fees billed for records storage services are determined by items in storage at any point during the month and amount of services provided during the month. This also includes collecting fees for services such as accessioning, circulation, delivery, and destruction.
<b>Data Limitations</b>	Total revenue will vary depending on the volume of records stored and the number of services requested by state agencies and local governmental entities during a given fiscal year. There is nothing in state law that requires state agencies or local governments to use this agency's records storage services.
<b>Calculation Type</b>	Cumulative
<b>New Measure</b>	No
<b>Desired Performance</b>	Higher than target
<b>Priority / Key Measure</b>	Medium / No

### Strategy C.1.1, Output Measure 3

#### Total Revenue from Imaging Services

<b>Definition</b>	This is the total amount of fees billed to customers for the imaging services provided by the agency.
<b>Purpose / Importance</b>	Revenue collections represent cost recovery for imaging services provided to local and state governmental agencies.
<b>Source / Collection of Data</b>	The agency uses its Records Management database to track services performed for imaging services. Services performed are recorded as individual projects are completed and fees are calculated and invoices issued monthly.
<b>Method of Calculation</b>	Total fees billed for imaging services as determined by end of month figures. Imaging Services fees are calculated by number of images filmed or scanned, number of fields indexed, rolls of film processed, rolls of film duplicated, document preparation and microfiche created and duplicated.
<b>Data Limitations</b>	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 state agencies or local governmental entities to image records or documents, nor to use this agency for imaging services.
<b>Calculation Type</b>	Cumulative
<b>New Measure</b>	No
<b>Desired Performance</b>	Higher than target
<b>Priority / Key Measure</b>	Medium / No

## Strategy C.1.1, Efficiency Measure 1

### Cost Per Cubic Feet Stored/Maintained

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

## HISTORICALLY UNDERUTILIZED BUSINESS PLAN

The Texas State Library and Archives Commission (TSLAC) respectfully submits its Historically Underutilized Business (HUB) Report and Plan in the attached document, as required to comply with the reporting requirements of the instructions issued by the Legislative Budget Board regarding Schedule C: Historically Underutilized Business Plan (page 10). The agency is adjusting future efforts to comply with the newly-implemented changes to the VetHUB rules adopted May 12, 2026, in 34 Texas Administrative Code Sections Chapter 20, Subchapter D, Division 1.

This submission includes:

- TSLAC's HUB Expenditure Report for FY 2023 through FY 2025, along with information on the agency's efforts and issues relating to performance
- TSLAC's HUB Strategic Plan demonstrating compliance with Texas Government Code §2161.123 in effect during the reporting years, and outlining the agency's good faith efforts to meet or exceed the agency-specific HUB goals and increasing the use of HUB businesses in the agency's procurement
- Explanation of agency-specific issues relating to HUB attainment

TSLAC supports information sharing and education initiatives and does not directly contract for many heavy construction, building construction, or special trade projects. Instead, we partner with the Texas Facilities Commission for most of these types of expenditures, and those contracts have traditionally been exempted from this report. As a result, it is very unlikely we would meet statewide goals related to these types of contracts as the goals exist today.

We are also unlikely to meet statewide contracting goals for contracts in the "other services" category based on the unique types of services our agency procures. As explained in our attached expenditures report, our agency purchases electronic resources on behalf of Texas libraries throughout the state; this accounts for the majority of our agency budget and skews our expenditure numbers exponentially since it remains challenging to locate qualified vendors, especially as these products are generally proprietary and can't be purchased other than directly from the producer/creator.

The agency will continue to solicit qualified vendors under the new VetHUB guidelines for all categories where feasible, such as IT and non-IT commodities and professional services when needed. We will establish goals as additional information is made available to state agencies.

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

Sincerely,



Donna Osborne

Chief Operations and Fiscal Office

**Historically Underutilized Business Supporting Schedule**

Agency Code: 306

Agency Name: Texas State Library and Archives Commission

**Comparison to Statewide Hub Procurement Goals**

**A. Fiscal Year 2023-2025 HUB Expenditure Information**

Procurement Category	FY 2025 Statewide Adjusted HUB Goals	Adjusted HUB Expenditures FY 2023		Total Expenditures FY 2023	Adjusted HUB Expenditures FY 2024		Total Expenditures FY 2024	Adjusted HUB Expenditures FY 2025		Total Expenditures FY 2025
		HUB %	HUB \$		HUB %	HUB \$		HUB %	HUB \$	
Heavy Construction	11.2%	0.00%	\$0	\$0	0.00%	\$0	\$0	0.00%	\$0	
Building Construction	21.1%	0.00%	\$0	\$0	0.00%	\$0	\$0	0.00%	\$0	\$23,427
Special Trade Construction	32.9%	10.27%	\$16,108	\$156,832	10.51%	\$2,599	\$24,723	11.46%	\$4,165	\$36,329
Professional Services	23.7%	0.00%	\$0	\$81,478	0.00%	\$0	\$40,871	0.00%	\$0	\$81,198
Other Services	26.0%	0.91%	\$261,809	\$28,794,433	0.87%	\$101,512	\$11,629,236	1.91%	\$299,752	\$15,687,807
Commodities	21.1%	40.61%	\$442,025	\$1,088,524	17.83%	\$156,820	\$879,546	13.63%	\$112,826	\$827,704
<b>Total Expenditures</b>		<b>2.39%</b>	<b>\$719,942</b>	<b>\$30,121,267</b>	<b>2.08%</b>	<b>\$260,931</b>	<b>\$12,574,376</b>	<b>2.50%</b>	<b>\$416,743</b>	<b>\$16,656,465</b>

## **B. Assessment of Fiscal Year 2023 - 2025 Efforts to Meet HUB Procurement Goals Attainment:**

The agency exceeded one of the applicable statewide HUB procurement goals (Commodities) by almost 50% in FY 23, almost reaching the goal in both FY 24 and FY 25.

In FY 23, the agency exceeded the statewide goal in the Commodities category, almost achieving double the statewide goal.

In all three prior years, the only expenditures in the Professional Services category were for internal audit services delivered under a previously awarded solicitation.

The largest agency annual expenditures continue to be for statewide access to electronic databases and other electronic resources:

\$13,972,917, or **89.87%** of all 2025 expenditures were for these resources.

The agency competitively bids these resources; however, there are currently no HUB vendors in the marketplace. Likewise, this category includes insurance expenditures for products that were procured by the State Office of Risk Management, and library-specific purchases for which there are no competitors and/or HUB vendors. Because these items are proprietary, and there are few or no HUB vendors available, these purchases skew the Other Services category and overall numbers.

If these procurements were excluded in this category, the agency would have achieved a **41.70%** HUB performance.

Additionally, excluding these expenditures would result in an **agency overall HUB performance of 24.70%**, well above many of the specific category goals.

### **Applicability:**

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

### **Factors Affecting Attainment:**

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

Goals for "Other Services" was not met since this category contains multiple contracts for electronic subscriptions and online databases that are available to libraries throughout Texas.

These products contain proprietary information, and there are currently no HUB vendors available for these services. In addition, the agency contracts with Amigos Services for various library-specific services that are not available from another source. Likewise, the TexQuest outreach efforts were contracted with a quasi-governmental entity, and a non-profit organization was contracted to assist with website hosting services for libraries.

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

**"Good Faith" Efforts:**

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

- participated in Purchasing related events in the Austin metro area sponsored by the Texas Comptroller and other state agencies
- searched the Central Master Bidders List for HUB vendors for all procurements prior to awarding contracts
- participated in three HUB events in 2025
- encourage all potential, qualified vendors to become certified as HUB vendors and/or participate in the Mentor/Protege program
- encouraged program staff to seek qualified HUB vendors, even on small procurements



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

### Master Plan Certification

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

Institution's Authorized Signatory

### Institutional Contact

Name: Donna Osborne  
 Title: Chief Operations and Fiscal Officer  
 Phone: 5124203980  
 E-Mail: dosborne@tsl.texas.gov

### Capital Expenditure Plan (MP1) Summary Report (Fiscal Years 2027 - 2031)

Project Name	Building Number	Building Name	Condition	Pri	GSF	E&G	Acres	CIP	Deferred Maintenance to be Addressed	Total Cost	Start Date	End Date
Sam Houston Center repairs and Maintenance	000000			1	0	0	0		\$0	\$3,800,000	9/2027	8/2029

### Totals by Project Type

Project Type	Number of Projects	GSF	E&G	Acres	Total Cost
Addition	0	0	0	0	\$0
New Construction	0	0	0	0	\$0
Repair and Renovation	1	0	0	0	\$3,800,000
Land Acquisition	0	0	0	0	\$0
Infrastructure	0	0	0	0	\$0
Information Resources	0	0	0	0	\$0
Leased Space	0	0	0	0	\$0
Unspecified	0	0	0	0	\$0
<b>Totals</b>	<b>1</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>\$3,800,000</b>

### Summary of Planned Expenditures by Year

Project Type	2027	2028	2029	2030	2031	Balance	Total Cost
Addition	\$0	\$0	\$0	\$0	\$0	\$0	\$0
New Construction	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Repair and Renovation	\$1,300,000	\$500,000	\$500,000	\$500,000	\$500,000	\$500,000	\$3,800,000
Land Acquisition	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Infrastructure	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Information Resources	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Leased Space	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Unspecified	\$0	\$0	\$0	\$0	\$0	\$0	\$0
<b>Totals</b>	<b>\$1,300,000</b>	<b>\$500,000</b>	<b>\$500,000</b>	<b>\$500,000</b>	<b>\$500,000</b>	<b>\$500,000</b>	<b>\$3,800,000</b>

### Totals by Funding Sources

Funding Source	Number of Projects	Total Cost
Auxiliary Enterprise Fund	0	\$0
Auxiliary Enterprise Revenues	0	\$0
Available University Fund	0	\$0

Capital Construction Assistance Projects	0	\$0
Designated Tuition	0	\$0
Energy Savings	0	\$0
Federal Funds	0	\$0
Federal Grants	0	\$0
General Revenue	1	\$3,800,000
Gifts/Donations	0	\$0
Higher Education Assistance Fund Proceeds	0	\$0
Housing Revenue	0	\$0
Lease Purchase other than MLPP	0	\$0
Legislative Appropriations	0	\$0
Master Lease Purchase Program	0	\$0
Other	0	\$0
Other Local Funds	0	\$0
Other Revenue Bonds	0	\$0
Performance Contracting Energy Conservation	0	\$0
Permanent University Fund	0	\$0
Private Development	0	\$0
Private Development Funds	0	\$0
Revenue Financing System Bonds	0	\$0
Student Fees	0	\$0
Unexpended Plant Funds	0	\$0
Unknown Funding Source	0	\$0
Unspecified	0	\$0
<b>Totals</b>		\$3,800,000

## SCHEDULE F – 2026 WORKFORCE PLAN

### I. Agency Overview and Purpose

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

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

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

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

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

TSLAC is governed by a seven-member commission appointed by the Governor. The members serve six-year staggered terms and meet at least quarterly to conduct business on behalf of the agency. The Director and Librarian leads the agency and is selected by the Commission to direct the agency's activities and programs. TSLAC consists of six operational divisions and does not anticipate any major changes to the organizational structure in the next five years. However, the agency may need to add or delete programs within a division based on program outcomes, sustainability, changes in customer/public demand, or changes in funding levels.

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

Goal 1: Education – Equip Texans with educational materials, training opportunities, and programs to help them meet their learning and economic objectives.

Goal 2: Open Government – Support Texan's rights to public information.

Goal 3: Historic Preservation – Ensure all future generations of Texans learn, enjoy, and benefit from the documents, artifacts, photos, and other materials within the State Archives.

Goal 4: Economic Opportunity – Leverage state information resources to support economic vitality for individuals, organizations, and businesses.

Goal 5 – Civic and Community Engagement – Bring Texans together to facilitate learning, foster discussion, and deepen shared experiences.

Goal 6: Excellent and Effective Services – Deliver responsive, timely, and excellent information services to Texans.

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

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

We believe the agency's resources and services delivered to state, local, and regional libraries, archives, and records management professionals are a crucial link to the information essential to all Texans in their quest to lead fulfilled, productive, and enjoyable lives and to contribute to the thriving Texas economy. We look forward to continuing the agency's 117-year legacy providing archival, information, and library services to Texas citizens and state and local government.

## II. Current Workforce Profile

The agency is authorized 182.5 full time equivalent (FTE) positions for the 2026-2027 biennium. As of May 1, 2026, the agency had one exempt, 159 full-time classified, and 12.5 part-time staff employed, based on information available in the State Auditor’s online Electronic Classification Analysis System (E-Class).

The following table contains TSLAC’s current employment by ethnicity and compares the agency’s staffing levels (at 05/05/2026) to the statewide civilian workforce as reported in the Texas Workforce Commission’s *FY24 Civilian Workforce Composition, Report for State Agencies*, dated January 28, 2025. The report was prepared in collaboration with the Texas Demographic Center and fulfills the reporting requirements of Texas Labor Code Sections 21.0035 (Civilian Workforce Composition) and was provided to the Governor and Legislature and is the most recent statewide information available at the time of this report.

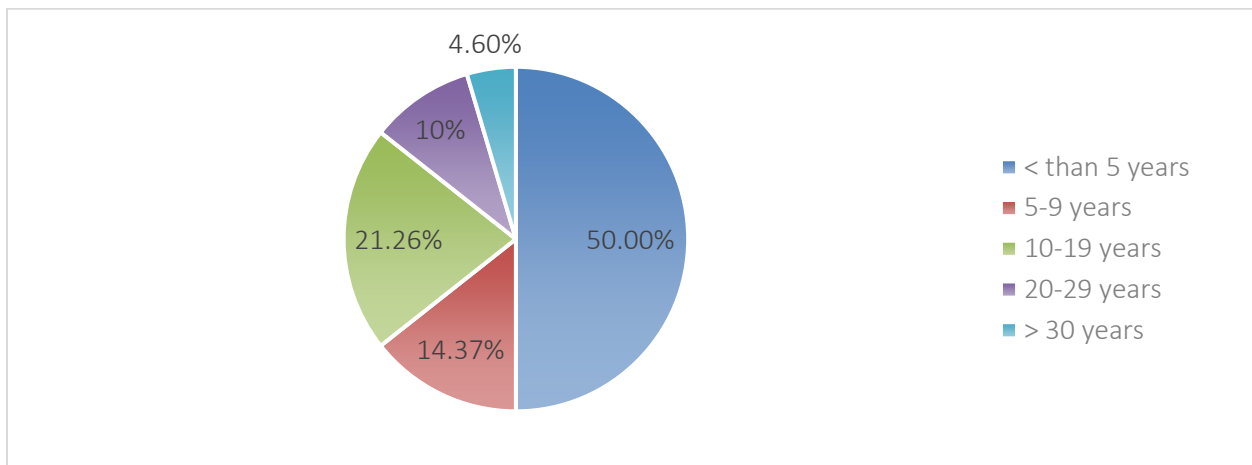
Job Category	African American		Hispanic		Other Non-White/Hispanic	
	Labor Force	TSLAC	Labor Force	TSLAC	Labor Force	TSLAC
Officials / Administration	9.10%	0.00%	26.50%	12.50%	10.00%	12.50%
Professional	11.67%	8.85%	23.30%	14.16%	15.70%	2.65%
Technical	15.30%	0.00%	36.70%	0.00%	9.80%	66.67%
Administrative Support	15.20%	10.00%	39.30%	27.50%	6.50%	2.50%
Skilled Craft	10.80%	33.33%	53.00%	0.00%	5.90%	0.00%
Service / Maintenance	12.60%	100.00%	55.10%	0.00%	7.30%	0.00%
<b>Total Percentage of Workforce</b>	<b>12.3%</b>	<b>10.34%</b>	<b>38.6%</b>	<b>16.09%</b>	<b>9.70%</b>	<b>4.02%</b>

Job Category	Female		Male		TSLAC
	Labor Force	TSLAC	Labor Force	TSLAC	Total Workforce
Officials / Administration	41.30%	62.50%	58.70%	37.50%	4.60%
Professional	53.80%	75.22%	46.20%	24.78%	64.94%
Technical	62.80%	0.00%	37.20%	100.00%	1.72%
Administrative Support	73.70%	42.50%	26.30%	57.50%	22.99%
Skilled Craft	12.40%	77.78%	87.60%	22.22%	5.17%
Service / Maintenance	48.30%	0.00%	51.70%	100.00%	0.57%
<b>Total Percentage of Workforce</b>	<b>45.80%</b>	<b>65.52%</b>	<b>54.20%</b>	<b>34.48%</b>	<b>100%</b>

In the current mobile, information-based economy, it is increasingly difficult to attract and retain young workers. Few in this age category that we have recruited choose to stay with the agency for more than five years. According to the Bureau of Labor Statistics (BLS) press release of Sept. 26, 2024<sup>1</sup>, on Employee Tenure in 2024, “The median number of years that wage and salary workers had been with their current employer was 3.9 years in January 2024, down from 4.1 years in January 2022, and the lowest since January 2002. . .” The BLS press release also indicated that the median tenure for workers in the public sector, at 6.2 years, was nearly twice the median than the rate of private sector employees (3.5 years).

While the agency has an amazing 8 employees with more than 30 years of agency service, and another 17 employees with between 20 – 29 years with the agency, together they only make up 14.37 percent of the total current workforce—the same percentage of staff having between 5 – 9 years with the agency. The chart below illustrates agency tenure as of May 5, 2026, and clearly demonstrates exactly one-half of current staff, or 50 percent of our total workforce, have been with the agency less than five years, consistent with the information from BLS. The second largest category, 21.26 percent of the current workforce, includes staff with between 10-19 years at the agency.

**2026 TSLAC Staff Tenure**

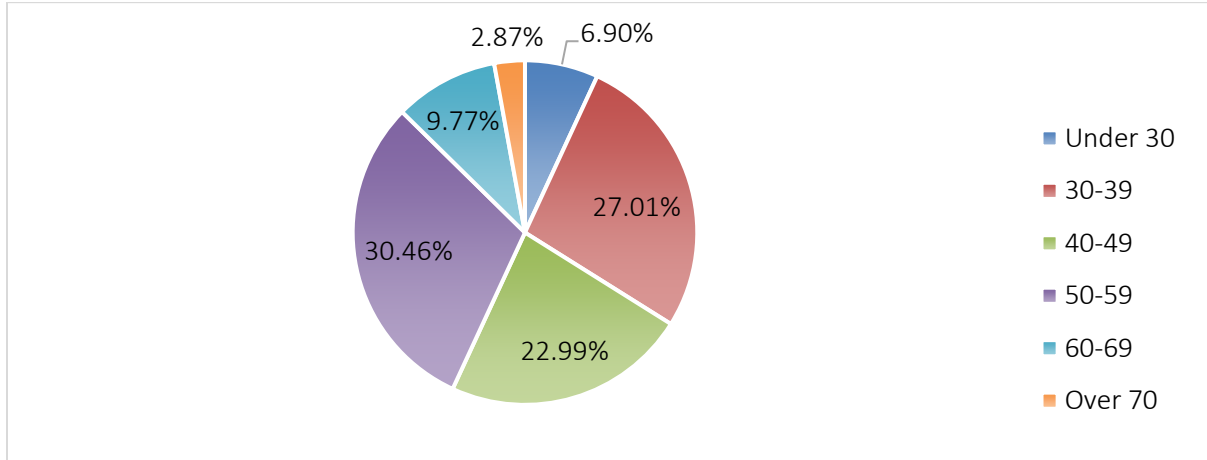


BLS attributes one factor of the drop in median tenure to the difference in age of workers in public versus private employment, stating that “3 in 4 government workers were age 35 and over, compared with about 3 in 5 private wage and salary workers.” Our agency has an older workforce with five staff over 70 years old, another 17 between 60 – 69, and an additional 53 between the ages of 50 – 59, translating into 43.1% off our current employees over the age of 50. Another 22.99 percent of the workforce is between 40 – 49, and 27.01 percent are between 30 – 39. Only 6.90 percent of the employees are under the age of 30. The following chart, extracted from the Comptroller’s CAPPs system as of May 5, 2026, demonstrates the aging workforce at our agency, which translates into loss of institutional knowledge and experience that needs to be transferred to the younger workers at an increasingly rapid pace.

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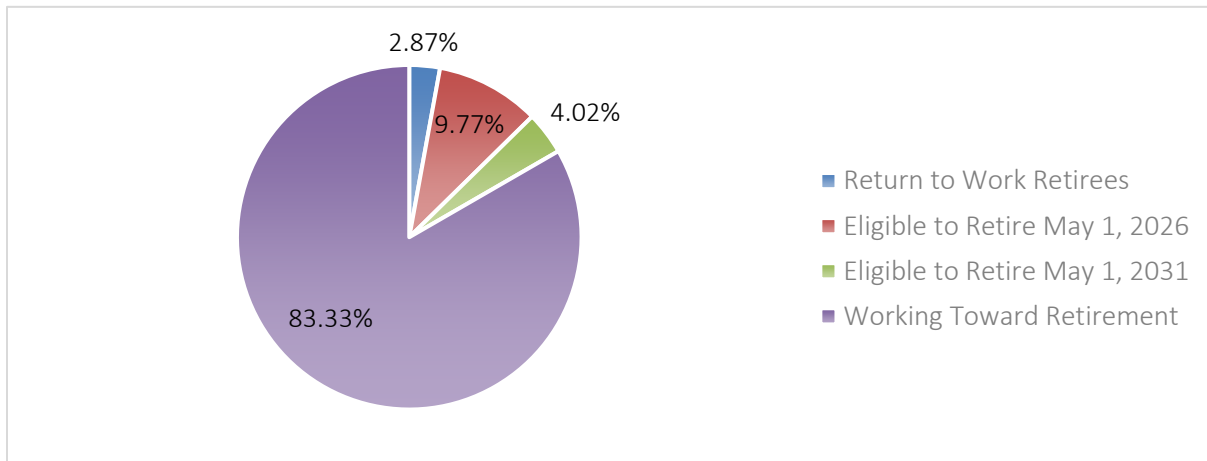
<sup>1</sup> [www.bls.gov/news.release/pdf/tenure.pdf](http://www.bls.gov/news.release/pdf/tenure.pdf): EMPLOYEE TENURE IN 2024

## Age of TSLAC Employees



Using the state retirement eligibility calculations and extracting employment data from the CAPPs system maintained by the Texas Comptroller of Public Accounts (CPA), as of May 5, 2026, the following chart shows the agency could lose almost 15 percent of the current workforce to retirements within the next five years. TSLAC employs 5 return-to-work retirees, 17 staff currently eligible to retire, and another 7 employees eligible to retire within the next five years.

## 2026 TSLAC Staff Retirement Eligibility



The two previous charts clearly illustrate how extensive institutional knowledge of the agency's specific programs, services, and specialized collections reside with our long-tenured employees. These agency experts allow us to continue providing the high levels of customer service our constituents expect, despite turnover in the younger age groups. As the tenured experts continue to retire or otherwise leave the agency, we increasingly face challenges in recruiting qualified replacements with similar skill sets, subject matter expertise, and/or industry-specific knowledge.

Turnover remains a critical issue for the agency due to the need for special educational attainment and/or experience for our professional positions as discussed later, and the cost to replace an employee remains high. According to a study by the Society for Human Resource Management, the average cost to hire a new employee is \$4,700. Our agency filled 18 vacancies in FY 2025, which translates to an estimated cost to the agency of \$84,600 for the year. These costs do not include reintegrating and training for staff once they have been hired.

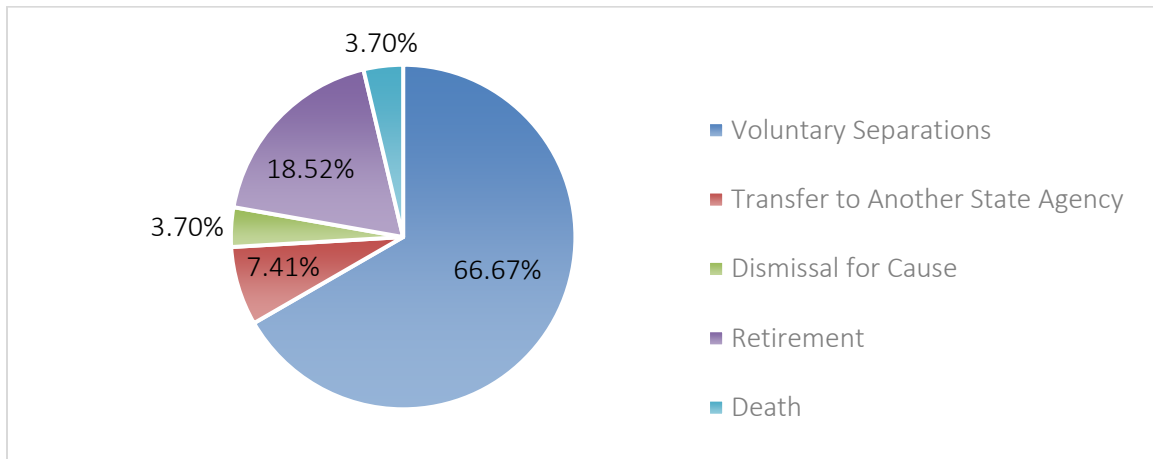
Efforts to reduce turnover, particularly in the professional positions, inadvertently create a lack of advancement for staff in entry- to mid-level positions. Since most of our higher-level professional positions require an advanced degree, career advancement possibilities for staff in entry-level positions are severely limited except for those already pursuing these mandatory degrees. As discussed in more detail later in this report, the agency has developed career ladder structures that include agency support positions to retain staff in these lower paying positions and has developed a process to help employees gain additional skills.

TSLAC’s turnover rate for FY 2025 was 15.2 percent, which was slightly lower than the statewide average turnover rate of 15.4 percent, per the Classified Employee Turnover for Fiscal Year 2025 report issued by the State Auditor’s Office. The agency had 27 total separations, with 2 being involuntary separations (one dismissal for cause and one death), 20 voluntary separations (including transfers to other state agencies), and 5 retirements.

In Fiscal Year 2025, only 2 of the 20 voluntary separations were for transfers to other state agencies. While those transferring are remaining with the state, the reasons given for separating was seeking higher salary as they work toward retirement.

The following chart illustrates the reasons exiting employees provided TSLAC for leaving employment with the agency, as recorded in CAPPs, during FY 2025 (Sept. 1, 2024, through August 31, 2025). The percentage of employees who voluntarily left the agency (66.67 percent) was usually for employment elsewhere for a higher salary.

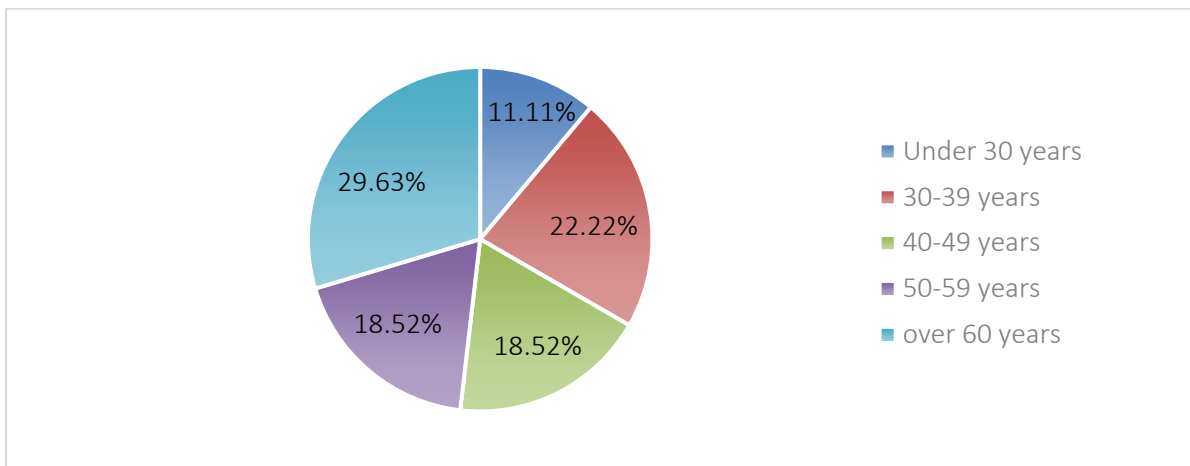
### FY 2025 Employee Separation Reasons



Of equal concern with losing tenured staff is our ability to attract and retain those under 30 years of age. The agency continually seeks to develop creative strategies to generate appeal for those in this age group, but recruitment continues to be a challenge as these are often professionals just beginning their careers.

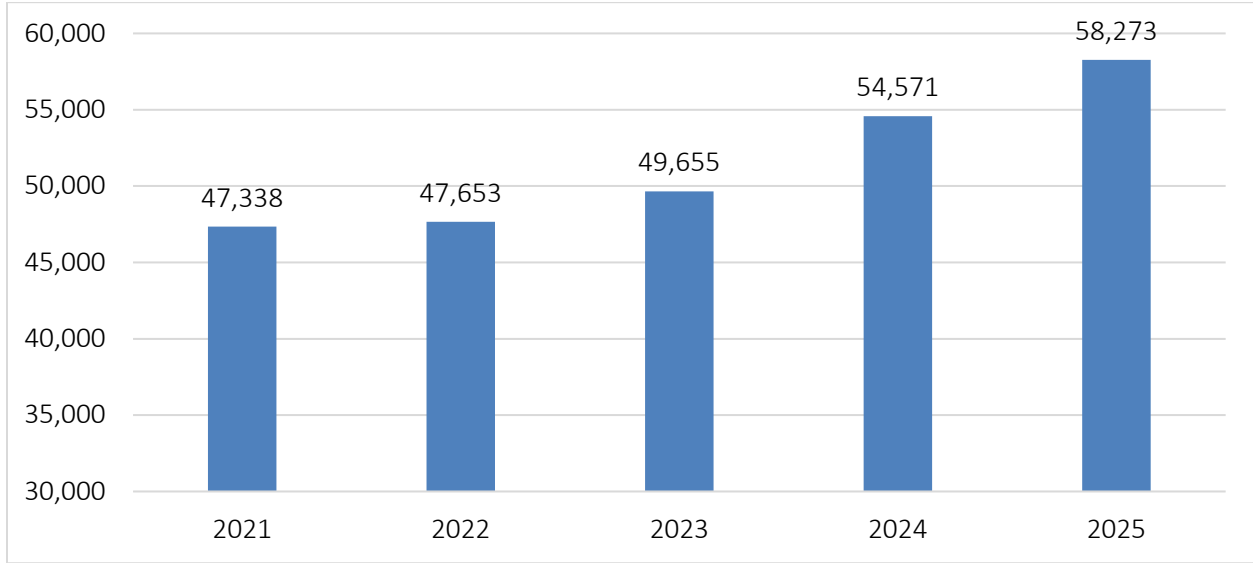
The following chart shows FY 2025 separations by employee age on the date of separation from the agency. The data for the chart is from the state’s CAPPs system. When combined, the 50 to 59 and over 60 age brackets make almost half of the total separations (48.15 percent) for the fiscal year, while those under 30 were only 11.11 percent of the separations, indicating progress in our retention efforts for the younger demographic.

### FY 2025 Employee Age at TSLAC Separation



A part of the success in retaining a younger, qualified workforce is shown in the following chart, which uses information from the State Auditor’s online E-Class System to illustrate the agency’s efforts to raise the average annual staff salary. The total increase achieved between FY 2021 and FY 2025 is an average of \$10,935 during the five-year period. Despite this significant increase, however, most salaries remain below market rate for the Austin metro area. This, combined with the higher cost of living within the Austin metroplex, makes recruitment of qualified candidates increasingly difficult, especially related to new talent who may not already reside in the Austin region.

### TSLAC Average Annual Salary Increase FY 2021 - 2025\*



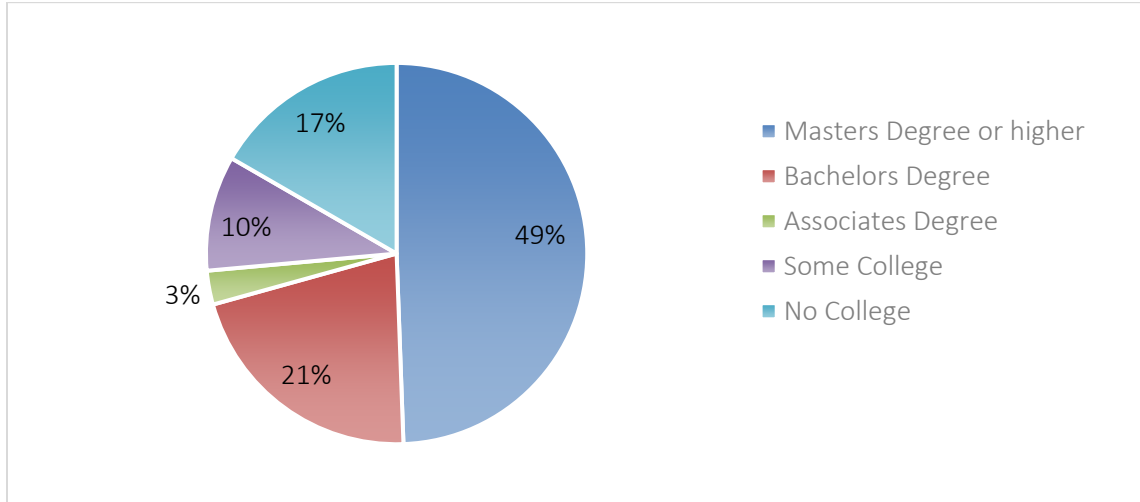
\* Note: The average salaries above reflect regular, full-time staff and exclude part-time salaries and the Director/Librarian salary.

As of May 5, 2026, of the agency's filled positions, 113 (or 64.94 percent) were categorized as Professional, with most of the positions requiring specialized degrees and/or specific experience/expertise. The agency's efforts to attract and retain qualified employees with either advanced degrees or the required skill sets for our Professional positions are particularly hampered due to the average annual classified salary at less than \$60,000, despite the increases.

The agency has established three professional career ladders to encourage retention in these critical categories: librarian, archivist, and government information analyst. These positions require at least some higher education to meet minimum and/or entry level requirements. Since establishing the career ladders, the agency has awarded 63 career ladder promotions, which has contributed to our efforts to retain staff and increase salaries.

TSLAC has a highly educated workforce, with 70 percent of the employees having at least a bachelor's degree, and nearly 50 percent of the workforce with a master's degree or higher. The following chart, extracted from TSLAC's internal Human Resources Information System, illustrates the level of employees' educational attainment as of May 1, 2026.

## 2026 TSLAC Staff Education Level



As we work to fully implement mentoring systems along with additional career ladders, we must ensure that we maintain the critical skill and knowledge sets necessary to accomplish the work of the agency. In addition, we need to ensure staff stays current with the continuing education, training, and information needs of their professions.

We recognize that our need for highly specialized skills relating to professional librarians, archivists, government information analysts, and information technological professionals ensures a high return on our training investments and we make every effort to allow staff to participate in these activities to the extent possible with available resources.

The additional funds provided to the agency during the 89th Legislative Session have been beneficial as the agency aids employees who have talent but may lack training or experience necessary to move into the established career ladder pathways across the agency.

### III. Future Workforce Profile

This section addresses the agency's future workforce needs, to include needed skills, staffing levels, and recruitment concerns. Demands for all agency services in both English and Spanish, particularly in the Talking Book Program, will continue to increase as the state's Hispanic population grows, the State's workforce ages, and newly disabled persons seek assistance.

Given the increasing public demand for online services and resources, the agency must likewise continue to transform service delivery mechanisms, digitize additional resources, and add changing engagement strategies that require new technology skills, including integrating new AI functionality where appropriate.

The agency also anticipates increasing workloads related to Public Information Act requests, particularly as the agency is the official archival resource for state government records. Our future workforce must

remain experts in the Public Information Act as the agency continues to meet our statutory requirements. Additionally, the agency must be positioned to implement new state and federal priorities and explore related funding opportunities in the areas of broadband deployment and statewide digital literacy training.

#### **A. Future Skills**

The agency has recruited and retained staff with skills required to accomplish the agency's goals and objectives; however, as discussed previously, it now takes longer and costs more to recruit these qualified employees. Job responsibilities and workloads also continue to change due to technological advancements, industry changes, and economic, social, environmental, and political conditions.

Agency management continues to evaluate processes to determine more cost-effective ways to accomplish work at hand and meet the needs of customers. The agency is working to further develop additional mechanisms for career development through skill certification programs and specialized training programs using the funds received in the 89th Legislative Session. As necessary, staff will be reassigned to special projects to provide opportunities for attaining skills and experience in areas of talent and interest, and to ensure continued progress towards meeting the goals and objectives outlined in our Strategic Plan for 2027 - 2031.

As previously mentioned, there is a direct correlation between the growth in Texas population and increase in workload for the Texas State Library and Archives. Technological advances have thus far made it possible for each employee to be more effective and efficient in performing their job functions with many able to telework a portion of their workweek.

Our staff must stay current with new and ever-changing technology to ensure we continue to meet the demand for online services and information in digitized and Spanish-language formats. We continue to operate with a limited number of information technology staff and often struggle to maintain services for our external customers, especially in areas of cybersecurity. We have successfully supplemented the lack of staff with contract workers; however, believe we need to successfully recruit additional agency employees to ensure a stable infrastructure for the future. A new career ladder in our IT area will help us accomplish this objective.

The continued movement towards digital content and other streaming media requires ALL employees to become proficient in more complex technologies – even at the desktop computer level. TSLAC is called upon to lead libraries, museums and archives, and state and local governmental agencies in the management of resources and records in digital formats, including all aspects of digital creation, resource collection, information and data management, internal and external access to records and information, and digital preservation of all.

TSLAC customers expect on-demand training and consulting assistance. This requires professional staff to have skills in communication, consulting, report writing, and systems analysis, in addition to experience and knowledge of specific program requirements.

To meet these expectations, the agency has added new web-based and distance learning classes to our repertoire, while ensuring staff acquire advanced technological skills. This is important as the agency leads the State's transition from paper to electronic formats for permanent records. Customers during the pandemic often reminded the agency of the urgent need for increased storage of and access to digital images/files on the agency's website, in training materials, and within the Texas Digital Archive. As we replace inefficient and outdated database systems, we must equip our staff with the skills to use the changing technologies.

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

Economic and social conditions in Texas reinforce the need to maintain our cost-efficient statewide resource-sharing programs, reinforcing the need to retain bilingual staff, to meet the needs of the state's growing and changing population. The agency's statewide TexShare program, as well as other resource sharing programs, will continue to provide products to better meet the online and research needs of the population, including K-12 and higher education students.

## **B. Staffing Levels**

Our future workforce requirements are driven by the need to maintain, improve, and implement statutory functions. The agency's statutory role requires TSLAC to provide many services and resources to stakeholders. The procurement process for securing and contracting for critical training, information content, and other program-related services is extensive. State agencies have identified a gap in the number of qualified employees with the training and experience needed to meet the workforce demand—especially in the Austin area. TSLAC struggles to recruit and retain sufficient experienced personnel in the procurement area, which can result in contracting delays that lead to inefficiencies.

A new area for expansion is to support the deployment and maintenance of new technology and Internet-based services, including new state and federal initiatives related to broadband and digital literacy efforts. The agency's limited FTEs accomplish a wide variety of tasks, but many professional-level tasks are specific to a single position. As a result, divisions must continually identify opportunities to cross-train staff within and across divisions and programs. As we continue to attract new talent, we must also be diligent in our efforts to develop, promote, and encourage current staff, carefully identifying additional and emerging career ladder opportunities and customizing training programs to ensure each employee has the opportunity for an effective long-term career with the agency.

As the population of Texas continues to grow, and as new function areas emerge, our business operations staff, including IT, legal, and procurement personnel, must be able to service an expanded workload due to increased transactions, operations, and customers.

As the volume of state and local governmental records continues to grow, the agency will need additional staff to properly arrange, describe, and provide mandated access to archival records in both paper and electronic form.

### **C. Recruitment**

According to the BLS, as of May 6, 2024, the unemployment rate in the Austin metroplex (at 3.5 percent) is among the lowest in the State (at 4.3 percent). Considering the agency's limited financial resources for salaries, the low unemployment rate adds another level of complexity to the agency's ability to recruit new talent.

The agency strives to hire multi-talented professionals, with expertise and experience in multiple program areas. As stated previously, TSLAC salaries, particularly in professional positions, continue to lag others in the Austin and regional marketplace. This limits the agency's ability to

successfully recruit the most qualified candidates for some of our critical professional and management positions.

Constantly evolving job responsibilities have resulted in increasingly complex job task requirements, both programmatically and technically. This evolution requires proportionately higher levels of skills, education, and abilities. Additionally, as the salary requirement for newly hired employees increases, it presents a new challenge as the agency tries to maintain competitive salaries for the existing staff, particularly those who are near the top of their state-established classification range. The agency has increased salaries and adjusted job responsibilities and classifications accordingly, resulting in successful retention of some employees who have been in their positions for several years, as illustrated in the charts in Section II of this report.

Continued salary limitations will also result in a shortage of qualified staff for management vacancies and other key program positions over the next five years. Salaries for many of the agency's management positions are significantly lower than the regional, state and national averages.

### **IV. Gap Analysis**

Based on the information presented, we have determined a gap exists between the current local and regional workforce supply and the agency's future demand for several key professional and managerial positions. The agency has also noticed a downward trend in the number of college degrees awarded in the specialized fields required for many of our key professional positions. This has also resulted in a shortage of qualified applicants for critical professional vacancies in the future, creating an artificial gap as the agency seeks qualified replacements. While skilled labor exists in the workforce for many agency

positions, failure to recruit qualified professional replacements within the current budgeted salary levels will impact the agency's ability to effectively and efficiently replace key vacancies.

The agency continues to explore ways to close the anticipated future gap of institutional knowledge, including implementing a formal succession plan. Management encourages internal promotions in addition to career ladder promotions whenever possible. We have successfully promoted qualified staff into leadership positions across the agency over the past five years. This process has proven effective for both the agency and those employees in professional positions seeking to advance their career at the agency.

While these internal promotions have ensured employees have time needed to acquire the critical institutional knowledge that is difficult to replace with newly hired staff, the agency must seek additional funds to recruit new staff while maintaining competitive salaries for tenured staff.

## **V. Strategy Development**

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

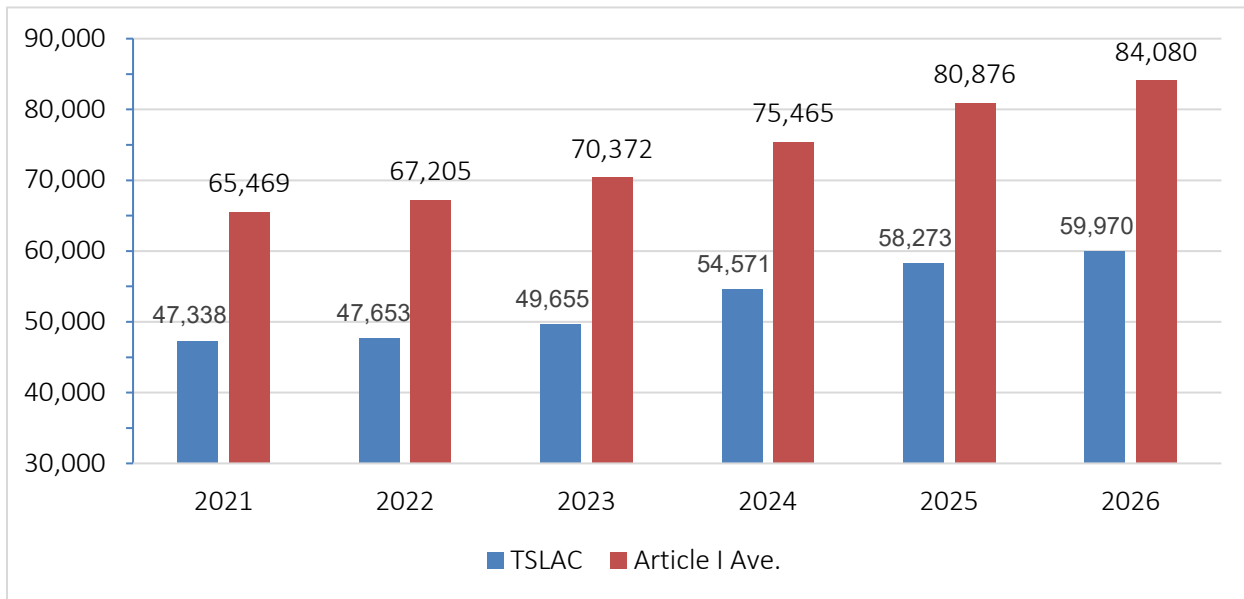
Management continues to cross-train staff for upward movement at the agency. This will further reduce our reliance on return-to-work retirees for continuity of services in key positions. While retirees have met the immediate need to provide ongoing services, it is not a viable long-term solution. In addition, the additional 10 percent "retiree penalty" the agency must pay the Employees Retirement System above the salary is often higher than what a new employee's salary would cost and often results in salary disparities and fewer internal promotion opportunities.

The agency's implementation of career ladders for the hard to recruit professional positions has proven successful for the professional level librarian, archivist and government information analyst positions, and we believe the career ladder in the IT section will also prove successful in recruiting for those vacancies. The additional career ladder for the clerical/warehouse positions has been successful in our efforts to both retain and develop staff to fill positions due to retirement.

As discussed in Section II, a major hindrance to agency efforts has been the low salaries at our agency, which is the underlying reason for our continued request for additional funds to shore up our salaries in an effort to be competitive in the market place, but also within the other Article I agencies with whom we compete for qualified employees.

The chart below clearly demonstrates that despite the agency’s efforts to increase salaries 26.86 percent between 2021 and 2026, we remain significantly lower than the average for all agencies in Article I. Based on information from the State Auditor’s online e-Class system on May 18, 2026, the average dollar difference between the TSLAC average salary and the Article I agencies in 2021 was \$18,131; the average dollar difference in FY 2026 is now \$24,110, a decrease putting us at a further disadvantage with these other agencies.

**Average Salary FY 2021 to FY 2026  
Regular Full Time Classified Positions**



**A. Strategy Development Challenges to Mission-Critical Skills**

Agency management, in cooperation with Human Resources (HR) personnel, continually monitors employment trends to ensure the existing and future workforce can perform the analytical, auditing and technical requirements of the existing programs and subsequent advancements in service delivery. To accomplish this, the agency encourages staff to participate in professional development and continuing education opportunities as agency resources allow.

It is imperative that staff maintain skills necessary to serve as program experts when working with constituents and peers. While most staff are eager to learn new skills, limited resources (time and funding) can present a challenge. Agency supervisors and managers work with the program divisions to identify relevant training opportunities that will ensure a high return on investment and retention of the key employee.

The agency’s performance evaluation process requires team leaders, supervisors, and managers to coordinate with each employee at least once per year to identify training needs that will ensure the employee is successful and has the skills necessary to accomplish all assigned job responsibilities. Individual and program training goals are updated as program needs and employee capabilities evolve.

## **B. Recruitment and Retention**

The HR Department's goal is to assist managers and supervisors in hiring staff who possess required skills and abilities to ensure they are immediately successful in the position. The HR team also works directly with agency managers and supervisors to revise job descriptions and task statement documents to reflect changing skill and technology requirements.

Agency management coordinates with staff to ensure relevant professional education and ongoing development opportunities are available, especially for technical and professional employees. The agency requires supervisors and managers to review job descriptions and state classifications during the performance evaluation at least once per year, and to discuss planned modifications with the HR staff and affected employees, modifying the documents as necessary. This process provides a mechanism to revise performance expectations as new or additional duties are assumed. The agency continues to explore additional professional development opportunities for staff.

To help motivate and retain staff, agency managers use agency-approved efforts to recognize and reward individual performance according to agency policies and to provide appropriate opportunities for professional growth. These tools include merit raises, one-time merit bonuses, and administrative leave. The agency also provides peer-recognition tools including the Employee of the Quarter Award and the Lorenzo Award.

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

## **C. Work Processes**

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

Division and program leadership will continue to explore opportunities to form cross-divisional teams and avoid duplication of effort as tasks and outcomes allow. The agency acknowledges current staffing levels are rarely sufficient to implement a new program or services without reassessing existing services and resources. The agency understands that programs and customer needs evolve and does not anticipate any decline in demand for current services, as experienced recently with increased demand for digitization services for state and local governments.

The agency will focus on planning for information resources acquisition and implementation as the need for technology increases in all program areas. Management will ensure there is adequate technical support for our internal networks, Web-based services, client-server services, and new technology systems currently in development. The agency must also ensure staff can increasingly fully deliver resources and services through virtual environments moving forward.

#### **D. Succession Planning**

TSLAC performs ongoing analysis of workforce skills needed to maintain a high-quality, well-educated workforce with skills vital to accomplishing our mission and goals. We work to train replacements and establish backups for critical agency tasks prior to experiencing a vacancy. For positions with staff eligible to retire now or within the next five years, the agency will identify employees to develop as replacements, which will also ensure the continuity of critical internal agency-specific knowledge.

#### **E. Leadership Development**

The Human Resources staff will work closely with agency managers to identify individuals with potential for leadership positions using a variety of standard evaluation methods and tools.

Replacement and succession charts will be reviewed and updated within each division to provide an opportunity for both managers and staff to examine the depth of talent, skills, and abilities of the current workforce. In addition, the HR Office will continue to secure training to further develop the agency's management and supervisory staff.

### **VI. Conclusion**

The agency strives to fill vacant positions quickly with highly qualified applicants who will help ensure TSLAC meets and exceeds our statutory requirements.

We operate as an agency that is attractive to new employees who want to establish a career with us and will also pique the interest of qualified potential employees who possess the knowledge, skills and experience needed to help us carry out our mission.

We believe these initiatives achieve a workforce that more closely resembles the demographic makeup of the State and establish TSLAC as a flagship employer and agency in Texas government.

## REPORT ON 2025 CUSTOMER SERVICE

*Prepared in Compliance with Texas Government Code 2114*

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Comments or complaints regarding programs and services of the Texas State Library and Archives Commission may be addressed to:

Director and Librarian

Box 12927

Austin, Texas 78711-2927

512-463-5460; dir.lib@tsl.texas.gov

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## Executive Summary

Over 93 percent of responding customers receiving services provided by the Texas State Library and Archives Commission during Fiscal Year 2025 (FY 25) indicated overall satisfaction with the services received. Based on all responses to the eight mandatory customer satisfaction survey questions, 91.1 percent of questions with a response provided indicated either satisfied (4) or very satisfied (5) on a 5-point scale; another 5.69 percent indicated neutral (3); and 4.49% indicated either dissatisfied (2) or very dissatisfied (1). For the purposes of this report, responses indicating neutral were considered unsatisfied.

The customer satisfaction responses reflected in this Fiscal Year 2025 Customer Satisfaction Report were collected as part of the standard, ongoing evaluation of agency services in place on September 1, 2024. All programs surveyed on perceptions relating to the agency's facilities, staff, communications, Internet site, complaint-handling process, service timeliness and printed information, while some included program specific questions in addition to the mandatory questions. Summary information on the survey data for the agency follows this Executive Summary, and details on responses for each of the eight mandatory questions, by program division, is provided in Appendix A at the end of this report.

The agency surveyed 20,870 of the more than 22.8 million entities and individual customers served during FY 25. The number of surveys distributed in FY 25 increased by more than 6,000 over FY 23. Most surveys were deployed after the end of the fiscal year, and FY 25 demonstrates that response rates tend to drop as customers often don't recognize the benefit of providing feedback if there has been a significant lag between when the service was received and when the survey was received. The agency's response rate dropped again from 10.34 percent in FY 23 to 6.55 percent in FY 25.

The agency received 1,368 surveys with responses indicated on one or more of the eight mandatory questions. Of the total 10,944 individual questions receiving a response, 6,505 (91.1 percent) received satisfactory ratings (a 4 or 5) with only 634 (8.9 percent) responses indicating the responding customer was unsatisfied (a 1, 2, or 3).

Based on comments received on the survey responses, many customers noted they either could not recall receiving services or could not recall the services they received. As a result, customers often left responses blank or responded Not Applicable (N/A) on one or more of the mandatory questions, accounting for 34.77 percent blank or N/A responses on the surveys returned. Others simply selected the center, or "Neutral" response (3). The "Neutral" responses were considered "not satisfied" for the purposes of this report, while the blank and N/A responses were not included in satisfaction calculations.

The agency received 134 suggestions for improvement and another 102 complaints or negative comments on services received. In addition, respondents submitted 287 compliments for services received during FY 25. Some respondents provided comments on multiple questions and often complaints, compliments, and suggestions within a single comment. For the percentage of respondents offering suggestions for improvement, it would average 9.1 percent of the customers responding if each suggestion was made by a different customer. The number of respondents identifying ways to improve services was down in all divisions.

The cost per survey dropped 78 percent, from \$0.42 in FY 23 to \$0.24 in FY 25. This is primarily due to the fact that divisions used online tool to distribute and collect surveys. The tool was also able to automatically compile responses, saving significant staff time. In this calculation, the agency includes staff costs associated with conducting and evaluating customer satisfaction survey results in addition to costs for the survey tool. Responses are compiled from data collected across multiple divisions and media platforms to ensure compliance with state requirements, but costs are expected to remain low in the future as we no longer conduct paper surveys.

During FY 25, we asked the mandatory questions with fewer additional questions in hopes of garnering a higher number of customer responses. Below are summaries of the agency-level responses to the eight mandatory survey questions.

1. How satisfied are you with the agency's facilities, including your ability to access the agency, the office locations, signs, and cleanliness? **89.4% Satisfied; 10.6% Unsatisfied**
2. How satisfied are you with agency staff, including employee courtesy, friendliness, and knowledgeability, and whether staff members adequately identify themselves to customers by name, including the use of name plates or tags for accountability? **94.1% Satisfied; 5.9% Unsatisfied**
3. How satisfied are you with agency communications, including toll-free telephone access, the average time you spend on hold, call transfers, access to a live person, letters, electronic mail, and any applicable text messaging or mobile applications? **93.1% Satisfied; 6.9% Unsatisfied**
4. How satisfied are you with the agency's Internet site, including the ease of use of the site, mobile access to the site, information on the location of the site and the agency, and information accessible through the site such as a listing of services and programs and whom to contact for further information or to complain? **86.5% Satisfied; 13.5% Unsatisfied**
5. How satisfied are you with the agency's complaint handling process, including whether it is easy to file a complaint and whether responses are timely? **84.0% Satisfied; 17.25% Unsatisfied**
6. How satisfied are you with the agency's ability to timely serve you, including the amount of time you wait for service in person? **92.1% Satisfied; 7.9% Unsatisfied**
7. How satisfied are you with any agency brochures or other printed information, including the accuracy of that information? **91.2% Satisfied; 8.8% Unsatisfied**
8. Please rate your overall satisfaction with the agency. **93.1% Satisfied; 6.9% Unsatisfied**

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

As the agency improves and upgrades existing systems and implements additional user-friendly and transparent processes, some customers will lament the “old ways” and express resistance to change, as demonstrated by some of the comments listed in Appendix B of the full report posted on the agency’s website. The comments were omitted for this report as part of the agency’s Strategic Plan submission due to the length of the attachment, but are included in full at the end of this report posted on the agency’s website.

## 2025 Inventory of External Customers

Strategy	Entity and Customer Groups	Est. Pop. Size	Entity Numbers
A.2.1	Texans eligible for Talking Book services	439,085	312*
	*Includes nursing homes; excludes public		
A.1.1	Texas public libraries		540
A.1.1	TexShare public libraries		Included above
A.1.1	Texans who may use public libraries	27,501,037	
A.1.1	Public library Resource Sharing customers		Included elsewhere
A.1.1	Staff of public libraries	7,396	
A.1.1	Public library boards & Friends officers		449
A.1.1	TexShare academic libraries		162
A.1.1	Students and faculty at Texas academic libraries		Included elsewhere
A.1.1	Staff of Texas academic libraries	6,149	
A.1.1	Libraries of clinical medicine		2
A.1.1	Students & faculty libraries of clinical medicine	6,398	
A.1.1	Staff of school libraries and other libraries	4,410	
A.1.1	K-12 public school districts		1,207
A.1.1	K-12 public school faculty and students		Included elsewhere
B.1.1	Texas journalists		Included elsewhere
B.1.1	Texas lawyers		Included elsewhere
B.1.1	Texas writers		Included elsewhere
B.1.1	Texas state agency libraries		9**
B.1.1	Texas state agency employees	358,442	
B.1.1	Texas historical and genealogical societies		187
B.1.1	Genealogists		Included elsewhere
B.1.1	Local historians		Included elsewhere
B.1.1	Texas grade school students (4th– 8th grade)		Included elsewhere
B.1.1	Texas high school students (all levels)		Included elsewhere
B.1.1	Texas college students (all levels)		Included elsewhere
	** Subset of state agencies reported below		
C.1.1	State agencies		148
C.1.1	State agency records personnel		Included elsewhere
C.1.1	Local governments		10,590
C.1.1	Local government records personnel	31,770	
	<b>Total</b>	<b>28,354,687</b>	<b>13,597</b>

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

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

Strategy	Entity and Customer Groups	Est. Pop. Size	Entity Numbers
A.1.1	TexShare public libraries		498
A.1.1	Public library Resource Sharing customers	2,486,163	
A.1.1	Students and faculty at Texas academic libraries	1,742,013	
A.1.1	K-12 public school faculty and students	5,914,255	
B.1.1	Texas journalists	2,460	
B.1.1	Texas lawyers	116,127	
B.1.1	Texas writers	1,200	
B.1.1	Genealogists	8,508,003	
B.1.1	Local historians	2,700	
B.1.1	Texas grade school students (4th– 8th grade)	2,034,214	
B.1.1	Texas high school students (all levels)	1,698,944	
B.1.1	Texas college students (all levels)	1,421,352	
C.1.1	State agency records personnel	1,110	

## 2025 Agency Service Descriptions

### Strategy Services

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

## Information-Gathering Methods

Some customer satisfaction data reported here was collected during the agency's course of business and other data was collected after the conclusion of the Fiscal Year (FY) 2025.

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

The State and Local Records Management (SLRM) division surveys its customers from state agencies and local governments at the end of the second year of each biennium (FY 25). The survey asked participants to score responses using the mandatory 5-point scale, with scores of 4 and 5 considered satisfactory for the purposes of this report. Customers surveyed biennially include those registered as records management officers, elected county officials, state agency records management contacts, SLRM blog subscribers, customers of the Records Center storage and imaging services, and users of the SLRM records management system. In addition, participants of SLRM provided/co-hosted workshops, webinars or similar training events were asked to submit an evaluation of the event upon conclusion. The event surveys used the 5-point scale and were recorded and evaluated upon completion of the event to ensure suggestions for improvement were reviewed for implementation as appropriate.

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

The Talking Book Program surveyed almost 37 percent of their registered patrons at the end of the second year of the biennium and used the mandatory 5-point scale. Scores of 4 and 5 were considered satisfactory for the purpose of this report. Few patrons, if any, visited the agency's facilities, and most are unable to read standard print, so many responses to those questions were either left blank or were indicated N/A.

The Archives and Information Services staff surveys people who contacted any of the three reference units within the division for reference or research services on a single random day each month during FY 25. In addition, there is a link to the electronic survey on the agency's website, and the link is also included with each written response (email and letter) to a request for information. The surveys used the mandatory scale and questions, with an opportunity to provide additional comments including complaints or suggestions for improvement. The reference staff included the link to an online customer satisfaction survey at the end of all written replies. Additionally, staff encouraged patrons who commented on services to provide feedback using the online survey instrument.

## Fiscal Year 2025 Customer Satisfaction Summary Results

**Table 1: Number and Percent of Responsive Customers Satisfied Overall**

Division (Strategy)	Number Not Satisfied	Number Satisfied	Total Responsive	Percent Satisfied	N/A; No Answer Provided
ARIS (B.1.1)	13	97	110	88.2%	8
LDN (A.1.1)	23	406	429	94.6%	71
SLRM (C.1.1)	26	215	241	89.2%	20
TBP (A.2.1)	25	454	479	94.8%	10
<b>Totals</b>	<b>87</b>	<b>1,172</b>	<b>1,259</b>	<b>93.1%</b>	<b>109</b>

**Table 2: Percent Responsive Customers Identifying Improvements for Service Delivery**

Division (Strategy)	# Responding	# Identifying	% Identifying
ARIS (B.1.1)	118	9	7.6%
LDN (A.1.2)	500	10	2.0%
SLRM (C.1.1)	261	34	13.0%
TBP (A.2.1)	489	81	16.6%
<b>Totals</b>	<b>1,368</b>	<b>134</b>	<b>9.8%</b>

**Table 3: Number of Customers Surveyed Table**

Division (Strategy)	# Surveyed
ARIS (B.1.1)	4,631
LDN (A.1.1)	500
SLRM (C.1.1)	6,233
TBP (A.2.1)	9,506
<b>Totals</b>	<b>20,870</b>

**4: Cost per Customer Surveyed**

Division (Strategy)	Estimated Cost	Unit Cost
ARIS (B.1.1)	\$541	\$0.12
LDN (A.1.1)	\$550	\$1.10
SLRM (C.1.1)	\$2,325	\$0.37
TBP (A.2.1)	\$1,521	\$0.16
<b>Totals</b>	<b>\$4,937</b>	<b>\$0.24</b>

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

Division (Strategy)	Customer Groups Inventoried	*Number of Customers Inventoried	Number of Customers Served	Number of Customer Entities Served
ARIS (B.1.1)	11	358,442	4,483,793	0
LDN (A.1.1)	13	27,525,390	18,331,604	1,833
SLRM (C.1.1)	4	31,770	11,385	8,548
TBP (A.2.1)	1	439,085	25,692	267
<b>Totals</b>	<b>29</b>	<b>28,354,687</b>	<b>22,852,474</b>	<b>10,648</b>

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

## Customer-related Performance Measures

### Outcome Measures Percentage of Surveyed Customer Respondents Expressing Overall Satisfaction with Services Received

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

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

<b>Short Definition</b>	The percentage of customers surveyed who provided one or more suggestions relating to program improvement and/or improvements to services delivered by the State Library, as indicated by comments provided on any of the eight mandatory survey questions.
<b>Purpose / Importance</b>	This is a required measure.
<b>Source / Collection of Data</b>	<p>All divisions that provide a direct or indirect service to individuals and/or entities in one or more of the agency's identified customer groups will solicit biennial survey responses for the purpose of this report. Divisional surveys will be designed to allow respondents to provide suggestions or comments relating to programmatic services.</p> <p>Respondents will not be required to provide a response to other questions for the suggestion to be considered responsive to this measure. Surveys will include a statement: "I suggest the following improvements relating to the programs and/or services provided by the State Library ..." (wording may be altered to reflect the service being evaluated or provide a pre-populated list or an open-ended response opportunity).</p> <p>Only comments suggesting improvement recommendations in response to one of the eight mandatory questions will be used to calculate the score for this measure. This survey will be conducted with the same methodology specified for the previous Outcome measure.</p>
<b>Method of Calculation</b>	At the conclusion of each biennial survey period, the staff member responsible for the divisional survey will submit a copy of the survey instrument with compiled responses in a standard report to the agency's customer service representative/chief operations and fiscal officer. The report will indicate the total number of persons/entities surveyed, the total number of responsive surveys received, and percentage of total responsive surveys that included one or more suggestion for program/service improvement. Each response with a valid improvement suggestion will be counted. General comments about a program or service (i.e., great program; our patrons love this service, etc.) will not be counted as an improvement suggestion, nor will comments that are clearly a complaint with no recommendation for improvement or resolution of the complaint.
<b>Data Limitations</b>	If respondents' suggestions are not legible on paper surveys, or relevant to the agency's programs and services, these will be considered non-responsive for this measure. Paper surveys could be lost or misplaced prior to tabulation.
<b>Calculation Type</b>	Non-cumulative
<b>New Measure</b>	No
<b>Desired Performance</b>	Not applicable

## Output Measures: Number of Customers Surveyed

<b>Short Definition</b>	The number of entities/individuals surveyed by the Texas State Library and Archives Commission's divisions to determine the level of satisfaction as a customer of the agency's programs and/or services.
<b>Purpose / Importance</b>	This is a required measure.
<b>Source / Collection of Data</b>	All divisions that provide a direct or indirect service to individuals and/or entities in one or more of the agency's identified customer groups will solicit biennial survey responses from all or a portion of the customers served during the biennium for the purpose of this report. This measure represents the number of biennial surveys distributed to identified individual and entity customers.
<b>Method of Calculation</b>	Staff in program divisions will submit reports that tabulate the number of customers provided a survey during the reporting period. These reports will be added together to compile the totals for the agency. At the conclusion of each biennial survey period, the staff member responsible for the divisional survey will submit a copy of the survey instrument and the number of survey instruments distributed, either in paper or via electronic format, in a standard report to the agency's customer service representative/chief operations and fiscal officer. The report will indicate the total number of individuals/entities to whom a survey instrument was distributed.
<b>Data Limitations</b>	Mail or email delivery issues may result in a customer not receiving a distributed survey. For written responses provided by the agency where links to external online surveys are provided at the bottom of the response, the individual or entity receiving the response may overlook the link or choose not to respond immediately. Divisions will make an attempt at the end of each survey period to contact either all or a specific number of randomly selected customers receiving services during the fiscal year.
<b>Calculation Type</b>	Cumulative
<b>New Measure</b>	No
<b>Desired Performance</b>	Higher than target

## Number of Customers Served

<b>Short Definition</b>	The number of individuals and/or entities who received direct and/or indirect services as customers of the programs and services provided by the Texas State Library and Archives Commission.
<b>Purpose / Importance</b>	This is a required measure.
<b>Source / Collection of Data</b>	<p>All divisions that provide a direct or indirect service to individuals and/or entities in one or more of the agency's identified customer groups will collect contact information, as allowable and available, from all or a portion of the customers served during the second fiscal year of the biennium for the purpose of this report.</p> <p>Staff in program divisions will maintain a list of the individual and entity customers served in each program or service area, to the extent possible. Where programs are unable to identify an individual user (i.e., Texas Digital Archive users, e-Resource users, etc.), those programs may use industry standard methodologies for determining the number of customers served for the purpose of this report.</p>
<b>Method of Calculation</b>	<p>Staff in the program divisions will maintain lists or databases that identify the customers served during the survey period. Numbers of customers from each divisional report will be added together to compile the agency totals.</p> <p>At the conclusion of each biennial survey period, the staff member responsible for the divisional survey will submit a report of the number of customers served from their internal list/database, plus an estimated number of customers served using industry standard methodologies where individual customers are unobtainable, in a standard report to the agency's customer service representative/chief operations and fiscal officer. The report will indicate the total number of individuals/entities to whom the program delivered services. An individual or entity customer may be counted more than once if the customer received multiple services and/or services from more than one program or division.</p>
<b>Data Limitations</b>	Staff providing in-person services or assistance may find it difficult to accurately count and/or otherwise document each customer, particularly at large events for which registration is not required and for customers of information provided electronically. Many services are based on reports by third parties who receive grants or contracts from the agency. As the agency increasingly provides services electronically, and the ability to track the unique customers served, some divisions may rely on estimates determined using industry standard methodologies.
<b>Calculation Type</b>	Cumulative
<b>New Measure</b>	No
<b>Desired Performance</b>	Higher than target

## Efficiency Measures: Cost per Customer Surveyed

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

### Explanatory Measures: Number Of Customers Identified

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

### Number of Customer Groups Inventoried

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

## APPENDIX A

### 2025 Customer Survey Responses

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

Scale Description	Very Dissatisfied	Dissatisfied	Neutral	Satisfied	Very Satisfied	Number Response	N/A or No Response	Number Satisfied	Percent Satisfied	Number Unsatisfied	Percent Unsatisfied
Scale	1	2	3	4	5						
A.1.1 LDN	0	2	14	37	97	150	350	134	89.3%	16	10.7%
A.1.2 TBP	4	2	10	23	160	199	290	183	92.0%	16	8.0%
B.1.1 ARIS	5	0	3	4	56	68	50	60	88.2%	8	11.8%
C.1.1 SLRM	3	0	13	33	64	113	148	97	85.8%	16	14.2%
<b>Average</b>	<b>3.00</b>	<b>1.00</b>	<b>10.00</b>	<b>24.25</b>	<b>94.25</b>	<b>132.50</b>	<b>209.50</b>	<b>118.50</b>	<b>89.4%</b>	<b>14.00</b>	<b>10.6%</b>

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

Scale Description	Very Dissatisfied	Dissatisfied	Neutral	Satisfied	Very Satisfied	Number Response	N/A or No Response	Number Satisfied	Percent Satisfied	Number Unsatisfied	Percent Unsatisfied
Scale	1	2	3	4	5						
A.1.1 LDN	1	1	9	52	222	285	215	274	96.1%	11	3.9%
A.1.2 TBP	5	2	7	50	330	394	95	380	96.4%	14	3.6%
B.1.1 ARIS	8	0	0	5	78	91	27	83	91.2%	8	8.8%
C.1.1 SLRM	4	4	15	40	124	187	74	164	87.7%	23	12.3%
<b>Average</b>	<b>4.50</b>	<b>1.75</b>	<b>7.75</b>	<b>36.75</b>	<b>188.50</b>	<b>239.25</b>	<b>102.75</b>	<b>225.25</b>	<b>94.1%</b>	<b>14.00</b>	<b>5.9%</b>

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

Scale Description	Very Dissatisfied	Dissatisfied	Neutral	Satisfied	Very Satisfied	Number Response	N/A or No Response	Number Satisfied	Percent Satisfied	Number Unsatisfied	Percent Unsatisfied
Scale	1	2	3	4	5						
A.1.1 LDN	2	2	15	79	251	349	151	330	94.6%	19	5.4%
A.1.2 TBP	5	4	10	56	376	451	38	432	95.8%	19	4.2%
B.1.1 ARIS	8	0	0	5	78	91	27	83	91.2%	8	8.8%
C.1.1 SLRM	6	4	19	55	119	203	58	174	85.7%	29	14.3%
<b>Average</b>	<b>5.25</b>	<b>2.50</b>	<b>11.00</b>	<b>48.75</b>	<b>206.00</b>	<b>273.50</b>	<b>68.50</b>	<b>254.75</b>	<b>93.1%</b>	<b>18.75</b>	<b>6.9%</b>

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

Scale Description	Very Dissatisfied	Dissatisfied	Neutral	Satisfied	Very Satisfied	Number Response	N/A or No Response	Number Satisfied	Percent Satisfied	Number Unsatisfied	Percent Unsatisfied
Scale	1	2	3	4	5						
A.1.1 LDN	5	3	42	128	243	421	79	371	88.1%	50	11.9%
A.1.2 TBP	6	10	20	56	184	276	213	240	87.0%	36	13.0%
B.1.1 ARIS	7	0	13	15	62	97	21	77	79.4%	20	20.6%
C.1.1 SLRM	5	6	21	60	136	228	33	196	86.0%	32	14.0%
<b>Average</b>	<b>5.75</b>	<b>4.75</b>	<b>24.00</b>	<b>64.75</b>	<b>156.25</b>	<b>255.50</b>	<b>86.50</b>	<b>221.00</b>	<b>86.5%</b>	<b>34.50</b>	<b>13.5%</b>

5. How satisfied are you with the agency's complaint handling process, including whether it is easy to file a complaint and whether responses are timely?

Scale Description	Very Dissatisfied	Dissatisfied	Neutral	Satisfied	Very Satisfied	Number Response	N/A or No Response	Number Satisfied	Percent Satisfied	Number Unsatisfied	Percent Unsatisfied
Scale	1	2	3	4	5						
A.1.1 LDN	2	1	13	34	85	135	365	119	88.1%	16	11.9%
A.1.2 TBP	4	5	20	34	136	199	290	170	85.4%	29	14.6%
B.1.1 ARIS	5	0	2	3	19	29	89	22	75.9%	7	24.1%
C.1.1 SLRM	2	0	15	18	34	69	192	52	75.4%	17	24.6%
<b>Average</b>	<b>3.25</b>	<b>1.50</b>	<b>12.50</b>	<b>22.25</b>	<b>68.50</b>	<b>108.00</b>	<b>234.00</b>	<b>90.75</b>	<b>84.0%</b>	<b>17.25</b>	<b>16.0%</b>

6. How satisfied are you with the agency's ability to timely serve you, including the amount of time you wait for service in person?

Scale Description	Very Dissatisfied	Dissatisfied	Neutral	Satisfied	Very Satisfied	Number Response	N/A or No Response	Number Satisfied	Percent Satisfied	Number Unsatisfied	Percent Unsatisfied
Scale	1	2	3	4	5						
A.1.1 LDN	2	2	13	90	244	351	149	334	95.2%	17	4.8%
A.1.2 TBP	5	3	9	49	290	356	133	339	95.2%	17	4.8%
B.1.1 ARIS	7	2	4	15	73	101	17	88	87.1%	13	12.9%
C.1.1 SLRM	5	5	20	46	94	170	91	140	82.4%	30	17.6%
<b>Average</b>	<b>4.75</b>	<b>3.00</b>	<b>11.50</b>	<b>50.00</b>	<b>175.25</b>	<b>244.50</b>	<b>97.50</b>	<b>225.25</b>	<b>92.1%</b>	<b>19.25</b>	<b>7.9%</b>

7. How satisfied are you with any agency brochures or other printed information, including the accuracy of that information?

Scale Description	Very Dissatisfied	Dissatisfied	Neutral	Satisfied	Very Satisfied	Number Response	N/A or No Response	Number Satisfied	Percent Satisfied	Number Unsatisfied	Percent Unsatisfied
Scale	1	2	3	4	5						
A.1.1 LDN	4	0	16	83	199	302	198	282	93.4%	20	6.6%
A.1.2 TBP	5	2	20	70	258	355	134	328	92.4%	27	7.6%
B.1.1 ARIS	5	2	2	2	30	41	77	32	78.0%	9	22.0%
C.1.1 SLRM	4	3	13	43	106	169	92	149	88.2%	20	11.8%
<b>Average</b>	<b>4.50</b>	<b>1.75</b>	<b>12.75</b>	<b>49.50</b>	<b>148.25</b>	<b>216.75</b>	<b>125.25</b>	<b>197.75</b>	<b>91.2%</b>	<b>19.00</b>	<b>8.8%</b>

8. Please rate your overall satisfaction with the agency.

Scale Description	Very Dissatisfied	Dissatisfied	Neutral	Satisfied	Very Satisfied	Number Response	N/A or No Response	Number Satisfied	Percent Satisfied	Number Unsatisfied	Percent Unsatisfied
Scale	1	2	3	4	5						
A.1.1 LDN	3	2	18	108	298	429	71	406	94.6%	23	5.4%
A.1.2 TBP	7	7	11	60	394	479	10	454	94.8%	25	5.2%
B.1.1 ARIS	8	1	4	9	88	110	8	97	88.2%	13	11.8%
C.1.1 SLRM	6	5	15	67	148	241	20	215	89.2%	26	10.8%
<b>Average</b>	<b>6.00</b>	<b>3.75</b>	<b>12.00</b>	<b>61.00</b>	<b>232.00</b>	<b>314.75</b>	<b>27.25</b>	<b>293.00</b>	<b>93.1%</b>	<b>21.75</b>	<b>6.9%</b>



## CERTIFICATE

**Agency Name** Texas State Library and Archives Commission

Pursuant to Government Code, Section 2056.002(b)(12), this is to certify that the agency has complied with the cybersecurity training required under Government Code, Sections 2063.103 and 2063.104.

**Chief Executive Officer or Presiding Judge**

*Gloria Meraz*

Signature

Gloria Meraz

Printed Name

Director and Librarian

Title

May 14, 2026

Date

**Board or Commission Chair**

*Martha Wong*

Signature

Martha Wong

Printed Name

Commission Chair

Title

May 14, 2026

Date



## CERTIFICATE

**Agency Name** Texas State Library and Archives Commission

Pursuant to Government Code Section 2056.002(b)(12), agencies must certify compliance with the AI training requirements set forth in Texas Government Code Sections 2063.103 and 2063.104.

DIR has initiated implementation of the AI training required by Government Code Section 2054.5191 and rolled out the training to employees in May 2026, with full completion expected by August 31, 2026. Because the statutory requirement became effective on September 1, 2025, and requires annual training, DIR's annual AI training is still in progress at the time of submission of the Fiscal Year 2027–2031 Agency Strategic Plan. DIR will provide the required certification once all employees have completed the mandated training.

**Chief Executive Officer or Presiding Judge**

*Gloria Meraz*

Signature

Gloria Meraz

Printed Name

Director and Librarian

Title

May 14, 2026

Date

**Board or Commission Chair**

*Martha Wong*

Signature

Martha Wong

Printed Name

Commission Chair

Title

May 14, 2026

Date



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