

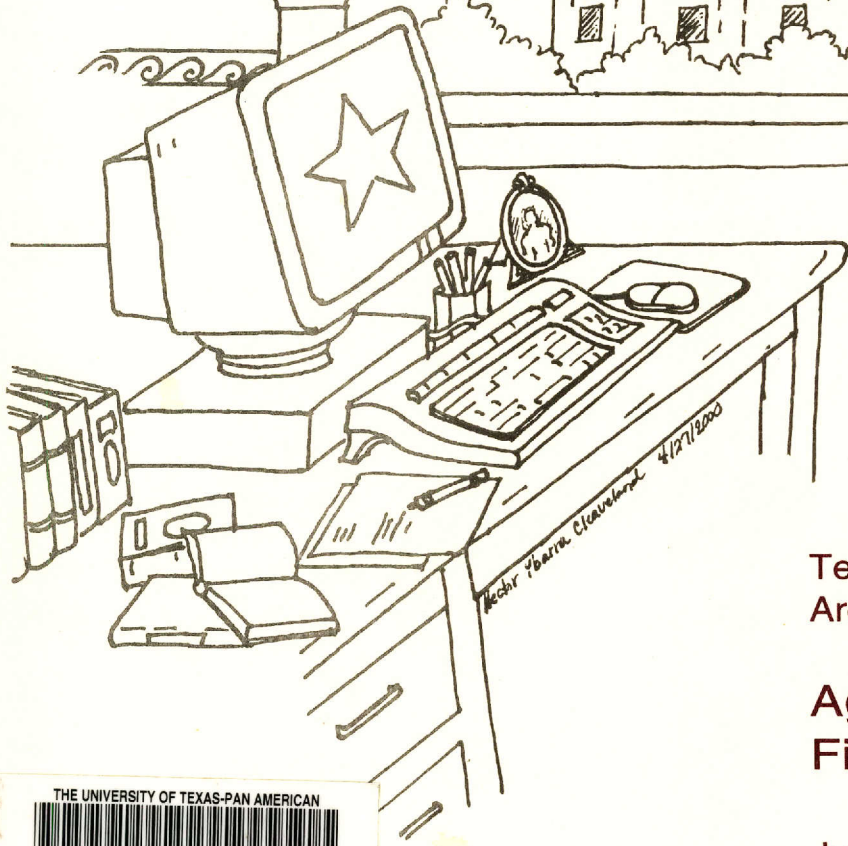
TXD L1900.3 ST82 2001-5
9/15/00 09/05
D. L. 0610 44740935
University of Texas-Pan American
Texas State Document

Beyond 2000: Books, Bytes and Beginnings

U.S. GOVERNMENT DOCUMENT
DEPOSITORY LIBRARY NO. 610

SEP 18 2000

UNIVERSITY OF TEXAS PAN AMERICAN
EDINBURG TEXAS 78539-2999



Texas State Library and
Archives Commission

Agency Strategic Plan
Fiscal Years 2001-2005

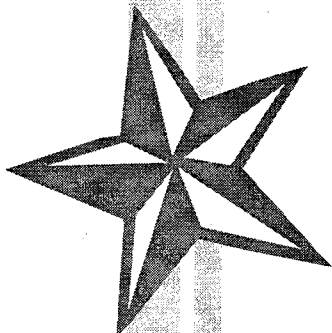
June 2000

THE UNIVERSITY OF TEXAS-PAN AMERICAN



0 1161 0814 1775





BEYOND 2000: BOOKS, BYTES, AND BEGINNINGS

Texas State Library and Archives Commission
Agency Strategic Plan
Fiscal Years 2001 - 2005

Carolyn Palmer, Chairman	1995-2001	San Antonio
Sandy Melton	1995-2001	Dallas
Sandra J. Pickett	1995-2003	Liberty
Kenneth Carr	1997-2003	El Paso
Chris A. Brisack	2000-2005	Edinburg
Elizabeth Sanders	2000-2005	Arlington

Peggy D. Rudd, Director and Librarian

Carolyn Palmer, Chairman

June 1, 2000

TEXAS STATE LIBRARY AND ARCHIVES COMMISSION
CATALOGING IN PUBLICATION DATA

Texas State Library and Archives Commission.
Beyond 2000 : books, bytes, and beginnings / by
The Texas State Library and Archives Commission. —
[Austin, Tex] : The Commission, 2000.
130 p. : ill. ; 28 cm.
"June 1, 2000."

1. Texas State Library and Archives Commission.
2. State libraries— Texas— Planning. I. Title
- II. Title: Agency strategic plan fiscal years 2001-2005

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

Director and Librarian
PO Box 12927
Austin, TX 78711-2927
512-463-5460; fax 512-463-5436

Copies of this publication are available in alternative format upon request.

Published by the Texas State Library and Archives Commission
May 2000

www.tsl.state.tx.us

Cover illustration © 2000 by Hector Ybarra Cleaveland,
Reader Consultant II, Talking Book Program
All rights reserved.



BEYOND 2000: BOOKS, BYTES, AND BEGINNINGS

TABLE OF CONTENTS

OVERVIEW

Texas State Government	
Vision, Mission, and Philosophy	1
Texas State Library and Archives Commission	
Vision, Mission, and Philosophy	5
Agency Goals, Objectives, Strategies, and Measures.....	7
State Goals and Benchmarks	11

EXTERNAL/INTERNAL ASSESSMENT

Chapter One	Overview of Agency Scope and Functions.....	17
	A. Statutory basis	
	B. Historical perspective	
	C. Affected populations	
	D. Main functions	
	E. Public perception	
Chapter Two	Organizational Aspects	23
	A. Size and composition of workforce	
	B. Organizational structure and process	
	C. Location of agency	
	D. Location of service populations	
	E. Human resources strengths and weaknesses	
	F. Capital asset strengths and weaknesses	
	G. Agency use of historically underutilized businesses	
	H. Key events, areas of change, and impact on organization	
Chapter Three	Fiscal Aspects	31
	A. Size of budget (trends in expenditures)	
	B. Method of finance	
	C. Per capita and other states' comparisons	
	D. Budgetary limitations (appropriation riders)	
	E. Degree to which budget meets current and expected needs	
	F. Agency benchmarks	
Chapter Four	Service Population Demographics.....	37

Chapter Five	Technological Developments.....	39
	A. Impact of technology on current operations	
	B. Degree of agency automation and telecommunications	
	C. Impact of anticipated technological advances	
	D. Direction of agency automation and telecommunications	
Chapter Six	Economic Variables.....	53
Chapter Seven	Impact of Federal Statutes and Regulations.....	55
	A. Historical involvement of federal government	
	B. Description of current federal activities	
	C. Anticipated impact of future federal actions	
Chapter Eight	Other Legal Issues.....	59
	A. Impact of deferred statutory changes	
	B. Impact of current and outstanding court cases	
	C. Impact of local government requirements	
Chapter Nine	Self-Evaluation and Opportunities for Improvement	61
	A. Meeting legal requirements and serving critical populations	
	B. Agency characteristics requiring improvement	
	C. Key obstacles	
	D. Opportunities	
	E. Relationship with local, state, and federal entities	
	F. Available key technological, capital, human, and community resources	

APPENDICES

Appendix A	Agency Planning Process and Timetable.....	A-1
Appendix B	Agency Organization Chart	B-1
Appendix C	Five-Year Projections for Outcomes	C-1
Appendix D	Measure Definitions.....	D-1
Appendix E	Report on Customer Service, Compact with Texans, and Customer-related Performance Measures	E-1
Appendix F	Survey of Organizational Excellence Results.....	F-1
Appendix G	Information Resources Strategic Plan.....	G-1
	Goals, Objectives, and Strategies.....	G-1
	Information Resources Policies and Practices	G-3
	Agency Platforms and Systems	G-9
	Agency Databases	G-13
	Agency Applications.....	G-19
	Interagency Data Needs	G-25

TEXAS STATE GOVERNMENT VISION, MISSION, AND PHILOSOPHY

VISION

From *Vision Texas: The Statewide Planning Elements for Texas State Government*
Governor George W. Bush
February, 2000.

Together, we can make Texas a beacon state:

- a state where our children receive an excellent education so they have the knowledge and skills for the 21st Century;
- a state where people feel safe in their communities, have access to equal justice, and all people know the consequences of committing a crime are swift and sure;
- a state where our institutions encourage jobs and economic opportunity;
- a state where each resident accepts responsibility for his or her behavior; and
- a state where our people — our greatest resource — are free to achieve their highest potential.

As I have said before, I envision a state where it continues to be true that what Texans can dream, Texans can do.

MISSION

The mission of Texas state government is to support and promote individual and community efforts to achieve and sustain social and economic prosperity for its citizens.

THE PHILOSOPHY OF TEXAS STATE GOVERNMENT

State government will be ethical, accountable, and dedicated to serving the citizens of Texas well. State government will operate efficiently and spend the public's money wisely. State government will be based on four core principles that will guide decision-making processes.

Limited and Efficient
Government

Government cannot solve every problem or meet every need. State government should do a few things and do them well.

Local Control

The best form of government is one that is closest to the people. State government should respect the right and ability of local communities to resolve issues that affect them. The state must avoid imposing unfunded mandates.

Personal
Responsibility

It is up to each individual, not government, to make responsible decisions about his or her life. Personal responsibility is the key to a just society. State employees, too, must be accountable for their actions.

Support for Strong
Families

The family is the backbone of society and, accordingly, state government must pursue policies that nurture and strengthen Texas families.

Texas state government should serve the needs of our state but also be mindful of those who pay the bills. By providing the best service at the lowest cost and working in concert with other partners, state government can effectively direct the public's resources to create a positive impact on the lives of individual Texans. The people of Texas expect the best, and state government must give it to them.

TEXAS STATE GOVERNMENT

PRIORITY GOALS AND BENCHMARKS FROM VISION TEXAS

EDUCATION (PUBLIC SCHOOLS):

To ensure that all students in the public education system learn to read at grade level by the end of the third grade, continue reading at grade level, demonstrate exemplary performance in foundation subjects, and acquire the knowledge and skills needed to be responsible and independent Texans.

Benchmarks

Percent of students from third grade forward who are able to read at or above grade level.

Percent of students who achieve continued mastery of the foundation subjects of reading, English language arts, math, social studies, and science.

EDUCATION (HIGHER EDUCATION):

To provide an affordable, accessible, and high quality system of higher education that prepares individuals for a changing economy and workforce and that furthers the development and application of knowledge through research and instruction.

Benchmarks

Percent of Texans with a bachelor's degree or higher.

Percent of adult population with a vocational/technical certificate or degree.

HEALTH AND HUMAN SERVICES:

To reduce dependence on public assistance through an efficient and effective system that promotes the health, responsibility, and self-sufficiency of individuals and families.

Benchmarks

Percent of people with functional limitations successfully rehabilitated with improved economic self-sufficiency.

PUBLIC SAFETY AND CRIMINAL JUSTICE:

To aid communities in times of need, police public highways, and protect Texans from crime by holding individuals accountable for their unlawful actions through swift and sure punishment.

Benchmarks

Juvenile violent crime arrest rate.

Adult violent crime arrest rate.

Percent of Texas communities covered by current disaster prevention / recovery plans.

ECONOMIC DEVELOPMENT:

To foster economic opportunity, job generation, and capital investment by promoting a favorable business climate, preparing the workforce for productive employment, and supporting infrastructure development.

Benchmarks

Median household income.

Number of new small businesses created.

GENERAL GOVERNMENT:

To support effective, efficient, and accountable state government operations.

Benchmarks

Total state spending per capita.

State and local taxes per capita.

TEXAS STATE LIBRARY AND ARCHIVES COMMISSION

VISION, MISSION, AND PHILOSOPHY

VISION

The people of Texas have access to and effectively use information, archival resources, and library materials to improve their lives, the lives of their families, and their communities.

MISSION

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

PHILOSOPHY

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

AGENCY GOALS, OBJECTIVES, STRATEGIES, & MEASURES

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

A.1 Objective: Increase the number of Texans served by public libraries with circulations of materials that meets or exceeds the national average per capita circulation to 15 percent by 2005.

- Outcome Measures:
1. Percent of population living within the service areas of public libraries with circulation of materials that meets or exceeds the national per capita average.
 2. Statewide average of the number of library circulations per capita.
 3. Percent of population living outside of the service areas of public libraries.
 4. Dollar value of cost avoidance achieved by library resource sharing.

A.1.1 Strategy: Share library resources among libraries statewide through interlibrary loan, electronic library services, state publications clearinghouse, and other projects.

- Output Measures:
1. Number of books and other materials made available/circulated by library resource sharing.
 2. Number of persons provided project-sponsored services by shared resources.
 3. Number of librarians and others trained or assisted to use shared resources.

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

A.1.2 Strategy: Support the Texas Library System (TLS) by funding programs to improve regional groups of libraries, including purchasing materials and equipment, technical assistance and training, and other cooperative projects.

- Output Measures:
1. Number of books and other library materials provided to libraries by the Texas Library System.
 2. Number of persons provided project-sponsored services by the Texas Library System.

3. Number of librarians trained or assisted by the Texas Library System.

Efficiency Measure: Cost per person served by system member libraries.

Explanatory Measure: Population eligible for system member library services.

- A.1.3 Strategy: Provide services and grants to aid in the development of local libraries, including direct grants, continuing education and consulting, Texas Reading Club and other services.

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

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

- A.1.4 Strategy: Enhance resource sharing among TexShare libraries by providing statewide licensing of databases, access to library collections, and assistance with document delivery.

- Output Measures:
1. Number of books and other materials made available/circulated by TexShare.
 2. Number of persons provided project-sponsored services by TexShare.
 3. Number of librarians and others trained or assisted to use TexShare.

Efficiency Measure: Cost per book and other library material provided by TexShare.

- A.2 Objective: Increase library use by Texans with disabilities to 10 percent of the eligible population by 2005.

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

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

- Output Measures:
1. Number of persons served.
 2. Number of institutions served.
 3. Number of volumes circulated.

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

Explanatory Measure: Number of Texans eligible for Talking Book Program service.

- B. Goal: To improve the availability and delivery of information services to state government and to persons seeking current and historical information from state government. [Government Code 441.001, et. seq.; and Subtitle C, Title 6, Local Government Code]
- B.1 Objective: Improve information services to state and local government offices, historical and family history researchers, and the public, by answering satisfactorily 95 percent of all reference questions received.
- Outcome Measures: 1. Percent of reference questions satisfactorily answered.
2. Percent of customers satisfied with agency services.
- B.1.1 Strategy: Provide ready access to information in government publications, records, and other sources.
- Output Measures: 1. Number of reference questions satisfactorily answered.
2. Number of record series evaluated for archival value.
- Efficiency Measures: 1. Cost to answer or refer a reference question.
2. Percent of reference questions completed on day received.
- C. Goal: To provide for the cost effective management of all state and local government records. [Subchapter L, Chapter 441, Government Code; and Subtitle C, Title 6, Local Government Code]
- C.1 Objective: Achieve a 94 percent annual records retention compliance rate for state agencies, and a 75 percent annual records retention compliance rate for local government offices by 2005.
- Outcome Measures: 1. Percent of state agencies administering programs based on approved records schedules.
2. Percent of local government offices administering programs based on approved records schedules.
3. Dollar value of cost-avoidance achieved for state records storage/maintenance.

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

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

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

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

D.1 Objective: Include historically underutilized businesses (HUBs) in at least 30 percent of all agency dollars spent for special trades services; 10 percent of all agency dollars spent for other services; and 33 percent of all agency dollars spent for commodities by FY2005.

Outcome Measure: Percent of total dollars spent with HUB vendors.

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

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

STATEWIDE GOALS AND BENCHMARKS

<i>Vision Texas Benchmark</i>	Agency Goals (and Performance Measure Benchmark)	Relationship of Agency Benchmarks to <i>Vision Texas Benchmarks</i>
<i>Education: Public schools</i>		
<p>Percent of students from third grade forward who are able to read at or above grade level</p> <p>Percent of students who achieve mastery of the foundation subjects of reading, English language arts, math, social studies, and science</p> <p>Percent of students who attend schools or districts rated as "recognized" or "exemplary"</p>	<p>1.1.3 - Aid in the development of local libraries (Number of local librarians trained or assisted)</p> <p>1.1.2 - Provide funding to support the Texas Library System (Number persons provided project-sponsored services by the Texas Library System)</p> <p>1.2.1 - Provide direct library service by mail to Texas citizens with disabilities (Number of persons served)</p>	<p>Public libraries are frequently the only publicly funded institution in a given community supporting the intellectual development of the pre-school and early elementary-age child, using such projects as the Texas Reading Club and other outreach projects (<i>Read to Your Bunny</i>; early literacy program; <i>Follow My Lead. Read!</i>; partnership with PBS television), to ensure that children enter school ready to read and learn and continue to be encouraged to read in early elementary grades. Public libraries play a key role in supporting school curricula both during school hours and when the school library is closed, head start programs, and home-schooled children. Studies indicate that school and public libraries play a key role in student achievement and strong public libraries are better able to partner with schools to provide a sharing of resources and expertise to benefit students and teachers. School library standards encourage school districts to improve and expand library services, to utilize resources provided to school libraries by the state, and to partner with public libraries to ensure the broadest access possible for students. Studies have shown that good school library service results in higher student test scores.</p> <p>The agency assists school teachers by providing reading materials in Braille, large print, and cassette for students unable to read standard print materials (due to a visual, physical, or learning disability), thereby allowing these students to participate in regular classroom assignments (i.e., book reports, term papers, etc.). Teachers are increasingly finding the services provided essential to the academic success of their students with learning disabilities. Access to books in these special formats is critical to develop a love of reading, to develop the requisite reading skills needed to achieve mastery of foundation subjects, and to complete academic projects in a timely fashion equal to that of their non-disabled peers.</p> <p>The program has also supported public libraries by providing services to children with disabilities by making adaptive equipment (i.e., reading machines, CCTVs, and magnifiers) available in local libraries for children to use in pursuing their reading interests independently.</p>

<i>Vision Texas Benchmark</i>	Agency Goals (and Performance Measure Benchmark)	Relationship of Agency Benchmarks to <i>Vision Texas</i> Benchmarks
<i>Education: Higher Education</i>		
Percent of Texans with a bachelor's degree or higher	<p>1.1.1 - Share library resources among libraries statewide (Number of books and other library materials provided to libraries by shared resources)</p> <p>1.1.4 - TexShare Library Consortium (Number of books and other library materials provided by TexShare)</p> <p>1.2.1 - Provide direct library service by mail to Texas citizens with disabilities (Number of persons served)</p>	<p>The agency conducts projects to facilitate and encourage the sharing of library resources (such as the statewide interlibrary loan network). These services help to ensure that students of higher education, as well as others pursuing lifelong learning, have access to the library materials and information they need to achieve their educational goals.</p> <p>TexShare is a 600-member statewide library consortium that supports educational achievement by expanding the range of resources available in libraries statewide. For example, TexShare's online databases put thousands of full-text reference materials and journals on the desktop – even in the most remote locations. These storehouses of knowledge offer authoritative full-text articles from verifiable sources such as handbooks, encyclopedias and other reference tools, as well as newspapers, magazines and peer-reviewed scholarly journals.</p> <p>The agency supports the efforts of students with disabilities in pursuit of a college degree through the provision of books and magazines in Braille, large print, and cassette formats. Consistent usage of reading materials in alternate formats increases a student's chances of being accepted to a college or university of his or her choice, reduces insecurity, produces a greater breadth of knowledge in both social and academic situations, and positively impacts writing and speaking skills.</p>
Percent of adult population with a vocational/technical certificate or degree	<p>1.1.3 - Aid in the development of local libraries (Number of persons provided local library project-sponsored services)</p> <p>1.1.1 - Share library resources among libraries statewide (Number of books and other library materials provided to libraries by shared resources)</p> <p>1.1.4 - TexShare Library Consortium (Number of books and other library materials provided by TexShare)</p>	<p>For many adults pursuing vocational licenses, certifications and degrees, especially those living in rural areas, the local public library is a key source of reference materials, study materials and information on certification requirements and testing schedules.</p> <p>Resource sharing networks such as statewide interlibrary loan and Internet-based services ensure that the necessary training materials are accessible to all.</p> <p>The TExpress courier service enables Texans to promptly receive items they request from other libraries via interlibrary loan. In addition, the TexShare Card enables Texans to visit participating libraries statewide, and to borrow materials directly from these libraries in the same manner they check out items from their local libraries.</p>

<i>Vision Texas Benchmark</i>	<i>Agency Goals (and Performance Measure Benchmark)</i>	<i>Relationship of Agency Benchmarks to Vision Texas Benchmarks</i>
<i>Health and Human Services</i>		
<p>Percent of people with functional limitations successfully rehabilitated with improved economic self-sufficiency</p> <p>Percent of people with disabilities living independently</p>	<p>1.1.3 - Aid in the development of local libraries (Number of persons provided local library project-sponsored services)</p> <p>1.2.1 - Provide direct library service by mail to Texas citizens with disabilities (Number of persons served)</p>	<p>Many of the programs and services of public libraries support the efforts of persons with functional limitations such as limited English proficiency, illiteracy, unemployment, and physical disabilities, to obtain the educational materials, training, and referral information needed to lead economically self-sufficient lives. Many of the services provided by the Texas Library System such as literacy training, English as a second language classes, and reference and referral programs are designed to both empower libraries to help these clients and to provide a safety net that ensures that these persons do not go unserved even in rurally isolated or socioeconomically disadvantaged areas.</p> <p>The agency supports Texans with print disabilities (visual, physical, or learning disabilities), by providing books and magazines in Braille, cassette, and large print for continuing education and career development. Without access to new ideas and information, Texans with print disabilities would be at a serious disadvantage in the fast changing work place. A Disability Information and Referral Center is available for juvenile and adult clients as well as for parents, teachers, and other professionals. By providing information and referral about employment sources, adaptive technology, advocacy and consumer groups, persons with disabilities can become more independent to function both in and out of the work world.</p>
<i>Public Safety and Criminal Justice</i>		
<p>Juvenile violent crime arrest rate</p> <p>Adult violent crime arrest rates</p> <p>Felony probation revocation rate</p>	<p>1.1.3 - Aid in the development of local libraries (Number of persons provided local library project-sponsored services)</p> <p>1.2.1 - Provide direct library service by mail to Texas citizens with disabilities (Number of persons served)</p>	<p>In many of our inner city and urban areas, the public library is one of few places where youth and others can go to engage in a positive environment of learning and support. The library is often a safe haven of learning and personal growth for youth at-risk who have few other such options in their neighborhoods. Increased levels of education are believed to lead to decreased crime rates. (<i>The Zero to Three Child Care Anthology, 1984-1992. National Center for Clinical Infant Programs. Arlington, VA.</i>)</p> <p>Through the Talking Book Program, the agency strives to provide quality library service and timely turnaround to its patrons who cannot read standard print. A sizeable volunteer program, through which volunteers assist with the time-consuming task of book inspection and other special projects, provides ample opportunity for adult citizens to earn hours for the Travis County Community Service Restitution (CSR) program. CSR volunteers benefit from the ability to perform community service, and the patrons benefit by receiving faster service.</p>

<i>Vision Texas</i> Benchmark	Agency Goals (and Performance Measure Benchmark)	Relationship of Agency Benchmarks to <i>Vision Texas</i> Benchmarks
<i>Economic Development</i>		
<p>Median household income</p> <p>Number of new small businesses created</p>	<p>1.1.1 - Share library resources among libraries statewide (Number of persons provided project-sponsored services by shared resources)</p> <p>1.1.4 - TexShare Library Consortium (Number of persons provided project-sponsored services by TexShare)</p> <p>1.1.3 - Aid in the development of local libraries (Number of persons provided local library project-sponsored services)</p>	<p>The role of the library as a contributor to the economic life of the community is significant. Recent and ongoing studies in St. Louis and Ontario document the many ways in which libraries contribute to job creation through training, direct job creation, and as a factor inviting business relocation.</p> <p>Public libraries are vital to small business development by providing quality business services, preparing the workforce for employment, and supporting infrastructure development.</p> <p>At a time when the state's prosperity depends on access to timely, relevant, and reliable information more than ever before, library resource sharing services make it possible for libraries across Texas to deliver a broad range of compelling content. This enables libraries to help Texans thrive in this complex technological age.</p>
<i>General Government</i>		
<p>Total state spending per capita</p> <p>State and local taxes per capita</p>	<p>3.1.1 - Provide records management training for state-local government officials (Number of cubic feet stored/maintained)</p> <p>2.1.1 - Provide access to information in government publications and records (Number of reference questions satisfactorily answered)</p> <p>1.1.4 - TexShare Library Consortium (Number of persons provided project-sponsored services by TexShare)</p>	<p>The agency provides training and technical assistance in the management of government records. The agency also operates the State Records Center and its associated imaging services bureau to assist governments to achieve cost-effectiveness and efficiency in recordkeeping. By disposing of unneeded records in a timely manner, by storing inactive records in the low-cost State Records Center or with private storage vendors, and by using imaging technologies to reduce the volume of paper records, state agencies and local governments realize cost savings in the management of government records.</p> <p>An example of the potential cost benefits that can be realized through government records management is documented in the analysis conducted in the early 1990's by Dr. Eugenia Brumm, then of the University of Texas at Austin's Graduate School of Library and Information Science. Dr. Brumm identified about \$70 million in cost savings and cost avoidance and a 27 to 1 return on the state's investment for operating this agency's records management program for other state agencies during fiscal years 1988-91.</p> <p>In FY1999, the agency estimates that state agencies achieved \$49,872,710 in cost-avoidance by storing 302,754 cubic feet of inactive records in the State Records Center. Current projections for this annual cost-</p>

<i>Vision Texas</i> Benchmark	Agency Goals (and Performance Measure Benchmark)	Relationship of Agency Benchmarks to <i>Vision Texas</i> Benchmarks
	<p>1.2.1 - Provide direct library service by mail to Texas citizens with disabilities (Number of persons served)</p>	<p>avoidance are \$53.6 million in FY2002 and \$55 million on FY2003.</p> <p>The other primary benefit of records management—efficient access to information—is less easily measured in dollar figures but is of critical importance to sustain services to citizens and to improve accountability of government operations. For example, many of the benchmarks identified in “Vision Texas” are based on state and local records, which provide essential information for evaluating the level of government performance.</p> <p>Buying databases at the state level enables libraries to serve Texans at a fraction of what local communities would pay if they purchased these services on their own. In FY1999, for example, online database subscriptions provided by this agency would have cost individual libraries more than \$20 million – 10 times their actual cost to the state. So for every dollar spent, these services delivered a \$10 return on investment.</p> <p>The agency provides direct library service to Texans with disabilities at a much lower cost per capita than in other comparable programs in the nation. The Talking Book Program also represents a case where centralization at the state level provides real economies of scale.</p>

OVERVIEW OF AGENCY SCOPE AND FUNCTIONS

A. STATUTORY BASIS

STATE OF TEXAS LEGISLATION AND STATUTES

Overall: Government Code, Chapter 441, Subchapter A

State records: Government Code, Chapter 441, Subchapter L

Local government records: Local Government Code, Title 6, Subtitle C; Government Code, Chapter 441, Subchapters F and J

State publications: Government Code, Chapter 441, Subchapter G

Print access aids: Government Code, Chapter 441, Subchapter H

Library systems: Government Code, Chapter 441, Subchapter I

Central service to visually disabled: Human Resources Code, Chapter 91, Subchapter E

TexShare library consortium: Government Code 441, Subchapter M

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

UNITED STATE LEGISLATION AND STATUTES

Service to blind and other physically disabled persons: 2 U.S.C.A. §135b

Federal funding for library services and technology: 20 U.S.C.A. §9101-9176

Federal documents: 19 U.S.C.A. §44

B. HISTORICAL PERSPECTIVE

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

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

1919 - Legislation regarding county public libraries is enacted

1931 - National Library Service for adults who are blind is established and TSLAC begins providing Talking Book services

1947 - A state records management program is established

- 1952 - Children who are blind become eligible for Talking Book service
- 1956 - Federal legislation and funding to improve local library service begins
- 1962 - Lorenzo de Zavala State Archives and Library Building opens and federal Depository Library Act establishes regional depository system
- 1966 - Persons with physical disabilities other than blindness become eligible for the Talking Book service
- 1969 - Legislative Reference Library is separated from the agency
- 1969 - Library Systems Act establishes a regional, cooperative program to improve public libraries
- 1971 - Local government records function is enacted
- 1972 - State Records Center opens
- 1974 - Persons with organic dysfunction resulting in learning disabilities become eligible for Talking Book service
- 1977 - Sam Houston Regional Library and Research Center in Liberty opens
- 1988 - State Records Center expansion is completed and Talking Book Program circulation facility opens adjacent to the center
- 1989 - Local Government Records Act is enacted
- 1994 - North Texas Regional Library System becomes the first non-profit organization awarded a Library Systems Act grant
- 1995 - Legislation assigns responsibility for the development of standards for school library programs to this agency
- 1995 - Legislation adds electronic publications and Internet to responsibilities of agency
- 1996 - Federal Library Services and Construction Act expires; Library Services and Technology Act is enacted
- 1996 - Texas Book Festival introduced to raise funds for public libraries and to encourage reading in Texas
- 1997 - Legislation allows the creation of library tax districts to establish and fund public libraries
- 1997 - New state records preservation and management law is enacted
- 1997 - Legislation transfers responsibility of TexShare academic library resource sharing consortium to the agency
- 1999 - Legislation authorizes integration of public libraries into the TexShare academic library resource sharing consortium

C. AFFECTED POPULATIONS

The Texas State Library and Archives Commission provides services available to all Texas residents. The agency's collections are also available for use across the nation and the world by means of interlibrary loan, Internet, phone, and on-site service. Specifically, current services affect the following populations.

PATRONS OF AGENCY COLLECTIONS

- Patrons who use the current and historical materials in the State Archives, genealogy, and reference/documents collections, which together house the most complete library of state and federal publications in Texas
- Patrons of the agency's Internet electronic-library information
- Staff of libraries across the state who use the materials in the Library Science Collection to further their professional development
- Patrons with visual, physical, and learning disabilities, including the organizations serving them, who use the Talking Book Program and its Disability Information and Referral Center
- Students, faculty, and staff of institutions of higher education and patrons of public libraries who use the TexShare library resource sharing consortium

GROUPS SUBJECT TO AGENCY RULE-MAKING AUTHORITY

Government agencies with documents eligible for preservation by the State Archives and Regional Historical Resource Depository Program, and whose other records must be managed according to the guidelines, rules, and retention schedules developed by the State and Local Records Management Division

- State agencies and state-supported or state-sponsored institutions subject to the requirements of the Texas State Publication Depository Law
- Public libraries throughout the state subject to rules developed by the Library Development Division, including those for administering the Library Systems Act and for accrediting county libraries and certifying their librarians
- Institutions of higher education and public libraries participating in TexShare
- School districts and school librarians who improve school library programs through the Library and Archives Commission's school library standards

DIRECT CUSTOMERS OF AGENCY SERVICES

- Government agencies that are customers of the State Records Center and its Imaging Services Bureau

- Government officials and public librarians who participate in the State and Local Records Management and Library Development training and consulting services
- Library professionals who use the agency's job-listing service
- Persons attending conferences and professional meetings featuring presentations by agency staff
- Member libraries in the Texas State Publications Depository network that receive the state publications collected and distributed by the agency
- Readers of the Library and Archives Commission's publications, including library and records management professionals and the general public
- Visitors to the Capitol Complex who visit the Lorenzo de Zavala building and its exhibits, as well as visitors to the resources and exhibits of the Sam Houston Regional Library and Research Center in Liberty

INDIRECT CUSTOMERS OF AGENCY SERVICES

- Public libraries and their patrons throughout the state, whose activities are funded in part by agency-administered state and federal grant programs
- School students and educators in schools where programs are improved through the Library and Archives Commission's standards for school library programs
- Children (and often their parents and teachers) participating in the agency's annual Texas Reading Club program
- Persons receiving materials distributed through the agency's interlibrary loan network
- Citizens serving on library system advisory councils around the state, whose activities are administered through the agency and the Library Systems Act

OTHER AFFECTED GROUPS

- Community volunteers who help the agency meet its goals
- Those whose right to access government information is preserved by the activities of the agency's public records and information services programs
- Those whose interest in learning about the state's history is made possible by the preservation of historical information in the State Archives
- Vendors marketing to records management and library organizations
- Professionals in the library field, and libraries seeking to recruit them for employment, whose professional opportunities are furthered by the existence of agency funding and development programs

D. MAIN FUNCTIONS

LIBRARY SERVICES

- Improve local public library service and cooperation among libraries of all types
- Operate a statewide interlibrary loan service and assist libraries to connect to the Internet
- Facilitate and promote public library cooperation and development through regional library systems
- Loan books and magazines in special formats to persons with disabilities
- Manage regional federal and state publications depository programs
- Deliver electronic information about Texas state government to the public
- Provide information and materials to state government officials and the public
- Provide assistance to local and state agency library staffs and all other types of libraries
- Teach customers -- both remotely and on-site -- how to use library information resources effectively
- Coordinate library resource sharing activities among academic and public libraries

ARCHIVES

- Identify, acquire, preserve, and make available state records and historically significant materials
- Operate a network of regional research centers for historically valuable local records and artifacts

PUBLIC RECORDS

- Establish rules and guidelines regarding retention and preservation of state and local government records
- Operate a facility for the storage of state records and the imaging of state and local records
- Provide records management and preservation training and technical assistance to state and local governments

E. PUBLIC PERCEPTION

The Texas State Library and Archives Commission is a very complex agency with a wide variety of constituents. Each constituent's knowledge of the agency is influenced by the nature of the services accessed. Public librarians, for example, are aware of the Library Development Division's consulting services and continuing education program; academic librarians, on the other hand, are much more aware of TexShare services.

Studies have repeatedly shown that the general public has a very high regard for libraries and believes that communities are enhanced by the presence of libraries. The Library and Archives Commission believes that the public's good will toward libraries also positively influences the public's view of the Texas State Library and Archives Commission and its services.

The agency often serves in a supportive role in the delivery of many of its services, and this often impedes the public's direct knowledge of the agency and its programs and services. For example, the State and Local Records Management (SLRM) division provides consulting services and continuing education opportunities for state and local government records management officers so that they can manage their records more efficiently and effectively. The agency's services to government employees translate into efficiencies that save time and tax dollars. However, the general public — who is the ultimate beneficiary — is rarely aware that these services exist, much less the indirect impact that these services have on them.

It is very important that the public perception of the agency be both clear and positive; therefore, the Library and Archives Commission has concentrated its marketing efforts to clarify and promote its identity as a single agency with common goals. Operating under the motto of "Making information work for all Texans," the various agency divisions have worked together to make the statement a reality. The development and use of a new logo, uniform standards for agency publications, an agency-wide information packet, and hosting agency-sponsored booths at major constituent conferences (such as the Texas Library Association and the Texas Municipal League) provide a consistent, single message to client groups that emphasizes the entire spectrum of the agency's duties and services. The agency's new Web site, organized from the customer's perspective by topic rather than by organizational divisions, is another example of the agency's efforts to project a consolidated image.

ORGANIZATIONAL ASPECTS

A. SIZE AND COMPOSITION OF WORKFORCE

The Texas State Library and Archives Commission is authorized 207.5 full-time equivalent positions, and employs one exempt, 189 full-time classified, and 20.875 part-time classified staff. The workforce is diverse: 20 percent is Hispanic-American, nine percent African-American, and one percent other minorities. Women make up 58 percent of the workforce.

B. ORGANIZATIONAL STRUCTURE AND PROCESS

This agency has seven program divisions: Archives and Information Services, Information Resources Technologies, Library Development, Library Resource Sharing, State and Local Records Management, the Talking Book Program, and Administrative Services. The Director and Librarian establishes agency-wide policy development and dissemination. Most program policies originate with staff and are then forwarded through the Director to the Commission for approval. Division directors have flexibility in achieving program goals and objectives.

Agency management values employees as individuals and relies on their collective skills and talents to meet agency goals. While style varies from manager to manager within the organization, the overall management structure supports a two-way communication flow and focuses on creative work solutions that benefit customers as well as staff.

C. LOCATION OF AGENCY

The agency headquarters is in the Lorenzo de Zavala State Archives and Library Building, located in the Capitol Complex at 1201 Brazos in Austin. The State Records Center and Talking Book annex are at 4400 Shoal Creek Boulevard, Austin. The Sam Houston Regional Library and Research Center is in Liberty.

D. LOCATION OF SERVICE POPULATIONS

The agency's service population includes libraries and librarians, all state and local government officials and their staff, and the general public in every region of the state, with a legislative emphasis on the Texas-Louisiana and Texas-Mexico border regions. Of the ten library systems in

the state funded by the agency, five serve counties located in those targeted border regions. In FY1999, the agency awarded \$3,714,177 in grants to those five systems. The agency also awarded \$411,829 in discretionary grants to eight individual libraries serving those border-region counties. In FY2000, seven libraries in those regions received discretionary grants totaling \$338,606. Discretionary grants include "Establishment Grants" to support new public libraries, "Special Project Grants" to reach underserved or disadvantaged populations, "Cooperation Grants" to promote cooperation among different types of libraries, and "Technology Assistance Grants" to help libraries better utilize and maintain their existing technology.

During the first five months of FY2000, the Talking Book Program delivered 17 percent of its service within the Texas-Mexico border counties, and five percent within the Texas-Louisiana border counties.

The agency also provides a variety of training and education opportunities to its customers throughout the state. In FY1999, the agency's State and Local Records Management and Library Development divisions conducted 263 workshops to 3,132 participants around the state; forty-four of those workshops were delivered in the targeted border regions. During the first five months of FY2000, the agency delivered an additional 130 workshops for 2,420 attendees; thirty-three of these workshops (25 percent of the total) were offered in counties in the two border regions.

E. HUMAN RESOURCES STRENGTHS AND WEAKNESSES

The agency has an educated and highly motivated staff. Seventy-five of the positions are in the "professional" category. Of these, 34 require an advanced degree, 35 require a bachelors degree, and most others require college courses.

In FY1999, volunteers worked over 34,350 hours in the Talking Book Program and the Archives and Information Services Division. This contribution would be equivalent to 16.5 additional FTEs. The work of these volunteers has been critical in delivering current agency services to a growing number of customers.

As in other state agencies, there is a significant problem in replacing employees in key positions with new staff of equal training and experience, primarily because salaries are not competitive with the private sector or other state agencies. This is particularly true for those positions in the area of information technology.

The Library and Archives Commission experienced a turnover rate of about 16.6 percent for FY1999, compared to a turnover rate of 17.6 percent for all classified state employees in the same period.

Not only is staff turnover high, but it is increasingly time-consuming to fill vacancies. The average number of days to fill all vacant positions during FY1999 was 76 days, 38 percent longer than in FY1997. Professional positions averaged 81 days to fill vacancies, a 14 percent increase from FY1997.

In the State Auditor's Report No. 00-707, *Annual Report on Full-Time Classified State Employee Turnover for Fiscal Year 1999*, state employees in the occupational category Library, Archives, and Records had a turnover rate of 16.4 percent. This turnover rate suggests that the wage scale for the occupational group may be low when compared to wage rates paid by other employers of this group.

A change in the classification schedule for library assistants, librarians, and archivists, and the establishment of new manager and director classifications were authorized by the 76th Legislature (1999). This resulted in significant salary increases for a large percentage of agency staff in FY2000. Nevertheless, the entry-level salary of \$25,932 for professional library staff remains lower than the \$28,000 figure recommended by the Texas Library Association. Given the level of education and experience required for many agency positions, low salaries will continue to impede further progress in recruiting and retaining a diverse workforce in management and professional positions.

Training and staff development is generally handled at the division level. Division directors manage staff training according to the program's needs and financial resources; therefore, opportunities may appear uneven across the agency. As a result, programs are working together to coordinate training opportunities that address similar training needs agency-wide. By pooling resources, a greater number of training opportunities can be delivered to more staff. The Human Resources office conducts periodic training for supervisors in agency policies and federal and state laws pertaining to the workplace.

Work time and cost reimbursement are provided for staff in some divisions to attend professional conferences and meetings. This type of staff development activity greatly benefits individuals and the agency. For staff involved in providing consulting, continuing education, or development projects to other levels of government, attendance is a job requirement. However, these staff attend professional conferences primarily to explain policy or provide training rather than to receive training.

Specific skills training has been provided for staff to learn new software required for successful job performance. This type of training has been offered to staff with the most critical need. Staff attending specific skills training often returns to train others who were unable to attend.

Generally, the agency's training activities emphasize economy. There is usually no backup for staff; therefore, time away from the office for training can create immediate work backlogs. In some divisions, this causes managers to limit participation in training to that which is required, or has a direct and immediate benefit in productivity gains.

F. CAPITAL ASSET STRENGTHS AND WEAKNESSES

The State Archives collection documents the history of Texas, and constitutes an irreplaceable asset for the State. It is a unique collection of official, historically significant government records, as well as private papers, maps, photographs, and other priceless Texas treasures that comprise the essential evidence of the history of Texas. The agency is charged with maintaining the official Archives for the State of Texas.

The agency also manages a collection of more than 1.4 million federal government and 222,000 state government publications, which include more than 3,000 federal government CD-ROMs. These documents have been collected and maintained by the agency since 1895, when the U.S. and Texas governments agreed to exchange government documents, and are one of the agency's most important assets and irreplaceable information resources. The book collections contain over 110,000 volumes. Books and microforms purchased by the State Library have a value of \$3 million.

The agency owns a facility at 4400 Shoal Creek Boulevard, known as the State Records Center, which jointly houses the agency's State and Local Records Management Program and part of the Talking Book Program. The State Records Center has a capacity to store 390,000 cubic feet of state agency hard-copy records, with an additional three vaults for the storage of electronic and microfilm records. The State Records Center also houses a micrographics and imaging laboratory and service bureau with equipment valued at \$800,000. The roof at the Records Center was replaced in FY1997; however, additional renovations, especially the installation of lightning protection, have been identified.

The State and Local Records Management Division produces, stores, and maintains about 35,000 microfilm reels containing census records, tax records, and Texas newspapers, with an estimated replacement cost of almost \$1 million. The Talking Book Program maintains a collection of cassette, disc, and Braille books and magazines. The agency also manages the cassette and Talking Book machines received from the Library of Congress for patrons with visual, physical, or learning disabilities. Together, the Talking Book collection is valued at \$16 million.

Due to the unique and irreplaceable characteristics of most of the agency's collections, they require secure and environmentally appropriate storage space, which is not available in the Lorenzo de Zavala Building. Consequently, the 2,600 cubic feet of archival records acquired during 1998 and 1999 had to be stored at the State Records Center, part of the State and Local Records Management Division. Future accessions, which are expected to be acquired at a rate of

1,200-1,500 cubic feet annually, will have to be added to the 11,000 cubic feet of archival records already stored at the State Records Center. Stack storage space for the federal documents collection and the general collection of books and journals continues to decrease each year.

The Sam Houston Regional Library and Research Center in Liberty serves as the official regional historical resource depository for ten counties in Southeast Texas. It was constructed during 1976-77 on 110 acres of land given to the agency by former Governor Price Daniel, Sr. and his wife Jean. In its museum, the Center features exhibits on a variety of Southeast Texas topics. The complex also includes two fully-furnished 19th century homes, the 1895 St. Stephen's Episcopal Church, and the Price Daniel Home.

The 76th Legislature (1999) designated \$530,236 of appropriated funds for the much needed repair and renovation work at the Center during FY 2000-01. Renovations will include painting the exterior and interior of the building, refitting the main building to meet ADA standards, grading drainage ditches, and complete replacement of the driveway and parking lot.

In addition to the collection of physical materials, the Library and Archives Commission acquires and delivers to the public electronic information resources (databases, documents, and publications) from other state agencies. While there has been an explosion of information in all formats, the agency is well positioned to collect, organize, and deliver digital information for the public to use in understanding and interacting with government. The agency also delivers—by means of the Internet—information from both its own collections as well as from a variety of other sources. The agency continues to provide a variety of other informational and educational sources in electronic form. Providing reliable electronic information services through the Internet requires continuing capital investments in computer and telecommunications equipment.

G. AGENCY USE OF HISTORICALLY UNDERUTILIZED BUSINESSES

The agency is committed to its good faith effort to purchase goods and services from historically underutilized businesses (HUBs). From 1993 through 1999, the Library awarded an average of 18 percent of its purchasing dollars to HUBs.

Two challenges to increased HUB participation exist. Generally, contractors must have specialized expertise in the library field to meet agency needs. While the Agency frequently enters into professional service contracts with women and minorities, these vendors often have not been state-certified as HUBs. To increase the number of HUB vendors who can provide these specialized library services, staff encourages those who qualify to become certified. Staff also provides assistance to vendors as they seek certification. The area of "other services" procurements presents a second challenge. A large portion of agency procurements are proprietary in nature, such as serial and journal subscriptions, library books and materials, and library equipment and supplies which are excluded from some General Services Commission purchasing guidelines.

This category includes sole source procurements of electronic subscriptions, database access, and computer software and hardware maintenance. These sole source procurements represent a majority of the expenditures in the "other services" area. HUBs have not yet entered the electronic database subscription market.

Purchases From Historically Underutilized Businesses

1993 = 12%

1994 = 25%

1995 = 17%

1996 = 12%

1997 = 29%

1998 = 19%

1999 = 13%

To increase procurements from HUBs, agency purchasers will participate in Economic Opportunity Forums sponsored by the General Services Commission in the central Texas area. The Forums provide an opportunity for HUB vendors to become more familiar with agency procurement needs. In addition, Purchasing staff will make a diligent effort to procure non-proprietary goods and services from certified HUB vendors.

H. KEY EVENTS, AREAS OF CHANGE, AND IMPACT ON ORGANIZATION

CHANGES IN KEY MANAGEMENT STAFF

In 1999, the director and librarian resigned and the assistant state librarian retired. The director of the Information Resources Technologies Division retired in FY2000. In addition, six of seven division directors are new to their positions. The change in the agency's management represents an opportunity for new organizational learning; however, the loss of so much institutional knowledge, history, and experience is unfortunate. As a result, the risk of major policy or administrative error may increase for a short time as the new administration becomes familiar with agency and position responsibilities.

GROWING BACKLOG

Prolonged under-staffing has resulted in a growing backlog of records in the State Archives that need to be evaluated or described. Records of unknown archival value are routinely transferred to the State Archives by agencies facing an emergency need for space or an impending move. Rather than risk harm or destruction of potentially historically significant records, large quantities are placed in storage at the Archives or the State Records Center. The appraisal process, which could identify non-archival records for deaccession and eventual destruction, is

currently an unfunded process at the agency. Funding for additional staff is needed to eliminate the current backlog of records waiting to be appraised.

INCREASED STORAGE COSTS

The agency has completely utilized all available storage capacity at the de Zavala State Archives and Library Building. As a result, the agency must store some 11,000 cubic feet of records at the State Records Center, a facility less secure and environmentally protected than the Archives Building. Per state law, the agency must pay the State Records Center for this storage space. Accessions of 1,200 to 1,500 cubic feet of records per year will further increase storage costs. Some of these costs could be avoided, however, if the Archives and Information Services Division had sufficient staff to appraise currently-stored records for archival value before transferring to the State Archives. Additional money must be appropriated to cover the costs for storing these documents. Otherwise, the agency will not be able to continue accessioning state records, one of its primary functions.

TEXSHARE

The 76th Legislature (1999) authorized public libraries to join TexShare, which had previously supported only academic libraries. This legislative change will quadruple TexShare's size, from 150 libraries to over 600. Accommodating this growth while maintaining the current high service level is a major challenge for the Library Resource Sharing Division, which has the responsibility of administering TexShare.

NEW ADVISORY BOARD

The 76th Legislature (1999) directed the agency to adopt rules no later than January 1, 2001, to permit county clerks to receive and record documents electronically, particularly those instruments recorded in county real property records.

To assist the Agency in developing initial rules and to recommend any later amendments, Senate Bill 888 created the Electronic Recording Advisory Committee. This nineteen-member body is comprised of county clerks and judges, representatives from the title industry, and delegates from the State Comptroller, the Office of the Attorney General, the Department of Information Resources, the General Services Commission, and the State Library and Archives Commission. Senate Bill 888 ensures Texas' leadership among states in facilitating and encouraging the electronic filing and recording of documents with county clerks.

RECORDS MANAGEMENT OFFICERS AND INFORMATION RESOURCE MANAGERS

The 76th Legislature (1999) amended the appointment requirements for state records management officers (RMO) to make them more commensurate with those for appointment as the agency's information resource manager (IRM). In addition, the Legislature directed the Agency and the Department of Information Resources to provide joint training for RMOs and IRMs in order to foster greater knowledge of the duties of each by the other. By working

together and combining practices from the disciplines of records management and information technology, RMOs and IRMs will be in a better position to ensure the accountability and accessibility of electronic state records.

PUBLIC INFORMATION ACT

An amendment to the state's Public Information Act approved by the 76th Legislature (1999) named the agency as one of six state agencies to participate as a member of the newly formed Open Records Steering Committee.

TECHNOLOGY PROGRAMS

The Universal Service Fund under the Federal Communications Commission requires that the State Library approve technology plans for public libraries that apply for the E-rate federal technology discounts. The approval process requires staff time and resources for training, technical assistance, and review of plans. Other new technology programs, such as the Telecommunications Infrastructure Fund and grants from the Bill and Melinda Gates Library Foundation, also require extensive participation by agency staff for client groups to reap the benefits of these programs. The agency is also required to participate in the Education Technology Coordinating Council to maximize the benefits of state tax funds spent on technology.

FISCAL ASPECTS

A. SIZE OF BUDGET (TRENDS IN EXPENDITURES)

EXPENDITURES/BUDGET FY 1999/FY 2001

STRATEGY	FY1999 EXPENDITURES	FY2000 BUDGET	FY2001 BUDGET (EST.)	FY2001 PERCENT
Statewide sharing of resources	\$4,528,841	\$4,083,419	\$4,085,000	17%
Texas Library System	8,545,073	8,345,589	8,348,000	35%
Development of local libraries	1,485,290	1,873,190	2,042,000	8.5%
TexShare	1,365,390	2,074,402	2,077,000	8.5%
Talking book services	1,286,853	1,607,179	1,529,000	6%
Ready access to information	1,064,480	1,615,886	1,573,000	6%
State and local records	2,096,184	2,425,380	2,437,000	10%
Indirect (Admin & IRT)	1,729,646	1,981,274	1,885,000	8%
TOTALS	\$22,101,757	\$24,006,319	\$23,976,000	100%
METHOD OF FINANCE				
General Revenue	\$11,587,826	\$13,418,957	\$13,134,000	55%
Federal Funds	8,658,079	8,642,178	8,894,000	37%
Telecom. Infrastructure Fund	100,923	0	0	
Appropriated Receipts	184,163	214,941	215,000	1%
Interagency Contracts	1,458,931	1,619,613	1,622,000	6.5%
Earned Federal Funds	111,835	110,630	111,000	0.5%
TOTALS	\$22,101,757	\$24,006,319	\$23,976,000	100%

B. METHOD OF FINANCE

Federal funds remain an important component of the agency's revenues at 37 percent. The majority of these funds are granted to regional library systems to improve local public library services. Fees comprise about 7.5 percent of the agency's funding. Gifts and other grants make up less than one percent.

C. PER CAPITA AND OTHER STATES' COMPARISONS

The state contributes a relatively small share to the funding of public libraries. In FY1994, Texas contributed \$0.27 per capita for state aid to public libraries, while the national average for state contributions was \$1.60 per capita. Texas ranked 35th among 42 states reporting. Local funding for public libraries in Texas was about 94 percent of the total funding, while state and federal funds made up the remaining 6 percent of the government funding for public libraries. In FY1995, Texas ranked 47 of 51 states reporting total per capita income from all sources.

Based on FY1998 funding and 1998 state population estimates, the Talking Book Program for Texans with disabilities ranks 10th in per capita spending out of the ten most populous states with similar programs. The national average was \$0.21 per capita, with a range of \$0.59 to \$0.07 for states for which budget information was available. Texas spent \$0.07.

Texas ranks 3rd among the states in total number of state government employees and total general expenditures. However, the state's allocations to archives and records management does not reflect a similar ranking. Texas archives and records management programs rank 29th in the nation, based on the number of full-time positions for the archives and records management activities when compared to total state government employment. Texas ranks 33rd in terms of allocations for archives and records management compared to total general expenditures.

(Source: Tables 1 and 4, *Maintaining State Records in an Era of Change: A National Challenge*, Council of State Historical Records Coordinators, January, 1996.)

D. BUDGETARY LIMITATIONS (APPROPRIATION RIDERS)

The Texas State Library and Archives Commission's imaging and records storage activities are funded entirely through revenues generated by providing services to state agencies and local governments. These activities are expected to operate as business enterprises; therefore, a revolving fund is necessary to provide operating capital until revenues are generated in a new fiscal year. Without the authority to carry forward unexpended balances, the programs operate with a negative cash flow for at least the first three quarters of each year, and there is inadequate appropriated general revenue against which to borrow during the period. Current legislative authorization should be re-enacted to allow unexpended balances to carry over from the first year of a biennium to the second year of a biennium. Further, at least a portion of any unexpended balances from one biennium should be rolled over to the next to establish operating funds for the first year of the biennium. This will provide operating funds for salaries, the orderly acquisition of operating supplies, and repair of equipment. Current appropriation bill riders must be re-authorized to permit the agency to carry forward funds as needed.

Current Rider #3 (H.B. 1, 76th Legislature, 1999) should be re-authorized to read:

Unexpended Balances: Imaging and Storage Fees. Any unexpended balances on hand as of August 31, 2002, from fees collected by the Texas State Library and Archives Commission for the purpose of cost recovery of imaging state and local government records on film or electronic storage media, and from state agencies for the storage of state records, as authorized by V.T.C.A., Government Code, Section 441.182, are hereby appropriated to the Texas State Library and Archives Commission for the fiscal year beginning September 1, 2002.

Current Rider #7 (H.B. 1, 76th Legislature, 1999), should be re-authorized to read:

Appropriation Between Biennia for Imaging and Storage Services. Any unexpended balances on hand as of August 31, 2001, not to exceed \$500,000, in amounts collected for imaging and records storage services, are hereby appropriated for the same purpose for the biennium beginning September 1, 2001.

E. DEGREE TO WHICH BUDGET MEETS CURRENT AND EXPECTED NEEDS

The current budget level and staffing authorization cannot sustain existing agency services for a growing customer base. The percentage of Talking Book patrons we serve is expected to decline because funding and staffing levels are not growing as fast as the population. More funding and staffing are especially needed to accession, appraise and store state and local government records. The current budget will not enable the agency to meet customer-expressed needs for new and additional services. In addition, turnover will continue at a high level if significant adjustments to staff compensation levels are not made. Turnover adversely affects the quality and efficiency of service operations.

As the Library and Archives Commission's staff continues to identify newer technologies to preserve documents and information and make them available to the public, the agency's budget available for investment in support of these technologies is increasingly inadequate. It is critical to achieve and maintain a high level of customer service, and failure to proactively and effectively use these technologies can jeopardize the fulfillment of the agency's mission. The agency's infrastructure to support the new technologies includes its internal information resources and its telecommunications capabilities, as well as its physical facility. This infrastructure must be maintained and enhanced to keep pace with the emergence of Web and imaging technologies that enhance document preservation and storage and information access. The wiring in the present facility must be upgraded, and the computer center requires a better emergency cooling system.

Training for technical staff is essential to prepare the agency for technical migrations and the integration of new technologies. Equipment upgrades are also essential to prevent disruptions in service. The delivery of information via the Internet requires increasingly greater funding and staffing than is currently available in the agency's information resources unit.

F. AGENCY BENCHMARKS

The outcome measure for Objective A.1, "percent of population living within the service areas of public libraries whose services (circulations per capita) meet or exceed the average of the ten largest states," is essentially a comparative metric. Unfortunately, Texas does not have a high percentage of its population (only about 14.5 percent) served at or above this threshold for public library service.

The outcome measure for Objective A.2, "percent of eligible population registered for Talking Book Program services," reflects the lack of state funding for library services and fewer potential persons served, when compared to other states. A 1999 report of the number of individuals served by the National Library Service program of the Library of Congress provided information to determine the following measure for the ten largest states.

Percent of Eligible Population Served (FY99)

Florida	21%	Ohio	13%
Michigan	17%	Pennsylvania	13%
New York	15%	California	12%
Georgia	14%	New Jersey	11%
Illinois	13%	Texas	9%

Outcome measure B.1 is "improve information services to state and local government offices, historical and family history researchers, and the public by answering correctly 90 percent of all reference questions received." No reliable source of benchmark information is available for this measure.

To identify a suitable benchmark for Objective C.1, "percent of state agencies administering programs based on approved records schedules," the staff of the State and Local Records Management Division conducted a phone survey in February 2000 of other states with active records management programs. Texas ranked seventh out of twelve reporting states in number of cubic feet of stored records per employee. However, Texas ranked fourth of eight in percentage of state agencies in compliance with program requirements. The agency is not satisfied that these metrics are the best overall benchmark for the State and Local Records Management Division; however, the data are worth studying to identify both areas for improvement and areas of accomplishment. Currently 109 Texas state agencies use the Library and Archives Commission's stack storage or microfilm vault storage services.

STATE AND LOCAL RECORDS MANAGEMENT DIVISION
BENCHMARK SURVEY FY1999

	Arizona	Delaware	Florida ¹	Georgia	Illinois	New Mexico ²	New York	North Carolina	South Carolina	Virginia	Wisconsin	Texas
Formal RM program	X	X	X	X	X	X	X	X	X	X	X	X
Destruction request	X		X					X	X	X		X
Schedules/ No Approval						X						
Schedules for Approval	X	X		X	X		X	X	X	X	X	X
Periodic Re-Approval												X
Amend as Needed	X	X		X	X	X	X	X	X	X	X	X
Comply State Schedules									X	X		
% State Agencies in Compliance FY1999	90	100	100	N/A	87	100	90	85	N/A	N/A	N/A	91
Storage Facilities	X	X	X	X	X	X	X	X	X	X	X	X
% Agencies Using Storage	75	51	90	94	75	95	55	70	76	15	98	69
Total Cubic Ft. Stored FY1999	175,000	19,000	234,089	144,000	105,000	67,125	230,000	155,000	88,480	35,000	172,150	302,750
No. State Employees FY1998 ³	61,904	22,080	176,953	112,373	138,539	42,784	251,587	123,329	80,022	110,675	64,703	268,005
Cubic Ft. per Employee	2.83	0.86	1.32	1.28	0.76	1.57	0.91	1.26	1.11	0.32	2.66	1.13

N/A= Statistics are not gathered on an agency by agency basis.

¹ All agencies must submit destruction requests; however, it is unknown whether all agencies actually submit requests.

² The Records Management Department creates the schedules for the agencies to follow.

³ US Census Data as of March 1998.

SERVICE POPULATION DEMOGRAPHICS

User groups served by the Texas State Library and Archives Commission can be broadly categorized as the general public, libraries and librarians, state agencies and local governments, and individuals with visual, physical, and learning disabilities. Historically, these groups have relied on various agency programs to access information and perform work-related tasks. Those seeking information are increasingly turning to the Web for answers. As a result, the agency's customer base has grown exponentially. Increased awareness of services and heightened expectations for rapid response times also result in increased demands from patron groups.

Four units within the Archives and Information Services Division—State Archives, Reference/Documents, Genealogy, and the Sam Houston Regional Library and Research Center in Liberty—serve Texans with access to historical sources, government documents, and research assistance available nowhere else.

In FY1999, the Talking Book Program (TBP) served 20,841 patrons, 8.42 percent of the estimated eligible population. An estimated 278,530 Texans were eligible for service from the program in FY1999 due to visual, physical, and learning disabilities preventing them from reading standard print. The number of Texans eligible for TBP service increases annually. While services have recently been enhanced by the availability of almost 3,000 digitized Braille books on the Web, many patrons with disabilities do not have the means to purchase the necessary hardware and software to access these materials in their homes.

Programs and activities provided by the Library Development Division currently assist 531 public libraries, which serve over 93 percent of the state's population. About 1.3 million Texans (6.7 percent of the population) have no public library service available. In addition, only about 15.3 percent of the population live in the service area of a library that meets or exceeds the average number of circulations per capita for the ten largest states.

The statewide Texas Reading Club, co-sponsored by the agency and local public and school libraries, serves over 440,000 children in Texas each year. The Club provides public libraries promotional materials and a program manual to establish summer reading programs for children. School libraries later use the materials during the school year. Staff also assists 1,864 public librarians and library directors through various agency programs, including consulting services, in-person workshops, and the division's professional collection.

TexShare, coordinated by the Library Resource Sharing Division, serves academic and public libraries throughout the state. TexShare services include a courier that provides two-day delivery of books statewide, along with electronic databases and a statewide borrower's card.

The TexShare program was transferred to the Texas State Library and Archives Commission on September 1, 1997. At that time, TexShare included 52 institutions. Legislation enacted by the 75th Legislature admitted community colleges in 1997, and was expanded again by legislation in 1999 to serve public libraries. The number of participating institutions has increased to 600 over a three-year period.

Approximately 9,400 state and local government offices currently use records management services. The steadily growing perception among governments that information is an asset and a resource that requires careful management has created a steady demand for the agency's records management consulting and training services. State agencies and public universities also rely on the Library and Archives Commission to help them determine which of their records have permanent, archival value. The increased use of new information technologies among government offices creates a greater demand for advanced and intensive consultations and training sessions.

TECHNOLOGICAL DEVELOPMENTS

A. IMPACT OF TECHNOLOGY ON CURRENT OPERATIONS

Automated and networked applications continue to be essential elements in the delivery of services to clients.

ACCESS TO INFORMATION

Advances in technology have vastly improved the ability of the Texas State Library and Archives Commission to provide services to the public.

The agency has taken advantage of the Internet and Web-based services to provide information to more customers. The agency provides an increasing number of its documents on its Web site (www.tsl.state.tx.us), including the Texas Public Library Statistics and the Texas Library Jobline. The number of electronic documents received by the Federal Documents Depository continues to increase, and the federal government intends to make an increasing number of documents available only in electronic format. Texas documents are available increasingly online. In response to a mandate from the 74th (1995) Legislature to index and make available all electronic state government publications, the agency launched the Texas Records and Information Locator, or TRAIL, which provides one-stop access to electronic state publications (<http://www.tsl.state.tx.us/trail>).

Talking Book Program patrons can access and download almost 3,000 Braille titles in electronic format through a password-protected Internet connection, thanks to the National Library Service's (NLS) Web-Braille system. NLS launched the Web-Braille system late in 1999. NLS hopes to expand the service to also include the current selection of national magazines available in embossed Braille format.

In 1997, the 75th Legislature transferred the TexShare program from the Higher Education Coordinating Board to this agency. TexShare's Web site (www.texshare.edu) supports TexShare programs with services such as grant applications available for downloading, along with lists of TexShare program participants. There is extensive text information on the TexShare Web site as well.

TexShare also provides four online databases, which offer more than 1,000 full-text titles. TexShare databases are loaded on a server at the University of Texas at Austin. The University also delivers technical support for TexShare, under contract with the agency.

To complement TexShare's databases for academic libraries, the State Library provides 80 databases to public libraries and Texas state agencies via TSEL, the Texas State Electronic Library. TSEL offers full-text articles from 2,000 journals, as well as eleven Texas newspapers.

TexShare and TSEL databases are available even in the most remote, rural locations across Texas. Students, consumers, and researchers rely on these services for current, accurate information on health, technology, business, and a host of other topics.

The agency's ongoing efforts to provide increasing amounts of information in electronic format on the agency Web site have enabled thousands of teachers, school children, and other citizens to instantly find the information they need, with less direct intervention by agency reference staff. In October 1998, staff created an intermediary Web page featuring answers to "Frequently Asked Questions," links to other internal pages with value-added census and legislative data, and links to outside sources providing commonly requested information. Since its creation, hits to this intermediary page have increased more than ten-fold.

Staff is also using improved automation information technology to locate additional information resources outside the agency, which in turn allows them to answer an increasing number of reference questions by referring clients directly to those readily available electronic resources.

The complexity of the Internet continues to grow, and more information is becoming available electronically; hence, efforts have been made to organize and index resources for easier reference. TRAIL indexes and provides searching of more than 5,000 Texas state electronic publications, allowing state agency staff to find information produced by other agencies. TRAIL also helps the general public find information about state government.

TRAIL currently provides centralized access to electronic information for over 150 state agencies and academic institutions.

Another way the agency has organized electronic information is the Library Catalog of Texas State Agencies, an automated catalog of the Library and Archives Commission and participating state agencies. All state agency libraries can add their records to this shared resource of government information made available worldwide through this agency's Internet servers.

Agency staff is also making improvements to the search capabilities of the Library and Archives Commission's most in-demand online archival and reference materials. The outreach to libraries and state and local governments also increases due to improved online registration methods for statewide training events. Other changes include improved Web site design and navigational elements that focus on the agency's customers and on the services the agency provides.

Because the agency recognized the value of providing information and services via the Internet, it created a full-time Webmaster position to oversee Web development. The Webmaster and members of a cross-divisional Web team have collaborated to analyze, design, restructure and build a new agency Web site launched in April 2000.

The Library and Archives Commission's increased Web presence has raised new security, maintenance, and training issues agency-wide. The rapid pace of technological change requires frequent software upgrades to maintain functionality. Information Resources Technologies staff must continue to address new issues in security, as new software and services create new possibilities for abuse of the systems.

The Texas Legislature recognized the importance of the Internet in providing services to Texas citizens, and passed more than 30 initiatives in the last session for organizing, securing and improving state Web sites and for improving customer service. The Texas State Library and Archives Commission continues to address and comply with these legislative initiatives.

EFFICIENCY OF OPERATION

The Library and Archives Commission uses technological advances to streamline and automate many of its services, saving both time and money for the organization and its patrons.

The automation of many of the agency's functions provides patrons another method by which to access its services. The agency Web site offers incredible amounts of information 24 hours a day. Patrons may e-mail questions or requests for service to any of the program divisions. The agency has seen a shift in reference requests from primarily mail requests to e-mail requests. E-mail requests increased 45.6 percent in FY1999 over FY1998, while U.S. postal service requests decreased 2.3 percent. This shift has enabled more reference questions to be answered successfully with less direct staff involvement. Staff time conserved in this way will continue to be devoted to compiling and mounting additional online information resources on the agency's Web site. In this way, the agency is using Internet technology to accomplish more of its goals.

The automation of services has also created easier reporting procedures for both patrons and staff. This fiscal year, public librarians will, for the first time, be able to complete and submit their annual reports via the Web. It is hoped that this will make the process easier for the

librarians and decrease mathematical errors. Within the last biennium, reporting capabilities between the Talking Book Program and its parent organization, the National Library Service at the Library of Congress, have shifted from paper to electronic means, saving time and improving accuracy.

Over 55 percent of the records in storage at the State and Local Records Center are now managed in an automated system, and clients are able to enter information about their records from their own computers and submit the information by way of the Internet.

The agency utilizes technology to efficiently automate and manage many of its functions, streamlining agency procedures. Staff throughout the Talking Book Program (TBP) division rely on ACCESS, its automated bibliographic and circulation system, to track the status and location of materials and access patron account information. Reader Consultants in TBP's public service unit search Web-BLND, the Library of Congress' Web-based catalog of books available in braille and audio formats, and use other reference resources via the Internet to assist patrons quickly.

The Library Catalog of Texas State Agencies is one part of an integrated library system that enables users to efficiently search and locate library materials. It automates the search, purchase, cataloging, and circulation of materials, as well as patron registration and report generation, while allowing the libraries to maintain their standardized search vocabulary electronically.

All major library materials jobbers are accessed electronically so that library materials are ordered and confirmed, and missing items claimed online. With the automation by the General Services Commission of its procurement tools and databases, many areas of procurement are now automated. Cataloging, already highly automated, continues to see an increase in the amount of electronic documentation available.

The Federal Documents Depository Program uses password protected areas of the Texas State Electronic Library to handle administrative activities, particularly the distribution of disposal lists for federal publications.

The agency is moving a number of its current applications and services to the Linux open-source operating system. The move to this environment has reduced the cost of operating systems, development tools, and hardware by reducing the number of vendor-specific operating systems.

NEW SERVICES

Technological advances within the agency create new opportunities for service that benefit Texas citizens, state and local governments, and Texas libraries and librarians. The access to service through the Internet on the Library and Archives Commission's Web site, as well as e-mail access to the agency's divisions, has been a tremendous benefit to customers. With the launch of the new agency Web-site in April 2000, users found the interface easier to use and navigate.

In 1999, staff migrated the Library Catalog of Texas State Agencies to a Web-based system that supports links to actual documents. The catalog is now available worldwide.

The Texas Records and Information Locator service (TRAIL) has been enhanced so that it will:

- Identify public information resources in state government,
- Describe the information available in those resources,
- Provide a direct link to that information,
- Be available from a Z39.50 server.

As more agency clientele use electronic mail and the Internet, the number of requests for information and consulting services through these media grows. Web-based registration for in-person workshops has been a welcome service for clientele. In addition to online registration, clients automatically receive a confirmation notice and are able to see who is registered for each event.

As Internet and electronic services become more prevalent in the library community, the need for adequate technology training also grows. All of the staff in the Continuing Education and Consulting (CE/C) Department aid in training Texas librarians in the use of various online and database resources. This department now includes three staff members well-versed in various aspects of technology. One and one-half consultants help librarians in the areas of telecommunications, integrated library systems, and Web-based services. The third consultant specifically deals with various distance learning opportunities and technologies.

The CE/C Department already provides statewide access to library-related satellite videoconferences, and is beginning to create customized training using the Web. For their Small Library Management Program, the group is currently creating online training sessions to be taken before and after the two-day in-person workshop.

CE/C staff is also continuing to investigate the possibility of creating a receive site for satellite and network-based videoconferencing. The Telecommunications Infrastructure Fund Board is providing initial funding for Texas libraries to implement distance learning capabilities. Many libraries already have or will take advantage of this opportunity. With the availability of this service within the agency, divisions could have face-to-face meetings with clients, provide continuing education to targeted audiences, provide consulting on a one-on-one basis, and provide monthly updates to their clients.

The 76th Legislature authorized public libraries to join TexShare, so the agency's next challenge is to integrate TexShare and Texas State Electronic Library database offerings. This integration will make comparable databases available for all Texans who use academic and public libraries statewide. The agency is also researching ways to make all of these online databases available to authorized library customers 24 hours a day, seven days a week.

In addition to improving Web-based information and services to the agency's external clients, the agency is also laying the groundwork to improve its internal Web-based information and communications for its employees. By establishing a networked intranet environment, employees will be able to post, maintain, and access policy and procedural information with just a few clicks of a mouse. Plans for building and maintaining an agency intranet are in progress within the agency.

PARTNERSHIPS

The Library and Archives Commission utilizes partnerships and collaborations with other entities to strengthen its technology-based services and assist other state agencies.

The development and growth of agency services, such as TRAIL and the Library Catalog of Texas State Agencies, continue to increase the Library and Archives Commission's liaison and collaboration with other state agencies.

TRAIL organizes the wealth of electronic information produced by state agencies and academic institutions and enables users to efficiently find information about state government.

The Library Catalog of Texas is a shared resource of government information, and all state agency libraries are eligible to participate by adding their records to the catalog. The State Law Library, the Texas Natural Resource Conservation Commission Library, Department of Information Resources Library, the Comptroller of Public Accounts Technical Library, the Texas Workers' Compensation Commission, and the Legislative Reference Library add their records to this catalog, which allows users to quickly search and locate library materials.

The agency is also participating as a founding member in the Texas Archival Resources Online Project (TARO). Funded by the Texas Telecommunications Infrastructure Fund at a cost of over \$200,000, the 18-month Phase I will convert approximately 46,000 pages of archival finding aids from participating archival repositories into a format meant especially for the Internet. The project will establish an online repository of archival resources for use by every Texan who has access to the Internet. The initial content of the repository will be a database consisting of collection descriptions, or "finding aids," that the member archives and libraries create to assist users in locating information in their holdings. In cooperation with the Library of Congress, the archival community has developed a standard method of creating online finding aids; libraries, archives, and museums around the world are adopting this standard. Initially, this database will reside on a server at the University of Texas at Austin campus. Over 12,000 of the 46,000 pages of finding aids will be from the Texas State Archives.

The Library and Archives Commission also works with the Records Management Interagency Coordinating Council to study the technological aspects of records management.

Partnerships allow the agency to accomplish more of its technology-based goals, and strengthen the effectiveness of state government.

B. DEGREE OF AGENCY AUTOMATION AND TELECOMMUNICATIONS

The Texas State Library and Archives Commission supports fourteen applications and services, 35 servers (including six minicomputers), over 250 desktop computers, a TCP/IP-based Ethernet local area network (LAN), and full service connectivity to the LAN, TEX-AN, and Internet. The agency router in the Lorenzo de Zavala Building is connected to CAPnet via a fiber optic line which is currently providing 10 megabits-per-second access. The State and Local Records Management Center and Talking Book facilities at 4400 Shoal Creek Boulevard are each connected to the Lorenzo de Zavala Building by T-1 lines.

The agency maintains database applications to:

- support the management of the Talking Book Program;
- support the management of the flow of records to and from state agencies;
- provide detailed financial-information required to manage the agency's financial resources; and
- track the use of collections in the Archives and Information Services Division.

The agency also uses the unified state systems provided by the Comptroller, including:

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

Consortium services include the Integrated Library System and the cataloging and Interlibrary Loan service.

The Integrated Library System is a non-profit consortium using SIRSI, Inc. Unicorn Library System to provide a bibliographic database for acquiring, cataloging, searching, and circulating books, documents, and other materials. The agency makes this application, the Library Catalog of Texas State Agencies, available to other state agencies at a minimal cost. The agency encourages the creation of a single catalog that would include all library collections maintained by state agencies.

Cataloging and Interlibrary Loan services are purchased from OCLC and provide cataloging and other related library services for the agency and state agency partners.

LAN and Internet services include:

- the Texas State Electronic Library (TSEL) and the agency Web site that make available collections of information from a growing number of libraries, state agencies, and commercial sources, as well as extensive indexes to the holdings in the agency's various collections and value-added data compiled by staff;
- the Texas Records and Information Locator service (TRAIL), a commercial application to gather and index the electronic documents of all state agencies that are made available via electronic networks;
- electronic mail and network services; and
- desktop backup services for online backups of all systems on the network.

C. IMPACT OF ANTICIPATED TECHNOLOGICAL ADVANCES

Over the next five to ten years, all of the current services of the Texas State Library and Archives Commission will increasingly be performed and delivered electronically. These changes will affect not only how the agency does business, but will also affect the agency's client groups, their environments, and how they do business. For many organizations, information is a tool, and the shift from paper to electronic information is merely an improvement in their access to the

tool. For libraries and archives, whose business is obtaining, organizing, storing, and providing information, the shift from paper to electronic information is both significant and crucial.

ACCESS TO INFORMATION

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

Commercial, state and federal government publishing, and government record-keeping at all levels, will continue to move to online, network-accessible formats. Pricing and licensing agreements with publishers will remain unstable and difficult to negotiate for a number of years, until authors, publishers, etc., have established procedures and standards for online market behavior.

As more people access the agency's holdings electronically, requests for photocopies and reference assistance — by mail, phone, e-mail, and personal visits — will increase until all materials are available for printing online. Users accustomed to accessing current materials in electronic format will expect similar access to the older materials.

The Texas State Library and Archive Commission's acceptance of electronic records as archival materials continues to be an issue. Currently, agencies choosing to create archival records electronically must themselves also provide continuing maintenance and access to the records unless the records can be reformatted to paper or microfilm.

Other approaches to electronic records are under development. For example, the Electronic Records Research Committee of the Records Management Interagency Coordinating Council has published recommendations for creating and maintaining electronic records for as long as they have value.

Commercial, networked information providers are challenging the public libraries' information provider roles. Information needed for children's schoolwork, along with medical, legal, financial, and home maintenance information for adults, traditionally provided by public libraries, is already being provided by Internet businesses. Public libraries continue to develop their electronic roles. These roles include electronic publishing of community resources, providing support for distance learning, subsidized access to online information resources, continuing education, providing a place for people to do teleconferencing, and computer-based training. Assuring information access to Texans who currently don't have access to these resources at home or work continues to be a basic responsibility of public libraries.

EFFICIENCY OF OPERATION

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

A pilot project explored the feasibility of digitally imaging historical documents and providing the information online. Imaging documents not only potentially saves the agency money, but also helps preserve historic documents by reducing handling by staff and patrons. Both agency staff and patrons received the project favorably. The agency received limited funding in FY 2000-2001 for some additional equipment needed to begin the project. However, a large-scale implementation of such a project is not feasible without additional staff resources. Because of the forecast cost avoidance in the long-term, the agency plans to implement portions of the scanning project, relying primarily on volunteer labor.

Over 90 percent of the public libraries in Texas have Internet connections, but increased bandwidth and sophistication of those connections is needed. As more people use the Internet to access services, the need for electronic services, training, and support increases, thus straining the agency's technical and human resources. Widespread connectivity will allow new methods of communicating among libraries and create opportunities for increased resource sharing, such as more effective interlibrary lending of paper materials, substitution of electronic for paper materials, and sharing human resources (to answer reference questions on a distributed basis statewide, for example).

NEW SERVICES

Technology also offers the Library and Archives Commission new and improved opportunities for service to the agency's clientele.

Connectivity of client groups continues to increase, and transactions with client groups are expected to increasingly shift from paper mail, telephone, and personal contacts to electronic transactions. Electronic discussion groups, online training, computer-based training, and, eventually, teleconferencing, will replace some meetings and workshops.

The Talking Book Program is planning to make direct access to its in-house ACCESS system possible through the Internet so that patrons can select books and review account information on their own.

Within this biennium, Continuing Education and Consulting staff hopes to use the Web to provide additional information and learning experiences that would enhance current in-person workshops. Stand alone Web-based continuing education opportunities will also be created. Currently, Web-based courseware software packages are being investigated and evaluated; it is hoped that the agency will be able to implement a server to support this type of software.

PARTNERSHIPS

The Texas State Library and Archives Commission will continue to embrace partnerships as tools to enhance its services to the citizens of Texas. Technological advances have enabled more productive collaborations between entities due to improved communications systems and software developments.

Network technology has opened up possibilities of shared services for client groups who were once served by separate agencies such as the Texas State Library and Archives Commission, Texas Higher Education Coordinating Board, and Texas Education Agency. These collaborations are expected to continue to flourish.

Partnerships will continue to play an important role in the conversion of documents to an electronic or Internet format. The agency anticipates continued involvement with initiatives like the Texas Archival Resources Online Project (TARO).

The University of North Texas Library has formed a partnership with the Office of the Secretary of State to preserve and make permanently available back issues of the *Texas Register*. The Texas State Library and Archives Commission supports this partnership as an exemplary model of interagency collaboration.

D. DIRECTION OF AGENCY AUTOMATION AND TELECOMMUNICATIONS

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

- Adopt a Windows-based desktop as an agency standard;
- Increase user direct access to services via Web-based applications;
- Increase telecommunication bandwidth to support user direct access;
- Adopt the open-source Linux operating system as an agency standard;
- Continue implementation of security technologies and standards;

- Implement teleconferencing capabilities; and
- Adopt planning and training standards and technologies to maximize staff productivity.

ADOPT A WINDOWS-BASED DESKTOP AS AN AGENCY STANDARD

The agency made the decision to adopt the Windows-based desktop as an agency standard to reduce the range of hardware, address problems in acquiring basic software and hardware components, and reduce the workload on the 1.75 FTEs who support the 250 desktop systems. The agency successfully used Macintosh computers for years. Growing problems in obtaining basic software and maintaining compatibility with Windows-based software contributed to the agency's decision to standardize to a Windows-based desktop. Standardization is expected to decrease the workload on the staff who support the desktop systems.

INCREASE USER DIRECT ACCESS TO SERVICES VIA WEB-BASED APPLICATIONS

The State and Local Records Management application currently allows state agency users to enter information related to the storage of their records over Internet-based e-mail. Moving applications such as this to Web-based systems will provide more and better services to users without increasing staff resources. External customers access the agency's networked services via the Internet; therefore, the Library and Archives Commission's emphasis on Web functionality as an effective delivery method will continue to be a primary strategy.

INCREASE TELECOMMUNICATION BANDWIDTH TO SUPPORT USER DIRECT ACCESS

The growth of commercial activities on the Internet results in users demanding more functionality through online services, creating a need for faster, larger networked servers and increased network bandwidth. The agency currently receives telecommunications services (voice, data, and Internet) from the General Services Commission, Southwestern Bell, and Time Warner Cable. Due to the implementation of TRAIL, the publication of more of the agency's collections on the Internet, and the increased number of Internet users, the need for bandwidth to TEX-AN and the Internet has increased. The initial installation of fiber optic access to these services included three fibers, but only one fiber is currently activated. The activation of the remaining two fibers will provide three times the current 10 megabit access. If additional capacity is required, each of the three fibers can be expanded to 100 megabits, depending on the vendor's capacity to support this expansion.

Given the nature of the documents in the State Archives, digital versions of these documents will be exceptionally large files. For example, one new State Archives service under discussion would require online access to a database exceeding 18 gigabytes of data. The movement of these files over internal networks and onto the Internet for customer use will require continued expansion of the network bandwidth.

ADOPT THE OPEN-SOURCE LINUX OPERATING SYSTEM AS AN AGENCY STANDARD

The agency is moving away from vendor-specific UNIX and SCO and has adopted the open-source Linux operating system as an agency standard. The Linux operating system is more cost efficient and provides more hardware independence than UNIX and SCO. This move will reduce the hardware variations which the technical staff must support.

CONTINUE IMPLEMENTATION OF SECURITY TECHNOLOGIES AND STANDARDS

The divisions of the Texas State Library and Archives Commission continue to expand their use of the Internet to provide access to a growing number of applications and materials to external customers. The external access to applications and services and increased electronic government transactions pose potential security threats to the integrity of the agency's information resources. Although most of the agency's information is public information, effective methods of preventing unauthorized access or modification of agency information are required. The agency will continue to implement appropriate and effective security standards as provided by the Texas Department of Information Resources and implement effective technologies to ensure the safety of the agency's information resources.

IMPLEMENT TELECONFERENCING CAPABILITIES

As connectivity of client groups increases, more transactions with client groups will shift from paper mail, telephone, and personal contacts to electronic transactions. Electronic discussion groups, online training, computer-based training, and, eventually, teleconferencing will replace some meetings and workshops. Teleconferencing will potentially become a key method of delivering client group training for some of the agency's programs. The agency will continue to research its options and position itself to maximize the benefit from this technology through individual as well as cooperative efforts with other organizations.

ADOPT PLANNING AND TRAINING STANDARDS AND TECHNOLOGIES TO MAXIMIZE STAFF PRODUCTIVITY

Between 1990 and 2000, the agency increased its number of desktop computer systems by over 525 percent. The number of applications accessed through these systems has also significantly increased. The number of authorized FTEs in the Information Resources Technologies Division, however, has increased by only 19 percent over the same period (from 11 to 13).

The agency's client groups are increasing in number, as well as their level of technical and Internet sophistication; therefore, expectations for expansion of Web-based services are high and continue to increase. Equipment upgrades and increased staff resources are needed to address the changing and growing needs of the agency's customers.

Networked technology has become a necessity for doing business. The reliability of that service is now essential. The agency is at a critical point for envisioning and developing more effective uses of networked services. To effectively manage the shift to Web-based services, the agency's Information Resources Technologies Division will implement standards and technologies to maximize productivity. Effective communication with customers will also promote a better understanding of the realistic limitations of the agency's resources to address technology growth. The adoption and implementation of standards and related technologies will maximize productivity; however, the agency priorities will require additional funding for equipment upgrades, staff, and technical training.

ECONOMIC VARIABLES

Two key variables drive the Texas State Library and Archives Commission's efforts to effectively serve Texans: the state's high poverty rate and rapid population growth. The high poverty rate, coupled with a low per capita income, translate into sparse local support for archives, libraries, and records management services. Texas has the tenth-highest poverty rate in the U.S. In per capita income, Texas ranks 29th nationally, and is 46th in terms of per capita support for public libraries. Rapid population growth and low levels of local support intensify the pressure for archivists, librarians, and records managers to do more with less.

Between 1990 and 1999, Texas was the second fastest-growing state in the nation, with a 14 percent total population increase. The state's population is expected to continue this rapid growth over the next five years, with a total projected population of 22.3 million by the year 2005. An estimated 2.2 million Texans will be over the age of 65 in 2005. This growth will result from an increase in the number of Texans reaching retirement age and an influx of older adults retiring to Texas. The agency anticipates an increased demand for services from the Talking Book Program due to the growth of this population.

These trends underscore the need for the agency's specialized training and consulting services. Considering the state's vast distances and rural demographics, these factors also highlight the need for innovative delivery strategies, such as teleconferencing, and make Texas ideally-suited for collaborative solutions. One such collaborative solution is the agency's State Records Center. Use of this low cost, high density storage facility enables state agencies to achieve almost \$50 million in cost avoidance. Another collaborative solution is the statewide database service, which puts vast storehouses of knowledge on the patron's desktop -- even in the most remote Texas locales. This service erases distance barriers and levels the playing field, so all Texans have access to the same resources.

Moreover, buying databases at the state level enables the Library and Archives Commission to serve Texans at a much lower cost than local communities would pay if they purchased these products on their own. In FY1999, these online database subscriptions would have cost individual libraries more than \$20 million, 10 times their actual cost to the State. So for every dollar spent, the State received a \$10 return on investment.

These innovative approaches exemplify the agency's continuing efforts to partner with archivists, librarians, and records managers statewide to provide the best, most cost-effective services for all Texans.



IMPACT OF FEDERAL STATUTES AND REGULATIONS

A. HISTORICAL INVOLVEMENT OF FEDERAL GOVERNMENT

In the 1930s, the Texas State Library and Archives Commission became an affiliate of the Library of Congress' National Library Service (NLS) for the Blind and Physically Handicapped. Today, the Talking Book Program serves almost 21,000 Texans, using cassette and Braille books, catalogs, and playback equipment supplied by NLS.

From 1956 through 1998, the Library and Archives Commission received federal funds under the Library Services Act and its successor, the Library Services and Construction Act (LSCA), to assist local public library development. During those years, the agency used federal funds to advance a statewide interlibrary loan system, fund the Texas Library System, provide public library construction projects, promote library services to the disadvantaged, and support other projects which demonstrated or fostered improved library service and the sharing of materials among libraries. LSCA funds are no longer available from the federal government.

In 1964, the Library and Archives Commission was designated as a regional depository for federal documents, in accordance with 44 United States Code 1912. This agency is one of only two regional depositories in the state, and serves the 70 Texas libraries that are selective depositories. Selective depositories are libraries which receive only a portion of documents distributed by the U.S. Government Printing Office's Depository Library Program and retain the documents for a limited period of time. Regional depositories receive all publication distributed through the Program and retain them permanently.

In 1996, the Library Services and Construction Act was replaced by Public Law 104-208, the Library Services and Technology Act (LSTA). The Act moved library funding out of the U.S. Department of Education to a newly reorganized Institute of Museum and Library Services (IMLS). While several projects funded under LSCA continued with LSTA funds, the new Act places greater emphasis on programs that support technology in libraries and promote cooperative efforts between libraries, including school, academic, and research libraries. LSTA funding also supports library services to people of diverse geographic, cultural, and socio-economic backgrounds.

B. DESCRIPTION OF CURRENT FEDERAL ACTIVITIES

Under the Library Services and Technology Act, federal dollars can fund only 66 percent of program costs, and require a 34 percent matching investment. Administrative costs are limited to four percent of federal funds received; the remaining 96 percent must be used for direct projects or grants. In FY2000, agency staff participated in training to learn outcome-based evaluation methodologies and will begin applying those methods to selected grant projects during FY2001.

The Federal Financial Assistance Management Improvement Act of 1999 allows the agency the opportunity to provide timely input for changes to the federal grant process.

The Schools and Libraries Universal Service Program (commonly called E-Rate) was established as part of the Telecommunications Act of 1996 with the express purpose of providing affordable access to telecommunications services for all eligible schools and libraries, particularly those in rural and inner-city areas. This federal program provides discounts of 20-90 percent on telecommunications services, Internet access, and internal connections. Since 1997, Texas public libraries have been required to submit a technology plan to the Library and Archives Commission for approval in order to be eligible to receive the federal discount. Agency staff provide assistance to public libraries in developing, revising, and certifying the technology plans, and ensuring that libraries are aware of the available discounts. In FY1999, 124 public libraries received \$1.5 million in discounted services. In FY2000, 143 public libraries received \$1.9 million in federal discounts.

As one of 53 regional depositories for federal government publications, the Texas State Library and Archives Commission permanently maintains and provides free access to more than 1.4 million items produced by the U.S. Government Printing Office. These items are distributed by the federal Superintendent of Documents under the authority of the Depository Library Act. The Superintendent also sets minimum standards for maintaining these documents and makes periodic on-site reviews of the agency's collection and services.

Electronic technology is changing the role of government depository libraries. Regulations and amendments to the Paperwork Reduction Act, Printing Act, Depository Library Act, and the Government Printing Office Electronic Information Access Enhancement Act of 1993 (Public Law 103-40) have extended the definition of government publications beyond paper formats. The federal government is now providing an increasing amount of information in electronic formats, and often publishes exclusively in electronic form.

In December 1996, the Government Printing Office (GPO) issued their *Study to Identify Measures Necessary for a Successful Transition to a More Electronic Federal Depository Library Program* as required by legislation. In this document, GPO outlined several principles fundamental to a depository library system, regardless of format. These principles include:

- The government has an obligation to guarantee the authenticity and integrity of its information.
- The government has an obligation to preserve its information.

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

The migration to electronic resources has skyrocketed in Texas government. Almost all state agencies have Web sites, and many publications are issued on the Internet instead of in print. Some agencies are dropping print publication altogether in favor of online distribution to reduce publication costs and increase access to the information.

The agency's Texas Records and Information Locator service (TRAIL) (<http://www.tsl.state.tx.us/trail>), provides one of the fundamental principles of a depository system regarding electronic resources; that of public access. However, effective methods of authenticity, integrity, and preservation of these electronic resources have not been secured. The Government Printing Office has developed a pilot digital storage facility for electronic resources and is poised to begin deploying this repository. The Library and Archives Commission will examine this and other efforts for digital preservation and authenticity, and develop an effective strategy to address these issues in partnership with depository libraries. Digital preservation will afford Texans permanent and comprehensive access to government resources.

C. ANTICIPATED IMPACT OF FUTURE FEDERAL ACTIONS

Passage of the Library Services and Technology Act (LSTA) removed a great deal of uncertainty about future federal assistance for libraries. LSTA offers more program flexibility and requires less paperwork and reporting than previous programs. However, the Institute of Museum and Library Services (IMLS) has been slow to develop guidelines and rules for regulating use of LSTA funds. IMLS also now requires libraries to report on program activity by populations served, and in accordance with LSTA priorities. In response, agency staff substantially retooled grant administration procedures. Staff are also preparing for a five-year evaluation of LSTA activities, due in 2002.

The Government Printing Office continues to move toward a more electronic federal depository library program; the number of paper products will continue to diminish. Libraries will increasingly be required to purchase robust telecommunications and Internet access services, and provide more computer hardware and software to meet public demand for access to networked government information.

Depository libraries continue to serve as centers for access to federal government information. The Federal Documents Library Program provides access to both tangible and electronic publications not freely available.

The Government Printing Office (GPO) has recently begun developing a system for providing permanent public access to electronic versions of federal government information. Participants involved in the development include government agencies, the National Archives, and the depository library community.

GPO will continue to distribute electronic items through the depository program. The Library and Archives Commission currently owns more than 2,000 such items. Besides storage requirements to provide the service, the agency must also provide adequate computer workstations for the public to use while accessing the information. The minimum requirements for public workstations issued by GPO continue to reflect the cutting edge of technology and will require the agency to upgrade hardware and software periodically to meet the requirements.

OTHER LEGAL ISSUES

A. IMPACT OF DEFERRED STATUTORY CHANGES

The Uniform Computer Information Transactions Act (UCITA) has the potential to profoundly transform the way in which software is licensed and to limit the copyright protections consumers now enjoy when purchasing software. The law was passed in July 1999 by the National Conference of Commissioners on Uniform State Laws and referred to the states for possible enactment by state legislatures. Passage of the Act by a majority of states would alter the relationship between software vendors and consumers. UCITA is intended to govern all contracts for the development, sale, licensing, maintenance, and support of computer software, including contracts for information in digital form, such as electronic books. For the Texas State Library and Archives Commission and other Texas libraries, UCITA would mean higher costs and greater restrictions on information purchased in digital form. If the legislature invites the agency to submit a Fiscal Note on proposed legislation in the next session, staff will identify the anticipated cost increases.

At the same conference, the National Conference of Commissioners on Uniform State Laws also passed the Uniform Electronic Transactions Act (UETA). UETA is designed to facilitate e-commerce not only in the private sector but in government as well. Passage of UETA by the Texas Legislature will significantly increase the volume of government records maintained in electronic format. Management of electronic records poses difficult challenges to state agencies, and with the passage of the Act in Texas, the Library and Archives Commission will see an increase in the use of its records management consulting services.

B. IMPACT OF CURRENT AND OUTSTANDING COURT CASES

At this time, no court cases have been identified that could have a potential impact on the agency.

C. IMPACT OF LOCAL GOVERNMENT REQUIREMENTS

The trend in public libraries has been to restrict service to residents and to operate libraries as revenue-generating entities. There have been a few major milestones in sharing service with non-residents. The largest library in Texas, the Houston Public Library, extended service to all residents of the contiguous counties at no charge. The Austin Public Library has extended services to area school children living outside the city limits. However, a few city libraries lost or refused county funding in 1998, and have stopped serving county residents. Although the percentage of Texans without a public library decreased, the number of Texans without service remains at 1.3 million.

Local governments continue to be more aggressive in their attempts to recover indirect costs from state and federal grants, resulting in higher administrative costs in grant programs. This also reduces available funds for improving local library services. Additionally, an increasing number of cities and counties are questioning the value of applying for grants due to the perceived increase in staff time to apply for, implement, and report on grants.

The 76th Legislature (1999) amended the law related to the formation of library sales tax districts. This law authorized local entities to approve local taxes to establish library service. Nine library tax districts have been established in Texas: Westbank (Austin-West Lake Hills), Salado, Wells Branch (Austin), Benbrook, Dripping Springs, Wimberley, Canyon Lake, Forest Hills, and Bulverde. More communities are exploring the possibilities of establishing library tax districts and call on Library and Archives Commission staff for assistance in understanding the laws and the establishment process.

SELF-EVALUATION AND OPPORTUNITIES FOR IMPROVEMENT

A. MEETING LEGAL REQUIREMENTS AND SERVING CRITICAL POPULATIONS

Audits, program evaluations, and performance reviews of the Texas State Library and Archives Commission by state and federal oversight agencies have been generally favorable. Identified problems are addressed promptly with particular attention given to improving systems for reporting program performance.

A major change in the agency's client populations occurred with the passage of House Bill 2721 by the 75th Legislature (1997), which established the TexShare academic library resource sharing consortium under the administration of this agency. While the agency has always provided some services to the academic community, the passage of House Bill 2721 means that academic library customers are officially included in the list of constituent groups served by the Library and Archives Commission.

Passage of House Bill 1433 by the 76th Legislature (1999) further expanded TexShare to include public libraries. The expansion of TexShare services to public libraries has been a significant challenge to agency staff. Effectively meeting this challenge will require additional staff resources in the future.

The Library and Archives Commission is responsible for providing library service to Texans with disabilities, and those who qualify for service due to a visual, physical, or reading disability comprise a critical population that is underserved. The Talking Book Program can serve about nine percent of the population estimated as being eligible for service with current levels of staffing and funding. Increased funding for travel and outreach is necessary to promote the service throughout the state. Additionally, more staff members are needed to assist patrons and duplicate cassette materials on demand, in order to improve response times and expand the scope of the service.

The 74th Legislature (1995) mandated that the Library and Archives Commission develop new standards for school library services. The agency was not appropriated additional staff or other resources to carry out this directive; however, the agency was able — through collaboration with educators, parents, and librarians — to develop and adopt Standards and Guidelines for School Library Programs in July 1997.

Standards provide guidance to school administrators on how to best structure and manage their school library programs. The goal is to maximize a school's effectiveness in teaching students the skills needed to become competent seekers and users of information, and to become dedicated lifelong learners. In order to ensure the effectiveness and utility of these standards for the schools, the agency needs additional staff resources to provide the same level of consulting, continuing education, and data collection support services to the school libraries that are now provided to the public libraries. These services are specific and distinct from the support that educators — including school librarians — receive from the Texas Education Agency.

While school librarians have always been clients under the agency's general mission, more school librarians and administrators are looking first to the Library and Archives Commission for guidance, assistance, and referral. Small improvements in school libraries are being reported, but there is need for much greater improvement.

The 76th Legislature (1999) passed the first-ever funding for school library materials. The funds for this program are included in the Texas Education Agency budget, which provides matching grants of 25 cents for every dollar spent by local districts for school library materials, for a total possible match of 25 cents per pupil. Funding to the local district is contingent on compliance with some aspects of the school library standards established by the Library and Archives Commission.

B. AGENCY CHARACTERISTICS REQUIRING IMPROVEMENT

NEED FOR HUMAN RESOURCES DEVELOPMENT

The agency does not have adequate human resources to carry out its programs and to meet its goals and objectives. However, the problem is not merely one of inadequate authorized staffing levels. It has also been increasingly difficult to recruit and to retain qualified staff for the agency's authorized positions. Low staff morale caused by meager incentives and inadequate opportunities for professional development contributes to a high level of turnover. Recruitment is hampered by the agency's inability to offer competitive salaries in an increasingly tight labor market, particularly in positions requiring skills and experience related to information technology. Many agency positions that were previously clerk positions now require staff to operate sophisticated computerized inventory systems. However, there are currently no state classifications for these duties, and as a result, salaries have remained static, while required skill levels have increased.

The cap on funds for travel also impacts the agency's ability to provide training to staff. More resources are needed so that management can place a greater emphasis on career development

opportunities. The increase in the Library Assistant and Librarian Salary Classification Schedule in 1999 has helped the agency stay more competitive in this market, but the entry-level salary for professional librarians is still less than that recommended by the Texas Library Association (\$25,932 vs. \$28,000).

NEED FOR IMPROVED TECHNOLOGICAL RESOURCES

To identify, index, and provide printed and electronic information resources to the public, increased investment in technology is necessary. Improved computing and telecommunication capabilities are essential to the management of the explosion of information resources, in both printed and electronic media, and for the agency to maximize the use and sharing of its existing information resources. State or grant funds must be procured to provide the installation of high-speed data lines at the Sam Houston Regional Library and Research Center in Liberty, Texas. This will allow each staff member, as well as the general public, on-site access to the Internet.

Technological resources are needed to improve the agency's ability to deliver assistance and training through distance education. The agency is currently limited to Web-based courses, telephone-delivered courses, and satellite courses purchased from third parties. The ability to provide interactive training to multiple locations at one time maximizes the effectiveness of the agency's training resources.

NEED FOR EFFECTIVE COLLABORATION WITH CONSTITUENT GROUPS

The Library and Archives Commission enjoys effective communication with most of its client groups. A continued effort to build upon improved communications with citizens groups, professional associations, client groups, and advisory committees will help form ties and alliances for support of agency initiatives. This collaborative process has been enhanced by productive working relations with such groups as the Texas Library Association, library system coordinators, public library directors, and others to develop support for agency programs. In developing the Standards and Guidelines for School Library Programs, the agency also developed relationships within the education community, especially the Association of Texas Professional Educators and Texas Education Agency, and regional Education Service Centers. Further collaboration with these groups is paramount in shaping the development of agency policies and programs during the coming years.

Additional opportunities for collaboration are being pursued with public and private organizations that also serve the agency's constituent groups. Examples include partnerships with the Bill and Melinda Gates Foundation, the Telecommunications Infrastructure Fund Board, and Libraries for the Future. Each of these organizations provides funding for public libraries but looks to this agency for major support of their projects.

C. KEY OBSTACLES

SPACE

The growth, value, and use of the agency's collections are restricted by the lack of stack space in existing buildings. Due to a lack of secure storage space in the State Archives and Library Building, approximately 11,000 cubic feet of archival records are now stored at the State Records Center — and the figure increases monthly. Given the current rate of accessioning records of known or potential archival value, within a few years the allocation of space for archival records will begin hindering the ability of the Records Center to carry out one of its primary objectives, providing low-cost storage of semi-active records for state agencies.

Moreover, with the transition of method of finance for the State Records Center entirely to self-generated revenue, the State Archives must pay the State and Local Records Management Program for the space it is using to store archival records. These charges currently amount to almost \$35,000 per year, a figure that will continue to grow, further vitiating an already inadequate budget for the Archives and Information Services Program.

The steadily declining volume of secure storage space at the Sam Houston Center is also a growing concern. The short-term problem is a lack of shelving which is an expensive commodity.

Three archivists were reassigned in 1996 to thoroughly analyze and appraise existing records housed at the individual agencies and offices. The records of only 39 of 155 agencies had been appraised by the end of FY1999. At the rate of 185 series appraised per year, it will take at least 20 years to complete the initial appraisals of the remaining agencies. If additional space and appraisal staff are not allocated soon, the agency may require that state agencies retain such records themselves, and bear the costs of their ongoing maintenance, preservation, and access. In addition to imposing a serious financial burden on government agencies, such a situation could easily result in information of enduring value being lost due to accidental or deliberate destruction.

Lack of space is also an obstacle in the Talking Book Program. The staff members employed at the Shoal Creek location, as well as active community volunteers, vie for work space and restroom facilities. Inadequate accommodations result in less scheduling flexibility for both staff and volunteers and inhibit the growth of the volunteer program. The volunteers are critical to the program meeting its goals.

STAFFING

The volume of demand for services in some operations exceeds the agency's ability to deliver them, in spite of significant productivity improvements in recent years.

The historic understaffing of the Archives and Information Services Program undermines the fulfillment of core responsibilities. Staff assignments are prioritized to meet the most pressing demands. Unfortunately, descriptive work on archival holdings is extremely limited, and preservation treatments have ceased altogether. The consequences of delaying description and preservation are inconvenient to researchers, and can increase the ultimate cost of preservation in most cases.

Understaffing endangers the very existence of archival documentation of electronic records. Agencies continue to create complex relational database systems, geographic information systems, and other increasingly sophisticated electronic records systems. In order to assure the preservation of electronic records of long-term value, records retention requirements must be addressed in the planning and design stages of new information systems. Agencies need assistance to determine which systems have archival value and should be transferred to the State Archives for permanent retention, and which should be retained permanently in the agency, in accordance with requirements for their storage and access to be determined by the Library and Archives Commission. The Archives and Information Services Division does not possess a sufficient number of trained professional archivists to identify and appraise those systems. Further, the Library and Archives Commission does not presently possess the necessary hardware and software to permit the transfer of and access to those information systems.

The Records Management Interagency Coordinating Council (RMICC), in its 1997-1998 Biennial Report, recommended that the complex issues of retaining electronic records of enduring value for historical and research purposes be further studied to identify available options and associated costs. The costs will be substantial; but, necessary for the appropriate preservation of significant records in electronic format — records currently at risk of being lost.

Understaffing in the Archives and Information Services Division also limits the level of customer service that can be provided. The number of requests received via e-mail continues to grow at an alarming rate. Rapid technological advances, coupled with increased public familiarity with the Internet, has also increased user expectations for an immediate electronic response.

In the Library Development Division, the agency's ability to deliver services at a level that meets client needs is also limited by staffing levels. The use of distance learning technology has not reduced the level of staffing needed; if anything, it has had the opposite effect. For example,

when the department provides access to video conferences purchased from third party vendors at multiple sites around the state, the participants in distant sites require additional support, not only in the form of coordination and instructional materials, but also with subsequent information, advice and guidance. The program currently supports 12-20 video conference sites, but as the technology becomes available in more locations, clients expect the agency to offer the programs at those locations as well. Staff is also coordinating more training opportunities for the Library Resource Sharing Division to support programs for public and academic libraries and is expected to support training provided through the Bill and Melinda Gates Foundation grants. These grants will bring an estimated \$12 million to Texas public libraries, but require the support of this agency. The Library and Archives Commission simply lacks the staff to provide these services at a level that meets customer demand.

The Talking Book Program is also having difficulty in meeting client needs because of inadequate staffing levels. The program experienced a drastic increase in circulation between FY1991 and FY1999—a staggering 72 percent. However, staffing for the program remained static throughout that period. The increase in circulation can be attributed to automation enhancements and extensive use of volunteers, which have enabled staff to accomplish work more efficiently.

In FY1999, the Talking Book Program succeeded in serving less than 10 percent of the population eligible for service, and 76 percent of the calls from patrons attempting to reach a Reader Consultant received a busy signal. The number of staff members available to interact with patrons, duplicate copies of high-demand cassette materials, and coordinate circulation of books and magazines limits service growth. Patrons often go unserved, or discontinue use of the program, because they are unable to communicate with Talking Book staff. Technology has streamlined workflow, but the human element is essential in the customer service equation.

Understaffing of the State and Local Records Management Program has not been as acute as that in other agency programs — until FY2000. Two activities of the program, records storage services and imaging services, operate on a cost-recovery basis. The agency has long made considerable use of temporary labor as camera operators and document preparation clerks to undertake and complete microfilming projects for state agencies. The enactment of Section 9-6.14 of Senate Bill 1 by the 76th Legislature (1999) forced the agency to curtail the use of temporary labor in imaging services to such an extent that the agency anticipates a loss in revenue of approximately \$300,000 in FY2000 — a reduction of about 33 percent from FY1999. The imaging services activity cannot generate projected revenues in FY2000 and FY2001 without accepting imaging projects that require supplemental temporary staff on a long-term basis.

RELIANCE ON AUTOMATED INFORMATION RESOURCES

The Library and Archives Commission has become increasingly reliant on computing and telecommunications technologies; some service delivery cannot function adequately without this

technology. The investment in information technology and networks has improved internal communication and enhanced productivity. When staff members are delivering services in distant sites, they can respond to some client needs before returning to the central office. They are also able to participate in staff dialogs on policies and procedures while away from the office. This reliance on a "virtual office" has had a noticeable impact on the way the agency does business.

These trends magnify the importance of further investments to sustain the services and maintain the availability of all key systems at or above 98 percent of the requested hours. Increased resources are needed to support continuing education of staff and upgrade current hardware and software technology.

PLANNING AND BUDGETING

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

Dramatic changes have taken place in the basic federal structure for supporting library services. The 40-year-old Library Services and Construction Act expired and was replaced by new legislation, the Library Services and Technology Act. The new Act shifts the emphasis to using technology to provide networked and collaborative services, and to develop services for underserved populations — especially children and people living in poverty. These priorities are appropriate, and the agency must dramatically adapt its own traditional programs for assisting most public libraries to effectively administer these funds. The expansion of the federal program from exclusively public libraries to *all* libraries reinforces the recent direction of state programs. As a result, the agency has become increasingly active with the academic and school library communities. In short, the Library and Archives Commission is in a transitional period that will require careful planning as the agency expands its client base and restructures its programs accordingly.

D. OPPORTUNITIES

Although faced with many obstacles, the Texas State Library and Archives Commission also may avail itself of numerous opportunities to provide an expanded array of services to its various client groups, to enhance and improve the effectiveness of its operations, and to play a more active role in state government in general.

ENHANCE STATEWIDE SHARING OF LIBRARY RESOURCES

House Bill 2721, which shifted administrative responsibility for the TexShare library consortium to this agency, prompted the Library and Archives Commission to establish a new division to coordinate and manage statewide library resource sharing activities. The agency now operates networked resource sharing initiatives for two distinct constituencies: public libraries and academic libraries. The Texas Education Agency operates similar programs for school libraries. As the sole state agency concerned predominantly with library issues, resources and services, the Library and Archives Commission is involved in joint planning efforts to better coordinate and develop these separate programs and to ensure the most effective use of limited state resources.

It is not only in the arena of high-technology programs that resource sharing is important. The agency can now utilize the features of online catalogs and communications systems already in place to organize the statewide interlibrary loan network to operate at a lower cost, while maintaining or improving the level of service. With these savings, the agency can increase the level of resource sharing by reimbursing libraries for direct services to persons from other libraries. Similarly, the TexShare courier provides faster interlibrary loan service statewide, and yields cost savings for academic and public libraries across Texas.

ENSURE THAT LIBRARIES HAVE THE TELECOMMUNICATIONS INFRASTRUCTURE THEY NEED

It is increasingly difficult for libraries of all kinds to provide the range of information products and services that their clients demand, without reliable and affordable access to broadband telecommunications services. The Library and Archives Commission has worked closely with the Telecommunications Infrastructure Fund Board (TIF) to advance programs of support for the development of information infrastructure for libraries. To date, TIF has provided \$14 million for 592 public library locations, both for initial funding of technical infrastructure and to enhance existing infrastructure. Approximately 90-95 percent of the public libraries in Texas will have Internet access by June 30, 2001. By the end of the current grant cycle, every public library who desires Internet access will have been provided an opportunity for TIF to provide the initial investment.

Similarly, grant programs for community college connectivity have provided more robust Internet access and technical infrastructure for each community college, college or university in the state. Agency staff played an active role in working with TIF staff and the TIF Advisory Committee to develop these programs.

Since 1998, agency staff have also worked with the Bill and Melinda Gates Foundation to bring an estimated \$12 million in grants to Texas public libraries. These grants will add additional public access workstations and training labs throughout the state. The Library and Archives Commission advocates for all libraries to have the telecommunications infrastructure they need to carry out their programs of service.

The Federal Telecommunications Act of 1996 established a Federal Universal Service Fund (USF), an important new program of support for discounted telecommunications rates for schools and libraries. Agency staff have worked hard to provide information and assistance to libraries seeking to benefit from this new program by providing workshops and information on the complex application process. The agency also formally accepted responsibility for approving the technology plans that are required for every applicant under the USF program. The further development of this program will require consistent agency involvement to assist libraries in maximizing the benefits of these discounts.

PROVIDE INFORMATION THROUGH THE INTERNET

Since 1994, the Library and Archives Commission has provided an effective public gateway to electronic information, including federal and state government information and commercial database services. A good example of the agency's effective online services is the Texas State Electronic Library. Since FY1994, this service has provided one-stop access to commercial full-text databases and other resources that enable public and state agency librarians to better serve their clients. It also provides access to 80 general and specific databases, with articles from 2,000 full-text journals and eleven Texas newspapers. The availability of these storehouses of knowledge in even the smallest, most remote communities enables rural Texans to use resources that were formerly available only in large, urban libraries.

Another example of effective electronic library service delivery is the Texas Records and Information Locator service (TRAIL). Launched in response to a legislative mandate to index and enhance access to state agency publications, TRAIL is a comprehensive source for state government information, regardless of format. TRAIL indexes and provides searching of more than 5,000 Texas state electronic resources, from more than 150 state agencies and 30 state colleges and universities.

Through TexShare, the agency has an opportunity to expand and integrate electronic services, including TRAIL, the Texas State Electronic Library, and nearly one hundred electronic information databases. Coordination with other libraries and electronic information providers across the state will help build a comprehensive electronic library all Texans can use effectively — anytime or anywhere.

USE OF TECHNOLOGY TO IMPROVE ACCESS AND PRESERVATION

Continuing advancements in information technologies, particularly in the area of digital imagery, offer libraries and archives new preservation and access opportunities. The ability to transmit digital images of unique and valuable archival resources over communications networks to users— on-site as well as at distant locations — without any wear or possible damage to the original items will contribute significantly to their long-term preservation and availability. Unpublished finding aids are already on the agency's Internet server, making them available to multiple users at the same time, both on-site and throughout the world. These systems should be fully developed to provide enhanced access to the wealth of resources that have been relatively inaccessible in the storage stacks of the State Archives. Additional resources are needed to organize these materials, create digital images, and develop the access and retrieval systems to make them available electronically on the patron's desktop.

IMPROVE SERVICE DELIVERY THROUGH ADVANCED TECHNOLOGY

Advances in technology, primarily the viability of the Internet and the development of the agency's network capabilities, will allow the agency to expand services currently being provided through conventional means. An example is the opportunity for teleconferencing, distance learning, and other network-based consulting and continuing education programs for librarians, government records managers, and others. A second example is the opportunity to streamline the agency's publishing operations by converting some of our own publications to electronic format, thus reducing production and distribution costs. The agency's Web site continues to become an important information gateway to information about the agency, its resources, and services. In addition to a home page highlighting important developments within the agency, this Web site provides Internet users with immediate access to the programs, services, and collection holdings of the agency, as well as other important news from the Texas information community and other Internet resources.

INCREASE EARNED REVENUES, GRANTS, AND GIFTS

Other opportunities exist for the Library and Archives Commission to advocate for foundation funding for the historical projects of the State Archives and Regional Historical Resource Depositories. The major unsolved obstacle to this opportunity is staff time to develop proposals for foundation grants.

Ongoing efforts to attract gifts for special projects to enhance services provided by the Talking Book Program (TBP) can be intensified. Additional staff resources would facilitate this effort. TBP has benefited from the receipt of several substantial bequests during the past biennium. Funds will be used to enhance outreach efforts and services to patrons, and to address some

unmet needs at the TBP Circulation facility. Because the agency cannot depend on regular contributions of this kind, however, and because of various restrictions in using this funding, the agency is somewhat limited in the ways these funds can be used to support direct service to patrons.

The Friends of the Talking Book Program Volunteer Recording Studio, Inc. is a support group formed in FY1996. This group has achieved success in raising funds for purchases that assist in the production of audio books, including reel-to-reel master tapes, book weights, headphones, and other production tools.

The Library Development Division received a grant from the Institute of Museum and Library Services for staff to attend training and receive technical support for development of Outcomes Based Evaluation of projects.

House Bill 1227 in the 76th Legislature (1999) provides for the issuance of a New Millennium license plate for passenger cars and light trucks. The proceeds from the sale of these plates will be used to fund grants for reading programs in public libraries. The project has the potential to raise additional revenues for the agency to grant to libraries; however, it also requires a substantial amount of planning and promotion work on the part of agency staff. Staff are working to coordinate the effort with other organizations, such as the Texas Library Association, and have secured a donor to make the \$15,000 deposit with the Texas Department of Transportation to begin production and sale of the plates.

The 76th Legislature also passed Senate Bill 691, which authorizes the creation of a permanent, non-expendable fund which would, if funded, provide direct aid to Texas public libraries.

INCREASE SUPPORT FOR AGENCY PROGRAMS

Libraries and archives provide valuable services to the citizens of Texas and enjoy broadbased community support. Increased public participation through advisory groups, in efforts like the long-range planning process and sunset review, has helped form ties and alliances for support of agency initiatives. The recent creation of an Archives Committee within the Texas State Historical Association offers another opportunity for support of the agency's archival activities. This support will come from the state's sizable community of professional and amateur historians that use the agency's archival services extensively. The agency must increase its outreach to all groups who receive its services, either directly or indirectly, and improve its ability to market its programs and services. The agency also needs to build better lines of communication with other constituent groups in local communities.

EXPLORE ALTERNATIVES FOR SERVING UNSERVED POPULATIONS

The Library and Archives Commission awarded three grants in FY1999 and four grants in FY2000 to establish library service in unserved areas of the state. The Establishment Grant Program, along with legislation that permits the creation of library tax districts, has helped to increase the availability of library service. The agency expects to provide one new grant in FY2001.

The 1.4 million persons without library services represent an opportunity for the agency to partner with local libraries to extend services to this population. This opportunity carries the challenge of overcoming geographical, administrative, and political obstacles, including the frequent lack of a local entity with which to work. Alternative methods of service delivery, such as electronic information networks, electronic document delivery, and resource sharing, are services that can be extended to the unserved, especially in isolated rural areas.

FORMATION OF STATE INFORMATION POLICY

The agency must continue to take a leadership role in working with other state agencies, through the Records Management Interagency Coordinating Council and other bodies, to establish sound state information policies and programs. Policies must be adopted that will ensure the development and implementation of recordkeeping systems that use information technology to manage the state's electronic records as effectively as its paper records have been managed. Effective policies will ensure that electronic records are preserved as long as they are needed. The agency can play a key role in this arena because of its specialized staff skills in organizing information, its advocacy for equitable public access to government information, and its relationship with government records management programs, state agency libraries, university libraries, and public libraries.

IMPROVE COST-EFFECTIVENESS AND EFFICIENCY IN GOVERNMENT RECORDKEEPING

At a time when an expanding demand for government services is challenged by limited public resources, the agency can assist in the development of records management programs in state agencies and local governments that will provide cost savings of millions of tax dollars. Cost avoidance for government recordkeeping can be dramatically improved through the use of retention schedules to dispose of obsolete government records, the low-cost storage of inactive records, the organization of active records for easy retrieval, and the appropriate use of recordkeeping technologies. Dependable, time-sensitive accessibility to records is critical for sustaining services to Texans and improving accountability of government operations.

E. RELATIONSHIP WITH LOCAL, STATE, AND FEDERAL ENTITIES

The Library has a statutory advisory structure to coordinate its work with local governments and state agencies.

The Local Government Records Committee is comprised of ten local government and two state agency officials to advise and approve rules affecting local government records and review all other policy matters concerning local government records.

The 76th Legislature (1999) created the Electronic Recording Advisory Committee to recommend rules to the Library and Archives Commission that would permit county clerks to receive and record documents, especially in county real property records, by electronic means. The nineteen-member committee is comprised of a mixture of state officials, county clerks and judges, and representatives from the title industry.

The Records Management Interagency Coordinating Council is composed of the elected or appointed heads of seven state agencies or their designees. The Council reviews the activities of each member agency that affects the state's management of records, studies other records management issues, and reports its findings and any recommended legislation to the governor and legislature every two years. The Council is not technically an advisory committee to the agency; however, the Library and Archives Commission carries out many of the Council's recommendations through its existing rulemaking authority.

The Library Systems Act Advisory Board has a membership of five librarians to advise on operation of the Library Systems Act. The Library Services and Technology Act Grant Review Panel has ten members representing different types of libraries and their customers, and advises on library development policy issues and the use of federal funds to improve library services. Agency staff also meets with representatives of library systems several times a year to coordinate the delivery of services to local public libraries.

The TexShare Advisory Board is comprised of eleven individuals, two each representing the state-supported colleges and universities, the community and junior colleges, and the private universities and colleges; two members of the general public; two public library representatives; and one member at large. This Board advises the agency on all aspects of the operation of the TexShare consortium.

The Texas Historical Records Advisory Board (THRAB) works to ensure the comprehensive and efficient preservation of the state's unique documentary heritage, including state records, local government records, and historical manuscripts. The governor appoints two citizen members.

The state archivist serves as THRAB coordinator. Six remaining members — with demonstrated experience in the administration of government records, historical records, or archives — are appointed by the Director and Librarian of the Library and Archives Commission.

The Talking Book Program cooperates with a nationwide network of libraries providing library service to persons with disabilities. Coordinated at the national level by the Library of Congress, this network provides thousands of books that would otherwise be unavailable to Texas readers with disabilities.

The agency continues to work closely with other state agencies to promote a number of initiatives and activities. For example, agency staff provides expertise and information to assist the staff of the Telecommunications Infrastructure Fund Board as it develops programs relevant to libraries. The agency also maintains a high level of cooperative interaction with the staff of the Department of Information Resources in developing standards and guidelines, and in addressing information technology issues.

The agency also works proactively with various client groups to turn opportunity into achievement. A group of Texas librarians, including agency staff, created the "Z Texas Profile" or Z39.50. This profile provides standardization among client-server platforms and provides for searching a variety of online databases using the same interface. Vendors of library systems continue to re-configure their systems to meet the profile.

The Library and Archives Commission also works with a range of non-governmental entities. The agency takes a leading role in endeavors such as the Texas Book Festival. Agency staff provides consulting services for funding entities, such as the Tocker Foundation and the Seawell-Elam Foundation, to assist them in developing guidelines for grants programs, scoring grant proposals, and supporting libraries in carrying out grant-funded projects. Over the next year, agency staff will also be working directly with the Gates Library Foundation to plan and implement Foundation grants to Texas communities.

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

- The agency's most important resource is an educated and motivated staff, led by effective division-level managers.
- The library and archival collections that the agency maintains are a key resource, without which the agency would be unable to achieve its mission. These include the State Archives, the U.S. and State Documents collections, the Library Science Collection, and the Talking Book Program collection.

- The micrographics and digital imaging facilities in the State and Local Records Management Division are an important resource for carrying out the work of that division, as is the storage capacity of the State Records Center.
- Volunteers are a vital resource and are critical to meeting the program goals of the Talking Book Program and the Archives and Information Services Division. In 1999, volunteer hours worked in these two divisions would be equivalent to an additional 16.5 FTEs.
- In achieving many agency goals, staff must rely on the cooperation and collaboration of numerous state, local and federal officials and staff. Among these are records management officers in state agencies; local government records management officers; the librarians of state agencies libraries; the directors and staffs of the public, academic and school libraries in the state; and network division staff at the National Library Service.
- In promoting resource sharing among all types of libraries, the agency must rely heavily on the rich collections of the public, academic and school libraries of the state.
- Agency staff cannot do their work without access to a robust local area network connected with broadband access to the Internet.
- Staff must also have access to the OCLC Library Network, through the AMIGOS Bibliographic Council, which provides a massive database of bibliographic records.
- The members of the Texas Library Association are an indispensable resource in assisting the agency in developing programs of service that meet the needs of their clients, the residents of Texas.

G. EMPLOYEE PERCEPTION

To assess our employees' opinions, the Texas State Library and Archives Commission participates in the Survey of Organizational Excellence, conducted every two years by the University of Texas at Austin School of Social Work.

On average, the data shows employees rated the agency on average higher in 18 of 20 construct categories than they did in 1998. The greatest gains were in the constructs: Employment Development (+6.0 percent), Adequacy of Physical Environment (+4.9 percent), and Job Satisfaction (+3.3 percent). The construct Employment Development measures staff "perceptions of the priority given to the career and personal development of employees by the organization." The increase in this area may be the result of management's conscious efforts to respond to the staff's concerns in the previous surveys. Efforts in this area include a higher emphasis on staff development training and an emphasis on promoting from within.

The least improved constructs were Benefits (+0.3 percent), Goal Oriented (-1.1 percent), and Team Effectiveness (-1.9 percent). The Team Effectiveness construct assesses staff opinion of "the effectiveness of their work group and the extent to which the organizational environment supports teamwork among employees."

Overall, the highest rated constructs in the current survey are Strategic Orientation (407 points), Quality (377 points), and External Communication (374 points). The lowest rated constructs are Fairness (294 points), Supervisor Effectiveness (290 points), and Fair Pay (278 points). These were also the agency's lowest constructs in both the 1998 and the 1996 surveys; they also tend to be at the bottom of all agencies that participated in the survey.

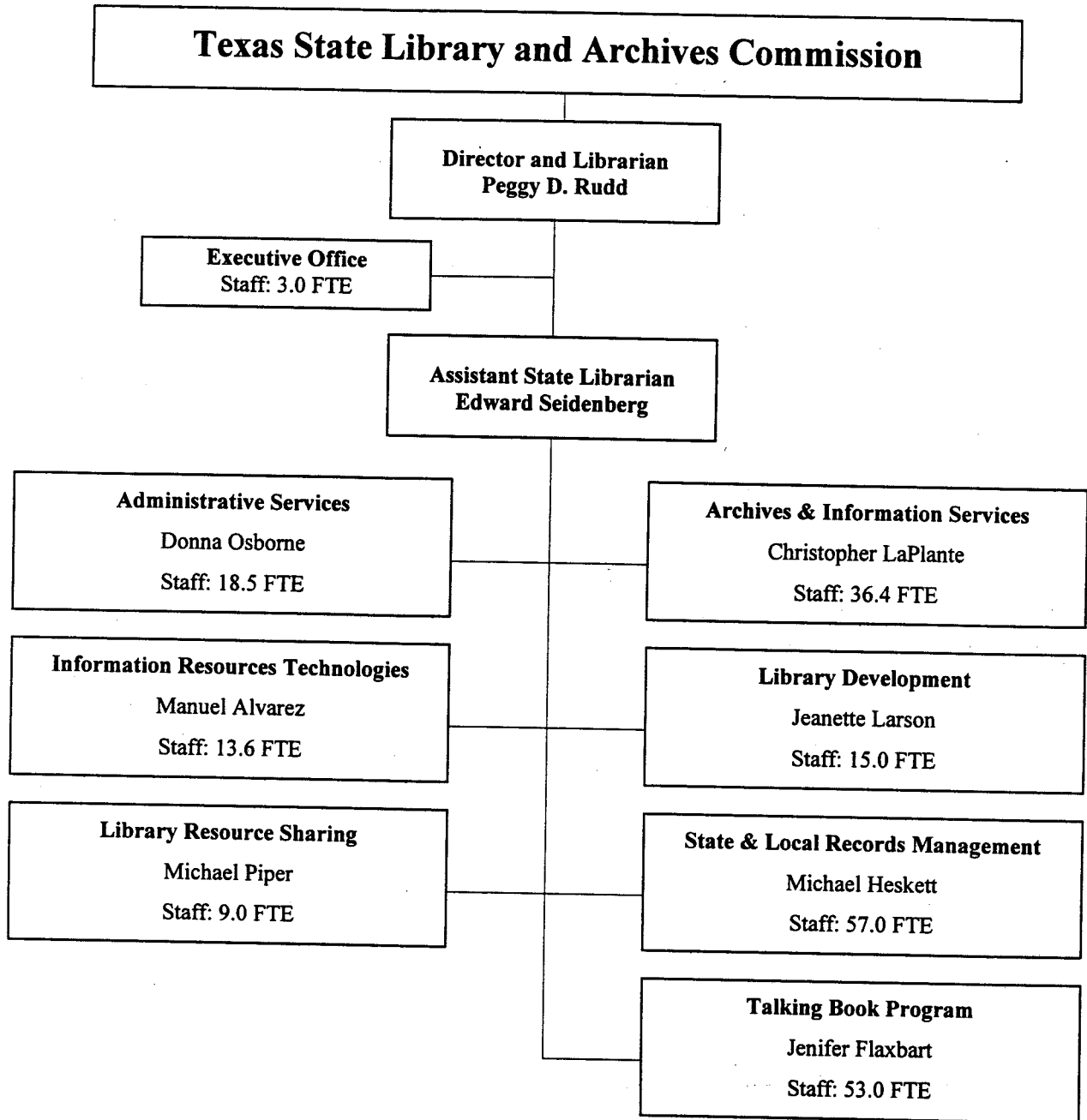
In response to the survey, agency management appointed an Organizational Excellence Task Force (OETF) to examine agency strengths and weaknesses in greater detail. Comprised of staff members from each agency division, the OETF's mission is to distribute information about, collect feedback on, and develop recommendations for improvement in agency performance. During the coming biennium, agency management will work closely with the OETF to address employee concerns.

AGENCY'S PLANNING PROCESS AND TIMETABLE

- January 19, 2000: Initial discussion of Strategic Planning among the division directors and management; assignments were made for reviewing and recommending changes to various sections of the plan.
- January 20 - March 10: Management and division directors reviewed existing Strategic Plan and submitted updates to various authors for compilation. Director and librarian revised the vision and mission statement. Managers met regularly to discuss and review goals, mission, vision, strategies, and measures. From this effort, an initial draft of the Strategic Plan was developed.
- March 13: Initial draft of the Strategic Plan was sent to members of the Texas State Library and Archives Commission.
- March 17: Submitted the initial draft of the Compact with Texans and the request to approve changes in budget structure, and definitions of outcome, output, efficiency, and explanatory measures to the Legislative Budget Board and Governor's Office of Budget and Planning.
- March 27: Initial draft of the Strategic Plan was discussed at a meeting of the Texas State Library and Archives Commission.
- March 28 - April 28: Completed and revised plan as necessary.
- April 4: Met with analysts from the Legislative Budget Board and Governor's Office of Budget and Planning to discuss suggestions for improvement to the measures definitions and the Compact with Texans.
- May 1: Submitted final draft of Strategic Plan to Library and Archives Commission for approval.
- May 15: Texas State Library and Archives Commission reviewed and approved the Strategic Plan.
- June 1: Submitted Strategic Plan to Legislative Budget Board, Governor's Office of Budget and Planning, and others.

AGENCY ORGANIZATION CHART

Number of FTE employees in FY00: 207.5



FIVE-YEAR PROJECTIONS FOR OUTCOMES

(Assumes Continuation of FY01 Funding Level)

OUTCOME MEASURES	2001	2002	2003	2004	2005
OBJECTIVE A.1					
Percent of population living within the service areas of public libraries whose services (circulations per capita) meet or exceed the average of the 10 largest states.	14%	14.5%	14.5%	14.5%	14.5%
Statewide average of the number of library circulations per capita.	4.0	4.1	4.1	4.1	4.1
Percent of the population living outside of the service areas of public libraries.	6.6%	6.4%	6.1%	5.9%	5.7%
Dollar value of cost avoidance achieved by library resource sharing (millions).	\$59.4	\$62.6	\$66.0	\$69.3	\$73.1
OBJECTIVE A.2					
Percent of eligible population registered for Talking Book Program service.	8.2%	8.1%	8.0%	7.8%	7.7%
OBJECTIVE B.1					
Percent of reference questions satisfactorily answered.	95.0%	95.0%	95.0%	95.0%	95.0%
Percent of customers satisfied with State Library services.	98.0%	98.0%	98.0%	98.0%	98.0%
OBJECTIVE C.1					
Percent of state agencies administering programs based on approved records schedules.	92%	93%	93%	94%	94%
Percent of local government offices administering programs based on approved records schedules.	67%	69%	71%	73%	75%
Dollar value of cost-avoidance achieved for state records storage/maintenance (millions).	\$52.0	\$53.6	\$55.0	\$56.3	\$57.7
OBJECTIVE D.1					
Percent of total dollars spent with HUB vendors.	12.5%	12.5%	12.5%	12.5%	12.5%

MEASURE DEFINITIONS

OBJECTIVE A.1 OUTCOME MEASURES

Percent of Population with Services Exceeding Average

Short Definition	Measures the percent of Texans who have access to libraries with higher than average usage, as measured by circulation of materials that exceeds the national average.
Purpose / Importance	This measure is intended to show the percent of the population living within the service areas of public libraries with circulation that meets or exceeds the national average for per capita circulation. This is a standard representation of library use and compares use of Texas libraries against a national benchmark.
Source / Collection of Data	Public libraries in Texas are required to submit data as part of their annual report to the agency. One data element collects circulation figures. The agency assigns population based on the Census estimate that is published when the first annual reports are submitted. States, including Texas, report this data on public libraries to the U.S. National Center for Education Statistics (NCES). Data collected from these reports is used to determine the population served and the total circulation transactions for all states. This data are available only annually.
Method of Calculation	The library circulation transactions from the annual reports submitted by Texas public libraries are compiled. The total state population is determined based on the Census estimate that is published when the first annual reports are submitted. The circulations per capita are computed by dividing the total number of library circulation transactions by the population. The average circulation per capita nationally is computed in the same manner from the NCES data. The average circulation per capita for the ten largest states is computed. The population residing in the service areas of Texas libraries that have circulation per capita greater than or equal the average for the other states is computed. The data elements are smoothed by computing a five-year linear trend to reduce the impact of new Census reports that are published on a somewhat erratic schedule. Population for Texas libraries that meet or exceed the average national circulation is calculated as a percentage.
Data Limitations	Data are collected from reports submitted by each state to the NCES. The data are not independently verified and is available only annually, usually by February 1. Once the data are reported errors cannot be corrected. Circulation of library materials has long been considered to be the most relevant measure of library service; however, as library service changes to include more electronic resources, circulation may become a less accurate and true measure of library service.
Calculation Type	Non-cumulative
New Measure	No
Desired Performance	Higher than target

Statewide average of the number of library circulations per capita

Short Definition	Measures the average use of public libraries as demonstrated by circulation of materials.
Purpose / Importance	This measure is intended to show the average number of circulations of library

	materials in Texas public libraries. It provides one measurable calculation of local residents' use of public libraries.
Source / Collection of Data	Data are collected from annual reports submitted by local public libraries to the State Library. Data is based on local fiscal years, which vary.
Method of Calculation	The number of library circulations are compiled. The total state population is determined based on the Census estimate that is published when the first annual reports are submitted. The total number of circulations is divided by the total state population represented as a percentage.
Data Limitations	Reports may be based on sampling or estimates. The data are not independently verified. Once the data are reported errors can not be corrected. Circulation of library materials has long been considered to be the most relevant measure of library service; however, as library service changes to include more electronic resources, circulation may become a less accurate and true measure of library service.
Calculation Type	Non-cumulative
New Measure	No
Desired Performance	Higher than Target

Percent of Population without Public Library Service*

Short Definition	Gages the percent of Texans who do not have a public library.
Purpose / Importance	This measure is intended to show the percentage of Texans who live outside the service areas of public libraries and, by comparison, the percentage of Texans who are served by a public library. It measures the number of Texans who do not have access to a publicly supported library.
Source / Collection of Data	The State Library assigns the amount of population served by each public library in accordance with administrative rules; generally, population is assigned on the basis of the governmental units that fund a particular library. This is done annually and is completed no sooner than late July. The data are available only annually.
Method of Calculation	The percent of population living outside of the service areas of public libraries is computed by subtracting the population served from the total population and dividing by the total population. Data elements are smoothed by computing a five-year linear trend to reduce the impact of new Census reports that are published on a somewhat erratic schedule.
Data Limitations	The population is generally assigned based on governmental units that fund a particular library. This does not take into account libraries that are willing to serve people outside their governmental funding units who may not have access to any other public library. When governmental units funding the public library do not match-census data units (city, county), population is extrapolated from available data to assign service population.
Calculation Type	Non-cumulative
New Measure	No
Desired Performance	Lower than Target

Dollar value of cost-avoidance achieved by library resource sharing

Short Definition	This is the amount of cost-avoidance realized by Texas libraries because of TexShare and the other resource sharing programs and services provided.
Purpose / Importance	This measure shows the cost savings realized through library resource sharing services. It demonstrates the economies of scale and expanded services made possible by statewide resource sharing programs.
Source / Collection of Data	Costs for individual libraries to provide access to databases are estimated from vendor's price schedules. Costs to purchase materials received through interlibrary loan are calculated using the published average costs for books and commercial document delivery services. Costs to provide access to state agency publications are estimated by calculating the cost of postage to mail the materials individually. Library resource sharing program costs include all allocable direct costs and are obtained from internal budget summaries.
Method of Calculation	<p>The State Library compiles a listing of database products purchased on statewide contract. It includes the cost each library would pay for these products, if libraries purchased them on their own. Interlibrary loan statistics are derived from reports submitted by interlibrary loan centers and a commercial vendor. The State Publications Depository Program tracks the number of publications distributed to state publications depository libraries. Participating libraries annually report the number of items circulated as part of the TexShare Card program.</p> <p>The reported measure is determined by: (1) estimating the cost for participating libraries and state agencies to provide electronic access to databases, acquire state agency publications, and to purchase materials received through interlibrary loan, and the TexShare Card; and (2) subtracting actual expenditures of TexShare and other library resource sharing programs. Calculated annually.</p>
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."
Calculation Type	Non-cumulative
New Measure	No
Desired Performance	Higher than target

STRATEGY A.1.1 OUTPUT MEASURES

Number of books and other materials made available/circulated by library resource sharing

Short Definition	This is the number of items made available by library resource sharing services.
Purpose / Importance	This measure shows the wide range of informational materials made available through library resource sharing services. It demonstrates how resource sharing services extend the range of materials available in libraries across Texas.
Source / Collection of Data	Includes interlibrary loans supplied, books, articles, audiovisuals, microforms, state publications, electronic publications and other materials supplied. The count of electronic documents represents the number of times project-funded resources (files, menus, graphics, or services) are used.

Method of Calculation	Reported quarterly, based on computer logs or on-site counts by participating libraries, contracting vendors, and the State Library. Some reports will include materials received from orders placed in the previous fiscal year. Based on non-unique counts each time materials are provided.
Data Limitations	Since database and interlibrary loan statistics are submitted by third parties, they are sometimes incomplete, or are sent too late for inclusion in quarterly reports.
Calculation Type	Cumulative
New Measure	No
Desired Performance	Higher than target

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

Short Definition	This is the number of people who receive library resource sharing services.
Purpose / Importance	The measure demonstrates that many Texans benefit from library resource sharing services.
Source / Collection of Data	It measures instances of use of materials, services and activities. Includes interlibrary loans requested, as well as the number of search sessions on project-funded resources. A "session" is defined by the cumulative hits to the site by a single individual, as defined by a unique IP (Internet Protocol) address. A particular IP address is considered new/unique if the server has no record of activity for 30 minutes. Additionally, a "session" may be counted as beginning when a user logs into a particular service — such as a database — and ending when that person logs off that service.
Method of Calculation	Reported quarterly, based on computer logs or on-site counts by grant projects, contract vendors and the State Library. Some reports will include performance for projects funded in the previous fiscal year; reports from grant recipients may be based on sampling or other estimating techniques. Based on non-unique counts each time services are provided.
Data Limitations	Statistics from third parties are inconsistent and sometimes arrive too late to be reported. Some vendors report only full text articles, others report citations and abstracts only, while still others provide a count of all files accessed. Selecting "search sessions" as the data element included in this measure represents a standard statistic consistently reported by the largest number of vendors.
Calculation Type	Cumulative
New Measure	No
Desired Performance	Higher than target

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

Short Definition	This is the number of librarians and other customers receiving consulting or training services in library resource sharing from the State Library.
Purpose / Importance	This measure shows the number of clients who receive training and technical assistance from project staff. Training and consulting are critical to successful use of library resource sharing services.

Source / Collection of Data	Count of people (1) attending instructional workshops (based on sign-in sheets) or (2) receiving consulting technical assistance. Reported quarterly. Consulting includes assistance given by computer network, mail, telephone, and in person.
Method of Calculation	Based on non-unique counts by staff or contractors each time assistance or training is provided to librarians, library staffs, state agencies staff, state or local officials, or other customers. Calculated quarterly.
Data Limitations	Some reports may be based on sampling or other estimating techniques.
Calculation Type	Cumulative
New Measure	No
Desired Performance	Higher than target

STRATEGY A.1.1 EFFICIENCY MEASURES

Number of days of average turnaround time for interlibrary loans

Short Definition	This is the average number of days it takes for a library to receive items requested through interlibrary loan.
Purpose / Importance	Interlibrary loan is a central component of library resource sharing. One measure of success is the average number of days it takes for a library to receive a requested item. It illustrates the success of efforts to implement ongoing process improvements.
Source / Collection of Data	This data is based on statistical samples of filled requests, as submitted from resource centers, local libraries, and the computer network operator.
Method of Calculation	This figure reflects a weighted average of: (1) the average number of days it takes a library to receive requested materials when the material is available from the nearest resource center library; and (2) the average number of days it takes a library to receive requested materials when the material is not available from the nearest resource center. These requests are referred to and filled by another lending library. Data is based on statistical samples of filled requests, as submitted from resource centers, local libraries and the computer network vendor. Calculated annually.
Data Limitations	Reports are based on sampling and other estimating techniques.
Calculation Type	Non-cumulative
New Measure	No
Desired Performance	Lower than target

Cost per book and other library material provided by shared resources

Short Definition	This is the unit cost of materials delivered via 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	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 search sessions or interlibrary loans supplied is not reported on time, the reported cost per use will be higher than actual.
Calculation Type	Non-cumulative
New Measure	No
Desired Performance	Lower than target

STRATEGY A.1.2 OUTPUT MEASURES

Number of books and other library materials provided to libraries by the Texas Library System.

Short Definition	This is a measure of materials made available or circulated to local libraries through state and federal funds provided to the Texas Library System.
Purpose / Importance	The Texas Library System is made up of ten member library cooperatives that deliver services, equipment, and materials to different regions of the state. This measure is a count of books, subscriptions, audiovisuals, microforms, electronic documents and other materials purchased, leased, loaned, or supplied to a Texas library (includes materials purchased by all projects, materials in circuit or deposit collections, system sponsored interlibrary loans, articles and documents, subscriptions, and other publications). It shows the amount of materials provided to local libraries that might otherwise not have been for Texans.
Source / Collection of Data	This measure is a count of books, subscriptions, audiovisuals, microforms, electronic documents and other materials purchased, leased, loaned, or supplied to a Texas library (includes materials purchased by all projects, materials in circuit or deposit collections, system sponsored interlibrary loans, articles and documents, subscriptions, and other publications). The count of electronic documents represents the number of times project-funded resources (files, menus, graphics, or services) are used. Focuses on materials libraries would usually include in a collection, not administrative materials or publicity items. Reported at least quarterly, based on computer logs or on-site counts by library systems, and counts by contract vendors. Some reports may be based on sampling or other estimating techniques. Some reports will include materials received from orders placed in the previous fiscal year.
Method of Calculation	Traditional items purchased (books, audiovisual materials, etc.) are counted as they are received by the libraries. Counts of electronic documents are collected through software or by estimating. Numbers are compiled from various projects and added together.
Data Limitations	Item counts may include materials from orders placed in a previous fiscal year. Database statistics and website hits may be based on estimates and sampling. Statistics provided by commercial vendors sometimes vary in completeness. Some report may be submitted too late for inclusion in quarterly reports.

Calculation Type	Cumulative
New Measure	No
Desired Performance	Higher than target

Number of persons provided project-sponsored services by the Texas Library System*

Short Definition	This is a measure of the number of people who use services provided through the Texas Library System.
Purpose / Importance	This measure is a count of persons who use project-sponsored services through the Texas Library System. It measures use of materials circulated by grant projects, persons viewing grant-supplied audiovisual materials, persons using circuit or deposit collections, persons attending literacy instruction, persons who have reference questions answered, direct loans to non-residents, and direct use of other services. Also includes the number of times someone conducts a search session on Texas Library System project-funded resources. There is a timeout mechanism for those who do not log off appropriately.
Source / Collection of Data	Data are collected by projects following grant guidelines based on circulation records, on-site counts, samplings and estimates, and computer logs. Reported at least quarterly. Based on non-unique counts each time services are provided.
Method of Calculation	Numbers are compiled from various projects and tallied.
Data Limitations	Calculations may be based on samplings or estimates. Statistics from database vendors and website may be inconsistent. Some reports may include performance for projects funded in the previous fiscal year. Statistics may be incomplete or may be received too late for inclusion in a specific quarterly report.
Calculation Type	Cumulative
New Measure	No
Desired Performance	Higher than target

Number of librarians trained or assisted by the Texas Library System

Short Definition	This is a count of the number of librarians who received training or assistance through the Texas Library System.
Purpose / Importance	The Texas Library System is made up of ten member library cooperatives that deliver services, equipment, and materials to different regions of the state. This measure counts people (1) attending instructional workshops or (2) receiving technical assistance from a library system. It demonstrates the effectiveness of the grants to meet the training and assistance needs of staff in Texas libraries.
Source / Collection of Data	Reported at least quarterly, based on counts submitted by library systems; technical assistance includes assistance given by mail, e-mail, fax, telephone, and in person. Based on non-unique counts each time assistance or training is provided to librarians, library staffs, local officials, or others; some reports may be based on sampling or other estimating techniques. Sign-in sheets or on-site counts are used to count people attending instructional workshops. Staff in funded projects record the number of people to whom they provide technical assistance by telephone, in-person, email, or mail.

Method of Calculation	Numbers are compiled from various projects and tallied.
Data Limitations	Participants at workshops may neglect to sign in; records of assistance may be based on estimates or sampling.
Calculation Type	Cumulative
New Measure	No
Desired Performance	Higher than target

STRATEGY A.1.2 EFFICIENCY MEASURES

Cost per person served by system member libraries

Short Definition	This is a measure of the cost efficiencies of services provided through the Texas Library System.
Purpose / Importance	This measure demonstrates the cost effectiveness of providing services to libraries through the Texas Library System. It demonstrates fiscal responsibility and the ability to provide effective service efficiently.
Source / Collection of Data	The cost of projects is based on the final budgeted contract amount at the end of each reporting period. The population is figured based on the annual reports submitted by public libraries.
Method of Calculation	The total grant contract amount is divided by the population served by system member libraries and represented as a dollar amount.
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

STRATEGY A.1.2 EXPLANATORY MEASURES

Population eligible for system member library services

Short Definition	This measure is the number of Texans who live in the service areas of libraries that qualify for membership in the Texas Library System.
Purpose / Importance	This measure calculates the extent of citizen access to Texas Library System services; compiled annually based on census estimates of the population living in the service areas of members of the Texas Library System. Libraries must meet minimum criteria to be recognized as a member of the system. This measure demonstrates local support for libraries and their ability to meet minimum criteria for system membership.
Source / Collection of Data	State Library staff assigns the "population served" by each public library based on administrative rules. Population data is based on available census estimates.
Method of Calculation	The population served by each system member library is added together.
Data Limitations	Census estimates are used to calculate population served; these are not current.
Calculation Type	Non-cumulative

New Measure	No
Desired Performance	Higher than target

STRATEGY A.1.3 OUTPUT MEASURES

Number of books and other library materials provided to local libraries

Short Definition	Measures the number of items added to library collections or provided to libraries through programs funded by a variety of projects that support local libraries.
Purpose / Importance	This measure provides a count of materials purchased for or provided to libraries as a result of projects designed to aid or assist local libraries directly. Examples of projects in this strategy include direct grants, continuing education and consulting provided by the State Library, and Texas Reading Club. This is a count of books, subscriptions, audiovisuals, microforms, electronic documents and other materials loaned or supplied to a Texas library (includes materials purchased by all projects, materials in circuit or deposit collections, articles and documents, instructional manuals, Library Science Collection circulations, subscriptions, and other publications). Based on non-unique counts each time materials are provided.
Source / Collection of Data	The data focuses on materials libraries would usually include in a collection, not administrative materials or publicity items. Traditional items purchased (books, audiovisual materials, etc.) are counted as the local library receives them. Counts of electronic documents are collected through data collection software or by sampling or estimating. The count of electronic documents represents the number of electronic documents that were accessed via a project-funded computer. Data are reported at least quarterly, based on computer logs, on-site counts and tally sheets compiled by grant projects and by the State Library.
Method of Calculation	Numbers are compiled from various projects and tallied.
Data Limitations	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

Number of persons provided local library project-sponsored services*

Short Definition	Calculates the number of Texans who receive direct services through a variety of programs that support libraries.
Purpose / Importance	This measure counts the number of instances persons receive services as a result of projects in this strategy. These projects are available directly to the local library; examples include direct grants, continuing education and consulting services provided by the State Library, and the Texas Reading Club. It measures citizen use of project-funded materials, services, and activities provided by these projects. Includes persons receiving materials circulated by grant projects, persons viewing grant-supplied audiovisual materials, persons using circuit or deposit collections, persons attending literacy instruction, number of reference questions, direct loans to non-residents, Texas Reading Club logs distributed, and direct use of other funded services. Also includes the number of instances someone logs onto a project-funded electronic information; does not include users who directly access a file or directory down the menu tree.

Source / Collection of Data	Reported at least quarterly, based on computer logs, tally sheets, or on-site counts by grant projects and State Library. Some reports may be based on sampling or other estimating techniques; will include performance for some projects funded in previous fiscal year. Based on non-unique counts each time service is provided.
Method of Calculation	Numbers for each project are compiled and tallied.
Data Limitations	Data may be based on sampling or estimates. Available software may not completely capture electronic usage Some libraries do not use Texas Reading Club logs even though they participate in the program.
Calculation Type	Cumulative
New Measure	No
Desired Performance	Higher than target

Number of local librarians trained or assisted

Short Definition	Calculates the number of librarians that receive training or assistance directly from the State Library.
Purpose / Importance	This measure counts people (1) attending or accessing instructional workshops or (2) receiving consulting assistance provided by the State Library. It provides a measure of the amount of service the agency is providing to local librarians.
Source / Collection of Data	Reported monthly or quarterly, based on on-site counts by State Library, tally sheets, and workshop registrations, consulting includes technical assistance given by mail, e-mail, fax, telephone, and in person. Based on non-unique counts each time assistance or training is provided to librarians, library staffs, local officials, or others; some reports may be based on sampling or other estimating techniques.
Method of Calculation	Data are compiled and tallied.
Data Limitations	Data may be based on sampling or estimates. Some workshop attendees do not register and may not be counted.
Calculation Type	Cumulative
New Measure	No
Desired Performance	Higher than target

STRATEGY A.1.3 EFFICIENCY MEASURES

Cost per person provided local library project-sponsored services

Short Definition	Calculates the cost efficiencies of services provided through funded projects.
Purpose / Importance	This measure calculates the cost effectiveness of providing local library project services from the State Library. It measures efficient and effective use of public dollars.
Source / Collection of Data	The cost of projects is based on the final budgeted grant or project amounts at the end of each reporting period. The cost of appropriate projects is divided by the number of persons provided local library project-sponsored services.
Method of Calculation	Final budget figures are divided by the number of persons served.
Data Limitations	Unexpended grant funds may be returned after the report is filed due to unfilled orders, refunds, or other accounting anomalies.

Calculation Type	Non-cumulative
New Measure	No
Desired Performance	Lower than target

STRATEGY A.1.4 OUTPUT MEASURES

Number of books and other materials made available/circulated by TexShare

Short Definition	This is the number of items made available through TexShare services.
Purpose / Importance	This measure shows the wide range of informational materials made available through TexShare services. It demonstrates how TexShare services extend the range of materials available in libraries across Texas.
Source / Collection of Data	Includes interlibrary loans supplied, books, articles, audiovisuals, microforms, state publications, electronic publications and other materials supplied, as well as the number of items circulated via the TexShare Card. The count of electronic documents represents the number of times project-funded resources (files, menus, graphics, or services) are used.
Method of Calculation	Reported quarterly, based on computer logs or on-site counts by participating libraries, contracting vendors, and the State Library. Some reports will include materials received from orders placed in the previous fiscal year. Based on non-unique counts each time materials are provided.
Data Limitations	Database statistics are reported by the TexShare technical support contractor, and interlibrary loan statistics are submitted a commercial vendor. Sometimes these figures are submitted too late for inclusion in quarterly reports.
Calculation Type	Cumulative
New Measure	No
Desired Performance	Higher than target

Number of persons provided project-sponsored services by TexShare

Short Definition	This is the number of people who receive TexShare services.
Purpose / Importance	This measure demonstrates the wide range of Texans who benefit from TexShare services. It illustrates the impact of TexShare programs.
Source / Collection of Data	Measures instances of use of materials, services and activities. Includes inter-library loans requested, number of reciprocal borrowers cards issued, and the number of search sessions on project-funded resources. A "session" is defined by the cumulative hits to the site by a single individual, as defined by a unique IP (Internet Protocol) address. A particular IP address is considered new/unique if the server has no record of activity for 30 minutes. Additionally, a "session" may be counted as beginning when a user logs into a service -- such as a database -- and ending when that person log off the service.
Method of Calculation	Reported quarterly, based on computer logs or on-site counts by grant projects, contract vendors and the State Library. Some reports will include performance for projects funded in the previous fiscal year; reports from grant recipients may be based on sampling or other estimating techniques. Based on non-unique counts each time services are provided.

Data Limitations	Statistics from third parties are inconsistent and sometimes arrive too late to be reported. Some vendors report only full text articles, others report citations and abstracts only, while still others provide a count of all files accessed. Selecting "search sessions" as the data element included in this measure represents a standard statistic consistently reported by the largest number of vendors.
Calculation Type	Cumulative
New Measure	No
Desired Performance	Higher than target

Number of librarians and others trained or assisted to use TexShare

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

STRATEGY A.1.4 EFFICIENCY MEASURES

Cost per book and other library material provided by TexShare

Short Definition	This is the unit cost for materials provided via TexShare services.
Purpose / Importance	TexShare services dramatically expand the range of materials provided to libraries and the public. This measure shows the efficiency of TexShare services.
Source / Collection of Data	Costs are derived from budget summaries. Costs include all direct and allocable indirect costs in the strategy.
Method of Calculation	This measure calculates a unit cost for all materials supplied. The cost of appropriate projects in this strategy is divided by the number of materials, loaned or supplied by those projects. The cost of projects is based on the final budgeted grant or project amounts at the end of each reporting period, or on actual amounts, when available. Calculated annually.
Data Limitations	The reported results are not always within the complete control of the agency. For example, if the complete number of search sessions or interlibrary loans supplied is not reported on time, the reported cost per use will be higher than actual.
Calculation Type	Non-cumulative

New Measure	No
Desired Performance	Lower than target

OBJECTIVE A.2 OUTCOME MEASURES

Percent of Eligible Population Registered for Talking Book Program Services

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

STRATEGY A.2.1 OUTPUT MEASURES

Number of Persons Served *

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

Number of Institutions Served

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

Number of Volumes Circulated

Short Definition	Total number of books and magazines sent to registered and active patrons.
Purpose / Importance	This measure complements the strategy's other output measures by depicting the extent of service provided to active patrons.
Source / Collection of Data	The count of volumes circulated is tallied by computer based on daily circulation as tracked by the database system.
Method of Calculation	Reports from the database are produced daily and summarized monthly throughout the reporting period.
Data Limitations	Of the items specifically requested by patrons, or selected for the patrons, some are unavailable; this lack of availability limits circulation. Also, it is possible, however unlikely, for items to be mailed without first being checked out and counted by the computer.
Calculation Type	Cumulative
New Measure	No
Desired Performance	Higher than target

STRATEGY A.2.1 EFFICIENCY MEASURES

Cost per Person/Institution Served

Short Definition	This is the unit cost to provide service to each individual patron and institution served during the reporting period.
------------------	------------------------------------------------------------------------------------------------------------------------

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

Cost per Volume Circulated

Short Definition	This is the unit cost to circulate each volume, including books and magazines, to patrons throughout the reporting period.
Purpose / Importance	This measure evaluates the cost efficiency of the program; changes in cost per volume circulated can reveal an increase or decrease in overall efficiency.
Source / Collection of Data	Computer tracks expenditures and volumes circulated; unit cost is calculated manually.
Method of Calculation	The total direct costs from appropriate funds are divided by the number of volumes circulated.
Data Limitations	The limitations associated with the "Number of Volumes Circulated" measure are relevant for this measure since its calculation includes the count for that output measure. Total expenditures may change slightly after the time this calculation is performed at the close of the fiscal year, but the changes would be negligible.
Calculation Type	Non-cumulative
New Measure	No
Desired Performance	Lower than target

STRATEGY A.2.1 EXPLANATORY MEASURES

Number of Texans Eligible for Talking Book Program Service

Short Definition	This is the number of Texans estimated to be eligible for Talking Book Program service, derived from a formula endorsed by the Library of Congress' National Library Service.
Purpose / Importance	This measure provides an estimate of potential need for service in Texas.
Source / Collection of Data	Calculated manually based on population estimates provided by the Comptroller.
Method of Calculation	The total Texas population as estimated by the Comptroller is multiplied by .014.

Data Limitations	The formula provided by the Library of Congress' National Library Service has not been updated since 1979. The currency and accuracy of the population information varies over time.
Calculation Type	Non-cumulative
New Measure	No
Desired Performance	Not applicable

OBJECTIVE B.1 OUTCOME MEASURES

Percent of reference questions satisfactorily answered

Short Definition	The number of reference questions satisfactorily answered using in-house resources or referred to an appropriate source, expressed as a percentage of the total of reference requests asked of staff working in the Reference/Documents collection, the Genealogy collection, and the State Archives collection in Austin and in Liberty. A reference question is a request for information received by mail, telephone, telefacsimile, computer terminal, or in person.
Purpose / Importance	The measure provides an indication of the degree of success achieved in continually improving services to all requesters and a measure of staff effectiveness in maintaining familiarity with external resources that are not acquired as part of the agency's collecting activities. The services involve the knowledge, use, recommendation, interpretation of, or instruction in the use of one or more information sources by a member of the library staff, or directing a person to a source outside the agency known to possess the desired information. Information sources include print and non-print materials, electronic data bases and catalogs, and other Internet web sites, libraries, institutions, organizations, or individuals.
Source / Collection of Data	The staff member determines if a question has been satisfactorily answered or appropriately referred. If uncertain, the staff member will ask the person making the inquiry if the information, materials, or search results have successfully answered the question. Staff maintain individual documentation of number and disposition of questions.
Method of Calculation	A percentage is obtained by dividing the number of reference questions answered and referred to an appropriate source by the total number of questions asked.
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	Yes – a combination of two previous measures
Desired Performance	Higher than target

Percent of customers satisfied with State Library services

Short Definition	Quarterly surveys will be used to measure the level of customer satisfaction.
Purpose / Importance	This measurement provides an assessment of the level of customer satisfaction in regard to the overall availability and delivery of information services, and serves as an indication of the extent to which improvements are needed.
Source /	The State Library will survey all persons that contact the Library on four days each year, one for each quarter of the fiscal year. The survey days will be Tuesday

Collection of Data	through Friday, starting with Tuesday in the first quarter, Wednesday in the second quarter, Thursday in the third quarter, and Friday in the fourth quarter. The survey day will take place in the sixth week of each quarter. Should a survey day fall on a holiday or partial staffing day, the next workday will be the survey day. All persons doing business with the Library on survey days will be asked: "Are you satisfied with the services that you have received from (name of unit)?" Customers will be asked to respond either yes or no with an opportunity provided for additional comments, suggestions, or complaints. Persons who conduct business with the library by mail, Internet, phone, or in person will be surveyed using the same communication channel that the customer used to request services. Persons will not be required to provide a phone number, address, or name to participate in the customer survey unless that is a condition of the service they have requested. The survey will be conducted at the point and time of service on the survey day with the response recorded by staff if there is no opportunity for the customer to complete a written survey. If service is requested on a survey day but not delivered that same day, the customer will be asked if they are satisfied at the time the service is provided and the response included in the sample.
Method of Calculation	To compute a percentage of satisfied customers, the number of persons who respond "yes" will be divided by the total number responding for that day.
Data Limitations	Customers may indicate dissatisfaction with the services received when informed that a requested resource is either unavailable or simply does not exist.
Calculation Type	Non-cumulative
New Measure	No
Desired Performance	Higher than target

STRATEGY B.1.1 OUTPUT MEASURES

Number of reference questions satisfactorily answered

Short Definition	The number of reference questions satisfactorily answered using in-house resources or referred to an appropriate source by staff working in the Reference/ Documents collection, the Genealogy collection, and the State Archives collection in Austin and in Liberty. A reference question is a request for information received by mail, telephone, telefacsimile, computer terminal, or in person.
Purpose / Importance	The measure provides an indication of the degree of success achieved in continually improving services to all requesters and a measure of staff effectiveness in maintaining familiarity with external resources that are not acquired as part of the agency's collecting activities. The services involve the knowledge, use, recommendation, interpretation of, or instruction in the use of one or more information sources by a member of the library staff, or directing a person to a source outside the agency known to possess the desired information. Information sources include print and non-print materials, electronic data-bases and catalogs, and other Internet web sites, libraries, institutions, organizations, or individuals.
Source / Collection of Data	The staff member determines if a question has been satisfactorily answered or appropriately referred. If uncertain, the staff member will ask the person making the inquiry if the information, materials, or search results have successfully answered the question. Staff maintain individual documentation of number and disposition of questions.

Method of Calculation	The total number of questions answered or referred to appropriate sources is compiled from the data reported monthly by staff from each of the 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	Cumulative
New Measure	Yes – a combination of two previous measures
Desired Performance	Higher than target

Number of record series evaluated for archival value

Short Definition	State agency records are evaluated to determine those of permanent value to the state and its citizens.
Purpose / Importance	A state's archives insures the preservation of records to provide government accountability. Efficient operation of archives requires that only permanent records be accessioned into holdings. Without evaluation, permanent records may be lost due to neglect or malfeasance, or records that may not need to be preserved may be accessioned into the Archives' holdings thereby taking up valuable and scarce storage space.
Source / Collection of Data	Appraisal archivists prepare and submit to the supervisory archivist a report for each agency whose records are reviewed. The report lists all records series evaluated and explains and documents all appraisal decisions.
Method of Calculation	The supervisory archivist compiles and reports the total number of records series evaluated by staff.
Data Limitations	The determination of archival value is based on the judgment of professional staff. A degree of subjectivity is inherent in that determination, however, all decisions are based on detailed analyses and well-established appraisal criteria.
Calculation Type	Cumulative
New Measure	No
Desired Performance	Higher than target

STRATEGY B.1.1 EFFICIENCY MEASURES

Cost to answer or refer a reference question

Short Definition	A unit cost figure is derived by dividing the total of all appropriate direct costs by the total number of questions answered or referred by 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 and disposition of questions which is calculated and reported monthly. Applicable direct costs are determined annually using data derived from the state accounting system.
Method of Calculation	The cost to answer or refer a reference question is calculated by subtracting the costs of purchasing published materials, appraising, accessioning and processing archival documents for current and future use from the sum of all direct costs and dividing by the total number of reference questions answered or referred 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

Percent of reference questions completed on day received

Short Definition	The number of reference questions completed on day received is divided by the total number of questions received. A reference question is a request for information received by mail, telephone, telefacsimile, computer terminal, or in person. Questions completed within one business workday are considered to be completed on the day they are received.
Purpose / Importance	This percentage measure provides an indication of the timeliness of staff responses to reference requests.
Source / Collection of Data	Staff maintain individual documentation of number and disposition of questions which is calculated and reported monthly.
Method of Calculation	The percentage of reference questions completed on day received is determined by dividing the total number of reference questions completed on day received by the total number of questions received. "On day received" is defined as one business workday equivalent to 9 hours, not including nights, weekends, holidays, and other times the service unit is closed. For example, if a question is received at 1:00 on Monday and is completely answered by 1:00 on Tuesday, it will be counted as completed on day received. Completed questions include those where the client has received an answer, has been advised that the information is not available from the library, or has been directed to another location where the information is available. Partially answered questions are not counted until finished. Callbacks must be completed within one business workday after the question was received to be considered completed.
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	Higher than target

OBJECTIVE C.1 OUTCOME MEASURES

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

Short Definition	This the percentage of state agencies that have submitted records retention schedules and have had the schedules approved, as required by Government Code, §441.185.
Purpose / Importance	This measure tracks the level of compliance with state records management laws and reflects the agency's efforts to procure compliance. Compliance with records management laws improves public access to government information, provides for government accountability, and fosters cost-effective government record-keeping practices.

Source / Collection of Data	Approved records retention schedules are maintained in paper and evidence of approval is entered into a database. The number of 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, §441.185.
Method of Calculation	Divide the total number of state agencies with approved records retention schedules by the total number of state agencies. Calculated monthly.
Data Limitations	In every session of the Legislature, agencies are created, abolished, or combined with other agencies; thus, the total number of state agencies fluctuates unpredictably from biennium to biennium.
Calculation Type	Non-cumulative
New Measure	No
Desired Performance	Higher than target

Percent of local government offices administering programs based on approved records schedules

Short Definition	This is the percentage of local governments that have, in accordance with the Local Government Code, §201.041: (1) submitted a records control schedule and have had the schedule approved; (2) adopted the records retention schedules issued by the State Library and Archives Commission; or (3) declared that all records will be maintained permanently.
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 and evidence of compliance is entered into a database. The agency determines at the beginning of each fiscal year the total number of local governments subject to the Local Government Records Act with sources provided by other state agencies and government associations. Legally established, but otherwise inactive, water districts are not included in the total number of local governments.
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

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

Short Definition	This is an estimate of the total costs avoided by Austin-area state agencies 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 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 General Services Commission (lease office space and filing equipment costs) and the Appropriations Act (file clerk salaries). The number of cubic feet stored in the State Records Center is taken from Output Measure C.1.1 (Number of cubic feet stored/maintained). Records Center costs include all direct and allocable indirect costs in the strategy and are derived from internal budget summaries and databases.
Method of Calculation	The cost to store a cubic foot of records in office space is multiplied by the number of cubic feet of records in storage at the State Records Center. Records Center storage and maintenance costs are subtracted from the office environment storage and maintenance costs to determine the total net cost-avoidance to the state. Calculated monthly.
Data Limitations	The cost per cubic foot to store and maintain records in an office environment varies from agency to agency, depending on the cost of their building and the level of staffing employed. An overall estimated average is used; no effort is made to weight the average based on the number of cubic feet each agency stores in the Records Center.
Calculation Type	Cumulative
New Measure	No
Desired Performance	Higher than target

STRATEGY C.1.1 OUTPUT MEASURES

Number of cubic feet stored/maintained*

Short Definition	This is the total number of cubic feet of paper documents (hard copy records) that are stored by state agencies in the State Records Center.
Purpose / Importance	This measure indicates the extent to which the State Records Center is used by state agencies to store hard copies of their records; this in turn, indicates the level of customer satisfaction with the services and the competitiveness of the fee structure for the services. Use of the State Records Center results in cost-avoidance as shown by Outcome Measure C.1.1 (Dollar value of cost-avoidance achieved for state records storage/maintenance).
Source / Collection of Data	Hard copy records indexes (records accessioned prior to 1995) and an inventory database (records accessioned in 1995 and after) are updated continuously throughout the month as records move into and out of storage. Final total calculated monthly.
Method of Calculation	The total cubic feet shown in the hard copy records indexes is added to the total cubic feet shown in the inventory database to compute a total at the end of each month.

Data Limitations	The number of cubic feet may vary unexpectedly as customer agencies may increase or decrease the volume of their records stored in the Center on short notice.
Calculation Type	Non-cumulative
New Measure	No
Desired Performance	Higher than target

Number of state and local government employees assisted or trained

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

Total Revenue from Imaging Services

Short Definition	This is the total amount of fees billed to customers for the imaging services provided by the agency.
Purpose / Importance	Since the agency's imaging services are on a full cost-recovery basis, the constant tracking and monitoring of revenues and expenses is important to ensure fees are in line with costs. Fees are set to recover all direct and allocable indirect costs in the strategy. Microfilm imaging includes source document microfilming, dark-room operations for film processing and duplicating, quality control editing, and chemical testing of microfilm. Digital imaging includes scanning of original documents and conversion of computer output to laser disc.
Source / Collection of Data	Databases are used to track work performed and fees billed for imaging services. Work performed is updated daily and fees billed are calculated monthly.
Method of Calculation	Total fees billed for imaging services as determined by end of month figures.
Data Limitations	Total revenue will vary depending on volume of imaging work during a given fiscal year. Legislative requirements regarding the use of a contract workforce may not allow us to achieve the maximum revenue possible. There is nothing in

	state law that requires agencies to image records or to use this agency for imaging services if they do image records.
Calculation Type	Cumulative
New Measure	No
Desired Performance	Higher than target

Total Revenue from Storage Services

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

STRATEGY C.1.1 EFFICIENCY MEASURES

Imaging services production revenue per FTE

Short Definition	This is a calculation of the total annual production revenue per FTE in the agency's imaging services operations.
Purpose / Importance	This measure is important because when the revenue per FTE declines, it indicates problems such as lower worker productivity, incorrect bidding of jobs, or an outdated fee structure.
Source / Collection of Data	FTE data is maintained in a database and updated monthly. Revenue data are maintained in accounting and billing databases and are updated and calculated monthly.
Method of Calculation	Total receipts earned and billed for imaging services during the month divided by the total number of FTEs used in imaging services, both permanent and contract labor.

Data Limitations	Although imaging projects are bid carefully, problems occasionally arise that require the allocation to a project of more permanent FTEs than originally planned without a corresponding increase in revenue.
Calculation Type	Cumulative
New Measure	No
Desired Performance	Higher than target

Cost per cubic foot stored/maintained

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

* Denotes key measure

REPORT ON CUSTOMER SERVICE, COMPACT WITH TEXANS, AND CUSTOMER-RELATED PERFORMANCE MEASURES

REPORT ON CUSTOMER SERVICE

INVENTORY OF EXTERNAL CUSTOMERS

Strategy	Customer Group	Est. Size
A.1.1	State agencies and depository libraries	included
A.1.1	Public library customers for resource sharing services	included
A.1.2	Texas public libraries	531
A.1.2	Texans who may use public libraries	12,853,312
A.1.3	Texas public libraries	included
A.1.3	Staff of public libraries	5,820
A.1.3	Public library boards & Friends officers	5,310
A.1.3	Staff of Texas academic libraries	included
A.1.3	Staff of other libraries	5,013
A.1.3	Non-public libraries	380
A.1.4	TexShare academic libraries	150
A.1.4	Students and faculty at Texas colleges & universities	959,358
A.1.4	TexShare public libraries	included
A.1.4	Public library customers for TexShare services	included
A.2.1	Persons eligible for Talking Book services	278,530
B.1.1	Genealogists	1,000,000
B.1.1	Travis County state employees	55,600
B.1.1	Other researchers	700,000
C.1.1	Local governments	8,800
C.1.1	State agencies	158
C.1.1	Local government records personnel	26,400
C.1.1	State agency records personnel	1,000
	Totals	15,900,362

Note: Since some customer groups are served by more than one strategy, the number of customers in the inventory was only assigned to the strategy that served the most customers in FY1999; amounts that would be duplicative are shown as "included."

SERVICE DESCRIPTIONS

Strategy	Services
A.1.1	Library resource sharing services are provided: interlibrary lending is funded for public libraries; databases are provided for public libraries; state publications are distributed for state agencies, to depository libraries.
A.1.2	The Texas Library System serves over 500 public libraries with a wide variety of services and programs; the strategy is considered to provide services to both libraries and the people who use public libraries.
A.1.3	In aiding local libraries, services are primarily provided to librarians and other staff working in libraries; services are also provided to those who advise and assist the local public libraries. Services include discretionary grants, training, technical assistance, and distribution of the Texas Reading Club program.
A.1.4	The TexShare program serves academic and public libraries with a variety of services and programs; the strategy is considered to provide services to both the libraries and the people who use these libraries.
A.2.1	The Talking Book Program may only 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 "normal" printed book.
B.1.1	In this strategy, 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. Services are provided to family history researchers, state employees, and other researchers.
C.1.1	This strategy assists state and local governments in managing their records. Employees of these governmental units are trained and provided technical assistance.

INFORMATION-GATHERING METHODS

All data reported regarding customer satisfaction is from data that was collected during the agency's normal course of business. Libraries and librarians were surveyed to determine their satisfaction with the services they received. Each significant workshop the agency conducts ends with an evaluation form; participants are asked a number of questions regarding their opinion of the training, including, "Overall, I considered this workshop to be..." They score their answers on a scale from 1 (low) to 7 (high). Talking Book users are surveyed toward the end of the second year of the biennium, as are agencies and local governments receiving records management or imaging services. Public libraries are surveyed for their opinion of the Reading Club program materials. Academic libraries are asked their opinion of the TexShare program and services. Researchers who ask reference questions are surveyed on sample days regarding whether or not they were satisfied with the answer(s) they received; this is done with a "yes/no" question. While libraries were not surveyed regarding their opinion of the services of the Texas Library System, the interlibrary loan program, or the State Publications Clearinghouse, surveys of these services will be conducted toward the end of the current biennium.

CUSTOMER SATISFACTION

Table 1: Percent of Customers Satisfied

Division (Strategy)	# Not Satisfied	# Satisfied	Total	% Satisfied
ARIS (B.1.1)	11	578	589	98.1%
LD (A.1.2 & A.1.3)	83	896	979	91.5%
LRS (A.1.1 & A.1.4)	2	73	75	97.3%
SLRM (C.1.1)	18	575	593	97.0%
TBP (A.2.1)	41	539	580	92.9%
Totals	155	2,661	2,816	94.5%

Table 2: Percent Customers identifying ways to improve service delivery

Division (Strategy)	# Responding	# identifying	% identifying
ARIS (B.1.1)	589	36	6.1%
LD (A.1.2 & A.1.3)	728	100	13.7%
LRS (A.1.1 & A.1.4)	98	37	37.8%
SLRM (C.1.1)	716	110	15.4%
TBP (A.2.1)	N/A	N/A	
Totals	2,131	283	13.3%

Table 3: Number of Customers Surveyed

Division (Strategy)	# Surveyed
ARIS (B.1.1)	712
LD (A.1.2 & A.1.3)	1,699
LRS (A.1.1 & A.1.4)	150
SLRM (C.1.1)	4,689
TBP (A.2.1)	2,000
Totals	9,250

Table 4: Cost per Customer Surveyed

Estimated cost	Unit cost
\$1,234	\$1.73
\$2,926	\$1.72
\$418	\$2.78
\$2,040	\$0.44
\$744	\$0.37
\$7,362	\$0.80

Table 5: Customers Served, Customers Identified, and Customer Groups Inventoried

Division (Strategy)	Number of Customers Served	Number of Customers Identified	Number of Customer Groups Inventoried
ARIS (B.1.1)	43,000	1,755,600	3
LD (A.1.2 & A.1.3)	2,686,328	12,870,366	5
LRS (A.1.1 & A.1.4)	192,022	959,508	2
SLRM (C.1.1)	15,706	36,358	4
TBP (A.2.1)	20,841	278,530	1
Totals	2,957,897	15,900,362	15

ANALYSIS OF FINDINGS

Almost 95 percent of the customers of the Texas State Library and Archives Commission are satisfied with the services they receive. About 13 percent made suggestions for improvement. A total of 9,250 customers were asked their opinion of the agency services. Of these, 2,816 responded in a meaningful way, and over 2,660 indicated some level of satisfaction.

While the 9,250 surveyed represents only 0.3 percent of the total served, there would be significant problems in surveying the general public who use public and academic libraries across the state. Because programs that serve these customers provide their services to or through the public and academic libraries, it would be almost impossible for the agency's services to be differentiated from the local library's services. Should we ask a library user their opinion of the services, the answer would reflect what they thought of the staff, resources, and facilities provided by that community or college, which are generally outside our scope of control. We seek the opinions of the librarians, with the expectation that their level of satisfaction will be representative of their patrons' satisfaction. Therefore, excluding the general public served, we surveyed 11.6 percent of the customers we served.

The customer opinions were gathered as part of the standard, ongoing evaluation of agency services; this process focuses on an assessment of the customer's overall satisfaction of the service, rather their specific opinions of 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 will attempt to gather information on the other service quality elements in future surveys, we will limit the questions asked, to increase the likelihood of receiving a meaningful response from the maximum number of customers.

We anticipate the estimated performance for fiscal year 2000 will be similar to the 1999 results.

CUSTOMER SERVICE REPRESENTATIVE

The customer service representative for the State Library is Edward Seidenberg, Assistant State Librarian. He is located in Room 205 of the Lorenzo State Library and Archives Building (1201 Brazos St, Austin, Texas). He may be reached by writing: PO Box 12927, Austin, Texas 78711-2927; or deputydirector@tsl.state.tx.us; by phone at 512-463-5460; or by fax at 512-463-5436.

COMPACT WITH TEXANS

INTRODUCTION

The Texas State Library and Archives Commission is a state agency that provides a wide variety of informational, library, archival, and records management services. We serve a diverse customer base of individuals, along with state and local agencies and institutions.

SERVICES OF THE STATE LIBRARY AND ARCHIVES COMMISSION

- Grant funding, technical assistance, and continuing education support for the establishment, expansion, and improvement of public library services statewide
- Technical assistance for state and local records managers
- Recorded books and magazines for Texans who are blind or physically handicapped
- Safe, economical storage of print and electronic records for state agencies
- Preservation of historically significant state records and documents
- Access to state and federal government documents
- Access to specialized genealogical materials
- Support for interlibrary cooperation and resource sharing programs among all types of libraries.

SERVICE PRINCIPLES AND GOALS

The State Library and Archives Commission is dedicated to the highest standards of customer service. The Library regularly tests customer satisfaction with services and the manner in which services are delivered, and make improvements based on customer feedback.

SERVICE OBJECTIVES AND STANDARDS

We endeavor to respond to 90 percent of customer requests for technical or reference assistance within three workdays. When requests require research or in-depth investigation for longer than twenty work days, we try to inform the customer of the anticipated timeframe. Due to the volume of requests and staffing limitations, requests for copies of Confederate Pension Applications, Texas Adjutant General Service Records, or similar archival documents may take as long as 4 to 10 weeks for processing.

INFORMATION, SUGGESTION AND COMPLAINT PROCESS

The Library and Archives Commission welcomes all requests for information and suggestions. We will provide a timely response to complaints. Feedback or comments made anonymously will also be valued and taken into consideration.

Suggestions or requests for information may be submitted in person, by telephone, by e-mail, or in writing to the Customer Service Representative or to any unit of the agency. When appropriate, the suggestion and any follow-up will be acknowledged.

The agency's formal complaint procedures are detailed in the Texas Administrative Code (Title 13, Section 2.25). These complaints will be acknowledged within five working days, and a written response will be provided within twenty working days.

Informal complaints regarding the Commission's services, staff, or facilities may be directed to our Customer Service Representative.

CUSTOMER SERVICE REPRESENTATIVE:

Edward Seidenberg, Assistant State Librarian
 1201 Brazos Street, Austin, Texas • P.O. Box 12927, Austin, Texas 78711-2927
 Phone: 512-463-5460 Fax: 512-463-5436
 E-mail: deputydirector@tsl.state.tx.us

CUSTOMER-RELATED PERFORMANCE MEASURES

OUTCOME MEASURES

Percentage of Surveyed Customer Respondents Expressing Overall Satisfaction with Services Received

Short Definition	This is the percentage of people who thought they received overall satisfactory customer services from the State Library, as indicated by their response to survey questions.
Purpose / Importance	This is a required measure.
Source / Collection of Data	<p>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 a more broad range of services.</p> <p>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).</p> <p>Other questions may be asked on the survey, but only this question will be used to calculate the score for this measure.</p> <p>A survey will be conducted at the end of each major workshop training 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 satisfaction.</p>
Method of Calculation	<p>At the end of each survey, the staff member responsible for that survey will submit a report to the agency customer service representative.</p> <p>While some surveys will allow a "yes/no" answer, others will ask for an opinion on a 1-to-7 scale. Scores of 1-4 will indicate non-satisfaction, and scores of 5-7 will indicate satisfaction.</p>

	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 may mark more than one score on the question (these will be considered non-respondents); surveys may not be submitted by all participants; surveys could be lost prior to tabulation; respondents may score the service inconsistently from question to question.
Calculation Type	Cumulative
New Measure	Yes
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 thought of ways to improve the customer services delivered by the State Library, as indicated by their response to survey questions.
Purpose / Importance	This is a required measure.
Source / Collection of Data	<p>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 a more broad range of services.</p> <p>Surveys will include a question: "I suggest the following improvements in the services of the State Library ..." (wording may be altered to reflect the service being evaluated).</p> <p>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.</p>
Method of Calculation	<p>At the end of each survey, the staff member responsible for that survey will submit a report to the agency customer service representative.</p> <p>The report will indicate total the number of persons who made responses to this question; the report will also list the suggestions for improvement.</p>
Data Limitations	Respondents' suggestions may not be understandable or germane to the agency (these will be considered non-respondents); surveys could lost prior to tabulation; respondents may evaluate the service inconsistently from question to question.
Calculation Type	Non-cumulative
New Measure	New
Desired Performance	Not applicable

OUTPUT MEASURES

Number of Customers Surveyed

Short Definition	This is the number of people who were surveyed by the State Library, in an effort to determine their level of satisfaction as a customer.
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 a more broad range of services. This measure represents the number of surveys that are conducted.
Method of Calculation	Staff in program divisions will submit reports that tabulate the number of customers they survey. 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 a survey. Mail handling problem may cause a customer not receiving the survey. Some reports will be based on estimates or sampling.
Calculation Type	Cumulative
New Measure	New
Desired Performance	Higher than target

Number of Customers Served

Short Definition	This is the number of people who received services as customers of the State Library.
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 they served. These reports will be added together to compile the totals for the agency.
Data Limitations	Staff may find it hard to be accurate and document each customer; with people coming and going during an event, it is difficult to know how many received the service. Many services are based on reports by third parties who receive grants or contracts. Some reports will be based on estimates or sampling.
Calculation Type	Cumulative
New Measure	New
Desired Performance	Higher than target

EFFICIENCY MEASURES

Cost per Customer Surveyed

Short Definition	This is the average cost of surveying each customer of the State Library to determine their level of satisfaction with the services delivered.
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 estimates.
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 a survey. Mail handling problem may cause a customer not receiving the survey. Some reports will be based on estimates or sampling.
Calculation Type	Non-cumulative
New Measure	New
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 State Library.
Purpose / Importance	This is a required measure.
Source / Collection of Data	Agency staff will inventory all groups of customers that have a reasonable potential of being a customer group to whom the State Library 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. Estimates will be used to determine the number of customers in each group.
Calculation Type	Cumulative
New Measure	New
Desired Performance	Not Applicable

Number of Customer Groups Inventoried

Short Definition	This is the total number of potential customer groups of the State Library.
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 State Library 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. Although a customer group we traditionally identified was all the residents of Texas (since one of our primary missions is to develop and improve public library service). However, it would not be meaningful to simply cite "all Texans" as an all-inclusive customer group.
Calculation Type	Cumulative
New Measure	New
Desired Performance	Not Applicable

SURVEY OF ORGANIZATIONAL EXCELLENCE RESULTS

Survey of Organizational Excellence - FY2000 Comparison of Constructs

Number	Construct Name	TSL		Agency size (FTE3)		Mid-sized agencies		Mission 1/10		All agencies		TSL in '98		TSL in '96	
		Score	Rank	Rank	Rank	Rank	Rank	Rank	Rank	Rank	Rank	Rank	Rank	Rank	
13	Strategic Orientation	407	1	391	1	382	1	401	1	392	1	399	1	393	1
14	Quality	377	2	361	3	352	3	372	3	360	4	369	3	359	3
17	External Communication	374	3	360	4	351	4	372	2	362	3	371	2	350	4
8	Benefits	369	4	366	2	361	2	359	5	366	2	368	4	362	2
7	Adequacy of Physical Environment	362	5	355	5	344	5	362	4	358	5	345	6	327	6
11	Goal Oriented	347	6	333	8	321	9	343	8	338	7	351	5	338	5
19	Burnout	338	7	320	10	309	12	333	11	325	10	328	10	309	9
3	Team Effectiveness	333	8	312	14	302	14	327	12	319	14	339	7	312	8
9	Employment Development	331	9	331	9	322	8	333	10	331	9	312	14	283	17
15	Internal Communication	331	10	308	16	300	15	325	14	316	16	328	8	300	11
18	Time & Stress Management	330	11	341	6	337	6	345	7	336	8	328	9	314	7
5	Diversity	329	12	318	12	311	10	323	16	322	13	325	11	302	10
12	Holographic (Consistency)	323	13	310	15	300	16	325	15	317	15	320	12	298	12
4	Job Satisfaction	322	14	337	7	330	7	348	6	338	6	312	15	293	14
16	Availability of Information	319	15	316	13	309	11	333	9	323	11	313	13	298	13
10	Change Oriented	313	16	319	11	307	13	327	13	323	12	307	16	292	15
20	Empowerment	305	17	297	18	286	19	312	17	304	17	301	17	284	16
2	Fairness	294	18	291	19	288	18	299	18	289	20	285	18	267	18
1	Supervisor Effectiveness	290	19	288	20	278	20	294	19	293	19	283	19	262	19
6	Fair Pay	278	20	305	17	294	17	291	20	302	18	277	20	258	20

After receiving the results of the FY 2000 Survey of Organizational Excellence, the management of the agency appointed a task force of staff, with representatives from each division, to discuss the findings, gather more detailed information from staff, and prepare a report identifying problems, options, solutions, and suggestions. Management will use the report to address employee concerns. For further information, see the discussion in Chapter Nine.

INFORMATION RESOURCES STRATEGIC PLAN

GOALS, OBJECTIVES, AND STRATEGIES

Item	Description
IR Goal	<p>The Texas State Library and Archives Commission will deliver improved access to library services and efficient management of state and local records through the efficient use of information resources technologies.</p> <p>The agency IR goal supports the stated goals of the agency to (1) improve the availability of library and information services; (2) improve information services by answering reference questions; and (3) provide cost-effective management of state and local records.</p> <p>The agency's goals, including the IR goals, support the statewide IR goals. The state goal to deliver seamless integrated government services to citizens through coordinated statewide information resources is addressed through the library's efforts to identify and implement strategies that facilitate the public's access to information.</p> <p>Another state goal is to enhance the performance of agencies' mandates, missions, and core competencies through appropriate application of information resources. The Library and Archives Commission addresses this goal through these same strategies, as well as through the agency's coordination with other organizations on IR projects and its internal efforts at improving its information resources and skills sets.</p> <p>The state goal to ensure the privacy, security, and historical integrity of the information and information resources entrusted to government by the people of Texas is addressed through the agency's efforts to establish an efficient program for electronic imaging of historical documents, management of state and local records, and its internal efforts to ensure the security of its information resources.</p> <p>Finally, the state goal to have government acquisition, use, and management of information resources be driven by customer needs is addressed through all of the strategies implemented by the library to provide access to information to the public and to the libraries of Texas.</p> <p>Through careful short-term and long-term planning, the agency will apply information technologies to address the needs of its customers and manage its resources efficiently.</p>

IR Objective 01	The Library and Archives Commission will implement technologies and standards to ensure the availability of its information resources and materials to the public.
IR Strategy 01.01	This agency will adopt and use standards to ensure the development of consistent and efficient user interfaces for accessing the information services and materials made available by the agency.
IR Strategy 01.02	The Library and Archives Commission will plan for, acquire, install, and maintain equipment to provide adequate access to the information services and materials made available by the agency.
IR Strategy 01.03	The agency will develop and submit comprehensive and coordinated plans and reports as required by the state leadership to promote effective targeting of resources to meet customer needs.
IR Strategy 01.04	The agency will complete the conversion of the application used by the Talking Book Program to the latest version of the development language, to the new operating system and more efficient hardware.
IR Objective 02	The Library and Archives Commission will implement technologies and standards to ensure efficient management of state and local records.
IR Strategy 02.01	The agency will complete the conversion of the application used by the State and Local Records Management Division to the new operating system.
IR Strategy 02.02	The agency will improve the infrastructure used by the State and Local Records Management Division to improve operating efficiency of the automated system.
IR Objective 03	The Library and Archives Commission will implement technologies and standards to ensure the security of its information resources.
IR Strategy 03.01	The agency will plan for, acquire, install, and maintain appropriate equipment upgrades to ensure adequate security of information resources.
IR Strategy 03.02	The agency will develop, distribute, and promote security awareness standards and materials to ensure technical staff and user awareness and compliance with security policies.
IR Objective 04	The Library and Archives Commission will implement technologies and standards to ensure that the skills of its technical staff are adequate to support the mission of the agency.
IR Strategy 04.01	The agency will develop and implement individual training plans for technical staff in support of the agency's information resources priorities to ensure adequate technical support.

INFORMATION RESOURCES POLICIES AND PRACTICES

Category	Brief Summary/Overview
IR Priorities	<p>The Texas State Library and Archives Commission relies on its management team to develop IR strategies. Agency division directors, including the director of the Information Resources Technologies (IRT) Division, present proposed IR strategies and related projects to the director and librarian. With this input from the division directors, the director and librarian or the assistant state librarian identifies the priorities for funding, purchasing, and development.</p> <p>The management team, including the director and librarian, assistant state librarian, and the division directors, is kept informed of the progress in addressing specific IR priorities. These priorities are reviewed during the regular management team meetings and revised as needed.</p>
IR Planning Methodology	<p>The director of IRT, as the agency's IRM, and the other division directors, participate in the development of the agency's strategic plan. The directors also provide input to the director and librarian and the assistant state librarian on the agency's IR strategic direction, which is consistent with agency goals and objectives. The IRM prepares a draft of the IR plan for review by management and finalizes the plan to reflect the additional guidance by management.</p> <p>Biennial Operating Plans and amendments require the coordinated efforts of the IRM, IRT staff, and the division directors involved in the various IR projects of the agency.</p> <p>All IR-related acquisitions require review and approval from the IRT division. System replacements and upgrades are also coordinated efforts between the user divisions and the IRT division.</p>
Operating System	<p>The agency has adopted the Linux operating system to support networking operations and to replace various vendor-specific Unix operating systems. Linux and Windows NT provide network connectivity for all Windows desktops. The agency is migrating its Unix and Apple applications to Linux and Windows NT.</p>
Development Methodology	<p>To help minimize the start-up time in applications development and help ensure that an application will be delivered on time, while the specifications are still current, the agency has adopted the Spiral Model for systems development. While managing risks by allowing multiple decision points, the model is also</p>

	<p>able to deliver functionality to the user faster than more traditional models.</p> <p>The process is a spiral of significant functional user levels in which the function of the current development cycle plus the next development cycle are simultaneously reviewed and evaluated to confirm that the direction still meets the needs of the users and should continue. The process uses smaller development units with more user involvement than traditional models and has been successfully used by the agency.</p>
<p>Software Audit and Management</p>	<p>The agency is currently conducting preliminary steps in its agency-wide software audit procedures. The IRT division is working with the Administrative Services Division to develop and test a model for the auditing of software inventory throughout the agency. Once developed and tested with the software holdings of the Administrative Services Division, this model will be used to audit the software holdings of each of the other divisions.</p> <p>The IRM and IRT staff will participate in training offered by the Department of Information Resources (DIR) on performing software audits, managing software, and purchasing software and software licenses. The agency will conduct a biennial audit of software licenses and will report the audit results in the biennial operating plan as required.</p>
<p>Quality-Assurance Practices</p>	<p>The Library and Archives Commission is modifying its internal quality assurance program to reflect the guidelines recently made available by DIR.</p> <p>The Spiral Model for systems development used by the agency provides a structure for the identification and management of risks based on project alternatives and constraints. The model also provides a structure for project planning including the various components of the project master plan.</p> <p>IRT works with the other agency divisions and the assistant state librarian to formulate informal, but appropriate, cost/benefit analyses for projects. Costs and benefits are routinely described by the agency divisions as they develop plans for proposed projects which include a technology component.</p> <p>The IRM participates in weekly management team meetings with other division directors, the assistant state librarian, and the director and librarian, where ongoing and upcoming projects and budgets are discussed. Agency leadership is kept aware of project status. Project effectiveness is measured informally against projections established at project initiation. Reports are</p>

	<p>submitted to all participant and customer groups after project implementation.</p> <p>The agency will augment its current procedures with more formal processes by March 1, 2001.</p>
E-Government	<p>The agency divisions use the Internet to provide public access to online databases and state agency information, as well as library catalog services to participating state agency libraries. These programs already use electronic forms to collect information for use in providing these services to the agency's customers.</p> <p>The agency expects to continue to utilize the Internet to promote its service programs. For example, agency divisions expect to develop electronic forms for training and conference registration, as well as for interlibrary loan requests, and magazine and other online materials order forms.</p> <p>Formal plans have not yet been developed for converting some of these forms. Staff will convert some forms by the end of FY2000.</p> <p>The agency will continue to use standards and guidelines published by DIR in its Web development efforts and its use of the Internet. Security practices are consistent with the agency's determination of the risk to the agency. The standards already in place at the agency include the use of firewall technology to separate the Web server from critical internal systems; restricted access to root directories containing Web documents; prohibiting unnecessary software on the Web server; and the critical review of access and error logs on the Web server.</p> <p>In addition, the agency's privacy policy is easily accessible on the agency Web page and defines the uses of data collected. Procedures are also in place to limit the amount of data collected to that information which is actually needed to provide the service. All data is maintained according to the approved agency retention schedule. Agency management is kept informed of Web practices and participates in discussions and decisions on all aspects of the agency's Web presence.</p>
Change Control	<p>The Spiral Model for systems development used by the agency provides a structure for configuration management and change control. Configuration management is implemented for tasks in the following phases:</p> <ul style="list-style-type: none"> • Requirements – to help prevent uncontrolled growth as well as to develop clear and specific goals • Architectural Design – to prevent a complicated design, as

	<p>well as identify and control design standards</p> <ul style="list-style-type: none"> • Implementation – to control adherence to standards • Integration and Developer Test – to control the test configuration • Acceptance Test – to control test configuration • Operations and Maintenance – to control training, support, and enhancements. <p>Change and version controls are implemented in the development process to provide a reasonable structure for the developers. For large projects, detailed logs of change requests and their resolution are maintained electronically with management approval required for processing. Control has also been critical during the Web development projects currently underway. Overall control is maintained for applications moved from development into a staging area for testing prior to being accepted into production.</p>
Security	<p>The Library and Archives Commission takes a standard approach to protecting information resources from external threats by filtering all traffic except for traffic that conforms to our policy and by monitoring suspicious activity and logging all incoming connection attempts. IRT staff also periodically review agency servers for vulnerabilities using hacker software.</p> <p>Access to the computing facility is controlled by a keycode door lock. The code and passwords are changed periodically. Although electronic access to end-user applications is under the control of the user division responsible for that application, IRT provides security processes for use by that division.</p> <p>The risk assessment and information resources security plan was completed in September 1997, following the guidelines provided by DIR. This plan will be reviewed and updated as appropriate during fiscal year 2001.</p>
Geographic Information Systems (GIS)	<p>The agency does not have nor expect to have applications that use GIS during the life of this plan.</p>
Disaster Recovery/ Business Continuity Planning	<p>The agency management team sets priorities for disaster recovery planning. Consideration is given to the priority functions of the agency, including the applications and online databases accessed by Texas libraries and citizens.</p> <p>The agency has completed its disaster recovery plan and business continuity plan; however, these plans will be updated</p>

	<p>when the agency completes migration of its database applications to a standard environment and operating system. As part of this revision process, the agency will examine the opportunities available for recovery alternatives through the Austin or West Texas Disaster Recovery Operations centers. The agency expects to complete that review during FY2001.</p>
<p>Resource Use</p>	<p>The agency uses the local and TEX-AN telephone services maintained through the General Services Commission (GSC) at the Brazos Street location. The agency uses a purchased PBX for local service and the GSC's TEX-AN telephone services at the Shoal Creek location. For internal data services, the agency has two T-1 lines between the Shoal Creek and Brazos Street locations and an unshielded, twisted pair wiring plant installed at both locations to support internal network services. The T-1 lines have been transferred from Southwestern Bell to GSC since that agency now provides that service.</p> <p>The FDDI plant called CapNet provides external data and network services. The CapNet capability is central to a number of the agency's activities, including the shared automated library applications that provide the using partners access to agency functions and the online public catalog. The Texas State Electronic Library also depends on CapNet to provide connectivity for its users. The records management application currently accepts storage documents via e-mail from state agencies over CapNet.</p> <p>The agency expects to contract with the Telecommunications Infrastructure Fund Board to fund the Library of Texas Project in the 2000-2001 and 2002-2003 biennia. This interagency partnership will involve the TIF Board, the Texas State Library and Archives Commission, and academic and public libraries across the state. The four-year effort will provide library services including online databases, state government information, and a statewide library catalog to school children, parents, business owners, and others across Texas. This project will also include the development of a videoconference center at this agency to enable the delivery of high-quality interactive video and Web-based training programs. The agency will adhere to the standards for video conferencing as adopted in TAC 201.16.</p>
<p>Contract/Consultant</p>	<p>The agency contracts with consultants to augment its internal resources as appropriate. While most functions at the agency are routinely addressed using agency staff, on occasion, the agency needs external guidance for a specific task. This use is typically of short duration. In recent years, for example, the</p>

	<p>agency has used a consultant to assist with disaster recovery planning and the implementation of disaster recovery planning software. Another consultant was used in FY2000 to configure a network interface required by the new operating system.</p> <p>The agency uses contracts to provide online databases, library catalog services, and a service to collect information offerings available at an URL. These are annual contracts with specific staff assigned to manage the contract, monitor/coordinate participation, and act to ensure the terms of the contract are met.</p>
Information Sharing	<p>One important function of the agency is to make information available to the citizens of Texas. Besides conventional methods, the agency provides information via its Web presence, through online databases, library catalog services, and through an ongoing effort to constantly improve and increase the information resources available and the methods for making those resources available to the public. The agency also makes available academic and public library statistics for use by librarians and the public.</p>
Training and Continuing Education	<p>In recent years, budget constraints, travel restrictions and increased workloads have hindered the implementation of comprehensive training programs for the IRT staff. The agency has initiated steps to improve productivity and increase the ability of IRT staff to meet future agency IR needs. These steps include the identification of appropriate operating systems and development environments to reduce the number of vendor dependent systems, as well as the number of development environments.</p> <p>To ensure success in the streamlined processes, IRT is reviewing each existing staff position against anticipated future requirements and developing individual training plans for IRT staff. These plans will be used to track successful training completion and will be included in the staff's performance evaluation.</p>
Data Center Operations	<p>The agency maintains its Data Center Operations using its internal staff. Staff is responsible for the operation and maintenance of information resources critical to the successful completion of the agency's mission. During the life of this strategic plan, the agency will review other options, including the opportunities presented by the West Texas Disaster Recovery Operations Centers.</p>

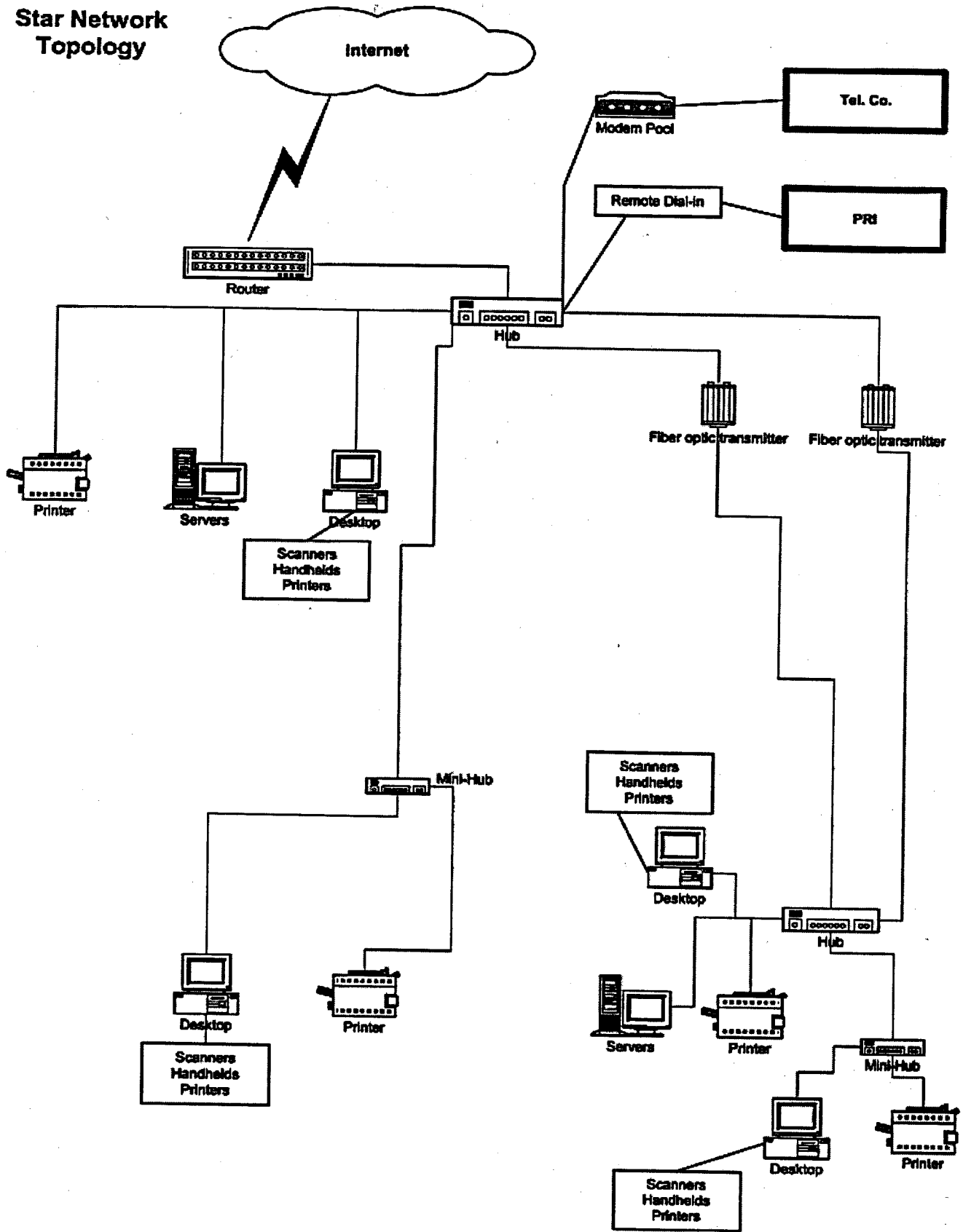
Agency Platforms and Systems

AGENCY PLATFORMS AND SYSTEMS

Category	Type	Operating System	Database Mgmt. System	Capacity/ Size/Count	Comments/Descriptive Information
MiniComputer(Remote)	Motorola	Motorola Unix(AT&T V.3)	Unify	16G//1	Dedicated to a specific custom app - other being phased out
LAN Client Workstations	MAC	MACOS 7.5.x	FileMaker Pro	.5-2G//32	Being phased out
LAN Client Workstations	PC	Win95	MS Access/FoxPro	.5-6G//168	MS Access replacing FoxPro
LAN Client Workstations	PC	Win98	N/A	6GB//39	Replacement systems being phased in
LAN Servers	PC	NT40	N/A	40G//1	File/Print Services, Exchange Mail Services; Hardware being phased out
LAN Servers	Dell	NT40	MS Access	90GB//1	File/Print Services, Applications server
LAN Servers	PC	NT40	Legato/ Networker	9GB//1	NT Backup Server
LAN Servers	PC	SCO Unix	N/A	12//1	FTP/database authentication server; Hardware being phased out
LAN Servers	Compaq	SCO Unix	N/A	56//1	Web Server; Hardware being phased out
LAN Servers	Compaq	SCO Unix	Unify	22G//1	Dedicated to specific custom apps
LAN Servers	PC	SCO Unix	Unify	8G//1	Development server
LAN Servers	MAC	MACOS 7.5.x	FileMaker Pro	1-2G//3	Departmental File Servers, Mail Service; Being phased out
LAN Servers	VALinux	Linux 6.0	MySQL	40//2	Web Server, Web Development Server; Being phased in
LAN Servers	PC	NT40	N/A	8//2	Web Server, Web Development Server; Hardware being phased out
LAN Servers	VALinux	Linux 6.0	Unify	40//2	Application Server, Application Development Server; Being phased in
LAN Servers (central)	PC	NT40	N/A	8//2	NT network domain controllers
LAN Servers	Excel	Win95	N/A	14 CD//1	CD Towers - Prop LAN Service
LAN Servers	Compaq	NT40	N/A	32//1	MS Exchange Mail services
LAN Servers (central)	PC	Linux 5.2	N/A	6//2	DNS, mailservers, ftp; Hardware being phased out
LAN Servers (central)	Cobalt	Linux 6.0/ RISC	N/A	6//2	DNS, mailservers, ftp; Being phased in
LAN Servers	PC	Linux 6.0	Proprietary	8//1	Linux, UNIX Backup server being phased in
LAN Servers	PC	Linux 6.0	N/A	8//1	Remote Access Server
LAN Servers	SUN	Solaris 7.0	Oracle 8i	72//2	Web server, Application server; Being phased in
LAN Servers	MAC & Clones	MAC OS 7.5.x	Proprietary	42//7	Desktop Backup servers; Being phased out
LAN Servers	Sparc Clone	Solaris 2.5	N/A	2G//1	LAN Support

Category	Type	Operating System	Database Mgmt. System	Capacity/ Size/Count	Comments/Descriptive Information
LAN Servers	IBM Risc 6000	AIX 4.1	Informix	16G//1	Proprietary System - Library Catalog
LAN Servers(Remote)	MAC	MACOS 7.5.x	FileMaker Pro	1-2G//1	Departmental File Servers, Mail Service being phased out
StandAlone Workstations	PC	Win95	N/A	//2	Donations
LAN Printers	HP/IBM	N/A	N/A	//18	Includes 3 Remote Printers
Router (central)	Cisco	Cisco 11.2	N/A	//1	Routes internal and external (internet) traffic
Hub (central)	Cabletron	Proprietary	N/A	112//1	UTP 10/100 switch
Hub (central)	Cabletron	N/A	N/A	336//1	UTP hub
Hub (remote)	Cabletron	N/A	N/A	108//1	UTP hub
Bridges (central)	Cabletron	N/A	N/A	//2	
Bridges (remote)	Cabletron	N/A	N/A	//2	
Remote Digital T1	GSC	N/A	N/A	//2	HB2128; Converted from SWB to GSC
Fibre	GSC	N/A	N/A	//1	Half-Duplex, 10 mbps/s
PRI	Time-Warner	N/A	N/A	23//1	Remote dial-in service
Remote Access	Ascend	N/A	N/A	//1	Remote Access Server
Remote Access	Annex	N/A	N/A	//1	Remote dial-in service; Being phased out
DTE/End User Equipment	GSC	N/A	N/A	//373	
Terminal Servers	Lantronix/Bay Networks	N/A	N/A	112//7	Dumb-terminals, Handhelds, Modems; Selectively phasing out devices
Supported Protocols	TCP/IP, Localtalk, DLC	N/A	N/A	N/A	Localtalk being phased out. Doesn't include low-level protocols
Shared Network		General Services Commission		N/A	General Services Commission

Star Network Topology



AGENCY DATABASES

Database Name	Archives Usage
Database Description	Tracks the usage of the State Archives collection. Archives and Information Services staff are the primary users.
Database System	Microsoft Access 97
Estimated Physical Storage Requirements	Currently 310 MB. Forecast growth to 512 MB by FY 2003.
GIS Data Classification	No GIS operations.
Sharing	Not shared out side agency.
Future	Will be scheduled for conversion to Access 2000 when the agency implements Windows 2000.

Database Name	Talking Book Application "ACCESS"
Database Description	Multimedia collection of books and magazines for delivery to authorized patrons with visual and/or physical disabilities. Database also tracks history of patrons use of collection to reduce duplicate distribution from the collection. Talking Book Program
Database System	Unify 2000 DBMS
Estimated Physical Storage Requirements	Currently 7.7 GB. Forecast growth to 18 GB by FY 2003.
GIS Data Classification	No GIS operations.
Sharing	Not shared out side agency.
Future	Current hardware is scheduled to be replaced in FY2000-2001 biennium.

Database Name	Records Storage Management "AUTO-REC"
Database Description	Identify/track flow of records stored by state agencies. State and Local Records staff are primary users.
Database System	Unify 2000 DBMS
Estimated Physical Storage Requirements	Currently 9 GB. Forecast growth to 20 GB by FY 2003.
GIS Data Classification	No GIS operations.
Sharing	Not shared out side agency.
Future	Current hardware is scheduled to be replaced in FY2000-2001 biennium.

Database Name	Unicorn
Database Description	Web-based automated card catalog. Participating agencies catalog, search, circulate, and locate library materials contained in the agencies participating in consortium.
Database System	Informix
Estimated Physical Storage Requirements	Present storage and allocation projection for five years is 27.3 GB.
GIS Data Classification	No GIS operations.
Sharing	Six (6) other state agencies share this application via CapNet/Internet. Partners include State Law Library, Department of Information Resources, Texas Natural Resource Conservation Commission, Texas Workforce Commission, Technical Library of the Comptroller of Public Accounts and Legislative Reference Library. Card catalog information on the collection is available over the Internet via www.
Future	Present system installed in 1999, no current replacement plans.

Database Name	AdHoc Reporting System, AHRS
Database Description	Daily transaction data is down loaded from USAS to Access database. This data is then made available in report or spreadsheet format to manage the agency funds. Primary uses are Accounting staff and fund managers in each division.
Database System	Microsoft Access 97
Estimated Physical Storage Requirements	Currently 400 MB. Forecast growth is 900 MB by FY 2003.
GIS Data Classification	No GIS operations.
Sharing	Not shared out side agency.
Future	Will be scheduled for conversion to Access 2000 when the agency implements Windows 2000.

Database Name	Republic Claims
Database Description	Provides public access to archival Republic Claims data.
Database System	MySQL
Estimated Physical Storage Requirements	10 MB, forecast growth to 50 MB by FY2003.
GIS Data Classification	No GIS operations.
Sharing	Data is made available over the Internet.
Future	Scheduled to be moved for hosting on agency web server in FY2000. Scheduled to receive dedicated equipment and software in FY2000. Scheduled to add images in FY2000 through FY2003.

Database Name	Maps Collection
Database Description	Provides public access to state Map collection and archival descriptions.
Database System	MySQL
Estimated Physical Storage Requirements	12 MB, forecast growth to 15MB by FY2003.
GIS Data Classification	No GIS operation.
Sharing	Data is made available over the Internet.
Future	Scheduled to be moved for hosting on agency web server in FY2000. Scheduled to receive dedicated equipment and software in FY2000.

Database Name	Confederate Pension Data
Database Description	Provides public access to archival Confederate Pension Applications data.
Database System	MySQL
Estimated Physical Storage Requirements	3.5 MB, forecast growth to 20 MB in FY2003.
GIS Data Classification	No GIS operations.
Sharing	Data is made available over the Internet.
Future	Scheduled to be moved to agency web server for hosting in FY2000. Scheduled to add images in FY2000 through FY2003.

Database Name	Confederate Indigent Families
Database Description	Archival records of Confederate Indigent families by county (1863-1865).
Database System	MySQL
Estimated Physical Storage Requirements	1.5 MB, forecast zero growth.
GIS Data Classification	No GIS operation.
Sharing	Data is made available over the Internet.
Future	Scheduled to be moved to agency web server in FY2000.

Database Name	Service Records
Database Description	Texas Adjutant General Service Records 1836 - 1935.
Database System	MySQL
Estimated Physical Storage Requirements	3.2 MB, forecast zero growth.
GIS Data Classification	No GIS operation.
Sharing	Data is made available over the Internet.
Future	Scheduled to complete conversion to MySQL and move to agency web server in FY2000.

Database Name	Academic Library Statistics
Database Description	Provides public access to academic library statistical data.
Database System	MySQL
Estimated Physical Storage Requirements	1.5 MB, forecast zero growth.
GIS Data Classification	No GIS operation.
Sharing	Data is made available over the Internet.
Future	Scheduled to complete conversion to MySQL and move to agency web server in FY2000.

Database Name	Public Library Statistics
Database Description	Provides public access to public library statistical data.
Database System	MySQL
Estimated Physical Storage Requirements	1.5 MB, forecast growth to 3 MB by FY2003.
GIS Data Classification	No GIS operation.
Sharing	Data is made available over the Internet.
Future	Scheduled to complete conversion to MySQL and move to agency web server in FY2000.

Database Name	TINS-EFT
Database Description	Electronic funds transfer data
Database System	Microsoft Access 97
Estimated Physical Storage Requirements	2 MB, forecast growth to 4 MB by FY2003.
GIS Data Classification	No GIS operation.
Sharing	Data is made available to Comptroller of Public Accounts as required.
Future	Scheduled to complete development in FY2000.

AGENCY APPLICATIONS

Application Name	Archives Tracking System
Application Type	Other, Client Server Usage tracking
Application Description	Assist Archives staff serve users and identify major interest areas by tracking the history of patron using the State Archives collections. Archives and Information Services staff are the primary uses.
Database System	Microsoft Access 97
Development Language	Microsoft Access 97
Sharing	Not shared outside agency
Future	Application will be scheduled for conversion to Access 2000 when the agency implements Windows 2000

Application Name	Talking Book Application "ACCESS"
Application Type	Other, Client Server Circulation system
Application Description	Assist Talking Book Program staff manage the multimedia collection of books and magazines for delivery to authorized patrons with visual and/or physical disabilities. The application allows the selection of specific items or the automated selection of a class or type of material from the collection for distribution to the patrons. Database also tracks history of patrons use of collection to reduce duplicate distribution from the collection. Talking Book Program staff are the
Database System	Unify 2000 DBMS
Development Language	Unify/ACCELL
Sharing	Not shared out side agency
Future	Current hardware is scheduled to be replaced in FY2000-2001 biennium.

Application Name	Records Storage Management "AUTO-REC"
Application Type	Document Management
Application Description	Assists staff with the management of the storage of records and collects the information to bill the agencies for stored materials. Application accepts establishment of record series information, request for storage, identifies and tracks the flow of records stored by state agencies. State and Local Records staff are the
Database System	Unify 2000 DBMS
Development Language	Unify/ACCELL
Sharing	Application is not shared out side agency. However, over 48 agencies use email to submit various requests for system actions.
Future	Current hardware is scheduled to be replaced in FY2000-2001 biennium.

Application Name	Uniform State Personnel System "USPS"
Application Type	Human Resources
Application Description	Comptroller provided application. The application functions as the personnel and payroll application for TSLAC employees. Human Resources staff are primary
Database System	Uniform state system, managed by Comptroller
Development Language	Uniform state system, managed by Comptroller
Sharing	Uniform state system, managed by Comptroller
Future	Uniform state system, managed by Comptroller

Application Name	Uniform State Accounting System "USAS"
Application Type	Client Server Financial System
Application Description	Comptroller provided application. The application functions as the accounting and fund management for TSLAC employees. Daily transaction information is down loaded to an MS Access database file for use by Accounting and division fund management staff. Accounting and division fund management staff are primary
Database System	Uniform state system, managed by Comptroller
Development Language	Uniform state system, managed by Comptroller
Sharing	Uniform state system, managed by Comptroller
Future	Uniform state system, managed by Comptroller

Application Name	Uniform State Resource Management System "USRMS"
Application Type	Other, Client Server Inventory Management system
Application Description	Comptroller provided application. The application functions as the inventory and resource management for TSLAC employees. Purchasing and division equipment management staff are primary users.
Database System	Uniform state system, managed by Comptroller
Development Language	Uniform state system, managed by Comptroller
Sharing	Uniform state system, managed by Comptroller
Future	Uniform state system, managed by Comptroller

Application Name	On-line Cataloging and Interlibrary Loan Services "OCLC" - SIRSI
Application Type	Web-enabled
Application Description	A not for profit library automation product from OCLC provides agency and partners with cataloging capabilities and automated update to the agency on-line catalog. Primary users are key partner staff.
Database System	Database management system in use for this application
Development Language	Programming language(s) used in the application
Sharing	Application server operates at OCLC in Dublin, Ohio. TSLAC is a member of AMIGOS, the sole source provider of OCLC services in the southwestern United States. OCLC has over 26,000 participating libraries world wide.
Future	OCLC is testing improved access ranging from Internet to dedicated line access methods

Application Name	Public Library Statistics
Application Type	Web-enabled
Application Description	Documents historical data for public libraries in Texas. Collects this information for preparation of a report to the Department of Education (DOE). The Library Development staff and librarians are primary users.
Database System	MySQL
Development Language	PHP
Sharing	The data is made available over the Internet
Future	Database is modified annually to collect data required by DOE. Scheduled to complete conversion to MySQL and move to agency web server in FY2000.

Application Name	Academic Library Statistics
Application Type	Web-enabled
Application Description	Documents historical data for academic libraries in Texas. Collects this information for preparation of a report to the Department of Education (DOE). The Library Development staff and librarians are primary users.
Database System	MySQL
Development Language	PHP
Sharing	The data is made available over the Internet
Future	Database is modified annually to collect data required by DOE. Scheduled to complete conversion to MySQL and move to agency web server in FY2000.

Application Name	AdHoc Reporting System, AHR\$
Application Type	Client Server Financial System
Application Description	Daily transaction data downloaded from USAS to Access db. Data is then available as report or spreadsheet to manage agency funds. Primary users are Accounting and agency managers.
Database System	Microsoft Access
Development Language	Microsoft Access
Sharing	Not shared outside agency
Future	Scheduled for conversion to Access 2000 when the agency implements Windows

Application Name	Republic Claims
Application Type	Web-enabled
Application Description	Provides public access to the Texas Republic Claims data
Database System	MySQL
Development Language	PHP
Sharing	The data is made available over the Internet
Future	Scheduled to complete conversion to MySQL and move to agency web server in

Application Name	Texas Maps
Application Type	Web-enabled
Application Description	Provides public access to the Texas Maps Collection data
Database System	MySQL
Development Language	PHP
Sharing	The data is made available over the Internet
Future	Scheduled to complete conversion to MySQL and move to agency web server in

Application Name	Confederate Pensions
Application Type	Web-enabled
Application Description	Provides public access to the Confederate Pensions data
Database System	MySQL
Development Language	PHP
Sharing	The data is made available over the Internet.
Future	Scheduled to complete conversion to MySQL and move to agency web server in

Application Name	Confederate Indigent Families
Application Type	Web-enabled
Application Description	Provides public access to archival Confederate Indigent Families (1863-1865) data
Database System	MySQL
Development Language	PHP
Sharing	The data is made available over the Internet
Future	Scheduled to complete conversion to MySQL and move to agency web server in

Application Name	Service Records
Application Type	Web-enabled
Application Description	Provides public access to the Texas Adjutant General Service Records 1836-1935 data
Database System	MySQL
Development Language	PHP
Sharing	The data is made available over the Internet
Future	Scheduled to complete conversion to MySQL and move to agency web server in

Application Name	TINS-EFT
Application Type	Client Server Financial System
Application Description	Will allow agency accounting staff to submit electronic fund transfer data to the Comptroller of Public Accounts
Database System	Microsoft Access 97
Development Language	Microsoft Access 97
Sharing	The data will be made available to the Comptroller of Public Accounts as required
Future	Scheduled to complete development in FY2000

INTERAGENCY DATA NEEDS

<p>Increased sharing of data with other state agencies</p>	<p>The Texas State Library and Archives Commission coordinates with other state agencies and universities to promote effective strategies for sharing information. For example, the agency uses interagency agreements with the University of Texas at Austin to provide access to online databases. The library also participates in interagency efforts coordinated by the Department of Information Resources (DIR) to improve the infrastructure for information sharing across the state. During the life of this plan, the agency will continue its efforts of coordination and information sharing with other organizations.</p>
<p>Obstacles</p>	<p>Obstacles to the agency's increased data and information sharing efforts are economic and technological. The agency has been impacted by the same need to compete with private enterprise for technical staff, as have other state agencies. This has limited the agency's ability to remain fully staffed in IR positions.</p> <p>Budget constraints and travel restrictions have also impaired the implementation of an aggressive training strategy for IR staff. The agency is taking steps to streamline its internal information resources and provide coordinated and effective training opportunities for its IR staff. Cross training of critical IR staff has also become a priority. These steps will position the agency to continue to take advantage of future opportunities for information sharing.</p>
<p>Needed Assistance</p>	<p>No statutory changes are required.</p> <p>The Library and Archives Commission expects its cooperation with other agencies and organizations will continue, as well as the search for more efficient methods of information sharing.</p> <p>The agency recognizes that to continue to complete its mission it must allocate increasing resources to technology-related areas. As staff workloads increase, the agency must apply more efficient technology. The agency's external clientele are increasing in number, and their level of technical and Internet sophistication is also increasing. Customers' expectations for expansion of services also continue to increase. Equipment and staff resources are needed to help address these changing and growing needs.</p>



