# Texas State Library & Archives Commission

# Assessment of Strategic Direction

# In 2012, TSLAC will update its strategic plan; given recent and expected budget cuts, the strategic review provides an opportunity to re-evaluate the strategic direction ahead of the planning process

| | Establish Fact Base | Evaluate Current Key Initiatives | Explore Potential New Initiatives | Determine Trade-offs Between Initiatives |
|---|---|---|---|---|
| **Key Questions** | • What is TSLAC's core function, as it relates to public libraries?<br><br>• What are its comparative advantages?<br><br>• What do public libraries and library patrons value?<br><br>• What is the agency's budget and how is it allocated? | • What activities is the agency currently doing?<br><br>• Whom do they help?<br><br>• How much do they cost?<br><br>• Are they aligned with TSLAC's comparative advantage and the needs of public libraries and library patrons? | • Are there other initiatives TSLAC could be doing that could allow it to better leverage its comparative advantage? | • How feasible is it for TSLAC to support these initiatives?<br><br>• How should the agency prioritize them?<br><br>• Who is best positioned to perform each initiative: the agency, the libraries, or some other party? |

# Summary

**A**

Agency needs to hone and clearly articulate strategic priorities

**1** Libraries perform innumerable services across diverse communities; agency needs to prioritize which functions it supports

**2** Agency will not have enough funding to make an impact if it chooses to invest in too many initiatives (currently invested in 20+)

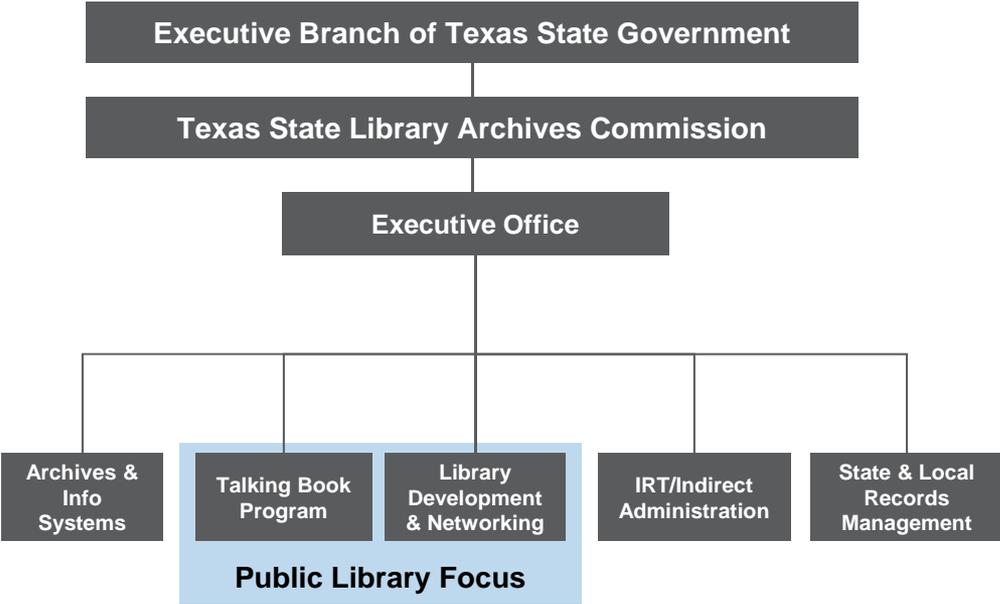**3** A clearly defined set of priorities may help improve effectiveness of communication with legislators

**B**

Access to information is of paramount importance to libraries and their patrons

**C**

Agency should increase proportion of spend in scalable and measurable areas supporting priorities
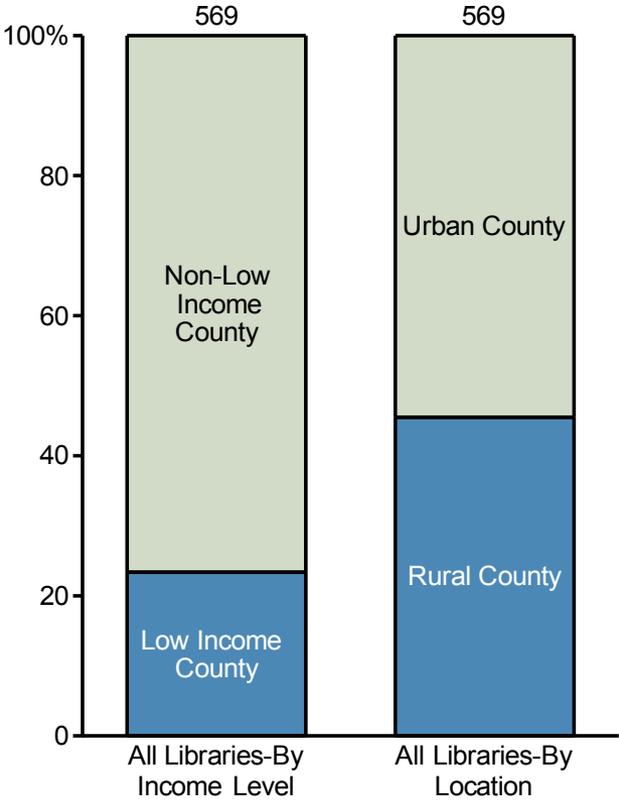
# TSLAC has two public library divisions supporting ~570 libraries of different sizes that serve diverse populations…

## TSLAC Organizational Structure

**Executive Branch of Texas State Government**

**Texas State Library Archives Commission**

**Executive Office**

- **Archives & Info Systems**
- **Talking Book Program**
- **Library Development & Networking**
- **IRT/Indirect Administration**
- **State & Local Records Management**

**Public Library Focus**

## Texas Public Libraries by Income Level of Population Served and Location, 2010



All Libraries-By Income Level: 569
- Non-Low Income County
- Low Income County

All Libraries-By Location: 569
- Urban County
- Rural County

**2009 Total Funding for Public Libraries: $456M**
**2010 Funding per Library - Median: $154K, Range: $1.5K-$36.6M**

# …And which perform a myriad of functions across communities…



Core Functions of Public Libraries

Workforce training, job search and placement

Online electronic information, websites, and digital resources

Educational programs

Programs for elderly

Help/ assistance with reference

Depository of books

Hispanic outreach

**Provide local community with free access to information**

Programming for reading

Access to the Internet

Computer access, training, and support

Programming for literacy

Community/ social gathering space

Services provided by all libraries

Services provided by some libraries

# ...In a challenging economic climate; Agency has limited funds at its disposal…

**TSLAC Library Development and Networking Division
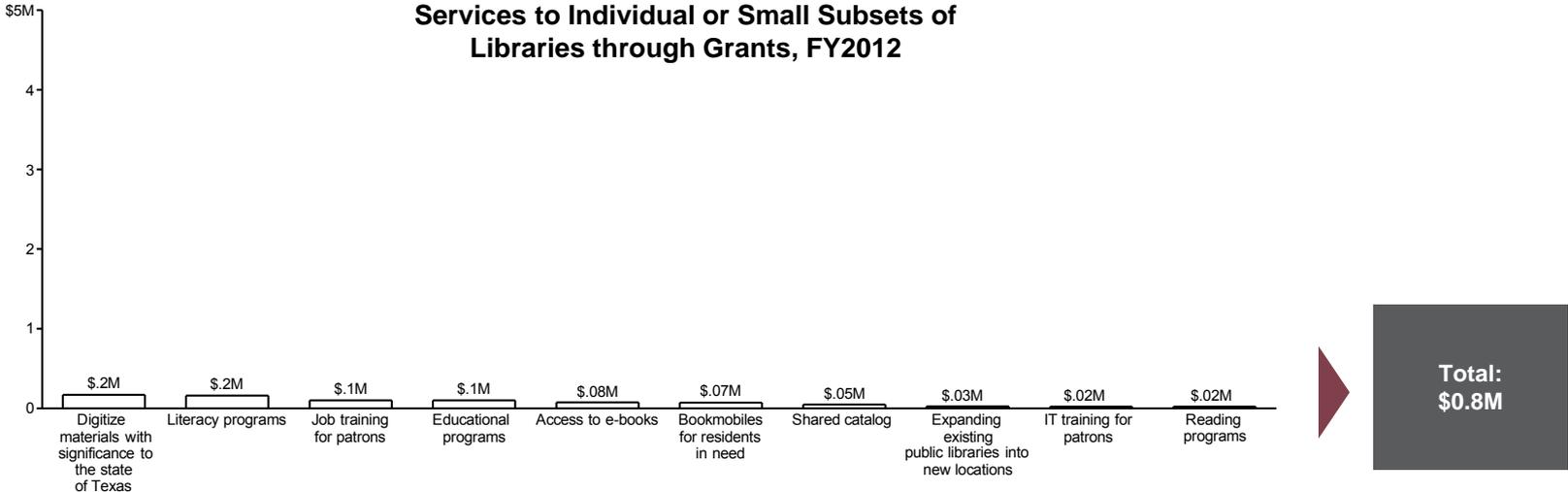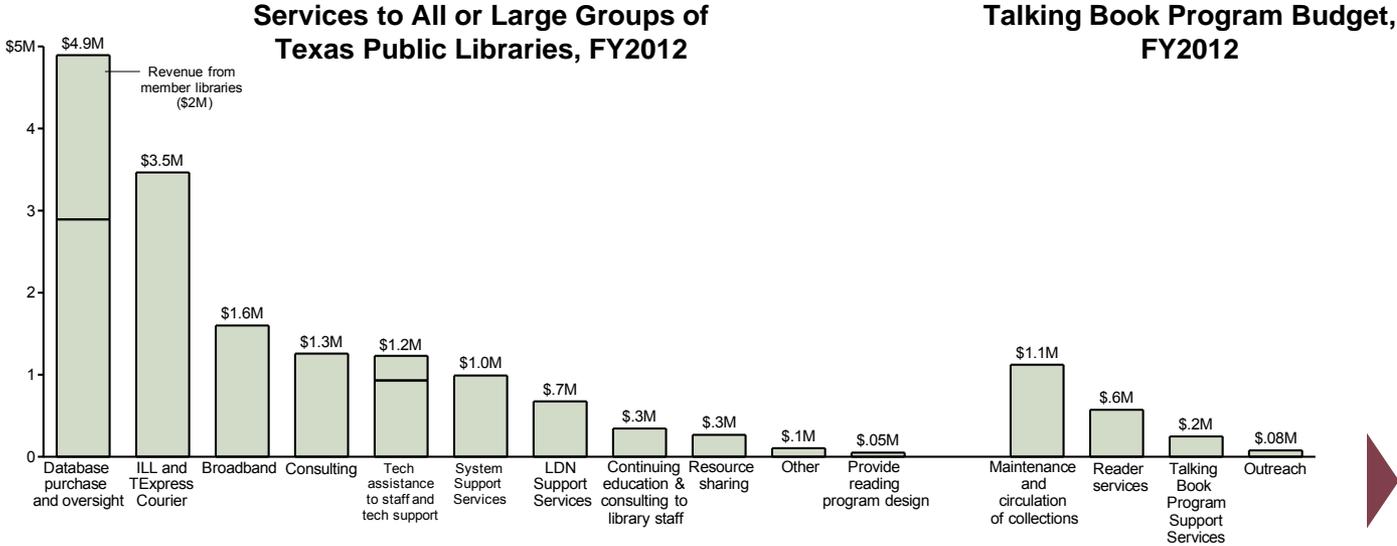Funding, FY2005-2013**
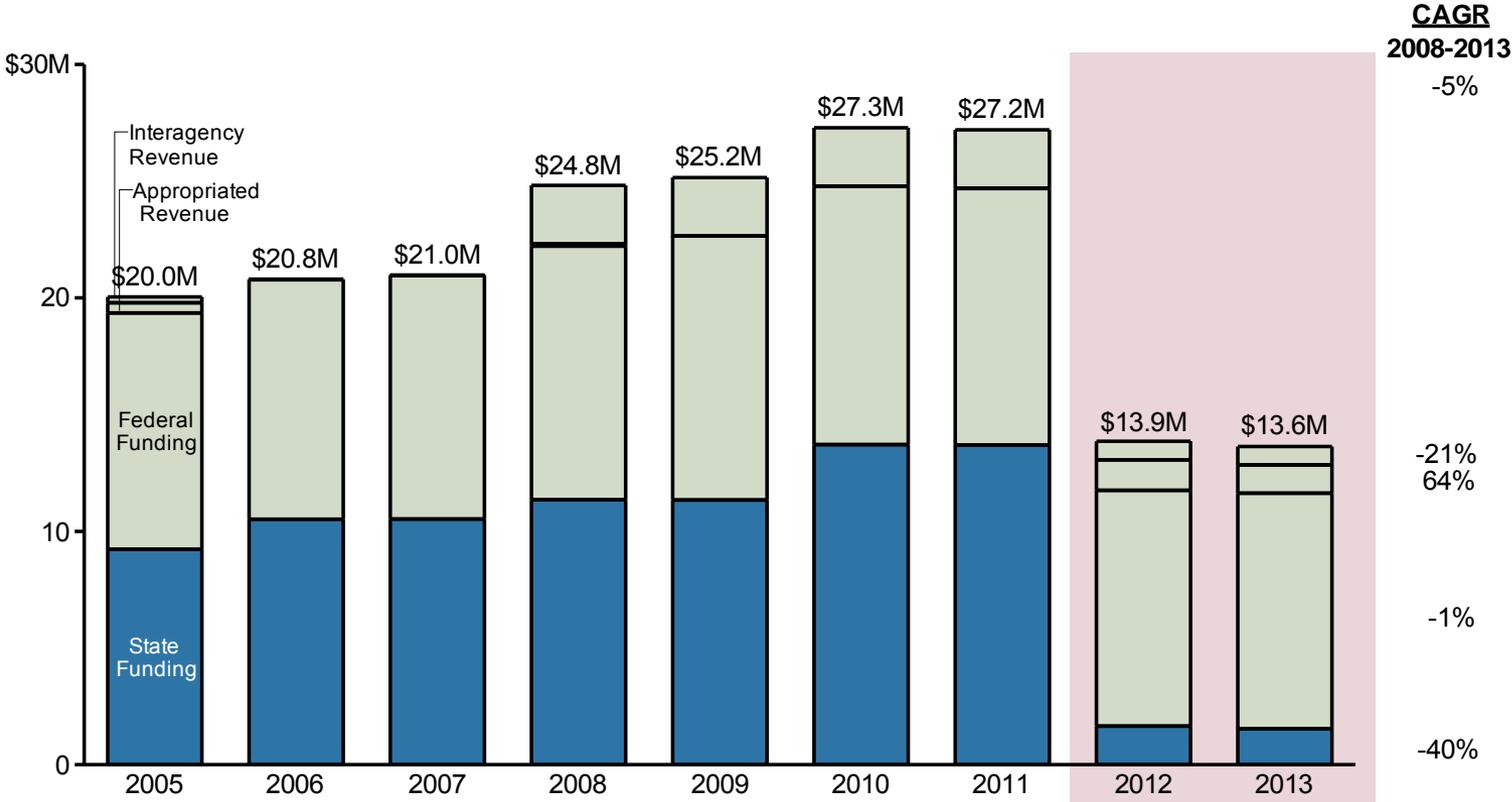


CAGR
2008-2013

Note: TSLAC fiscal year is September 1st to August 31st; FY2011 through FY2013 numbers exclude Federal BTOP funds ($7.6M over 3 years)
While federal funding is forecasted to remain consistent from FY2012 to FY2013, further cuts are possible
Source: FY2005-2013 TSLAC Budget, Parthenon interviews

# …And is currently supporting 20+ initiatives

| Library Development and Networking | | | | Talking Book Program |
|---|---|---|---|---|
| **Provide and Manage Grants to Public Libraries and Library Systems for…** | | Provide technical support for library websites and digital electronic information | Interlibrary loan vendor management and TExpress Courier | Reader services (e.g. call centers) |
| Tech assistance | Digitize materials with significance to state of Texas | | | |
| Basic IT training for patrons | | Provide reading program design and materials | electronic information purchase (TexShare, TexSelect) and oversight | Maintenance and circulation of collections |
| | Broadband (BTOP-TEAL Grants) | | | |
| Expanding existing public libraries into new locations (schools and community centers) | Access to e-books | Consulting services (mgmt support) | Accreditation | Public outreach and education |
| Reading programs | Educational programs | | | |
| Literacy programs | Bookmobiles for residents in need | Provide continuing education to library staff | TexShare Card Program | |
| Consulting services (mgmt support) | Job training for patrons | | | |
| Resource-sharing services (e.g., electronic information, shared catalogs) | | | | |

# It is important, particularly given the agency's declining budget, to prioritize investments and invest behind agreed upon strategic priorities



**Services to All or Large Groups of Texas Public Libraries, FY2012**

**Talking Book Program Budget, FY2012**

- Database purchase and oversight: $4.9M (Revenue from member libraries ($2M))
- ILL and TExpress Courier: $3.5M
- Broadband: $1.6M
- Consulting: $1.3M
- Tech assistance to staff and tech support: $1.2M
- System Support Services: $1.0M
- LDN Support Services: $.7M
- Continuing education & consulting to library staff: $.3M
- Resource sharing: $.3M
- Other: $.1M
- Provide reading program design: $.05M
- Maintenance and circulation of collections: $1.1M
- Reader services: $.6M
- Talking Book Program Support Services: $.2M
- Outreach: $.08M

**Total: $16.9M**

**Services to Individual or Small Subsets of Libraries through Grants, FY2012**

- Digitize materials with significance to the state of Texas: $.2M
- Literacy programs: $.2M
- Job training for patrons: $.1M
- Educational programs: $.1M
- Access to e-books: $.08M
- Bookmobiles for residents in need: $.07M
- Shared catalog: $.05M
- Expanding existing public libraries into new locations: $.03M
- IT training for patrons: $.02M
- Reading programs: $.02M

**Total: $0.8M**

# It will then be important to clearly communicate those priorities to legislators and library patrons

| Key Issues | | One State's Solution: Colorado Public Awareness Campaign Example |
|---|---|---|

**Legislators**

1. Head of the Texas budget board perceives these to be the three main functions for TSLAC:

   - Archives

   - Record management

   - Serving people with disabilities

   Note: State funding for these functions remained largely intact while library divisions were cut 88%

2. Legislators don't understand key value libraries provide

**Patrons**

1. Patrons need to be aware of services that the agency and library are providing in order for greater value to be realized (and measurement showing improvement to be obtained)

1. Colorado launched a public awareness campaign to change perceptions of libraries in the face of potential budget cuts

2. Convened advisory committee of librarians to develop message and hired outside firm to design campaign

3. Developed materials such as banners; yard signs; posters; and ads for radio, print, and TV

4. No clear indicators of impact yet

5. Investment was moderate: $60K for design work; $75-150K for materials and placement; four internal employees (part-time); 8-12 committee members

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1. **Need a simple "elevator pitch" for libraries (like there are for other TSLAC divisions)**
2. **The fact that legislators are not clear on the unique functions of the agency (and libraries)  may have contributed to funding decreases**

1. **Key measurements are around use; community needs to be aware of services in order to use them**

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**3** A clearly defined set of priorities may help improve effectiveness of communications with legislators

**B**

**Access to information is of paramount importance to libraries and their patrons**

**1** Library patrons rate access to information (through technology and print) as the most highly valued service provided by libraries

**2** Public libraries most value shared resource services tied to access to information

**3** The agency's primary comparative advantage (vs. individual libraries) is its ability to provide scale purchasing and shared resources as well as librarian specific expertise

**4** Most regional/library-specific grants do not leverage scale

**C**

**Agency should increase proportion of spend in scalable and measurable areas supporting priorities**

# Access to information and use of technology are the dominant reasons people visit libraries nationally

**Reasons for Visiting Public Libraries**



Educational purposes: 41%
Entertainment: 35%
To use a computer: 17%
U.S. or local news or information: 11%
To conduct a job search or write a resume: 11%
Borrow books/novels: 10%
Travel or vacation information: 7%
International news or information: 6%
Look for information on starting/running a business: 6%
Information on health issues: 6%
Meet up with friends: 5%
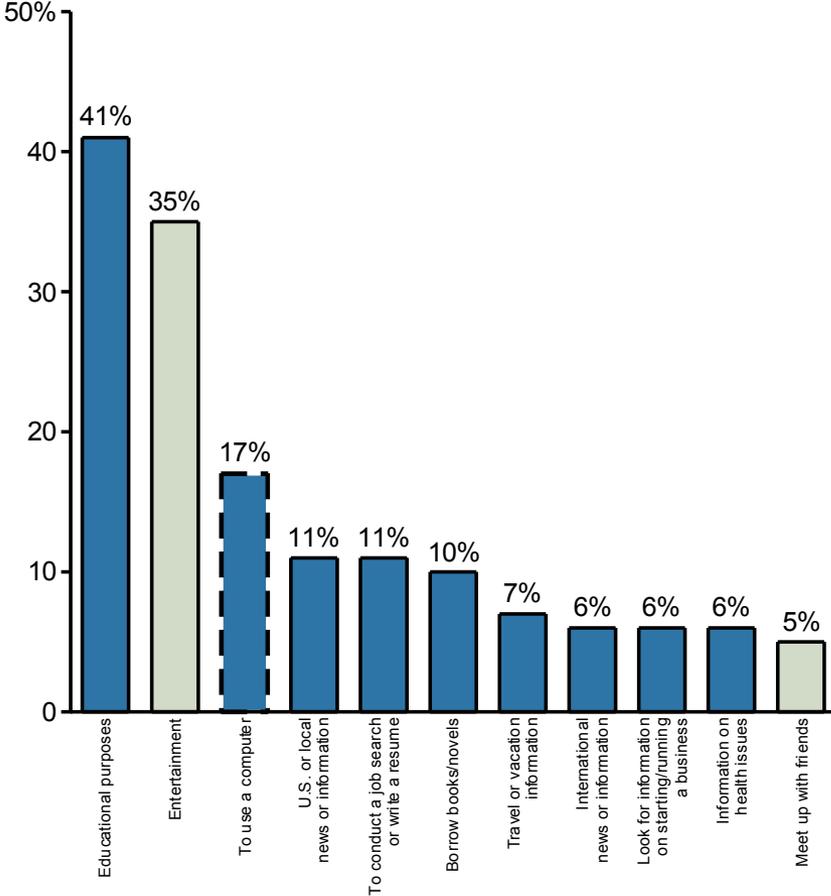
**Services Used During Public Library Visits**



Take out books: 77%
Consult the librarian: 67%
Use a computer to see what the library has available: 55%
Take out CDs, videos, or computer software: 42%
Connect to the internet: 41%
Use reference materials, like the encyclopedia: 40%
Read newspapers or magazines: 39%
Use a computer to write a paper or prepare a resume: 26%
Check email: 25%
Hear a speaker, see a movie, or attend a special program: 24%
Take a class or workshop: 9%

**Library Service Offering**

Legend: Access to Information | Technology | Programming | Other
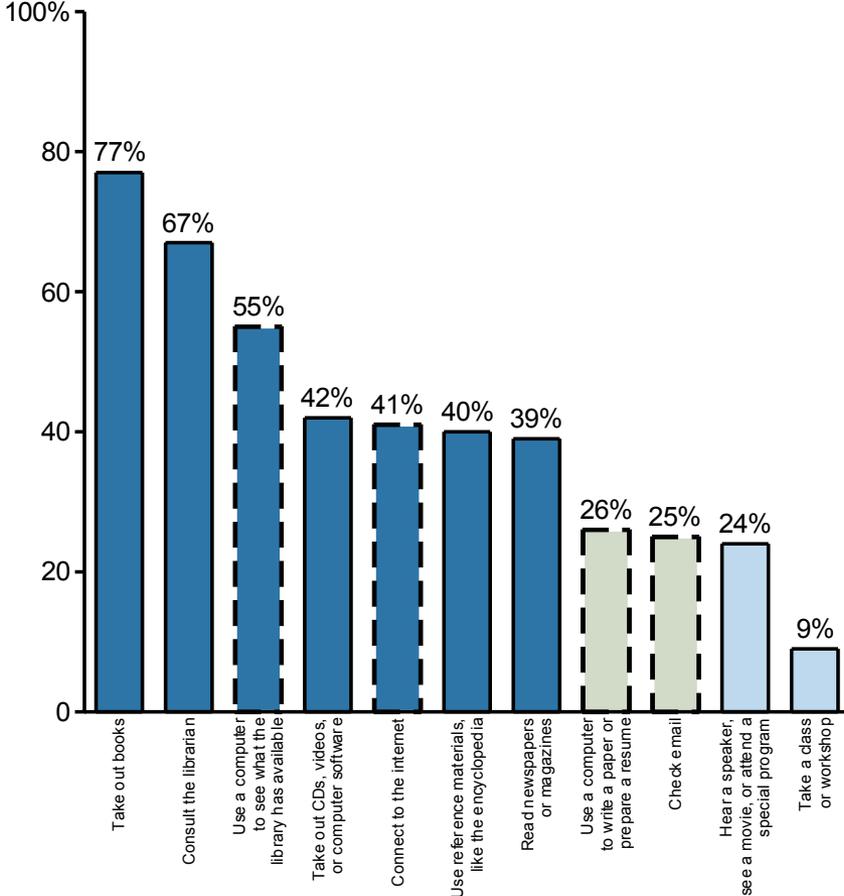
# In Texas, results are similar though reading/literacy programs also score highly

**Percent of Texas Survey Respondents Considering
Library Services "Very Important"**



Bar chart showing percentages by Library Service Offering:
- Reading programs and organized activities: 83%
- Free access to books: 80%
- Help in finding and assessing Information: 79%
- Adult reading and literacy programs: 78%
- Access to the internet: 76%
- Help with homework: 76%
- Computer access, training & support: 76%
- Health information: 69%
- Help with job preparation and placement: 68%
- Community forums and programs: 67%
- Financial and business info.: 63%

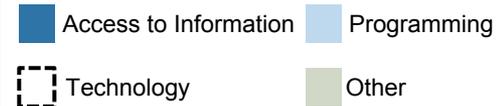Y-axis: All Survey Respondents (0 to 100)

**Library Service Offering**

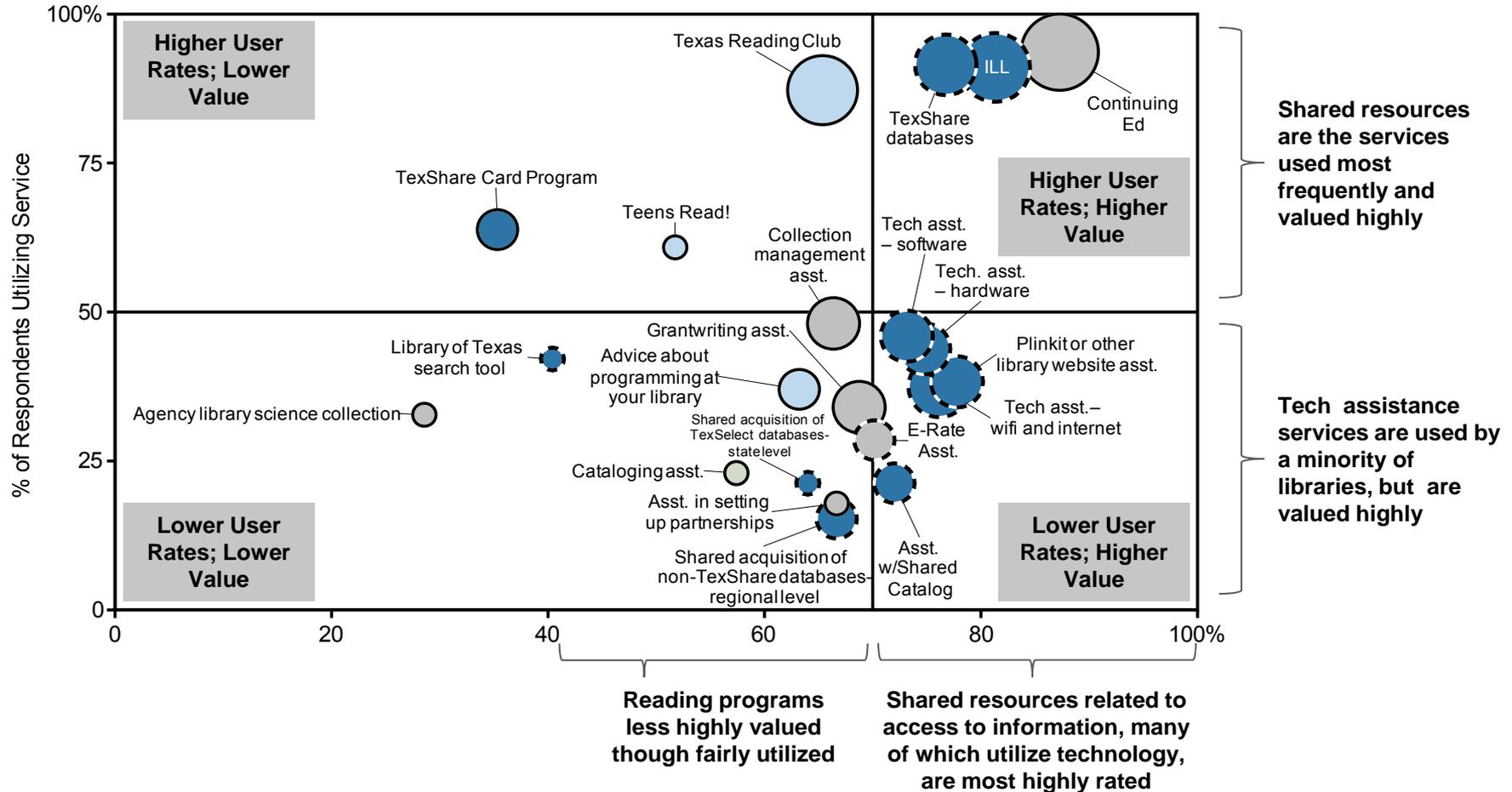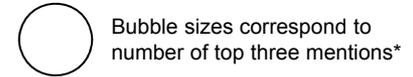Legend: Access to Information | Technology | Programming | Other

# Shared resources – that lead to patrons' ability to access information – are among the most utilized agency services by libraries and the most valued

**Service Utilization vs. Service Value**

% of Users Rating Service as 6 or 7 (out of 7)

Bubble sizes correspond to number of top three mentions*



**Higher User Rates; Lower Value**

Texas Reading Club

ILL

TexShare databases

Continuing Ed

**Shared resources are the services used most frequently and valued highly**

TexShare Card Program

Teens Read!

Collection management asst.

**Higher User Rates; Higher Value**

Tech asst. – software

Tech. asst. – hardware

Grantwriting asst.

Library of Texas search tool

Advice about programming at your library

Plinkit or other library website asst.

Agency library science collection

Shared acquisition of TexSelect databases- state level

E-Rate Asst.

Tech asst.– wifi and internet

**Tech assistance services are used by a minority of libraries, but are valued highly**

Cataloging asst.

Asst. in setting up partnerships

Shared acquisition of non-TexShare databases- regional level

Asst. w/Shared Catalog

**Lower User Rates; Lower Value**

**Lower User Rates; Higher Value**

% of Respondents Utilizing Service

100%   75   50   25   0

0   20   40   60   80   100%

**Reading programs less highly valued though fairly utilized**

**Shared resources related to access to information, many of which utilize technology, are most highly rated**

Note:* Bubble sizes correspond to number of top three mentions broken into six segments, the smallest bubble representing a service area that received 1-3 top three mentions, the second smallest 4-9, the third 10-19, the fourth 20-50, the fifth 50-100, and the largest bubble 100+

Substitute for pp. 13-14

13

# The agency's role should leverage its comparative advantage vs. individual libraries and others to enhance the public's access to information

| Comparative Advantages | | |
| --- | --- | --- |
| **Agency** | **Individual Public Libraries** | **Neither Agency nor Library** |
| • Economies of scale<br>  − Cost avoidance (e.g., electronic information purchases)<br>  − Shared resources (including personnel)<br>  − ILL management<br>  − Sharing of best practices across libraries<br>  − Advocacy within government for libraries<br>  − Continuing education for libraries<br>  − Reading program design<br>• Expertise<br>  − Continuing education and consulting for librarians<br>  − ILL and electronic information purchasing and management<br>  − Accreditation | • "Place" – convenient, physical location for patrons to visit<br>• Service and program customization for community<br>• Customer service<br>• Access to computers, workstations, and Internet<br>• Physical collections and reference materials | • Program design and teaching<br>• Distribution logistics<br>• Technology implementation<br>• Job search |

# Grants do not leverage comparative advantage; most other current initiatives do

| Library Development and Networking | | | Talking Book Program |
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| Expanding existing public libraries into new locations (schools community centers) | **Broadband (BTOP-TEAL Grants)** Access to e-books | Consulting services (mgmt support) | Accreditation | Public outreach and education |
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| Consulting services (mgmt support) | Job training for patrons | | | |
| Resource sharing services (e.g. electronic information, shared catalogs) | | | | |

**Comparative Advantage**

- Expertise
- Economies of Scale

# The agency is best positioned to provide (or contract to provide) the technology initiatives – they are more scalable and results can be measured
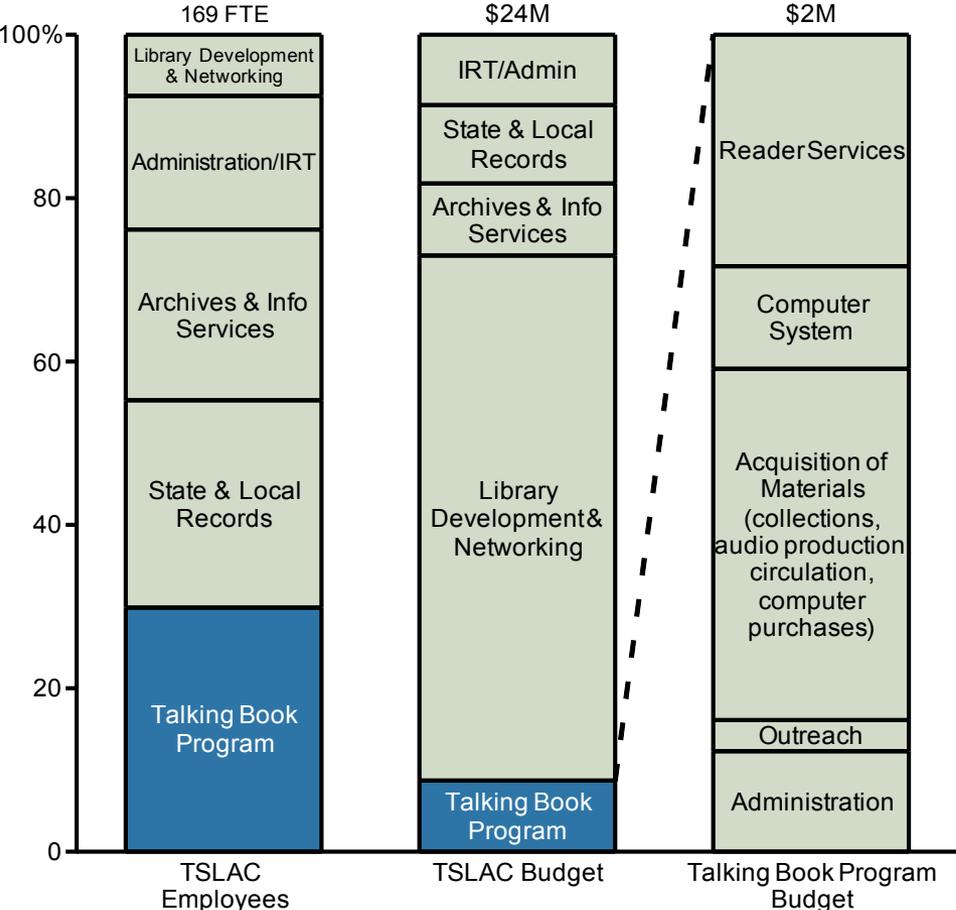
Legend: ● Strong Alignment  ○ Weak Alignment

| TSLAC/Library-Specific Activities | Filter 1 — Is this a comparative advantage for the agency? | Is it highly valued by libraries? | Is it highly valued by patrons? | Overall | Filter 2 — Is it easily scalable? | Is its measurement meaningful? |
|---|---|---|---|---|---|---|
| Provide tech assistance to library staff | ◑ | ● | ◕ | ◕ | ◑ | ◑ |
| Provide continuing education for library staff | ◕ | ● | ◑ | ◕ | ◑ | ◑ |
| Library grant for access to e-books | ○ | ● | ◕ | ◕ | ● | ◕ |
| System/Library grant for resource sharing services (e.g., electronic info databases, shared catalogs) | ◕ | ◑ | ◕ | ◕ | ● | ● |
| Funding for broadband (BTOP-TEAL grants) | ◕ | ◑ | ● | ◕ | ● | ● |
| Provide interlibrary loan vendor management and oversight | ● | ● | ◑ | ◕ | ● | ● |
| Oversee and purchase databases | ● | ● | ◑ | ◕ | ● | ● |
| TexShare Card Program | ● | ◑ | ◕ | ◕ | ◑ | ◕ |
| Provide technical support for library websites and digital info databases | ◑ | ◑ | ◑ | ◑ | ◕ | ◑ |
| Basic IT training for patrons | ◕ | ● | ● | ◕ | ◕ | ◕ |
| Design and provide materials for reading programs | ◕ | ◑ | ◕ | ◕ | ◕ | ◑ |
| Provide consulting services (management support) | ◑ | ◑ | ◕ | ◕ | ◑ | ◔ |
| Funding to digitize materials with significance to state of Texas | ○ | ◕ | ◔ | ◕ | ◕ | ◔ |
| Library grants for reading programs | ○ | ◑ | ◕ | ◑ | ○ | ◑ |
| Library grants of job training for patrons | ○ | ◑ | ◕ | ◑ | ○ | ○ |
| Library grants for bookmobiles for residents in need | ○ | ◑ | ◑ | ◑ | ○ | ○ |
| Library grants for literacy programs | ◕ | ◔ | ◕ | ◑ | ○ | ◑ |
| Library grants to expand existing public libraries into new locations | ○ | ○ | ◑ | ○ | ○ | ○ |
| Library grants for educational programs | ○ | ◑ | ◑ | ○ | ○ | ◑ |
| *Talking Book Program* – Public outreach and education, maintenance and circulation of collections, reader services | ◑ | N/A | ◕ | ◔ | ◔ | ◔ |

# There appears to be potential to increase impact of spend on Talking Book as well

**Breakdown of Talking Book FY2012 Budget**

### 169 FTE

| % | TSLAC Employees |
|---|---|
| 100% | Library Development & Networking |
| 80 | Administration/IRT |
| 60 | Archives & Info Services |
| 40 | State & Local Records |
| 20 | Talking Book Program |
| 0 | |

### $24M

TSLAC Budget
- IRT/Admin
- State & Local Records
- Archives & Info Services
- Library Development & Networking
- Talking Book Program

### $2M

Talking Book Program Budget
- Reader Services
- Computer System
- Acquisition of Materials (collections, audio production circulation, computer purchases)
- Outreach
- Administration

**Reduce Expenditures:**

- Increase use of digital media to decrease packaging time
- Advertise availability of BARD online downloads to reduce personnel time needed for packaging
- Phase out cassettes to decrease warehousing costs
- Partner with other state Talking Book libraries to realize shared resource efficiencies

$$\frac{\$2M}{20{,}000 \text{ users}} = \$100/person$$

**Increase User Base:**

- Promote availability of program
- Partnering with other Talking Book libraries will also allow costs to be spread over an expanded user base

**Decreasing expenses through greater use of digital media and an expanded user base may result in much lower per-user costs: Bookshare, an all-digital talking book library, charges users a $50 annual fee**

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**1** Library patrons rate access to information (through technology and print) as the most highly valued service provided by libraries

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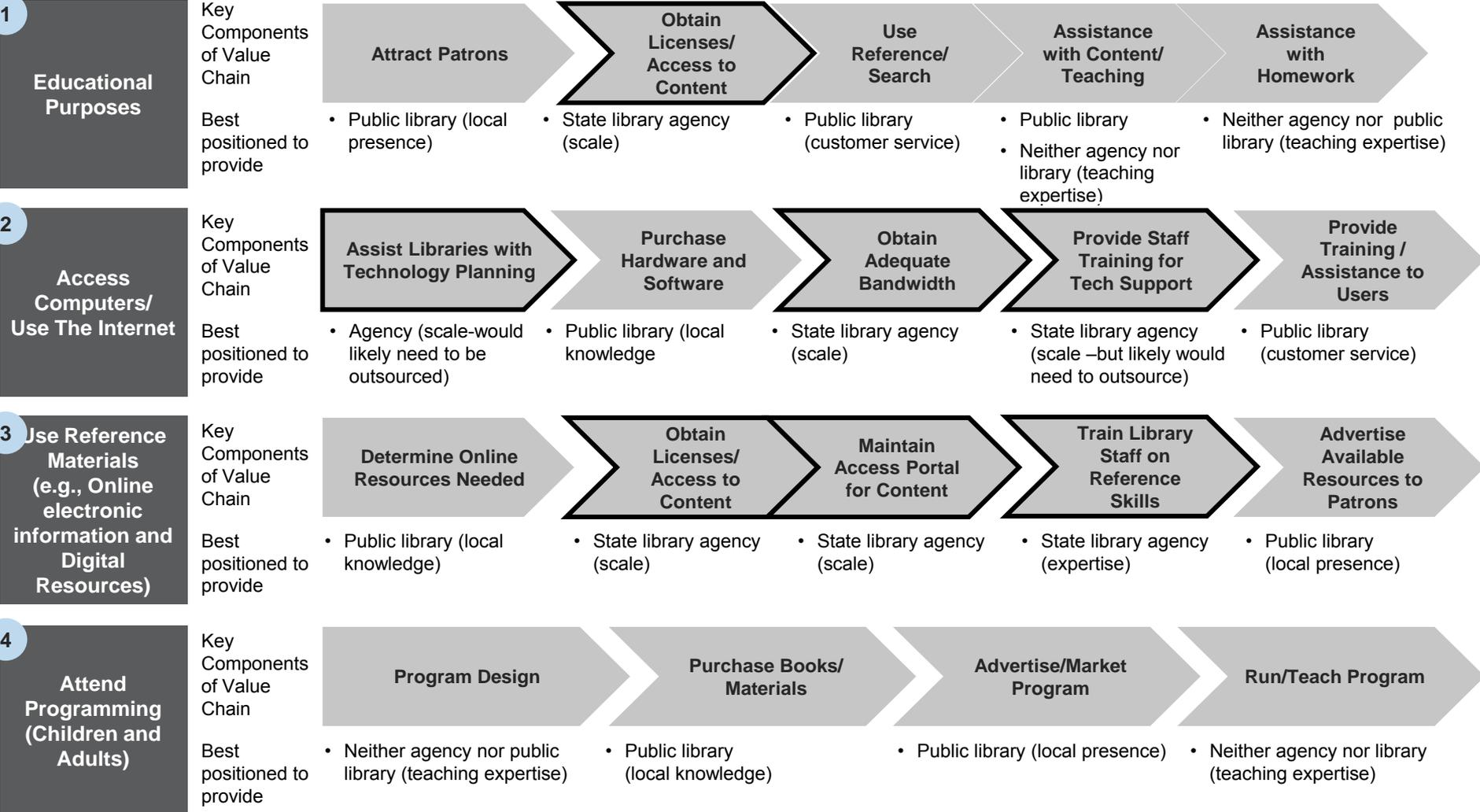**4** Most regional/library-specific grants do not leverage scale

**C**

**Agency should increase proportion of spend in scalable and measurable areas supporting priorities**

**1** **Technology provides best opportunity to scale offerings and measure results**

**2** **Several new initiatives (e.g., e-books) are attractive; they meet patron and library needs, leverage agency's strengths, and are measurable**

**3** **Lower income populations both use technology and visit libraries most often; prioritization of low income and/or rural libraries for roll-out should be considered**
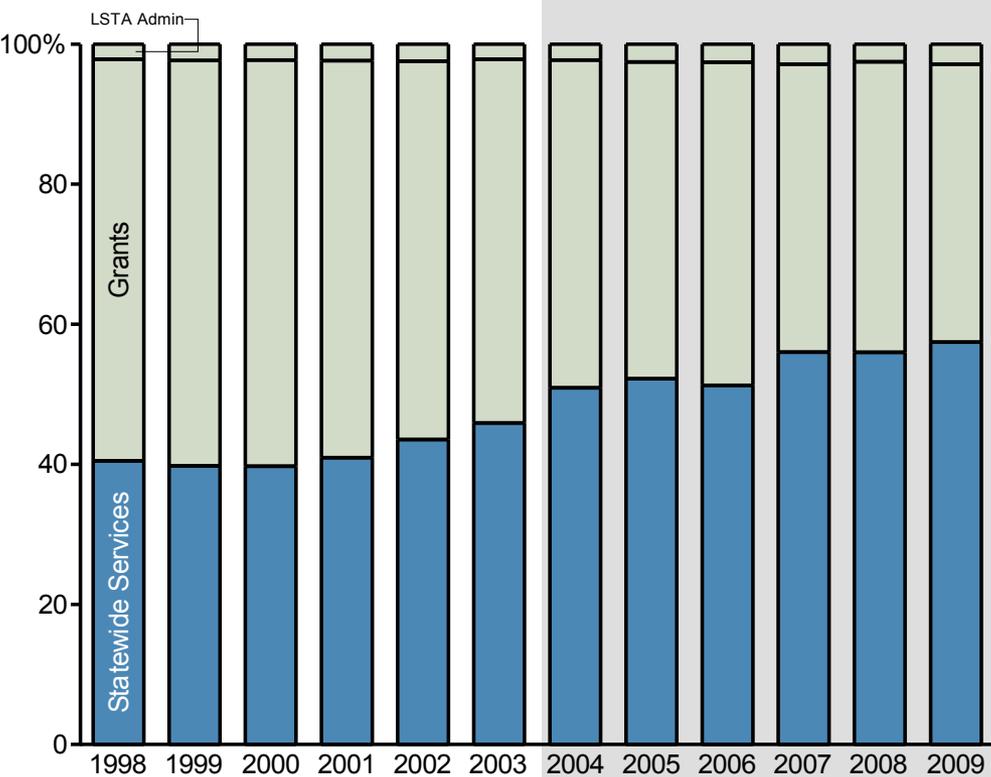
# Technology is the area where TSLAC has a clear comparative advantage over the individual libraries

**Reasons Patrons Visit the Library**

## 1 Educational Purposes

**Key Components of Value Chain**

| Attract Patrons | Obtain Licenses/ Access to Content | Use Reference/ Search | Assistance with Content/ Teaching | Assistance with Homework |
|---|---|---|---|---|

**Best positioned to provide**
- Public library (local presence)
- State library agency (scale)
- Public library (customer service)
- Public library
- Neither agency nor library (teaching expertise)
- Neither agency nor public library (teaching expertise)

## 2 Access Computers/ Use The Internet

**Key Components of Value Chain**

| Assist Libraries with Technology Planning | Purchase Hardware and Software | Obtain Adequate Bandwidth | Provide Staff Training for Tech Support | Provide Training / Assistance to Users |
|---|---|---|---|---|

**Best positioned to provide**
- Agency (scale-would likely need to be outsourced)
- Public library (local knowledge
- State library agency (scale)
- State library agency (scale –but likely would need to outsource)
- Public library (customer service)

## 3 Use Reference Materials (e.g., Online electronic information and Digital Resources)

**Key Components of Value Chain**

| Determine Online Resources Needed | Obtain Licenses/ Access to Content | Maintain Access Portal for Content | Train Library Staff on Reference Skills | Advertise Available Resources to Patrons |
|---|---|---|---|---|

**Best positioned to provide**
- Public library (local knowledge)
- State library agency (scale)
- State library agency (scale)
- State library agency (expertise)
- Public library (local presence)

## 4 Attend Programming (Children and Adults)

**Key Components of Value Chain**

| Program Design | Purchase Books/ Materials | Advertise/Market Program | Run/Teach Program |
|---|---|---|---|

**Best positioned to provide**
- Neither agency nor public library (teaching expertise)
- Public library (local knowledge)
- Public library (local presence)
- Neither agency nor library (teaching expertise)

☐ Scale opportunity for agencies

# States have shifted funding from technology grants to statewide services as they increasingly look to leverage scale technology benefits

**LSTA 'Grants to State' Program Expenditures, by Type (FY1998-2009)**



> *"The increase in statewide service expenditures is likely a function of the increased availability of scalable technology-based services, which, in many cases, are less expensive when purchased and administered at the state level."* – **IMLS**
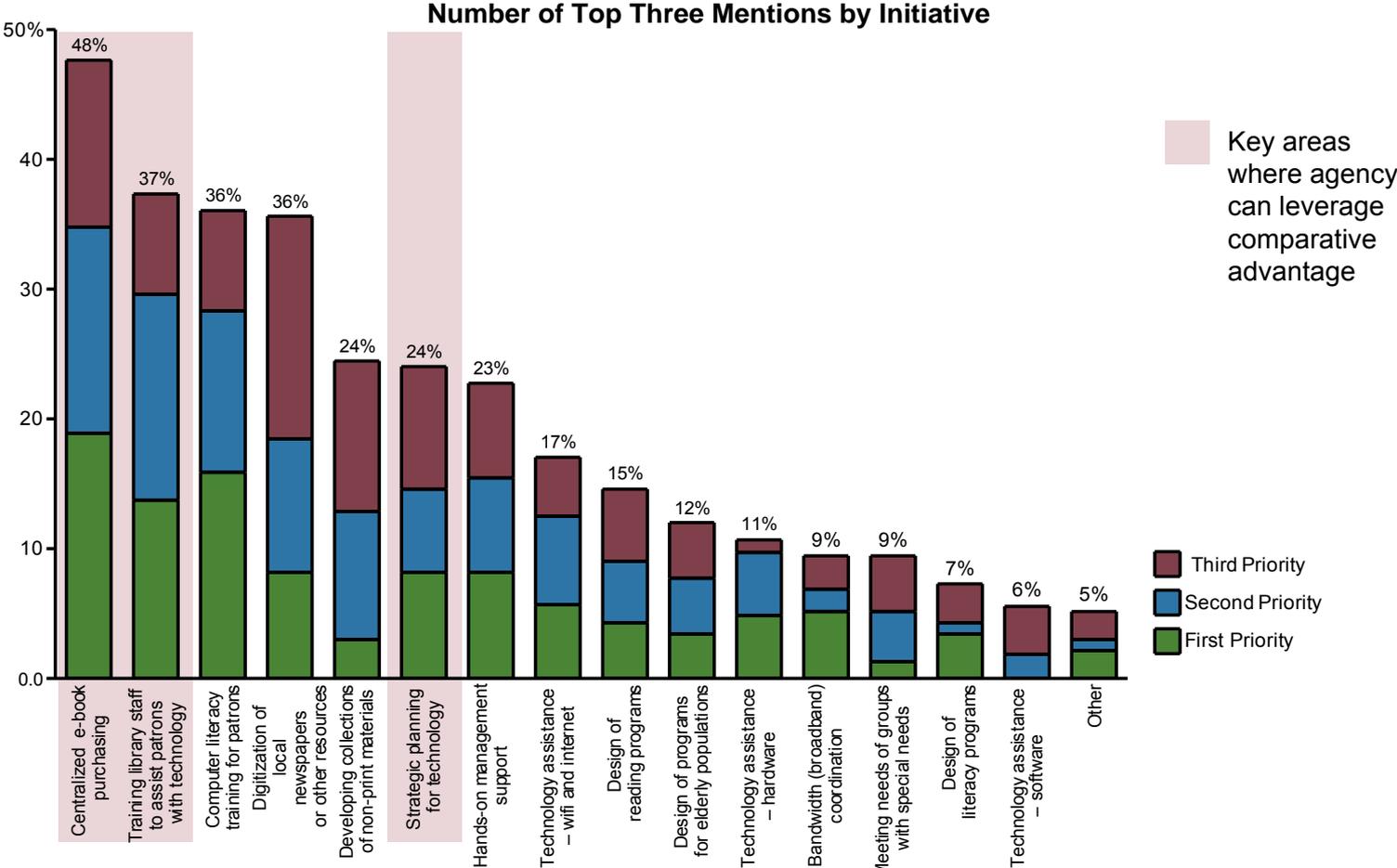
| Statewide Services | 40% | 40% | 40% | 41% | 44% | 46% | 51% | 52% | 51% | 56% | 56% | 57% |
|---|---|---|---|---|---|---|---|---|---|---|---|---|

Note: Data includes 50 US states and Puerto Rico
Source: IMLS State Library Agency Survey 1998-2009

# Additional offerings most desired by libraries are focused around access to information and technology; e-books and helping patrons with technology rate most highly

> **Q.:** In what areas would you like most to receive new support or assistance in the future from TSLAC? Use write-in option if preferences not listed. Please rank top 3.

**Number of Top Three Mentions by Initiative**



Key areas where agency can leverage comparative advantage

Legend:
- Third Priority
- Second Priority
- First Priority

Data values by initiative:
- Centralized e-book purchasing: 48%
- Training library staff to assist patrons with technology: 37%
- Computer literacy training for patrons: 36%
- Digitization of local newspapers or other resources: 36%
- Developing collections of non-print materials: 24%
- Strategic planning for technology: 24%
- Hands-on management support: 23%
- Technology assistance – wifi and internet: 17%
- Design of reading programs: 15%
- Design of programs for elderly populations: 12%
- Technology assistance – hardware: 11%
- Bandwidth (broadband) coordination: 9%
- Meeting needs of groups with special needs: 9%
- Design of literacy programs: 7%
- Technology assistance – software: 6%
- Other: 5%

# There are several roles well-suited to the agency; given current fiscal situation, coordination or informational role likely preferable where possible

☐ Potential examples for Texas

☐ Potential options for Texas

| | E-book Purchasing | Training Library Staff on Assisting Patrons with Technology | Strategic Planning for Technology | Technology Standardization | Bandwidth Coordination |
|---|---|---|---|---|---|
| **Example: Agency in execution role** | • Delaware and Wisconsin have partnered with an outside vendor, OverDrive, to provide e-books for library patrons (Cost: DE: $75K WI: $1.5M) | • Colorado hired three trainers to conduct webinars and in-person training, focused on 80 libraries in low-income and low broadband areas (Cost: $225K) | • Ohio has one Technology Consultant that helps libraries develop technology plans (Cost: $54K); will run webinars on tech-planning | • Iowa has standardized the look and interface of its websites for a consistent user experience (Cost: $357K) | • Wisconsin's BadgerNet connects libraries, schools, and state agencies and monitors broadband utilization (Cost: $24M) |
| **Example: Agency in coordination / informational role** | • Iowa has two library consortia for purchasing e-books; agency will be consolidating consortia and overseeing (but not financing) the program<br>• Agencies can assist with RFP's / informing libraries of vendors | • Can direct library staff to WebJunction for online training courses and materials | • State agencies can guide libraries to technology vendors, trainers, and other resources, and facilitate sharing of best practices | • Wisconsin's regional library cooperatives recommend what equipment its libraries should purchase<br>• State agencies can inform libraries of existing state contracts with tech vendors | • Agencies can inform libraries of existing state contracts with service providers and standards for bandwidth availability |
| **Potential role for Texas** | Coordination role:<br><br>• **E-book purchasing can be done by library consortia; agency can assist with process (e.g., forming consortia, RFP, and implementation support)** | Execution/coordination role:<br><br>• **Texas could utilize WebJunction to expand training options**<br><br>• **Provide small number of internal staff or contract with third party vendor to provide person to person training, starting with libraries most in need** | Execution/coordination role:<br><br>• **Agency can guide libraries to outside experts to assist with technology planning**<br><br>• **Or provide small number of internal staff or contract with outside vendors, starting with the libraries with the greatest need** | • Informational role:<br><br>• Complete standardization is difficult; could steer libraries to state contracts | • Informational role:<br><br>• Statewide network is likely cost prohibitive;<br><br>• Agency could help set bandwidth benchmarks |

# From a demographic perspective, the greatest need for technology exists at the lowest income levels…

**Usage of a Public Library Computer to Access the Internet in the Past 12 Months**
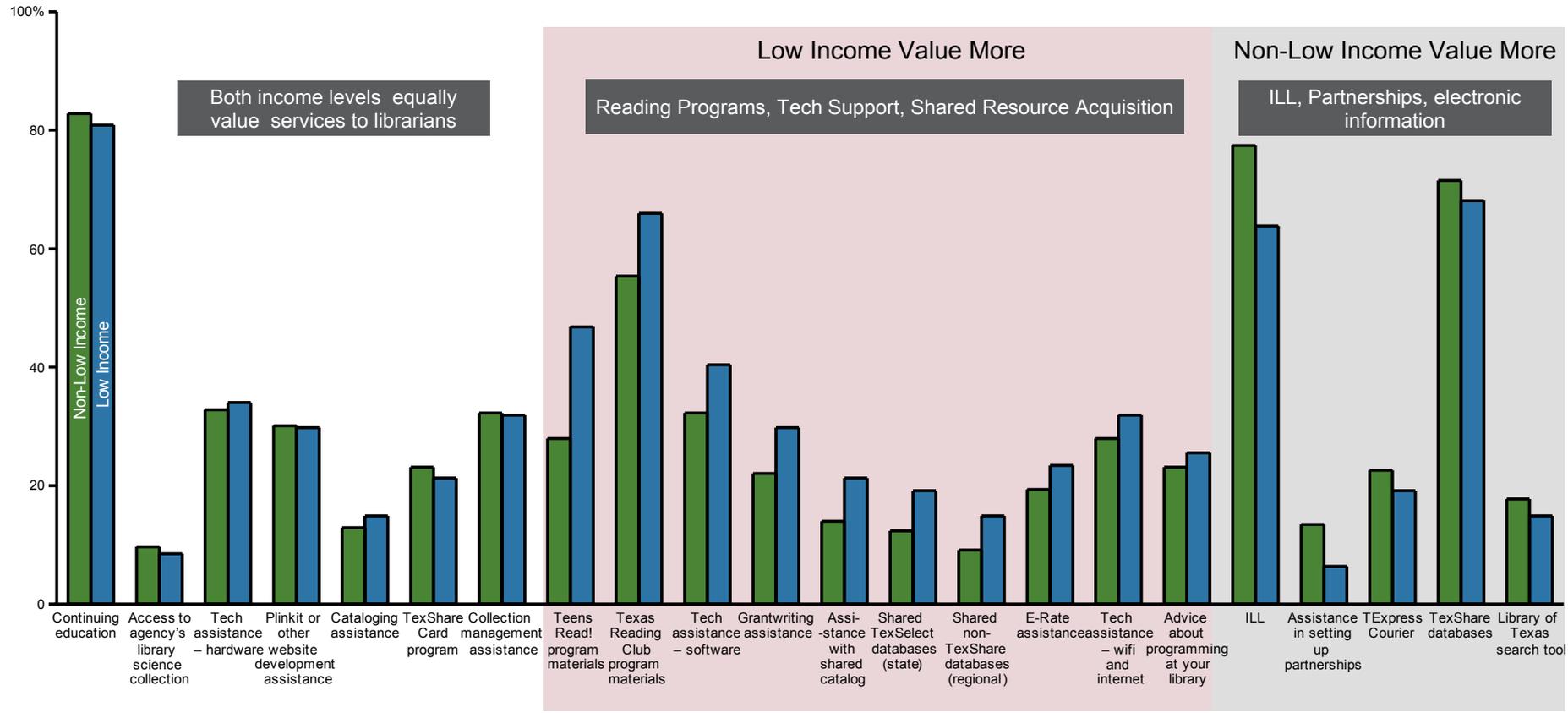Household income as a Percent of Poverty Guidelines
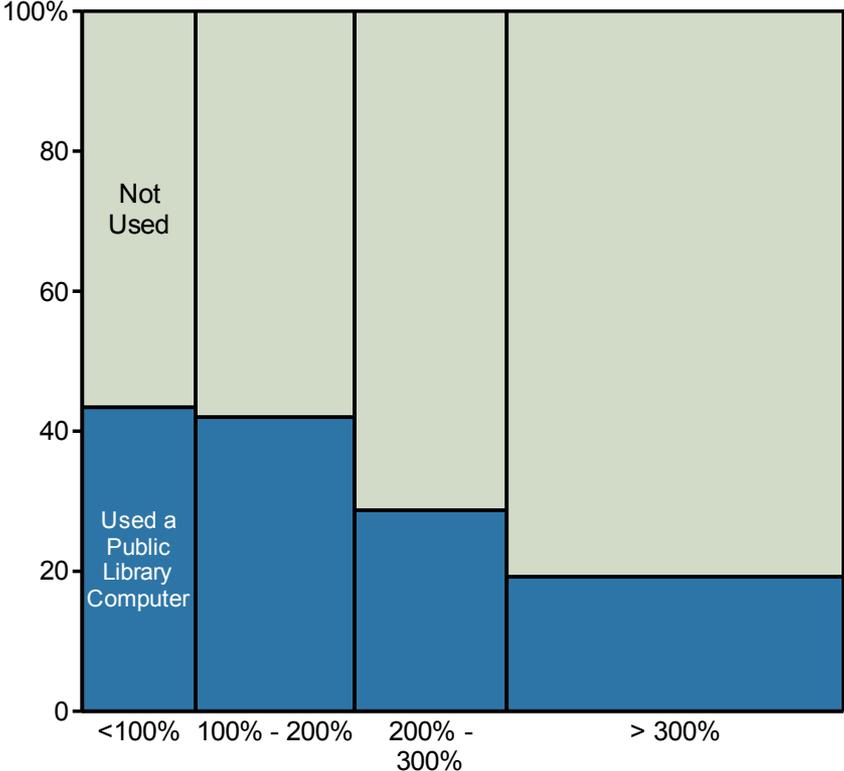


**Frequency of Library Visits by Income Level**
Household income as a Percent of Poverty Guidelines
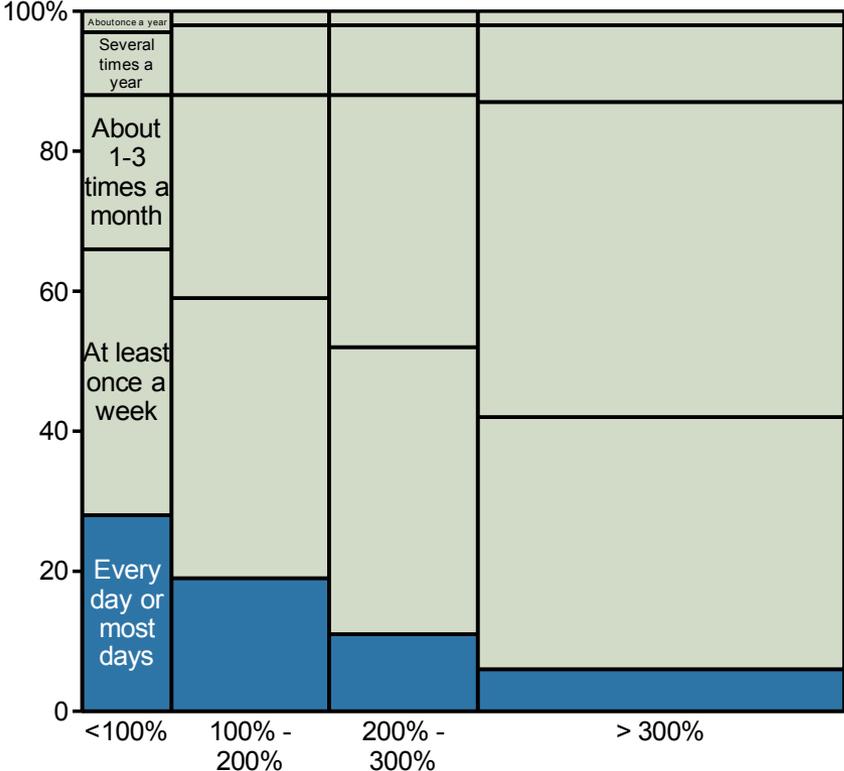
# The libraries in lower income areas more highly value technology (and reading program) assistance; prioritizing implementation to low income libraries should be considered…

**Q.:** On a scale of 1-7 where 1 is not at all important and 7 is very important, how important are the following services to your library? [% answering 6 or 7]
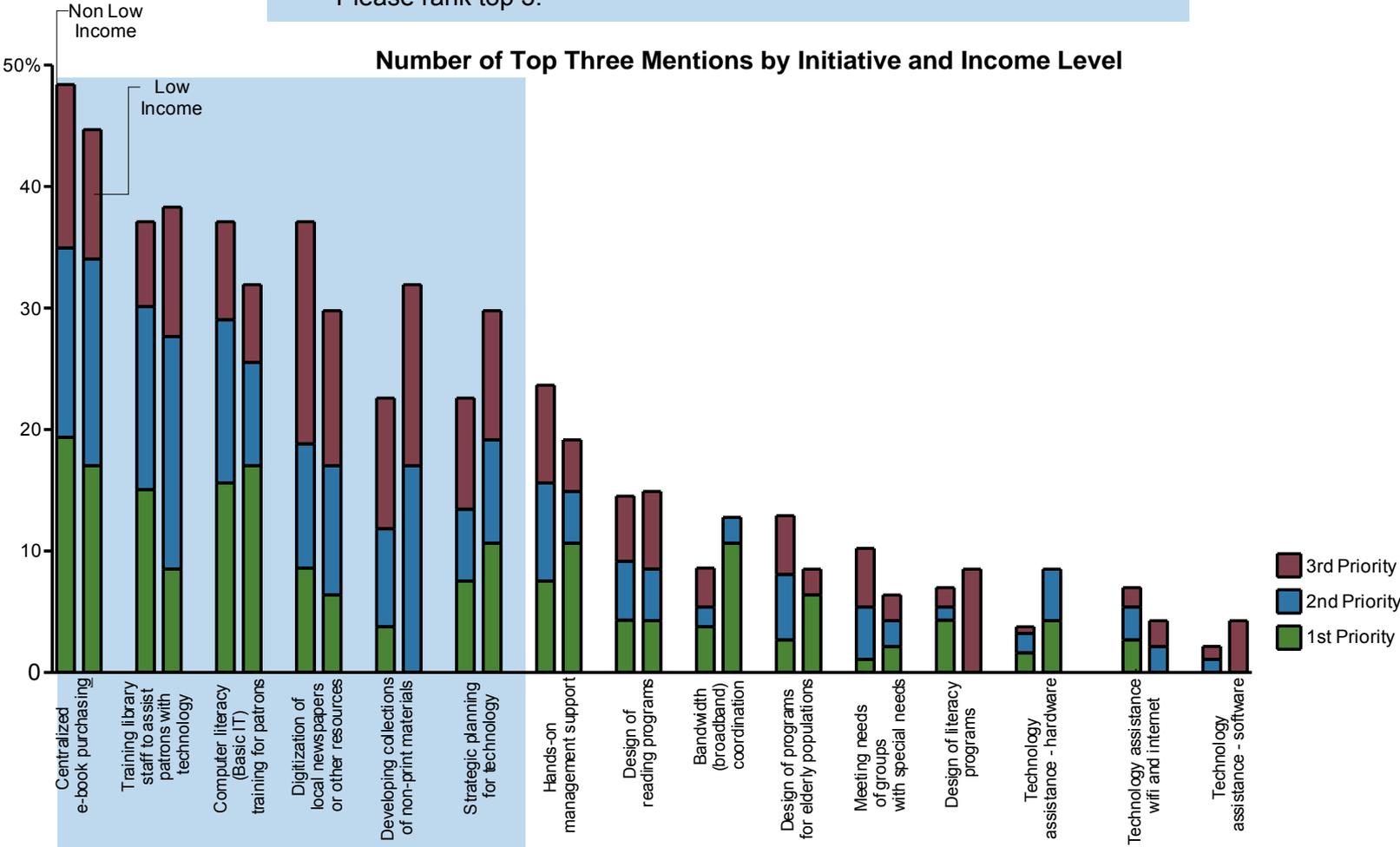
## Percent Answering 6 or 7 by Income Level



Both income levels equally value services to librarians

Low Income Value More

Reading Programs, Tech Support, Shared Resource Acquisition

Non-Low Income Value More

ILL, Partnerships, electronic information

# …and they also value several new technology-related initiatives highly (and in some cases, more highly) than libraries in higher income areas…

**Q.:** In what areas would you like most to receive new support or assistance in the future from TSLAC? Use write-in option if preferences not listed. Please rank top 3.

**Number of Top Three Mentions by Initiative and Income Level**



Legend:
- 3rd Priority
- 2nd Priority
- 1st Priority

Non Low Income

Low Income

Note: Counties with more than 20% poverty are low income and less than 20% are non-low income.
Source: Parthenon Survey of TSLAC-supported public libraries, n = 233

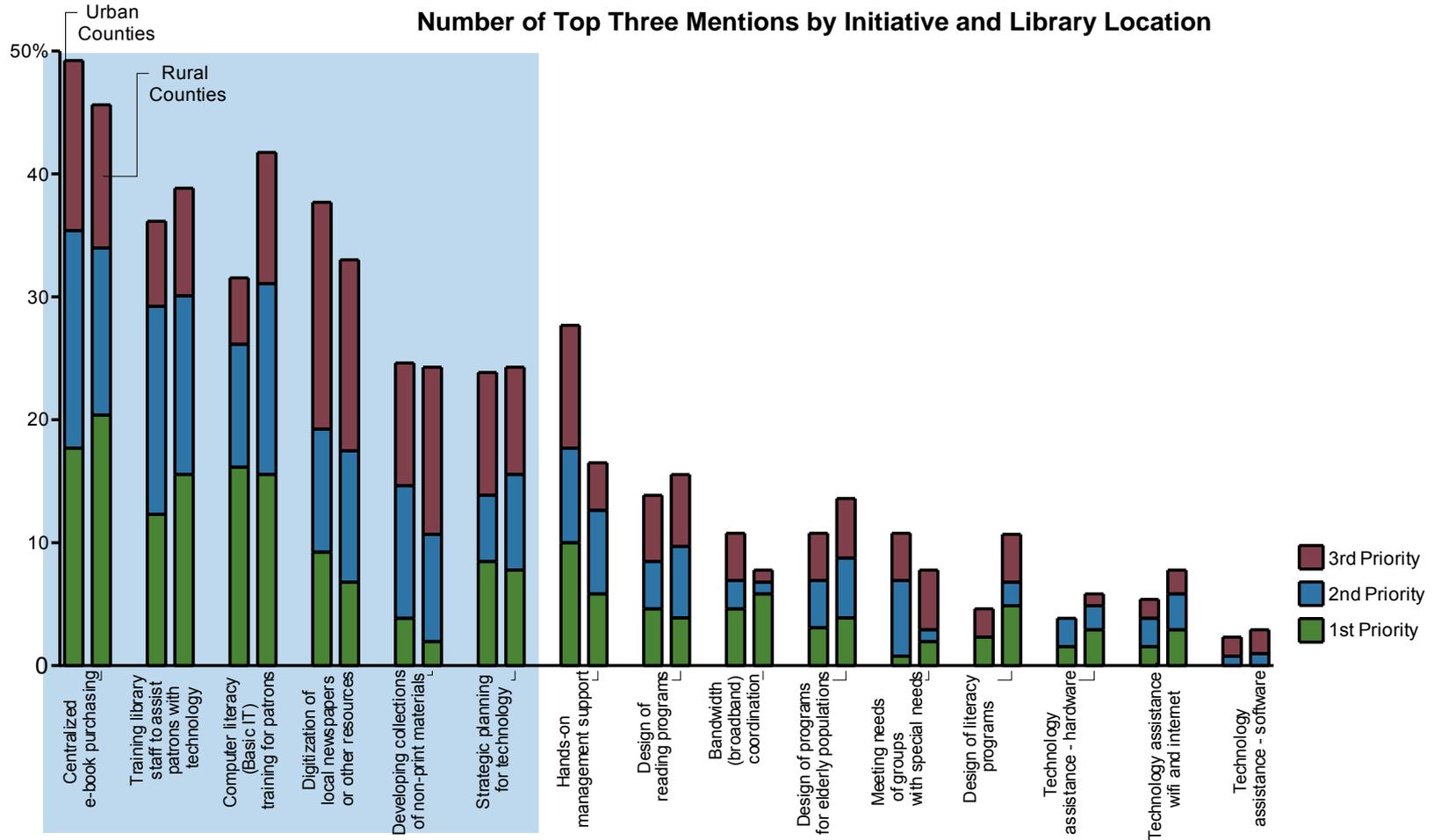# …less differences exist between rural and urban libraries

**Q.:** In what areas would you like most to receive new support or assistance in the future from TSLAC? Use write-in option if preferences not listed. Please rank top 3.



**Number of Top Three Mentions by Initiative and Library Location**

Legend:
- 3rd Priority
- 2nd Priority
- 1st Priority

Bar categories: Centralized e-book purchasing; Training library staff to assist patrons with technology; Computer literacy (Basic IT) training for patrons; Digitization of local newspapers or other resources; Developing collections of non-print materials; Strategic planning for technology; Hands-on management support; Design of reading programs; Bandwidth (broadband) coordination; Design of programs for elderly populations; Meeting needs of groups with special needs; Design of literacy programs; Technology assistance - hardware; Technology assistance wifi and internet; Technology assistance - software

# And finally, a process to consider as you work through your strategic plan…

| | What are the strategic priorities that you are investing behind? | What important roles should the agency play (that no one else can play)? | How can results be measured? | How can the value be communicated to patrons? | How can the value be communicated to legislators? |
|---|---|---|---|---|---|
| **Why does this matter?** | • Helps ensure there is a purpose behind investments<br><br>• By investing behind a few key themes; and leveraging the agency's comparative advantage, concentrated dollars can have greater impact | • Capital is finite<br><br>• Important that funders understand that there are key services that the agency is the best positioned to provide<br><br>• Using scale advantages to aid libraries with less means | • Tangible results of patrons showing value/ improvement are best proof of worth | • Awareness and call to action needed in order to drive use | • Important for agency to help the state understand the critical importance of library priorities and benefits<br><br>• Perception of services being "need to haves" vs. "nice to haves" critical to funding |
| **For example:** | • Libraries are a primary access point for information<br><br>• As the primary point of access to many for information, libraries are a key portal to educational, eGovernment and workforce development information | • Cost avoidance<br><br>• Shared resources<br><br>• Coordination across libraries | • Dollars saved<br><br>• Increase in patrons<br><br>• Increase in number of users (electronic information, ILL, etc.)<br><br>• Increase in technology assistance<br><br>• Increase in users to key job-related websites<br><br>• Public access technology benchmarks<br><br>• Survey Data | | • Advocacy: "Amplifying Value" |

# …And key priorities to consider investing behind

| Access to Information: Agency Comparative Advantage | |
| --- | --- |
| **Current: Cost Avoidance (Scale Purchasing), Resource Coordination, and/or Expertise** | **Future: Potential New Initiatives** |

**Current: Cost Avoidance (Scale Purchasing), Resource Coordination, and/or Expertise**

- Interlibrary loan management and TExpress Courier
- electronic information purchase and oversight (TexShare, TexSelect)
- Technical support for library websites and digital electronic information
- Reading program design and materials (Note: core comparative advantage for this program should be with publisher; agency role could be one of coordination)

- Tech assistance (formerly through TANG)
- Continuing education
- Consulting services
- Training library staff
- Accreditation
- Talking Book Program
- BTOP-TEAL grants for broadband and training

**Future: Potential New Initiatives**

- *E-books (coordination)*
- *Training library staff to assist patrons with technology*
- *Technology planning*

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**Other (current previous regional/library-specific grants):**

- Job training for patrons
- Literacy programs
- Reading programs
- Digitize materials with significance to state of Texas

- Resource-sharing services (e.g., electronic information, shared catalogs)
- Consulting services
- Educational programs
- Basic IT training for patrons

- Access to e-books
- Bookmobiles for residents in need
- Expanding existing public libraries into new locations (schools and community centers)

# Appendix

# Survey demographics are representative of the population of libraries in Texas
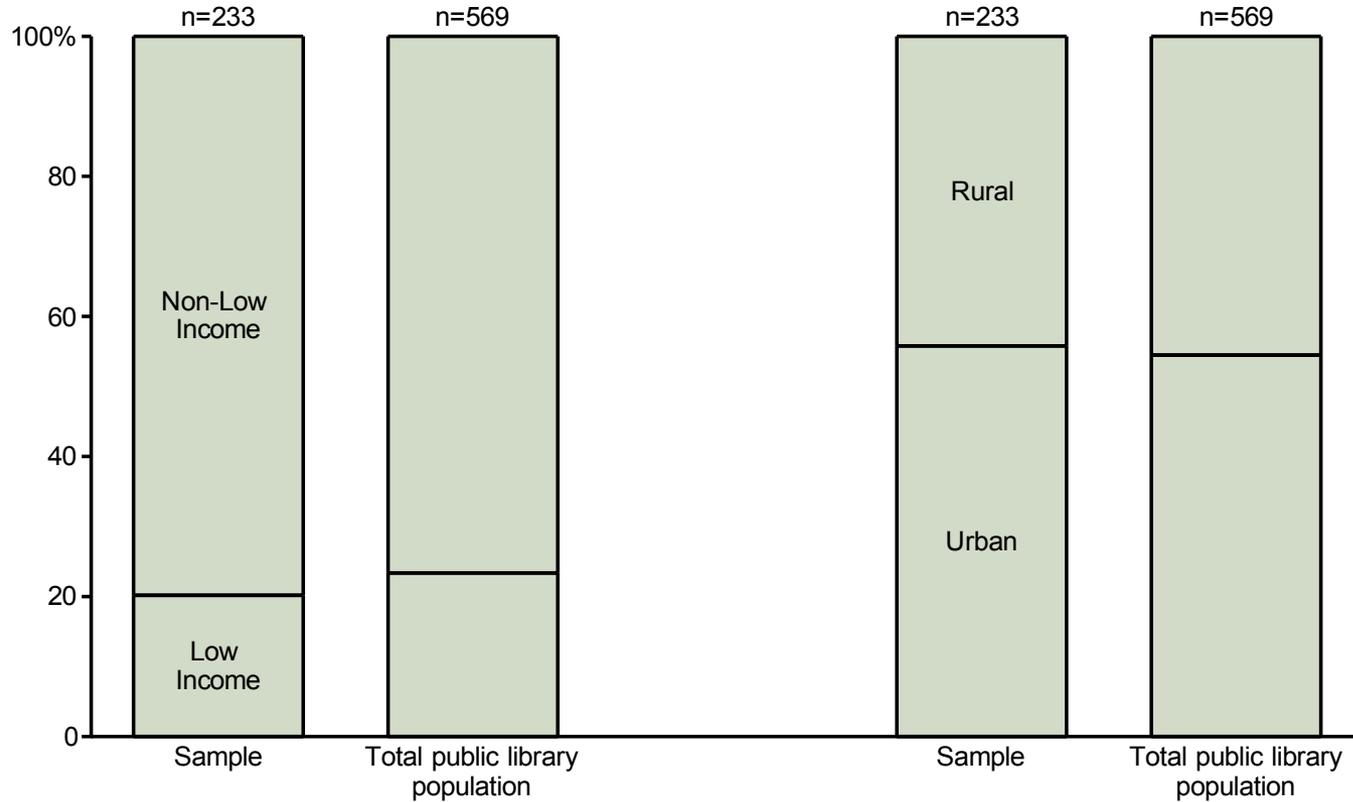


Note: Poor libraries are libraries in counties with >20% poverty, and rural libraries are libraries in counties with a Beale code >3

30