

Texas State Library and Archives Commission Agency Strategic Plan DRAFT

FY2015 – 2019



Executive Summary

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

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

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

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

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

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

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

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

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

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

- *Archives and Information Services* – Preserving and safeguarding the vital historical record of the state of Texas and providing archival, genealogical, and historical information to the public and other state agencies.
- *Library Development and Networking* – Encouraging and facilitating high-quality library programs statewide, including the cost-effective provision of online resources, technical support, and innovation through competitive grants and enhancing library services to Texans through resource-sharing programs.
- *State and Local Records Management* – Ensuring citizen access to government through the storage and retrieval of records for public agencies and the provision of records storage, retention and preservation training for thousands of state and local agencies.
- *Talking Book Program* – Providing a vital link to books, reading and information for Texans statewide who cannot read standard print.
- *Administrative Services* – Supporting the work of the agency to ensure that the financial, human resources, and other operational services are delivered as efficiently as possible while adhering to all applicable laws and regulations.

- *Information Resources Technologies* – Ensuring the most effective possible application of available and appropriate technology to discharge agency duties.

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

Chapter 1: Overview of Agency Scope and Functions

A. Statutory basis (enabling state and federal statutes)

Texas legislation and statutes

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

United States legislation and statutes

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

B. Agency history and significant events

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

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

1919 - Legislation enacted regarding county public libraries.

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

1947 - State records management function established.

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

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

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

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

1971 - Local government records function was enacted.

1972 - State Records Center opened.

- 1977** - Sam Houston Regional Library and Research Center opened in Liberty.
- 1988** - State Records Center expansion was completed. Talking Book Program circulation facility opened adjacent to the State Records Center.
- 1989** - Local Government Records Act was passed.
- 1995** - Electronic publications and school library standards added to TSLAC responsibility.
- 1996** - Federal Library Services and Technology Act replaced the Library Services and Construction Act. Texas Book Festival created to raise funds for public libraries and to encourage reading in Texas.
- 1997** - Library tax districts authorized to establish and fund public libraries. New state records preservation and management law enacted.
- 1997** - Responsibility for TexShare academic library resource-sharing consortium transferred to TSLAC.
- 1999** - Public libraries added to the TexShare Library Consortium.
- 2001** - Loan Star Libraries Program of direct aid to Texas public libraries funded. Libraries of clinical medicine added to TexShare Library Consortium.
- 2003** - Number of agency Commissioners increased to seven. Federal Library Services and Technology Act reauthorized.
- 2005** - Second library district law permitting funding by sales or property tax authorized. Legislature authorized \$15.5 million for the Lorenzo de Zavala State Archives and Library Building renovation.
- 2007** - Sunset bill reauthorized agency for 12 years. Legislature authorized TSLAC to support collaborative efforts to provide Internet access to digitized cultural resources.
- 2008** - Renovation of the Lorenzo de Zavala State Archives and Library Building began. Friends of Libraries & Archives of Texas kicked off a capital campaign to supplement renovation funds for the Zavala Building.
- 2009** - Legislature allowed the agency to use rule-making authority to expand membership in the TexShare consortium. TSLAC Centennial anniversary. Talking Book Program began distributing digital talking book machine and offering digital download services to patrons.
- 2010** - Renovation of the Lorenzo de Zavala State Archives and Library Building completed and rededicated.
- 2011** - Legislature eliminated funding for Loan Star Libraries Program. Agency budget reduced by 64 percent; 23.6 FTE positions lost.
- 2013** - TSLAC authorized to provide electronic information databases to K-12 public schools.
- 2014** - TSLAC initiates an electronic archives program to begin process of taking responsibility for the digital and paper records of Governor Rick Perry.

C. Affected populations

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

the documentary heritage of the State of Texas and of the public's right to know by overseeing the management and retention of Texas government records.

Key service populations

Our services directly benefit:

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

Our services indirectly benefit:

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

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

Our rule-making authority affects:

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

D. Our main functions

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

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

- **Storing state and local records** – TSLAC provides storage services for state and local governments at the State Records Center in Austin. In this activity, the following services are provided on an entirely cost recovery basis:
 - Storing agency documents
 - Retrieving and delivering documents upon request by the agency
 - Imaging records from paper to microfilm and digital formats
 - Disposing of records that have reached the end of their retention periods
- **Serving the library needs of persons who cannot read standard print** – The Talking Book Program ensures that persons with visual impairments or disabilities that prevent them from reading standard print are able to enjoy books and other library information. This program entails the following activities:
 - Lending books and magazines in digital audio, Braille, and large print to customers statewide
 - Providing reader advisory consultation to users of the service
 - Participating in the National Library Service for the Blind and Physically Handicapped of the Library of Congress
 - Creating original recordings of books and other printed material
- **Advising state and local agencies in the retention and maintenance of public records** – TSLAC is mandated to create rules governing the retention of public records. The following tasks are required to achieve this mandate:
 - Establishing retention schedules for public records
 - Training state and local staff in-person and via webinar in the management of public records
 - Coordinating records management activities among state agencies
 - Advising state and local staff in response to public information requests
- **Providing direct information services to the public** – The agency serves the information needs of researchers, historians, genealogists and other members of the general public both in person and online, including the following:
 - Serving walk-in customers at the Lorenzo de Zavala State Archives and Library building in Austin and at the Sam Houston Regional Library and Research Center in Liberty
 - Curating a rich online collection of documents and collections accessible through the TSLAC website
 - Highlighting the archival and library collections of the agency through publications, exhibits, programs, and the loan of materials to other museums and archives
 - Responding to public information requests for documents in the state archives

E. Public perception

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

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

TSLAC delivers high-quality service

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

Staff exhibit excellent customer service—courteous and professional

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

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

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

(Pending results of web survey.)

Anecdotal information

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

- **Constituent groups look to TSLAC for leadership** – TSLAC is perceived as needing to take a leadership role in such areas as libraries, archives, records management, disability services on a state level and, due to the size of the state and our history of service, nationally. In a survey conducted among the library responders, 46 percent ranked “Visioning for long-term library sustainability” as the second highest priority among 29 choices of activity.
- **Well-kept secret in state government** – We often hear that people did not know what services our agency offers or what is available in our building, even some longtime state employees. The public is often pleasantly surprised when we conduct tours and show folks our conservation lab, captured battle flags, historical photographs or other materials.
- **Access to Zavala Building challenging** – Many customers complain of parking limitations, though parking is provided in the Capitol visitors’ garage near the building. Customers of genealogy and archives services would like more weekend and evening hours and have greatly appreciated that those services are now open the second Saturday of each month.
- **The pace of change is an increasingly difficult challenge for libraries** – The role of technology in delivering library services across all types of libraries and the evolution of roles that libraries play in their communities is an increasingly difficult challenge for Texas libraries. Their budgets and other resources have not kept pace with what is needed and libraries are turning to the State Library for guidance and resources.

Chapter 2: Organization of Our Agency

A. Size and composition of our workforce

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

B. Our organizational structure and process

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

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

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

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

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

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

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

D. Location of our service populations

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

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

Many remote state offices and local governments continue to experience reduced or strained budgets, but have greater need for records management assistance as a result of staff turnover and varying levels of technological capability. We receive requests to travel and present to many of the more than 10,000 local governments throughout Texas, but have limited staff and resources to help these

organizations. To expand our outreach to local governments, staff provide online materials, webinars and timely electronic communication about issues. In May 2010, the Records Management Assistance Unit (RMA) launched a blog, *The Texas Record*—currently with over 1,000 subscribers—to improve communication and outreach to local governments and state agencies. *The Texas Record* is now the main communication channel.

Other outreach efforts include gathering critical feedback from customers on what classes and training they need, responding with improved online delivery of materials and collaborating to develop training programs that respond to immediate needs as well as future technological developments. RMA has seen an increase in specialized training requests in FY2013. RMA worked with the Texas Department of Emergency Management and the Justice Courts Training Center to provide records management training workshops around the state. As mandated by the Legislature, we place special emphasis on the Texas-Louisiana and Texas-Mexico border regions. In SFY2013 libraries in these regions benefitted from the following services:

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

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

E. Our human resources strengths and weaknesses

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

We continue to face challenges replacing employees in key professional positions with staff who have equivalent training and/or experience. The low unemployment rate and competitive job market, particularly in the Austin metro area, combined with salary ranges lower than the local market place

benchmarks adds to the challenges. During FY2013, it took an average of 83 days to fill the commission's vacant positions.

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

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

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

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

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

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

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

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

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

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

F. Our capital assets and liabilities

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

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

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

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

cost of more than \$253,000. However, the center still lacks adequate storage for its collection of large artifacts and oversized maps and architectural drawings.

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

- The Gillard-Duncan House, built in 1848, showcasing furnishings of five generations, including an early Texas schoolroom
- The Norman House, circa 1883, depicting successive periods of occupancy by three families
- The 1898 St. Stephen's Episcopal Church
- The Hull Rotary Building, circa 1930
- The buildings were moved to the site between 1982 and 2010 and have since undergone restoration, repair and renovation, work funded and supervised by the Atascosito Historical Society. In 2009, the commission accepted the Hull Rotary Club building and funding to move, restore and maintain the building in perpetuity on the grounds of the Sam Houston Center. The Gillard-Duncan and Norman houses are both in need of significant structural work.
- In its museum, the center features exhibits on a variety of Southeast Texas topics. The artifact collection maintained at the Sam Houston Center is valued at more than \$1 million.
- In addition, the commission owns the Cleveland-Partlow house and 1.4 acres of land located in downtown Liberty. The house, completed in 1860 and now undergoing restoration, is managed and maintained by the Libertad Chapter of the Daughters of the American Revolution by contractual agreement between the agency and the DAR chapter.

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

The agency received a one-time appropriation of \$1 million for the 2014-2015 biennium designated for repairs and maintenance items at the Sam Houston Center in Liberty. These funds are being used to develop a master site plan for the property, correct draining problems and repair main access and parking area, replace damaged security gate and fence, and remove dead and diseased trees on the property; replace fire detection and suppression systems, install exterior safety lighting, abate and replace damaged floor tiles, and replace aging air conditioners and cooling tower at the Center; and, install a security system and install handicap accessible parking and entrance at the Daniel home. The Daniel Foundation has pledged an additional \$100,000 to purchase a new entrance sign and to extend the fence at the property.

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

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

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

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

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

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

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

Several thousand cubic feet of state and local government records in our legal custody are currently stored throughout the state in 25 Regional Historical Resource Depositories (RHRD). These facilities, most in institutions of higher learning, entered into agreements with TSLAC in order to house and provide access to select state and local records in their regions. The State Archives does not have the resources to adequately provide oversight and assistance for this program. Additionally, there is no current comprehensive list of state and local government records held in these facilities, hindering public

access and governmental accountability for these assets. Furthermore, in recent years some facilities have ceased to accept additional records or, in two instances, have withdrawn from the program altogether, causing the records they held to be transferred to TSLAC's facilities in Austin.

G. Our use of historically underutilized businesses

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

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

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

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

H. Key events, areas of change and their impact

A variety of internal and external circumstances have occurred since the last Agency Strategic Plan that will cause significant impact on our agency.

Electronic records in state agencies

Government Code Chapter 441, Subchapter L mandates the agency to collect archival records of the state of Texas regardless of format. Increasingly those records are in digital format. TSLAC has no resources to assist agencies in the long-overdue process of assessing, managing and storing digital records of archival value to the state. Every biennium that passes without addressing this issue creates a greater problem that eventually must be solved. Lacking the resources to permit TSLAC to provide clear guidance in the retention and preservation of these records results in agencies spending money to unnecessarily retain and manage these files.

Governor Rick Perry's records

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

The evolution of statewide library development services

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

- **End of the Texas Library System.** Since the early 1970s, the 10 Texas Library Systems provided development services to over 500 public libraries across Texas. In the wake of this loss, the agency must determine other cost-effective ways to provide consulting, technology support, continuing education and other services to facilitate the development of local library services for Texans.
- **End of direct aid to libraries.** The Loan Star Libraries direct aid program for public libraries in effect since 2001 ended in 2012. The loss of this program had significant implications on the agency's ability to support local library growth statewide.
- **Interlibrary loan changes.** TSLAC closed the statewide TexNet system and shifted the burden of lending materials between libraries to local libraries. As a consequence, only about half of the state's libraries now lend materials to other libraries and many Texas library users are more limited in accessing library materials outside their own local libraries.

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

Shift of library resources to digital formats

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

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

huge savings statewide. We estimate that TSLAC can deliver these resources at a cost that is about 1/11th the total cost if each local library were to purchase separately.

- **E-books.** E-books now account for about 14% of all book sales in the United States, although use as a percentage of library circulation has tended to lag behind this figure. This is partly due to reluctance of publishers to sell e-books to library jobbers and concerns by the library market about the services offered by e-book vendors. TSLAC, like other state library agencies, may be uniquely positioned to explore options for providing e-books to the statewide library community.

Backlog and storage of archival materials

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

Increasing demands for state and local records management consultation and training

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

Talking Book Program circulation system

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

State Data Center costs

TSLAC was one of the first agencies to comply with the requirement to move state agency IT operations to the consolidated state data center. While the agency has found that the performance of the data center has generally improved with the new contractor, the cost of storage of data at the center has become a growing concern. The nature of TSLAC's operation in the area of storing and maintaining digitized archival files has required increasing amounts of storage space. Currently storage at the State Data Center costs \$1,000 per terabyte per month. A single recent project that digitized audio tapes from Senate hearings created 18 terabytes of data, thus requiring a new charge

of \$18,000 per month to the agency. The cost is a significant roadblock to making digital resources from the Archives available to the general public. Further, the cost will be a factor in any move toward taking in digital archives from other agencies as described in this section above.

Key management staff

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

Resource sharing services and school libraries

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

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

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

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

Technology programs

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

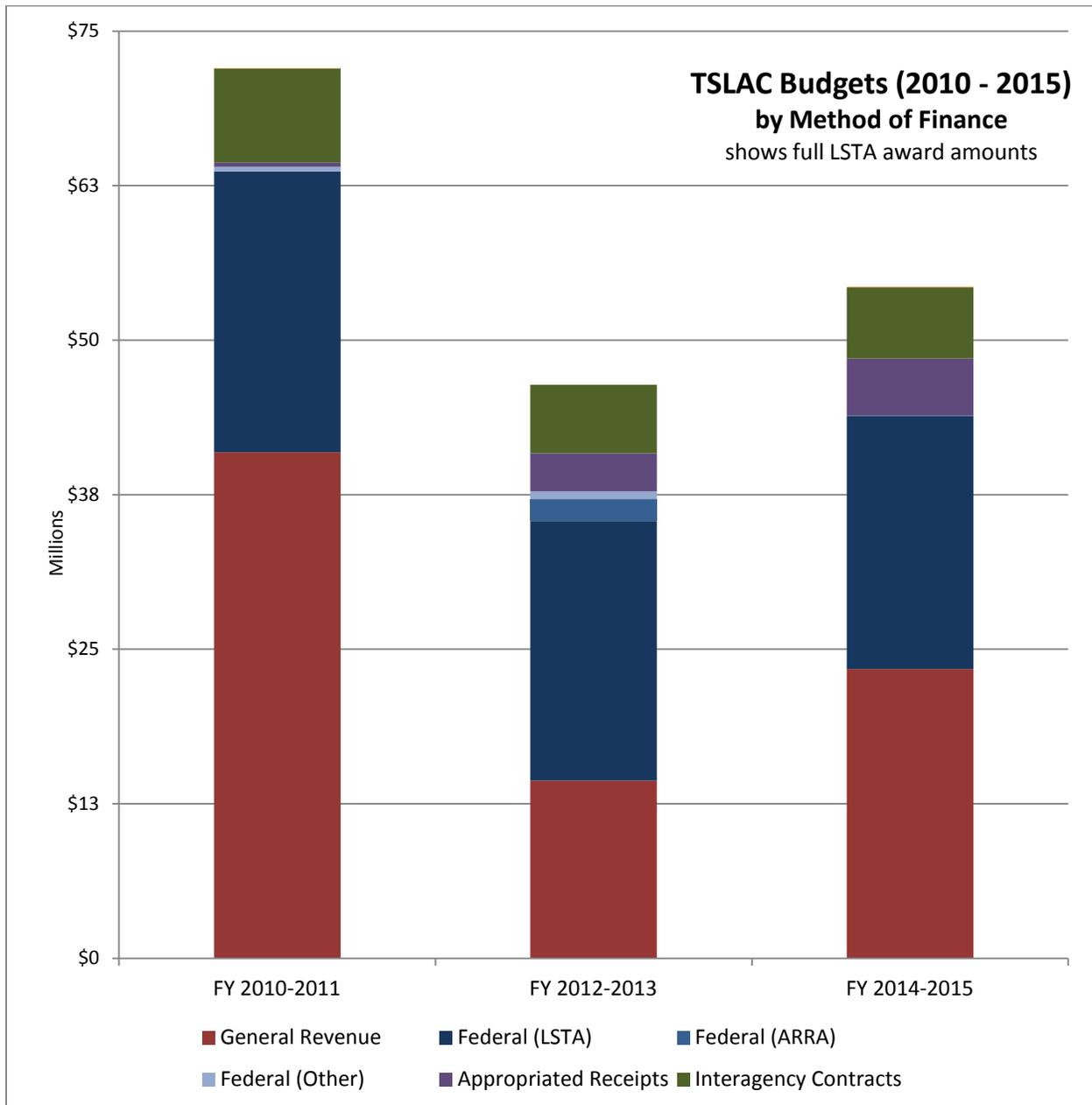
When the 79th Texas Legislature passed HB1516, the Texas State Library and Archives Commission became the first of 27 state agencies to receive technology services through the new consolidated state data center. The goal of this consolidation is to improve technology cost efficiency for the state as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

new vendor team has been more successful and TSLAC expects to continue to receive the essential data center services required to complete our mission.

Chapter 3: Fiscal Aspects

A. Size of our budget (trends in appropriations)

Biennial Budgets FY 2010-FY 2015



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

B. Method of finance

General Revenue funds are again the primary source of funds for our agency, although they were not so in FY 2012-2013. Although the federal LSTA funds for 2015 were threatened by the reductions in 2012, the agency successfully appealed our failure to maintain financial effort and will therefore receive our full allocation. A large portion of the federal funds is used for resource sharing, grants, and continuing education activities to provide important library services to public and academic libraries.

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

C. Per capita and other states' comparisons

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

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

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

D. Budgetary limitations (appropriation riders)

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

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

Appropriation of Receipts and Unexpended Balances of TexShare Membership Fees and Reimbursements and Public School Participation Fees. The Library and Archives Commission is hereby authorized to collect fees from the members of the TexShare Library Resource Sharing consortium (estimated to be \$1,300,000 each fiscal year in Appropriated Receipts and \$900,000 each fiscal year in Interagency Contracts and included above in Strategy A.1.1, Library Resource Sharing Services) and from participating K12 public school districts (estimated to be \$1,000,000 each fiscal year starting in SFY2015 in Interagency Contracts and included above in Strategy A.1.1, Library Resource Sharing Services) from revenue generated during the biennium beginning September 1, 2015, as authorized by Government Code § 441.224 for costs associated with the TexShare program.

Any unexpended balances as of August 31, 2015 (estimated to be \$0), in amounts collected from TexShare members for TexShare services or programs and from public school districts for the K12 public school library database program are hereby appropriated for the same purpose for the biennium beginning September 1, 2015. Any unexpended balances as of August 31, 2017, are hereby appropriated for the same purpose for the fiscal year beginning September 1, 2017.

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

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

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

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

- **Coordination of electronic archives for state agencies** – while TSLAC has a mandate to preserve state archives regardless of format, no resources are available to allow the agency to fulfill this mandate in regard to records in electronic format; every year that this need goes unaddressed makes the solution more difficult and costly. Additional resources are needed for technology, data storage, and staffing to accomplish this crucial task.

- **Creating a future vision for Texas Libraries** – Our Commission has set this as a leading goal through strategies to help libraries be central to the economic, technological and informational needs of their communities. The agency, however, lacks sufficient resources to provide the training and technical assistance needed by libraries to stay current on practices and technologies to most effectively fill these roles in their communities.
- **Providing access to online content** - In our information-driven society, quick access to authoritative online information is critically important. Via TexShare and our K-12 database program Texas library users have the information they need for school, work and personal growth at cost to the state of approximately one-tenth of the cost to local governments, higher education, and schools. But the demand for content and the availability of new content grows everyday and additional resources are needed if the service is to grow to meet demand.
- **Meeting records management needs** - The State and Local Records Management Division lacks the resources needed to meet current and future demands of state and local agencies for training and consultation in records management and retention and to develop guidance content to explain records retention rules and requirements; at least two additional positions are needed to adequately address these demands.
- **Appraising, acquiring, and curating archival resources** - While the agency received funding in 2013 for staff to address the backlog, demands on the Archives division continues to grow with projects such as the transfer of Governor Perry's records to the agency in late 2014. Further, the agency lacks the resources to secure the permanent offsite storage space necessary to house an estimated overflow of 30,000 cubic feet of paper archives.
- **Growing the Talking Book Program** - The introduction of new digital services has reawakened interest in the Talking Book Program, but insufficient resources and lack of authorization to advertise services create difficulties in reaching many potential customers. Currently only about six to seven percent of persons eligible for the service are enrolled.
- **Recruiting and retaining a qualified agency workforce** - We face challenges in adequately compensating staff and providing special compensation incentives for high achievement. TSLAC staff lags significantly below averages for similar positions in other state agencies. Market adjustments are needed in key positions such as librarian, library assistant, archivist, and in manager positions if the agency staff recruitment and retention is to remain competitive.
- **Effectively managing agency resources** – TSLAC lacks the basic financial and accounting tools needed to manage agency resources efficiently, specifically, TSLAC has lacked the funding to purchase the Comptroller's CAPPs system or similar accounting system that integrates personnel, budgeting, purchasing and other functions.
- **Maintaining and safeguarding historic properties** – TSLAC has neither the resources nor the authorization to complete necessary renovations on the historic properties owned by the agency in Liberty. These properties include a historic house in the City of Liberty and several properties at the Sam Houston Regional Library and Research Center in Liberty. The agency is

not allowed to spend state resources to maintain the properties and funds raised by the Atascosito Historical Society are often not sufficient to complete all necessary repairs.

F. Agency benchmarks

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

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

Percent of Eligible Talking Book Population Served

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

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

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

Chapter 4: Service Population Demographics

A. Historical characteristics

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

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

- In 1931, Texas became the third state to join the newly-formed National Library Service for the Blind and Physically Handicapped (NLS), a division of the Library of Congress. NLS provides services for those who cannot read standard print materials because of a disability; these services are provided through state partnerships.
- Originally, only adults who had qualifying visual and physical disabilities were eligible for this service. Children became eligible for service in the 1950s. In the 1970s, those with learning disabilities that affect reading were added as qualifying for service.
- The State and Local Records Management Division serves approximately 10,000 state and local government agencies. Services are provided by three sections, Records Management Assistance Unit, the State Records Center, and Imaging Services.
- The agency has traditionally served population groups of highly varied interests, with collecting scopes similar to those of a mid-sized public library. Public officials and employees, scholars and students, attorneys, entrepreneurs, family historians, and individuals with basic information needs made up our customer base. However, most individuals who lived outside the Austin or Liberty areas communicated with the public service staff through the U.S. mail and the occasional on-site visit.
- Beginning in the 1990s, technological advances allowed an enhanced service model. TSLAC acquired their first Integrated Library System, soon making our catalog available via the Internet. The majority of reference questions began to arrive in the form of email. We began posting finding aids and indexes to archival records, as well as digital images, to the agency's website. Long distance telephone calls to the service desks became commonplace as cell phone rates fell.
- In Library Development, the need to develop programs that reached all public libraries in the state forced the creation of the Texas Library System, a distributed program to provide consulting, continuing education services to libraries across the vast distances of Texas.

B. Current characteristics

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

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

- Any Texas resident who has a qualifying disability is eligible for service from the Talking Book Program, currently Talking Book serves the following demographic:
 - Patrons by age:
 - 7% are under 20
 - 38% are 20-64
 - 55% are 65 and older (including many centenarians)
 - Patrons by disability
 - 54% are blind (including 2% who are deaf-blind)
 - 35% are visually-impaired
 - 5% have a physical disability
 - 6% have a learning disability
 - 8% of patrons are veterans
- In the Records Management arena, Records Management Assistance offers specialized consulting services to nearly 9,000 state and local government officials annually through one-on-one consultation and through workshops and special presentations. The State Records Center serves 83 state agencies and saves the state over \$100 million dollars through cost avoidance by storing physical records on compact shelf storage and microfilm. Imaging Services serves 20 state agencies and two-to-four local government offices annually.
- For Archives, our customer base continues to reflect the wide range of interests of our patrons. While it does not appear the composition of the base itself has changed dramatically, it is more anonymous. Technology has made it easier and less expensive to reach us. We often do not know anything about a patron other than their question and, possibly, an assumption of their location, based on an email address.
- Digitization and retrospective cataloging projects continue to place the Archives and Information Services collections on a world stage. Digitized images made available on our website, as well as partner sites such as Ancestry and Flickr, have generated customer requests for additional information. It is not unusual to receive reference requests concerning older, yet newly cataloged, items shortly after being added to online catalogs.
- Continuing technological advances have raised the expectations of society in general. Many customers expect information, especially government information, to be immediately available upon demand, full text, and free of charge. Researchers are becoming more adept in their use of resources available on online and frequently only need to access non-digitized items during their visits.
- Library Development and Networking responds to the growing need to have information resources for school, public and academic libraries through the provision of online services such as TexShare, which delivers online content to persons of all ages throughout the state and which is used approximately 800 million times per year.
- LDN offers training and technical support both in person and via webinar to local library staff throughout the state.
- The Library Systems program is no longer in operation due to overall budget decreases in 2012-2013, leaving the LDN staff to consider ways to try to reach more library staff statewide directly, including the encouragement of local networking organizations where librarians work to support one another and to find ways to bring in outside training.

- Several aspects of public use of the Internet will have implications for the use of online resources:
 - Five percent of American adults (over 18) do not use the Internet and another nine percent use the Internet but not at home;
 - Internet use remains strongly correlated with age, educational attainment, and household income. One of the strongest patterns in the data on internet use is by age group: 44 percent of Americans ages 65 and older do not use the internet, and these older Americans make up almost half (49 percent) of non-internet users overall;
 - 17 percent of all non-internet users say they would be able to start using the internet on their own, while 63 percent say they would need assistance
 - Connected Texas' research shows that broadband service is still not available in all parts of the state, but that broadband access is key for business development, and that an estimated 139,000 businesses in Texas lack broadband access.

C. Future trends and impacts

The shifts of recent years are predicted to continue. According to figures from the Texas Data Center as reported by the Texas Comptroller, the state's population is expected to increase 71% between 2000 and 2040. By 2020, the Texas Hispanic population is expected to outnumber the white population with Hispanic populations tripling in urban areas and doubling in rural areas between 2000 and 2040. The population of the state is also expected to grow older: the percent of the population over 65 is predicted to double by 2040.

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

- For the Talking Book Program this means:
 - Improved delivery of materials (phone apps, web-streaming, direct delivery to players)
 - Broad-band Internet service across the state, including remote and rural areas to speed access to and build greater demand for resources
 - More tech-savvy users that will expect and be able to use information delivered in a variety of formats
 - Increasing senior population as the baby boomer population grows older, which will create more eligible users of the service
- Beginning in SFY 2012, the State Records Center can now store local government records as well as state agency records. SRC staff continues to reach out to local governments in and around the Austin area to make them aware of the change in the law. We anticipate our first local government accessions to begin in FY2015.
- In FY2014, Imaging Services will begin offering digital scanning in addition to microfilm production.
- Researchers in historical archives and genealogy will also be impacted by change. Expectations for inexpensive, rapid access to full text sources will continue to rise. The public will also want to access information through an increasing number of electronic devices.

- In Library Development and Networking, the changing face of the state will have profound impacts for the nature of library services, including:
 - The use of online and print resources to help support economic growth in their communities
 - Libraries increasingly called upon to be social service and referral agencies, helping their customers cope with many aspects of life from work to child-support to business and finance
 - The need for more materials in foreign languages and more awareness of multicultural perspectives.

Short-term trends (1 – 2 years)

Short-term trends impacting TSLAC include:

- Continuing population growth throughout the state – Austin, Midland and Odessa among top-10 fastest growing cities in the U.S.
- Movement of populations from rural to urban areas – approximately 86% of the state population resides in urban areas, most along and east of IH 35
- Shift of labor to information-intensive knowledge-based industries, including health care, information technology, government, and financial sectors
- Continued boom in the energy industry in West Texas and other areas around the state
- Increased numbers of immigrants not just from Latin America, but from around the world, including Asian and African countries.

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

- Expectations for inexpensive, rapid access to full-text information sources will continue to rise
- The public will also want to access information through an increasing number of electronic devices
- Movement of population from urban to rural areas has a two-fold effect of creating heightened demand in the cities for all services from public library support to assistance with local records management, but also shifts resources from rural areas where residents continue to have need for library, archival, and information services
- The Talking Book Program currently only serves five to seven percent of persons eligible for the service, and the number eligible will increase with the overall aging of the general population
- A growing urban population combined with an increasingly isolated rural population will have an ongoing need for digitization projects that make available the most significant or frequently requested resources, thus preserving the original records for the future
- For State and Local Records, the State Records Center is also an example of a collaborative solution. Use of this low cost, high-density storage facility enables state agencies and local governments to achieve almost \$102.2 million in cost avoidance.
- Local populations are growing and state agencies have an ongoing need for records management services, approximately 10,000 state and local government offices currently use the services of our State and Local Records Management Division.

Medium-term trends (2-5 years)

Medium-term trends include the following:

- Population growth – a great majority of the total population of the state will continue to be concentrated in the triangle between Bexar/Travis counties, the Metroplex, and the Houston area
- Steady increases in non-white populations, especially growth of Hispanic population
- Continued boom in the energy industry in West Texas and other areas around the state
- Changes in how the public acquires and uses information resources
- Increasing trend of dual enrollment of students in high-school and college level courses.

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

- Access to online information from archives and libraries will be vital to sustaining economic growth and the new and shifting populations of the state
- ARIS will need to examine and implement a scan-on-demand service to provide the access requested by our customers. A skilled team of staff will be needed to scan and process the images
- It should be expected that the number of walk-in researchers will decline. Our staff will need to explore methods to electronically deliver large quantities of data to our remote users. Currently we are limited to email attachments and creating CD or DVDs which then must be physically delivered or retrieved
- Local libraries will need to adapt their approaches to serving the changing demographics of their communities, including more materials in languages other than English (and not exclusively Spanish)
- Local libraries can be positioned to provide information and technology support to aid local economic growth and change. Booming energy economies, growing health-care and high-technology sectors will require educated workforces and public, school and academic libraries will play a role in helping build those skills
- Texans will depend on state and local records access to ensure an open window on government – increasing populations mean greater volumes of documents generated, greater need for storage as well as records management analyst support
- Greater numbers of Talking Book patrons will seek materials in digital formats as they become more familiar with their use and the materials become more available.

Long-term trends (more than 5 years)

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

- Population growth will continue to be strong – By 2040, the population of the state will be at 35.8 million, a 71% increase since 2000
- By 2020, Hispanic population will outnumber white population

- The percentage of Texans over age 65 will nearly double from 10% in 2010 to 18 percent in 2040
- Employment trends toward knowledge-based industries such as health care, technology, government, and financial services will continue
- Higher levels of educational attainment (by 2030, the percent of the workforce with a Bachelor's degree will increase 2 percent to 22.1 percent and the percentage with a graduate or professional degree will increase 2 percent to 11.8 percent.)

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

- Knowledge-based economies will require resources from all sources, including the information found in archives and libraries, requiring that TSLAC provide leadership, training, consultation and resources to support librarians, archivists and records manager in that effort
- As large quantities of our resources continue to become available, in various electronic formats, an unlimited number of researchers will have ready access. Researchers, librarians, and the public will demand ever-greater amounts of material delivered cost-effectively via online resources. On-site research is likely to decrease
- Greater numbers of older residents will create more demand for Talking Book services
- Public, school and academic libraries will partner to support students for workforce enrichment, economic growth, and individual achievement
- Ever-increasing amounts of government documents in digitized or born-digital formats will require systems for storage, maintenance and retrieval.

Chapter 5: Technological Developments

A. Impact of technology on current operations

Technology continues to change the world in which we live in very dramatic ways. This transformation poses major challenges to the Library and Archives Commission and the services we provide our customers. The transition to providing information and materials from analog to digital affects all divisions and the customers we serve. We are systematically taking steps to optimize our use of new technologies to serve our customers better.

Access to information

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

Access to information and services

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

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

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

The Texas government continues to make more documents and resources available online. Several

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

Approximately 20% of patrons in the Talking Book Program (TBP) now use the Braille and Audio Reading Download (BARD) service from the National Library Service for the Blind and Physically Handicapped, Library of Congress. Patrons using BARD may download from over 36,000 digital audio books 102 magazines and newsletters, many in Spanish, 12,000 electronic Braille books, and 2,200 musical scores; these items may be downloaded to flash drives that are used on TBP’s digital talking book machine, authorized commercial players, or Apple iPhones, iPads, and iPods. In FY2013, TBP patrons downloaded over 207,000 BARD items, with FY2014 downloads expected to pass 220,000. In early 2014, TBP became the first state talking book program to have one of its recorded books accepted by BARD, giving Texas authors national exposure and making Texas books more easily available to a wider talking book audience.

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

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

We work to continuously improve the search capabilities of our most in-demand online archival and

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

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

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

Efficiency of our operation

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

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

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

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

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

Later in FY14, staff will begin the process of scoping out the project and producing a project plan and

timeline for creating and implementing a new ILS.

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

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

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

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

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

Unfortunately, without more robust internal systems, we spend efforts shuffling electronic files instead of paper. Our commissioners are requesting more sophisticated fiscal reports that are time-consuming to produce without an effective and efficient internal accounting system. We previously explored the option of participating in the new enterprise-wide system that the Comptroller has implemented, better known as ERP, Project ONE, and CAPPS (Centralized Accounting and Payroll/Personnel System), but

the cost was prohibitive and each agency is required to request funding for implementation from the agency. With the budget cuts in the FY 2010-2011 biennium, our agency concentrated efforts the following session on preserving as much of our budget as possible and did not consider that the time to request additional funding. Our efforts during the 2013 session centered on regaining sufficient state funding to ensure we could meet future MOE requirements for our federal funds. This new system appears to be the best solution for our agency, so we believe now is the time to seek the dedicated funding to implement the full system. If we are successful in receiving the funding during the 2015 legislative session, it could be up to 10 years before the system is fully operational.

New services

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

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

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

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

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

Our partnerships

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

We are also participating as a founding member in the Texas Archival Resources Online (TARO) Project.

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

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

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

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

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

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

B. Degree of agency automation and telecommunications

The Library and Archives Commission uses several delivery models to support its mission-critical applications and deliver its web-based services. The state’s data centers manage the agency’s file and print services, e-mail, web services, as well as some of our application servers. Several other critical

applications are managed through Software as a Service contracts as the most efficient and cost effective strategy for supporting these systems.

The agency's technical staff manages the library's local area network and telecommunications across its three physical locations. This staff also supports the library's 200 desktop computers. The Lorenzo de Zavala Building accesses CAPnet, the capital complex communications network, via a 10 megabit fiber optic connection. This facility is connected to the state consolidated data center via a dedicated 100 megabit fiber optic connection. The State Records Center and Talking Book Circulation facilities at 4400 Shoal Creek Blvd. are also connected to the Lorenzo de Zavala Building by a dedicated 100 megabit fiber optic. The Sam Houston Regional Library and Research Center in Liberty is connected to the Lorenzo de Zavala Building by two T-1 lines.

We maintain database applications to:

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

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

In addition, we use the unified state systems provided by the Comptroller, including:

- Uniform State Personnel System (USPS) for management of personnel and payroll
- Uniform State Accounting System (USAS) for budgeting and fund accounting
- Uniform State Property (SPA) system for property management and inventory control

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

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

C. Impact of anticipated technological advances

In the next five to 10 years, services of the Library and Archives Commission will increasingly be performed and delivered electronically. This increased dependency on technology will affect not only how the agency does business, but its clients and how they do business as well. For libraries and archives, whose business is acquiring, organizing, storing and providing information, the shift from paper to electronic information is both significant and crucial.

Access to information

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

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

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

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

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

services now available almost exclusively online.

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

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

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

Efficiency of our operation

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

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

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

New services

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

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

Library Development and Networking Division staff and our records management training staff are expanding their use of the web to provide learning experiences that enhance in-person workshops. This includes stand-alone web-based continuing education opportunities for both real-time and self-directed online courses. We have added the capability to record webinar and podcast sessions and convert them into streaming media available via our website. New cloud computing tools such as

Twitter, blogs, wikis and other applications and solutions offer opportunities to provide immediate information and training to librarians statewide. The *Library Developments* blog has become a popular resource for agency program information.

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

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

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

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

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

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

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

The Talking Book Program has working relationships with the following entities:

- National Library Service for the Blind and Physically Handicapped, Library of Congress
- State agencies, such as the Texas Department of Assistive and Rehabilitative Services, Texas Department of Aging and Disability Services, and the Texas School for the Blind and Visually Impaired
- Disability groups, such as the National Federation of the Blind, the American Council of the Blind, and local low vision groups around the state
- Libraries

- Primary and secondary schools, both public and private

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

D. Direction of agency automation and telecommunications

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

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

Increasing user direct access to services via web-based applications

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

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

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

Improving customer service via the web

RMA launched a blog, *The Texas Record*, to improve communication and outreach to local governments and state agencies. *The Texas Record* is our main communication channel to local governments and state agencies. It is a resource for records management personnel that provides

information about training, resources, best practices, and important news.

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

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

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

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

Maintaining telecommunication bandwidth to support user direct access

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

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

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

provide services to our patrons.

Continuing implementation of security technologies and standards

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

Adopting standards and technologies to maximize staff productivity

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

Chapter 6: Economic Variables

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

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

A. Identification of key economic variables

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

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

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

Return on investment in public libraries as drivers of local economy

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

Libraries respond to economic conditions in differing ways. Amarillo has one of the highest populations of relocated foreign refugees than any other community in the state or nation, bringing

new residents from Somalia, Ethiopia, Thailand, Myanmar, Iraq and other countries to work in local industries. To cope with the influx, the Amarillo Public Library now offers English and citizenship classes designed to help mainstream these individuals and make them productive residents.

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

Meanwhile, some traditional industries, such as cattle ranching, are decreasing. The number of cattle in Texas fell 22% from 2009 to 2012, to levels lower than at any time since the 1950's. This shift in the economic base effects many local libraries in ranching areas of the state. At the same time, the cattle industry relies increasingly on technology, creating an opportunity for libraries serving ranching communities to provide access to online resources to support this industry.

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

Changes in information content industries

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

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

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

The implication of dual-enrollment for libraries

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

B. Extent that service populations are affected by economic conditions

Populations served by libraries

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

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

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

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

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

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

Populations served by the Talking Book Program

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

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

Populations served by archival and records programs

The ongoing pressure on state and local governments to demonstrate cost-effective uses of public funds will compel many to seek statewide services. TSLAC's records management program provides this type of cost-effective service to many state and local governments. Currently 85 agencies store their records at the State Records Center in Austin. That figure will very likely increase and may well include local governments, especially in the Austin area.

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

Agency workforce considerations

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

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

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

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

D. Agency response to changing economic conditions

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

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

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

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

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

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

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

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

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

This goal addresses the need for TSLAC to develop a market-competitive compensation structure for targeted positions if it is to remain a viable service to state and local government. Throughout the

planning period, the agency will continue to analyze its competitiveness and seek resources to make market adjustments in key positions.

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

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

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

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

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

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

Chapter 7: Impact of Federal Statutes and Regulations

A. Historical involvement of federal government

In 1931, Texas entered into a cooperative agreement with the Library of Congress' National Library Service for the Blind and Physically Handicapped to provide specialized reading materials and equipment to persons who cannot read standard print because of a disability. Today, the Talking Book Program serves approximately 16,000 patrons across Texas.

In 1931 Texas became one of the first states to affiliate with the newly formed National Library Service for the Blind and Physically Handicapped (NLS), a division of the Library of Congress in Washington, D.C. Today, using recorded and Braille books, catalogs, special playback equipment and databases of electronic Braille and digital audio recordings supplied by NLS, the Texas State Library and Archives Commission's Talking Book Program serves approximately 18,000 Texans who would not be able to enjoy books without this vital service.

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

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

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

available discounts. Since its inception in 1998, Texas public libraries have received \$32,912,050 in E-rate discounts.

B. Description of current federal activities

Under LSTA, federal funds can comprise only 66 percent of program costs, and require a 34 percent matching investment. Administrative costs are limited to four percent of federal funds received; the remaining 96 percent must be used for direct projects or grants. There is also a required maintenance of effort for the federal funds.

Use of these federal funds is governed by an approved five-year plan. The current five-year LSTA plan covering FFY2013-2017 was approved by IMLS at the end of FY2012. All projects funded by LSTA are described in our five-year plan. As one of the nation's 47 regional depositories for federal government publications, the Texas State Library and Archives Commission permanently maintains and provides free access to more than 1.6 million items produced by the federal government. The U.S. Government Printing Office (GPO), under authority of the Depository Library Act, distributes these items. As a regional depository, we must meet minimum standards for maintaining these documents. Periodic assessments and onsite visits are made to review TSLAC's collection and services.

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

C. Anticipated impact of future federal actions

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

The GPO is working with other partners including the National Archives and Records Administration, the Library of Congress, the Federal Reserve Bank and the federal courts to develop a system for providing permanent public access to electronic versions of federal government information. GPO will continue to distribute electronic items through the depository program and is considering implementation of electronic deposit for digital files. Besides storage requirements to provide the service, TSLAC must also provide adequate computer workstations for the public to use while

accessing the information. The minimum requirements for public workstations issued by GPO continue to reflect the cutting edge of technology and will require the agency to upgrade hardware and software periodically to meet more exacting requirements.

GPO recently launched an initiative to document changing needs of the Federal Depository Library Program (FDLP) and each partner depository library. Input has been provided by all depository libraries concerning local needs and issues. A national plan will next be developed to guide the future direction of the FDLP and depository libraries, including possible updating of Title 44 of the *United States Code* to reflect changes in technology and delivery of services since the Depository Library Act of 1962.

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

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

Chapter 8: Other Legal Issues

A. Impact of anticipated statutory changes

Federal

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

State

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

The 82nd legislature passed HB1559 which requires the agency to adopt rules for the retention, storage and destruction of a court document filed with, otherwise presented to, or produced by a court in this state before January 1, 1951. In 2012, TSLAC formed a task force of impacted local government officials and representatives of local government organizations to help develop standards that would protect these historic records without placing an undue financial burden on the local governments. The task force met over the spring and summer of 2012 and rules were approved by the Commission and became effective in April 2013.

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

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

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

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

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

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

B. Impact of current and outstanding court cases

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

C. Impact of local government requirements

We are not aware of any new local government requirements.

Chapter 9: Self-Evaluation and Opportunities for Improvement

A. Meeting legal requirements and serving critical populations

Library Development and Networking

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

Our Interlibrary Loan program gives Texans access to the collections of libraries statewide by providing a network to support Texas libraries in sharing their collections with each other. A new peer-to-peer structure for interlibrary lending introduced in 2012 reduces the cost of the program statewide, but many libraries are struggling to afford the local costs associated with the new system.

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

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

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

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

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

Under Education Code §33.021, the TSLAC, in consultation with the State Board of Education, developed and adopted standards for school library services in 1997 and again in 2005. The goal of *School Library Programs: Standards and Guidelines for Texas* is to maximize the effectiveness of schools in teaching students the skills needed to become dedicated, lifelong learners. Studies on the effect of school libraries on student achievement, including *Texas School Libraries: Standards, Resources, Services and Students' Performance*, demonstrate the value of strong school library programs on student achievement.

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

Talking Book Program

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

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

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

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

Archives and Information Services

About 15 percent of the records transferred to TSLAC for placement in the State Archives need additional analysis and appraisal to determine if they contain information of sufficient research or other enduring value to justify their permanent retention. Many of the records reviewed will be kept and will need processing. Another 30-35 percent need to be examined by qualified archivists and their contents described in greater detail to facilitate access by researchers. The three additional archivists provided in the 83rd Session will greatly help ease the backlog, though new responsibilities have also been added. The agency was notified in early 2014 that Governor Perry intends to transfer records of his office to the agency for storage, including 10 terabytes of electronic data and nearly 3,000 boxes of paper records, most of which has been scanned into digital format. For several consecutive sessions, TSLAC has requested funds necessary to respond to the need for storing electronic records for state agencies. In addition to special training in the management and preservation of electronic records, we also need funding for the development and implementation of an electronic records program and a repository to preserve archival records for state agencies. Time is critical: agencies are creating an ever increasing number of digital records and without an electronic archive, unnecessary costs will mount and the long-term and historical e-records will be lost. The process of creating a system to manage the incoming Governor's records in electronic format will provide a demonstration project for how to manage electronic archives for other agencies, but resources will be required to cost-effectively manage these critical resources for the state.

State and Local Records Management

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

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

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

B. Agency characteristics requiring improvement

Demonstrate leadership in key areas

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

- Public, school, and academic libraries look to TSLAC to articulate a vision of library service for the future, secure resources to support library users' information needs, establish criteria and standards for library service, raise the visibility of libraries, and create strategic partnerships with other organizations statewide and nationally.
- Historians, genealogists, and other researchers look to TSLAC to take a leadership role in the preservation of the public and cultural heritage of Texas through historical records of state and local government and to make those resources available in usable formats.
- State and local governments look to TSLAC to create rules and provide technical assistance to ensure the effective management and preservation of public records.
- Advocates of services for persons with disabilities look to TSLAC to take a leadership role in setting an example for serving those individuals, in particular, the blind and visually impaired, dyslexic and others with sight-related disabilities.

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

Create strategic partnerships to further agency objectives

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

- Actively encourage cooperation and linkages between and among different types of libraries, governments, and non-profit organizations. Examples include partnerships with the Texas Library Association, Bill & Melinda Gates Foundation, the Summerlee Foundation, the Tocker Foundation, Friends of Libraries & Archives of Texas, the Texas Historical Commission, the Department of Information Resources, the General Land Office, the Texas Education Agency, the Texas Workforce Commission, the Texas Association of Museums, the Texas State Historical Association and institutions of higher education.
- Create partnerships between the Talking Book Program and other state agencies and departments that serve mutual client bases, such as the Texas Education Agency, the Texas Veterans Commission, and the Governor's Committee on People with Disabilities, the Department of Assistive and Rehabilitative Services, and the Department of Aging and Disability Services within the Health and Human Services Commission.
- Work with public library staffs and groups within the fields of medicine, visual sciences, learning disabilities and senior services to promote the Talking Book Program to potential customers, including the American Council for the Blind and the National Federation of the Blind, and local governmental entities such as county extension agencies, city and county health departments and even chambers of commerce.

- Promote and leverage the services of the State and Local Records Management Division by strengthening ongoing partnerships with agencies and groups such as the Department of Information Resources, the National Archives and Records Administration, and the National Association of Government Archives and Records Administrators to co-sponsor government employee training conferences and workshops in electronic records and information management, including the E-Records Forum and E-Records Conference.
- Expand our outreach to local governments through partnerships with the Texas Association of Counties, Texas Municipal League, Texas Conference of Urban Counties, County and District Clerks Association of Texas, County Judges and Commissioners Association of Texas and the Texas Historical Commission.
- Position the agency to respond to natural disasters and emergencies through work with partnerships with the Federal Emergency Management Agency and the Texas Division of Emergency Management to provide training to Texas government agencies on the protection and preservation of vital records in case of disaster.
- Create opportunities for the preservation and effective use of archival materials through projects such as The Texas Heritage Online project to forge partnerships with libraries, archives and museums interested in digitizing their cultural heritage collections.

Recover archival documents

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

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

C. Key obstacles

Staffing

The ability of TSLAC to fulfill its duties to state and local government and the public depends on a skilled workforce of information and management professionals. Because these are the same skills needed by private-sector companies and larger state agencies, our compensation is often not

sufficiently competitive to employ the staff needed to fulfill our mandates. Market adjustments are needed in salaries in several key positions, including librarians, library assistants, archivists, and administrative managers.

Archives and Information Services

The historic understaffing of our Archives and Information Services Division undermines our ability to carry out activities related to our core role of Preserver. The 83rd Legislature appropriated much appreciated funding for three archivist positions to address the backlog. While these positions have helped reduce the backlog, we must continue to assign priorities to meet pressing demands.

Researchers are interested in using our collections at their convenience. Currently, services hours are the traditional Monday through Friday, 8 a.m. to 5:00 p.m. The additional archivist positions have allowed the agency to open public service desks to researchers on the second Saturday of each month. Further night and weekend access would be greatly appreciated by the public.

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

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

Library Development and Networking

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

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

Libraries are also asking for new programs to meet the challenges of changing technology in delivering services to their patrons. Library information and materials are increasingly digital. As online content and

the popularity of e-books grows, libraries have struggled to understand the different technologies, acquire online resources effectively, and assist their patrons in using these digital materials. In addition, the e-book market and the proliferation of e-reader and handheld devices used by the public poses a challenge in understanding and interpreting Digital Rights Management (DRM), the control of hardware and software after sale. Assisting libraries in the adoption and use of these online resources is a natural role for the State Library, but more resources will be required to do this effectively.

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

State and Local Records Management

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

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

Talking Book Program

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

Space

Archives and Information Services

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

Aging infrastructure

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

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

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

Planning and budgeting

The Texas State Library and Archives Commission is the cognizant agency in state government for the administration of federal Library Services and Technology Act funding from the Institute of Museum

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

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

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

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

D. Opportunities

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

Create prototype for managing e-archives

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

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

Planning for the implementation of an electronic records/archives program will include communicating with electronic records specialists at other state records and archives organizations, as well as reviewing standards and program development in national agencies such as the National Archives and Records Administration, the National Association of Government Records & Archives Administrators and the Society of American Archivists. We will need to evaluate existing systems, coordinate with partners to discern best practices and research and plan for technology requirements including system hosting and recovery. We will also need to develop a practical method for estimating the ongoing scope and rate of growth that such a system will require. The role of the electronic records/archives specialist will have to be developed.

Enhance statewide sharing of library resources

Since 1997, TSLAC has managed networked resource sharing initiatives for the TexShare library consortium. Programs such as the TexShare databases, the TexShare card and the Library of Texas encourage Texas libraries to share resources while setting up parameters that protect participating libraries from a potentially burdensome loss of materials. Legislation passed by the 81st Legislature removed restrictions to TexShare membership, and TSLAC has started to receive requests to join the consortium. The 83rd Legislature appropriated funding to purchase shared online content for use by K-12 students, librarians, and faculty. The statewide library community continues to rank online content as one of the highest priorities for TSLAC services. To meet the needs of an expanded membership and to sustain a robust database program, additional funding will be needed. In addition, libraries need statewide contracts for a wider range of online materials, including e-books to provide better service to Texans with these newer formats.

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

Ensure libraries have sufficient technology and telecommunications infrastructure

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

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

Provide access to online resources

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

- **TexShare** – Since FY1994, we have provided one-stop access to commercial full-text databases that enable public and state agency librarians to better serve their clients. Expanded through the TexShare program to include academic libraries and libraries of clinical medicine, this database service offers more than 15,382 journals, 205,140 primary source documents and over 30,000
- **K-12 database access** - In 2013, the Legislature provided funds to allow TSLAC to make online content available to K-12 schools in Texas. **The Library Catalog of Texas State Agencies** – This tool provides access to more than 738,000 titles held by the commission, the State Law Library and the Texas Commission on Environmental Quality. People around the world access this gateway to our collections via the Internet.
- **Social networking** – The agency vigorously uses social networking via Facebook, Twitter, Flickr and other services to push information out to constituent groups and to solicit comments. Library of Texas interface - user-friendly access to the various TexShare databases and library catalogs. Library of Texas technology allows Texans, to identify and locate holdings in libraries and other information repositories statewide.
- **Texas Heritage Online** - seamless, integrated access to digitized primary resource materials in a variety of collections across the state. This tool allows researchers, students, teachers and the public access to primary resource materials held in libraries, archives and museums throughout the state.
- **The Texas Records and Information Locator (TRAIL)** - www.tsl.state.tx.us/trail - This service provides two important access points to electronic state government information. The primary service allows researchers to conduct a full-text search of the TRAIL archive and retrieve historic versions of electronic state publications. The secondary service gives access to a master list of top-level Texas state agencies that provides researchers with information about web resources harvested by TRAIL and contact information for those agencies. The Texas State Library and Archives Commission also brings higher visibility to Texas state government publications by professionally cataloging and announcing their availability through our online catalog.
- **Braille and Audio Reading Download (BARD)** – Offered by the Talking Book Program from the National Library Service, this site includes more than 26,000 books and over 50 magazines available for free download to Talking Book Program patrons. Also available is Web Braille, a collection of more than 10,000 Braille books, magazines and musical scores that may be downloaded and printed on a Braille printer or used in a Braille notebook.

- The **Archives and Information Services Division** provides online access to the collection through the agency's website and via e-mail reference questions. Online copies of our guides, or finding aids, are available through Texas Archival Resources Online (TARO), the consortium of state archival repositories hosted by the University of Texas at Austin. Databases providing historical and genealogical data are used by thousands of customers each year, including our Historic Map Collection, Republic Claims, Confederate Pension Applications and Adjutant General Service records. Online customers also enjoy browsing online exhibits based on our archival holdings as well as the very popular Texas Treasures site.
- **Library statistics** and other significant resources for Texas librarians and their communities are available via the TSLAC website. The agency provides a blog and calendar of continuing education opportunities from diverse providers across the state and beyond to better provide library staff with information on opportunities to meet their needs.
- **Plinkit** – This project allows public libraries to have a consistent template of electronic resources from which to further develop their web presence. Each Plinkit site includes a collection of Kids & Teens resources, Spanish resources, a link to TexShare and a local events calendar. These resources help turn libraries that previously had no web presence into libraries with resource-rich websites.
- **State and Local Records Management** continues to develop more online meeting tools and web-based classes to improve services across state and local governments. The State and Local Records Management blog, *The Texas Record*, is the main communication channel where customers can receive updates on records management training and services. Division staff will continue to explore software technology options to provide more information on retention schedules and other records management functions online.

Use technology to improve access and preservation

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

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

Increase earned revenues, grants and gifts

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

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

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

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

Explore alternatives for serving unserved populations

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

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

Encouraging communities of mutual support

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

Establish state information policy

We will continue to take a leadership role in working with other state agencies, both directly and through the Records Management Interagency Coordinating Council and other bodies, to establish sound state information policies and programs. Policies must be adopted that will ensure the development and implementation of recordkeeping systems using information technology to manage the state's electronic records as effectively as its paper records have been managed. Effective policies will help ensure electronic records are preserved according to approved retention schedules and

archival requirements. We will play a key role in this arena because of our staff's specialized skills in records management and organizing information, our advocacy for equitable public access to government information and our relationship with local government and state agency records management programs and state agency, university and public libraries.

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

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

Improve cost-effectiveness and efficiency in government record-keeping

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

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

Preparing for disaster

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

The TSLAC has entered into active partnerships with the Federal Emergency Management Agency (FEMA) and the Texas Division of Emergency Management to provide training to Texas government in the protection and preservation of vital records in case of disaster. In FY2011 SLRM participated in the FEMA funded Intergovernmental Preparedness for Essential Records project with the Council of State Archivists by delivering webinar training to state agencies and local governments. A webinar on Disaster Recovery Salvage was presented by SLRM and the Archives in 2012. We offered a webinar on Components of Efficient Storage Facilities in 2012. We also had three guest speakers on a webinar

entitled Records Management Disaster Plan in 2013. Analysts spoke twice at the Texas Emergency Management Conference on vital/essential records and speak at TDEM's quarterly Emergency Management Workshop on the same topic. The recently adopted new storage standards for permanent and historic court records, and optional enhanced storage conditions for all local governments, is yet another attempt to stress the importance of proper storage, planning and preparation for important government records in Texas.

E. Relationship with local, state and federal entities

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

- Our educated and motivated staff—our greatest strength and without whom we could not fulfill our mission

- Our library and archival collections, without which we would be unable to achieve our mission. These include the State Archives and our Sam Houston Regional Library and Research Center, the U.S. and Texas Documents collections, Research and Texana collection, the Genealogy Library, the Library Science Collection and the Talking Book Program collection
- Our Integrated Library System, hosted by SirsiDynix, without which we would have no online catalog and therefore no access to the library collections, and limited access to the archival collections mentioned above. Our micrographics services and the records storage services of our State Records Center
- Our volunteers, who are critical to meeting the program goals of the Talking Book Program and the Archives and Information Services Division. Volunteers in the Talking Book Program donated 17,464 hours in FY2013, the equivalent of approximately 8.25 FTEs.
- Our cooperative and collaborative working relationship with numerous state, local and federal officials and staff. Among these are records management officers and librarians in state agencies; local government records management officers; the directors and staffs of the public, academic and school libraries in the state; and network division staff at the National Library Service
- Our partnerships with public, academic and school libraries and other cultural heritage institutions, which provide opportunities for us to share resources, manage costs and improve access to information for all
- Our robust local area network, connected with broadband access to the Internet and to our technology resources at the State Consolidated Data Center.
- Our access to the OCLC WorldCat, the world's largest network of library content and services
- Our relationship with the Texas Library Association and its members who assist us in developing programs of service that meet the needs and expectations of Texas residents
- Our Friends group, the Friends of Libraries & Archives of Texas, and its members, who support our initiatives through financial and volunteer contributions
- Our participation in the Plinkit Consortium, which provides technical and procedural support as well as best practices input to our project

G. Employee's attitude toward the agency

(Pending results of survey of Employee Engagement.)



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