

# Texas State Library and Archives Commission

## AGENCY STRATEGIC PLAN, FISCAL YEARS 2011–2015 BUILDING ON A FOUNDATION OF SERVICE EXCELLENCE

SECURE AND MAKE ACCESSIBLE **HISTORICALLY**  
**SIGNIFICANT** RECORDS AND RESOURCES



**PRESERVE** THE RECORD OF GOVERNMENT FOR  
PUBLIC SCRUTINY



MAKE AVAILABLE THE TEXAS **FAMILY HERITAGE**  
RESEARCH CENTER (GENEALOGY)



MEET THE **READING NEEDS** OF TEXANS WITH  
DISABILITIES



**BUILD & SUSTAIN STATEWIDE PARTNERSHIPS TO IMPROVE**  
**TEXAS LIBRARY** PROGRAMS & SERVICES

# Texas State Library and Archives Commission



Guerrero Battalion Flag

## WE SECURE AND MAKE ACCESSIBLE **HISTORICALLY SIGNIFICANT** RECORDS AND RESOURCES

The *Texas State Archives* preserves and documents the heritage and culture of Texas by identifying, collecting and making available for research the permanently valuable official records of Texas government, as well as other significant historical resources.

Maintaining the official history of Texas government, the *State Archives* includes archival government records dating back to the 18th century, as well as newspapers, journals, books, manuscripts, photographs, historical maps, flags, letters and other historical resources.

## WE MAKE AVAILABLE THE TEXAS **FAMILY HERITAGE** RESEARCH CENTER (GENEALOGY)

While many materials in our library are only viewable in person at our Brazos Street location in Austin, the *Texas State Library and Archives Commission* also provides online resources to the public.

Link here to learn more: [www.tsl.state.tx.us/arc/genfirst.html](http://www.tsl.state.tx.us/arc/genfirst.html)



## WE MEET THE **READING NEEDS** OF TEXANS WITH DISABILITIES



The *Talking Book Program* provides free library service to Texans of all ages who are unable to read standard print material due to visual, physical or reading disabilities—whether permanent or temporary.

Our books and magazines are available in different formats, mainly on flash drive cassette, but also in braille and large print. Books are sent and returned through the mail free of charge. The program offers more than 80,000 titles in fiction and nonfiction, plus 80 national magazines for adults and children.

To get started: [www.tsl.state.tx.us/tbp/gstarted.html](http://www.tsl.state.tx.us/tbp/gstarted.html) or call 1-800-252-9605 (toll-free in Texas) 512-463-5458 (Austin)

## WE **PRESERVE** THE RECORD OF GOVERNMENT FOR PUBLIC SCRUTINY

*State and Local Records Management* (SLRM), a division of the *Texas State Library and Archives Commission*, assists state agencies and local governments in establishing and implementing records and information management programs.

For more information go to: [www.tsl.state.tx.us/slrml/](http://www.tsl.state.tx.us/slrml/) or call 512-421-7200

## WE IMPROVE **TEXAS LIBRARY** PROGRAMS & SERVICES

Our mission directs us to *build and sustain statewide partnerships to improve library programs and services*. We work with all Texas libraries, including local public, school and academic libraries, to provide the following types of assistance:



- ◆ Consulting
- ◆ Continuing Education
- ◆ Funding through grants and state contracts
- ◆ Library of Texas (TexShare online databases)
- ◆ Reference Services
- ◆ Library Science Collection
- ◆ TexNet Interlibrary Loan Program
- ◆ Resources to librarians including the *Texas Reading Club*, *Texas Teens Read!*, *Read to Your Bunny*, and library statistics and standards

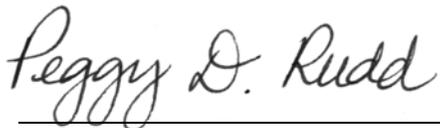
*Agency Strategic Plan, Fiscal Years 2011–2015: Building on a Foundation of Service Excellence* is published by the Texas State Library and Archives Commission, July 2010. All Rights Reserved. [www.tsl.state.tx.us](http://www.tsl.state.tx.us)

# Building On a Foundation of Service Excellence

Texas State Library and Archives Commission

Agency Strategic Plan  
Fiscal Years 2011-2015

Sandra J. Pickett, Chairman	2009-2015	Liberty
Sharon T. Carr	2006-2011	El Paso
W. Scott McAfee	2007-2013	Driftwood
Martha Doty Freeman	2009-2015	Austin
Larry G. Holt	2009-2015	Bryan
Michael C. Waters	2007-2013	Dallas
Sally Reynolds	2006-2011	Rockport



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Peggy D. Rudd, Director and Librarian



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Sandra J. Pickett, Chairman

July 2, 2010

**TEXAS STATE LIBRARY AND ARCHIVES COMMISSION  
CATALOGING IN PUBLICATION DATA**

**Texas State Library and Archives Commission.**

**Agency strategic plan. -- Austin, Tex. : Texas State  
Library and Archives Commission, 1992-  
v. : ill. ; 28 cm.**

**Biennial.**

**Description based on: 2003/2007.**

**Issued every two years, covers five-year period.**

**Each issue also has a distinctive title.**

**Continues monograph: Beyond 2000 : books, bytes, and  
beginnings : Texas State Library and Archives Commission  
agency strategic plan, fiscal years 2001-2005.**

**1. Texas State Library and Archives Commission  
--Periodicals. 2. State libraries—Texas—Planning.  
3. Texas State Library and Archives Commission. I. Title.**

**L1900.3 ST82  
OCLC#59109548**

**AACR2**

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Published by the Texas State Library and Archives Commission  
July 2010

[www.tsl.state.tx.us](http://www.tsl.state.tx.us)



**TEXAS STATE LIBRARY AND ARCHIVES COMMISSION  
AGENCY STRATEGIC PLAN  
FY2011-2015**

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# TEXAS STATE GOVERNMENT

## VISION, MISSION AND PHILOSOPHY

### VISION

From *Strengthening Our Prosperity: Agency Strategic Plan Instructions for Texas State Government*

Governor Rick Perry

March 2010

Fellow Public Servants:

Since the last exercise in strategic planning began in March 2008, much has changed in the national economic picture. States across the nation have struggled with severe budget shortfalls and the national economy has yet to rebound as many hoped and predicted. Texas, however, has weathered the economic downturn better than other states and been recognized as an example for other states to follow.

Our position relative to other states is not by accident. Texas has demonstrated the importance of fiscal discipline, setting priorities, and demanding accountability and efficiency in state government. We have built important reserves in our state's "Rainy Day Fund," cut taxes on small businesses, and emphasized a stable and predictable regulatory climate in an effort to show that the Lone Star State is a great place to build a business and raise a family.

Over the last year, families across this state and nation have tightened their belts in response to the economic challenges. Government should be no exception. As we begin this next round in our strategic planning process, we must critically reexamine the role of state government by identifying the core programs and activities necessary for the long-term economic health of our state, while eliminating outdated and inefficient functions. We must set clear priorities that will help maintain our position as a national leader now and in the future by:

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

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

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

*Defending Texans by safeguarding our neighborhoods and protecting our international border; and increasing transparency and efficiency at all levels of government to guard against waste, fraud, and abuse, ensuring that Texas taxpayers keep more of their hard-earned money to keep our economy and our families strong.*

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

Rick Perry

## **THE MISSION OF TEXAS STATE GOVERNMENT**

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

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

## **THE PHILOSOPHY OF TEXAS STATE GOVERNMENT**

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

- First and foremost, Texas matters most. This is the overarching, guiding principle by which we will make decisions. Our state, and its future, is more important than party, politics, or individual recognition.
- Government should be limited in size and mission, but it must be highly effective in performing the tasks it undertakes.
- Decisions affecting individual Texans, in most instances, are best made by those individuals, their families, and the local governments closest to their communities.
- Competition is the greatest incentive for achievement and excellence. It inspires ingenuity and requires individuals to set their sights high. And just as competition

inspires excellence, a sense of personal responsibility drives individual citizens to do more for their future and the future of those they love.

- Public administration must be open and honest, pursuing the high road rather than the expedient course. We must be accountable to taxpayers for our actions.
- State government has a responsibility to safeguard taxpayer dollars by eliminating waste and abuse and providing efficient and honest government.
- Finally, state government should be humble, recognizing that all its power and authority is granted to it by the people of Texas, and those who make decisions wielding the power of the state should exercise their authority cautiously and fairly.

# TEXAS STATE GOVERNMENT

## PRIORITY GOALS AND BENCHMARKS FROM *STRENGTHENING OUR PROSPERITY*

### EDUCATION (PUBLIC SCHOOLS):

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

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

### ***Benchmarks***

- Percent of students from third grade forward who are able to read at or above grade level
- Percentage of Texas population age 25 and older with a high school diploma

### EDUCATION (HIGHER EDUCATION):

To prepare individuals for a changing economy and workforce by:

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

### ***Benchmarks***

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

## **HEALTH AND HUMAN SERVICES:**

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

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

### ***Benchmarks***

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

## **ECONOMIC DEVELOPMENT:**

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

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

### ***Benchmarks***

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

## **PUBLIC SAFETY AND CRIMINAL JUSTICE:**

To protect Texans by:

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

### ***Benchmarks***

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

## **GENERAL GOVERNMENT:**

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

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

### ***Benchmarks***

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

# TEXAS STATE LIBRARY AND ARCHIVES COMMISSION

## VISION, MISSION, AND PHILOSOPHY

### VISION

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

### MISSION

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

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

### PHILOSOPHY

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

We pledge to adhere to the highest standards of honesty, integrity, and accountability.

We strive to attain and hold the highest levels of public trust.

# TEXAS STATE LIBRARY AND ARCHIVES COMMISSION

## AGENCY GOALS, OBJECTIVES, STRATEGIES, & MEASURES

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

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

Outcome Measures:

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

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

Output Measures:

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

Efficiency Measures:

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

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

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

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

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

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

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

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

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

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

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

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

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

Output Measure: Number of assists with information resources

Efficiency Measure: Cost per assist with information resources

Explanatory Measure: Number of Web-based information resources used

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

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

Outcome Measures:

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

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

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

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

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

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

Outcome Measure: Percent of total dollars spent with HUB vendors

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

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

# OVERVIEW OF OUR AGENCY SCOPE AND FUNCTIONS

## A. OUR ENABLING STATUTES AND ADMINISTRATIVE RULES

### TEXAS LEGISLATION AND STATUTES

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

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

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

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

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

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

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

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

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

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

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

**Texas Heritage 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 was created; in 1979, it was renamed Texas State Library and Archives Commission (TSLAC).
- 1919** - Legislation was enacted regarding county public libraries.
- 1931** - National Library Service for the Blind and Physically Handicapped was established for adults who are blind, and TSLAC began providing Talking Book services.
- 1947** - State records management function was established.
- 1952** - Blind children became eligible for Talking Book service.
- 1956** - Federal Library Services Act was passed and funded to establish and improve local public library service.
- 1962** - Lorenzo de Zavala State Archives and Library Building opened.  
Federal Depository Library Act established regional depository system.
- 1963** - State legislation was enacted authorizing TSLAC to collect, organize and distribute Texas documents and to establish the depository library system for state publications.
- 1966** - People with physical disabilities other than blindness became eligible for the Talking Book service.
- 1969** - Legislative Reference Library was separated from the agency.  
Library Systems Act was passed, providing a regional cooperative program to improve Texas public libraries.
- 1971** - Local government records function was enacted.
- 1972** - State Records Center opened.
- 1974** - People with organic dysfunction resulting in learning disabilities became eligible for Talking Book service.
- 1977** - Sam Houston Regional Library and Research Center opened in Liberty.
- 1978** - Talking Book Program's Volunteer Recording Studio was established.
- 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.
- 1994** - North Texas Regional Library System became the first of 10 private, nonprofit public library systems, funded with a Library Systems Act grant.
- 1995** - Legislature assigned responsibility to TSLAC for the development of school library program standards.

- Legislation added electronic publications and Internet to agency responsibilities.
- 1996** - The Library Services and Technology Act replaced the Federal Library Services and Construction Act.  
Texas Book Festival was created to raise funds for public libraries and to encourage reading in Texas.
- 1997** - Legislature created library tax districts as a mechanism to establish and fund public libraries.  
Legislature enacted new state records preservation and management law.
- 1997** - Legislature transferred responsibility for the TexShare academic library resource-sharing consortium to TSLAC.
- 1999** - Legislature added public libraries to the TexShare library resource-sharing consortium.
- 2001** - Legislature funded the Loan Star Libraries Program of direct aid to Texas public libraries.  
Libraries of clinical medicine added to the TexShare library resource-sharing consortium.
- 2003** - Legislature increased number of Commissioners to seven.  
Federal Library Services and Technology Act reauthorized.
- 2005** - Legislature authorized public school libraries to participate in TexShare group purchasing programs.  
Legislature added a second library district law permitting funding by sales or property tax.  
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 and Archives of Texas, the agency's nonprofit support group, kicked off a capital campaign to supplement renovation funds for the Lorenzo de Zavala State Archives and Library Building.
- 2009** - Legislature revised Library Systems Act to facilitate development of multi-type library systems.  
Legislature allowed the agency to use rule-making authority to expand membership in the TexShare consortium.  
Legislature revised the definition of a "state record" to include government records from the pre-statehood period.  
Texas State Library and Archives Commission celebrated 100 years serving the state of Texas.  
The Talking Book Program began distributing the National Library Service's digital talking book machine and offering digital download services to patrons; the new machine

was the first major change in equipment since cassette machines were first distributed in the late 1960s.

The Lorenzo de Zavala State Archives and Library Building was designated a national Literary Landmark by the Association of Library Trustees, Advocates, Friends and Foundations; it was the fourth building in Texas to receive the designation.

**2010** - Renovation of the Lorenzo de Zavala State Archives and Library Building was completed.

## **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.
- patrons with visual, physical and learning disabilities and the organizations serving them, who use the services of our Talking Book Program.
- libraries, museums, archives, agencies and other organizations that benefit from the collaborative efforts of Texas Heritage Online.
- government agencies that use our State Records Center and its 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 featuring presentations 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 and academic library statistics collected and compiled by TSLAC.
- Texas libraries staff that use the materials in our Library Science Collection to further their professional development.
- library professionals who use our job-listing service and continuing education 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 library programs
- children and families who participate in our annual Texas Reading Club
- people receiving materials distributed through our statewide interlibrary loan network
- people serving on library system advisory councils whose activities are administered by TSLAC through the Library Systems Act
- historically underutilized businesses with which we do business.

**Our rule-making authority affects:**

- state agencies and state-supported or state-sponsored institutions subject to the requirements of the Texas State Publications Depository Law.
- state and local government agencies subject to Texas government records management laws and our administrative rules adopted under authority of those laws.
- public, academic, school and special libraries subject to commission rules such as those for administering the Library Systems Act, 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 Functions and Roles of State Library Agencies*, published in 2000 by the American Library Association, describe nine roles that state library agencies can play. These roles grew out of in-depth analysis of data collected from the 50 state library agencies about collections, services and functions. The roles are intended as tools to help state library agencies categorize and effectively articulate the vast array of activities they conduct and support. Further, the roles provide a framework for a state library agency to make choices and set priorities.

In 2002, an agency strategic-planning task force revised the nine roles, reshaping them to more accurately reflect Texas State Library and Archives Commission functions, and added a 10th role, that of “Preserver.” These roles still form the foundation of our strategic planning.

## **OUR ROLES IN STATE GOVERNMENT**

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

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

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

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

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

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

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

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

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

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

## **E. PUBLIC PERCEPTION**

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

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

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

The commission's flagship building, the Lorenzo de Zavala State Archives and Library Building, has been undergoing renovation since May 2008. Researchers and visitors have been cautioned to call before coming onsite, as most materials are in offsite storage and must be retrieved. This has limited use of our collections and services significantly.

The agency's website is out of date and needs considerable revision. TSLAC is currently evaluating content management systems as a foundation for a new and dynamic website that addresses public needs much more effectively.

Regularly administered customer satisfaction surveys consistently yield high marks and complimentary comments from the public. We value and strive to maintain excellence in management and fiscal accountability. The agency strives to uphold the highest principles of transparency by placing a great deal of budget and policy information on our website for public view. We make every effort to use multiple communication channels to inform the public about services, programs, continuing education offerings and grant opportunities.

Operating under the motto, "Making information work for all Texans," our service programs work together to make the statement a reality. We have implemented uniform standards for agency publications, an agency-wide information packet and hosting of agency-sponsored booths at major constituent conferences (such as the Texas Library Association and the Texas Municipal League). These efforts further provide a consistent message that emphasizes the entire spectrum of our programs, services and responsibilities to our customers.

## **ORGANIZATION OF OUR AGENCY**

### **A. SIZE AND COMPOSITION OF OUR WORKFORCE**

The Texas State Library and Archives Commission is authorized for 193 full-time equivalent (FTE) positions, an increase of one FTE from the prior biennium. We currently employ one exempt, 160 full-time classified and 26 part-time classified staff. As of Feb. 29, 2010, our diverse workforce was composed of the following: 73.8 percent white, 18.18 percent Hispanic and 8.02 percent African-American. Women comprise 54 percent of our workforce. More complete information on the agency's workforce may be found in Appendix F, Workforce Plan.

### **B. OUR ORGANIZATIONAL STRUCTURE AND PROCESS**

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

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

TSLAC has seven program divisions: Archives and Information Services, Information Resources Technologies, Library Development, Library Resource Sharing, State and Local Records Management, Talking Book Program and Administrative Services. An administrative team, composed of the director and librarian, the assistant state librarian, the seven division directors, the head 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 St. in Austin. The State Records Center and Talking Book Program annex are at 4400 Shoal Creek Blvd. in Austin. The Sam Houston Regional Library and Research Center is located at 650 FM 1011 in Liberty. A fourth location, at 1101 Camino La Costa in Austin, was added during the summer of 2008 to provide temporary space for staff displaced by the renovation of the Lorenzo de Zavala State Archives and Library Building. Staff at Camino La Costa returned to the de Zavala location in May 2010.

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

We work closely with federal agencies to implement programs, and key staff must travel annually to Washington, D.C., to attend training sessions and meetings related to their areas of administration. Our federal partners are the National Library Service for the Blind and Physically Handicapped in the Library of Congress (working with the Talking Book Program), the Institute of Museum and Library Services (working with the other federal programs in the agency), the Federal Emergency Management Agency (working with State and Local Records Management on disaster preparedness and recovery), the Government Printing Office (working to provide access to federal government publications and databases), the Department of Commerce (working as a core agency with the State Data Center Program for Texas), the National Archives and Records Administration in the Library of Congress, and the National Historical Publications and Records Administration.

## **D. LOCATION OF OUR SERVICE POPULATIONS**

Our service populations are diverse. We carefully plan and allocate resources in order to meet customer needs spread over a widely dispersed area. To increase efficiency and effectiveness of our programs, and to reach the widest audience and largest number of customers, we strive to partner as often as possible with regional organizations and networks such as Amigos Bibliographic Services and the Texas Library Association to deliver continuing education and training. The agency's trainers and consultants provide continuing education opportunities to meet statewide needs more directly. The agency also delivers records management workshops for local governments in regions throughout the state. We also support a network of regional historical-resource depositories housing local government archives and libraries belonging to a regional state publications network to meet the demands of a geographically diverse state more effectively.

With the geographic expanse of Texas, we are not always able to deliver education to librarians and library staff in traditional face-to-face settings. To address this challenge, we have developed an active program of providing continuing education through distance-learning techniques. In 2009, we sponsored 181 workshops, conducted as web-based courses, webinars or teleconferences and attended by 1,085 librarians and library staff around the state. This number is smaller than in previous years. We moved away from videoconferencing, which fewer libraries supported, and adopted new technology, emphasizing webinars. This transition took time and staff training to implement. In addition, moving into temporary space because of the renovation affected the ability of the Library Development Division staff to provide distance education. Staff develop distance-education courses both in-house and by contracting with experts as needed.

Many remote state offices and local governments are experiencing 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 using our current staff will necessitate providing more online materials, certification classes, webinars and timely electronic communication about issues. Since the latter part of FY2009, we have been revising our records management classes to better meet customer needs, and will be offering many of our classes online in the coming year. Our outreach efforts include gathering critical feedback from customers on what classes and training they want, responding with improved online delivery of materials and collaborating to develop training programs that respond to immediate needs as well as future technological developments.

As mandated by the Legislature, we place special emphasis on the Texas-Louisiana and Texas-Mexico border regions. Of the 10 regional library systems we fund in the state, five serve counties located in those targeted border regions. In FY2009, we awarded \$2,422,936 in system grants to those five systems, and an additional \$308,364 for Technical Assistance Negotiated Grants to help libraries in those regions better use and maintain their computer technology. In SFY 2007-2009, we awarded \$5,000 in Texas Reads discretionary grants to promote literacy and reading to two libraries serving communities in the border regions. In FY2009, we awarded \$1,907,652 in Loan Star Libraries grant funding to libraries serving communities in both border regions. The federal Library Services and Technology Act (LSTA) competitive grants provide funds for innovative projects to assist libraries to better reach underserved populations and to promote the use of technology-based services in libraries. In FY2009, four libraries in the border regions received \$210,547 in LSTA funding. Also in FY2009, two collaborative projects from these regions were selected to participate in the “Train to Share” grant program. These projects, based at the University of Texas at Brownsville and the University of Texas at El Paso, will allow librarians, archivists and museum professionals to provide improved access to rare and unique materials of interest to our increasingly diverse constituents. In FY2009, we awarded interlibrary loan grants of \$1,406,000 to libraries in the border regions to facilitate resource sharing. The Texas State Publications Depository Program provides Texas government publications to seven border-region depository libraries: Beaumont, Brownsville, Edinburg, El Paso (two depositories), Laredo and Nacogdoches.

During the 80<sup>th</sup> Legislature in 2007, our agency underwent Sunset review. Among the results was a requirement for the agency to fund competitive grants. In FY2009, we funded five grant programs with \$628,329 from the federal Institute of Museum and Library Services (IMLS). Those programs are Special Projects, Library Cooperation, System Competitive, TexTreasures and Texas Reads. The Texas Reads program is supplemented by federal funds in addition to revenue from sales of “Texas Reads” license plates. Spanish-language interfaces for our major licensed databases are available to libraries throughout Texas, and six TexShare databases contain significant Spanish-language content. Because TexShare has not received increased funding in several biennia and the cost of online resources continues to increase, our ability to provide an adequate level of support for Spanish-language content is threatened. We anticipate eliminating at least one of these resources in the upcoming fiscal year because of budget constraints. We provide elementary- and secondary-level Spanish-language encyclopedias to more than 4.5 million students in Texas public schools. The Texas Heritage Online tool for access to Texas heritage materials includes more than 100,000 photographs, books and newspapers from border areas.

Nearly 21 percent of all Talking Book Program patrons live in the 61 counties that make up the Texas-Mexico and the Texas-Louisiana border regions. As of February 2010, 2,480 individuals and institutions are registered for services in the Texas-Mexico border counties; 727 individuals and institutions are registered in the Texas-Louisiana counties. These registrants represent 16 percent and 5 percent, respectively, of all Talking Book Program participants.

In FY2009-2010, the agency received a grant from the Bill & Melinda Gates Foundation to improve public library Internet connectivity. This program funded two statewide summits in fall 2009. Hundreds of library staff and community partners learned about the importance of public library Internet services and robust broadband connectivity at these events. The agency received a follow-up FY2010-2011 grant to improve connectivity in selected libraries and provide statewide training on connectivity technology and E-rate, the federal discount program. The commission

also provides other training and educational opportunities to our customers throughout the state. In FY2009, our State and Local Records Management and Library Development divisions conducted 281 workshops for 4,926 participants; 139 of the workshops (49.5 percent of total workshops) were delivered in the targeted border regions to 1,223 attendees (24.8 percent of total participants).

## **E. OUR HUMAN RESOURCES STRENGTHS AND WEAKNESSES**

Our employees are educated and highly motivated. We are authorized 193 FTEs, a reduction of 18.5 FTEs over the past decade. Eighty-six of our positions are categorized as “professional” by the Department of Labor. Of these, 42 require an advanced degree, with the other 44 professional positions requiring either a bachelor’s degree or some college coursework combined with experience.

We have had difficulty replacing employees in key professional positions with staff who have equivalent training and/or experience. It is also time-consuming to fill vacancies. During FY2009, it took an average of 117 days to fill our vacant professional positions with external candidates, with an average of 88 days to fill all positions posted externally.

Our salaries are not competitive with the private sector or even with other state agencies. Given the level of education and experience required for many of our positions, low salaries will continue to impede our efforts to recruit and retain a qualified and diverse workforce in management and professional positions. The Texas Library Association recommends a minimum salary of \$37,000 for a new full-time professional librarian. As of Sept. 1, 2009, our entry-level professional librarian salary was \$29,933 under the State Classification System; \$269 less per month than FY2009. The reduction is a result of the salary group range adjustments recommended by the State Auditors Classification Office and approved by the 81<sup>st</sup> Legislature. The Electronic Classification System (E-Class) maintained by the State Auditor’s Office indicates that only 3.6 percent of our agency’s salaries are above the midpoint in the salary range, leaving 96.4 percent below the midpoint. Our agency would require an additional \$992,181 in appropriation in FY2012 to get 100 percent of our staff to the midpoint of their salary ranges.

We experienced a turnover rate of 13.3 percent in FY2009, which is 1 percent lower than the statewide FY2009 turnover rate of 14.4 percent. Statewide, this is the lowest percentage of turnover in the last five years. There were 25 separations in FY2009 based on an average annual employment of 187.5 full-time equivalent positions (FTEs). Forty-eight percent of these separations came from positions classified in the professional category.

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 newsletters, speak at conferences and conduct follow-up training sessions in-house for others whose positions require similar skills.

Training and staff development needs are generally determined at the division level. Staff training needs vary among the programs, and financial resources have been reduced during the past several

years; therefore, agency managers work with staff to set priorities for training. Division directors collaborate across programs to maximize limited training resources and opportunities. The Human Resources Office also conducts new-employee training and periodic training for supervisors regarding agency policies and federal and state workplace laws.

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

## **F. OUR CAPITAL ASSETS AND LIABILITIES**

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

We also house and manage a collection of more than 1.5 million federal government documents and some 250,000 state government publications. We have collected and maintained federal documents since 1895, when the U.S. and Texas governments agreed to exchange government documents. Our physical book collections comprise almost 116,000 volumes. Books and microforms purchased by TSLAC have a current value of almost \$3.9 million.

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

The State Records Center at 4400 Shoal Creek Blvd. sits on slightly more than 16 acres, and jointly houses the State and Local Records Management Division and the Talking Book Program circulation department. . The State Records Center can store up to 390,000 cubic feet of state agency 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 \$17.36 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 127 acres given to the agency by former Gov. Price Daniel, Sr. and his wife, Jean. In its museum, the center features exhibits on a variety of Southeast Texas topics. The artifact collection maintained at the Sam Houston facility is valued at more than \$1 million. In 2010, the center expanded its storage capacity by 4,000 cubic feet with the addition of compact shelving, at a cost of more than \$253,000.

The complex includes the following four historical structures, which have been restored and furnished with period furniture and artifacts and are open for tours:

- 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 that owned the home
- The 1898 St. Stephen's Episcopal Church, which was recently restored and serves as a visitor orientation center and meeting room
- The 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.

In addition, the commission owns the Miriam Partlow house and 1.4 acres of land located in downtown Liberty. The fully furnished house, completed in 1860 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.

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 facility.

In addition to the collection of physical materials, the commission acquires electronic information resources (databases, documents and publications) from other state agencies and delivers them to the public. Keeping ahead of the recent explosion of information in all formats, we have built and enhanced the Texas Records and Information Locator (TRAIL) to collect, organize and deliver more than 74,000 electronic publications. Providing reliable electronic information services through the Internet requires continual capital investment in computer and telecommunications equipment.

## **G. OUR USE OF HISTORICALLY UNDERUTILIZED BUSINESSES**

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

We have consistently increased our overall HUB performance since FY2001, when our overall agency performance was 1.84 percent. Our overall performance for FY2007 was 3.98 percent. Despite steady improvements, our ability to significantly increase our overall performance is restricted by two major challenges.

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

The area of “other services” procurements presents a second challenge. Many of our procurements are proprietary in nature, such as library services provided by Amigos Bibliographic Services. This category also includes procurements of sole-source electronic subscriptions, books and database access. During FY2007, these sole-source procurements represented 90 percent of total agency expenditures in this category.

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

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

### **KEY MANAGEMENT STAFF**

Three of the nine members of our administrative management team are return-to-work retirees and three more will be eligible to retire within the next four years. Agency-wide, 16 staff members are return-to-work retirees and 57 additional staff will be eligible to retire within the next five years. Many of these are in key professional positions. The 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.

### **EXPANDING TEXSHARE**

In response to the public school library community’s need for affordable electronic resources, the 79<sup>th</sup> Legislature passed SB483, allowing public school libraries to participate in group purchasing agreements of the TexShare consortium. In order to assure that all K-12 students in public schools throughout the state could access these electronic resources, the 80<sup>th</sup> Legislature provided funding for the database program through Rider 88 to the Texas Education Agency’s (TEA) budget; the 81<sup>st</sup> Legislature continued that funding through Rider 78. The riders specified that TSLAC continue administration of the program through interagency collaboration. TexShare staffing has remained constant despite membership growth that quadrupled the size of the consortium (now serving more than 700 public, academic and clinical medicine libraries). With the addition of public school libraries to our constituency, the Library Resource Sharing division has experienced a tenfold increase in the number of libraries served. No additional staff were provided to accommodate this increase. Much of the work of providing limited services to public school

libraries has been addressed through outsourcing; however, accommodating future growth while maintaining high standards of service is a major challenge for us. In the 2009 Legislative session, statutory limitations to TexShare membership were removed, and we anticipate bringing additional constituent groups into the program as a result. No additional staff have been provided to accommodate these anticipated increases.

### **RESPONSIBILITIES REGARDING K-12 PUBLIC SCHOOL LIBRARIES**

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

- (1) Identify the needs of Texas public school libraries and determine the governmental agency (TSLAC and/or TEA) best suited to address those needs. This study indicated that making standards for school libraries mandatory and adding a strong enforcement element are major areas for further study and action, and that public school libraries, as integral parts of the teaching and learning process, need to be part of TEA's oversight. At the same time, school librarians have found that TSLAC's organizational structure has enabled timely and responsive action in addressing the needs of school libraries.
- (2) Explore the feasibility of an after-school, online tutoring service for Texas students. TSLAC and TEA discussed the implementation of such a program extensively. TEA had funds available to pilot a program, and decided use of the funds had to be restricted to school libraries. A TSLAC staff member participated in the project advisory group conference calls. TEA has continued the pilot program.

### **TEXAS HERITAGE ONLINE (THO)**

In response to Sunset Commission recommendations and in recognition of the need to centrally coordinate digitization of valuable cultural heritage resources held by the state's libraries, archives, museums and other institutions, the 80<sup>th</sup> Legislature gave TSLAC administrative responsibility to provide Internet access to digitized cultural resources. Texas Heritage Online, hosted at TSLAC, offers unified online access to cultural heritage resources held by Texas institutions and promotes collaboration among Texas institutions by establishing common standards, sharing best practices, facilitating cooperative funding and providing training opportunities that improve online access to cultural heritage resources and benefit learners. In FY2009, TSLAC was awarded a \$536,000 grant from the Institute for Museum and Library Services to train librarians, archivists and museum professionals in digitization and metadata creation. This will improve access to rare and unique materials held by cultural heritage institutions and increase the number of sustainable partnerships vital to the ongoing development of digital projects across the state.

### **INTERLIBRARY LOAN**

The TexNet Interlibrary Loan system managed by TSLAC is a legacy system, decades old. In 2007, TSLAC contracted for a study of this system. We assembled a task force to evaluate the study's findings and to recommend a new structure for statewide interlibrary loan. Per the recommendations of the task force and following a competitive purchasing process, we are piloting a new program to make the collections of Texas libraries visible to state citizens to an extent never before attempted. The new program also uses current technologies, allowing library users more control in requesting materials and quicker receipt of needed resources and other

materials. The new interlibrary loan program began its pilot phase in January 2010 and will continue through FY2011. In FY2012, TSLAC will begin rolling out the program to all libraries in Texas.

### **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 federal technology and telecommunications discounts. The approval process requires staff time and resources for training local librarians, providing technical assistance and reviewing plans. In FY2009, \$2,264,981.46 was committed to Texas libraries for E-rate reimbursements. Client groups reap benefits from other technology programs, such as grants from the Bill & Melinda Gates Foundation, but usually not without extensive participation from our staff.

When the 79<sup>th</sup> Texas Legislature passed HB1516, the Texas State Library and Archives Commission became one of 27 state agencies required to receive technology services through a consolidated data center. While the goal of consolidation is to improve cost efficiency for the state as an enterprise, TSLAC has experienced instability in its applications, lack of consistency in responses to problems and an inability to accurately predict costs.

## FISCAL ASPECTS

### A. SIZE OF OUR BUDGET (TRENDS IN EXPENDITURES)

#### EXPENDITURES/BUDGET FY 2009-FY 2011

	<b>FY2009</b>	<b>FY2010*</b>	<b>FY2011*</b>	<b>FY '09 – '11</b>
<b>STRATEGY</b>	<b>Budget</b>	<b>Budget</b>	<b>Budget (Est.)</b>	<b>PERCENT Increase/ Decrease</b>
Library Resource Sharing Services	\$12,298,213	\$12,430,128	\$12,274,265	0%
Aid to Local Libraries	\$12,856,935	\$14,834,481	\$13,091,013	2%
Disabled Services	\$1,840,371	\$1,972,407	\$1,984,500	8%
Provide Access to Information and Archives	\$1,458,713	\$1,565,800	\$1,570,800	8%
Manage State/Local Records	\$2,088,618	\$2,215,327	\$2,189,187	5%
Indirect (Admin & IRT)	\$2,163,112	\$2,773,656	\$2,319,320	7%
<b>TOTALS</b>	<b>\$32,705,962</b>	<b>\$35,791,799</b>	<b>\$33,429,085</b>	<b>2%</b>

#### METHOD OF FINANCE

General Revenue	\$17,381,253	\$20,462,682	\$18,494,684	6%
Federal Funds**	\$11,419,301	\$11,331,185	\$10,961,765	-4%
GR-Dedicated	\$6,000	\$5,831	\$2,263	-62%
Appropriated Receipts	\$168,000	\$172,500	\$177,500	6%
Interagency Contracts	\$3,731,408	\$3,819,601	\$3,792,873	2%
<b>TOTALS</b>	<b>\$32,705,962</b>	<b>\$35,791,799</b>	<b>\$33,429,085</b>	<b>2%</b>

\* Amounts have been reduced based on the 5 percent General Revenue Budget Reduction Plan submitted Feb. 15, 2010.

\*\* Federal Funding for 2011 has not yet been updated.

### B. METHOD OF FINANCE

General Revenue funds are the primary source of funds for our agency, comprising 53 percent of our total budgets for FY2008 and FY2009. Federal funds also are an important component of our revenue, at almost 35 percent during this biennium. A large portion of the federal funds are re-

granted to regional library systems to improve local public library services; a significant portion of our General Revenue appropriation is used to meet a mandatory state match for these funds.

Federal grant funds have enabled the agency to enhance services related to Texas heritage collections in the state. The Institute of Library and Museum Services awarded TSLAC a National Leadership grant in the “Building Digital Resources” category in 2005 and a Laura Bush 21<sup>st</sup> Century Librarian grant in the “Continuing Education” category in 2009, bringing more than \$774,000 in additional federal funds for this effort.

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

### **C. PER CAPITA AND OTHER STATES’ COMPARISONS**

The state contributes a small share to the funding of public libraries. In FY2007, Texas contributed 13 cents per capita for state aid to public libraries, while the national average for state contributions was \$2.52 per capita. Texas ranks 44th among the states reporting. In FY2008, local funding for public libraries in Texas was about 99 percent of the total funding, while state and federal funds made up the remaining 1 percent of funding for public libraries. In FY2007, Texas ranked 48<sup>th</sup> of 50 states and the District of Columbia on total per capita operating expenditures for public libraries.

Based on FY2006 funding and 2006 state population estimates, the Talking Book Program for Texans with disabilities again ranks near the bottom in per-capita spending out of the 10 most populous states with similar programs. Texas ranks second both in overall population and in population eligible for talking book services. Although the program’s per-capita spending improved to \$8.01 per eligible client, it still lags behind states like Illinois (\$30.21 per capita) and Georgia (\$20.29 per capita). As to the four states that surround Texas, Oklahoma spends \$36.77 per eligible client, Arkansas spends \$18.47 and New Mexico spends \$9.62. (Data for Louisiana are not available.) Even Mississippi, generally regarded as one of the worst states for per-capita outlay, spends slightly more at \$8.95 per eligible talking book client.

### **D. BUDGETARY LIMITATIONS (APPROPRIATION RIDERS)**

Our TexShare database program is funded, in part, through collection of fees from participating member libraries. In order 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. 4 (H.B. 1, 81st Legislature, 2009), should be reauthorized to read:

**Appropriation of Receipts and Unexpended Balances of TexShare Membership Fees and Reimbursements.** The Library and Archives Commission is hereby authorized to collect fees from the members of the TexShare Library Resource Sharing consortium (estimated to be \$2,000 each fiscal year and included above in Strategy A.1.1, Library Resource Sharing Services) from revenue generated from the biennium beginning Sept. 1, 2011, as authorized by Government Code sec.441.224 for costs associated with the TexShare program.

Any unexpended balances on hand as of Aug. 31, 2012 (estimated to be \$0) in amounts collected from TexShare members for TexShare services or programs are hereby appropriated for the same purpose for the fiscal year beginning Sept. 1, 2012; any unexpended balances on hand as of Aug.31, 2013, are hereby appropriated for the same purpose for the biennium beginning Sept. 1, 2013.

The legislature assigned the TexShare database budget to the agency's capital budget for the biennium beginning Sept. 1, 2002. Expenditures for TexShare databases purchase access to information, but do not result in ownership of items as normally associated with capital purchases. Prior to Sept. 1, 2002, the budget for this service was not considered part of our capital budget. This portion of the Library Resource Sharing appropriation (Strategy A.1.1) needs to be reassigned to the general budget in order to properly reflect the nature of these purchases.

For the past two biennia, riders have been passed that specify the amount of funding to be expended for the Loan Star Libraries Grant Program. In the current biennium, this is Rider 8:

**Loan Star Libraries Grants.** Out of amounts appropriated above in Strategy A.1.2, Aid to Local Libraries, the agency shall expend \$7,400,000 in fiscal year 2010 and \$7,400,000 in fiscal year 2011 from the General Revenue Fund for Loan Star Libraries grants.

We believed that the intent of the Legislature was to ensure that the increased appropriations for this grant program are spent on the program, and not diverted to other programs. However, when mid-year budget reductions are mandated (as is currently the case with a 5 percent reduction in FY2010-2011), the agency cannot comply with the rider's requirements. In FY2010, the agency was required to submit a plan to reduce General Revenue related funds by 5 percent of both FY2010 and FY2011 funds. This totaled about \$2,050,000. A reduction of this size could not be taken without reducing these grants, especially since the grant program received an increase of \$3.5 million for FY2010-2011.

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

Current budget and staffing levels are insufficient to meet the increasing information management needs of Texas government. More funding and staffing are needed to acquire, appraise, prepare for research and properly house state government records and other materials in the Texas State Archives. Our customers are state agencies and officials, local governments and researchers, including legislators, historians, authors, university students, genealogists and the public. Our customer base comes from many economic, educational and cultural backgrounds.

State and local government records management needs more funding in order to serve our customers by improving and streamlining work through the use of technology (connectivity, software, programming and hardware) to replace labor-intensive manual, paper-based face-to-face systems for records retention scheduling, online help, training and updates to our administrative rules. Our customers are state agencies, state universities and all local governments in Texas that store records in the State Records Center (state agencies only) and who are required to follow the State Records Laws or the Local Government Records Act.

Our current budget does not enable us to meet customer-expressed needs for new and expanded services, especially for greatly increased access to digital copies of original archival and library resources.

The introduction of new digital services has reawakened interest in the Talking Book Program, and decline in patron enrollments has slowed. While the enrollment continues to be a small percentage of the eligible population, that eligible population continues to increase, especially with an aging population and the prevalence of diseases such as diabetes. The program still faces difficulties in reaching many potential patrons because funding and staffing levels are not keeping pace with the increase in the eligible population. Public awareness activities have taken Talking Book Program staff into different areas of the state, but limited staffing and funding hampers staff efforts to reach large areas, particularly rural areas where services may be most needed because libraries and bookstores are not available.

We face challenges in adequately compensating staff and providing special compensation incentives for high achievement. According to the most recent Survey of Organizational Excellence, staff continue to rate the construct of Fair Pay as the lowest of the 14 constructs measured in the survey. This low score reflects staff perceptions that our agency does not compare favorably to other organizations in the area of compensation. Staff perceptions of fair pay influence their feelings of satisfaction or discontent.

As we identify newer technologies to preserve documents and information and make them available to the public, our budget available for support of these technologies is inadequate. It is critical to achieve and maintain a high level of customer service, and failure to use these technologies proactively and effectively jeopardizes the fulfillment of our mission. Our ability to support the new technologies depends on our internal information resources and telecommunications capabilities, as well as our physical facility. This infrastructure must be maintained and enhanced to keep pace with the emergence of web and imaging technologies that enhance document storage and preservation and information access.

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

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

One of the ways in which we meet this challenge is through advanced technologies that permit us to bring together resources from across the state using a technique called federated search. TSLAC maintains two such services, the Library of Texas resource discovery tool (released February 2004) and the Texas Heritage Online gateway to the cultural heritage resources of Texas libraries and museums (released July 2008). In order for these tools to remain responsive to the

expectations of Texas students and researchers, we need to continue to invest in staff, software and hardware needed to provide effective information discovery tools. Additionally, the technologies running these tools require regular upgrades. Long-term, sustainable funding must be committed to keeping these tools relevant.

Other resource sharing systems that address the needs of Texans for ready access to informational materials are the TexNet statewide interlibrary loan and TExpress courier delivery services. These services help to overcome geographic and economic challenges to delivering informational and recreational library resources to users. As technology has made discovery of resources easier, the demand for resource access has skyrocketed. In response to the findings of a 2007 study of the TexNet system, we convened a task force to review study results and recommend a new, more efficient structure for TexNet. Per the recommendations of the task force and through a competitive purchasing process, we selected an interlibrary loan system that will employ up-to-date technologies and empower local libraries. Rather than relying on a tedious referral system, each local library will process its own interlibrary loan requests. Rather than depending on a few large libraries to lend books throughout the state, lending will be distributed among all the state's libraries. The new interlibrary loan program began the pilot phase in January 2010 and will continue through FY2011. Beginning in FY2012, TSLAC will roll out the program to all libraries in Texas. Through this overhaul of the interlibrary loan system, we hope to stretch our limited program funding.

The Texas State Publications Depository Program and the Texas Records and Information Locator (TRAIL) are charged with collecting state government publications in all formats. State agencies increasingly rely on the Internet as their primary, and sometimes sole, method of disseminating information. As a result, the archive of electronic publications grows yearly, the web domains under state agency control proliferate, cataloging of online-only state documents cannot keep pace and development of new technologies in the Internet environment speeds ahead. We require financial support to comprehensively acquire and state documents, to preserve them and to make them accessible in this dynamic environment. We must forge and fund strategic partnerships, explore appropriate technologies for capture and access, expand the scope of cataloging activities and expand the system's capacity for capturing, indexing and archiving these materials.

## **F. AGENCY BENCHMARKS**

In FY2008, 6.85 percent of Texans were without library service. In FY2007, 6.82 percent were without library service. The rapid population growth of the state, especially in areas currently unserved by an accredited public library, makes it difficult to improve in this measure. The outcome measure for Objective A.2, "percent of eligible population registered for Talking Book Program services," reflects the lack of state funding for library services and outreach to potential patrons, when compared to other states. 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 POPULATION SERVED**

Pennsylvania	18.4%	California	9.2%
New York	12.6%	Illinois	8.8%
Florida	12.1%	Georgia	7.4%
Michigan	9.6%	Texas	7.2%
Ohio	9.4%	New Jersey	6.8%

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

Outcome measure B.1 is "Percent of Customers Satisfied with State Library Reference and Information Services," with a projected goal of 95 percent.

## SERVICE POPULATION DEMOGRAPHICS AND ECONOMIC VARIABLES

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

Libraries, archives and records depositories represent the most widespread and authoritative means of providing the broadest spectrum of informational resources. Texas has 563 main public libraries, with 305 branch libraries, as well as more than 6,000 school libraries, 228 general academic libraries and countless specialized libraries, archives and records depositories. While each library, whether community- or institution-based, has its own mission, goals and objectives, it is the responsibility of the Texas State Library and Archives Commission to ensure that the entire system of library, archival and records collections and services work together to meet the needs of all Texans.

### A. SPECIFIC POPULATION TRENDS

Population growth and patterns of population increases have a major impact on the demand for library resources and for diversity in library services. Since 1990, the Texas population has increased rapidly, with Texas now the second most populous state after California. The state's population is expected to continue to grow steadily, with a total projected population of 28 million by the year 2020 and 29.8 million by the year 2025. According to the U.S. Census Bureau, Texas gained more people (478,000) than any other state between July 1, 2008, and July 1, 2009. Large urban areas have experienced the most rapid growth and the greatest pressure to diversify services to meet disparate needs. The growth of segments of the population will bring increasing pressures to bear on libraries. For example, an estimated 4.5 million Texans will be over age 65 in 2025, and that number will rise dramatically as baby boomers age. Libraries often have insufficient funds to meet specialized needs of aging populations for books, magazines and other materials in large-print and audio formats.

In addition, Texas will have more than 10 million residents under age 25 by 2025, and libraries will need to focus resources on meeting their special needs, particularly in the area of electronic resources. Meanwhile, the Hispanic population in Texas is projected to grow to 13.5 million by 2025, or approximately 45 percent of the overall state population. Significant numbers of Hispanics speak and read primarily in Spanish, creating a high demand for Spanish-language books, magazines and other informational materials. While Spanish is the most prominent alternate language in the state, other foreign language-speaking groups, particularly Asian populations in the Houston and Dallas areas, have a need for informational resources in those languages. Asians now make up approximately 5 percent of the overall state population. Libraries are a focal point in those communities where large groups of foreign speakers reside, and will need to address community needs for English as a Second Language (ESL) courses, children's

programming and collections of books and magazines in a variety of languages. These diverse needs strain local budgets.

While the majority of our state's population is located in urban centers, a significant portion lives in rural areas, which poses its own unique set of library service needs. Of the state's 254 counties, 196 (77.2 percent) are designated as rural, with approximately 3.2 million Texans living in non-metropolitan areas. Many of these rural counties are very large, with residents concentrated in small enclaves; one county in West Texas has fewer than 50 people in a county with 673 square miles. Serving the informational needs of these residents is challenging. Libraries and bookstores are few and far-between, Internet service is frequently less than optimal and access to broadcast and newspaper services is limited.

## **B. IMPACT OF THE INTERNET AND OTHER ELECTRONIC INFORMATION RESOURCES**

The great diversity of the population of Texas generates an associated diversity in literacy levels and availability of technology. A recent Nielsen survey found that, while home access to the Internet is growing, many demographic groups are under-represented. Internet access correlates with education level and household income, and is lowest in Hispanic and African-American households, as well as those where the head of household has not completed high school. (African-Americans, however, are the most active users of the mobile Internet, a trend that is changing the digital divide in that population.) Access is much lower in rural areas and in homes that receive only broadcast TV. Lower income-level households that do have Internet access are unlikely to have broadband connections. The Internet has become an integral part of our lives, and Internet connectivity is important to achieve success in a variety of activities, from doing school work to retrieving health information to seeking employment. Public libraries are commonly the only provider of free Internet access in many communities, and as such are challenged to provide high-speed Internet access to the people they serve.

A 2010 Pew report, *Social Media & Mobile Internet Use Among Teens and Young Adults*, tracks patterns of general Internet and mobile Internet use by age. Pew research finds 93 percent of young adults ages 18 to 29 are going online as compared to 74 percent of all adults. Young adults also comprise the demographic most likely to have broadband access at home (67 percent), to use social networking websites (72 percent of Internet-using 18 to 29-year-olds, compared with 47 percent of adults) and to use wireless Internet (81 percent of young adults compared with 63 percent of all adult Internet users). Of the wide range of electronic "gadgets" widely available (cell phones, laptop and desktop computers, MP3 players, gaming devices and e-book readers), the average adult aged 30 to 64 owns three of them, and the average young adult owns four. While teens mainly e-mail and play games online, significant numbers report that they seek out news and current events and information about college or schools, health or jobs and careers. At the same time, young adults and teens are heavy library users. In fact, persons ages 18 to 29 are the heaviest users of libraries to answer questions about health, jobs, school and other significant issues. Thirty-eight percent of college students have borrowed or searched for specific items through a library website, compared to 20 percent of the total public. Sixty-one percent have used library websites for general information searches, double the percentage of total respondents. And these young library users anticipate their library usage will increase in the years ahead! Future library services must accommodate the hand-held, instant information expectations of these users.

## **TALKING BOOK PROGRAM**

The Talking Book Program serves 6 percent of the eligible population of Texans who cannot read standard print because of a visual, physical or reading disability. More than 300,000 Texans are estimated to be eligible for services, but reaching these individuals is very difficult. Many of the patrons served by the program are homebound and isolated, elderly, poor and lack easy access to computers and the Internet or the skills to use advanced technology. The program itself is in transition, with the provision of more digital services that only a few of the program's patrons can take full advantage of at this time. As more digital services become available, the program becomes more attractive to those eligible patrons who use computers, the Internet and other technology that allows them to "plug into" the digital age. The majority of the program's patrons, however, struggle to even own a computer, making them even more isolated from the general population and dependent on print and word-of-mouth sources for information. This has its effect on the program, especially in attracting new patrons and keeping them in the program. In order to recruit more users, the program continues to rely heavily on "service provider" groups, such as physicians, social workers, librarians, senior-citizen service providers and others who come in contact with the program's potential patrons. Service providers can supply printed information the program distributes, make referrals to the program, act as certifiers for applications and assist patrons in understanding how to use the equipment and recorded books. The Talking Book Program does engage in public outreach and education, but this important work is hampered by lack of staff to travel around the state—particularly to rural areas—and resources to print and distribute literature.

## **LIBRARY RESOURCE SHARING**

The Library Resource Sharing (LRS) Division encourages and enables libraries to meet the diverse needs of their users through collaboration and sharing of expertise and resources. Libraries look to LRS for shared electronic resources, a structure for sharing physical resources and collaborative solutions to their technology challenges. Patrons' increasing demand for electronic delivery of resources, information and leisure-time materials to their homes and hand-held devices requires LRS staff to stay abreast of the latest technologies and to develop information discovery and delivery services that can be used by multiple libraries. Low levels of local funding require that these services be provided at little or no cost to the libraries and their users. The diversity of the Texas population requires that these be fully accessible to physically challenged Texans and to non-English speakers. While we have worked to develop and nurture effective programs, LRS finds it increasingly difficult to provide up-to-date and responsive services while working within the limitations of the agency's budget and staffing levels.

## **STATE AND LOCAL RECORDS MANAGEMENT**

The State Records Center is also an example of a collaborative solution. Use of this low cost, high-density storage facility enables state agencies to achieve almost \$106.6 million in cost savings. Approximately 10,000 state and local government offices currently use the services of our State and Local Records Management division. Government information is an asset that requires careful management, and there is a constant demand for our records management consulting and training services. State and county agencies and public universities also rely on us to help them determine which of their records have permanent, archival value. The increased use of new

information technologies among government offices creates a greater demand for advanced and intensive consultations and training sessions.

## **LIBRARY DEVELOPMENT**

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

## **ARCHIVES AND INFORMATION SERVICES**

The Archives and Information Services Division (ARIS) is responsible for acquiring, appraising, organizing and preserving permanently valuable government records that document the official history of Texas government. The collections also include state and federal government publications and published works and an extensive array of formats, including printed books and papers, microforms, maps, photographs and audio-visual recordings. As with other divisions, challenges of responding to rapidly changing technology are significant.

The staff provide reference service and assistance to the public, using information resources and their own expertise. Our customer base comes from many economic, educational and cultural backgrounds. Researchers and the public are fascinated with all aspects of Texas, and that fact is reflected in our worldwide audience. We struggle to meet needs when language barriers exist.

## TECHNOLOGICAL DEVELOPMENTS

### A. IMPACT OF TECHNOLOGY ON CURRENT OPERATIONS

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

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

#### ACCESS TO INFORMATION

We take advantage of the Internet and web-based services to provide information to more customers. We provide an increasing number of our documents on our website ([www.tsl.state.tx.us](http://www.tsl.state.tx.us)), such as the Texas Public and Academic Library Statistics, the Texas Reading Club manual 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.

The Texas government continues to make more documents and resources available online, and many agencies appear to be using online access as the primary means of supplying publications to their customers. The Texas Records and Information Locator, or TRAIL, ([www.tsl.state.tx.us/trail](http://www.tsl.state.tx.us/trail)), routinely and automatically “harvests” agency websites and saves the online publications for long-term retrieval and preservation. The TRAIL archive has been fully operational since FY2007, and as of spring 2010 the TRAIL archive contains more than 20 million Texas electronic resources ranging from web pages, documents in proprietary formats and PDFs to image, 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.state.tx.us/apps/lrs/agencies](http://www.tsl.state.tx.us/apps/lrs/agencies)); this directory consistently ranks as one of the most-viewed pages on the Texas State Library’s website.

Talking Book Program patrons can access and download more than 12,000 titles from Web-Braille, a web-based offering from the National Library Service for the Blind and Physically Handicapped (NLS). This service, introduced in 1999, provides electronic versions of Braille books and magazines produced by NLS, as well as Braille sheet music and other publications from the NLS music collections. Patrons may download these materials to their computers or personal Braille equipment. Downloaded materials can be printed out in hard-copy Braille or accessed using specialized reading software. Digital books and magazines are available to Talking Book Program patrons from two sources. The Braille and Audio Reading Download (BARD) database has been available from NLS since 2007 and contains more than 18,000 books and 45 magazines in digital audio. The program also subscribes to a consortium download service provided through

the commercial vendor Overdrive.com; this service provides access to more than 3,000 digital books that can be downloaded to a user's computer, then either burned to a CD or used on a handheld device such as an iPod. TexShare's database service currently provides 50 databases to academic, public and clinical medicine libraries. The database service offers full-text articles from 14,300 journals, 420,500 primary source documents and more than 28,000 e-book titles. TexShare databases are available even in the most remote rural locations across Texas. This service erases distance barriers and works to level the educational playing field, so all Texans have access to the same resources. Consolidating buying power at the state level enables us to offer Texans more databases for less money. In FY2009, we were able to offer \$101 million worth of online database subscriptions one-fourteenth of that cost. For every dollar spent, Texas received a \$14 return on investment. The Library of Texas (LoT) service enhances this access by providing an interface where Texans can look through TexShare databases and the online library catalogs of Texas libraries with a single, simple search. This year we added features to allow libraries to put LoT search boxes directly on their web pages, making it easier for Texans to locate and use LoT to find quality online information. Students, consumers and researchers rely on these services for current, accurate information on health, technology, business and a host of other topics.

In accordance with our mandate to provide leadership in collaborative efforts to supply Internet access to digitized cultural resources, we have developed and maintain Texas Heritage Online, a tool to search more than 50 repositories of digitized images, books, audio and film hosted by Texas institutions. We also continue to digitize archival and library resources and host them on our website. By the end of FY2009 we had more than 600,000 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 each year, 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.

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

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

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

access to Texas government information on a national and global level.

We work to continuously improve the search capabilities of our most in-demand online archival and reference materials. We use online registration 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 web presence has raised new security, maintenance and training issues agency-wide. The rapid pace of technological change requires software upgrades and patches for security and functionality. Our Information Resources Technologies staff stay abreast of trends in security, as new software and services create new possibilities for abuse of the systems. In addition, we coordinate with the technical staff at the consolidated data center to schedule network architecture upgrades and replace obsolete equipment to take better advantage 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 technological advances to streamline and automate many of our services, saving both time and money for the agency and our patrons.

Enormous amounts of library and historical resources are available via our 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 (79<sup>th</sup> 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.

Operating in a networked environment has significantly increased the range of services and resources that we are able to provide our customers. We, like so many other libraries, have become a 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. Public and academic librarians complete and submit their annual reports via the web. Librarians find the process easier and quicker, and automation decreases mathematical errors. Librarians are also able to access grant applications, guidelines and forms, and complete reports for our agency grant programs online.

We use technology to efficiently automate and manage many of our functions, streamlining agency procedures. For many years, Talking Book Program staff have used an in-house

automated bibliographic, inventory and circulation system to track the status and location of materials, as well as archive patron account information. This system has been highly regarded by many within the NLS network and considered a model for development of talking book automated operations. However, because of the age of the system and the difficulties in maintaining adequate technical support for it, we are now exploring options for its replacement. Staff prepared a request for proposal for a new automation system, and two vendors responded. We are evaluating these responses now. In addition, Talking Book Program is researching other options, including the development of an open-source system in collaboration with other states. Its randomized shelving system, an automated means of material storage and retrieval, allows for the rapid turnaround and movement of materials with a minimum of staffing. With the distribution of new digital materials beginning in 2009, NLS staff have recommended randomized shelving to the rest of its network as the best practice for handling new digital materials.

Our accounting office uses automation technology to accomplish its daily tasks. Files such as voucher and deposit numbering logs, charts of accounts and electronic copies of reports and their documentation are shared across the network. Our accounting staff have access to purchasing files, enabling the electronic creation of purchase vouchers from purchase orders and eliminating duplicate data entry. We scan order and voucher documents and store them on the network. This has eliminated the need to provide photocopies of these documents to program divisions for budget tracking purposes.

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

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

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

The agency's business records are among its most important information resources, essential to its

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

## **NEW SERVICES**

Technological advances within the 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. We expect to continue to upgrade and improve our website to make it easier to use and navigate.

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

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

The CE/C Department provides statewide access to library-related satellite teleconferences. These teleconferences are also available via webcast, allowing library staff to receive this training directly at their desktops. CE/C coordinates the acquisition, management and deployment distance-learning technology for the agency, including our two key technologies: Moodle (an online course management system) and GoTo Webinar (a webinar management system). Distance learning has become a very popular and effective method of providing a wide range of training statewide. From full, interactive courses to shorter webinars, produced both in-house and with contracted experts, library staff have a much more complete array of continuing education available to them when and where it is most convenient to learn.

Using Moodle courseware, we have also created a virtual learning environment as an option for TexShare member libraries seeking training on the TexShare databases. Moodle enables online access for continuing education on TexShare resources for librarians who cannot travel to in-person training. Currently two courses are available for public and academic libraries: "Using TexShare Databases for Basic Reference" and "Using TexShare Databases for Homework Help." Partnering with Education Service Center, Region 20 (ESC-20), we have made five additional

online modules available to the K-12 education community covering database content and searching techniques, curriculum integration and teacher-librarian collaboration. These modules are enhanced with 10-minute training video units designed to support awareness, use and integration of the resources included in the K-12 Database program. These “mini-10s” are targeted toward students, teachers, administrators and parents. Similarly, we have used Moodle to create a repository of training materials for the Texas Heritage Online program and hope to expand to include self-paced courses on topics related to digitization of library and museum materials. All agency grant programs now use the Grants Management System (GMS), a web-based application and financial request/reporting system. For the 2009 fiscal year, the Interlibrary Loan, Systems Operation and Technical Assistance Negotiated, Texas Reads and Library Services and Technology Act competitive grants offered applications and financial transactions for grantees through the GMS. Effective FY2010, the Loan Star Libraries grant program also uses this system.

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

Many public libraries do not have websites, or have very poor ones. To help public libraries develop a web presence and the capability of offering online service, we joined the Plinkit Consortium. This consortium of six states and two multi-state networks have developed and distributed a library content management system, called Plinkit that allows local libraries to easily develop a robust website. We host the website and provide training and support to the regional systems staff, who in turn help their libraries implement this new service. More than 100 libraries now use Plinkit to provide robust websites for their libraries.

## **OUR PARTNERSHIPS**

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

The TRAIL program, for example, has collaborated for the past decade in a strategic partnership with the University of North Texas (UNT) Libraries, an institution that has exhibited a strong and enduring commitment to providing access to and preservation of government information. The collaboration originally was established to ensure that duplicate copies of electronic publications harvested from Texas agencies were stored in multiple locations as a disaster recovery measure, and continues to fulfill this role. In 2009, the partners agreed to expand their cooperative efforts to increase their use of UNT professionals’ expertise as we deal with forward migration of legacy file storage formats, development of better search tools and interfaces, identification of resources for inclusion in government information collections and establishing access to “deep-web” (database-contained) data. In another arena, TRAIL program staff are taking steps to fill a request from the contract manager of Texas Online ([www.texasonline.com](http://www.texasonline.com)), the official eGovernment website for the State of Texas. In an effort to make government information easily accessible, Texas Online plans to incorporate the database information that underlies the TRAIL program's directory of state agencies, making it easier for citizens to locate and contact state government offices.

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 any

Texan. 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. We have contributed more than 588 finding aids to the project. Twenty-one other Texas repositories are participating in the TARO project.

In addition to being a member of TARO, TSLAC is a strategic partner of and institutional host for Texas Heritage Online. TSLAC is the lead partner in the Texas Heritage Online initiative and its statewide training project. The latter, supported by an IMLS Laura Bush 21<sup>st</sup> Century Librarian grant, provides face-to-face and online courses on metadata and digitization topics to library, archive and museum professionals. As part of this grant, we are working with 10 collaborative projects across the state to help digitize and describe resources ranging from the Mexican War to Houston waterways and higher education in the Texas panhandle. More than 10,000 resources created as part of this project will eventually be added to the Texas Heritage Online search interface to make them accessible to a wider audience.

We enable a number of state agencies to add their collections to our web-based catalog. They include the State Law Library, the Texas Commission on Environmental Quality, Comptroller of Public Accounts (Technical Library) and Department of Information Resources (DIR). These agencies also use other modules of our library automation system, such as circulation control, serials control and cataloging. But because of limited staff resources and the diversity of the agencies’ needs and collections, it is impractical to extend the service beyond the current group of agencies.

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

Our formal partnership with the Texas Education Agency (TEA) began with the 2007 session, when the Texas State Legislature added Rider 88 to the TEA budget, directing the Commissioner of Education to transfer funds to TSLAC for the purpose of acquiring “online research and information resources for libraries in public schools, and for administrative expenses.” This partnership was expanded to include Education Service Center, Region 20 (ESC 20), which administers the training and support for the K-12 Database Program. Texas K-12 educators and students continue to benefit from the resources available as a result of this strong partnership with ESC 20 and TEA. But the rising costs for database products means that the dollars supporting the K-12 Database Program will not stretch as far. We will continue to leverage the expertise of all partners to maximize available training dollars. Partnerships allow us to accomplish more of our technology-based goals and strengthen the effectiveness of state government.

## **B. DEGREE OF AGENCY AUTOMATION AND TELECOMMUNICATIONS**

The Texas State Library and Archives Commission supports its mission-critical applications and web-based services through several delivery models. The library's data center resources were migrated into the new consolidated data center in 2007-2008. The new data center manages the agency's file and print services, as well as e-mail and web services. While some application servers are also managed at this data center, several other critical applications have been relocated to the vendors from whom the library originally acquired these systems. The library received approval from the Department of Information Resources (DIR) to have those original vendors manage these systems through Software as a Service contracts as the most efficient strategy for supporting these systems.

The agency's internal technical staff manage the library's internal local area network and its telecommunications across its three physical locations. This staff also support the library's 200-plus desktop computers. The Lorenzo de Zavala Building connects to CAPnet via a fiber optic line, which provides 10 megabits-per-second access. This facility is also connected to the state consolidated data center via a dedicated 100-MB fiber-optic line. The State Records Center and Talking Book facilities at 4400 Shoal Creek Blvd. and the Sam Houston Regional Library and Research Center in Liberty are connected to the Lorenzo de Zavala Building by T-1 lines. However, a project to install a 100-MB fiber connection to the Shoal Creek facility to replace its two T-1 lines is in its final phase.

We maintain database applications to:

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

Vendor-supported applications are hosted at the consolidated data center for:

- the information system used by the State Records Center to manage its records storage operation for state agencies.
- the system used to store and maintain imaged contract documents.

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

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

Consortium services include the Integrated Library System and the cataloging and Interlibrary Loan service. These systems have been migrated to Software as a Service contracts in 2010, ensuring the most efficient operation and support for these critical systems.

We share our web-based catalog and the other modules of the integrated library system in a consortium arrangement with two other state agency libraries. Because of this arrangement, these

state agency libraries are able to use the system for cataloging, retrieving, circulating and reporting on their collections at very minimal cost. We use Unicorn library system software purchased from and supported by SirsiDynix Inc. to provide these services.

Cataloging and Interlibrary Loan services are purchased from OCLC for the agency and state agency partners.

Internet services include:

- our website, which makes available collections of information from a growing number of libraries, state agencies and commercial sources, as well as extensive indexes to the holdings in our various collections and value-added data compiled by staff.
- the Texas Records and Information Locator service, a commercial application to gather and index all electronically available documents from all state agencies.
- distance-learning technologies, such as web-based learning modules, that facilitate librarian and records management training by the state library staff.
- web hosting of public library websites using the Plinkit software supported via a library consortium.

## **C. IMPACT OF ANTICIPATED TECHNOLOGICAL ADVANCES**

In the next five to 10 years, services of the Texas State Library and Archives Commission will increasingly be performed and delivered electronically. These changes will affect not only how the agency does business, but its clients and how they do business as well.

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

### **ACCESS TO INFORMATION**

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

Commercial, state and federal government publishing, and government recordkeeping at all levels, will continue to move to online, network-accessible formats. State agencies have found it challenging to retain archival copies of state government documents 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.

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. They must be maintained through hardware and software upgrades as authentic evidence of the state's business in an accessible and searchable form. We anticipate, however, that 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 archivally valuable electronic records.

The public's familiarity with online resource discovery continues to increase, as does the demand for broader access to library catalogs and a user-friendly way to cross-search these catalogs. As awareness of the rich resources available grows, so also does the demand for quick retrieval of these resources. We must be prepared to provide the technology to answer these demands. Our statewide resource discovery systems, such as the Library of Texas and Texas Heritage Online, must be modified to work with new library catalogs, digital asset management systems and institutional repository systems developed and implemented by Texas institutions. Our use of open-source software has allowed us to provide these statewide services at minimal cost. As we move into the future, we must continue to explore cost-efficient alternatives to in order to take advantage of? opportunities presented by emerging technologies, such as the OCLC Navigator system that combines federated search and interlibrary loan technologies into a single tool.

The TRAIL archive helps researchers locate materials published on state agency websites. The challenges faced by TRAIL include: an ongoing need for smooth human and technological interaction to ensure that agencies allow our software to harvest their sites as completely as possible, increasing storage and harvest capacity to keep pace with the proliferation of state government online publishing, monitoring the development of the archival file format standard, implementing enhancements to the service as software improvements are released, maintaining awareness of changes in the Texas government structure and web domains and responding to new Internet technologies and formats as they are implemented by agencies.

Public libraries have a responsibility to provide critical access to computing resources for retrieval of information by Texans who do not have access to these resources at home or work. This includes e-government information and resources, job search and application resources, distance-learning and continuing-education support and computer and web-based training.

The TexNet Interlibrary Loan program has a long history of supporting Texas libraries that share resources. An extensive study of the TexNet system found that we make full use of the technologies available for our current structure and they are working at almost peak efficiency. The study went on to show, however, that a different structure could take advantage of new standards and technologies to improve the program's overall efficiency. In August 2009, TSLAC released a bid for a new ILL system, and selected OCLC Navigator.

The transition began with a pilot phase starting in January 2010. Approximately every six months, 20 to 30 new libraries will be brought into the project. If the pilot phase is successful, the project will be rolled out to the entire library community beginning in September 2011, and libraries will continue to be brought in at the same rate.

This Navigator system employs current technology to provide Texas citizens with more efficient access to library collections throughout the state while streamlining staff tasks and simplifying workflow. It also provides a resource discovery tool similar to that currently provided by the Library of Texas. When Navigator is fully implemented, we may be able to consolidate Library of Texas and TexNet services, providing Texas library users with a state-of-the-art tool for locating

and accessing library resources. The Talking Book Program (TBP) has two major areas of concern: replacing the old system and maintaining a new integrated library system (ILS) will be expensive, and the program currently does not have adequate funds to do so. In addition, TBP must either purchase a new system from an outside vendor or join a nascent multi-state consortium of libraries in the development of a new national ILS for talking-book libraries. The few talking-book vendor systems currently on the market lack important and critical functionality that TBP's in-house system already has, and the proposed multi-state system is still on the drawing board. This presents TBP with very difficult options. We can: a) make a sizable purchase of a current vendor system that would still require the staff to reconfigure dozens of daily business processes, including returning to labor-intensive manual/paper processes; b) wait an unknown number of years for the multi-state consortium to develop a new national ILS with unknown features at an unknown cost; c) risk a crash of the current home-grown system; or d) to initiate a long and intensive effort to design and develop a new automated system. We believe we should take steps to stabilize the current system and pursue options b) or d), depending on which one could be achieved most expeditiously with the critical features available.

The second area of concern is the conversion from analog-based to digital-based operations. The volunteer recording studio now records digitally, but duplication of books and magazines for patrons is still in the changeover process. In order to deliver more digital services efficiently and in a timely manner, the program will have to expand its capabilities to handle large amounts of data via the Internet. Issues of server capacity, bandwidth for transfer of very large data files and file storage and security affect studio and duplication operations. The NLS now offers a large selection of its own digital books and magazines to talking-book patrons via its electronic Braille and digital audio websites; however, NLS has no plans to host locally produced books and magazine recordings on its servers. This will mean that TBP has to invest in making its own recordings available to its patrons or enter into a consortium agreement with other talking-book recording studios to do so. The studio continues to convert its current archive of analog recordings to digital data files; we have upgraded or purchased equipment to facilitate this process. Because storage is a major concern, TBP has purchased a separate server just to store its archive of digital recordings. But adequate capacity to handle thousands of these very large data files will be an ongoing issue, as will security for copyrighted materials stored electronically.

## **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.

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

Almost all of the public libraries in Texas have Internet connections, but 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.

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

## **NEW SERVICES**

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

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

Continuing Education and Consulting staff and our records management training staff 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 others offer opportunities to provide immediate information and training to librarians statewide. The Library Development blog has become a popular resource for agency program information.

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

For the first time in 40 years, the National Library Service for the Blind and Physically Handicapped has introduced a new type of playback equipment. The digital talking book machine became available to our Talking Book Program patrons in 2009. It uses flash memory cartridges that hold complete, unabridged recordings of books. Patrons may also download books and magazines from an online database using either a purchased blank cartridge or a commercially available thumb drive. The introduction of these new methods of obtaining and reading specialized library materials has revolutionized talking book services. Downloading will become increasingly important to patrons who wish to “self-serve” and live more independently.

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 between entities.

Network technology has opened possibilities for shared services among client groups who were once served by separate agencies such as the Texas State Library and Archives Commission,

Texas Higher Education Coordinating Board and Texas Education Agency. These collaborations should 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 with participants in the Texas Heritage Online initiative. 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 developed working relationships with other entities that serve a common client base. These include governmental agencies, non-profit groups and private organizations. Program staffers also actively seek partnerships with public libraries, as well as public and private schools.

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

#### **D. DIRECTION OF AGENCY AUTOMATION AND TELECOMMUNICATIONS**

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

- 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 as an agency standard
- continuing implementation of security technologies and standards
- continuing enhancement of distance-learning and web-based training capabilities
- enhancing the grants management system
- adopting standards and technologies to maximize staff productivity.

#### **INCREASING USER DIRECT ACCESS TO SERVICES VIA WEB-BASED APPLICATIONS**

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

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

## **IMPROVING CUSTOMER SERVICE VIA THE WEB**

Since April 2009, we have been using the State and Local Records Management web registration system for all of our Records Management Assistance classes and conferences. This has improved the efficiency and timeliness of registrations, reducing paperwork. It also allows better registration tracking.

Records Management Assistance has recently established e-mail lists for both state and local governments. These will serve both as a forum for information-sharing among records management professionals and as a way for the State Library to send out announcements about future training opportunities and changes to records management laws.

Online training surveys are another service under development. Participants will be given an opportunity to complete a short evaluation immediately following a webinar or online class, providing more timely feedback about the quality and content of the session, as well as future topics of interest.

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

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

## **MAINTAINING A PRODUCTIVE PARTNERSHIP WITH TECHNOLOGY VENDORS TO OBTAIN REQUIRED INFORMATION TECHNOLOGY SERVICES TO SUPPORT TSLAC PROGRAMS**

The technology vendors who originally provided those systems now manage some of the library's critical library systems. These vendors have been determined to be the best source of support for these systems and the use of Software as a Service contracts is an effective business strategy for the library to optimize its use of these resources. The library will continue to manage its relationship with these business partners to ensure these resources remain available to our staff and customers.

## **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 2010, the agency will replace the T1 network connection between the State Records Center and its Austin headquarters building with a much faster fiber connection, which will enhance the staff's ability to communicate with agency customers and process requests.

## **MAINTAINING THE OPEN-SOURCE LINUX OPERATING SYSTEM AS AN AGENCY STANDARD**

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

## **CONTINUING IMPLEMENTATION OF SECURITY TECHNOLOGIES AND STANDARDS**

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

## **CONTINUING ENHANCEMENT OF DISTANCE EDUCATION TRAINING CAPABILITIES**

As connectivity of client groups increases, electronic discussion groups, online training, computer-based training and web-based conferencing are replacing some meetings and workshops. Using Moodle, the records management staff are developing self-paced online courses for state and local governments. The first course, Control Schedule Basics, is now available to local governments; we plan to offer online versions of all records management courses currently available as onsite or regional classes. In addition, we plan to offer 45-minute “lunchtime” webinars on specific records management subjects.

## **ADOPTING STANDARDS AND TECHNOLOGIES TO MAXIMIZE STAFF PRODUCTIVITY**

As the number of automated processes, applications and services increase, our client groups are also increasing. The level of technical and Internet sophistication of these groups is growing, as is their expectation for expansion of web-based services. By implementing information resource standards, the IRT staff are able to plan, apply and support new technologies, and maximize staff efficiency. The introduction of collaborative and social networking tools to increase staff productivity requires an effective agency focus on security and technology standards in order to ensure this expanded use of technology has a positive impact on our service delivery.

The expansion of web-based services has created an increase in the number and type of electronic records created by state and local governments. As a result, SLRM customers continue to ask for assistance in developing policies and procedures for each kind of electronic record. We first plan to help coordinate the development of TSLAC electronic records policies and procedures, and then offer these as a starting point to help state and local governments develop their own.

## IMPACT OF FEDERAL STATUTES AND REGULATIONS

### A. HISTORICAL INVOLVEMENT OF FEDERAL GOVERNMENT

In 1931, Texas became one of the first states to affiliate with the newly formed National Library Service for the Blind and Physically Handicapped (NLS), a division of the Library of Congress in Washington, D.C. Today, using recorded and Braille books, catalogs, special playback equipment 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 piece of legislation and moved library funding out of the U.S. Department of Education to a newly organized Institute of Museum and Library Services (IMLS). While several projects funded under LSCA continued with LSTA funds, the new 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.

In 1964, TSLAC was designated a regional depository for federal documents, in accordance with 44 United States Code 1912. This agency is one of only two regional depositories in the state, and serves the 58 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. Since 1997, Texas public libraries have been required to submit a technology plan to TSLAC for approval in order to be eligible to receive the federal discount. Agency staff provide assistance to public libraries in developing, revising and certifying technology plans and ensuring that libraries are aware of the available discounts. Since its inception in 1998, Texas public libraries have received \$22,786,097.93 in telecommunications discounts.

## B. DESCRIPTION OF CURRENT FEDERAL ACTIVITIES

Under LSTA, federal funds can comprise only 66 percent of program costs, and require a 34 percent matching investment. Administrative costs are limited to 4 percent of federal funds received; the remaining 96 percent must be used for direct projects or grants. Agency staff began applying outcome-based evaluation methods to selected grant projects during FY2002, and use this evaluation method in the agency's federally funded programs. There is also a required maintenance of effort for the federal funds.

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

As one of 50 regional depositories for federal government publications in the nation, the Texas State Library and Archives Commission permanently maintains and provides free access to more than 1.5 million items produced by the federal government. The U.S. Government Printing Office (GPO), under authority of the Depository Library Act, distributes these items. As a regional depository, we must meet minimum standards for maintaining these documents. Periodic assessments and onsite visits are made to review TSLAC's collection and services.

Technology is changing the role of government depository libraries. Regulations and amendments to the Paperwork Reduction Act, Printing Act, Depository Library Act and the Government Printing Office Electronic Information Access Enhancement Act of 1993 (Public Law 103-40) have extended the definition of government publications beyond paper formats. In December 1996, the GPO issued its *Study to Identify Measures Necessary for a Successful Transition to a More Electronic Federal Depository Library Program*, as required by legislation. In this document, GPO outlined several principles fundamental to a depository library system, regardless of format. These principles include:

- the government's obligation to guarantee the authenticity and integrity of its information
- the government's obligation to preserve its information.

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

The federal government is now providing more information in electronic formats, and often publishes exclusively in electronic form. Authentication and version control are increasingly important issues. In February 2008, GPO authenticated the first-ever online federal budget by digital signature. Other important collections of authenticated digital documents continue to be released, including the *Code of Federal Regulations* and the *Statutes at Large*.

In January 2009, the GPO launched the Federal Digital System (FDsys), an information management system developed to authenticate, preserve, version and provide permanent public access to federal government information. FDsys replaces the GPO Access databases, and all information currently on GPO Access is now being migrated to FDsys.

Other recent GPO initiatives include collaborative efforts with the federal depository libraries on the web, including the Federal Depository Library Program (FDLP) Desktop and the FDLP Community social networking blogs and forums.

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 (see below). This Internet Safety Policy must protect users from accessing through the Internet obscene visual depictions, child pornography or (in the case of use by minors) content harmful to minors. The library must also certify that it is enforcing the operation of filtering or blocking technology during any use of its computers by minors. For E-Rate, the law became effective July 1, 2003, and for LSTA funds, the law became effective for FY2004. Libraries using LSTA or E-Rate funds only on telecommunications services are excluded from the requirements of CIPA. Following challenges in FY2003, the United States Supreme Court upheld the law.

### **C. ANTICIPATED IMPACT OF FUTURE FEDERAL ACTIONS**

The 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 assisting with disposal of collections and providing reference and interlibrary loan services from historical print collections.

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

The GPO is working with other partners to develop a system for providing permanent public access to electronic versions of federal government information. Participants involved in the development include government agencies, the National Archives and Records Administration (NARA), and the depository library community. For example, new partnerships to provide permanent public access to government reports were formed during 2009 with the U.S. General Accounting Office and the Association of Schools of Public Health.

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, the agency must also provide adequate computer workstations for the public to use while accessing the information. The minimum requirements for public workstations issued by GPO continue to reflect the cutting edge of technology and will require the agency to upgrade hardware and software periodically to meet the requirements.

The Library Services and Technology Act was scheduled to be reauthorized in 2009, but with the transition to a new administration, reauthorization has been delayed. The national library community worked with the Institute of Museum and Library Services to craft a draft bill that makes relatively minor changes in the law, but gives states wider latitude in using the funds.

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.

## OTHER LEGAL ISSUES

### A. IMPACT OF ANTICIPATED STATUTORY CHANGES

#### FEDERAL

The “Preserving the American Historical Record Act” was introduced as H.R. 2256 during the First Session of the 111<sup>th</sup> Congress. The bill proposes to increase federal support for state and local archival records held by governmental agencies, historical societies, libraries and related organizations. If approved, the act will authorize the Archivist of the United States to make grants to states for the preservation and dissemination of historical records. The federal share of grants would be administered according to a state-based formula. States would be required to provide matching funds and would administer programs to ensure that historical records are protected from harm and preserved for public use. If the law is funded at its fully authorized level of \$50 million, Texas would stand to receive more than \$3 million annually. However, in order to meet the required state match, additional legislative appropriations may be required.

The Library Services and Technology Act was scheduled to be re-authorized in 2009, but with the transition to a new administration, re-authorization has been delayed. The national library community worked with the Institute of Museum and Library Services to craft a draft bill that makes relatively minor changes in the law, but that gives states wider latitude in use of the funds.

#### STATE

The Public Utilities Commission is undergoing Sunset review. The state telecommunications discounts are scheduled to end in January 2012. These discounts assist libraries, schools, institutions of higher education and hospitals statewide in providing the level of Internet connectivity needed to support access in their communities. Access to computing resources in public libraries are a lifeline for Texans without other computer and Internet access who need these resources to obtain government services, find jobs and enhance their education.

### B. IMPACT OF CURRENT AND OUTSTANDING COURT CASES

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

### C. IMPACT OF LOCAL GOVERNMENT REQUIREMENTS

We are not aware of any new local government requirements.

# SELF-EVALUATION AND OPPORTUNITIES FOR IMPROVEMENT

## A. MEETING LEGAL REQUIREMENTS AND SERVING CRITICAL POPULATIONS

### LIBRARY RESOURCE SHARING

Government Code §441.222 established the TexShare Library Consortium to assist libraries throughout the state. Funding authorized by Rider 78 to the Texas Education Agency (TEA) budget allows us to extend the benefits enjoyed by TexShare members to K-12 students and teachers in Texas public schools. In FY2009, we generated \$156 million in cost avoidance for Texas libraries by facilitating resource sharing. We have proven the effectiveness of coordinated programs and services that maximize efficiency and minimize redundancy for public funds spent. Yet collaboration itself comes at a cost, both in terms of the necessary physical resources and technologies and in personnel time required to sustain collaborative efforts. The cost of providing current information is escalating, and additional funding is needed to continue supplying up-to-date information to students and educators and to provide database services to libraries into the future.

In the 1960s, under the oversight of the Texas State Library and Archives Commission, the Texas Legislature instituted the Texas State Publications Depository Program (Government Code §441.101-106). The Depository Program's 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. During the ensuing decades, Texas State Library's legacy collection of Texas documents and the materials added by the Depository Program's acquisitions have become vital resources for researchers seeking historical evidence of the state's development and governmental activities. In the last decade, the Legislature expanded the Depository Program's scope to encompass materials distributed online. The Texas Records and Information Locator service (TRAIL) fills this role. As each of these programs has acquired literally millions of state documents, the collections that hold them present the ongoing challenge of managing resources with potential for unlimited growth. They require careful administration of space and staffing to adequately house, preserve and provide access to the print materials, and electronic storage space for a growing archive of web-based documents. The growth rate of the physical documents collection has slowly declined, as one would expect in the Internet age as agencies opt to use less-costly online methods of information distribution. Conversely, the growth rate for the TRAIL archive has increased, demanding additional allocations of funding and staff time to keep abreast of such issues as the appearance of emerging web technologies and file formats, new methods of citizen-government interaction and changes in governmental structure. Nevertheless, there are opportunities to consolidate and streamline some processes for these programs; they are discussed in detail later in this chapter.

Our TexNet Interlibrary Loan program supports Texas libraries as they share their collections with each other, expanding the resources available to library users statewide. We are piloting a new infrastructure for this program that will enable library users to view the holdings of any public library statewide and to request those items online. The system's module for library staff uses technologies that improve staff's ability to monitor patron requests and assure timely delivery of

library materials. After a successful pilot of the program, we plan to expand this new system to all public libraries in the state, empowering hundreds of libraries to actively participate in borrowing and lending library materials.

## **SCHOOL LIBRARY STANDARDS**

Under Education Code §33.021, the Texas State Library and Archives Commission, in consultation with the State Board of Education, developed and adopted standards for school library services in 1997. The goal of *School Library Programs: Standards and Guidelines for Texas* is to maximize the effectiveness of schools in teaching students the skills needed to become dedicated, lifelong learners. Our study, *Texas School Libraries: Standards, Resources, Services and Students' Performance*, published in 2001, measured the effect of school library activities, resources and services on students' TAAS scores and made recommendations for revising the standards. (The full report may be found at [www.tsl.state.tx.us/ld/pubs/schlibsurvey/index.html](http://www.tsl.state.tx.us/ld/pubs/schlibsurvey/index.html).) We presented the findings to librarians throughout Texas and to the National Commission on Libraries and Information Sciences at a national hearing on school libraries. In response to changes affecting the state's school libraries, and based on this study of Texas school libraries and their impact on student achievement, we determined that the standards needed to be amended.

In cooperation with TEA, the director and librarian appointed members to eight committees to revise school library standards. The revised *School Library Programs: Standards and Guidelines for Texas* was submitted to the commission and the State Board of Education in FY2004, and approved in 2005.

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

## **TALKING BOOK PROGRAM**

Texans who qualify for service from our Talking Book Program because of visual, physical or reading disabilities comprise a critically underserved population. At current levels of staffing and funding, our Talking Book Program is serving only about 8 percent of the estimated eligible population. Many Texans either have never heard of the program or have misconceptions about program eligibility. Increased funding for travel and outreach is necessary to promote the service throughout the state. Currently, only one staff member handles this promotional work for the entire state. In order to improve response times and expand the service's scope, we also need more staff to assist patrons with reading requests, duplicate recorded materials on demand and process requested materials for mailing.

The Talking Book Program is undergoing a major conversion, and staffing and funding issues may become more critical to its success. The program is continuing its current operational pattern while adding new services and updating the way those services are delivered. The program will be running analog and digital operations concurrently until digital services are completely established. Many of these new services are expected to attract a broader range of patrons than those currently using the program, so new patron enrollment and use by established patrons are both expected to steadily increase.

## **LOAN STAR LIBRARIES PROGRAM**

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

The Loan Star Libraries program of direct state aid to public libraries was created in 2001; these funds are used to improve and expand library services. Because of this investment in public libraries, Texans have access to libraries across the state, increased library service hours, additional public computer facilities, programming for children and collections that better meet the information needs of all Texans. In FY2008, a new Loan Star Libraries funding formula was implemented. Currently, 30 percent of the available funding is divided equally among all eligible public libraries. The remaining 70 percent is distributed as a match on each local dollar spent for library operation and maintenance, with incentives to encourage libraries to offer access to all Texans. Since the inception of the grant program in 2002, Loan Star Libraries has infused Texas public libraries with \$35.1 million. The 81<sup>st</sup> Legislature approved a funding increase for Loan Star Libraries, and in FY2010, \$7.4 million in grants was distributed to 534 libraries.

## **LIBRARY DEVELOPMENT**

Library technology and services are changing rapidly as a result of changing demographics and computer technology in general. Libraries of all types across the state struggle to keep up with these changes. 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. This training in new technologies and programs assists libraries statewide in providing better service to Texas' diverse populations, especially vulnerable groups such as young, elderly and unemployed people; non-English speakers; and people with limited education. The 81<sup>st</sup> Legislature approved changes in the Library Systems Act, making it easier for regional systems to become multi-type library systems. Since 1969, these systems have had only public library members, but models of regional library cooperation show that when all types of libraries work together, patrons benefit. Many of our regional systems are now attracting other types of libraries as members, thus strengthening regional services. Examples of such services include regionally based library catalogs and shared resources for literacy programs.

## **ARCHIVES BACKLOG**

At least 25 percent of the records transferred to the agency 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. Another 25 percent need to be examined by qualified archivists and their contents described in greater detail to facilitate access by researchers. The time of 1.5 archivists, of the current staff of five, is devoted to arranging and describing the large volume of records from the administration of Gov. George W. Bush; that work will continue for several more years. The remaining 3.5 archivists attempt to establish minimal administrative and intellectual control over new accessions of records, and are also responsible for responding to Public Information Act requests for information in both

processed and unprocessed collections, leaving little, if any, time to work on the large backlog of unprocessed holdings.

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

## **STATE AND LOCAL RECORDS MANAGEMENT**

The commission must provide assistance, information and training to records management officers and custodians of state agency and local government records in fulfilling their responsibilities under state law. We serve more than 149 state agencies and 10,000 local governments, to which we provided 10,406 hours of training and assistance to 7,583 government personnel in FY2009. We will need additional funding to accommodate the rising demands for services to this critical population. Government records must be maintained in such a way that facilitates access, and appropriate final disposition procedures must be followed. Training and assistance provides elected officials, records managers and custodians with the tools needed to effectively maintain their records.

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

Active records management is central to performing the tasks of government. The agency serves local governments of all sizes across the state. In the current situation, 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. Local government RMOs have increasing responsibilities as needs expand, requiring more support from SLRM. 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**

### **NEED FOR EFFECTIVE COLLABORATION WITH CONSTITUENT GROUPS**

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

One role the commission fulfills is that of facilitator. As such, we actively encourage cooperation and linkages between and among different types of libraries, governments at all levels and members of our public and ourselves. These interconnections, through electronic networks,

advisory committees, support organizations and personal relationships, are invaluable to our mission. We are pursuing additional opportunities for collaboration with public and private organizations in an effort to better serve our clients. Examples include the Bill & Melinda Gates Foundation, the Summerlee Foundation, the Tocker Foundation, Friends of Libraries & Archives of Texas, the Texas Historical Commission, the Department of Information Resources, the Texas Education Agency, the Texas Association of Museums, the Texas State Historical Association and Texas universities such as the University of North Texas.

Our Talking Book Program works with other state agencies and departments that serve mutual client bases, such as the Texas Education Agency, the Texas Veterans Commission and the Governor's Committee on People with Disabilities, as well as the Department of Assistive and Rehabilitative Services and the Department of Aging and Disability Services within the Health and Human Services Commission. Our staff 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. Staff seek opportunities to work with nonprofit groups such as the American Council of the Blind and the National Federation for the Blind to increase outreach to potential service users. Local governmental entities such as county extension agencies, city and county health departments and even chambers of commerce also provide opportunities for staff to place information about the program where potential patrons may be reached.

Our State and Local Records Management division has established a close working relationship with the Department of Information Resources and the National Archives and Records Administration to co-sponsor government employee training conferences and workshops in electronic records and information management, including the E-Records Forum and E-Records Conference, which mainly serve state agency personnel. To expand our outreach to local governments, we are working to improve electronic communication and increase regional training opportunities across the state each year. We currently work with the Texas Association of Counties, Texas Municipal League and the Texas Association of School Administrators to provide training to their staff, and will seek access to additional training facilities, target potential attendees and venues and improve assistance through electronic mailing lists.

After responding to Hurricanes Katrina and Rita, the records management assistance unit of the commission's State and Local Records Division actively sought collaborative solutions to coping with future disasters. We have entered into partnerships with the Federal Emergency Management Agency and the Texas Division of Emergency Management to provide training to Texas government agencies in the protection and preservation of vital records in case of disaster. We continue to participate in the FEMA-funded Intergovernmental Preparedness for Essential Records (IPER) project with the Council of State Archivists. IPER is developing and delivering training to state and local governments regarding protection of records before, during and after disasters and other emergencies. Five-person instructional teams will be prepared through train-the-trainer institutes to deliver IPER training programs. State and Local Records Management anticipate being able to offer IPER training materials such as webinars and CDs in 2010. We must continue to nurture and expand these opportunities. In partnership with other agencies, we must provide our state and local governments with the tools to prepare for and, if necessary, respond to calamity. That includes the preservation of vital government records, which are essential to the restoration of civic and community life torn apart by natural or manmade disaster.

In its role as organizational host for the Texas Heritage Online Collaboration, the agency has forged partnerships with libraries, archives and museums interested in digitizing their cultural

heritage collections. This represents a broadening and deepening of our relationship with the museum community. We recently completed work with this community on a “Connecting to Collections” statewide planning grant from the Institute of Museum and Library Services (IMLS), and we hope to continue this work in the proposed “Connecting to Collections: Continuing Conservations” national project. Similarly, the “Train to Share” grant that IMLS awarded to TSLAC in 2008 establishes partnerships among libraries, archives and museums around the state, which then develop collaborative digital projects.

Because Texas public school libraries represent an overlapping constituent group for TSLAC and the Texas Education Agency, we are engaged in several collaborative activities in service to K-12 libraries in Texas, and plan to:

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

The Archives and Information Services division faces a particular challenge to our public service function. During the renovation, many members of the public came to view our library and archive as closed, rather than providing curtailed access. We must work diligently with all customer groups to encourage the active use of full collection and services.

## **DOCUMENT RECOVERY**

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. Government 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-needed 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 should 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**

### **SPACE**

#### **Archives and Information Services**

Renovation of the Lorenzo de Zavala Archives and Library Building, made possible by bond funding of \$15.3 million approved by the 79<sup>th</sup> Texas Legislature, was completed in May. Some private funds were raised and supplemented by the 81<sup>st</sup> Legislature, allowing the installation of moveable shelving in existing library stack areas. The shelving added marginal growth space for only two to three years of accessions. The funds did not permit construction of any additional, and greatly needed, storage space to house the large volume (approximately 22,000 cubic feet) of archival records stored offsite at the State Records Center. The original bond funds did not cover the costs of any new fixtures, furniture or equipment for public service or staff work areas, but the supplemental appropriation and funds raised by the agency's nonprofit support group, Friends of Libraries & Archives of Texas, enabled TSLAC to complete the renovation project.

Almost no storage space remains at our Sam Houston Regional Library and Research Center in Liberty. As a short-term solution, movable shelving, an expensive commodity, has been installed thanks to a legislative appropriation.

#### **Talking Book Program**

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

#### **Texas State Publications Depository Program and TRAIL**

With the advent of online electronic versions of state documents, we have an opportunity to explore new options for space management in the Texas documents collection. One possibility is that, when an online version of a physical document exists, we might be able to reduce the number of physical copies of that document required for deposit by agencies, decreasing the need for shelving space. Additionally, once the TRAIL archive has captured the digital version of a document, we may be able to provide a digital surrogate of the document to meet the mandates of Government Code §441.194 (3), which requires us to make documents available in alternative

formats. Such a program would realize a savings over the current microfiche format both in cost and physical storage space.

## **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 construction and design. 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. We requested funding for the retrofit from the 79th Legislature as part of the funding request for the Lorenzo de Zavala State Archives and Library Building renovation, but the final appropriation was for the latter project only. The Texas Facilities Commission did secure funding for upgrades to the State Records Center Complex and other state buildings from the 80th Legislature, but the amount allocated to the center (estimated at \$2.8 million) is not likely to solve the myriad deficiencies at the site.

Deferred maintenance for the State Records Center started in 2009 and will continue throughout FY2010 and possibly FY2011. Heating and cooling systems and controls have been replaced, and exterior and interior lights upgraded. The reroofing project should be completed in 2010, along with additional HVAC improvements. There are several areas that need to be evaluated, including upgrading the electrical and plumbing systems, reinforcing the structure, redesigning offices and improving the security system. Several rooms used for previous operations have been vacated and could possibly be repurposed.

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

## **STAFFING**

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

## **Archives and Information Services**

The historic understaffing of our Archives and Information Services division undermines our ability to carry out activities related to our core role of Preserver. With limited staff, we must assign priorities to meet pressing demands. Since the early 1990s, we have had no staff or resources to devote to preservation or conservation of our materials. In November 2009, we added

our first professional conservator to the staff, along with a new state-of-the-art Conservation Lab, constructed as part of the Zavala renovation. When fully equipped, the conservation lab will offer a wide variety of treatment options for bound and unbound materials. These options will be scalable for individual items or larger collections. Records are prepared for research as resources permit. Part of the preparation process includes appraising state agency records to determine those that have no long-term value and can be deaccessioned and destroyed. The backlog of records in need of appraisal and preparation is growing faster than our staff can assess them. Consequently, the commission is retaining more records in the State Archives than is truly necessary. If we are not allocated additional staff soon, we may be forced to require that state agencies retain such records themselves, and bear the costs of their ongoing maintenance, preservation and access. In addition to imposing a serious financial burden on state agencies, such a situation could easily result in information of enduring value being lost because of accidental or deliberate destruction. Delaying appraisal, description and ongoing preservation—three central functions of an archive—are unfortunate but necessary choices, given the current level of funding.

It is important that our holdings be fully and accurately reflected in our public catalog. If not, the information is lost to the people of Texas. We are aware of the existence of uncataloged collections; however, because we lack cataloging staff, we have not been able to make them the priority they should be. The current cataloging staff must concentrate on currently deposited Texas documents and recent acquisitions. Additional staff would mean that we could provide access to all of the books and documents important to our history and heritage.

Researchers are interested in using our collections at their convenience. Currently, services hours are the traditional Monday through Friday, 8 a.m. to 5 p.m. Additional staff positions would be required to provide comprehensive services during extended operating hours.

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.

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

A recent report submitted to the Minnesota Legislature by that state’s chief information officer noted, “Information technology innovation has resulted in an exponential increase in the production and accessibility of government records and makes proper planning for their management increasingly critical. Not having a plan to solve a problem does not make the problem go away.” Additional staff with the requisite knowledge and skills are needed to develop

a viable and effective plan for dealing with the long-term management and preservation of the small, but highly important percentage of archive-worthy electronic records. Any such planning for the acquisition and preservation of archival electronic records will need to involve the Department of Information Resources and the “Team for Texas,” since many agencies will no longer store data on their own servers as a result of the data center consolidation mandated by HB 1516, passed by the 79<sup>th</sup> Legislature.

### **Library Development**

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

### **Library Resource Sharing**

Our Library Resource Sharing division implements technical innovations to improve access to information by its constituent libraries. Much of this innovation comes at a high cost in personnel, computer resources and dollars. Our mandate to facilitate resource sharing involves consulting with librarians to provide statewide access to TexShare database subscriptions, maintaining computer hardware and software to run sophisticated resource delivery tools, collecting and redistributing thousands of Texas documents and ensuring timely delivery of library materials to users throughout the state.

As a result of legislation passed by the 2007 Legislature, we added Texas public school libraries to our database program, and were charged with a new mandate to support online access to cultural resources. As a result, the Library Resource Sharing Division has experienced a tenfold increase in the number of libraries served. In the 2009 Legislative session, statutory limitations to TexShare membership were removed, and we anticipate bringing additional constituent groups into the program as a result. No additional staff have been provided to accommodate these increases.

As we embark on a multi-year implementation period for our new statewide interlibrary loan system, we are faced with the challenges of retooling interlibrary loan activities in more than 500 public libraries across the state. These activities include uploading library catalog records, installing a patron authentication system, training library staff and exploring the potential for

resource discovery presented by system's ability to search the TexShare databases. To successfully complete this ambitious program, considerable staff time and expertise is required.

Improvements to the Texas State Publications Depository Program and TRAIL, such as linking the record for a document to the digital copy, will yield better integration of the print and electronic collections and better service to the customers. However, implementing these improvements requires staff time to verify the location of digital documents and create links in catalog records. As the number of electronic documents from the state government increases, so will the amount of staff time required to manage them. As online-only access becomes the norm in state government, TSLAC staff will need to dedicate more time to identifying these "born-digital" publications and generating cataloging records for them.

### **State and Local Records Management**

Texas governments are becoming increasingly interested in records management, and the use of electronic records has made their needs more complex. But the number of records and information management professionals on our staff remains static at six. They are expected to provide assistance and training to approximately 254 counties (some 10,000 local governments) and nearly 149 state agencies.

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 local governments, local officials are rarely able to come to Austin to attend training classes. We will continue to develop and offer more distance-learning opportunities through online meetings and web-based learning as soon as communication lines to the State Records Center and internal cabling issues are solved. A strong and steady demand for onsite assistance will remain, however, and we will not be able to fully use this opportunity to serve our stakeholders unless staff and budget increases occur. When staff travel to local jurisdictions, they do so at the expense of services they can offer to state agencies and other local governments. We are simply unable to meet all the demand and need for our services, and requests we do meet are often not timely enough to satisfy our clients' expectations.

Given the number of local governments and the size of the state, we need additional 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**

The Talking Book Program also has difficulty meeting client needs because of inadequate staffing. Staff for the program have slowly been reduced because of budget constraints, yet circulation of materials remained high through FY2009, with staff processing an average of 7,000 books and magazines every day; nearly 844,000 items were sent to patrons in FY2009. Through the first half of FY2010, materials circulation is up 15 percent, with the daily average of materials processed through outbound and incoming mail climbing to 7,700 items per day. Automation enhancements and streamlining work procedures enables the circulation staff to meet daily work quotas; however, the department relies heavily on volunteers to meet workload demands.

Staff turnover continues to be a serious concern in the Talking Book Program. Low salaries and lack of promotional opportunities are the primary reasons people give for leaving the program. Turnover is particularly acute in the Reader Services department, where recruitment of

replacement staff with bilingual and Braille skills is difficult. This holds true for other positions needing specialized skills and experience. As the program changes in the next few years, staff with more technical skills will be needed.

## **PLANNING AND BUDGETING**

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

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

One way we have already expanded that client base is through the TexShare library resource sharing consortium. Public, academic and clinical medicine libraries make up the current TexShare membership base. Texas public school libraries are participating in the TexShare database program with funding that is funneled to us through TEA. The success of this program has prompted other types of libraries to request TexShare membership, and statutory changes enacted in the most recent session allow us to add libraries to the consortium. If this program is to grow, statewide funding will be required. Regional library systems are planning collaborative projects and services with other types of libraries and community organizations for the next biennium.

As we transition Texas libraries to a new interlibrary loan (ILL) system, we must budget our funding to address the new system's requirements while maintaining the legacy system for libraries that have not yet been updated with the new technology. A dual system is required in order to assure continued availability of interlibrary loan service to all Texas library patrons through this transition period. Before this new service began, nine TexNet Centers at large public libraries handled interlibrary lending for smaller public libraries in their respective regions. As libraries are moved to the new program, TexNet Centers will close. Funds that formerly financed the centers will be shifted to the new program, and libraries that previously served the state's ILL needs must resize their operations. This puts stress on the city government budgets that support these libraries.

As mentioned earlier in this chapter, the TRAIL program captures and preserves archival versions of state government publications. As the number of state government web domains and electronic resources increases, program costs for adequate software and data storage will increase. A

strategic partnership between TRAIL and the University of North Texas Libraries (UNTLL) has identified many opportunities for improving the TRAIL service. But research into problems like establishing access to “deep-web” resources, weeding out or barring exempt materials from the TRAIL archive during harvest and integrating multiple collections of electronic materials, such as a legacy electronic archive collected before adoption of the current software system, will require a financial contribution to ensure that UNTLL makes research to improve TRAIL a valid and appropriately high priority.

## **D. OPPORTUNITIES**

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

### **ENHANCE STATEWIDE SHARING OF LIBRARY RESOURCES**

Since 1997, we have managed networked resource sharing initiatives for the TexShare library consortium. 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 81<sup>st</sup> Legislature removed restrictions to TexShare membership, and TSLAC expects to expand TexShare’s membership in the upcoming biennium. In order to meet the needs of an expanded membership and to sustain a robust database program, additional funding will be needed.

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 THE TELECOMMUNICATIONS INFRASTRUCTURE THEY NEED**

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

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

The Federal Telecommunications Act of 1996 established a federal Universal Service Fund, an important program that supports discounted telecommunications rates for schools and libraries. Commission staff provide 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 every fund applicant. Further development of this

program will require consistent staff involvement to assist libraries in maximizing the benefits of these discounts. The agency itself is eligible for and takes advantage of this discount program.

## **PROVIDE INFORMATION THROUGH THE INTERNET**

Since 1994, the commission has provided an effective public gateway to electronic information, including federal and state government information, commercial information databases, library resources and cultural heritage treasures of Texas libraries and museums. The TexShare online database service is a good example of the effectiveness of these services. Since FY1994, we have provided one-stop access to commercial full-text databases that enable public and state agency librarians to better serve their clients. Expanded through the TexShare program to include academic libraries and libraries of clinical medicine, this database service offers more than 14,300 journals, 420,500 primary source documents and 28,300 e-book titles. The TexShare databases are available even in the most remote rural locations across Texas.

The Library Catalog of Texas State Agencies is an important tool that provides access to more than 731,000 titles held by the commission, the State Law Library and the Texas Commission on Environmental Quality. People around the world access this information via the Internet. It is the gateway to our collections. Cataloging staff create records for items included in this valuable resource and make our collections visible to both local and international audiences.

Our Library of Texas interface provides user-friendly access to the various TexShare databases and library catalogs. Library of Texas technology is delivered through the Internet and enables Texans, no matter where they live, to locate the information materials they need. The Library of Texas allows all residents of the state, in one online search session, to identify and locate holdings in libraries and other information repositories statewide. We are developing a new interlibrary loan system that will include its own information discovery features. As this system is rolled out to public libraries, it may replace the need for the current Library of Texas software. We must monitor implementation of this service to determine if the new system can match the current discovery features of LoT and be offered in a cost-effective way to all TexShare libraries.

Similarly, Texas Heritage Online provides seamless, integrated access to digitized primary resource materials in a variety of collections across the state. The Internet delivers this tool to the desktop, allowing 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](http://www.tsl.state.tx.us/trail), 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. As of spring 2010, the TRAIL archive has preservation copies of more than 20.6 million state government web pages and extends back to December 2007. TRAIL conducts ongoing harvests of the state government web twice per year. 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 also brings higher visibility to Texas state government information via the monthly publication of a current-awareness tool, *Texas state publications*. This catalog is posted on the State Library website ([www.tsl.state.tx.us/statepubs/tsp.html](http://www.tsl.state.tx.us/statepubs/tsp.html)) in PDF format and allows external search engines to index it, so that search engines are able to identify the presence of printed documents in the Texas documents collection. For the casual searcher who does not

have access to or know about services such as WorldCat, typing the title of a government document into a general search engine such as Google, Bing or Yahoo usually will not retrieve useful results; however, with the PDF document, users can obtain at least basic information about the existence of useful materials. These materials may be used onsite or borrowed via interlibrary loan services from the Texas documents collection.

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

Our Archives and Information Services division continues to provide access to information through the Internet by accepting and answering reference questions via e-mail and by creating informative web pages. We have mounted electronic copies of our search aids for online archival materials through Texas Archival Resources Online (TARO), the consortium of state archival repositories hosted by the University of Texas at Austin. Links to the search aids are available on the Library's website. We host several popular databases that provide historical and genealogical data to thousands of viewers each year, including our Historic Map Collection, Republic Claims, Confederate Pension Applications and Adjutant General Service records. We also have prepared 13 online exhibits based on our archival holdings and maintain the very popular Texas Treasures site.

Library statistics and other significant resources for Texas librarians and their communities are available via the web. Library development staff consult with thousands of library staff each year, now primarily through e-mail. The agency provides a web-based calendar of continuing education opportunities from diverse providers across the state and beyond to better coordinate training in the state and provide library staff with information on opportunities to best meet their needs. New technologies allow better and more flexible communication with constituents. The Library Development blog allows librarians to subscribe to and receive updates about specific agency programs and services. A Twitter feed provides brief updates of agency information.

The Plinkit project allows public libraries to have a consistent template of electronic resources from which to further develop their web presence. Each Plinkit site includes a collection of Kids & Teens resources, 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.

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

As resources are reduced, we will be developing more online meeting tools and web-based classes. We are developing electronic communications for newsletters, notices and recertifications of

schedules for the near future. We are planning to look for ways to simplify the entire records retention schedule amendment and recertification process. Schedules also need to be made available online for greater benefit to customers and stakeholders. In order to meet needs of distant local governments, we plan to expand our certification program to develop regional subject-matter experts in records and information management.

More agencies are asking about developing a capacity for electronic storage of state records. Many agencies and local governments are also asking about simplified schedules for electronic records. The State and Local Records Management division staff want to be responsive to these issues, and will research ideas about how to meet these needs.

As more archival materials are being stored at the State Records Center, we will ask that the architect and engineer for the deferred maintenance project help us repurpose some of our space to serve this need for the Texas State Library and Archives Commission as it becomes necessary.

### **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.

Realizing the potential benefits of this technology, and in keeping with our longstanding efforts to make increasing numbers of our information resources directly accessible via the Internet, we have prepared 13 online exhibits that include digital reproductions of hundreds of original documents and photographic images. We have also mounted on the commission website new searchable database indexes that display search results linked to digital images of several hundred thousand documents and maps.

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 digital exhibits that will interpret and improve access to the unique information resources in our collections. Thus, we continue empowering the people of Texas to locate government information at any time without having to contact us or to travel to our facilities.

### **INCREASE EARNED REVENUES, GRANTS AND GIFTS**

Federal grant funds have enabled the agency to enhance services related to Texas heritage collections in the state. We are currently engaged in “Train to Share,” a statewide training initiative for librarians, museum professionals and archivists interested in digital projects, funded by a \$535,556 grant from IMLS. As with most grants, however, TSLAC has had to commit matching funds to support the project, which diverts resources away from other projects.

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. The major obstacle to this opportunity is staff time to develop proposals for foundation grants.

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

In 1999, the Legislature provided for the issuance of a specialty “Texas Reads” license plate to fund grants for reading programs in public libraries. The project has provided some funds for us to grant to libraries; however, it also requires regular promotion work by commission staff to keep libraries and their clients aware of the license plate in order to maintain this funding.

In 2001, we formally established a non-profit organization, the Friends of Libraries & Archives of Texas, to support our statewide library and archival services that benefit all Texans. The Friends advocate and promote our services and 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. While we consider the group still a fledging in terms of capital and membership, the future of the Friends is promising, and we anticipate growth in its support over the next several years.

#### **EXPLORE ALTERNATIVES FOR SERVING UNSERVED POPULATIONS**

Legislation that permits the creation of library tax districts has helped to increase the availability of library service in unserved and underserved areas of Texas. Commission and regional library system staff also actively help communities that want to start libraries by offering consulting assistance and information about funding sources. 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.

#### **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.

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 RECORDKEEPING**

At a time when expanded demand for government services is challenged by limited resources, we will continue to assist in the development of records management programs in Texas government offices, 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 in 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 and our staff 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. The Records Management Assistance unit is developing new training classes, online tools and streamlined processes to improve communication and services to state and local governments.

Establishing an electronic records/archives program is a high priority. 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 take several months to complete and 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. Once planning is complete, we will need funds for a pilot program to

fully test the implementation plan. The electronic records archive program will require additional funding and resources to establish and maintain.

## **PREPARING FOR DISASTER**

An outcome of Hurricanes Katrina and Rita was a heightened awareness of the relevance of libraries within communities and the importance of safeguarding local government records. 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. SLRM continues to participate in the FEMA-funded Intergovernmental Preparedness for Essential Records project with the Council of State Archivists, and will be able to offer some training materials, such as webinars and CDs, by mid-2010.

We must continue to nurture and expand these opportunities. In partnership with other agencies, we must provide our state and local government agencies with the tools to prepare for and, if necessary, to respond to calamity. That includes the preservation of vital government records, which are essential to the restoration of civic and community life torn apart by natural or manmade disaster. SLRM offers classes in Disaster Planning, which covers vital records and business continuity, and Managing Electronic Records, which discusses issues such as governance, security and information management for electronic records. We will be providing these classes online by the end of 2010.

As part of the IMLS Connecting to Collections initiative, TSLAC and the Texas Historical Commission, along with the Texas Library Association, the Texas Association of Museums, Amigos Library Services and the Kilgarlin Center for Preservation of the Cultural Records, developed a database of all libraries, archives, museums and other agencies and institutions. This database includes geographic information, allowing simplified identification of institutions in areas affected by natural or other disasters. The partners also developed a website, maintained by Amigos Library Services, that provides information about conservation and preservation of cultural materials, as well as disaster planning and response information. Not all disasters can be prevented, but their impacts can be minimized.

## **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 operation of the Library Systems Act and the Loan Star Libraries Program of direct aid to public libraries. Commission staff also meet with representatives of library systems several times a year to coordinate the delivery of services to local public libraries.

The **Library Services and Technology Act Grant Review Panel** has 14 members representing different types of libraries and their customers.

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. Two representatives of the Texas public school library community serve on the board in an unofficial, non-voting capacity. They provide insight into the needs of that constituent group and recommend ways in which TexShare member libraries and Texas public school libraries can work together to benefit Texans.

The **Texas Historical Records Advisory Board** 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 **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."

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

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

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

- Our educated and motivated staff—our greatest strength and without whom we could not fulfill our mission.
- Our library and archival collections, without which we would be unable to achieve our mission. These include the State Archives and our Sam Houston Regional Library and Research Center, the U.S. and Texas Documents collections, the Genealogy Library, the Library Science Collection and the Talking Book Program collection.
- Our 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, whose efforts are critical to meeting the program goals of the Talking Book Program and the Archives and Information Services Division. Volunteers donated 17,814 hours in FY2008, and in FY2009 donated 18,627 hours of work in these divisions, the equivalent of approximately 8.5 and 9 FTEs, respectively.
- 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.
- Our access to the Online Computer Library Center's Library Network through the Amigos Library Service Bibliographic Council, which provides a massive database of bibliographic records.
- Our relationship with the Texas Library Association and its members who assist us in developing programs of service that meet the needs and expectations 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.

## AGENCY'S PLANNING PROCESS AND TIMETABLE

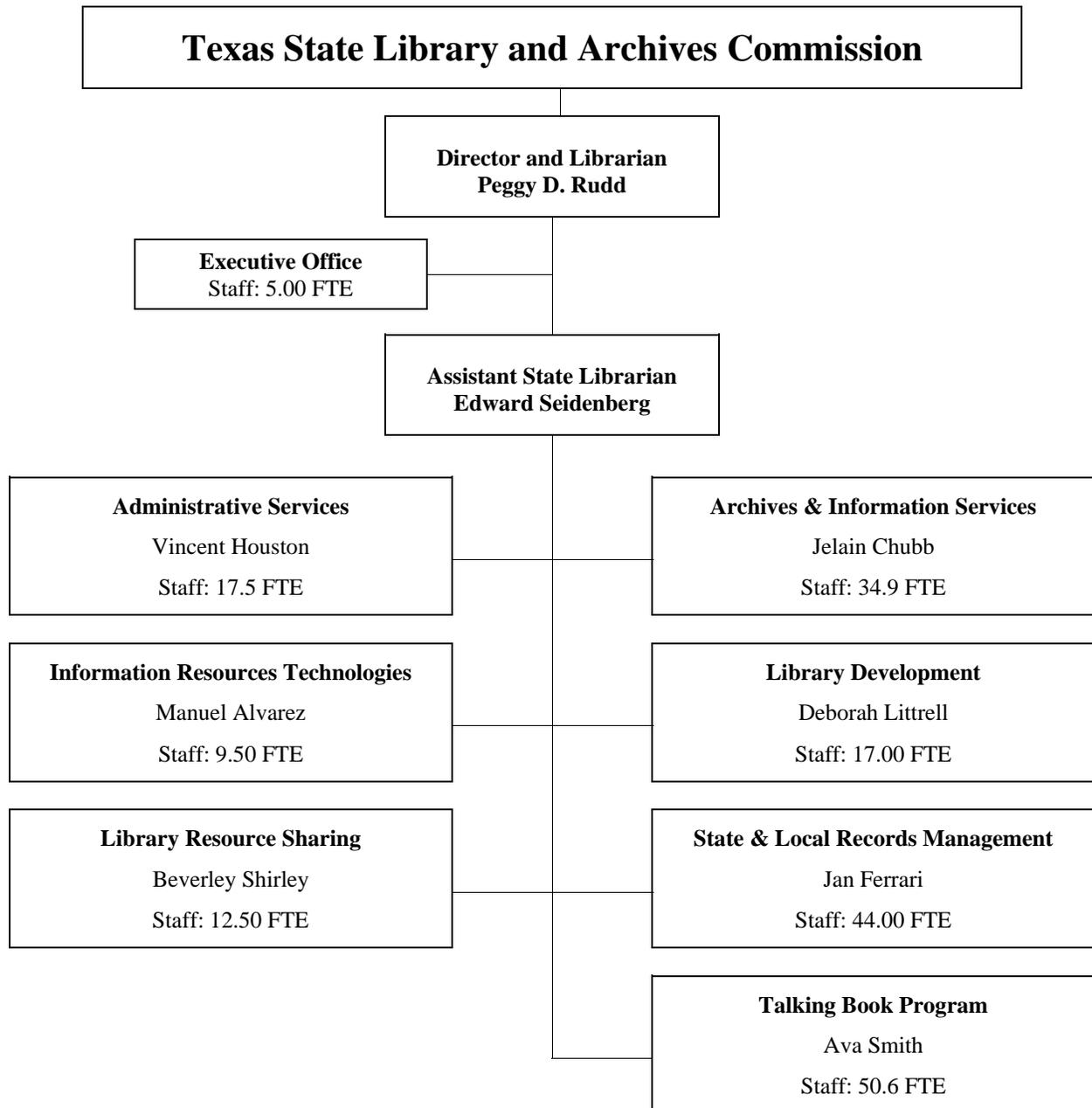
Nov. 2009:	The agency's senior management team began strategic planning discussions. Plans were made for a series of focus group interviews with agency staff and a facilitated strategic planning session with commissioners and senior staff.
Dec. 2009- Feb.2010:	The director and librarian conducted 11 focus group interviews with agency staff in four locations to explore customer needs; identify roadblocks to excellent service delivery; discuss future service trends; and changes that need to be made to improve the customer experience.
Dec. 2009-Apr. 2010:	The agency's senior management team reviewed the existing Agency Strategic Plan and the results of the focus group sessions. Teams were assigned to update sections of the plan. Managers met regularly to discuss and review vision, mission, goals, strategies and measures. From this effort, an initial draft of the Agency Strategic Plan was developed.
Feb. 28, 2010:	At a regular meeting of the Texas State Library and Archives Commission, the director and librarian reported on results of the focus group interview sessions, introduced the facilitator for the strategic planning session and moderated a discussion of program and policy issues and priorities related to strategic directions, goals and objectives.
Mar. 1-2, 2010:	Facilitated strategic planning session was held for commissioners and senior staff.
Mar. 16, 2010:	Instructions for Preparing and Submitting Agency Strategic Plans were issued by the Legislative Budget Board and Governor's Office of Budget, Planning and Policy.
Apr. 14, 2010:	Initial draft of the Strategic Plan was discussed at a regular meeting of the Texas State Library and Archives Commission.
Apr. 14, 2010:	Submitted draft of Strategic Plan to Library and Archives Commission for approval.
Apr. 15-May 26, 2010:	Agency staff continued developing and revising plan based on Library and Archives Commission input.
Jun. 7, 2010:	Texas State Library and Archives Commission reviewed and approved the Strategic Plan.
Jun. 8-11, 2010:	Completed final revisions.

Jul. 2, 2010:

Submitted Agency Strategic Plan to Legislative Budget Board,  
Governor's Office of Budget, Planning and Policy, etc.

# AGENCY ORGANIZATION CHART

Number of FTE employees in FY10: **193.0**



## FIVE-YEAR PROJECTIONS FOR OUTCOMES

(Assumes Continuation of FY09 Funding Level)

<b>OUTCOME MEASURES</b>	<b>2011</b>	<b>2012</b>	<b>2013</b>	<b>2014</b>	<b>2015</b>
<b>OBJECTIVE A.1</b>					
Percent of the public libraries that have improved their services or resources.	32%	32%	32%	32%	32%
Dollar value of cost avoidance achieved by library resource sharing (millions).	\$151.0	\$155.0	\$159.4	\$163.9	\$168.4
<b>OBJECTIVE A.2</b>					
Percent of eligible population registered for Talking Book Program service.	6.28%	6.48%	6.6%	6.75%	7.0%
<b>OBJECTIVE B.1</b>					
Percent of customers satisfied with State Library reference and information services.	95%	95%	96%	96%	96%
<b>OBJECTIVE C.1</b>					
Percent of state agencies administering programs based on approved records schedules.	96%	96%	97%	97%	97%
Percent of local government offices administering programs based on approved records schedules.	78%	78%	79%	79%	80%
Dollar value of cost-avoidance achieved for state records storage/maintenance (millions).	\$106.8	\$107.9	\$108.9	110.0	\$111.1
<b>OBJECTIVE D.1</b>					
Percent of total dollars spent with HUB vendors.	8%	8%	8%	8%	8%

## MEASURE DEFINITIONS

### OBJECTIVE A.1 OUTCOME MEASURES

#### Percent of public libraries that have improved their services or resources

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

#### Dollar value of cost-avoidance achieved by library resource sharing

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

Source / Collection of Data	Costs for individual libraries to provide access to databases are estimated from vendor's price schedules. Costs to purchase materials received through inter-library loan and the TexShare Card program are calculated using the published average costs for books and commercial document delivery services. Costs to provide access to state agency publications are estimated by calculating the cost of postage to mail the materials individually. Costs to provide library-to-library delivery of materials are estimated by calculating the cost of postage to mail materials individually. Library resource sharing program costs include all allocable direct costs and are obtained from internal budget summaries.
Method of Calculation	The agency compiles a listing of database products purchased on statewide contract, estimating the cost each library would pay for these products if libraries purchased them on their own. Interlibrary loan data are derived from reports submitted by interlibrary loan centers and a commercial vendor. The State Publications Depository Program tracks the number of publications distributed to depository libraries. Participating libraries annually report the number of items circulated as part of the TexShare Card program. The number of materials delivered among libraries is reported by the commercial courier.  Reported measure is determined by: (1) estimating the cost for participating libraries and state agencies to provide electronic access to databases, acquire state agency publications, mail library materials, and purchase materials received through interlibrary loan and the TexShare Card; and (2) subtracting actual expenditures of TexShare and other sharing programs. Calculated annually.
Data Limitations	Listed prices for databases reflect price quotations from vendors. Consistent cost comparisons are difficult to verify since the database marketplace changes rapidly; vendors frequently negotiate statewide discounts, and regularly offer price breaks on "package deals." Postage costs could vary due to the weight of the packages or the number of items included in a single package.
Calculation Type	Non-cumulative
New Measure	No
Desired Performance	Higher than target
Priority / Key Measure	High / No

## STRATEGY A.1.1 OUTPUT MEASURES

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

Short Definition	This is the number of people who receive TexShare and other library resource sharing services.
Purpose / Importance	The measure reflects the number of Texans who benefit from TexShare and other library resource sharing services. It illustrates the impact of these cooperative programs.
Source / Collection of Data	Measures instances of use of materials, services and activities. Includes interlibrary loans requested, number of reciprocal borrowers cards issued, and the number of search sessions on project-funded resources. A "session" is defined as access to a specific resource by a single individual, as defined by unique IP (Internet Protocol) address. A particular IP address is considered new/unique if the server has no record of activity for 30 minutes. Additionally, a "session" may be counted as beginning when a user logs into a particular resource – such as a database and ending when that person logs off that resource. Includes database search sessions and database gateway services, but does not include typical Web-page browsing.  Database statistics are reported by the database vendors; interlibrary loan and other transactions are submitted by participating libraries and commercial vendor; and reciprocal borrowing transactions are reported by participating libraries.

Method of Calculation	Reported quarterly, based on computer logs or on-site counts by grant projects, contract vendors and the State Library. Some reports will include performance for projects funded in the previous fiscal year; reports from grant recipients may be based on sampling or other estimating techniques. Based on non-unique counts each time services are provided.
Data Limitations	Statistics from third parties are inconsistent and sometimes arrive too late to be reported. The technology available for tracking sessions is not consistent across vendor platforms. Frequently vendor-provided statistics will reflect multiple sessions when a single user accesses multiple resources. The number of "search sessions" may sometimes have to be estimated based on a count of actual searches performed. The technologies involved in delivering services and in compiling service statistics are dynamic, frequently changing without advance notice.
Calculation Type	Cumulative
New Measure	No
Desired Performance	Higher than target
Priority / Key Measure	High / Yes

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

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

## **STRATEGY A.1.1 EFFICIENCY MEASURES**

### **Number of days of average turnaround time for interlibrary loans**

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

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

### **Cost per book and other library material provided by shared resources**

Short Definition	This is the unit cost of materials delivered via TexShare and other library resource sharing services.
Purpose / Importance	Resource sharing services dramatically expand the range of materials provided to libraries and the public. This measure shows the efficiency of TexShare and other library resource sharing services.
Source / Collection of Data	Costs are derived from budget summaries. Costs include all direct and allocable indirect costs in the strategy. Calculated annually.
Method of Calculation	This measure calculates a unit cost for all materials supplied. The cost of appropriate projects in this strategy is divided by the number of materials, loaned or supplied by those projects. The cost of projects is based on the final budgeted grant or project amounts at the end of each reporting period, or on actual amounts, when available. Calculated annually.
Data Limitations	The reported results are not always within the complete control of the agency. For example, if the complete number of search sessions or interlibrary loans supplied is not reported on time, the reported cost per use will be higher than actual.
Calculation Type	Non-cumulative
New Measure	No
Desired Performance	Lower than target
Priority / Key Measure	Low / No

## **STRATEGY A.1.2 OUTPUT MEASURES**

### **Number of books and other library materials provided to libraries**

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

Source / Collection of Data	Count of books, subscriptions, audiovisuals, e-documents and other materials purchased, leased, loaned, or supplied to a library (includes items purchased by all projects, in circuit/deposit collections, interlibrary loans, articles and documents, etc.). Counts of e-documents represent number of times project-funded resources (web pages, graphics, or other electronic documents) are used. Focuses on materials libraries would usually include in a collection, not administrative or publicity items. Traditional items purchased (books, a/v, etc.) are counted as the library receives them. Counts of e-documents are collected through data collection software or by sampling or estimating. Reported at least quarterly, based on computer logs or on-site counts and tally sheets compiled by grantees, the agency, or contract vendors. Some reports may be based on sampling or other estimating techniques. Some reports will include materials received from orders placed in the previous fiscal year.
Method of Calculation	Numbers are compiled from various projects and tallied.
Data Limitations	Item counts may include materials from orders placed in a previous fiscal year. Database and e-resources statistics may be based on estimates and sampling. Statistics provided by commercial vendors sometimes vary in completeness. Data may be based on sampling or estimates. Data collected from grant projects may be received too late for inclusion in a particular report.
Calculation Type	Cumulative
New Measure	No
Desired Performance	Higher than target
Priority / Key Measure	Medium / No

### Number of librarians trained or assisted in libraries

Short Definition	Calculates the number of librarians, library staff, local officials, and others who receive training or assistance directly from the State Library, the Texas Library System, or other projects.
Purpose / Importance	This measure provides an indication of the amount of training and assistance provided to librarians and others to help improve library services. It counts people (1) attending or accessing instructional workshops or (2) receiving consulting assistance provided by the Texas Library System, the State Library, or other projects. It provides a measure of the amount of service the strategy is providing to librarians.
Source / Collection of Data	Reported monthly or quarterly, based on on-site counts by the library systems, the State Library, or other projects; technical assistance includes assistance given by mail, e-mail, fax, telephone, and in person. Based on non-unique counts each time assistance or training is provided to librarians, library staffs, local officials, or others; some reports may be based on sampling or other estimating techniques. Sign-in sheets, electronic attendance logs, or on-site counts are used to count people attending instructional workshops. Staff record the number of people to whom they provide technical assistance by telephone, in-person, email, or mail.
Method of Calculation	Data are compiled and tallied.
Data Limitations	Data may be based on sampling or estimates. Some workshop attendees do not register and may not be counted.
Calculation Type	Cumulative
New Measure	No
Desired Performance	Higher than target
Priority / Key Measure	Medium / No

## Number of persons provided library project-sponsored services

Short Definition	Calculates the number of Texans who receive direct services through the State Library, the Texas Library System, and a variety of other programs that support libraries.
Purpose / Importance	Counts number of times people receive services as a result of projects. Projects are available directly to the library; includes Texas Library System, competitive and other grants, continuing education & consulting services by the agency, & Reading Club. Measures use of materials, services & activities provided by projects. Includes persons: receiving materials circulated by projects, viewing grant-supplied audiovisuals, using circuit or deposit collections, attending project programs, number of reference questions, direct loans to non-residents, Reading Club logs distributed, & direct use of other funded services. Also includes number of instances someone accesses an electronic information resource; focuses on materials libraries would usually include in a collection, not administrative or publicity items. Counts IP addresses; a particular IP address is considered new/unique if the server has no record of activity for 30 minutes.
Source / Collection of Data	Reported at least quarterly, based on computer logs, tally sheets, or on-site counts by grant projects and State Library. Some reports may be based on sampling or other estimating techniques; will include performance for some projects funded in previous fiscal year. The usage of library materials is estimated by multiplying the reporting entity's average collection turnover rate for the most recent year by the number of materials it received from the project. Based on non-unique counts each time service is provided.
Method of Calculation	Numbers for each project are compiled and tallied.
Data Limitations	Data may be based on sampling or estimates. Available software may not completely capture electronic usage. Collection turnover rates are calculated from data reported by the local libraries. Some libraries do not use Texas Reading Club logs even though they participate in the program.
Calculation Type	Cumulative
New Measure	No
Desired Performance	Higher than target
Priority / Key Measure	High / Yes

## STRATEGY A.1.2 EFFICIENCY MEASURES

### Cost per person provided local library project-sponsored services

Short Definition	Calculates the cost efficiencies of services provided through funded projects.
Purpose / Importance	This measure calculates the cost effectiveness of providing local library project services. It demonstrates fiscal responsibility and the ability to provide effective service efficiently.
Source / Collection of Data	The cost of projects is based on the final budgeted grant or project amounts at the end of each reporting period. The cost of appropriate projects is divided by the number of persons provided local library project-sponsored services.
Method of Calculation	Final budget figures are divided by the number of persons served.
Data Limitations	Unexpended grant funds may be returned after the report is filed due to unfilled orders, refunds, or other accounting anomalies.
Calculation Type	Non-cumulative
New Measure	No
Desired Performance	Lower than target
Priority / Key Measure	Low / No

## OBJECTIVE A.2 OUTCOME MEASURES

### Percent of eligible population registered for Talking Book Program services

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

## STRATEGY A.2.1 OUTPUT MEASURES

### Number of persons served

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

### Number of institutions served

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

## STRATEGY A.2.1 EFFICIENCY MEASURES

### Cost per person served

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

### Cost per volume circulated

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

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

## **OBJECTIVE B.1 OUTCOME MEASURES**

### **Percent of customers satisfied with State Library reference & information services**

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

## **STRATEGY B.1.1 OUTPUT MEASURE**

### **Number of assists with information resources**

Short Definition	The number of times staff assist customers to find information; the staff will provide customers with information resources or informational responses.
Purpose / Importance	The measure provides an indication of the degree of success achieved in continually improving services to customers and a measure of staff effectiveness in maintaining familiarity with internal and external resources. Customer assistance involves the knowledge, use, recommendation, interpretation of, or instruction in the use of one or more information resources by a staff member; directing a person to a source outside the agency known to possess the desired information; or, verifying that the information requested is not available.

Source / Collection of Data	<p>Staff count all onsite information resources used by customers, or by staff assisting customers, as those materials are returned to their original locations. Staff also count those contacts where the provision of information does not involve the use of onsite resources.</p> <p>The assistance to customers includes responses to reference questions received by mail, phone, fax, e-mail, or in person. Onsite information resources include individually numbered containers of archival documents and items assigned and retrieved by means of a unique/locator number. External resources include libraries, institutions, organizations, or individuals, as well as databases, library catalogs, and other electronic information. Customer visits to the agency Web site are not included. Daily counts are tallied on a monthly basis.</p>
Method of Calculation	The monthly total of customers assisted without the use of onsite information resources is combined with the monthly total of information resources used onsite to assist customers.
Data Limitations	Information resources might be returned to their original locations by non-staff members, which would result in an undercount of usage.
Calculation Type	Cumulative
New Measure	No
Desired Performance	Higher than target
Priority / Key Measure	High / No

## **STRATEGY B.1.1 EFFICIENCY MEASURE**

### **Cost per assist with information resources**

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

## **STRATEGY B.1.1 EXPLANATORY MEASURE**

### **Number of Web-based information resources used**

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

## **OBJECTIVE C.1 OUTCOME MEASURES**

### **Percent of state agencies administering programs based on approved records schedules**

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

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

Short Definition	This is the percentage of local governments that have, in accordance with the Local Government Code §201.041: (1) submitted a records control schedule and have had the schedule approved; (2) adopted the records retention schedules issued by the State Library and Archives Commission; or (3) declared that all records will be maintained permanently.
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Purpose / Importance	This measure tracks the level of compliance with the Local Government Records Act of 1989 and reflects the agency's efforts to ensure compliance. Compliance with the act improves public access to government information, provides for government accountability, and fosters cost-effective government recordkeeping practices.
Source / Collection of Data	Documents demonstrating compliance are maintained in paper and evidence of compliance is entered into a database. The agency determines at the beginning of each fiscal year the total number of local governments subject to the Local Government Records Act with sources provided by other state agencies and government associations.
Method of Calculation	Divide the total number of local governments in compliance by the total number of local governments. Calculated monthly.
Data Limitations	New local governments are created each year and some are abolished; thus, the total number of local governments fluctuates unpredictably from year to year.
Calculation Type	Non-cumulative
New Measure	No
Desired Performance	Higher than target
Priority / Key Measure	Medium / No

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

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

## STRATEGY C.1.1 OUTPUT MEASURES

### Number of state and local government employees assisted or trained

Short Definition	This is the number of state agency and local government employees receiving consulting or training services in records and information management from the agency.
Purpose / Importance	This measure indicates the level of need and interest by state and local government officials in records management and in complying with the state and local government records management statutes. This measure also reflects this agency's efforts to provide training and consulting services to stimulate the continued growth of records management in Texas government.
Source / Collection of Data	Staff complete electronic consulting and training logs maintained in a database on a daily basis. Calculated monthly.
Method of Calculation	The total number of persons receiving consulting is added to the total number of those receiving training services in a given month.
Data Limitations	As governments develop records management programs using new information technologies, the need for routine training and technical assistance has increased. There is a greater demand for advanced and intensive consultation and training sessions. The resulting target is not easily predictable due to variations in budget, need and interest across state and local governments.
Calculation Type	Cumulative
New Measure	No
Desired Performance	Higher than target
Priority / Key Measure	Medium / No

### Total Revenue from Storage Services

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

## Total Revenue from Imaging Services

Short Definition	This is the total amount of fees billed to customers for the imaging services provided by the agency.
Purpose / Importance	Since the agency's imaging services are on a full cost-recovery basis, the constant tracking and monitoring of revenues and expenses is important to ensure fees are in line with costs. Fees are set to recover all direct and allocable indirect costs in the strategy. Imaging includes source document microfilming, microfiching, duplicating, quality control editing, and conversion of computer output to film.
Source / Collection of Data	Databases are used to track work performed and fees billed for imaging services. Work performed is updated daily and fees billed are calculated monthly.
Method of Calculation	Total fees billed for imaging services as determined by end of month figures.
Data Limitations	Total revenue will vary depending on volume of imaging work during a given fiscal year. Legislative requirements regarding the use of a contract workforce may not allow us to achieve the maximum revenue possible. There is nothing in state law that requires agencies to image records or to use this agency for imaging services if they do image records.
Calculation Type	Cumulative
New Measure	No
Desired Performance	Higher than target
Priority / Key Measure	Medium / No

## STRATEGY C.1.1 EFFICIENCY MEASURES

### Cost per cubic foot stored/maintained

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

# TECHNOLOGY RESOURCES PLANNING

## PART 1: TECHNOLOGY ASSESSMENT SUMMARY

- Provide a brief description of the planned technology solutions that respond to the key factors that will affect the agency. Consider how those solutions align with the statewide technology goals reflected in the State Strategic Plan for Information Resources (*Advancing Texas Technology*).

The State Library will use the following technology solutions during the life of this strategic plan:

- ❖ Participate in the Consolidated State Data Center Services Program as mandated by HB1516. This solution aligns with statewide technology goal 1.
- ❖ Participate in the DIR negotiated technology contracts for IT commodities which also aligns with goal 1.
- ❖ Use Software as a Service (SaaS) contracts for some of its critical library systems. This aligns with goal 1.
- ❖ Maintain an information resources security program which adheres to all TAC 202 requirements. This aligns with goal 2.
- ❖ Enforce a strong identity management strategy to protect its information resources. This aligns with goal 2.
- ❖ Maintain all web content compliant with all relevant web and accessibility standards. This aligns with goal 3.
- ❖ Continue current efforts to provide statewide resource discovery systems and other tools to help make agency and public data accessible to Texans. This aligns with goal 3.
- ❖ Continue to enhance staff productivity by providing remote access to information resources and leveraging social networking and collaboration tools with due consideration to security issues. This aligns with goal 4.
- ❖ Modernize the legacy system used by the Talking Book Program to ensure the availability of this critical resource. This aligns with goal 4.
- ❖ Continue efforts to protect the privacy and confidentiality of administrative and archival records for state agencies through proper information asset management practices. This aligns with goal 4.
- ❖ Continue efforts to collaborate with business partners and share information by promoting the use of interoperability standards, preserving web content of state agencies, and providing resources discovery systems. This aligns with goal 4.

- Provide agency descriptions related to each statewide technology goal listed below. The criteria for these descriptions appear after each goal and are labeled 1.a, 1.b, 2.a, and so forth.

### **Statewide Technology Goal 1**

Strengthen and Expand the Use of Enterprise Services and Infrastructure

#### 1.1 Enhance Capabilities of the Shared Infrastructure

- Data Center Infrastructure
- Communications Technology Infrastructure
- Statewide Portal Infrastructure

#### 1.2 Leverage Shared Applications

- Enterprise Resource Planning (ERP)
- Email Messaging

#### 1.3 Leverage the State's Purchasing Power

- Product and Services Portfolio Expansion

- 1.a Describe agency plans to strengthen and/or expand its capabilities through the initiatives described in Statewide Technology Goal 1.

As an agency participating in the data center services program, the State Library contracts with the Texas Department of Information Resources (DIR) for data center services through the Team for Texas contract and was the first agency to have its servers migrated into the new consolidated state data center in August 2007. The State Library also uses the communication services available through the TexAN contract and will continue to take advantage of the services made available through the new TexAN contract.

- 1.b Describe agency plans to strengthen and/or expand its capabilities through other initiatives that leverage enterprise or multi-agency services and infrastructure, including managed services, shared applications, internal consolidation efforts, and procurement strategies.

The State Library adheres to all DIR technology acquisition requirements and purchases IT commodities through DIR's negotiated contracts. We negotiate the best price for technology through these contracts. However, our needs are not typically of significant volume and do not usually result in additional savings beyond DIR negotiated prices. We do take advantage of educational pricing for technology products and services when these are available to us and we achieve significant cost savings for much of our telecommunications by participating in the e-rate program. The library is also utilizing Software as a Service (SaaS) contracts as the service delivery option for three of the electronic library applications it acquired from international software vendors. For these library tools, SaaS provides the most economical and yet most effective technical support and allows the agency to focus more on its core mission.

TSLAC is charged by Government Code 441.223 "to facilitate joint purchasing agreements for purchasing information services and encourage cooperative research and development of information technologies." The TexShare and K12 Databases are vehicles through which we fulfill this obligation and providing a consolidated, efficient procurement process. Consolidating buying power at the state level enables us to offer Texans more electronic content for less money. Three subcomponents comprise the purchasing/access component of this program. (1) Funded through a combination of state general revenue, federal funds, and local library cost share, the TexShare core database service provides over 14,290 journal titles, 420,519 primary source documents, and 28,281 unique e-book titles to almost 700 Texas public, academic, and medical libraries. In FY2009, it would have cost the 694 libraries participating in the TexShare core database program \$101,263,000 dollars to purchase the database subscriptions that were purchased by the TSLAC for \$7,160,000. (2) Through the TexSelect program, TSLAC negotiates discounted pricing with database vendors; TexShare member libraries may use local funds to purchase subscriptions to these databases at substantial "TexSelect" discounts. In FY2009, the TexSelect program saved Texas libraries almost \$6.7 million. (3) Funded by a rider to the Texas Education Agency's budget and taken out of TEA's technology fund, the K-12 Database program provides core electronic resources to Texas public school educators, staff, students and their families. It would have cost the 7,547 campuses participating in the K12 Database program \$21,192,000 dollars to purchase the database subscriptions that were purchased by the TSLAC for \$2,228,000.

## **Statewide Technology Goal 2**

### Secure and Safeguard Technology Assets and Information

#### 2.1 Align the State's Approach to Enterprise Security with other State and National Strategies

- State Enterprise Security Plan
- Vulnerability to Cyber Attacks
- Response and Recovery Capabilities

#### 2.2 Integrate Identity Management, Credentialing, and Access Privileges

- Identity Management Services

- 2.a Provide an update on the agency's progress in implementing strategies to align with the *State Enterprise Security Plan*.

The policies and procedures of the State Library align with the goals of the State Enterprise Security Plan to prevent cyber attacks, reduce vulnerability to these attacks, and to respond to, recover from, and

minimize the impact of such attacks. We support the agency's core mission by maintaining a secure environment as described here.

The State Library adheres to all DIR guidelines and requirements for security. The library has a designated Information Resources Manager with over twenty years of State of Texas experience in IT management. As a member of the State Library's management team, the IRM coordinates the security of the information resources that support the agency's service programs and reports to the Director and State Librarian. The IRM attends the annual information security forum and meets the annual IRM requirement for continuing professional education. The agency's information resources security program follows the requirements of TAC 202 and is reviewed annually by an IT auditor who reports directly to the governing body of the Texas State Library and Archives Commission. The security program includes the review and distribution of current security policies for all users as well as annual security training.

As one of the twenty-seven state agencies mandated by HB1516 to consolidate its information resources at the new state data center, TSLAC was the first agency to have its resources migrated into that center. The State Auditor's security review of that data center concluded that the data center can provide the required security protection for the state's information resources. The library uses the DIR and consolidated data center policies and procedures in acquiring its anti-virus software and Secured Socket Layer certificates.

The State Library coordinates with the DIR Security Office to conduct annual Controlled Penetration Tests and Web Applications Scans in order to identify and address potential vulnerabilities. The agency's technical staff coordinates with the state data center staff to remediate vulnerabilities identified in our tools and applications.

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

Administrative access to the agency's end-user computers is restricted to prevent uploading of unauthorized software. Complex passwords are required and changed every 90 days. The network is partitioned by business function and access is limited to authorized users into specific areas. VPN access requires IRM and division director approval.

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

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

2.b Describe the agency's identity management strategies in place or planned.

The State Library considers identity management to be an essential component of an effective security program to protect the state's information resources and its citizen's information. A DPS security guard and agency receptionist are stationed at the welcome desk in the lobby during business hours to ensure that visitors sign in and out. Visitors are directed to appropriate areas in the building and only personnel with proper credentials can access controlled areas. During non-business hours, only staff with appropriate building access cards can enter the library.

Information resources are secured physically and logically against unauthorized access. All network devices are secured behind cipher-locked doors. Strong user passwords are enforced and routinely changed in accordance with our security policies. Access to information resources and removal of this access requires management approval and is controlled and documented by the technology staff. Within the agency's network, access to different network segments and different sets of data is further controlled by setting user privileges as approved by management providing the minimal access required by the user. Web-based applications developed in-house such as the Grants Management System have controlled access and strong passwords are enforced.

### Statewide Technology Goal 3

Serve Citizens Anytime, Anywhere

#### 3.1 Expand and Enhance Access to Agency Services

- Multi-Channel Access
- Rural Broadband Expansion

#### 3.2 Facilitate Open and Transparent Government

- Best Practices for Information Assets

- 3.a Describe the agency's plans to expand or enhance access to its services and promote citizen engagement through online services and emerging technologies.

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

The agency promotes usability and the ability to search web content through a variety of methods. TSLAC's Texas Heritage Online ([www.texasheritageonline.org/](http://www.texasheritageonline.org/)) has led efforts among cultural heritage institutions to improve the discovery of online content through best practices including the use of site maps (a de facto industry standard described at [www.sitemaps.org](http://www.sitemaps.org)), the Open Archives Initiative's Protocol for Metadata Harvesting (OAI-PMH, described at [www.openarchives.org/pmh/](http://www.openarchives.org/pmh/)), and basic search engine optimization techniques along with use of APIs such as Open Search and SRU, which is maintained by the Library of Congress. Gateways to other APIs such as the Neubus and Flickr APIs, are planned. By bringing together resources from over 50 discrete collections, Texas Heritage Online provides improved access to resources from state agencies, including TSLAC, the Texas Historical Commission, the Texas Railroad Commission, and the Texas General Land Office, as well as resources from public institutions of higher education including The University of Texas at Austin, Texas A&M University, the University of North Texas, and others.

The agency promotes life cycle management of its own, and of the entire state government's, online digital information through TRAIL, the Texas Records and Information Locator ([www.tsl.state.tx.us/trail](http://www.tsl.state.tx.us/trail)), a service to capture, preserve and provide on-going access to web content of all Texas government web sites. The TRAIL service performs automated harvesting and provides full-text indexing of captured state agency websites. The agency is confident that the vendor, a national leader in web preservation efforts, will continue to improve its software and storage capabilities, to spearhead efforts addressing rapidly changing technology in the web environment, and to advocate the adoption of its open source-based file format as an acceptable standard for the preservation of web content. Agency staff frequently review and update TRAIL's list of top-level state government agencies to ensure that users are able to locate easily state agency web sites. Additionally, the TRAIL program mandates standards for describing documents in metatags so that all Texas state government online information will be easier to search and discover in popular online search engines as well as in TRAIL. These standards are fully described online at [www.tsl.state.tx.us/statepubs/docs/Metadata\\_in\\_Electronic\\_Publications.2004.pdf](http://www.tsl.state.tx.us/statepubs/docs/Metadata_in_Electronic_Publications.2004.pdf)

- 3.b Describe initiatives planned or in process that will facilitate access to agency information and public data.

The staff of the Archives and Information Services Division is working to set up a Flickr account to provide access to Civilian Conservation Corps drawings of state parks and expects to make this available in the spring of 2010. The success of this project may lead to future postings of images from other collections.

The state's primary Internet gateway, Texas Online ([www.texas.gov](http://www.texas.gov)), has recently proposed to TSLAC that Texas Online incorporate and provide from that website the information found in the TRAIL state agency list. Staff are setting up an automated system that will provide the list's database to the Texas Online group on a regularly recurring basis. This initiative to increase the visibility of the state agency

list's directory information should be implemented in the late spring or early summer of 2010.

The Texas State Publications Depository Program is pursuing an opportunity to increase the visibility of the physical publications of the state by partnering with Paratext, a publisher of bibliographic databases aimed at academic, public, and special library audiences worldwide. By providing bibliographic records from the Texas documents collection for incorporation into Paratext's *Public Documents Master File*, the Program expects to increase the recognition and utilization of the valuable Texas documents collections both at the agency and at depository libraries. The partnering effort is in its early stages, but staff anticipate having agreements in place, conveying retrospective records to Paratext, and establishing a system for the on-going periodic transfer of new records by the end of calendar year 2010.

The Archives and Information Services Division is applying for a Linda Heck Howell grant from Humanities Texas. If awarded, the grant will fund a website with 15-17 lesson plans for middle school Texas history students that will introduce them to the practice of using historical archival materials on the web. The subject matter will focus on the impact of the railroads, the discovery of oil and gas, and the change from an agrarian to an urban society, major topics in the Texas Essential Knowledge and Skills curriculum for seventh-grade Texas history students.

#### **Statewide Technology Goal 4**

Pursue Excellence and Foster Innovation across the Enterprise

##### 4.1 Link Technology Solutions to Workplace Innovations

- Workplace Productivity and Collaboration

##### 4.2 Pursue Leading-Edge Strategies for Application Deployment

- Cloud Computing
- Specifications, Toolkits, and the Application Marketplace
- Legacy Systems Modernization

##### 4.3 Optimize Information Asset Management

- Best Practices for Managing Digital Information

##### 4.4 Promote the Use and Sharing of Information

- Health Information Exchange
- Statewide Communications Interoperability
- Justice Information System Integration
- Enterprise Geospatial Services

#### 4.a Describe agency plans to implement or enhance workplace productivity and to leverage collaboration tools.

The State Library will continue to explore technologies that can enhance staff productivity. Currently, the agency provides remote access to network resources to its staff. Virtual Private Network (VPN) access is available with management approval to staff when they are required to work remotely. Agency laptops are made available to staff when they travel or work from home. In addition, the library provides access to email via agency smart phones and/or personal smart phones. Access to agency resources via these mobile devices is controlled by information resources security policies and technical staff.

Program staff uses web-based courseware, webinar, and teleconferencing tools to conduct and participate in training opportunities and business meetings. In addition, staff utilizes collaboration tools for projects such as developing grant applications. Staff use blogs, Twitter, and other social networking and cloud computing tools for communication internally and externally.

#### 4.b Describe agency strategies to develop and deploy applications more efficiently (i.e., through Cloud Computing, Software as a Service, Application Toolkits, Legacy System Modernization).

During the past biennium, the agency has migrated three of its critical library systems to Software as a Service contracts. Our statewide resource discovery systems, The Library of Texas and Texas Heritage Online were the first of the three Software as a Service contracts initiated to provide the most economical and effective technical support for these systems. The agency's integrated library system and the Interlibrary loan system followed in 2009.

The automated system developed in-house and used successfully for many years by the Talking Book

Program to manage its inventory and circulation of materials will be replaced in 2010.

4.c Describe agency strategies to enhance information asset management practices.

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

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

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

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

4.d Describe agency practices or plans to enhance the use and sharing of information with agency business partners.

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

One service by which TSLAC promotes data sharing is the Library of Texas (LoT, [www.libraryoftexas.org](http://www.libraryoftexas.org)), an ongoing service that allows users to discover and retrieve desired information from multiple library catalogs, databases, and other knowledge collections using a single search interface. At present, the Library of Texas searches through the catalogs of 109 public libraries, 72 academic libraries, 4 unique libraries, and 41 TexShare commercial databases. Many search results from the TexShare databases will include the full text from the original article, satisfying information needs right away. For materials that are not immediately available online, search results include links to online bookstores and an ILL request form to obtain the desired information.

Texas Heritage Online ([www.texasheritageonline.org](http://www.texasheritageonline.org)) is a search service that enables cross-search of cultural heritage materials from libraries, archives, museums, government agencies and other institutions. It includes documents, photos, oral histories, music and film, and other formats of content. This service is particularly targeted at K-12 educators and students as well as other researchers, including historians and genealogists. By providing a single service where users can go to search for a variety of materials, Texas Heritage Online improves usability and access to information and lowers costs of providing redundant services among government agencies. Texas Heritage Online is a project designed to increase collaboration and data sharing among cultural heritage institutions. THO also provides training in digitization and metadata creation according to commonly-accepted standards and best practices.

We have mounted electronic copies of our finding aids to archival materials online through Texas Archival Resources Online (TARO), a consortium archival repositories throughout the state, hosted the University of Texas at Austin. Links to the finding aids are available through the ARIS section of the Library's website. We host several popular databases that provide historical/genealogical data to thousands of viewers each year, including our Historic Map Collection, Republic claims, Conference Pensions, and Adjutant General Service records. We also have prepared thirteen online exhibits based on our archival holdings and maintain a very popular Texas Treasures site.

## PART 2: TECHNOLOGY INITIATIVE ALIGNMENT

The table below depicts the format and mapping of the [Agency Name] current and planned technology initiatives to the agency's business objectives.

TECHNOLOGY INITIATIVE	RELATED AGENCY OBJECTIVE/(S)	RELATED SSP STRATEGY/ (IES)	CURRENT OR PLANNED	ANTICIPATED BENEFIT(S)	INNOVATION, BEST PRACTICE, BENCHMARKING
<b>1. TRANSFORMATION AND CONSOLIDATION OF AGENCY DATA CENTER OPERATIONS INTO THE STATE DATA CENTER</b>	All Objectives	1.1	Current	Replacement of aged computer hardware, software; enhanced disaster recovery	
2. Legacy system modernization: Replace the automated system used by the Talking Book Program to manage their inventory, customer base, and program activity.	Objective A.2 Increase library use by Texans with disabilities to 10 percent of the eligible population	2.1 4.2	Planned	Technical support will be available to ensure operational status of this critical business system	

# WORKFORCE PLAN

## I. OVERVIEW

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

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

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

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

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

*Objective 1.2:* Increase library use by Texans with disabilities

**Goal 2:** To improve information services by answering reference questions

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

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

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

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

Our core business functions include the following:

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

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

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

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

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

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

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

## II. CURRENT WORKFORCE PROFILE (SUPPLY ANALYSIS)

### DEMOGRAPHICS

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

**Workforce Demographics by Job Category**

Job Category	Category Total	Asian		African American		Hispanic American		White		Subtotals	
		Male	Female	Male	Female	Male	Female	Male	Female	Male	Female
<b>Number of Employees</b>											
Officials/Administrators	7	0	0	1	0	1	0	1	4	3	4
Administrative Support	57	0	0	3	3	9	3	22	17	34	23
Technicians	3	0	0	0	0	0	0	2	1	2	1
Service/Maintenance	1	0	0	1	0	0	0	0	0	1	0
Professionals	76	0	0	1	1	3	8	23	40	27	49
Para-Professionals	36	0	0	1	2	7	2	8	16	16	20
Skilled/Craft	7	0	0	0	2	1	0	2	2	3	4
<b>Total</b>	<b>187</b>	<b>0</b>	<b>0</b>	<b>5</b>	<b>6</b>	<b>23</b>	<b>13</b>	<b>62</b>	<b>76</b>	<b>91</b>	<b>96</b>
		<b>0</b>		<b>15</b>		<b>34</b>		<b>138</b>		<b>187</b>	
<i>Percent of Workforce</i>		0%		8.02%		18.18%		73.80%		46%	54%

Source: TSLAC Class Chart, 02/29/2010

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

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

### **TURNOVER AND ATTRITION**

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

### **CRITICAL WORKFORCE SKILLS**

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

We have a number of positions that require highly specialized skills, such as professional librarians, archivists, and government information analysts, in addition to IT professionals. One hundred twenty seven of our positions are categorized as professional or para-professional. Of these, 42 require an advanced degree, and the remainder require a bachelor's degree or a combination of college coursework and multiple years of experience.

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

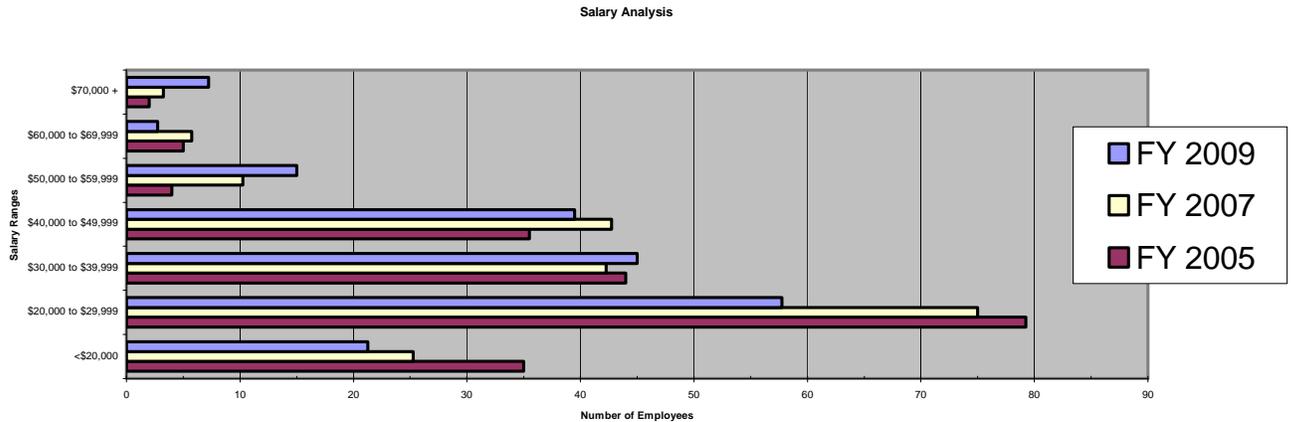
Our movement towards digitization of documents and information requires non-IT staff to become proficient in this emerging technology. Some of the technical skills currently required (microfilming, tape duplication, etc.) will no longer be necessary when we transition to the new technology. Customer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

### **CHALLENGES RECRUITING MISSION-CRITICAL SKILLS**

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

Many of our jobs have become increasingly complex, and we have adjusted job responsibilities and

position classifications accordingly; however, we have a large number of staff who have been in their positions for many years. An additional challenge we face is increasing these salaries comparable to what we are able to offer new hires. The large number of part-time positions in the clerical series is also a challenge to raising overall salaries in our agency. Though we have increased the salary levels within our agency since FY 2005, as reflected in the chart below, much of our turnover is a result of staff transferring to another state agency to perform the same job for more salary.



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

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

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

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

### **III. FUTURE WORKFORCE PROFILE (DEMAND ANALYSIS)**

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

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

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

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

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

#### **FUTURE WORKFORCE SKILLS**

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

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

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

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

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

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

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

## **TRAINING NEEDS**

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

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

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

## **STAFFING**

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

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

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

## **IV. GAP ANALYSIS**

### **SKILLS**

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

A large number (127 of 193) of our positions are professional or para-professional and require expertise or education in a specific area. The professionals are required to continue acquiring education and experience relative to their fields. This ensures instant credibility as the professionals work with the general public, high-ranking agency staff, and state and local elected officials.

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

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

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

### **RECRUITMENT**

Long-term vacancies and a shortage of qualified replacement staff for management and other key program positions are anticipated during the next five years. This could be exacerbated by the expanding skill sets required for replacements. Salaries for many of the professional positions are significantly lower than the regional and national averages. In addition, fewer people are obtaining

college degrees in the specialized fields required for many of our professional positions, according to national research by the American Library Association. This trend is expected to continue. We anticipate a shortage of employees and/or extended vacancies as we recruit qualified replacements.

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

## **STAFFING LEVELS**

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

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

## **V. STRATEGY DEVELOPMENT**

### **MAINTAINING MISSION-CRITICAL SKILLS**

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

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

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

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

## **RECRUITMENT/RETENTION**

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

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

## **WORK PROCESSES**

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

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

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

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

## **SUCCESSION PLANNING**

The agency has not yet implemented the practice of succession planning. In the next year, the Human Resources staff will work with division directors to identify key positions throughout the agency for which succession planning is critical. Then, the division directors will work as a group to identify potential staff with the skills and abilities to assume a particular key position with a minimal amount of training. This will allow managers and supervisors to develop staff with the potential to provide adequate backup of critical skills throughout the agency. This is especially important as we evaluate the positions of staff who will be eligible to retire in the next five years. Agency leadership will need to ensure adequate resources are available to develop these human resources.

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

### **LEADERSHIP DEVELOPMENT**

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

### **VI. CONCLUSION**

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

# SURVEY OF EMPLOYEE ENGAGEMENT - FY2010

## COMPARISON OF CONSTRUCTS

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

### Survey of Employee Engagement - FY2010

#### Comparison of Constructs

Number	Construct Name	TSL in '10	Rank
1	Supervision	395	1
16	Climate/ Ethics	392	2
15	Climate/ Atmosphere	386	3
5	Benefits	385	4
7	Strategic	382	5
14	Job Satisfaction	380	6
2	Team	379	7
12	Employee Engagement	378	8
3	Quality	375	9
11	External Communication	366	10
13	Employee Development	366	11
17	Climate/ Fairness	360	12
9	Information Systems	355	13
6	Physical Environment	353	14
8	Diversity	352	15
10	Internal Communication	350	16
18	Climate/ Feedback	336	17
19	Climate/ Management	303	18
4	Pay	255	19
Average Construct Score		360	

### Survey of Organizational Excellence - FY2008 - 2004

#### Comparison of Prior Years' Data

Number	Construct Name	TSL in '08	Rank	TSL in '06	Rank	TSL in '04	Rank
13	Quality	381	1	390	1	391	1
12	Strategic Orientation	373	2	387	2	388	2
2	Fairness	369	3	373	4	369	5
19	Burnout	368	4	369	6	371	4
16	External Communications	363	5	379	3	374	3
18	Time & Stress	359	6	363	8	352	12
17	Job Satisfaction	358	7	365	7	355	9
8	Employment Development	358	8	356	13	345	14
4	Diversity	358	9	362	9	355	8
7	Benefits	357	10	344	16	343	18
20	Empowerment	356	11	360	10	356	7
6	Physical Environment	354	12	371	5	360	6
10	Goal Oriented	350	13	358	11	354	10
11	Holographic (Consistency)	346	14	350	14	348	13
3	Team Effectiveness	344	15	342	17	343	17
1	Supervisor Effectiveness	342	16	345	15	343	16
15	Availability of Information	339	17	357	12	354	11
9	Change Oriented	331	18	339	18	344	15
14	Internal Communications	319	19	333	19	334	19
5	Fair Pay	234	20	231	20	225	20
Average Construct Score		348		354		350	

The Texas State Library and Archives Commission has contracted with the Institute for Organizational Excellence at the University of Texas at Austin for this survey since 1998. TSLAC management is disappointed that the Institute decided to revise the survey significantly in 2010. Some of the questions on the survey changed and the constructs also changed. In addition, they did not provide any comparative benchmark data that we have used in the past to compare ourselves to other agencies.

# Texas State Library and Archives Commission

**BUILDING RENOVATIONS ARE COMPLETE!**



From the Texas State Capitol, one can look east and see the newly refurbished bronze doors of the Lorenzo de Zavala State Archives and Library building gleaming in the midday sun. Glass walls now frame the lobby of the building, once described by a longtime state senator as a “tomb,” and the area is open to natural light that showcases the stunning wall mural depicting the panoply of Texas history.

New furniture graces public service areas. The light in the lobby ceiling sparkles. To the casual observer, it appears that the building has always looked this way. But those of us who have lived in this building under construction for the past two years have witnessed the transformation firsthand. The result is a lovely sight to behold!

By mid-April 2010, all furniture and shelving was delivered and installed. Staff located in a temporary off-site facility returned to the Zavala building, and staff temporarily located in spaces in the Zavala building have finally settled into their new “homes.” Library and archival collections are finally back inside the building.

Now, we have plans—BIG plans for regular programs, workshops, demonstrations and other learning experiences that will help us begin our new century of service to Texas!

Many thanks to all of you who contributed and will continue to contribute to the Texas State Library and Archives Commission and our work to be good stewards of the past and to lead information and library services into the future.



*Peggy D. Rudd*

Peggy D. Rudd, Director and Librarian



**FRIENDS OF LIBRARIES  
& ARCHIVES OF TEXAS**

For more information on how you can support the Texas State Library and Archives Commission to help realize our vision for a 21st century Library and Archives, visit [www.texaslibraryfriends.org](http://www.texaslibraryfriends.org).

**LORENZO DE ZAVALA STATE  
ARCHIVES AND LIBRARY BUILDING  
DEDICATED AS A NATIONAL LITERARY LANDMARK**



On December 3, 2009, Laura W. Bush, former U.S. and Texas First Lady (shown left), dedicated the Lorenzo de Zavala State Archives and Library Building in Austin as Texas' fourth national Literary Landmark.

The Texas Center for the Book nominated the de Zavala building, and The Friends of Libraries & Archives of Texas made the application for landmark status to the Association of Library Trustees, Advocates, Friends and Foundations (ALTAFF) based on the work of three authors who used materials from the Texas State Archives for their research: James Michener, author of *Texas*; Jack "Jaxon" Jackson, author and illustrator of graphic novels on Texas history; and Walter Prescott Webb, author of *The Texas Rangers*.

Association of Library Trustees,  
Advocates, Friends and Foundations  
Literary Landmarks Register

**ALTAFF**



**THE LORENZO de ZAVALA  
STATE ARCHIVES AND LIBRARY BUILDING**

This library and archives opened in 1961 to house and protect Texas' priceless historical treasures and to support and improve library services in the state. Noted Texas authors, including James Michener, Walter Prescott Webb, and Jack "Jaxon" Jackson, used its resources for research and inspiration.

This site is dedicated as a Literary Landmark by the Association of Library Trustees, Advocates, Friends and Foundations on the occasion of the Texas State Library and Archives Commission's 100th anniversary year.

Texas Center for the Book  
Friends of Libraries & Archives of Texas

December 3, 2009

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



Texas  
State Library  
and Archives  
Commission

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Texas State Library and Archives Commission  
AGENCY STRATEGIC PLAN, FISCAL YEARS 2011-2015  
**BUILDING ON A FOUNDATION OF  
SERVICE EXCELLENCE**