Agency Strategic Plan

2021–2025

Texas State Library and Archives Commission

AGENCY STRATEGIC PLAN

FISCAL YEARS 2021 - 2025

BY TEXAS STATE LIBRARY AND ARCHIVES COMMISSION

Board Member	Dates of Term	Hometown
Martha Wong, Chairman	2015-2021	Houston
David C. Garza	2019-2025	Brownsville
F. Lynwood Givens	2015-2021	Plano
Larry G. Holt	2015-2021	Bryan
Arthur Mann	2017-2023	Hillsboro
Bradley S. Tegeler	2019-2025	Austin
Darryl Tocker	2017-2023	Austin

May 15, 2020

SIGNED: _____

APPROVED: _____

AGENCY STRATEGIC PLAN

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BY TEXAS STATE LIBRARY AND ARCHIVES COMMISSION

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Texas State Library and Archives Commission

Mission Statement

To provide Texans access to information needed to be informed, productive citizens by preserving the archival record of Texas; enhancing the service capacity of public, academic, and school libraries; assisting public agencies in the maintenance of their records; and meeting the reading needs of Texans with disabilities.

Agency Philosophy

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

Revised and adopted by the Texas State Library and Archives Commission, February 19, 2016.
Reviewed February 21, 2020.

AGENCY OPERATIONAL GOAL AND ACTION PLAN

GOAL 1: To fully realize the statutory mandate to "take custody of, preserve, and make available for public use state records and other historical resources that document the history and culture of Texas as a province, colony, republic, or state."

SPECIFIC ACTION ITEMS TO ACHIEVE YOUR GOAL

1. Work with the Legislature to identify a solution to TSLAC's critical archives and records management storage needs. The first phase of the chosen solution to long-term space needs should be achieved and/or substantially underway by August 31, 2021.

2. Secure continued appropriations to ensure that the historical holdings of the agency are preserved, maintained, and made available to the public through August 2025.

3. Position the Texas Digital Archive (TDA) as the official repository of state agency digital archives and publications so that by August 31, 2025, the repository will include content from all state agencies and is promoting best practices that assists with the transition to a digital records environment

4. Continue to preserve and provide remote users with access to a growing number of historical resources through digitization efforts so that by August 31, 2025 over four million items in the TSLAC collection are available online.

5. With the ongoing assistance of the Office of the Attorney General, continue current practice of recovering Texas records and documents illegally held in private hands and restoring them to the citizens of Texas, with 90% success rate in recovering items identified as state property that are physically located within the state by August 31, 2025.

6. Continue to offer in-person and web-based training opportunities for local government personnel; this is an on-going initiative through August 31, 2025.

DESCRIBE HOW YOUR GOAL OR ACTION ITEMS SUPPORTS EACH STATEWIDE OBJECTIVE

1. Accountable to tax and fee payers of Texas.
   The state archives currently holds in trust for the citizens approximately 70,000 cubic feet of archival paper records and over 57 terabytes of archival data. At the agency's Sam Houston Center in Liberty, special appropriations over the last four biennia have allowed staff to make much-needed repairs and improvements to safeguard the state's investment in this unique resource. TSLAC establishes retention schedules for and provides guidance to state and local governments in the management of their public records. TSLAC provides guidance and support to local governments to preserve and make available local government resources through the highly cost-effective and locally based RHRD program.

2. Efficient such that maximum results are produced with a minimum of waste of taxpayer funds, including through the elimination of redundant and non-core functions.
   State resources expended with TSLAC to manage state and local records and preserve archival materials saves money for other agencies in a variety of ways. Storage and maintenance of the resources by TSLAC saves agencies costs associated with unnecessary

retention, including for storage, management, and responding to public information requests for materials past the retention deadline. Agencies also have quick and inexpensive access to their inactive records which can be delivered directly to their offices. Centralized management of archival records means simplified access and time savings for state government and the public. At the Sam Houston Center, careful stewardship of the resources and grounds ensures the preservation of former Governor Price Daniel's gift to the state in the form of land and buildings for a minimal expenditure for staff and maintenance.

3. Effective in successfully fulfilling core functions, measuring success in achieving performance measures and implementing plans to continuously improve.
   Texas Government Code §441.006 contains the broad mandates of the agency, including to "take custody of, preserve, and make available for public use state records and other historical resources that document the history and culture of Texas as a province, colony, republic, and state," to "provide library services to persons with disabilities in cooperation with the federal government" and to "aid and encourage . . . effective records management and preservation programs in state agencies and local governments of the state." Further, Texas Government Code §441.152 directs the agency to "administer the regional historical depository system and regional research centers."

4. Attentive to providing excellent customer service.
   The public and the state of Texas look to TSLAC to preserve and make available archives, records, and library materials to Texans. Through cost-effective practices, the agency has efficiently provided these services for more than 110 years and, indeed there has been an official state library since the Republic. The agency takes seriously the mandates noted above and provides careful stewardship of these resources and services. The action items noted above will ensure that the public and state government continues to receive excellent services without interruption. The Texas Digital Archive continues to provide a way for persons remotely across the state of Texas to access the historical record of the state. At the time of writing, the TDA contained 2,089,582 images, 102,210 audio files, and 444 videos.

5. Transparent such that agency actions can be understood by any Texan.
   All services in this goal are designed to add to the transparency of this agency and all state agencies. An active records management program and the continued accessibility of permanently valuable government records are essential to performing and preserving the tasks of government and to ensuring transparency of all government functions. TSLAC provides access by all Texans to the archival records of the Executive and Judicial branches of state government. Custody of records of the Legislative branch has been transferred to the Legislative Reference Library.

DESCRIBE ANY OTHER CONSIDERATIONS RELEVANT TO YOUR GOAL OR ACTION ITEM

In the 86th Legislative Session, TSLAC's Sunset reauthorization bill contained a recommendation to set a strategic plan for the archives and to address the backlog of archival materials awaiting processing. TSLAC will deliver this plan to state leadership later in 2020. To meaningfully reduce the existing backlog of materials will require at least two additional archivists.

The agency received an initial capital appropriation of $1 million in the 83rd Session to address maintenance and structural needs for historical assets at the Sam Houston Center in Liberty. These funds were renewed in the three subsequent sessions, and continued funding is imperative to continue to secure these assets.

The 86th Legislature passed legislation that required the transfer of all records pertaining to the Texas Legislature to the Legislative Reference Library, an estimated 12,500 cubic feet of materials dating to the first session of the Legislature and which had been housed in the archives since the 1800s and 192.6899 gigabytes of electronic data. While TSLAC continues to collect, manage and make available to the public records of the executive and judicial branches of government, the agency no longer has a role in managing records of the legislative branch.

AGENCY OPERATIONAL GOAL AND ACTION PLAN

GOAL 2: To ensure that all types of libraries have the tools, training, and resources needed to meet the informational, educational, and economic needs of the people they serve.

SPECIFIC ACTION ITEMS TO ACHIEVE YOUR GOAL

1. Provide cost effective access to online information resources essential to the educational, economic, and workforce needs of Texans of all ages in all regions of state through public, academic, and school libraries with over 500,000,000 resources provided (including record views and other counts) by August 31, 2025.

2. Facilitate, via the TexShare and TexQuest programs, cost-saving library access to core collection and e-book resources via public, school, and college and university libraries to enable Texans to achieve their educational, workforce, lifelong learning goals; by August 2025.

3. Offer no-cost training and technical assistance opportunities in all phases of library management to librarians in various types and sizes of libraries in all regions of the state to encourage the highest possible quality of library service to Texans, to reach all libraries by August 31, 2025.

4. Assist libraries in acquiring and managing technology tools, including access to broadband internet service, to ensure public access to the most efficient possible operation of community libraries by August 2025.

5. Make available competitive grants each fiscal year to provide funding for libraries to pursue innovative projects in areas such as technology, reading, community engagement, workforce, and other key service areas with approximately $6.8 million in awards from federal funds by August 31, 2025.

6. Maintain current information on library best practices, including minimum standards for public library accreditation and K-12 library standards, and share those practices among libraries, state and local leaders, and the general public by August 31, 2025.

7. Facilitate growth of local library capacity to serve as community hubs for technology and digital literacy through training programs and partnerships with state agencies such as the Texas Workforce Commission and other organizations; ongoing through August 31, 2025.

8. Continue to offer web-based training opportunities for library personnel on-going through August 31, 2025.

9. Seek a statutory change to allow TSLAC to use state funds, should they become available, to assist in library construction projects by August 31, 2021.

DESCRIBE HOW YOUR GOAL OR ACTION ITEMS SUPPORTS EACH STATEWIDE OBJECTIVE

1. Accountable to tax and fee payers of Texas.

   These services ensure that local investments Texans make in their public, academic, and school libraries return cost-effective results, reducing costs that would be borne at the local level by administering statewide contracts offering substantial savings and providing access to materials and programs that many communities could not afford on their own. Access to these resources and services is intended to have the greatest possible positive impact on the educational, informational, and economic needs of Texans.

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

   According to a 2017 study by the Bureau of Business Research at the University of Texas, Austin, every $1 invested in public library operations yields $4.64 in local economic benefits. Further, Texas public libraries generate $967 million in economic activity, and 11,000 Texas jobs depend on public library direct expenditures. Through cost-effective statewide purchase, TexShare and TexQuest shared access to online information resources demonstrate an ROI of a minimum of 10-to-1 when compared to local library purchase of the same resources. Studies also show that strong school libraries are a leading predictor of student achievement.

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

   The commission has a mandate to "adopt policies and rules to aid and encourage the development of and cooperation among all types of libraries," to "accept, receive, and administer federal funds made available by grant or loan to improve the public libraries of the state." (Govt Code §441.006), and to "assist libraries across the state to promote the public good by achieving the following public purposes through the following methods" (five resource sharing strategies listed in Govt Code §441.223)

4. Attentive to providing excellent customer service.

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

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

   TSLAC maintains transparency of operations in all programs. The services of the Library Development and Networking division are documented and detailed on the agency's website. Included in those online materials are all rules for accreditation, grant awards, guidelines, and criteria, cost-sharing formulas, and other administrative materials by which these programs are administered. The work of agency staff is supplemented by critical support from representatives from the statewide library community who voluntarily serve as panelists on grant-review committees and advisory committees, in the selection of shared online resources, and other tasks, ensuring that procurement and grants administration are held in full view of the public. The agency complies with the Federal Funding Accountability and

Transparency Act (FFATA) by posting information on federal pass-through grants totaling $25,000 or higher to a reporting system hosted by the Office of Management and Budget.

DESCRIBE ANY OTHER CONSIDERATIONS RELEVANT TO YOUR GOAL OR ACTION ITEM

Texas libraries contribute value to their communities and to the state by supporting local economic development, enhancing educational pursuits, growing young readers, fostering technology access, building STEM skills, helping small businesses, and supporting jobseekers. Unfortunately, local libraries too often are under-staffed and under-resourced. TSLAC has a longstanding statutory authority to provide the tools, resources, and assistance libraries need to fulfil their potential to help their customers. Assistance to local libraries is accomplished through a variety of programs for all types of libraries, including:

- training programs to ensure that library staff have the skills necessary to effectively operate their libraries

- access to shared resources both online via the heavily used TexShare and TexQuest programs and via the interlibrary lending of materials, both of which maximize state and local resources to the benefit of virtually every Texan

- grant programs using federal funds to enable innovative programs in libraries in all parts of the state

- broadband deployment to community libraries in all parts of the state

- programs to support the development of outstanding K-12 library services

- minimum criteria for accreditation of public libraries

The cost of not supporting the development of library service in Texas will be to limit the potential for Texans to gain access to online information that is critical for success in school, for work and professional development, and for lifelong learning. Without the cost-effective statewide purchase of TexShare and TexQuest resources, libraries will either do without critically important information resources, or divert funds away from other library services and materials. Without statewide resource-sharing, Texans would be limited to the information in their local libraries and the investment of communities in library resources would not be leveraged to the greatest cost-effectiveness.

AGENCY OPERATIONAL GOAL AND ACTION PLAN

GOAL 3: To develop awareness and use of TSLAC services so that all Texans and state and local governments find the library and information resources they need to succeed in school, work, and life.

SPECIFIC ACTION ITEMS TO ACHIEVE YOUR GOAL

1. Through August 31, 2025, continue to improve outreach efforts to serve the information needs of a larger percentage of the state's population of persons with disabilities; in particular, the blind and visually impaired, dyslexic and others with sight related disabilities that qualify under the Talking Book Program.

2. At the agency level and working with local libraries, continue to develop strategic partnerships with groups serving the diverse needs of communities by supporting programs such as early childhood literacy, workforce development, and digital literacy, ongoing through August 31, 2025.

3. Use the Texas Center for the Book as a vehicle to encourage statewide reading and library use with an emphasis on meeting the needs and interests of an increasingly diverse state population, ongoing through August 31, 2025.

4. Use TSLAC's public programs, lobby exhibits, online exhibits and social media to attract and engage new audiences for the agency's rich array of information services for all Texans, ongoing through August 31, 2025.

DESCRIBE HOW YOUR GOAL OR ACTION ITEMS SUPPORTS EACH STATEWIDE OBJECTIVE

1. Accountable to tax and fee payers of Texas.
   TSLAC's mission to "provide Texans access to the information needed to be informed, productive citizens" reflects the agency's effort to reach all Texans, regardless of whether they live in rural or urban areas, their socio-economic status, or level of educational attainment. All Texans need and can benefit from access to the information resources provided by this agency for their own future success.

2. Efficient such that maximum results are produced with a minimum of waste of taxpayer funds, including through the elimination of redundant and non-core functions.
   All action items are designed to bring quality and library services to the largest number of Texans, which demonstrates sound economical efficiencies and cost effectiveness. Projects such as TexShare and TexQuest demonstrate that applying statewide purchasing and sharing of online information resources provide the state a return on investment (ROI) of at least 10-to-1. Through these and other economical resource-sharing programs, the investment in library information resources is maximized for persons throughout the state. Investment in public library service has also been demonstrated to have an ROI of $4.64 in economic impact for every dollar spent. Projects such as the Texas Digital Archive allow modest expenditures of state funding to enable access for future generations of Texans to the historical record of the state. The expenditure of state funds for library services and electronic access qualifies Texas

to receive nearly $12 million each year in federal funds. These federal funds are then used to leverage local expenditures for library services.

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

   These action items promote and extend the agency's goals of providing services to individual Texans and to libraries, archives, and local governments statewide. Data is collected on all agency programs and that information is constantly reviewed. For example, the Talking Book Program is consistently rated by its patrons as providing excellent customer service; during FY2019, patrons were able to access over 400,000 books and magazines either by direct mail to their homes or through the ability to download from an Internet database of digital materials.

4. Attentive to providing excellent customer service.

   TSLAC uses a variety of measures for determining customer satisfaction. These include assessing both quality of services provided directly to customers (through services such as the Talking Book Program and directly to staff of libraries and local governments who benefit from programs such as training and technical assistance), and quality of services provided indirectly to Texans (via library programs such as TexShare, TexQuest, and interlibrary loan). Customers of all programs benefit from the agency's increased attention to responsively serving the needs of an increasingly diverse and growing state.

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

   Through advertising and strategic partnerships, TSLAC will expand the range of persons and groups that are aware of and can participate in the services of the agency. TSLAC uses the agency website to provide an ongoing record of all agency programs and actions. The website is fully accessible to persons with disabilities. Continued efforts to serve increasing numbers of Texans, regardless of socio-economic circumstance, will increase the agency's transparency and availability.

DESCRIBE ANY OTHER CONSIDERATIONS RELEVANT TO YOUR GOAL OR ACTION ITEM

For TSLAC to achieve its mission that Texans will have access to the information resources needed to live informed and productive lives, it is highly important that more Texans know the services and resources offered by TSLAC. For example, currently the life-changing resources of the Talking Book Program reach only about four percent of Texans eligible for the service. In the 86th Legislative Session, TSLAC received new authority to advertise services. Agency staff have begun formulating plans to most cost-effectively target advertising to key constituents, most importantly customers of the Talking Book Program. TSLAC will continue to leverage strategic partnerships in the library, archives, research, local government, and disability communities to ensure that as many Texans as possible know of the valuable services offered by the State of Texas via TSLAC.

TSLAC has key partnerships with several organizations such as the Texas Library Association, the Texas State Historical Association, the Texas Association of Museums, the Texas Book Festival, Texas Historical Foundation, and Humanities Texas, Friends of Libraries & Archives of Texas, the Tocker Foundation, and the Summerlee Foundation.

TSLAC is also actively working to cultivate new partnerships between the Talking Book Program and other state agencies and departments that serve mutual client bases, such as the Texas Education Agency, the Texas Veterans Commission, the Governor's Committee on People with Disabilities, and the Department of Assistive and Rehabilitative Services, and the Department of Aging and Disability Services within the Health and Human Services Commission. TSLAC will work with public library staff and groups within the fields of medicine, visual sciences, learning disabilities, and senior services to promote the Talking Book Program to potential qualified patrons, including the American Council for the Blind and the National Federation of the Blind, and local governmental entities such as county extension agencies, city and county health departments, and chambers of commerce.

The Texas Center for the Book actively works to encourage reading, literacy, and library use among Texans of all backgrounds in all parts of the state, rural and urban.

AGENCY OPERATIONAL GOAL AND ACTION PLAN

GOAL 4: To guarantee cybersecurity of agency electronic resources and systems.

SPECIFIC ACTION ITEMS TO ACHIEVE YOUR GOAL

1. By August 31, 2021, establish the position of Information Security Officer for the agency with additional funds provided in the 87th Legislative Session.

2. Participate in the Consolidated State Data Center Services Program as mandated by HB1516 ongoing through August 31, 2025.

3. Participate in the DIR-negotiated technology contracts for IT commodities and services and explore other opportunities to obtain technology products and services at the lowest contracted cost ongoing through August 31, 2023.

4. Maintain all web content compliant with relevant web and accessibility standards ongoing through August 31, 2025.

5. Enhance staff productivity by providing remote access to information resources and leveraging social networking and other electronic collaboration tools with due consideration to security issues ongoing through August 31, 2023.

6. Protect the privacy and confidentiality of paper and electronic administrative and archival records of state agencies through proper information asset management practices ongoing through August 31, 2025.

DESCRIBE HOW YOUR GOAL OR ACTION ITEMS SUPPORTS EACH STATEWIDE OBJECTIVE

1. Accountable to tax and fee payers of Texas.

    The commission has set this operational goal to protect the valuable resources under the stewardship of the Texas State Library and Archives Commission, to guarantee the most efficient use of state resources, and to ensure the agency meets the highest standards of security and accountability. TSLAC strives to maintain compliance with TAC 202 requirements, to ensure continued prevention of unauthorized access, and to implement systems and procedures to ensure critical security and efficiency of operations. Newly modernized systems provide compliance with updated state and federal accounting standards, enhanced documentation for accountability, and more effective and efficient programmatic analysis and reporting to the legislature, key stakeholders and the public.

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

    In an ongoing effort to cooperate with state direction on efficient use of IT resources, TSLAC was one of the first agencies to move IT-based operations into the State Data Center. TSLAC has completed a modernization of all legacy systems. The upgrades have been conducted under the direction of the Department of Information Resources. The agency operates under an exemption from DIR to provide cloud storage of digital archives which will allow much more material to be stored and thus available to the public; an action that resulted in far more efficient use of taxpayer funds.

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

   ITS support is critical to achieving all the agency's mandated services. Work of the agency is highly information-technology driven. The Talking Book Program circulates 917,540 physical items per year to 14,700 customers statewide (FY2019 figures) via its online circulation system that also maintains the inventory of recorded materials (including digital downloads) via online systems. The State and Local Records Management Division implemented an online system to manage all aspects of records storage, retrieval, interagency billing and cost-accounting, and other functions to support mandated cost recovery for core services provided to state and local agencies. With support from the Legislature in the 84th Session, the Archives and Information Services Division implemented the Texas Digital Archive to collect, preserve, and make available state agency electronic archives for the public through safe and economical cloud storage. The Library Development and Networking Division maintains a Grants Management System that provides time-saving processing for electronic grant applications and payments. The ITS division implemented an Office 365 SaaS solution which replaced the agency's aging legacy email platform. The Office365 offering includes new security features, email services and 17 other online productivity services unavailable under the legacy system.

4. Attentive to providing excellent customer service.

   Providing excellent customer service has been a high priority of the agency, including the many services that are delivered electronically. The ability to protect crucial data and functions through robust security is a key consideration in delivering uninterrupted, quality services to thousands of users who depend on the information the agency provides.

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

   In FY 2020, TSLAC conducted a refresh of its website for easier site navigation and to facilitate the public's ability to locate crucial agency information. As an example, to ensure the agency's web content is compliant with relevant web and accessibility standards, the agency has a designated accessibility coordinator and accessibility team that validates new content compliance with TAC 206 and TAC 213 accessibility standards. The agency also complies with Comptroller requirements that contract information be made available via the web page. The agency strives to make all administrative activity fully documented and accessible on the website, including commission minutes and actions, grant awards, program participants, fee formulas, and committee processes. The Texas Digital Archive makes state government information available in electronic format to all persons.

DESCRIBE ANY OTHER CONSIDERATIONS RELEVANT TO YOUR GOAL OR ACTION ITEM

With the steady increase in state archival materials managed by TSLAC, the amount of personally identifiable information has also increased. Due to the diligence of TSLAC staff working in cooperation with DIR, no breach of confidential data has occurred, though attempts occur regularly. An incident compromising that data could cause significant cost and liability to the state. Since the Gartner Study in 2015, TSLAC has endeavored to implement whatever cybersecurity upgrades are possible with available resources. To properly and effectively protect against cyberattack, TSLAC has asked for

funds to fully implement the Gartner recommendations in the 85th and 86th Legislative sessions. Those funds were not made available. A Top priority for the ITS division is to establish the position of Information Security Officer (ISO) with additional funding in the 86th legislative session to acquire the cybersecurity expertise to critically analyze these higher-cost recommendations in order to implement an appropriately-scoped security program for the agency. An ISO on staff would ensure against the costs and liabilities associated with lost or compromised data.

AGENCY OPERATIONAL GOAL AND ACTION PLAN

GOAL 5: To make TSLAC a key partner among libraries, state agencies, and other organizations that facilitate access to information by the public and state government.

SPECIFIC ACTION ITEMS TO ACHIEVE YOUR GOAL

1. Seek areas of coordination with libraries, state agencies and other organizations that allow TSLAC to play a role in ensuring the widest possible use of digital resources by August 2025.

2. Continue to increase the availability of state agency archives and publications in digital format via the Texas Digital Archive with content from all agencies included by August 31, 2025.

3. Continue work with the National Library Service for the Blind and Physically Handicapped (NLS) to transfer the Talking Book Program collections from analog to digital formats to be at least 75% accomplished by August 31, 2025.

4. Continue to monitor salaries paid for comparable positions both within state government and in the local marketplace to maintain effectiveness in hiring, annually by August 31, 2023.

5. By August 31, 2021, attain revisions in the state classification system to add a series for records manager.

6. Provide electronic statewide resource discovery systems and other tools to ensure agency and public data are available and accessible to all Texans ongoing through August 31, 2023.

7. By the end of FY 2023, at least 300 public library locations will offer their communities broadband access that meets FCC library internet standards.

8. Collaborate with appropriate business partners to share information by promoting the use of interoperability standards, preserving web content of state agencies, and providing efficient and effective resource discovery systems ongoing through August 31, 2023.

DESCRIBE HOW YOUR GOAL OR ACTION ITEMS SUPPORTS EACH STATEWIDE OBJECTIVE

1. Accountable to tax and fee payers of Texas.
   TSLAC's portfolio of activities, as well as our formal and informal connections with the Texas Education Agency, DIR, institutions of higher education, and others uniquely position the agency to be a leader and convener of interagency activities to address the broadest and most cost-effective access by Texans to online information. With staff expertise and experience in managing digital information systems, TSLAC could help broker crosswalks between the public, state agencies, and libraries to ensure the state's investment in digital information such as shared online content, state government publications, and open education resources serve the most possible Texans.

2. Efficient such that maximum results are produced with a minimum of waste of taxpayer funds, including through the elimination of redundant and non-core functions.
   TSLAC's position is unique among state agencies and educational institutions in its work dealing with broad public dissemination of and access to digital information. The record of work with shared access to information in the TexShare and TexQuest system demonstrates

the agency's ability to curate statewide digital content, establish statewide strategies to promote online educational resources, and coordinate meaningful partnerships and practices in the area of information policy to enhance the impact of digital information on the lives of Texans.

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

More coordinated access to electronic information resources will result in greater dissemination of information, more efficient delivery, and lower unit costs in the use of those materials. TSLAC staff understand the complicated metrics involved in measuring online use and have done so for the TexShare project for over two decades. As more information moves online, TSLAC can work with agencies to ensure that their online information is efficiently managed, that digital conversion is handled cost-effectively, and that the public has access to the latest data systems to find and use the resources.

4. Attentive to providing excellent customer service.

Poor data systems at best waste the public's time and interfere with productivity and, at worst, fail to link the user with key information. The TSLAC team understands the latest information management systems necessary to collect, manage, and ensure access. TSLAC could be in a key role to work with other agencies to make sure that the public finds needed information quickly and accurately. To ensure that TSLAC provides excellent customer service, it is critical that the agency recruit and retain a workforce with the education and experience necessary to discharge key agency mandates. While progress has been made in this area in recent years, compensation competitive to the market continues to be a challenge.

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

The purpose of this goal is to increase access to taxpayer purchased and managed information. Texans have a right to freely obtain information that is publicly funded. TSLAC's work with archives and information, with records management, and with all types of libraries is founded on an underlying philosophy that Texans should have the highest possible access. By coordinating digital information systems, TSLAC would apply that approach to the broadest array of government produced, procured, owned and managed information.

DESCRIBE ANY OTHER CONSIDERATIONS RELEVANT TO YOUR GOAL OR ACTION ITEM

TSLAC is seen by the Legislature and other parts of state government as a natural player to help coordinate digital content systems. In the last session, legislation adopting uniform standards for management of electronic legal materials of the state named TSLAC as a coordinating agency. Similarly, recent legislation envisioned a role for TSLAC in the collection and coordination of open education resources (OERs).

TSLAC continually seeks to improve communication with constituent and stakeholder groups, including critical engagement with citizen groups, professional associations, advisory committees, and other stakeholders to form stronger alliances and partnerships that support statewide agency initiatives. Key TSLAC partners in digital content management include: the Records Management

Interagency Coordinating Council, the Department of Information Resources, the Higher Education Coordinating Board, the Texas Digital Library, the General Land Office, the Texas Education Agency, the Texas Workforce Commission, the Texas Library Association, Educational Service Centers, and the Texas Historical Commission. Key national partners include: The Library of Congress, Institute of Museum and Library Services, American Library Association, the Chief Officers of State Library Agencies, the Digital Public Library of America, the National Association of Government Archives and Records Administrators, Council of State Archivists, Society of American Archivists, and the Association of Records Managers and Administrators.

REDUNDANCIES AND IMPEDIMENTS

Service, Statute, Rule or Regulation (Provide Specific Citation, if applicable)	Describe why the Service, Statute, Rule or Regulation is Resulting in Inefficient or Ineffective Agency Operations	Provide Agency Recommendation for Modification or Elimination	Describe the Estimated Cost Savings or Other Benefit Associated with Recommended Change
Limitation of viable, appropriate storage space sufficient to successfully discharge agency mandate to store records and archives.	The State Records Center will be at capacity during 2020 at current rates of growth. Approximately half the total archives stored by the agency is in the State Records Center in space that is not ideally temperature, light, or humidity controlled. The short-term solution approved by the Legislature will provide for records storage for only the next five years.	Complete an expansion on the State Records Center on Shoal Creek to create a minimum 25+ year solution to records and archives storage for the state of Texas. That solution could be longer if agencies increase the amount of material digitized. Currently at least 75% of state records are digital and up to 25% is paper or other formats.	Capacity to safeguard archival assets of enduring historical value to the state and to meet current and future records storage needs for state and local governments. Public sector solution to ensure competitive pricing and availability of adequate space for storage of state records.
Since the 2015 Gartner Study, TSLAC has used available resources to implement some cybersecurity measures. More thorough measures to protect state resources and reduce liability will require additional resources. Two consecutive LAR requests to fund cybersecurity measures have not been funded.	TSLAC is responsible for an ever-increasing amount of state records in electronic format, including personally identifiable information. Due to staff diligence, to-date no breach of agency resources has occured, however, the lack of adequate resources to enable rigorous security measures puts the agency, its holdings, and the State at risk of cyberattack.	The agency continues to recommend establishing the position of Information Security Officer (ISO) using the state classification of information security analyst II, and a second security position of an information security analyst I to properly staff the agency for the critical analysis, as well as the development and implementation of an appropriately-scoped security program. With this security expertise and manpower, the agency can ensure the proper protection of our information resources.	The addition of these positions would allow the agency to ensure security and would avert the possibilty of costly recovery from loss, damage, or liability in the event of a successful cyberattack.

Service, Statute, Rule or Regulation (Provide Specific Citation, if applicable)	Describe why the Service, Statute, Rule or Regulation is Resulting in Inefficient or Ineffective Agency Operations	Provide Agency Recommendation for Modification or Elimination	Describe the Estimated Cost Savings or Other Benefit Associated with Recommended Change
Texas Government Code §441.138 prohibits TSLAC from making grants of state funds for library construction projects.	Communities throughout Texas have library facilities that are inadequate and outdated. The Legislature has indicated that the State has an interest in the development of library facilities in Texas. TSLAC has untapped expertise to encourage and support the construction of library facilities.	Amend statute to allow TSLAC to use state funds to give grants to support library construction projects.	In the event that funds were available to assist in local library facility development, TSLAC expertise could guarantee that funds were spent cost-effectively and that resulting facilities met industry stanards for library construction, avoiding duplication and waste of public resources.
Requirement for local governments to only follow TSLAC admin rules for electronic records if retention is more than 10 years LGC 205	This creates two standards for Local Government technology departments to follow. It makes more sense for a single set of standards to apply to all local government records. The state records law does not apply a 10 year period for state agencies	Remove the 10-year limitation in the statute.	Simplified application of rules will save money and local government staff time differentiating electronic records.
Lack of job titles and series in the SAO job classifications to reflect current practice and to recruit and retain qualified personnel.	No classification series exists for records managers in the SAO's job series, and all agencies are required by statute to have a Records Management Officer, at a minimum.	Create SAO job series for records managers.	TSLAC and other agencies will be able to recruit qualified staff to positions that reflect their duties and will be better able to retain staff by creating a path for promotion. The state will have valid comparison data for persons doing similar jobs across agencies.

Schedule A – **2022-2023 Budget Structure**

GOAL A: Improve the Availability & Accessibility of Library Services & Resources

Objective 1: Services for Capacity Enhancements & Cost Avoidance

    Outcome 1: % of Public Libraries That Have Improved Their Services or Resources
    Outcome 2: $ Cost-avoidance Achieved Through Resource Sharing Programs

    Strategy 1: ASSISTANCE PROVIDED TO TEXAS LIBRARIES

        Output 1: # of Books & Other Library Materials Provided to Libraries
        Output 2: Number of Times Librarians Trained or Assisted
        Output 3: Number of Library Project-sponsored Services Provided to Persons

        Efficiency 1: Number of Days of Average Turnaround Time for Interlibrary Loans
        Efficiency 2: Cost Per Book and Other Library Materials Provided by Shared Resources
        Efficiency 3: Cost Per Person Provided Local Library Project-sponsored Services

        Explanatory 1: Number of Resources Provided to Persons Through Shared Services

Objective 2: Increase Library Use by Texans with Disabilities

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

    Strategy 1: PROVIDE DIRECT LIBRARY SVCS TO TEXANS WITH QUALIFYING DISABILITIES

        Output 1: Number of Persons and Institutions Served
        Output 2: Number of Hours Staff Provided Patron Assistance
        Output 3: Number of Items Circulated and Downloaded

        Efficiency 1: Cost Per Volume Circulated
        Efficiency 2: Cost Per Person Served

GOAL B: Public Access to Government Information

Objective 1: Improve Information Provided to the Public and Others

    Outcome 1: % of Customers Satisfied w/State Library Reference & Info. Services

Strategy 1: PROVIDE ACCESS TO INFORMATION AND ARCHIVES

    Output 1: Number of Assists with information Resources

    Efficiency 1: Cost Per Assist with Information Resources

    Explanatory 1: Number of Web-based Information Resources Used

GOAL C: Cost-effective State/Local Records Management

Objective 1: Achieve Records Retention Rate for State/Local Governments

    Outcome 1: Percent of Agencies with Approved Records Schedules
    Outcome 2: % Local Government Administering Approved Records Schedules
    Outcome 3: $ Cost-Avoidance Achieved for State Records Storage/Maintenance

    Strategy 1: RECORDS MANAGEMENT SERVICES FOR STATE/LOCAL GOVERNMENT OFFICIALS

        Output 1: Number of Times State and Local Government Employees Trained or Assisted
        Output 2: Total Revenue from Storage Services
        Output 3: Total Revenue from Imaging Services

        Efficiency 1: Cost Per Cubic Feet Stored/Maintained

GOAL D: Indirect Administration

Objective 1: Indirect Administration

    Strategy 1: INDIRECT ADMINISTRATION

Schedule B - **Measure Definitions**

OBJECTIVE A.1; OUTCOME MEASURE 1

% of Public Libraries That Have Improved Their Services or Resources

Definition	Percent of Public Libraries That Have Improved Their Services or Resources
Purpose / Importance	This measure is intended to show the percent of Texas public libraries that significantly improved their customer services or library resources. The goal is to improve Texas libraries, and this attempts to measure the impact on library services and resources.
Source / Collection of Data	The State Library collects a wide variety of data on public libraries, and uses the data to accredit libraries. The designated data elements from each library will be compared to what it reported the previous year. The data analyzed will be that which was used to accredit the libraries in the fiscal year when the performance report is due. The data are available only annually and is finalized no sooner than late July.
Method of Calculation	The following 5 data elements for each accredited 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 accredited libraries for the previous year. Libraries that do not report data for at least 4 of the 5 measures will not be included in the calculations.
Data Limitations	Over 550 public libraries are reporting a multitude of data elements each year. The accuracy of their data is contingent upon their data collection system, their understanding of the definitions of how, what, and when data 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

OBJECTIVE A.1; OUTCOME MEASURE 2

$ Cost-avoidance Achieved Through Resource Sharing Programs

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 interlibrary loan, E-Read Texas, and the TexShare Card program are calculated using the published average costs for books and commercial document delivery services. Costs to provide library-to-library delivery of materials are estimated by calculating the cost of postage to mail materials individually. Library resource sharing program costs include all allocable direct costs and are obtained from internal budget summaries.
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. Participating libraries annually report the number of items circulated as part of the TexShare Card program. The number of materials delivered among libraries is reported by the commercial courier. Reported measure is determined by: (1) estimating the cost for participating libraries and state agencies to provide electronic access to databases, mail library materials, and purchase materials received through interlibrary loan and the TexShare Card; and (2) subtracting actual expenditures of TexShare and other sharing programs. The number of materials circulate by the E-Read Texas program will be obtained from vendors. Calculated annually.
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." Published prices for materials are industry averages based on typical printed books, and do not reflect the broad mix of materials that circulate via interlibrary loan and the TexShare Card program. The e-book marketplace is rapidly evolving and vendor reporting may not always be complete.
Calculation Type	Non-cumulative
New Measure	No
Desired Performance	Higher than target
Priority / Key Measure	High / No

STRATEGY A.1.1 OUTPUT MEASURE 1
Number of Books and Other Library Materials Provided to Libraries

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, and that help improve local library services.
Source / Collection of Data	Projects that provide materials are identified and reported, using the methodology outlined, and compiled.
Method of Calculation	Includes inter-library loan fills, e-resource requests, and TexShare card circulations. Numbers are compiled from appropriate strategy projects and tallied on a spreadsheet. Count of books, subscriptions, audiovisuals, e-documents and other materials purchased, leased, loaned, or supplied to a library. Counts of e-documents represent number of times projects-funded resources (web pages, graphics, or other electronic documents) are used or accessed. Focuses on materials libraries would usually include in a collection, not administrative or publicity items. Traditional items purchased (print books, a/v, etc.) are counted as the library receives them. Counts of e-documents are collected through data collection software or by sampling or estimating. Web views for agency resources are tallied automatically in a report generated by the Web log analyzer used by the agency. Reported at least quarterly, based on computer logs or on-site counts and tally sheets compiled by grantees, the agency, or contract vendors. Based on non-unique counts each time materials are provided or accessed.
Data Limitations	Statistics from third party vendors may vary and arrive too late to be reported due to technical difficulties. Statistics vary by vendor. The technologies involved in delivering online services and in compiling service statistics are dynamic, frequently changing without advance notice. Item counts may include materials from orders placed in a previous fiscal year. Database and e-resources statistics may also be based on estimates and sampling. Statistics provided by commercial vendors or library computer logs 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

STRATEGY A.1.1 OUTPUT MEASURE 2

Number of Times Librarians Trained or Assisted

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

STRATEGY A.1.1 OUTPUT MEASURE 3

Number of Library Project-sponsored Services Provided to Persons

Definition	Calculates the number of services individuals receive through the State Library and other programs that support libraries. This does not include resources provided to persons through shared resources.
Purpose / Importance	Counts number of instances persons receive services as a result of projects.
Source / Collection of Data	Reported at least quarterly, based on computer logs, tally sheets, circulation statistics, or on-site counts by grant projects and State Library. Projects include grants, continuing education & consulting services by the agency, Reading Club, and other project funded services. Includes persons: receiving materials circulated by projects, using electronic resources or services, attending project programs, 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.
Method of Calculation	Based on non-unique counts each time service is provided. An electronic resource or service user is counted when a person logs into or accesses a particular resource or service. Web visits for agency resources are tallied automatically in a report generated by the Web log analyzer used by the agency. Data from the various programs are compiled as specified in data sources and tallied in a spreadsheet. Circulation relates to circulation of materials purchased with project funds or related items circulated as a result of the project.
Data Limitations	Data may be based on sampling or estimates. Available software may not completely capture electronic usage. Some libraries do not use Texas Reading Club logs even though they participate in the program. Some reports may be based on sampling or other estimating techniques; will include performance for some projects funded in previous fiscal year. Some circulation statistics may not be available depending on the documentation of individual libraries receiving program services.
Calculation Type	Cumulative
New Measure	No
Desired Performance	Higher than target
Priority / Key Measure	High / Yes

STRATEGY A.1.1: EFFICIENCY MEASURE 1

Number of Days of Average Turnaround Time for Interlibrary Loans

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

STRATEGY A.1.1: EFFICIENCY MEASURE 2

Cost Per Book and Other Library Materials 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 the statewide resource sharing services.
Source / Collection of Data	Materials counts include interlibrary loans supplied, number of items circulated via the TexShare Card, and number of electronic materials provided by project-funded resources. 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 of this measure are not always within the complete control of the agency. For example, if the complete number of materials circulated by the TexShare card 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.1.1 EFFICIENCY MEASURE 3

Cost Per Person Provided Local Library Project-sponsored Services

Definition	Cost per person receiving local library project-sponsored services. Examples include grants (including reimbursement grants), continuing education and consulting, and state-supported training platforms that individual libraries can access, such as WebJunction. This measure does not include statewide resource sharing programs.
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	Appropriate projects are those projects that provide resources and services to local libraries. Final budgeted amounts for grants and projects are found in the agency's budget under this strategy.
Method of Calculation	The cost of appropriate projects is divided by the number of persons provided local library project-sponsored services. The cost of projects is based on the final budgeted grant or project amounts at the end of the fiscal year.
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

STRATEGY A.1.1: EXPLANATORY MEASURE 1

Number of Resources Provided to Persons Through Shared Services

Definition	This is the number of resources provided to persons through TexShare, TexQuest, the interlibrary loan program, and the reciprocal borrowers card program.
Purpose / Importance	The measure reflects the number of resources provided to persons by TexShare, TexQuest, 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 the number of instances of use of project-funded resources, interlibrary loans requested, and reciprocal borrowers cards issued. Instances of electronic content use are measured when a person interacts with a project-sponsored resource. Interaction may be measured by result clicks, sessions, record views, investigations, or other vendor provided measures. Electronic content statistics are reported by vendors; interlibrary loan and other transactions are submitted by participating libraries and a 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 contract vendors, participating libraries, and the State Library. Some reports will include performance for projects funded in the previous fiscal year. Based on non-unique counts each time services are provided.
Data Limitations	Statistics from third party vendors may vary and sometimes arrive too late to be reported due to technical difficulties. The statistics available vary by vendor based on combinations of clicks, sessions, investigations, or views. In addition, vendors may use other statistics that best reflect human interactions with the resources. The technologies involved in delivering online services and in compiling service statistics are dynamic, frequently changing without advance notice.
Calculation Type	Non-cumulative
New Measure	No
Desired Performance	Higher than target
Priority / Key Measure	High / Yes

OBJECTIVE A.2 OUTCOME MEASURE 1

Percent of Eligible Population Registered for Talking Book Program

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 that prevents a person from reading standard print. A person who is registered in the program is not necessarily the same as a person who is served. "Registered" means that a person is enrolled in the program at some point during the fiscal year, while "served" means that the person has actually checked out a physical book or downloaded a digital book via the Internet at some point during the fiscal year.
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. A person who is registered in the program is not necessarily the same as a person who is served. "Registered" means that a person is enrolled in the program at some point during the fiscal year, while "served" means that the person has actually checked out a physical book or downloaded a digital book via the Internet at some point during the fiscal year.
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; the formula currently calculates that 1.4% of any state's population will be eligible for service. This formula is used both by the National Library Service and other talking book libraries in the network. State population is based on census projections.
Calculation Type	Non-cumulative
New Measure	No
Desired Performance	Higher than target
Priority / Key Measure	High / Yes

STRATEGY A.2.1 OUTPUT MEASURE 1

Number of Persons and Institutions Served

Definition	This is the total number of persons registered in the program who have actually received at least one physical book via the US mail or downloaded a digital book via the program's Internet site or streaming service during the reporting period. A person is only counted as served once during a single fiscal year. This measure also includes the total number of institutions registered and actually receiving service from the program during the reporting period.
Purpose / Importance	This measure is intended to document the number of individual Texans served. It tracks program service activity and growth patterns. In addition to customers who live alone or with family, we have a number who live in institutions (nursing homes, retirement centers, etc.). This is a count of the number of institutions served by the program.
Source / Collection of Data	Persons served are tallied by computer, based on date of last service as documented by the database system. A portion of Talking Book Program's registered patrons receive services through another organization, such as a retirement home, learning resource center, library, disabled students center, or classroom in a public or private school or college. This count represents the number of such institutions serving patrons. Tallied by computer based on date of last service in the database.
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. 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	Patrons are only counted as served if they "check out" a book or magazine from the program's collection. These books/magazines may be physical (mailed) or digital (downloaded). Patrons are counted only once (at time of first "check-out) during the fiscal year, regardless of the number of books/magazines and/or other services staff may provide to them. Institutions are also only counted as served if they "check out" a book or magazine from the program's collection. The checked-out books/magazines may be physical (mailed) or digital (downloaded). Institutions are counted only once (at time of first "check-out") during the fiscal year, regardless of the number of books/magazines and/or other services staff may provide to them.
Calculation Type	Cumulative
New Measure	Yes (Revised)
Desired Performance	Higher than target
Priority / Key Measure	High / Yes

STRATEGY A.2.1 OUTPUT MEASURE 4

Number of Hours Staff Provided Patron Assistance

Definition	This is the total number of hours staff spent providing direct, one-on-one assistance to patrons using the programs.
Purpose / Importance	This measure will demonstrate the increasing number of one-on-one hours staff spend each quarter providing one-on-one assistance to patrons using the program. The number of hours will continue to increase as additional patrons transition to accessing digital information using a variety of devices, and as the technology on these devices change.
Source / Data Collection	Staff in the Reader Services section of the Talking Book Program provide one-on-one assistance directly to patrons of the program. Reader Services staff are required to complete an electronic log each day that shows the time spent providing direct assistance to patrons. Hours reported on the daily logs will be compiled monthly.
Method of Calculation	The Reader Services Manager will collect daily electronic logs from each of the section's staff and compile the number of hours staff spent providing direct patron assistance. The manager will provide the total hours for each month to the director, and the director will compile and report the total number of hours staff spent providing direct assistance during the quarter.
Data Limitations	Staff are required to track time spent on patron assistance in an electric log for both via telephone and email assists. Staff may overlook time spent providing assistance via email, so these hours could be under-reported. However, telephone bills will provide a way for the agency to ensure telephone assistance is accurately reported on staff logs.
Calculation Type	Cumulative
New Measure	Yes
Desired Performance	Higher than target
Priority / Key Measure	Low / Yes

STRATEGY A.2.1 OUTPUT MEASURE 5

Number of Items Circulated and Downloaded

Definition	This is the total number of items (including book cartridges, audiobooks, large print books, braille, and magazines) that are circulated to patrons by staff or downloaded by patrons directly from the web.
Purpose / Importance	This measure demonstrates the total number of items circulated to patrons of the program. The agency anticipates items circulated will increase as more patrons are able to access materials digitally, with little time between requesting the materials and receiving the materials. Currently, a majority of the patrons still rely on materials to be distributed and returned via the US Postal system.
Source / Collection of Data	Information will be collected using WebREADS, the computer application that tracks items circulated to patrons and/or downloaded digitally during the reporting period.
Method of Calculation	The total number of items circulated and downloaded is tracked by circulation and download database.
Data Limitations	Circulation figures can be affected by availability of items to be circulated, by the rate at which items are requested by patrons, by the movement of materials through the US Mail, and by the availability of sufficient staffing resources to process items coming in and out of the circulation facility.
Calculation Type	Cumulative
New Measure	Yes
Desired Performance	Higher than target
Priority / Key Measure	High / Yes

STRATEGY A.2.1 EFFICIENCY MEASURE 1

Cost Per Volume Circulated

Definition	This is the per unit cost to circulate each physical Braille, large print, and audio book and magazine to individuals and institutions throughout the reporting period.
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	Circulation figures can be affected by availability of items to be circulated, by the rate at which items are requested by patrons, by the movement of materials through the US Mail, and by the availability of sufficient staffing resources to process items coming in and out of the circulation facility.
Calculation Type	Non-cumulative
New Measure	No
Desired Performance	Lower than target
Priority / Key Measure	Medium / No

STRATEGY A.2.1 EFFICIENCY MEASURE 2

Cost Per Person/Institution Served

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	This per unit cost only includes those individuals and institutions who have checked out a single book or magazine from the Program during the fiscal year. The unit cost does not reflect any patron who has received other services, such as technical support for using a patron's equipment or reader's advisory services in selecting reading materials. The unit cost also does not reflect how frequently any single patron may use any of the program's services.
Calculation Type	Non-cumulative
New Measure	No
Desired Performance	Lower than target
Priority / Key Measure	Low / No

OBJECTIVE B.1 OUTCOME MEASURE 1

Percent of Customers Satisfied with State Library Reference and Information Services

Definition	Percent of customers satisfied with state library reference and information services.
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	Monthly surveys will be used to measure the level of customer satisfaction. The agency will survey all persons who contact any of the four reference units of the Archives and Information Services Division for reference or research services on one day each month. Survey days will vary, but will be held during the third week of each month. 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 at any of the four units located in the Austin and Liberty facilities via on-site visits, telephone, or written requests will be asked if they are satisfied with the services they received; the survey will be administered when the response to the customer's request is provided. Additional source data will be drawn from a survey that is available to all customers on-site and online.
Method of Calculation	To compute a percentage of satisfied customers during a reporting period, the number of persons who respond "yes" will be divided by the total number responding to surveys during the survey period. To ensure an increased level of response each quarter, ARIS will actively survey all customers having contact with staff via on-site visits, telephone, and written requests, on day each month (as described above). For written correspondence, response will also include a link to the survey. For telephone correspondence, callers will be directed to the online link. All responses (in-person, telephone, written) received within the parameters of this outcome will be included in the quarterly data.
Data Limitations	Customers may indicate dissatisfaction with the services received when informed that a request does not fall within the control of this agency or simply does not exist. Respondents may mark more than one score on a written survey (these will be considered non-responsive).
Calculation Type	Non-cumulative
New Measure	No
Desired Performance	Higher than target
Priority / Key Measure	High / Yes

STRATEGY B.1.1 OUTPUT MEASURE 1

Number of Assists with Information Resources

Definition	The number of times program staff assistance is provided to customers seeking 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	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. The assistance to customers includes responses to reference questions received by mail, phone, fax, e-mail, or in person and resources provided for self-directed searches. Onsite information resources include individually numbered containers of archival documents and items assigned and retrieved by means of a unique/locator number. External resources include libraries, institutions, organizations, or individuals, as well as databases, library catalogs, and other electronic information. Web-based document views are tallied by the agency's Web log analyzer. Views of resources provided via the Texas Digital Archive are tallied by the Preservica software used by the agency. Daily counts are tallied on a monthly basis.
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 and the number of Web-based document views of this program's information.
Data Limitations	Information resources might be returned to their original locations by non-staff members, which would result in an undercount of usage. A failure or "glitch" of the software used to analyze Web use may result in an inaccurate count.
Calculation Type	Cumulative
New Measure	No
Desired Performance	Higher than target
Priority / Key Measure	High / Yes

STRATEGY B.1.1 EFFICIENCY MEASURE 1

Cost Per Assist with Information Resources

Definition	Represents the estimated cost of providing one "assist" with information resources by the library or archives staff.
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	A unit cost figure is derived by dividing the total of all appropriate direct costs by the total number of assists with information resources. 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 1

Number of Web-based Information Resources Used

Definition	The number of times Web-based information resources provided by the Archives and Information Services (ARIS) Division, including the Texas Digital Archive, 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.
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, born-digital 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. Views of resources provided via the Texas Digital Archive are tallied by the Preservica software used by the agency.
Method of Calculation	The total number of Web documents used is calculated by the Web log analysis software. The total number of Texas Digital Archive documents used are tallied by the Preservica 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 MEASURE 1

Percent of Agencies with Approved Records Schedules

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 recordkeeping practices.
Source / Collection of Data	Approved records retention schedules are maintained in paper and evidence of approval is entered into the Texlinx database and a PDF copy of the schedule is added to the agency website. The number of state agencies is determined at the beginning of each fiscal year. State agencies that are administratively supported by and receive their funding through the appropriated budget of another state agency are considered part of the supporting agency. State universities and colleges that are part of a university or state college system are considered part of the system. The Texas County and District Retirement System and the Texas Municipal Retirement System are state agencies by the Government Code, §441.180.
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

OBJECTIVE C.1 OUTCOME MEASURE 2

% Local Government Administering Approved Records Schedules

Definition	This is the percentage of local governments that have, in accordance with the Government Code §441.169, adopted the records retention schedules issued by the State Library and Archives Commission.
Purpose / Importance	This measure tracks the level of compliance with the Local Government Records Act of 1989 and reflects the agency's efforts to procure compliance. Compliance with the act improves public access to government information, provides for government accountability, and fosters cost-effective government recordkeeping practices.
Source / Collection of Data	Documents demonstrating compliance are maintained in paper, scanned for quick reference and evidence of compliance is entered into a database. The agency maintains a list of all active local governments. Additions are made when the agency is contacted by local governments with compliance paperwork. Local government entities will also contact the agency when units are dissolved, and the local government entity is marked as dissolved or dormant. Dissolved or dormant units are maintained in the database for historical reference but are not counted in the total number of local governments or number of local governments in compliance.
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

OBJECTIVE C.1 OUTCOME MEASURE 3

$ Cost-avoidance Achieved for State Records Storage/Maintenance

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

STRATEGY C.1.1 OUTPUT MEASURE 1

Number of Times State and Local Government Employees Trained or Assisted

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

STRATEGY C.1.1 OUTPUT MEASURE 2

Total Revenue from Storage Services

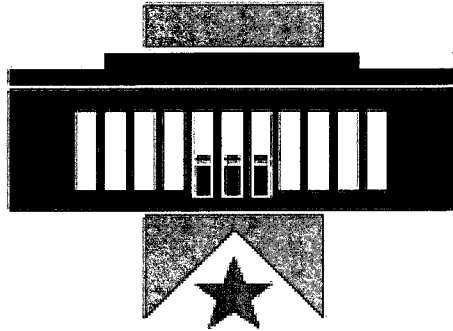|	
Definition	This is the total amount of fees billed to customers for the records storage services provided by the agency.
Purpose / Importance	Revenue collections represent cost recovery for storage services provided to local and state governmental agencies.
Source / Collection of Data	TexLinx database and spreadsheet data 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. Fees billed monthly include accessions, circulations, deliveries, storage, and destruction.
Method of Calculation	Total fees billed for records storage services are determined by items in storage at any point during the month and amount of services provided during the month. This also includes collecting fees for services such as accessioning, circulation, delivery, and destruction.
Data Limitations	Total revenue will vary depending on the volume of records stored and the number of services requested 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

STRATEGY C.1.1 OUTPUT MEASURE 3

Total Revenue from Imaging Services

Definition	This is the total amount of fees billed to customers for the imaging services provided by the agency.
Purpose / Importance	Revenue collections represent cost recovery for imaging services provided to local and state governmental agencies.
Source / Collection of Data	TexLinx is a database used to track work performance and fees billed for imaging services. Work performed is updated as individual projects are completed and fees billed are calculated monthly.
Method of Calculation	Total fees billed for imaging services as determined by end of month figures. Imaging Services fees are calculated by number of images filmed or scanned, number of fields indexed, rolls of film processed, rolls of film duplicated, document preparation and microfiche created and duplicated.
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 MEASURE 1

Cost Per Cubic Feet Stored/Maintained

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

TEXAS STATE LIBRARY

————— AND —————

ARCHIVES COMMISSION

FY 2020 Historically Underutilized Business Report and Plan

Texas State Library and Archives Commission

The Texas State Library and Archives Commission (TSLAC) respectfully submits its Historically Underutilized Business (HUB) Report and Plan in the attached document, as required to comply with the reporting requirements of Article IX, Sec. 7.06 and 7.07 of the General Appropriations Act.

- HUB Assessment Report for FY 2017 through FY 2019, along with information on the agency's efforts and issues relating to performance

- TSLAC's HUB Strategic Plan demonstrating and maintaining future compliance with Texas Government Code §2161.123, and outlining the agency's good faith efforts to meet or exceed the agency-specific HUB goals and increasing the use of HUB businesses in the agency's procurement

- Explanation of agency-specific issues relating to HUB attainment

The agency's HUB Strategic Plan is responsive to the Sec. 7.07 (a)(1) and (a)(3)(E)-(F). TSLAC refers to the 2009 Texas Disparity Study conducted by the Comptroller of Public Accounts, Texas Procurement and Support Services Division (TPASS) for the information requested in Sec. 7.07 (a)(3)(A)-(D). TSLAC's previous HUB goals and strategic plan information are incorporated in the 2009 Disparity Study's findings and results.
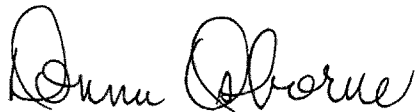
The activities stated in Sec. 7.07 (3)(A)-(D) are activities associated with conducting a disparity study. These reporting requirements were also included in Rider 18, from the 84th legislative session. TPASS addressed these reporting activities in its response to the

State Auditor's Office (SAO) Report No. 15-006, October 2014, Page 83-84 (see excerpt below). TSLAC is in agreement with TPASS' statement, and notes the agency has not been appropriated funds to conduct future disparity study activities, nor does the agency currently have the expertise, information required, or resources to sufficiently conduct these activities with existing resources. As stated in the referenced SAO Report:

> C. We did not include Items (a) through (d) of Rider 18 in the assessment instrument. This decision was based on the fact that state agencies and institutions of higher education neither have sufficient resources nor the required information to perform quarterly tasks identified in items (a) through (d). Conducting items (a), (b), and (c) requires access to "Availability" data. In that respect, one must have an exhaustive list of all Ready, Willing, and Able minority (not limited to HUB vendors) and non-Minority vendors in Texas to be able to perform those tasks. Conducting "statistical disparities by race, ethnicity, and gender" in "firms earning" and "in the area of utilization of women-and minority owned firms" and "in commercial construction" is a very complex task which requires a high level of statistical expertise and collection of relevant data through surveys and interviews, which would be nearly impossible to conduct on a quarterly basis. Likewise, item (d), which requires an analysis of "anecdotal testimony of disparate treatment ... [of] business owners," is a lengthy and costly process and practically impossible to conduct on a quarterly basis. Anecdotal data for recording "disparate treatment as presented by business owners" must be collected through public hearings, focus groups, and statewide surveys of business owners. The process of collecting anecdotal testimonies is often lengthy and extremely costly, and it requires a high level of expertise and resources. These tasks are commonly performed when conducting a disparity study and may take a year or longer to complete. In that respect, items (a), (b), (c), and (d) listed in Rider 18 can be performed by conducting a new statewide Disparity Study or updating the Texas Disparity Study-2009, which we already have underway.

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

Sincerely,

Donna Osborne
Chief Operations and Fiscal Officer

HISTORICALLY UNDERUTILIZED BUSINESS SUPPORTING SCHEDULE

Agency Code: 306

Agency Name: Texas State Library and Archives Commission

COMPARISON TO STATEWIDE HUB PROCUREMENT GOALS
A. Fiscal Year 2017-2019 HUB Expenditure Information

Procurement Category	FY 2019 Statewide Adjusted HUB Goals	Adjusted HUB Expenditures FY 2017		Total Expenditures FY 2017	Adjusted HUB Expenditures FY 2018		Total Expenditures FY 2018	Adjusted HUB Expenditures FY 2019		Total Expenditures FY 2019
		HUB %	HUB $		HUB %	HUB $		HUB %	HUB $	
Heavy Construction	11.2%	0.00%	$0	$2,916	0.00%	$0	$441	0.00%	$0	$0
Buidling Construction	21.1%	0.00%	$0	$11,873	0.00%	$0	$0	0.00%	$0	$0
Special Trade Contruction	32.9%	0.00%	$550	$24,165	0.00%	$15,567	$623,071	28.63%	$15,841	$55,321
Professional Services	23.7%	72.78%	$26,736	$36,736	0.00%	$0	$10,000	34.78%	$56,475	$162,396
Other Services	26.0%	0.10%	$17,055	$17,429,176	0.31%	$53,862	$17,349,488	0.12%	$22,392	$18,955,918
Commodities	21.1%	26.70%	$149,888	$561,428	15.01%	$77,856	$518,851	17.53%	$101,569	$579,545
Total Expenditures		**1.08%**	**$194,230**	**$18,066,295**	**0.80%**	**$147,285**	**$18,501,851**	**0.99%**	**$196,277**	**$19,753,180**

B. Assessment of Fiscal Year 2017 - 2019 Efforts to Meet HUB Procurement Goals Attainment:
The agency attained or exceeded two of the applicable statewide HUB procurement goals in FY 2017, none of the goals for FY 2018, and one for FY 2019.
The agency exceeded the FY 19 statewide goal in the Professional Services category (34.78%).
The agency achieved 0.99% expenditures with HUBs for overall expenditures in 2019, 0.80% in 2018, and 1.08% in 2017.
The largest agency annual expenditures are for statewide access to electronic databases and other electronic resources: $17,712,580, or 89.67% of all 2019 expenditure:
   The agency competitively bids for these resources; however, there are currently no HUB vendors in the marketplace. Likewise, this category includes insurance
   expenditures for products that were procured by the State Office of Risk Management, and library-specific purchases for which there are no competitors and/or
   HUB vendors. Because these items are proprietary, and there are few or no HUB vendors available, these purchases skew the HUB category and overall numbers.

Applicability: The "Heavy Construction" and "Building Construction" categories were not applicable to agency operations in fiscal 2019; the 2017 and 2018 expenditures
are misclassified.

Factors Affecting Attainment:
Most of the "Special Trades" category involves expenditures for the agency's facilities in Liberty, Texas, and there are few HUB vendors in this location.
Goals for '"Other Services" was not met since this category contains multiple contracts for electronic subscriptions and online databases that are available to libraries
   throughout Texas. These products contain proprietary information, and there are currently no HUB vendors available for these services.
   In addition, the agency contracts with Amigos Services for various library-specific services that are not available from another source. Likewise, the TexQuest
   outreach efforts were contracted with a quasi-governmental entity, and a non-profit organization was contracted to assist with website hosting services for libraries.
Finally, the agency contracts for training services and has encouraged eligible vendors to become certified HUBs; unfortunately, most vendors have expressed
   the belief that the HUB certification/registration process is too time consuming and invasive, and do not see a benefit to becoming certified.

"Good Faith" Efforts:
The agency has made the following good faith efforts to comply with statewide HUB procurement goals, per 1 TAC Section 111.13c:
- participated in Purchasing related events in the Austin metro area sponsored by the Texas Comptroller and other state agencies
- searched the Central Master Bidders List for HUB vendors for all procurements prior to awarding contracts
- participated in two HUB events; one in Houston and one in Irving
- encourage all potential, qualified vendors to become certified as HUB vendors
- encouraged program staff to seek qualified HUB vendors, even on small procurements

F:\PURCHASING\HUB Information\2019 HUB Information\17-19 HUB Schedule

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Schedule D - Statewide Capital Plan

Capital Expenditure Plan (MP1) Summary Report for Library and Archives Commission, Texas State (306) - Fiscal Year 2021 as Reported in 2020

Project Name	Building Number	Building Name	Condition	Pri	GSF	E&G	Acres	CIP	L&M Req	Total Cost	Start Date	End Date
State Records Center South Satellite Facility	0			1	20,000	0	0		$0	$4,200,000	Aug-19	Jan-21
Sam Houston Center Repairs and Maintenance	0			2	0	0	0		$0	$1,000,000	Sep-21	Aug-23
Records and Archival Storage Expansion	0			3	60,000	0	0		$0	$26,670,000	Sep-21	Aug-24
					80,000	0	0		$0	$31,870,000		

Totals by Project Type

Project Type	Number of Projects	GSF	E&G	Acres	Total Cost
Addition	1	60,000	0	0	$26,670,000
New Construction	0	0	0	0	$0
Repair and Renovation	2	20,000	0	0	$5,200,000
Land Acquisition	0	0	0	0	$0
Infrastructure	0	0	0	0	$0
Information Resources	0	0	0	0	$0
Leased Space	0	0	0	0	$0
Totals	**3**	**80,000**	**0**	**0**	**$31,870,000**

Totals by Funding Sources

Funding Source	Number of Projects	Total Cost
General Revenue	3	$31,870,000
Federal Funds	0	$0
Higher Education Assistance Fund Proceeds	0	$0
Tuition Revenue Bond Proceeds	0	$0
Permanent University Fund	0	$0
Gifts/Donations	0	$0
Other Revenue Bonds	0	$0
Other Local Funds	0	$0
Federal Grants	0	$0
Unexpended Plant Funds	0	$0
Private Development	0	$0
Performance Contracting Energy Conservation	0	$0
Auxiliary Enterprise Fund	0	$0
Legislative Appropriations	0	$0
Other	0	$0
Unknown Funding Source	0	$0
Master Lease Purchase Program	0	$0
Lease Purchase other than MLPP	0	$0
Auxiliary Enterprise Revenues	0	$0
Designated Tuition	0	$0
Energy Savings	0	$0
Private Development Funds	0	$0
Available University Fund	0	$0
Student Fees	0	$0
Housing Revenue	0	$0
Unspecified	0	$0
Revenue Financing System Bonds	0	$0
Totals		**$31,870,000**

Workforce Plan

I. Agency Overview and Purpose

The mission of the Texas State Library and Archives Commission (TSLAC) is to provide Texans access to the information and services needed to be informed and productive citizens by preserving the archival record of Texas; enhancing the service capacity of public, academic, and school libraries; assisting public agencies in the maintenance of their records; and meeting the reading needs of Texans with disabilities.

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

Our primary responsibilities include:

- Maintaining the archives of the State of Texas
- Improving local library services
- Storing state and local records
- Serving the library needs of persons who cannot read standard print
- Advising state and local agencies in the retention and maintenance of public records
- Providing direct information services to the public

TSLAC is governed by a seven-member commission appointed by the Governor. The members serve six-year staggered terms and meet quarterly to conduct business on behalf of the agency. The Director and Librarian leads the agency and is selected by the Commission to direct the agency's activities and programs.

TSLAC consists of six operational divisions and does not anticipate any major changes to the organizational structure in the next five years. However, the agency may need to add or delete programs within a division based on program outcome, sustainability, change in public demand, and funding levels.

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

- To ensure that all types of libraries have the tools, training, and resources needed to meet the informational, educational, and economic needs of the people they serve.
- To fully realize the statutory mandate to "take custody of, preserve, and make available for public use state records and other historical resources that document the history and culture of Texas as a province, colony, republic, or state."
- To develop awareness and use of TSLAC services so that all Texans and state and local governments find the library and information resources they need to succeed in school, work, and life.
- To guarantee cybersecurity of agency electronic resources and systems.

- To make TSLAC a key partner among libraries, state agencies, and other organizations that facilitate access to information by the public and state government.

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

- *Archives and Information Services* – Preserving and safeguarding the vital historical record of the state of Texas and providing archival, genealogical, and historical information both in person and online to the public and other state agencies.

- *Library Development and Networking* – Encouraging and facilitating high-quality library programs statewide, including the cost-effective provision of online resources, technical support, and innovation through competitive grants and enhancing library services to Texans through resource-sharing programs.

- *State and Local Records Management* – Ensuring citizen access to government through the storage and retrieval of records for public agencies and the provision of records storage, retention and preservation training for thousands of state and local agencies.

- *Talking Book Program* – Providing a vital link to books, reading, and information for Texans statewide who cannot read standard print.

- *Administrative Services* – Supporting the work of the agency to ensure that the financial, human resources, and other operational services are delivered as efficiently as possible while adhering to all applicable laws and regulations.

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

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

II. Current Workforce Profile

The agency is authorized 170.5 full time equivalent (FTE) positions for the Fiscal Year 2020-2021 biennium. As of March 1, 2020, we had one exempt, 156 full-time classified, and 24 part-time classified positions. Based on information available in the Electronic Classification Analysis System at the State Auditor's Office, our average employee is female (63 percent), with a college degree, in a professional position, over the age of 40, and has more than 15 years of state service. The following table contains agency employment by ethnicity and compares the agency's staffing levels to the statewide civilian workforce as reported in the 2017-2018 Equal Employment Opportunity and Minority Hiring Practices Report by the Civil Rights Division of the Texas Workforce Commission.
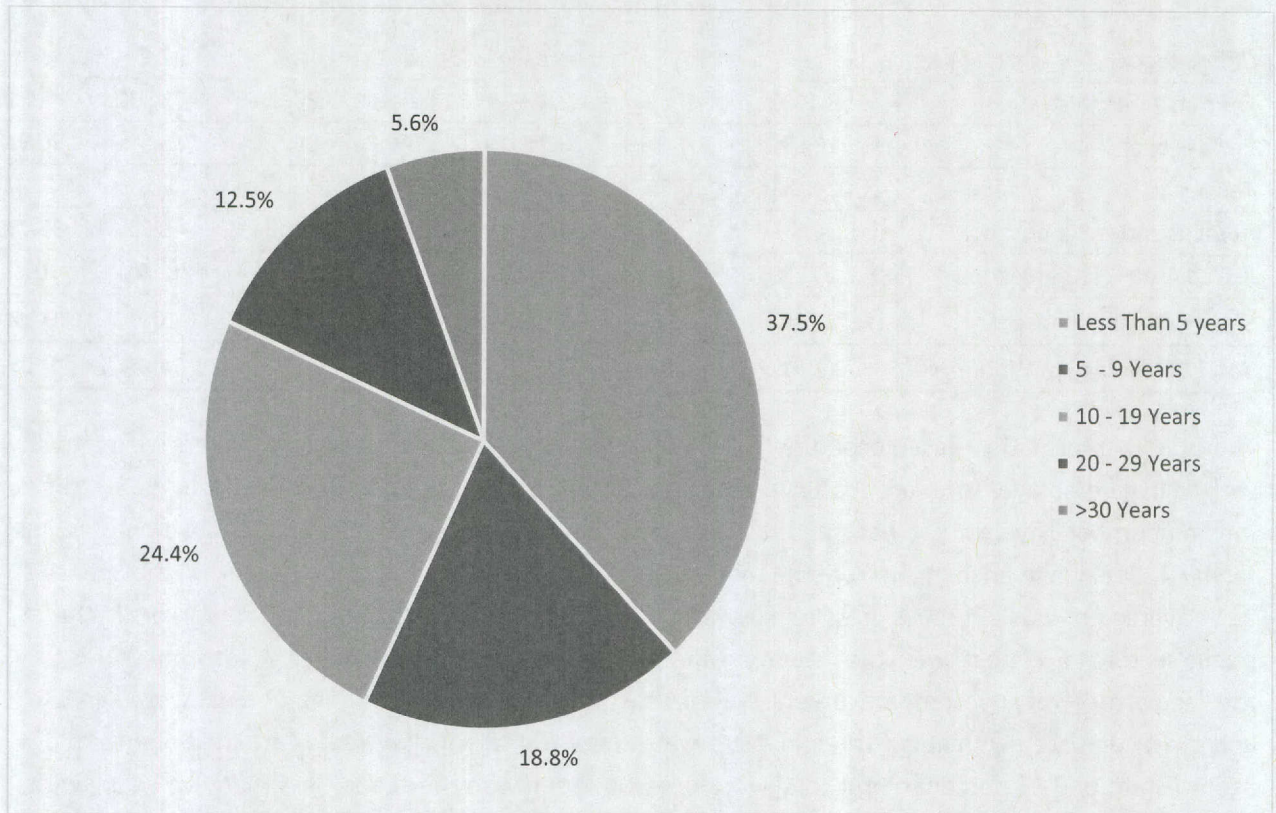
Job Category	African American		Hispanic		Female		TSLAC Total Workforce
	Labor Force	TSLAC	Labor Force	TSLAC	Labor Force	TSLAC	
Officials / Administration	8.10%	0.0%	22.4%	14.2%	38.8%	65.0%	4.4%
Professional	10.9%	4.4%	20.3%	15.5%	54.5%	75.5%	56.9%
Technical	14.4%	0.0%	29.2%	50.0%	55.2%	0.0%	1.3%
Administrative Support	14.3%	15.5%	36.4%	22.4%	71.6%	48.3%	36.7%
Skilled Craft	10.2%	0%	51.5%	0%	12.0%	0%	0%
Service / Maintenance	13.2%	0%	0%	0.0%	52.0%	100%	0.7%
Total Percentage of Workforce	11.8%	8.2%	37.1%	18.4%	45.3%	64.5%	100%

In our fluid, information-based economy, it is increasingly difficult to attract young workers willing to stay with a single employer for more than five years. According to the Bureau of Labor Statistics (BLS), "the median number of years that wage and salary workers had been with their current employer was 4.2 in January 2018, while unchanged from the median in January 2016, it is still a decrease from the agency's 2014 average of 4.6."[1] The BLS press release also indicated that the median tenure for workers in the public sector was almost twice the rate of private sector employees, at 6.8 years. BLS attributes this to the "age profile" of government workers, stating that "three in four government workers were age 35 and over, compared with about three in five private wage and salary workers." More than one-third of agency staff, or 37.5 percent of our total workforce, has been with the agency less than five years, with the second largest category (24.4 percent) at 10–19 years, followed by those with 5–9 years at 18.8 percent. The following chart illustrates agency tenure as of March 26, 2020.

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[1] https://www.bls.gov/opub/ted/2018/median-tenure-with-current-employer-was-4-point-2-years-in-january-2018.htm
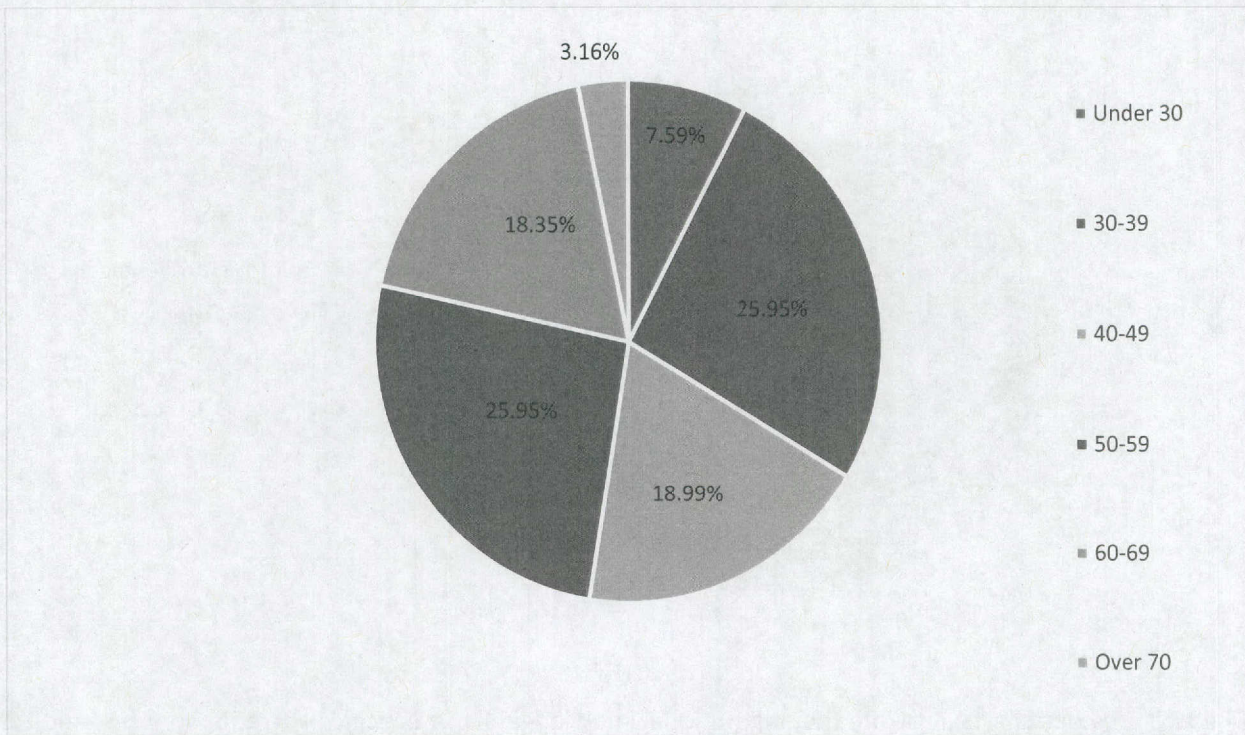
Tenure of TSLAC Employees

Segment	Percentage
Less Than 5 years	37.5%
5 - 9 Years	18.8%
10 - 19 Years	24.4%
20 - 29 Years	12.5%
>30 Years	5.6%

The agency's workforce demographics are consistent with the BLS data. We have an older workforce comprised of 47.5 percent over the age of 50, and only 7.6 percent of our employees under the age of 30. The following chart, extracted from TSLAC's CAPPS system, provides additional workforce demographics as of March 23, 2020.

Age of TSLAC Employees

Pie chart data:
- Under 30: 3.16%
- 30-39: 7.59%
- 40-49: 25.95%
- 50-59: 18.99%
- 60-69: 25.95%
- Over 70: 18.35%

Utilizing the established retirement calculations and extracting employment data from the CAPPS system maintained by the Texas Comptroller of Public Accounts (CPA), the following chart illustrates that the agency could lose 37 percent of the current workforce to retirements within the next five years. As of March 1, 2020, TSLAC employed eight return-to-work retirees, an additional 22 employees are currently eligible to retire, and another 29 employees will be eligible to retire within the next five years.
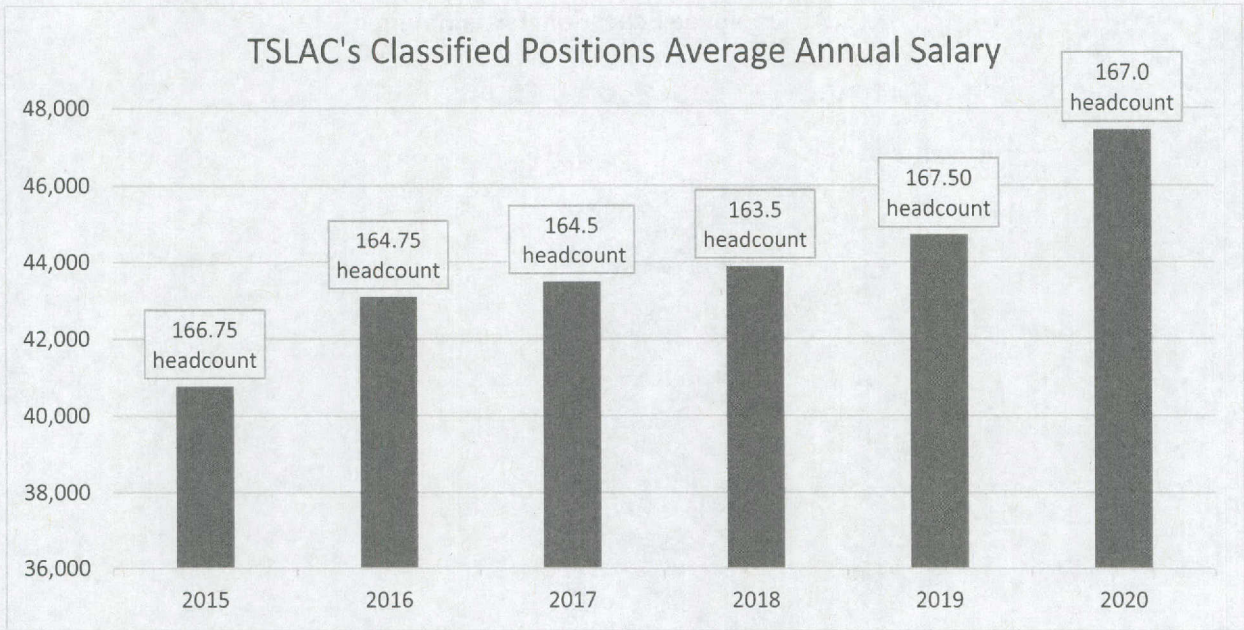
TSLAC Employee Retirement Eligibility
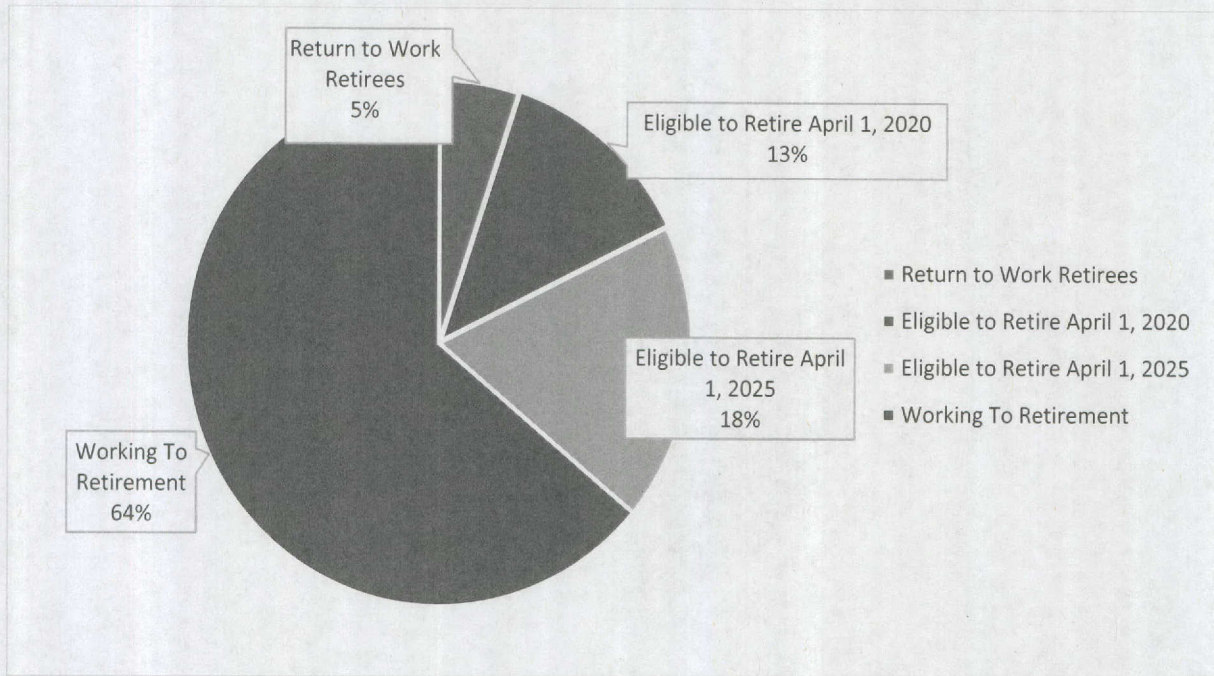
The two previous charts illustrate that institutional knowledge of our specific programs, services, and specialized collections often rests with our long-tenured employees. These agency experts allow us to continue providing the high levels of customer service our constituents expect. As the tenured experts retire or otherwise leave the agency, we increasingly face challenges in hiring replacements with similar skill sets, subject matter expertise, and industry-specific knowledge. In addition, the agency's below-market salaries make it more difficult to attract new talent. The following chart illustrates the agency's average salary from FY2015 to FY2020, based on information from the State Auditor's EClass System. Despite these challenges, the chart also demonstrates the agency's efforts to increase salaries over the past five years.

TSLAC's Classified Positions Average Annual Salary

A bar chart titled "TSLAC's Classified Positions Average Annual Salary" showing average annual salary from 2015 to 2020. The y-axis ranges from 36,000 to 48,000.

- 2015: approximately 40,800 — 166.75 headcount
- 2016: approximately 43,100 — 164.75 headcount
- 2017: approximately 43,600 — 164.5 headcount
- 2018: approximately 43,900 — 163.5 headcount
- 2019: approximately 44,700 — 167.50 headcount
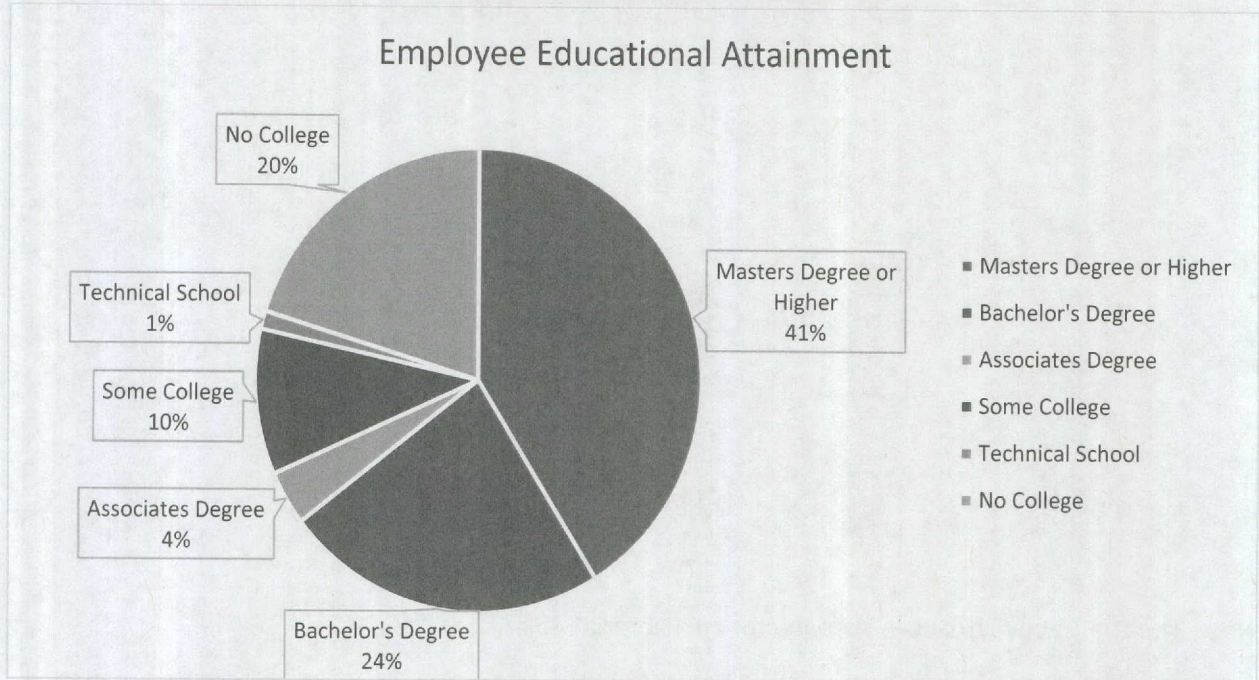- 2020: approximately 47,500 — 167.0 headcount

Note: The chart above excludes the Director and Librarian salary.

The following chart, extracted from TSLAC's internal Human Resources Information System, illustrates the level of employee educational attainment as of April 1, 2020. TSLAC has a highly educated workforce, with more than 60 percent of the employees having at least a Bachelor's Degree, and 40 percent of the workforce with Master's Degrees or higher. On April 1, 2020, 55 percent (or 87) of the agency's 87 filled positions were categorized as Professional, with most of the positions requiring specialized degrees and/or specific experience/expertise, particularly in the areas of library and archival services, and records management. The agency efforts to attract qualified employees with advanced degrees and the skill sets required of these positions are particularly hampered when the agency's average annual classified salary is less than $48,000.

Employee Educational Attainment

No College
20%

Technical School
1%

Some College
10%

Associates Degree
4%

Masters Degree or
Higher
41%

Bachelor's Degree
24%

- Masters Degree or Higher
- Bachelor's Degree
- Associates Degree
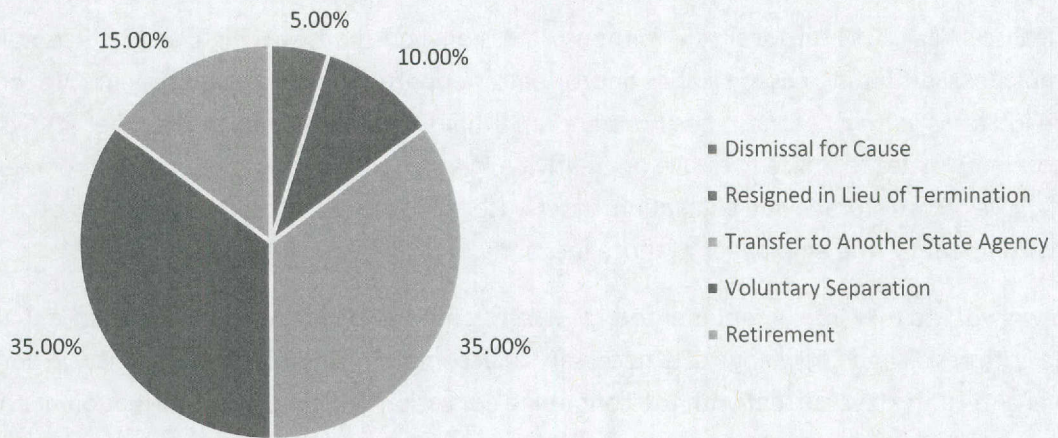- Some College
- Technical School
- No College

Turnover is a critical issue for all organizations due to many factors, and the cost to replace an employee is high. According to a study by the Society for Human Resource Management, the average cost to hire an employee is $4,129. Our agency had to replace 20 employees during Fiscal Year 2019, which translates to an estimated cost to the agency of $82,580 for the year.

TSLAC's turnover rate for Fiscal Year 2019 was 11.9 percent, which is lower than the State's average turnover rate of 20.3 percent, per the State Auditor's Office. Despite the lower turnover in Fiscal Year 2019, the majority of the vacancies continue to be in positions that garner higher salaries and require highly specialized skills, such as the Librarian, Archivist, Conservator, Government Information Analyst, and Information Technology classifications. The cost to replace these positions is significantly higher than the average cited above.

The following chart illustrates the reasons exiting employees gave for leaving employment with the agency, as recorded in the State Auditor's Office EClass System. The percentage of employees who voluntarily left the agency (35 percent), usually for employment elsewhere, was the same as staff leaving the agency for employment with another state agency.

FY 19 TSLAC Employee Separation Reasons

- 5.00%
- 10.00%
- 15.00%
- 35.00%
- 35.00%

- Dismissal for Cause
- Resigned in Lieu of Termination
- Transfer to Another State Agency
- Voluntary Separation
- Retirement

The agency is as concerned with both losing our younger talent as losing our tenured subject-matter experts. The following chart illustrates Fiscal Year 2019 turnover by employee age on the date of separation from the agency. The data for the chart is from State Auditor's EClass System. When combined, the 50 to 59 and over 60 age brackets make up almost half of the total separations for the fiscal year. In comparing the following chart to the previous chart, we note that 40 percent of employees separating were over the age of 50, while only 15 percent of the separations were for retirements. This further demonstrates the loss of institutional knowledge and professional experience at the agency.

Employee Age at TSLAC Separation

- 10.00%
- 20.00%
- 20.00%
- 15.00%
- 35.00%

- Over 60
- 50-59 yrs
- 40-49 yrs
- 30-39 yrs
- Under 30 yrs
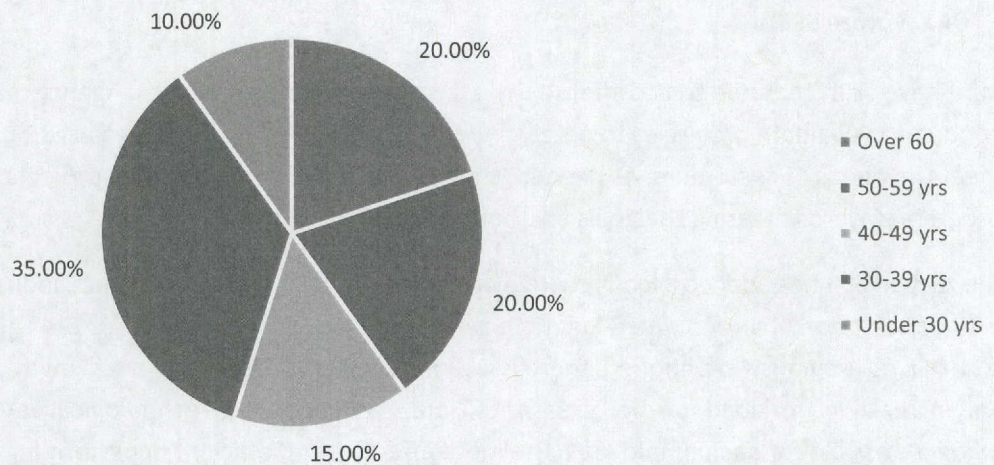
Efforts to reduce turnover, particularly in the professional positions, inadvertently create a lack of advancement for staff in entry-level positions. Since most of our higher-level professional positions require an advanced degree, career advancement possibilities for staff in entry-level positions is severely limited except for those already pursuing these mandatory degrees. This paradox presents a real need to

implement agency-specific mentoring systems, additional career ladder structures, and realistic succession plans across the agency.

The Fiscal Year 2019 turnover rate for non-professional positions was high, at 40 percent. Most of these employees left for increased salaries and/or better opportunities for advancement. We recognize that the job tasks in many of these positions are repetitious and unchallenging and offer little opportunity for those employees to utilize initiative or creativity. In addition, the physical work environments in the agency's record storage and circulation warehouse facilities do not provide a professional office environment for the employees at those locations.

As we work to fully implement mentoring systems and career ladders, we must ensure that we maintain the critical skill and knowledge sets necessary to accomplish the work of the agency. In addition, we need to ensure staff stays current with the continuing education, training, and information needs of their professions. Our need for highly specialized skills relating to professional librarians, archivists, government information analysts, and information technological professionals ensures a high return on our training investments.

III. Future Workforce Profile

This section addresses the agency's future workforce needs, to include additional skills, staffing levels and recruitment concerns. Demands for all agency services in both English and Spanish, particularly in the Talking Book Program, will continue to increase as the state's population grows, the workforce ages, and newly disabled persons seek assistance. The agency also anticipates increasing workloads related to Public Information Act requests, particularly as the agency is the official archival resource for state government records. Our future workforce must become experts in all aspects the Public Information Act, so the agency can successfully continue to meet our statutory requirements.

A. Future Skills

Staff have skills required to accomplish the agency's goals and objectives. Agency management will continue to evaluate processes to determine the most cost-effective way to accomplish work at hand and meet the needs of customers. As needed, staff will be reassigned to special projects to ensure continued progress towards meeting the goals and objectives.

Job responsibilities and workloads change due to technological advancements, industry changes, and economic, social, environmental, and political conditions. This is also true for the agency's funding sources. As previously mentioned, there is a direct correlation between the growth in Texas population and increase in workload for the Texas State Library and Archives. Technological advances have thus far made it possible for each employee to be more effective and efficient in performing their job functions.

Our staff must stay current on new technology to ensure we continue to meet the demand for online services and information in digitized and Spanish-language formats. We currently operate with a limited number of information technology staff and often struggle to maintain services for our external customers, especially in the area of cybersecurity. The continued movement towards books, documents, and other streaming media requires ALL employees to become proficient in more complex technologies – even at the desktop computer level. TSLAC is increasingly called upon to lead

libraries, archives, and state and local agencies in the management of resources and records in digital formats, including all aspects of digitization, resource collection, management, internal and external access, and digital preservation.

TSLAC customers increasingly seek on-demand training and consulting assistance. This requires professional staff to have additional skills in auditing, communication, consulting, report writing, and systems analysis, in addition to experience and knowledge of program requirements. To meet these needs, the agency is adding new web-based and distance learning classes to our repertoire, which requires us to ensure staff continues acquiring the necessary advanced technological skills. This is particularly important as the agency leads the transition from paper to electronic formats for permanent records.

There is an urgent need for increased storage of and access to digital image files on the agency's website. As we replace inefficient and outdated database systems, we must ensure our employees have the skills to use the advanced technologies. We are also implementing new methods for delivering training and consulting services as travel costs increase and available budgets either remain constant or shrink. This is true not only for the agency, but also for our constituent groups who rely on our staff to provide updated information as quickly as possible in the most cost-effective format.

Customer demand for information delivered in digital formats has increased and requires staff, at all levels, to have higher levels of technical proficiency. Additionally, staff must understand and have working experience with cutting-edge information management systems to effectively train and consult with customers. The agency requires a workforce, well-trained in emerging technology and related practices, that is equipped to interact with customers, partner organizations, vendors, and stakeholders on multiple levels. Staff in professional and management positions must be able to effectively implement and use tools using advanced technology applications, and clearly understand the issues associated with the development of new services. Furthermore, managers must interpret and create policies, procedures, rules, and regulations, and effectively train staff on new internal procedures.

Economic and social conditions in Texas reinforce the need to maintain our cost-efficient statewide resource-sharing programs. The rapidly growing Spanish-speaking population in Texas requires the agency to attract and retain bilingual staff to effectively meet the needs of these important constituents. The agency's statewide TexShare and TexQuest programs will continue to enhance products to better meet the online research needs of the Spanish-speaking population, including students.

B. Staffing Levels

Our future workforce requirements are driven by the need to maintain, improve, and implement statutory functions. The agency has a limited number of FTEs to accomplish a wide variety of tasks, and many professional-level tasks are specific to a single position. As a result, divisions must continually identify opportunities to cross-train staff within and across divisions and programs. As we continue to attract new talent, we must also be diligent in our efforts to develop, promote, and encourage current staff, carefully evaluating career ladder opportunities and customizing training programs to ensure each employee has the opportunity for an effective long-term career with the agency.

As the population of Texas continues to grow, the agency expects an increase in workload, which could in turn increase the number of employees needed to accomplish our statutory requirements. A new area for expansion is to support the deployment and maintenance of new technology and Internet-based services. The volume of records continues to grow, the agency will need additional staff to properly arrange, describe, and provide mandated access to archival records in both paper and electronic form. Recent Sunset review of TSLAC and subsequent recommendations revealed the need to address the agency's backlog of archival records. While a small part of the backlog can be lessened via process changes with current staff, the agency will need at least 2 to 4 additional archivists.

C. Recruitment

The agency strives to hire a diverse group of multi-talented professionals, with expertise and experience in multiple program areas. As stated previously, TSLAC salaries continue to lag behind others in the local and regional marketplaces, particularly for positions located in the Austin area. This limits the agency's ability to successfully recruit the most qualified candidates for some of our critical professional and management positions.

As of March 1, 2020, the unemployment rate in the Austin metroplex is among the lowest in the State. This, coupled with the agency's limited financial resources, adds another level of complexity to the agency's ability to recruit new talent.

Constantly evolving job responsibilities have resulted in increasingly complex job task requirements, both programmatically and technically. This evolution requires proportionately higher levels of skills, education, and abilities. While the agency has adjusted job responsibilities and classifications accordingly, we have been relatively successful in retaining many staff who have been in their positions for several years. However, as salary requirements for newly hired employees have increased, it presents a new challenge as the agency tries to maintain competitive salaries for the existing staff. The 86th Legislature granted the agency's request for additional funding in the amount of $200,000 for each year of the 2020-21 biennium in an equity adjustment appropriation for staff in the key positions described above.

Continued salary limitations will also result in a shortage of qualified replacement staff for management positions and other key program positions over the next five years. Salaries for many of the agency's management positions are significantly lower than the regional and national averages. According to national survey conducted by the American Library Association, there is a downward trend in the number of college degrees awarded in the specialized fields required for our key professional positions. This has also resulted in a shortage of qualified applicants for these critical vacancies in the future, and an increase in recruitment time as the agency seeks qualified replacements.

IV. Gap Analysis

The agency continues to explore ways to close the anticipated future gap of institutional knowledge, including implementing a formal succession plan. To accomplish this, management encourages internal promotions whenever possible. This process has proven effective and several professional staff members have advanced their career at the agency over the past few years. This has also enabled staff to acquire the critical institutional knowledge that would be difficult to replace with a new employee.

Based on the information presented in this plan, we determined that a gap exists between the existing workforce supply and the agency's future demands for several key professional and managerial positions. While skilled labor exists in the workforce for all agency position, any loss of staff will impact agency operations. Additionally, recruiting qualified replacements within the current budgeted salary levels will impact the agency's ability to effectively and efficiently replace key vacancies.

V. Strategy Development

Continued training and development of current employees is critical to the success of the agency. The primary objective of staff development and training is to ensure that all TSLAC employees have the knowledge and skills to be productive in performing their job duties. Secondarily, this provides the framework for an effective long-term succession planning solution.

Management continues to cross-train staff for upward movement at the agency. This will reduce our reliance on re-hiring retirees for continuity of services in key positions. While retirees meet the immediate need to provide ongoing services, it is not a valid long-term solution for the agency. In addition, the agency must pay an assessment to the Employees Retirement System equal to what a new employee would contribute to the State Retirement System, which also results in fewer internal promotion opportunities.

A recommended strategy for retention of professional staff includes the creation of career ladders for the hard to recruit professional positions in the agency. Career ladders have been successfully developed for the professional level Librarian and Government Information Analyst positions. In addition, a career ladder has been developed to address turnover in our clerical/warehouse positions in an attempt to both retain and develop staff to fill positions due to retirement.

A. Strategy Development Challenges to Mission-Critical Skills

Agency management in cooperation with Human Resources personnel must remain aware of current employment trends, and ensure staff maintains the skills necessary for perform as program experts in working with constituents and peers. While staff are eager to learn new skills, limited resources, such as time and funding, present a challenge as the program divisions identify relevant training opportunities.

The agency ensures the current workforce is able to perform the analytical, auditing and technical requirements of the existing programs and subsequent advancements in service delivery. We make available professional development and continuing education opportunities across the agency as limited resources allow.

The agency's performance evaluation system requires team leaders, supervisors and managers to work with each particular employee to identify training needs to ensure each employee is successful in accomplishing the assigned job responsibilities. Training goals are subsequently updated as the program needs and the employee's abilities evolve.

B. Recruitment and Retention

Agency management will coordinate with staff to ensure ongoing professional education and development is made available, especially for staff in positions categorized as technical and professional. Job descriptions

and classifications are reviewed yearly and modified as necessary, which provides a mechanism to revise positions as new or additional duties are assumed.

The Human Resources team will work directly with agency managers and supervisors to revise job descriptions and task statements to reflect changing skill and technology requirements. The Human Resources Department's goal is to assist managers and supervisors in hiring new staff who possess required skills and abilities so they are immediately successful in the position.

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. Tools available to managers 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.

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

C. Work Processes

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

Divisions continue to explore opportunities to form cross-divisional teams and avoid duplication of effort. However, even with the implementation of efficiency practices, current staffing levels are not sufficient to implement any new programs or services without reassessing our existing services. The agency acknowledges that all programs evolve, and does not anticipate any decline in demand for current services, with the exception of microfilming.

The agency will increase efforts to focus on planning for information resources acquisition and implementation as the need for technology increases in all program areas. Management will ensure there is adequate technical support for our internal networks, Web-based services, client-server services, and the new technology systems currently in development. The agency must also ensure that our staff is able to deliver resources and services through virtual environments to the fullest extent possible. Finally, the agency must ensure proper project management for all information resources projects to minimize interruptions to service.

D. Succession Planning

TSLAC agency performs ongoing analysis of workforce skills needed to maintain a high-quality, well-educated, diverse workforce with the skills vital to accomplishing our mission and goals. We work to train replacement or backup staff in critical agency tasks before a staff member leaves the agency. For

positions with staff that are eligible to retire now or within the next five years, the agency will identify employees who can be developed as replacements, which will also ensure the continuity of critical internal agency-specific knowledge.

E. Leadership Development

The Human Resources staff will work closely with agency managers to identify individuals with potential for leadership positions using a variety of standard evaluation methods and tools. Replacement and succession charts will be 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. In addition, the Human Resources Office has increased their effort to secure training to further develop the agency management/supervisory staff.

VI. Conclusion

The agency strives to fill vacant positions as quickly as possible with highly-qualified applicants who will ensure TSLAC is able to meet and exceed our statutory requirements. We operate as an agency that will continue to be attractive to current employees who want to establish a career with us, and will also pique the interest of qualified potential employees from underrepresented communities who possess the knowledge, skills and experience needed to help us carryout our mission. We believe these initiatives will help us achieve a workforce that more closely resembles the demographic makeup of the State and establish TSLAC as a flagship employer and agency in Texas government.

Report on
2019 Customer Service

Prepared in compliance with Texas Government Code 2114

Texas State Library
and Archives Commission

TEXAS STATE
LIBRARY
AND
ARCHIVES
COMMISSION

Austin, Texas

May 1, 2020

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TEXAS STATE
LIBRARY
AND
ARCHIVES
COMMISSION

Texas State Library and Archives Commission

Report on Fiscal Year 2019 Customer Service

Executive Summary

Almost 96 percent of the customers responding to customer satisfaction surveys for services provided by the Texas State Library and Archives Commission during Fiscal Year 2019 indicated they were satisfied with the services received.

The agency surveyed 28,305 of the almost 27 million agency customers identified, down from the Fiscal Year 2017 number surveyed of 32,094. The response rate was also down, with 22.4 percent of customers surveyed responding, down slightly from the 26.1 percent responding in 2017. Of the 6,328 responsive surveys, 5.8 percent (or 367 respondents) contained suggestions for improvements. Overall, 5,953 of the surveys (95.8 percent) reflected satisfaction with the agency's programs and services, while 146 surveys did not provide a response relating to overall satisfaction.

Customer satisfaction rates in two of the five programs declined; resulting in the agency's overall customer satisfaction rate decreasing 1.3 percent, from 97.1 percent in Fiscal Year 2017 to 95.8 percent in Fiscal Year 2019.

Due to changes in methodology, the Fiscal Year 2019 cost per customer surveyed increased to $0.53 per survey, up from $0.42 in Fiscal Year 2017. Previously the agency only included the actual cost of producing and distributing the survey instruments (printing and postage), while staff time to collect and analyze the responses were not included. To ensure the most accurate reflection of the costs per survey, the agency now includes all staff costs associated with conducting and evaluating customer satisfaction survey results in addition to any printing and postage costs. This change in methodology is important as more surveys are conducted electronically and staff working with the analyses must compile data across multiple platforms to gather the required information and submit our report in compliance with state requirements.

The customer satisfaction responses reflected in this Fiscal Year 2019 Customer Satisfaction Report were collected as part of the standard, ongoing evaluation of agency services. Our processes focus on an assessment of the customer's overall satisfaction of the services received, rather than the facilities, staff, communications, Internet site, complaint-handling process, service timeliness and printed information. Some of these (e.g., facilities, complaint-handling process) are not particularly relevant or pertain to a very small number of customers. While we gather information on the other service quality elements in some of our surveys, we limit the questions asked for the purpose of this report to ensure the maximum number of customer responses.

2019 Inventory of External Customers

Strategy	Entity and Customer Groups	Est. Pop. Size	Entity Numbers
A.2.1	Texans eligible for Talking Book services	401,454	
A.1.2	Texas public libraries		544
A.1.1	TexShare public libraries *		Included above
A.1.2	Texans who may use public libraries	26,033,672	
A.1.1	Public library Resource Sharing customers	Included above	
A.1.2	Staff of public libraries	7,037	
A.1.2	Public library boards & Friends officers	5,440	
A.1.1	TexShare academic libraries		160
A.1.1	Students and faculty at Texas academic	Included elsewhere	
A.1.2	Staff of Texas academic libraries	2,439	
A.1.1	Libraries of clinical medicine		3
A.1.1	Users of libraries of clinical medicine	71,001	
A.1.2	Staff of school libraries and other libraries	4,560	
A.1.1	K-12 public school districts		1,200
A.1.1	K-12 public school faculty and students	Included elsewhere	
B.1.1	Texas journalists	Included elsewhere	
B.1.1	Texas lawyers	Included elsewhere	
B.1.1	Texas writers	Included elsewhere	
B.1.1	Texas state agency libraries		Included elsewhere
B.1.1	Texas state agency employees	324,368	
B.1.1	Texas historical and genealogical societies		204
B.1.1	Genealogists	Included elsewhere	
B.1.1	Local historians	Included elsewhere	
B.1.1	Texas grade school students (4th– 8th	Included elsewhere	
B.1.1	Texas high school students (all levels)	Included elsewhere	
B.1.1	Texas college students (all levels)	Included elsewhere	
C.1.1	State agencies		153
C.1.1	State agency records personnel	Included elsewhere	
C.1.1	Local governments		10,348
C.1.1	Local government records personnel	31,044	
	Total	**26,881,015**	**12,612**

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

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

Strategy	Entity and Customer Groups	Est. Pop. Size	Entity Numbers
A.1.1	TexShare public libraries *		516
A.1.1	Public library Resource Sharing customers	14,583,388	
A.1.1	Students and faculty at Texas academic libraries	5,399,682	
A.1.1	K-12 public school faculty and students	2,102,193	
B.1.1	Texas journalists	2,210	
B.1.1	Texas lawyers	103,787	
B.1.1	Texas writers	1,300	
B.1.1	Texas state agency libraries		10
B.1.1	Genealogists	7,282,983	
B.1.1	Local historians	4,700	
B.1.1	Texas grade school students (4th– 8th grade)	2,059,154	
B.1.1	Texas high school students (all levels)	1,563,774	
B.1.1	Texas college students (all levels)	1,709,494	
C.1.1	State agency records personnel	1,148	

2019 Agency Service Descriptions

Strategy	Services
A.1.1	Library resource sharing services included: interlibrary lending for public libraries; and, access to statewide databases for academic and public libraries and students of public K-12 schools. The TexShare program serves academic and public libraries; TexQuest provides databases to public K12 schools (program began implementation in FY2014-15). This strategy provides services to both the libraries and the people who use these libraries.
A.1.2	Services under this strategy are primarily provided to librarians and other staff working in libraries of all types to improve services provided through local public libraries. These services include various discretionary and competitive grants, training, technical assistance, and distribution of the Texas Summer Reading program materials. The strategy provides services to both libraries and the people who use libraries.
A.2.1	This strategy provides books in alternative formats to those registered at any time during the fiscal year. The Talking Book Program is only authorized to serve people who are certified to meet the eligibility criteria specified by the Library of Congress' National Library Service Program. To be eligible, a person must be incapable of reading or holding a standard printed book.
B.1.1	The agency provides reference and information services by managing the Reference/ Documents collection, the Genealogy collection, and the State Archives collection in Austin and in Liberty. In this strategy, the agency provides services to a variety of researchers, including state employees, students, lawyers, journalists, and family historians.
C.1.1	Under this strategy, the agency assists state and local governments in managing their records. Agency staff provide training and technical expertise to employees of these governmental units. In addition, the agency also provides storage and imaging services to both state and local governmental entities under this strategy.

Information-Gathering Methods

All customer satisfaction data reported here was collected during the agency's normal course of business for Fiscal Year 2019.

The agency administers participant evaluation forms for each significant workshop, and participants are asked questions relevant to the training materials and topics, including: "Overall, I considered this workshop to be . . ." and "Overall, how satisfied were you with . . ."

The Records Management training evaluation form asks participants to score responses on a scale from 1 (low) to 5 (high), with scores of 4 and above considered satisfactory for the purposes of this report. Attendees of the annual e-Records Conference, so-sponsored with the Department of Information Resources (DIR), are surveyed and responses are included in this report. Additionally, the State and Local Records Management

division surveys customers from state agencies and local governments at the end of the second year of each biennium using the same 5-point scale.

The Library Development and Networking (LDN) division uses an evaluation form for training sessions conducted by agency staff and contracted trainers. The form asks participants to score responses on a scale from 1 (poor) to 5 (excellent), with scores of 3 and above considered satisfactory for the purposes of this report. The LDN division also surveys academic and public libraries, and librarians of those entities, to determine satisfaction with services received from the division including the Reading Club program materials and interlibrary loan program. Due to a timing issue, the division's results in this 2019 report do not include survey results relating to the interlibrary loan program. However, surveys conducted by the LDN division use the same 5-point scale, with 3 and above considered as satisfied.

The Talking Book Program surveys users at the end of the second year of each biennium, and now use a 1 – 5 scale, with 1 being Very Dissatisfied, 2 being Dissatisfied, 3 is Somewhat Dissatisfied, 4 is Satisfied, and 5 as Very Satisfied. Scores of 4 and 5 are considered satisfactory for the purpose of this report.

The Archives and Information Services division surveys all persons who contact any of the four reference units of the division for reference or research services on a single random day each month. The surveys are conducted during the third day of each month for Austin and Liberty customers submitting on-site, telephone, or written requests for information or assistance. The surveys ask if the customer is satisfied with service(s) received; this is accomplished with a single "yes/no" question, with an opportunity to provide additional comments including complaints or suggestions for improvement.

Based on instructions received within the Strategic Plan Instructions for the next biennium, the agency will work to reconcile all evaluation scales to comply with the recommended 5-point scale. The agency will also include applicable questions in the 8 recommended questions, as appropriate to the services delivered.

Customer Satisfaction

Table 1: Percent of Customers Satisfied

Division (Strategy)	Number Not Satisfied	Number Satisfied	Total Responsive	Percent Satisfied	No Answer Provided
ARIS (B.1.1)	0	45	45	100.0%	36
LD (A.1.2)	85	3,297	3,382	97.5%	48
LRS (A.1.1)	10	683	693	98.6%	41
SLRM (C.1.1)	30	610	640	95.3%	0
TBP (A.2.1)	138	1,318	1,456	90.5%	23
Totals	**263**	**5,953**	**6,216**	**95.8%**	**148**

Table 2: Percent Customers identifying ways to improve service delivery

Division (Strategy)	# Responding	# identifying	% identifying
ARIS (B.1.1)	45	1	2.2%
LD (A.1.2)	3,430	185	5.4%
LRS (A.1.1)	734	78	10.6%
SLRM (C.1.1)	640	87	13.6%
TBP (A.2.1)	1,479	16	1.1%
Totals	**6,328**	**367**	**5.8%**

Table 3: Number of Customers Surveyed

Division (Strategy)	# Surveyed
ARIS (B.1.1)	81
LD (A.1.2)	3,430
LRS (A.1.1)	5,555
SLRM (C.1.1)	5,929
TBP (A.2.1)	13,310
Totals	**28,305**

Table 4: Cost per Customer Surveyed

Estimated cost	Unit cost
$133	$1.64
$4,446	$1.30
$1,700	$0.31
$5,625	$0.95
$3,232	$0.24
$15,136	**$0.53**

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

Division (Strategy)	Customer Groups Inventoried	Number of Unique Customers Inventoried	Number of Customers Served	Number of Customer Entities Served
ARIS (B.1.1)	11	324,368	5,768,853	0
LD (A.1.2)	6	26,124,149	12,173,306	544
LRS (A.1.1)	8	Included Above	Included Above	1,016
SLRM (C.1.1)	4	31,044	9,356	7,978
TBP (A.2.1)	1	401,454	15,122	0
Totals	**30**	**26,881,015**	**17,966,637**	**9,538**

Note: Agency programs may serve a single person multiple times within various customer groups and entities across divisions as the agency is unable to identify unique individuals who may have received services through electronic services. However, numbers reported here only include unique customer groups inventoried.

Customer-related Performance Measures

Outcome Measures

Percentage of Surveyed Customer Respondents Expressing Overall Satisfaction with Services Received

Short Definition	This is the percentage of agency customers who indicated they received overall satisfactory services from the Texas State Library and Archives Commission, as indicated by their valid response to survey questions.
Purpose / Importance	This is a required measure.
Source / Collection of Data	Periodic surveys of customers are conducted by all divisions that provide a direct service to one of the agency's identified customer groups. These surveys may be designed to gather satisfaction levels either on one particular service, or on an expanded range of services.
	All surveys will ask the customer to answer the question: "Overall, I considered this service to be..." (wording may be altered to reflect the service being evaluated).
	Additional questions may be asked on the survey, but only questions related to overall satisfaction with the programs and services will be used to calculate the score for this measure.
	A survey will be conducted at the end of each major workshop, training, or seminar conducted or sponsored by the agency. Each division that provides a direct service to a customer group will conduct a customer satisfaction survey at least once each biennium. Certain projects may also conduct surveys to evaluate project-specific satisfaction.
Method of Calculation	At the conclusion of each survey period, the staff member responsible for that survey will submit a report to the agency's customer service representative.
	Some surveys allow a "yes/no" answer. On surveys with a 1 – 5 scale, generally scores from 1 – 2 will indicate non-satisfaction, and scores of 3 – 5 will indicate satisfaction.
	Those surveys submitted by staff of this agency (e.g., as a participant in a workshop or the recipient of other customer service) will not be included in the scoring.
Data Limitations	Respondents that mark more than one score per question will be considered non-responsive and scores will not be included for this measure. Not all participants in workshops, trainings, or seminars will submit surveys; surveys could be lost prior to tabulation; respondents may score the service inconsistently from question to question.
Calculation Type	Cumulative
New Measure	No

Desired Performance	Higher than target

Percentage of Surveyed Customer Respondents Identifying Ways to Improve Service Delivery

Short Definition	This is the percentage of people who provided feedback on ways to improve the customer services delivered by the State Library, as indicated by their comments outside of closed-ended survey questions or by indicating preferred improvements from a list of specific available improvements.
Purpose / Importance	This is a required measure.
Source / Collection of Data	Periodic surveys of customers are done by all divisions that provide a direct service to one of our customer groups. These surveys may be designed to gather satisfaction levels either on one particular service, or on an expanded range of services.
	Surveys will include a statement: "I suggest the following improvements in the services of the State Library ..." (wording may be altered to reflect the service being evaluated and provide a pre-populated list or an open-ended response opportunity).
	Other questions may be asked on the survey, but only this question will be used to calculate the score for this measure. This survey will be conducted with the same methodology specified for the previous measure.
Method of Calculation	At the conclusion of each survey period, the staff member responsible for that survey will submit a report to the agency's customer service representative.
	The report will indicate total the number of persons and percentage of total respondents who provided a response to this statement.
Data Limitations	Respondents' suggestions may not be legible or relevant to the agency's programs and services; these will be considered non-responsive. Surveys could be lost or misplaced prior to tabulation. Respondents may evaluate the service inconsistently from question to question.
Calculation Type	Non-cumulative
New Measure	No
Desired Performance	Not applicable

Output Measures: **Number of Customers Surveyed**

Short Definition	This is the number of people who were surveyed by the Texas State Library and Archives Commission's programs and services, in an effort to determine their level of satisfaction as a customer of the agency.
Purpose / Importance	This is a required measure.
Source / Collection of Data	Periodic surveys of customers are conducted by all divisions that provide a direct service to one of the identified customer groups. These surveys may be designed

	to gather satisfaction levels either on one particular service, or on an expanded range of services. This measure represents the number of surveys provided to agency customers for their response.
Method of Calculation	Staff in program divisions will submit reports that tabulate the number of customers they survey during the reporting period. These reports will be added together to compile the totals for the agency.
Data Limitations	In workshop situations, participants may come and go, and staff may not always know whether a late-comer or an early-departer received and/or completed a survey. Mail or email delivery issues may result in a customer not receiving a survey. Some reports may be based on estimates or sampling.
Calculation Type	Cumulative
New Measure	No
Desired Performance	Higher than target

Number of Customers Served

Short Definition	This is the number of people who received services as customers of the Texas State Library and Archives Commission.
Purpose / Importance	This is a required measure.
Source / Collection of Data	Staff in program divisions will tabulate the number of customers they serve.
Method of Calculation	Reports will be submitted by the program divisions that identify the number of customers served during the survey period. These reports will be added together to compile the agency totals.
Data Limitations	Staff may find it difficult to accurately count and/or otherwise document each customer. People are mobile during events and it is difficult to determine an exact count of the number that received the service. Many services are based on reports by third parties who receive grants or contracts. Some reports may be based on estimates or sampling.
Calculation Type	Cumulative
New Measure	No
Desired Performance	Higher than target

Efficiency Measures: **Cost per Customer Surveyed**

Short Definition	This is the average cost of surveying each customer of the Texas State Library and Archives Commission to determine their level of satisfaction with the services provided.
Purpose / Importance	This is a required measure.

Source / Collection of Data	The "number of customers surveyed" will be determined in the Output Measure so named. Costs will be determined by using internal cost estimates related to printing, postage and staff time to both distribute the survey and analyze results.
Method of Calculation	The total cost of surveying customers will be determined by estimating the cost of staff time, postage, consumable supplies, and other operating costs directly associated with conducting the customer surveys. Costs associated with overhead or equipment will not be included. The total costs will be divided by the total number of customers surveyed.
Data Limitations	Estimates of costs will be used. In workshop situations, participants may come and go, and staff may not always know whether a late-comer or an early-departer received and/or completed a survey. Mail or email delivery issues may result in a customer not receiving a survey. Some reports may be based on estimates or sampling.
Calculation Type	Non-cumulative
New Measure	No
Desired Performance	Lower than target

Explanatory Measures: **Number of Customers Identified**

Short Definition	This is the total number of people who are in the customer service groups inventoried by the Texas State Library and Archives Commission; some customers may fall into multiple customer groups.
Purpose / Importance	This is a required measure.
Source / Collection of Data	Agency staff will inventory a sample of all groups of customers that have a reasonable potential of being a customer group to whom the agency targets its services. Using available sources, the staff will calculate the estimated number of customers in each group.
Method of Calculation	All of the group members will be added together to compute the total number of customers toward whom the agency targets its services.
Data Limitations	Individuals who fall into two or more customer groups will be counted more than once provided the customer groups receive services from one or more programs. Estimates will be used to determine the number of customers in each group.
Calculation Type	Cumulative
New Measure	No
Desired Performance	Not Applicable

Number of Customer Groups Inventoried

Short Definition	This is the total number of potential customer groups of the Texas State Library and Archives Commission.

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