

Agency Strategic Plan

2023–2027



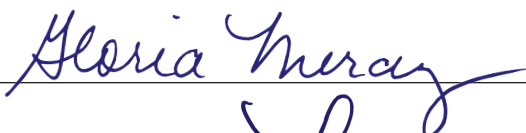
AGENCY STRATEGIC PLAN

FISCAL YEARS 2023 - 2027

BY TEXAS STATE LIBRARY AND ARCHIVES COMMISSION

Board Member	Dates of Term	Hometown
Martha Wong, Chair	2021-2027	Houston
David C. Garza	2019-2025	Brownsville
David Iglesias	2021-2027	Tyler
Arthur Mann	2017-2023	Hillsboro
Nancy Painter Paup	2021-2027	Fort Worth
Bradley S. Tegeler	2019-2025	Brenham
Darryl Tocker	2017-2023	Austin

June 1, 2022

SIGNED: 

APPROVED: 

AGENCY STRATEGIC PLAN

Fiscal Years 2023 to 2027

BY TEXAS STATE LIBRARY AND ARCHIVES COMMISSION

Table of Contents

List of board members and signature page	2
Table of Contents, Fiscal Years 2023 – 2027	3
Vision, Mission Statement and Agency Philosophy	4
Agency Goals and Action Plan	5
GOAL 1: Continue to recruit and retain a knowledgeable and diverse workforce so that TSLAC can continue to provide innovative, cost effective, and customer-oriented services to Texans.	5
GOAL 2: Support affordable access and training to advance digital connectivity and broadband for libraries and communities to bolster statewide digital equity, opportunity, and literacy.	7
GOAL 3: Promote accountability, integrity, and management of public records in state agencies and local governments as they transition from legacy systems to digital formats and provide new methods of public access to information.	10
GOAL 4: Ensure that Texans have access to authentic historical resources by collecting, preserving, and making available for use records and publications that document the history and culture of Texas as a province, colony, republic, and state.	13
GOAL 5: Ensure the agency’s digital and physical infrastructure and assets remain secure while meeting the evolving public demand for training, resources, and online services.	15
GOAL 6: Provide all types of libraries with the tools, training, and resources needed to meet the evolving informational, educational, and economic needs of Texans and the communities libraries serve.	18
GOAL 7: Expand the awareness and use of TSLAC’s resources and services by increasing visibility, enhancing educational programming, and developing stronger partnerships with key stakeholders including libraries, state agencies, and local governments.	20
GOAL 8: Enhance the quality of life and well-being for all Texans who are unable to read standard print by providing high-quality, accessible reading materials and library services.	23
Redundancies and Impediments.	26
Supplemental Schedules	
Budget Structure—Goals, Objectives, Outcome Measures and Strategies	33
List of Measure Definitions: Output, Efficiency and Explanatory Measures	35
Historically Underutilized Business Plan	57
Statewide Capital Plan.	61
Agency Workforce Plan	63
Report on Customer Service – Executive Summary	77

Texas State Library and Archives Commission

Vision

Texans will have robust access to information and resources they need to live informed, productive, and enriched lives.

Our Mission

To serve Texans now and into the future by preserving, protecting, and providing access to information and delivering services that enrich their lives. We will accomplish this by:

- Preserving the archival record of Texas for current and future generations
- Assisting government agencies in the maintenance of their public records
- Supporting the essential work of libraries in fostering education, opportunity, and lifelong learning
- Providing library services to Texans who are unable to read standard print

Agency Philosophy

All Texans have the right to access library and information services that meet personal, educational, and professional needs, provided by well-trained, customer-oriented staff. TSLAC strives to hold the public trust by adhering to the highest standards of honesty, integrity, and accountability.

GOAL 1: Continue to recruit and retain a knowledgeable and diverse workforce so that TSLAC can continue to provide innovative, cost effective, and customer-oriented services to Texans.

1. Develop a strategy to address priorities in salary adjustments, including requesting increased funding by the 88th Legislature by September 1, 2023.
2. Request authority and funding for critical agency positions to support business operations, the Office of General Counsel, education and awareness initiatives, and security.
3. Ensure appropriate recruitment policies and practices exist to recruit and support a diverse workforce, ongoing through August 31, 2027.
4. Continue to monitor salaries paid for comparable positions both within state government and in the local marketplace to maintain effectiveness in hiring, annually by August 31, 2027.
5. Onboard technology services staff to support the agency's priorities for digital inclusion programs by August 31, 2024.
6. By August 31, 2023, attain revisions in the state classification system to update key professional categories within the agency.
7. Ensure TSLAC maintains a consistent approach to learning and development that supports all staff; ongoing through August 31, 2027.

DESCRIBE HOW YOUR GOAL OR ACTION ITEMS SUPPORTS EACH STATEWIDE OBJECTIVE

1. Accountable to tax and fee payers of Texas.

Employing staff with the experience and education necessary to deliver mandated services will ensure that taxpayers receive the full benefit of library and information services as required by statute. In the increasingly knowledge-based economy, Texans rely on authoritatively selected and maintained information resources and services that can address the evolving needs of Texans. TSLAC seeks to hire the quality professionals—archivists, librarians, records specialists, IT specialists, and administrative staff—who can ensure the highest standards of services are provided to the State of Texas.

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

The TSLAC team works diligently under high pressure to produce optimal results for the state. Effective results can only be achieved with a trained and focused unit that can work quickly and with high accuracy. The agency's lack of competitive salaries has caused a high turnover in several positions, including purchasing staff, information technology services, and records analysts lost to other state agencies. Non-competitive salaries have inhibited the agency's ability to recruit qualified applicants and fill vacancies in key positions in departments such as information technology, business services, and departments throughout the agency. The need to recruit and train staff requires an investment of time and resources. Ensuring continuity in staff both promotes efficiency and saves taxpayer money. The higher cost of living in the Austin metro area has also impacted the agency's ability to recruit for all positions, especially for the lower-wage, lower-skill positions.

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

All four programmatic divisions of TSLAC rely on information professionals and the business and operational staff that support their work to deliver the core duties and achieve legislative performance measures. In

Archives and Information Services, the general public, state government and researchers rely on librarians and archivists to satisfy the mandate to maintain and make available to the public archives, government documents, genealogical resources, and other information resources. In the Talking Book Program, persons who cannot read standard print due to either a visual impairment or physical disability in all counties of the state can access recorded, Braille, and large print materials selected, maintained and offered by professional and paraprofessional librarians. In the State and Local Records Management program, public agencies in state government and in local areas across the state rely on the guidance of professionally trained government information analysts. These analysts are qualified to train other government officials to effectively manage and maintain official government records to make them easily available to the public, thus maintaining transparency of government to the taxpaying public. And, in the Library Development and Networking Division, the millions of Texans who daily use the services of over 500 public libraries, over 200 college and university libraries, and thousands of public school libraries in the state depend on mandated training services, library accreditation standards, grants management, and resource management provided by professional librarians in that division. Further, all these services are supported by IT staff and other professionals in the agency. The agency's ability to continue to recruit and retain qualified information professionals is necessary to effectively offer and maintain these mandated duties.

4. Providing excellent customer service.

TSLAC consistently provides excellent customer service, as evidenced in the agency's biennial Report on Customer Service. However, the ability to maintain service at an exemplary level is compromised when the agency cannot recruit and retain a highly qualified and effective workforce. The competitive Austin market and the high cost of living combined with the recent wave of retirements and job changes due to the pandemic have resulted in an extremely difficult climate to recruit and retain workers. Prolonged vacancies due to staff shortages require devoting valuable time to training new staff, who often in turn leave for better pay at other agencies.

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

Investment in fair and competitive compensation for qualified information professionals and all staff leads directly to greater transparency. In archives and records management, it ensures that government records are effectively preserved and made available to all Texans, and ultimately results in public information requests filled more accurately and timely. In Library Development and Talking Book, library professionals ensure that Texans have access to the information resources they need to lead productive and fulfilled lives.

DESCRIBE ANY OTHER CONSIDERATIONS RELEVANT TO YOUR GOAL OR ACTION ITEM

TSLAC's ability to fulfill statutory duties to the public and state and local government depends on hiring and retaining a skilled workforce of information and management professionals as well as the staff that support operations. Because these same skills are in high demand by private-sector companies (particularly in the fields of technology and knowledge management) and larger state agencies, TSLAC will remain unable to pay competitive salaries to employ qualified staff to fulfill agency mandates until additional funds are made available.

The cost of not addressing this issue will be that TSLAC will fall further behind other agencies and the marketplace in its efforts to recruit qualified staff, causing vacancies to go unfilled longer and increase staff turnover rates in positions throughout the agency. This situation will, in turn, require the agency to

reduce the services and resources it is able to offer at precisely the time when the public most needs archives and library services to support success in education, workforce skills, and lifelong literacy and to ensure transparency of government through access to archives and records.

GOAL 2: Support affordable access and training to advance digital connectivity and broadband for libraries and communities to bolster statewide digital equity, opportunity, and literacy.

1. Continue to enhance, staff, and brand the agency's work providing digital resources and supporting digital access and broadband in communities by August 2024 using state and federal funding opportunities, including requesting support from the 88th Legislature.
2. Continue to support small rural libraries by providing support in and access to technology such as through webpage platforms, IT assistance programs, access to state contracts, and training, ongoing through August 2027.
3. Continue to facilitate growth of local library capacity to serve as community hubs for technology and digital literacy through training programs and partnerships with state agencies such as the Texas Workforce Commission, the Texas Comptroller of Public Accounts' Broadband Development Office as established by SB5, and other organizations, ongoing through August 31, 2027.
4. Continue to assist libraries in acquiring and managing technology tools that remove economic and financial barriers and bring connectivity to all Texans by providing devices and services that ensure public access, transparency, and efficiencies of operation by August 31, 2027.
5. Continue to provide technical assistance and support to libraries in accessing the federal E-rate program to discount their internet costs by as much as 90%, leading to a statewide cost savings by August 31, 2027.
6. Continue to provide tools that enable public libraries to make data-informed decisions to align their technology resources to community priorities by August 2024.
7. Continue to communicate best practices and emerging trends in library technology and digital equity; ongoing through August 2027.
8. By the end of August 2027, at least 75% public library locations will offer their communities broadband access that meets FCC library internet standards.
9. Continue to leverage agency-wide digital initiatives, including establishing a digital literacy assistance program in TBP and including TSLAC digital collections in a holistic approach to providing online resources by August 2027.

DESCRIBE HOW YOUR GOAL OR ACTION ITEMS SUPPORTS EACH STATEWIDE OBJECTIVE

1. Accountable to tax and fee payers of Texas.

TSLAC has been providing significant access for Texans to broadband and online information resources for over 20 years. Texans require high-speed internet access and educational opportunities to achieve meaningful digital literacy, fully utilize state-provided information resources like TexShare and TexQuest and participate in today's digital economy. Ninety-nine percent of Texas public libraries provide free Wi-Fi access and serve as an anchor for community connectivity to education, workforce, and healthcare opportunities.

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

TSLAC has been supporting access to information technologies and providing access to online information services to communities by leveraging local, state, and federal funding for decades. TSLAC assistance to public libraries in accessing federal support through the E-rate program brings significant cost savings to communities throughout Texas. By also supporting the procurement of equipment and services that extend broadband access (such as through grants that support lending programs for mobile Wi-Fi technologies), TSLAC allows resources to be used throughout communities. These efforts increase the local library's capacity to stretch capacity by providing broadband capability to support economic vitality, workforce development, and education. In addition, the agency's e-resource programs secure a return on investment of at least 10-to-1.

Through these initiatives to strengthen local technology and access to broadband as well as economical resource-sharing programs, the investment in library information resources is maximized for persons throughout the state. Investment in public library service has also been demonstrated to have an ROI of \$4.64 in economic impact for every dollar spent. Projects such as the Texas Digital Archive allow modest expenditures of state funding to enable access for future generations of Texans to the historical record of the state. The expenditure of state funds for library services and electronic access qualifies Texas to receive nearly \$12 million each year in federal funds. These federal funds are then used to leverage local expenditures for library services.

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

Broadband and digital inclusion programming contributes to the commission's mandate to "adopt policies and rules to aid and encourage the development of and cooperation among all types of libraries," and to "accept, receive, and administer federal funds made available by grant or loan to improve the public libraries of the state." (Govt Code §441.006). The agency's goal to bring digital resources to more Texans via libraries and directly through TSLAC also functions fulfills core agency functions as mandated in the Texas Government Code §441.221. This statute identifies the TexShare consortium as "providing electronic networks, shared databases, and other infrastructure necessary to enable libraries in the consortium to share resources." Government Code §441.006 mandates that the agency "provide library services to persons with disabilities," and §441.104 authorizes the agency to "acquire, organize, retain, and provide access to state publications."

Texas House Bill 5 (87th Legislature) authorized the creation of strategies to expand broadband internet service in Texas. The legislation created the Broadband Development Office (BDO) at the Texas Comptroller of Public Accounts. The legislation includes provisions for deployment of resources throughout communities. Working in concert with the BDO, TSLAC is developing programs to support the work of the BDO and help achieve state priorities to expand infrastructure, access, and training. Additionally, federal funding for infrastructure and digital inclusion point directly to the work of libraries in supporting efforts to increase digital equity, inclusion, and literacy.

TSLAC performance measures currently assess the amount of information provided via libraries, and the relative costs of those services. TSLAC's efforts to provide more information resources for lower unit costs would be greatly improved if more Texans had access to high-speed Internet. TSLAC also surveys internet

speeds at local public libraries through periodic tests that assist libraries in developing their programs and provides data necessary for the agency's work helping libraries participate in the federal E-rate discount program which makes high speed internet access affordable to libraries.

4. Providing excellent customer service.

TSLAC's work supporting access to broadband and digital services are highly regarded by program customers. TSLAC is the primary source of support – training, resources, and funding – for libraries specifically. Greater levels of digital inclusion and access to broadband communications networks via libraries will greatly improve the ability of Texans in all parts of the state to participate in the benefits of digital access.

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

Greater levels of digital inclusion lead directly to greater levels of citizen participation in government, including greater access to electronic resources, e-government, access to services, and online information content for school, work, and lifelong learning. TSLAC has always documented all aspects of its work on the webpage, including the electronic resources available, the results of working advisory groups, commission minutes, budgets, and fee formulas.

DESCRIBE ANY OTHER CONSIDERATIONS RELEVANT TO YOUR GOAL OR ACTION ITEM

The results of a recent statewide speed test show that two-thirds of Texas public libraries (67%) are below national FCC broadband standards for libraries connectivity (100 MBs for libraries serving less than 50,000 persons and 1 GB for libraries serving more than 50,000). In addition, 18% of reporting Texas public libraries did not meet the FCC's minimum definition of broadband for individual households (25 Mbps). The 82 libraries that did not meet this minimum standard serve over 4 million Texans. Governor Abbott and the Legislature have stressed the key role broadband can play in education and economic development. Libraries in general, and TSLAC in particular, are uniquely positioned to help ensure community access to high-speed Internet service and to assist Texans in being able to meaningfully participate in today's digital economy.

The language in today global communications is digital literacy, which has been defined as “the ability to use information and communication technologies to find, evaluate, create, and communicate information, requiring both cognitive and technical skills.” Ensuring digital literacy for all in our state is essential for a healthy and vibrant population. With increased state and federal commitment to broadband and digital inclusion, TSLAC is positioned to facilitate expanded capacity at local libraries and is a leader in digital literacy, a central component of both state and national efforts.

Through surveys and other forums, librarians and other stakeholders from across the state consistently identify access to online information, including having sufficiently robust bandwidth to deliver these resources to their communities, to be the highest priority service provided by TSLAC. These clients appreciate the ability of TSLAC to negotiate affordable prices for the resources their customers need. They would like to see more robust broadband networks to bring the content more quickly. They also struggle to provide access to the range of materials their customers need so that e-book resources are a priority as is access to open education resources (OER) in education and Open Content (free access to publicly funded research and other materials) in academic institutions.

TSLAC has a proven track record of helping deliver significant improvement in broadband access at the local level. TSLAC received a special legislative appropriation of one million dollars to bring high-speed internet connections to Texas communities through their public libraries as part of the agency's 2018-2019 legislative appropriation. Using the appropriation, TSLAC assisted public libraries in navigating the application process to obtain federal E-rate discounts for high-speed internet, lowering the cost by as much as 90 percent and increasing internet speeds by more than 1000%.

Recently, with the use of federal Coronavirus Aid, Relief, and Economic Security (CARES) Act and American Rescue Plan Act (ARPA) funding, TSLAC deployed grants to support connections. Using CARES funding, TSLAC provided \$1.5 million to 63 libraries to assist with broadband access and digital inclusion projects. Another \$1 million in CARES funding went to support last-mile connection in 10 rural public libraries. ARPA funds are currently being deployed to support similar efforts.

TSLAC offers a diverse array of services to promote broadband availability. In 2013, TSLAC began participating in a nationwide project called Edge, which was designed to help public libraries assess their public access technology and community engagement. Edge provides a toolkit of national benchmarks, best practices, and a local library technology assessment tool. Along with other programs – including Tech Academy, online support services for libraries, and training programs – TSLAC is working with libraries to understand the needs of their communities, assess the library's technology resources, and develop sustainable plans for long-term deployment of broadband and educational opportunities that benefit communities.

GOAL 3: Promote accountability, integrity, and management of public records in state agencies and local governments as they transition from legacy systems to digital formats and provide new methods of public access to information.

1. Utilize technology to expand annual meetings to include the Local Government Records Management Officers (RMO) to ensure access to and application of consistent and professional standards by April 2023.
2. Coordinate efforts to add an occupational category for Records and Information Manager within the State Auditor's Office job classification system by August 2027 to support statewide uniformity in professional skillsets needed to safeguard public information.
3. Partner with DIR to provide cross discipline Records Management Officer/ Data Management Officer training opportunities beginning in September 2023 to ensure efficiency in training and maximize the capacity of information professionals in state agencies to support all functions of records and data administration.
4. Seek state funding for a position to support statewide information governance needs by August 2025 to provide needed support and consulting for state agencies.

Describe how your goal or action items supports each statewide objective.

1. Accountable to tax and fee payers of Texas.

TSLAC establishes retention schedules for state and local governments and assists them in the management of their public records. Effectiveness of these activities results in substantial cost-avoidance

to state and local offices through the orderly retention, storage, disposition and preservation of government information; protects the rights and interests of the state and its citizens by ensuring proper documentation of and accountability for government activities; and helps ensure transparency of public information. These efforts contribute directly to the statewide priority of supporting effective and efficient state government operations by reducing costs to create, store, manage and access government information.

In a large sense, the program's customers are the people of Texas. In the absence of the Local Government Records Act of 1989 and state agency records laws, each governmental entity would be at liberty to decide how long records documenting its actions and activities are retained. Because of these laws and the authority assigned to the commission to determine how long records must be retained, the principles of open government are advanced. Texas government records management laws administered by the agency strengthen the Public Information Act.

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

State resources expended with TSLAC to manage state and local records and preserve archival materials saves money for other agencies in a variety of ways. Storage and maintenance of the resources by TSLAC saves agencies costs associated with unnecessary retention, including for storage, management, and responding to public information requests for materials past the retention deadline. Agencies also have quick and inexpensive access to their inactive records which can be delivered directly to their offices. Centralized management of archival records means simplified access and time savings for state government and the public.

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

The agency is directed to manage all state government records and to assist in managing local government records (*Government Code*, Chapter 441; *Local Government Code*, Chapters 201-205). Both state agencies and local governments are required by law to establish records management programs and to meet standards established by the commission regarding the management and retention of government records. This strategy continues efforts to provide for, promote, and oversee programs for the proper and cost-effective management of government records.

The program surveys its customers and meets regularly with stakeholders to identify issues and needs. As a result of this ongoing work, TSLAC partners with records management professionals at both the state and local level to deliver training, apprise them of storage and imaging options, and to provide secure storage for government records. SLRM tracks the percentage of state agencies with approved retention schedule, the number of cubic feet of government records stored at TSLAC two storage facilities, and the training and assistance provided.

The program currently extends training opportunities and provides consultative services on request to over 10,000 identified local government entities, including counties, cities, school districts, water districts, appraisal districts, regional councils of government, and other special purpose districts and authorities. The Local Government Records Act of 1989 designates each elected county officer a separate local government in terms of the act's requirements. Thus, in addition to 254 counties, the number of elected

officers in each county is included in the total number of identified entities. This number grows slightly during the course of each year as new governments are created directly by the legislature or under authority of state statute.

4. Attentive to providing excellent customer service.

Customers continue to request new and improved storing, imaging, and training services from SLRM to meet their needs for records management and preservation. TSLAC recently opened its Promontory Point Annex storage facility in South Austin to address the large demand from state agencies for additional physical storage space for state records. While the annex facility is only one part of a broader 25-year storage solution, the establishment of the annex storage facility can meet customer demand for the next five years approximately, while TSLAC works with the Legislature to find a long-term approach to expand storage capacity. In the area of training, TSLAC has increased online training through webinars and self-paced online classes. These classes must be updated regularly to incorporate changing laws and technology. Staff assists government personnel by phone, e-mail, or in person. Training classes are held in Austin, throughout the state, through webinars which are archived for future use, and through online courses.

Additionally, SLRM has dramatically increased its imaging services to help state and local agencies transform their workflow and information assets for digital operations. TSLAC has invested in new equipment to increase capacity and efficiency, as agencies identify SLRM as an effective, cost-efficient, and secure option for protecting and ensuring availability of state records.

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

All services in this goal are designed to add to the transparency of this agency and all state agencies. An active records management program and the continued accessibility of permanently valuable government records are essential to performing and preserving the tasks of government and to ensuring transparency of all government functions.

DESCRIBE ANY OTHER CONSIDERATIONS RELEVANT TO YOUR GOAL OR ACTION ITEM

The pandemic has accelerated the transition from physical records management to electronic records management as staff are no longer concentrated in state office buildings and clients demand more online services. Most agencies were slowly moving in this direction, but out of necessity began migrating at a much faster pace. While the pace is quickening there is still a need for hybrid solutions as more robust systems to automatically manage previously manual processes are purchased and put in to place.

The cost of the systems may be too prohibitive to implement immediately and TSLAC is here to fill the gap for agencies. Offering storage solutions for physical records at competitive rates, increasing digital imaging capacity to help facilitate the transition toward digital access of records, and providing new services such as scan on demand when storing records for offices outside of Austin.

GOAL 4: Ensure that Texans have access to authentic historical resources by collecting, preserving, and making available for use records and publications that document the history and culture of Texas as a province, colony, republic, and state.

1. Work with the Legislature by August 31, 2025, to identify a 25-year solution to provide for appropriate storage for archival and other public records to ensure the statutorily required preservation of public information and of ongoing government transparency.
2. Accelerate review of backlog materials to enable discovery and access by the public by eliminating the backlog of unappraised records by August 31, 2027.
3. Revise the Archives Strategic Plan by August 31, 2025.
4. Provide Texans with access to a growing number of digitized archival records so that by August 31, 2025, more than two million digitized items in the TSLAC collection are available online.
5. Position the Texas Digital Archive as the official repository of archival state agency digital records and publications so that by August 31, 2025, the repository will include content from all state agencies and is promoting best practices to assist with the transition to a digital records environment.
6. Continue the repair and rehabilitation of research and historic buildings at the Sam Houston Research Center.
7. With the ongoing assistance of the Office of the Attorney General, continue current practice of recovering Texas records and documents illegally held in private hands and restoring them to the citizens of Texas, with 90% success rate in recovering items identified as state property that are physically located within the state by August 31, 2027.

DESCRIBE HOW YOUR GOAL OR ACTION ITEMS SUPPORTS EACH STATEWIDE OBJECTIVE

1. Accountable to tax and fee payers of Texas.

The state archives currently holds in trust for the citizens approximately 70,000 cubic feet of archival paper records and more than 114 terabytes of archival data. At the agency’s Sam Houston Center in Liberty, special appropriations over the last five biennia have allowed staff to make much-needed repairs and improvements to safeguard the state’s investment in this unique resource. Use of all TSLAC resources is free and staff continue to make collections available online to facilitate access of materials that saves taxpayers time and money.

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

State resources expended with TSLAC to manage state and local records and preserve archival materials saves money for other agencies in a variety of ways. At the Sam Houston Center, careful stewardship of the resources and grounds ensures the preservation of former Governor Price Daniel’s gift to the state in the form of land and buildings for a minimal expenditure for staff and maintenance.

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

The objective of this program is to carry out the agency’s statutorily mandated responsibilities (*Government Code*, Chapter 441, Subchapters A, C, G, J, L, and M) to acquire, evaluate, organize, and preserve the permanently valuable records of Texas government agencies, as well as collections of private

papers, maps, photographs, books, newspapers, and microforms that are relevant to the history of Texas, and make them available for researchers, citizens, and government officials. Archivists analyze and evaluate records from some 150 state agencies to determine which merit permanent preservation. Publications produced by state agencies and other library materials are cataloged by professional librarians and that summary information is entered into an online public access catalog. Additionally, TSLAC maintains a vast quantity of digital resources, including governments records that were transferred to the agency in digital form, digitized records from paper records, and other materials. All TSLAC's holdings are available for public use, and every year TSLAC is making a growing number of resources available online. Staff track use and request data to ensure services and processing activities align with customer needs as well as the overall preservation and access priorities identified by the State Archives program through its established strategic plan.

4. Attentive to providing excellent customer service.

The public and the state of Texas look to TSLAC to preserve and make available archives, records, and library materials to Texans. Through cost-effective practices, the agency has efficiently provided these services for more than 110 years and, indeed there has been an official state library since the Republic. The agency takes seriously the mandates noted above and provides careful stewardship of these resources and services. The action items noted above will ensure that the public and state government continues to receive excellent services without interruption. The Texas Digital Archive continues to provide a way for persons remotely across the state of Texas to access the historical record of the state. At the time of writing, the TDA contains nearly 6.6 million records and includes documents, databases, images, audio files, and videos.

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

All services in this goal are designed to add to the transparency of this agency and all state agencies. An active records management program and the continued accessibility of permanently valuable government records are essential to performing and preserving the tasks of government and to ensuring transparency of all government functions. TSLAC provides access by all Texans to the archival records of the Executive and Judicial branches of state government.

DESCRIBE ANY OTHER CONSIDERATIONS RELEVANT TO YOUR GOAL OR ACTION ITEM

The State Archives has established a five-year plan to identify and prioritize preservation and access work for key areas of the agency's collection. The plan addresses a framework for processing of legacy backlogs while appraising and describing new accessions into the collections and increasing the number of digital resources made available through the Texas Digital Archive. The agency received an appropriation from the 87th Legislature for two archivist positions to assist in this work. Due to the pandemic and limited onsite availability (i.e., staff rotations were implemented to maintain social distancing),

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

Increased need for digital materials

The holdings of the Texas State Archives provide a historical foundation for present-day governmental actions and are an important resource for Texas studies. Providing remote users with access to a growing number of resources through digitization efforts is among TSLAC's highest priorities. Since 2013 TSLAC's has utilized federal Library Services and Technology Act funds to build a robust digitization program and generated over 416,000 digital files and included the conversion of approximately 25,000 audio cassette tapes from the Texas Senate dating to the early 1970s and the digitization of more than 78,000 pages of Supreme Court case files. We also have ongoing partnerships with Ancestry and FamilySearch to provide digital online access to significant collections of records the State Archives and the Sam Houston Regional Library and Research Center.

Need for physical space

From treasures such as the first Texas Constitution to government digital records, TSLAC maintains and provides access to approximately 70,000 cubic feet (200 million pages) of archival documents. About half are stored in a secure, climate-controlled environment at the Lorenzo de Zavala State Archives and Library Building. Due to limited storage space, the remainder of our collection (more than 30,000 cubic feet), including records of the Supreme Court and Attorney General are being stored in substandard conditions in the State Records Center, placing them at risk of accelerated deterioration and eventual loss.

GOAL 5: Ensure the agency's digital and physical infrastructure and assets remain secure while meeting the evolving public demand for training, resources, and online services.

1. Participate in the Consolidated State Data Center Services Program as mandated by HB 1516, ongoing through August 31, 2027.
2. Protect the privacy and confidentiality of paper, electronic, and archival administrative records of state agencies through proper information asset management practices ongoing through August 31, 2027.
3. Implement security enhancements using best practices and recommendations from the agency-requested report prepared by the Department of Public Safety; ongoing through August 31, 2027.
4. By September 2023, establish key positions necessary to maintain the security of TSLAC operations, IT infrastructure, and physical and digital resources with funds and appropriated by the 88th Legislative Session.
5. Participate in the DIR-negotiated technology contracts for IT commodities and services and explore other opportunities to obtain technology products and services at the lowest contracted cost, ongoing through August 31, 2027.
6. Maintain all web content compliant with relevant web and accessibility standards, ongoing through August 31, 2027.
7. Enhance staff productivity by providing remote access to information resources and leveraging social networking and other electronic collaboration tools with due consideration to security issues, ongoing through August 31, 2027.
8. Update the agency public Wi-Fi equipment to enhance access and security by August 2023.
9. Continue rehabilitation of facilities at the Sam Houston Research Center, ongoing through August 31, 2027.

DESCRIBE HOW YOUR GOAL OR ACTION ITEMS SUPPORTS EACH STATEWIDE OBJECTIVE

1. Accountable to tax and fee payers of Texas.

The commission has set this operational goal to protect the valuable cyber and physical resources under its stewardship to guarantee efficient use of state resources and meet high standards of security and accountability. TSLAC strives to maintain compliance with TAC 202 requirements to prevent unauthorized access and implement systems and procedures for critical security and efficient operations. Modernized systems provide compliance with updated state and federal accounting standards, enhanced documentation for accountability, and more effective and efficient programmatic analysis and reporting to the legislature, key stakeholders and the public.

TSLAC maintains its physical assets by working to ensure the physical integrity and repair of facilities. While the agency's Lorenzo de Zavala State Archives and Library Building is administered by the Texas Facilities Commission, the agency has commissioned security audits from the Department of Public Safety and has begun implementing additional physical security measures to ensure ongoing access and accountability to Texans.

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

TSLAC was one of the first agencies to move IT-based operations into the State Data Center and opts to use state shared resources and services whenever possible for implementation of its authorized areas of responsibility. This approach positions the agency to benefit from secure existing state resources and thus provide greater economy to the state and taxpayers. TSLAC completed a large-scale modernization of all legacy systems in 2017 and now maintains and updates these systems as necessary. Upgrades are conducted under the direction of the Department of Information Resources.

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

ITS support is critical to achieving all the agency's mandated services. Work of the agency is highly information-technology driven, as Texans request increased access to online services, programs, and resources, which are core agency functions. The Talking Book Program circulates 688,186 physical items per year to 9,834 patrons statewide (FY2021 figures) via its online circulation system that also maintains the inventory of recorded materials (including digital downloads) via online systems. The State and Local Records Management Division maintains an online system to manage all aspects of records storage, retrieval, interagency billing and cost-accounting, and other functions to support mandated cost recovery for core services provided to state and local agencies. With support from the Legislature in the 84th Session, the Archives and Information Services Division implemented the Texas Digital Archive to collect, preserve, and make available state agency electronic archives for the public through safe and economical cloud storage. This digital repository provides permanent public access to electronic records of state government, including mandated reports required to be kept in perpetuity. The Library Development and Networking Division operates a Grants Management System that provides time-saving processing for electronic grant applications and payments. The ITS division implemented an Office 365 SaaS solution to

modernize the agency's email platform and include security features, email services and 17 other online productivity services.

4. Attentive to providing excellent customer service.

Providing excellent customer service has been a high priority of the agency, including the many services that are delivered electronically. The ability to protect crucial data and functions through robust security is a key consideration in delivering uninterrupted, quality services to thousands of users who depend on the information the agency provides. Throughout the pandemic, staff responded to public needs by increasing the availability of online resources, including TexShare and TexQuest digital content, materials through the Texas Digital Archives, digital downloads for books available through the Talking Book Program, and online training for records managers and librarians. These efforts relied on staff and ITS systems for successful and secure implementation.

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

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

DESCRIBE ANY OTHER CONSIDERATIONS RELEVANT TO YOUR GOAL OR ACTION ITEM

Currently, the agency has only ten IT positions – half of the team the agency had prior to the Data Center Consolidation many years ago. Additionally, TSLAC has no full-time targeted position to manage the large number of facilities (which include storage of state public records, collections, a public museum, historic buildings, and public research spaces). The growing number and increasingly complex TSLAC technology programs include the Texas Digital Archives, the TexShare and TexQuest, digital services for special populations through the Talking Book Program, and online tracking of state government records for almost all state agencies. To continue ensuring the effective delivery of these programs, TSLAC needs additional IT resources and both IT and security staff to continue protecting state assets, meet evolving security requirements, and position the agency to meet customer demand. The steady increase in state archival materials managed by TSLAC has a corresponding increase in the amount of personally identifiable information the agency must protect. Due to the diligence of TSLAC staff working in cooperation with DIR, no breach of confidential data has occurred, though attempts occur regularly. Since the Gartner Study in 2015, TSLAC has endeavored to implement whatever cybersecurity upgrades are possible with available resources. To properly and effectively protect against cyberattack, TSLAC has requested state funds since 2017 to modernize its cybersecurity position by adding need resources and staffing. Those funds have not yet been made available. Establishing an Information Security Officer (ISO) position and recruiting additional security personnel are a top agency priority.

GOAL 6: Provide all types of libraries with the tools, training, and resources needed to meet the evolving informational, educational, and economic needs of Texans and the communities libraries serve.

1. Continue to provide cost effective access to statewide resource sharing tools and e-resources such as TexShare and TexQuest that are essential to the educational, economic, and workforce needs of Texans of all ages and their communities in all regions of state through public, academic, and school libraries with over 500,000,000 resources provided by August 31, 2027.
2. Continue to offer no-cost web-based and face-to-face training and technical assistance in all phases of library management to librarians and library personnel in various types and sizes of libraries in all regions of the state to encourage the highest possible quality of library service to Texans, to reach all libraries annually through August 31, 2027.
3. Continue to make available grants each fiscal year to provide funding for libraries to pursue innovative projects in areas such as technology, reading, early childhood literacy, equity, diversity, and inclusion, collaboration, workforce, and other key service areas with awards from federal funds through August 31, 2027.
4. Continue to maintain current information on library best practices, including minimum standards for public library accreditation, and K-12 library standards, and share those practices among libraries, state and local leaders, and the general public, ongoing through August 31, 2027.
5. Assist in policy and statutory discussions to allow TSLAC to use state funds, should they become available, to support library construction projects by August 31, 2023.

DESCRIBE HOW YOUR GOAL OR ACTION ITEMS SUPPORTS EACH STATEWIDE OBJECTIVE

1. Accountable to tax and fee payers of Texas.

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

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

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

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

The commission has a mandate to “adopt policies and rules to aid and encourage the development of and cooperation among all types of libraries,” to “accept, receive, and administer federal funds made available

by grant or loan to improve the public libraries of the state.” (Govt Code §441.006), and to “assist libraries across the state to promote the public good by achieving the following public purposes through the following methods” (five resource sharing strategies listed in Govt Code §441.223). The United State Code (USC) is the government’s official document of federal statutes. The agency also follows the federal statutory framework of Title 20 (Education), Chapter 72 (Museum and Library Services) of the United State Code (USC) and Subchapter II (Library Services and Technology) that specifically addresses the governance of the LSTA Grants to States Program.

4. Attentive to providing excellent customer service.

The agency’s online resources are often cited as the most important services the agency provides to library client groups across the state. TSLAC programs are designed and implemented to strengthen the ability of public, school and academic libraries to serve as hubs and centers of learning/literacy, technology access, and community engagement for their communities and parent institutions. TSLAC staff measures the quality of customer service provided in the state’s libraries via annual reports, compliance with the minimum criteria for library accreditation, performance measure definitions, and other evaluative *means*.

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

TSLAC maintains transparency of operations in all programs. The services of the Library Development and Networking division are documented and detailed on the agency’s website. Included in those online materials are all rules for accreditation, grant awards, guidelines, and criteria, cost-sharing formulas, and other administrative materials by which these programs are administered. The work of agency staff is supplemented by critical support from representatives from the statewide library community who voluntarily serve as panelists on grant-review committees and advisory committees, in the selection of shared online resources, and other tasks, ensuring that procurement and grants administration are held in full view of the public. The agency complies with the Federal Funding Accountability and Transparency Act (FFATA) by posting information on federal pass-through grants totaling \$25,000 or higher to a reporting system hosted by the Office of Management and Budget.

DESCRIBE ANY OTHER CONSIDERATIONS RELEVANT TO YOUR GOAL OR ACTION ITEM

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

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

- access to shared resources both online via the heavily used TexShare and TexQuest programs and via the interlibrary lending of materials, both of which maximize state and local resources to the benefit of virtually every Texan
- grant programs using federal funds to enable innovative programs in libraries in all parts of the state
- deployment of broadband assistance and digital resources to community libraries in all parts of the state
- programs to support the development of outstanding K-12 library services
- minimum criteria for accreditation of public libraries

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

GOAL 7: Expand the awareness and use of TSLAC’s resources and services by increasing visibility, enhancing educational programming, and developing stronger partnerships with key stakeholders including libraries, state agencies, and local governments.

1. Identify and seek legislative funding for positions needed to deliver supplemental educational resource materials and increase public awareness by August 31, 2023.
2. Increase TSLAC presence at regional and state meetings of local government groups, professional associations, and stakeholder groups to increase awareness and training for public employees on effective records management by August 31, 2027.
3. Partner with local, state, or government stakeholder groups to establish meaningful forums and conversations on the needs, challenges, and opportunities in information and records services by August 2027.
4. Expand online self-paced courses on managing information and data to support cost-effective training that promotes best practices and gives guidance on state requirements by August 2027.
5. As funds allow and new funding is appropriated, expand TSLAC’s advertising program to cover digital, social media, and print channels to inform the public on state resources available to them to help them meet their educational and economic goals through August 2027.
6. Utilize public-private partnerships to increase digitization and expand access to collections by August 31, 2025.
7. As funds allow and new funding is appropriated, develop online content and tools to support K-12 education by August 2025.
8. Support other government agencies and school districts in understanding the use and value of historical by August 2025.
9. Survey key staff at state agencies to determine their knowledge of TSLAC services and procedures, particularly in the areas of records management and archival transfer processes by August 2024.

10. Increase awareness and appreciation for Texas literature and authors to promote Texan publishing contributions and artistic works through the Texas Center for the Book, ongoing through August 31, 2027.
11. Promote awareness of the value and use of state archival resources among the historians, the public, and state agency staff; ongoing through August 31, 2027.

DESCRIBE HOW YOUR GOAL OR ACTION ITEMS SUPPORTS EACH STATEWIDE OBJECTIVE

1. Accountable to tax and fee payers of Texas.

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

TSLAC's portfolio of activities and collaborations with the Texas Education Agency, the Bob Bullock State History Museum, the State Preservation Board, the Department of Information Resources, the Office of the Comptroller, institutions of higher education, libraries, units of local governments, and others position the agency to offer the public broad and consistent access to an array of information resources spanning many state activities and organizations. With staff expertise and experience in managing digital information systems, TSLAC helps broker crosswalks between the public, state agencies, and libraries to ensure the state's investment in digital information such as shared online content, state government publications, and open education resources serve the greatest number of Texans. This work also supports benefits the public by focusing on consistent and easy-to-use resources.

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

TSLAC's position is unique among state agencies and educational institutions in its work dealing with broad public dissemination of and access to digital information. The record of the Commission's work with shared access to information in the TexShare and TexQuest system demonstrates the agency's ability to curate statewide digital content, establish statewide strategies to promote online educational resources, and coordinate meaningful partnerships and practices in the area of information policy to enhance the impact of digital information on the lives of Texans. The impact and efficiency of this work is further supported by the agency's robust training and commitment to build resources, such as educational programming for the public, support through grants and other resources for libraries, and development of tool kits and similar guides.

All action items are designed to bring quality and library services to the largest number of Texans, which demonstrates sound cost effectiveness, while preventing duplication of effort. Projects such as the agency's e-resource programs demonstrate that applying statewide purchasing and sharing of online information resources provide the state a return on investment (ROI) of at least 10-to-1. By increasing awareness of these and other state resources, TSLAC can help the public benefit even more from the substantial state efforts in effect to offer high-quality educational content and services.

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

These action items promote and extend the agency's goals of providing services to individual Texans and to libraries, archives, and local governments statewide. Data is collected on all agency programs and that information is constantly reviewed. For example, the Talking Book Program is consistently rated by its patrons as providing excellent customer service; during FY2021, patrons were able to access over 500,000 books and magazines either by direct mail to their homes or through the ability to download from an Internet database of digital materials. All program divisions review customer survey to determine areas of need, build training and services to address those needs, and work to make stakeholders aware of new and existing services and resources.

4. Attentive to providing excellent customer service.

TSLAC uses a variety of measures for determining customer satisfaction. These include assessing both quality of services provided directly to customers (through services such as the Talking Book Program and directly to staff of libraries and local governments who benefit from programs such as training and technical assistance), and quality of services provided indirectly to Texans (via library programs such as TexShare, TexQuest, and interlibrary loan). Customers of all programs benefit from the agency's increased attention to responsively serving the needs of an increasingly diverse and growing state. By increasing public awareness efforts including expanding educational campaigns, creating new educational resources, investing in new forms of collaboration, and developing added resources, the agency can address the growing and evolving needs of Texans for high quality educational and information services.

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

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

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

DESCRIBE ANY OTHER CONSIDERATIONS RELEVANT TO YOUR GOAL OR ACTION ITEM

For TSLAC to achieve its mission that Texans will have access to the information resources needed to live informed and productive lives, it is highly important that more Texans know the services and resources offered by TSLAC. For example, currently the life-changing resources of the Talking Book Program reach only about four and a half percent of Texans eligible for the service. In the 86th Legislative Session, TSLAC received new authority to advertise services. Agency staff have conducted successful social media campaigns to increase awareness of the Talking Book Program. Through this campaign, TSLAC was able to reach out to caregivers and veterans, a group authorized to receive services. TSLAC's growing portfolio of

digital resources offers the opportunity for new ways to support learning and economic activity in communities throughout the state.

TSLAC will continue to leverage strategic partnerships in the library, archives, research, local government, and disability communities to ensure that as many Texans as possible know of the valuable services offered by the State of Texas, such as it has done through the work of the Texas Center for the Book (TCB). TCB actively works to encourage reading, literacy, and library use among Texans of all backgrounds in all parts of the state, rural and urban.

TSLAC continually seeks to improve communication with constituent and stakeholder groups, including critical engagement with citizen groups, professional associations, advisory committees, and other stakeholders to form stronger alliances and partnerships that support statewide agency initiatives. Key TSLAC partners include: the Records Management Interagency Coordinating Council, the Department of Information Resources, the Higher Education Coordinating Board, the Texas Digital Library, the General Land Office, the Texas Education Agency, the Texas Workforce Commission, the Texas Library Association, Educational Service Centers, and the Texas Historical Commission. Key national partners include: The Library of Congress, Institute of Museum and Library Services, American Library Association, the Chief Officers of State Library Agencies, the Digital Public Library of America, the National Association of Government Archives and Records Administrators, Council of State Archivists, Society of American Archivists, and the Association of Records Managers and Administrators.

GOAL 8: Enhance the quality of life and well-being for all Texans who are unable to read standard print by providing high-quality, accessible reading materials and library services.

1. Through August 31, 2027, continue to improve public awareness, outreach, and marketing efforts to promote and serve the needs of a larger percentage of the state's population of persons with print disabilities; in particular, persons with visual, physical, or reading disabilities, that are qualifying disabilities for the Talking Book Program.
2. Implement digital literacy and assistive technology training services to expand patron knowledge and increase use of digital services, such as BARD (Braille and Audio Reading Download) service by August 2024.
3. As a regional library with the National Library Service for the Blind and Print Disabled, TSLAC will support new initiatives such as e-braille readers and future digital talking book machines by August 2025.
4. Continue to maintain and create partnerships with organizations related to TBP services, including coordination with Health and Human Services to provide more outreach to aging Texans (87th Leg SB1917 and 85th Leg SB1693) annually through August 31, 2027.
5. Continue to provide informative and engaging library programming – summer reading clubs, digital literacy training, book clubs, and other new programming annually through August 31, 2027.
6. Support current and new demonstrations sites within public libraries and other major constituent organizations to increase awareness and patron enrollment annually through August 31, 2027.

1. Accountable to tax and fee payers of Texas.

This program acts as the Texas Regional Library of the National Library Service for the Blind and Physically Handicapped (NLS), Library of Congress, and as such, provides free library services for persons who are unable to read standard print because of visual, physical, and reading disabilities. Reading materials in specialized formats and the equipment to access those formats are distributed to registered patrons. A circulation facility handles all outgoing and incoming mail. A call center provides reader's advisory services. The audio services department records books and magazines of regional interest to supplement nationally recorded materials, as well as duplicating multiple copies of recorded materials for distribution. The Disability and Information Referral Center provides information to the public about disabilities services and issues. All services are free to users.

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

The Talking Book Program serves approximately over 10,000 persons each year. In FY2021, TBP provided library materials to 9,708 individuals and 126 institutions; 688,186 books and magazines in digital audio cartridge, Braille, and large print formats. Also, during FY2021, 6,210 individuals and 49 institutions used the Braille and Audio Reading Download (BARD) website to download 302,786 books and magazines in digital audio and electronic Braille formats. A patron is considered served if one book or magazine is circulated to that patron. While a patron may only check out one book or magazine, staff may have many interactions with that patron that are not reflected in the statistics. The program runs very efficiently, with FY2021 costs per individual served at \$213.06 and per book/magazine circulated at \$3.04. The program receives many letters from patrons and family members of patrons. Many patrons write to express their appreciation and share how much the program has improved their lives.

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

This program is authorized under state statute (*Government Code*, Chapter 441.006 (11), *Human Resources Code*, Chapter 91, Subchapter E; *Administrative Code*, Title 13, Chapter 9) and operates as part of the Library of the National Library Service for the Blind and Physically Handicapped (NLS) network administered by Library of Congress (2 USCA §135b).

4. Attentive to providing excellent customer service.

The program is among the most popular and well-received programs administered by the agency. Every year, many patrons and their families write to the Commission to express heart-felt appreciation for the contributions the program makes to the TBP patron. The program actively monitors the turnaround time for patrons to receive materials as well as response time for any questions. The programs also plans and delivers programming, such as book club discussions, summer reading, digital literacy training, and referral services, to further meet the reading and information needs of patrons.

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

The Talking Book Program is fundamentally built to be responsive to Texans who are most in need of direct assistance. The program adheres to the highest standards of accessibility. All materials – devices, content, and consultation services – are designed to meet the needs of people who are unable to read standard print books. The devices designed by the National Library Serves for the Blind and Physically

Handicapped to make it easy for patrons to use the devices. TSLAC operates a call center so that any patron can call for direct one-on-one support for everything from signing up for the program to selecting reading materials and dealing with any questions about the use of devices.

DESCRIBE ANY OTHER CONSIDERATIONS RELEVANT TO YOUR GOAL OR ACTION ITEM

Currently, the life-changing resources of the Talking Book Program reach only about four percent of Texans eligible for the service. Many Texans are not aware of the service because the target population is especially hard to reach. Outreach to caregivers and potential patrons on the availability of new digital services is a priority. While TBP enrolls new patrons every year, gains are offset by losses of patrons. The majority of TBP patrons are over the age of 60 with severe visual disabilities and health issues, and many either do not own a computer or do not have easy access to high-speed Internet service. During the coronavirus pandemic, this target group has been particularly isolated, vulnerable and in need of assistance as contact has become more difficult.

TSLAC is actively working to cultivate new partnerships between the Talking Book Program and other state agencies and departments that serve mutual client bases, such as the Texas Education Agency, the Texas Veterans Commission, the Governor’s Committee on People with Disabilities, and the Department of Assistive and Rehabilitative Services, and the Department of Aging and Disability Services within the Health and Human Services Commission.

As the customer profile changes and aging individuals relate more personal experience with technology, digital access will become more prevalent in program operations. Accordingly, TBP programming is planning for and evolving with these changes. To accomplish this work, investments in technology trained staff and additional infrastructure will be essential for increased digital operations and the training and support patrons will need.

Redundancies and Impediments

Service, Statute, Rule or Regulation (Provide Specific Citation, if applicable)

Since 2020 and the start of the global pandemic, TSLAC has experienced large shifts in staffing, while needing staff to become more technologically adept at delivering services. As the economy and job market has strengthened, recruiting and retaining qualified employees has become a primary impediment.

Describe why the Service, Statute, Rule or Regulation is Resulting in Inefficient or Ineffective Agency Operations

Without staff in key business operations, including Information Technology, business operations (purchasing and administration), the Office of General Counsel, and education and communication, the agency may be unable to implement new programs and/or services as efficiently as needed. For example, the large investment of federal funding for broadband and digital inclusion projects creates opportunities to support communities throughout Texas. However, without adequate staffing (which involves both retaining current staff and seeking additional support) grants programs and other projects- especially those involving state procurement- cannot be executed quickly and may not be feasible

Continued on next page

Provide Agency Recommendation for Modification or Elimination

Increase state General Revenue allocation for staff positions at the agency to allow for retaining key employees and receive additional appropriations to fund new and essential positions, including two new ITS positions for security; one new legal position; three new business operations staff including another purchaser, broadband project coordinator, and facilities coordinator; and two new positions for education and communications.

Describe the Estimated Cost Savings or Other Benefit Associated with Recommended Change

These positions will bring increased security to state operations, transactions, and support integrity of collections. Additionally, the business operations staff will ensure that Public Information Act requests and other legal functions are fully supported and conducted as time-effectively as possible, and will ensure procurement operations achieve time and cost efficiency for the state. Education and communications personnel will insure that the benefits of the state's investment in broadband, digital inclusion, and online resources are truly available to all Texans.

within the timeframe allowed under the terms of the funds. Additionally, state requirements, such as the implementation of the TX-RAMP compliance, necessitate additional technology and legal review to ensure that the citizens of Texas benefit from the secure digital services and operations.

Service, Statute, Rule or Regulation (Provide Specific Citation, if applicable)

Describe why the Service, Statute, Rule or Regulation is Resulting in Inefficient or Ineffective Agency Operations

Provide Agency Recommendation for Modification or Elimination

Describe the Estimated Cost Savings or Other Benefit Associated with Recommended Change

Since the 2015 Gartner Study, TSLAC has used available resources to implement some cybersecurity measures. More thorough measures to protect state resources and reduce liability will require additional resources. Three consecutive LAR requests to fund cybersecurity measures have not been funded.

TSLAC is responsible for an ever-increasing amount of state records in electronic format, including personally identifiable information. Due to staff diligence, to-date no breach of agency resources has occurred; however, the lack of adequate resources to enable rigorous security measures puts the agency, its holdings, and the State at risk of cyberattack.

The agency continues to recommend establishing the position of Information Security Officer (ISO) using the state classification of Information Security Analyst II, and a second security position of an Information Security Analyst I to properly staff the agency for the critical analysis, as well as the development and implementation of an appropriately-scoped security program. With this security expertise and manpower, the agency can ensure the proper protection of our information resources.

The addition of these positions would allow the agency to ensure continued and appropriate security and would avert the possibility of costly recovery from loss, damage, or liability in the event of a successful cyberattack.

Service, Statute, Rule or Regulation (Provide Specific Citation, if applicable)

Texas Government Code §441.138 prohibits TSLAC from making grants of state funds for library construction projects.

Describe why the Service, Statute, Rule or Regulation is Resulting in Inefficient or Ineffective Agency Operations

During COVID, communities throughout Texas recognized the value of their local libraries as technology hubs, but also noted that many library facilities are inadequate and outdated. The Legislature has indicated that the State has an interest in the development of library facilities across Texas. TSLAC has untapped expertise to encourage and support the construction of library facilities. Additionally, with the new influx of federal and other funding for broadband and digital inclusion projects, construction needs are essential for project implementation. Building components, such as trenching, electrical work, remodeling to accommodate labs or telehealth centers, and building new facilities, are an integral part of supporting the state's broadband and digital inclusion priorities.

Provide Agency Recommendation for Modification or Elimination

Amend statute to allow TSLAC to use state and other funds to award and administer grants to support library construction projects. TSLAC needs the authority to administer the distribution and pass-through of these funds.

Describe the Estimated Cost Savings or Other Benefit Associated with Recommended Change

In the event that funds were available to assist in local library facility development, TSLAC oversight and expertise would guarantee that funds were spent cost-effectively, broadband and digital inclusion needs were addressed, and that resulting facilities met industry standards for library construction, avoiding duplication and waste of public resources.

Service, Statute, Rule or Regulation (Provide Specific Citation, if applicable)

Authority for TSLAC to adopt rules establishing standards and procedures for the electronic storage of local government record data is limited to data with a retention period of 10 years or more. (Local Gov't Code §205.003)

Describe why the Service, Statute, Rule or Regulation is Resulting in Inefficient or Ineffective Agency Operations

This creates inconsistency between TSLAC's rulemaking authority for state records and local government records, and potentially creates confusion for local government entities and their technology departments. Gov't Code §441.189 authorizes TSLAC to adopt standards and procedures for the creation and storage of electronic state records regardless of retention requirement. A single, consistent standard for both state and local government records would streamline TSLAC's ability to assist state and local governments and reduce the potential for confusion within local governments.

Provide Agency Recommendation for Modification or Elimination

Legislation to remove requirement in §205.003 that states rules apply only to records whose retention is at least 10 years to allow TSLAC to adopt rules establishing standards and procedures for the electronic storage of any local government record, regardless of retention period.

Describe the Estimated Cost Savings or Other Benefit Associated with Recommended Change

Simplified application of rules will save money and local government staff time differentiating electronic records. This action would also increase TSLAC efficiency as it will save staff time.

Service, Statute, Rule or Regulation (Provide Specific Citation, if applicable)

Lack of job titles and series in the SAO job classifications to reflect current practice and to recruit and retain qualified personnel.

Describe why the Service, Statute, Rule or Regulation is Resulting in Inefficient or Ineffective Agency Operations

No classification series exists for records managers in the SAO's job series, and all agencies are required by statute to have a Records Management Officer, at a minimum. Additionally, other professional library and archivists positions need to be updated.

Provide Agency Recommendation for Modification or Elimination

Create SAO job series for records managers and ensure that classifications for professional archivists and librarians reflect the wide range of statewide duties they perform at the agency. Additionally, the job classifications should reflect the upward mobility and salary levels to ensure continuity and excellence in statewide services.

Describe the Estimated Cost Savings or Other Benefit Associated with Recommended Change

TSLAC and other agencies will be able to recruit qualified staff to positions that reflect their duties and will be better able to retain staff by creating a path for promotion. The state will have valid comparison data for persons doing similar jobs across agencies.

**Service, Statute,
Rule or Regulation
(Provide Specific
Citation, if
applicable)**

Texas Government Code §441.184 requires that persons appointed as records management officers report directly to the agency head.

**Describe why the
Service, Statute,
Rule or Regulation
is Resulting in
Inefficient or
Ineffective Agency
Operations**

In larger agencies, requiring the records management officer to report to the agency head creates a situation in which the majority of actual records management work is delegated to subordinate staff. When combined with the lack of a records manager series as noted above, the vital work of records management is often not properly tracked or accountable, creating redundant and wasteful practices across agencies.

**Provide Agency
Recommendation
for Modification or
Elimination**

Amend the statute to remove the requirement for agencies with 1,000 or more employees that appointed records management officers report directly to the agency head. Agencies with 1,000 or more employees may report directly to a deputy director.

**Describe the
Estimated Cost
Savings or
Other Benefit
Associated with
Recommended
Change**

Combined with the establishment of a records manager series in the state job classification system, this structure will allow for a more effective ladder of accountability and quality control in the area of records management. These organizational changes will ensure that staff at appropriate levels are responsible for cost-effective records management practices that are discharged according to established job descriptions incorporating current standards of records management.

Service, Statute, Rule or Regulation (Provide Specific Citation, if applicable)

Limitation of viable, appropriate storage space sufficient to successfully discharge agency mandate to store records and archives.

Describe why the Service, Statute, Rule or Regulation is Resulting in Inefficient or Ineffective Agency Operations

The State Archives is out of appropriate climate-controlled space and the State Records Center anticipates facing storage limitations within the next five-to-seven years. Approximately half the total archives stored by the agency is in the State Records Center in space that is not ideally temperature, light, or humidity controlled. While the Legislature did approve an interim solution in 2019 with renovation of an annex space in South Austin, the additional facility affords only a fraction of the overall space needed for state records storage in the State and Local Records Management (SLRM) Division but not relief for archival storage. Needs for both SLRM storage and archival materials will continue as both programs will continue to ingest additional records.

Provide Agency Recommendation for Modification or Elimination

Complete an expansion on the State Records Center on Shoal Creek to create a minimum 25+ year solution to records and archives storage for the state of Texas. That solution could be longer if agencies increase the amount of material digitized. Expansion of Shoal Creek facilities builds on SB 1177 requiring certain agencies to create a task force to review options for adequate curatorial storage spaces for state archifact, archival, and records storage.

Describe the Estimated Cost Savings or Other Benefit Associated with Recommended Change

Capacity to safeguard archival assets of enduring historical value to the state and to meet current and future records storage needs for state and local governments. Public sector solution to ensure competitive pricing and availability of adequate space for storage of state records.

2024–2025 Budget Structure

GOAL A: Improve the Availability and Accessibility of Library Services and Information Resources to Texans

Objective 1: Enhancements of Library Services & Cost Avoidance at Texas Libraries

Outcome 1: % of Libraries Using State-Sponsored Services

Outcome 2: \$ Cost-avoidance Achieved Through Resource Sharing Programs

Strategy 1: ASSISTANCE PROVIDED TO TEXAS LIBRARIES

Output 1: # of Library Resources Provided to the Public via Agency Programs

Output 2: Number of Times Librarians Trained or Assisted

Efficiency 1: Number of Days of Average Turnaround Time for Interlibrary Loans

Efficiency 2: Cost Per Library Resource Provided to Libraries

Efficiency 3: Cost Per Person Provided Local Library Project-sponsored Services

Objective 2: Increase Library Use by Texans with Disabilities

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

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

Output 1: Number of Persons and Institutions Served

Output 2: Number of Hours Staff Provided Patron Assistance

Output 3: Number of Items Circulated and Downloaded

Efficiency 1: Cost Per Volume Circulated

Efficiency 2: Cost Per Person Served

GOAL B: Public Access to Government Information

Objective 1: Improve Delivery of Information Provided to the Public and Others

Outcome 1: % of Customers Provided Timely State Library Reference & Info. Services

Strategy 1: PROVIDE ACCESS TO INFORMATION AND ARCHIVES

Output 1: Number of Assists with information Resources

Efficiency 1: Cost Per Assist with Information Resources

Explanatory 1: Number of Archival Items and Other Materials Newly Digitized

GOAL C: Cost-effective State/Local Records Management

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

Outcome 1: Percent of Agencies with Approved Records Schedules

Outcome 2: % Local Government Administering Approved Records Schedules

Outcome 3: \$ Cost-Avoidance Achieved for State Records Storage/Maintenance

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

Output 1: Number of Times State and Local Government Employees Trained or Assisted

Output 2: Total Revenue from Storage Services

Output 3: Total Revenue from Imaging Services

Efficiency 1: Cost Per Cubic Feet Stored/Maintained

GOAL D: Indirect Administration

Objective 1: Indirect Administration

Strategy 1: INDIRECT ADMINISTRATION

Measure Definitions

Objective A.1; Outcome Measure 1

Percentage of Libraries Using State-Sponsored Services

Definition	This is the percentage of eligible libraries in the state of Texas accessing resources and/or training provided or sponsored by the State Library.
Purpose / Importance	This measure reflects the percentage of libraries using state-sponsored services that benefit their communities. It illustrates the value of these programs and the demand for programs and services provided by the State Library.
Source / Collection of Data	Measures percentage of accredited and non-accredited public libraries, members of the TexShare Consortium, affiliate members of the TexShare Consortium, public school and open enrollment charter districts participating in the TexQuest program and/or other libraries accessing one or more resources provided by the State Library. Resources include participation in the TexShare databases and TexShare Card program, TexQuest databases, E-Read Texas ebooks, Inter-Library Loan program, competitive and non-competitive grant programs, continuing education library training and consulting, summer reading program, and other relevant new programs authorized by the legislature or developed/expanded by the agency. Count is non-duplicative.
Method of Calculation	Calculated annually, based on review of all agency programs provided to libraries and library staff.
Data Limitations	This percentage will not fully reflect all of the services any individual library accesses. Libraries may self-identify in a particular data collection tool in a way that does not clearly identify which library system they are affiliated with (i.e., by branch name only). Not all libraries who participate in resource sharing programs actively use the resources provided.
Calculation Type	Non-cumulative
New Measure	Yes
Desired Performance	Higher than Target
Priority / Key Measure	High / Yes

Objective A.1; Outcome Measure 2

\$ Cost-avoidance Achieved Through Resource Sharing Programs

Definition	This is the amount of cost-avoidance realized by Texas libraries because of TexShare and the other resource sharing programs and services provided.
Purpose / Importance	This measure shows the cost savings realized through library resource sharing services. It demonstrates the economies of scale and expanded services made possible by statewide resource sharing programs.
Source / Collection of Data	Costs for individual libraries to provide access to databases are estimated from vendor’s price schedules. Costs to purchase materials received through interlibrary loan, E-Read Texas, and the TexShare Card program are calculated using the published average costs for books and commercial document delivery services. Costs to provide library-to-library delivery of materials are estimated by calculating the cost of postage to mail materials individually. Library resource sharing program costs include all allocable direct costs and are obtained from internal budget summaries.
Method of Calculation	The agency compiles a listing of database products purchased on statewide contract, estimating the cost each library would pay for these products if libraries purchased them on their own. Participating libraries annually report the number of items circulated as part of the TexShare Card program. The number of materials delivered among libraries is reported by the commercial courier. Reported measure is determined by: (1) estimating the cost for participating libraries and state agencies to provide electronic access to databases, mail library materials, and purchase materials received through interlibrary loan and the TexShare Card; and (2) subtracting actual expenditures of TexShare and other sharing programs. The number of materials circulate by the E-Read Texas program will be obtained from vendors. Calculated annually.
Data Limitations	Listed prices for databases reflect price quotations from vendors. Consistent cost comparisons are difficult to verify since the database marketplace changes rapidly; vendors frequently negotiate statewide discounts, and regularly offer price breaks on “package deals.” Published prices for materials are industry averages based on typical printed books, and do not reflect the broad mix of materials that circulate via interlibrary loan and the TexShare Card program. The e-book marketplace is rapidly evolving and vendor reporting may not always be complete.
Calculation Type	Non-cumulative
New Measure	No

Desired Performance	Higher than target
Priority / Key Measure	High / No

STRATEGY A.1.1 OUTPUT MEASURE 1

Number of Library Resources Provided to the Public via Agency Programs

Definition	Measures the number resources provided to the public through libraries via programs funded by the State Library.
Purpose / Importance	This measure shows the wide range of materials made available to the public via libraries that might otherwise not have been purchased or provided, and that help improve local library services, demonstrating the value of these programs.
Source / Collection of Data	Projects that provide materials are identified and reported, using the methodology outlined, and compiled. Electronic content statistics are reported by vendors; interlibrary loan and other transactions are submitted by participating libraries and commercial vendors; reciprocal borrowing transactions are reported by participating libraries. Grant recipients provide quarterly reports and agency staff track resources provided in spreadsheets and databases. Other resources are based on computer logs or in-site counts and tally sheets compiled by grantees, the agency or contract vendors.
Method of Calculation	Reported quarterly. Includes inter-library loan fills, e-resource requests, TexShare card circulations, grant reporting, and other programming that provides resources. Numbers are provided by vendors or compiled from appropriate strategy projects and tallied on a spreadsheets or databases. Based on non-unique counts each time materials are provided or accessed. Count of books, subscriptions, audiovisuals, e-documents supplied by project-funded resources to a library. Focuses on materials libraries would usually include in a collection, not administrative or publicity items. Traditional items purchased (print books, a/v, etc.) are counted as the library receives them.

Data Limitations	Statistics from third party vendors may vary and arrive too late to be reported due to technical difficulties. Statistics vary by vendor. The technologies involved in delivering online services and in compiling service statistics are dynamic, and may change without advance notice. Item counts may include materials from orders placed in a previous fiscal year. Statistics provided by commercial vendors or libraries sometimes vary in completeness. Data may be based on sampling or estimates. Data collected from grant projects may be received too late for inclusion in a particular quarterly report.
Calculation Type	Cumulative
New Measure	Yes
Desired Performance	Higher than target
Priority / Key Measure	High / Yes

STRATEGY A.1.1 OUTPUT MEASURE 2

Number of Times Librarians Trained or Assisted

Definition	Calculates the number of times librarians, library staff, local officials, and others receive training or assistance directly from State Library projects.
Purpose / Importance	This measure provides an indication of the amount of training and assistance provided to librarians and others to help improve library services. It counts people (1) attending or accessing instructional sessions or (2) receiving consulting assistance provided by the State Library or other projects. It provides a measure of the amount of service the strategy is providing to librarians.
Source / Collection of Data	Reported monthly or quarterly, based on on-site counts of State Library projects; assistance includes help given by mail, e-mail or other electronic communications, fax, telephone, and in person. Includes training and assistance provided by contracted vendors and training providers such as database vendors, educational partners, and others. Based on non-unique counts each time assistance or instructional sessions are provided to librarians, library staffs, local officials, or others; some reports may be based on sampling or other estimating techniques. Sign-in sheets, electronic logs, or on-site counts are used to count people attending instructional sessions. Staff record the number of people to whom they provide assistance by telephone, in-person, email or other electronic communications, or mail.

Method of Calculation	Counts are non-unique. Training data is compiled or tallied on a spreadsheet from the registration logs of various sources of training and reports from grants and other projects. Assists are compiled and tallied on a spreadsheet from internal consulting logs and reports from grants and other projects.
Data Limitations	Data may be based on sampling or estimates. Some session attendees do not register and may not be counted; electronic logs reflect those both attending or accessing instructional sessions.
Calculation Type	Cumulative
New Measure	No
Desired Performance	Higher than target
Priority / Key Measure	High / Yes

STRATEGY A.1.1: EFFICIENCY MEASURE 1

Number of Days of Average Turnaround Time for Interlibrary Loans

Definition	This is the average number of days it takes for a library to receive items requested through interlibrary loan.
Purpose / Importance	Interlibrary loan is a central component of library resource sharing. One measure of success is the average number of days it takes for a library to receive a requested item. It illustrates the success of efforts to implement ongoing process improvements.
Source / Collection of Data	This data is based on reports generated by the interlibrary loan (ILL) network vendor. Reports provided by the vendor include calculation of the average turnaround time for filled requests to borrow materials from another library. The turnaround time for an ILL request begins when a library places a request on the vendor's ILL management system and ends when the requesting library has completed the transaction by indicating on the ILL management system that the requested material has been received. Reports provide both the monthly and year-to-date average turnaround time in days and hours.
Method of Calculation	This figure reflects the average number of days it takes a library to receive requested materials from a lending library. Data is collected from reports generated by the ILL network vendor providing monthly and year-to-date average turnaround times for filled borrowing requests.

Data Limitations	The report from the vendor could be posted too late to meet the reporting deadline. If individual libraries do not properly close-out the lending/borrowing transaction, the turnaround time could be inflated because the system continues to clock the time until the transaction is closed-out. Should the vendor's calculation program become damaged or corrupted, there would be a little or no ability to detect or correct this.
Calculation Type	Non-cumulative
New Measure	No
Desired Performance	Lower than target
Priority / Key Measure	Medium / No

STRATEGY A.1.1: EFFICIENCY MEASURE 2

Cost Per Library Resource Provided

Definition	This is the unit cost of library resources provided via libraries through programs funded by the State Library.
Purpose / Importance	Agency programs dramatically expand the range of materials provided to libraries and the public. This measure shows the efficiency of these statewide programs.
Source / Collection of Data	Counts include interlibrary loans supplied, number of items circulated via the TexShare Card, number of e-resource materials, grant reporting, and other programming that provides resources. Costs are derived from year-end budget summaries. Costs include all direct and allocable indirect costs in the strategy.
Method of Calculation	Calculated annually. 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 expenditures and valid encumbrances.
Data Limitations	The reported results of this measure are not always within the complete control of the agency. For example, if the complete number of materials circulated by the TexShare card is not reported on time, the reported cost per use will be higher than actual.
Calculation Type	Non-cumulative
New Measure	No
Desired Performance	Lower than target
Priority / Key Measure	Low / No

STRATEGY A.1.1 EFFICIENCY MEASURE 3

Cost Per Person Provided Local Library Project-sponsored Services

Definition	Cost per person receiving local library project-sponsored services. Examples include grants (including reimbursement grants), continuing education and consulting, and state-supported training platforms that individual libraries can access, such as WebJunction. This measure does not include statewide resource sharing programs.
Purpose / Importance	This measure calculates the cost effectiveness of providing local library project services. It demonstrates fiscal responsibility and the ability to provide effective service efficiently.
Source / Collection of Data	Appropriate projects are those projects that provide resources and services to local libraries. Final budgeted amounts for grants and projects are found in the agency's budget under this strategy.
Method of Calculation	The cost of appropriate projects is divided by the number of persons provided local library project-sponsored services. The cost of projects is based on the final budgeted grant or project amounts at the end of the fiscal year.
Data Limitations	Unexpended grant funds may be returned after the report is filed due to unfilled orders, refunds, or other accounting anomalies.
Calculation Type	Non-cumulative
New Measure	No
Desired Performance	Lower than target
Priority / Key Measure	Low / No

Objective A.2 Outcome Measure 1

Percent of Eligible Population Registered for Talking Book Program

Definition	This is the percentage of persons in Texas who are registered for service with the Talking Book Program (TBP), expressed as a ratio of all Texans estimated as being eligible for TBP services by virtue of a visual, physical or learning disability that prevents a person from reading standard print. A person who is registered in the program is not necessarily the same as a person who is served. "Registered" means that a person is enrolled in the program at some point during the fiscal year, while "served" means that the person has actually checked out a physical book or downloaded a digital book via the Internet at some point during the fiscal year.
-------------------	--

Purpose / Importance	This measure is intended to show the scope of service within the state and to indicate the program's level of success in serving as many eligible Texans as possible.
Source / Collection of Data	A count of all individual patrons who have registered for service and had a status of "active" at any time during the fiscal year is tallied by the database system.
Method of Calculation	The count of individual patrons who have been active is divided by the "Number of Texans Eligible for Talking Book Program Service" to produce a percentage. A person who is registered in the program is not necessarily the same as a person who is served. "Registered" means that a person is enrolled in the program at some point during the fiscal year, while "served" means that the person has actually checked out a physical book or downloaded a digital book via the Internet at some point during the fiscal year.
Data Limitations	The number of Texans estimated as eligible for service is calculated using a formula provided by the Library of Congress' National Library Service; the formula currently calculates that 1.4% of any state's population will be eligible for service. This formula is used both by the National Library Service and other talking book libraries in the network. State population is based on census projections.
Calculation Type	Non-cumulative
New Measure	No
Desired Performance	Higher than target
Priority / Key Measure	High / Yes

STRATEGY A.2.1 OUTPUT MEASURE 1

Number of Persons and Institutions Served

Definition	This is the total number of persons registered in the program who have actually received at least one physical book via the US mail or downloaded a digital book via the program's Internet site or streaming service during the reporting period. A person is only counted as served once during a single fiscal year. This measure also includes the total number of institutions registered and actually receiving service from the program during the reporting period.
-------------------	---

Purpose / Importance	This measure is intended to document the number of individual Texans served. It tracks program service activity and growth patterns. In addition to customers who live alone or with family, we have a number who live in institutions (nursing homes, retirement centers, etc.). This is a count of the number of institutions served by the program.
Source / Collection of Data	Persons served are tallied by computer, based on date of last service as documented by the database system. A portion of Talking Book Program's registered patrons receive services through another organization, such as a retirement home, learning resource center, library, disabled students center, or classroom in a public or private school or college. This count represents the number of such institutions serving patrons. Tallied by computer based on date of last service in the database.
Method of Calculation	The count of persons is not duplicative, is cumulative, and is updated monthly to include new patrons becoming active and receiving service as well as established patrons receiving service for the first time during the reporting period. The count of institutions is not duplicative, is cumulative, and is updated monthly to include new institutions becoming active and receiving service as well as established institutions receiving service for the first time during the reporting period.
Data Limitations	Patrons are only counted as served if they "check out" a book or magazine from the program's collection. These books/magazines may be physical (mailed) or digital (downloaded). Patrons are counted only once (at time of first "check-out") during the fiscal year, regardless of the number of books/magazines and/or other services staff may provide to them. Institutions are also only counted as served if they "check out" a book or magazine from the program's collection. The checked-out books/magazines may be physical (mailed) or digital (downloaded). Institutions are counted only once (at time of first "check-out") during the fiscal year, regardless of the number of books/magazines and/or other services staff may provide to them.
Calculation Type	Cumulative
New Measure	No
Desired Performance	Higher than target
Priority / Key Measure	High / Yes

STRATEGY A.2.1 OUTPUT MEASURE 2

Number of Hours Staff Provided Patron Assistance

Definition	This is the total number of hours staff spent providing direct, one-on-one assistance to patrons using the programs.
Purpose / Importance	This measure will demonstrate the increasing number of one-on-one hours staff spend each quarter providing one-on-one assistance to patrons using the program. The number of hours will continue to increase as additional patrons transition to accessing digital information using a variety of devices, and as the technology on these devices change.
Source / Collection of Data	Staff in the Reader Services section of the Talking Book Program provide one-on-one assistance directly to patrons of the program. Reader Services staff are required to complete an electronic log each day that shows the time spent providing direct assistance to patrons. Hours reported on the daily logs will be compiled monthly.
Method of Calculation	The Reader Services Manager will collect daily electronic logs from each of the section's staff and compile the number of hours staff spent providing direct patron assistance. The manager will provide the total hours for each month to the director, and the director will compile and report the total number of hours staff spent providing direct assistance during the quarter.
Data Limitations	Staff are required to track time spent on patron assistance in an electric log for both via telephone and email assists. Staff may overlook time spent providing assistance via email, so these hours could be under-reported. However, telephone bills will provide a way for the agency to ensure telephone assistance is accurately reported on staff logs.
Calculation Type	Cumulative
New Measure	No
Desired Performance	Higher than target
Priority / Key Measure	Low / Yes

STRATEGY A.2.1 OUTPUT MEASURE 3

Number of Items Circulated and Downloaded

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

STRATEGY A.2.1 EFFICIENCY MEASURE 1

Cost Per Volume Circulated

Definition	This is the per unit cost to circulate each physical Braille, large print, and audio book and magazine to individuals and institutions throughout the reporting period.
Purpose / Importance	This measure evaluates the cost efficiency of the program; changes in cost per volume circulated can reveal an increase or decrease in overall efficiency.
Source / Collection of Data	Computer tracks expenditures & volumes circulated; unit cost is calculated manually.

Method of Calculation	The total direct costs from appropriate funds are divided by the number of volumes circulated.
Data Limitations	Circulation figures can be affected by availability of items to be circulated, by the rate at which items are requested by patrons, by the movement of materials through the US Mail, and by the availability of sufficient staffing resources to process items coming in and out of the circulation facility.
Calculation Type	Non-cumulative
New Measure	No
Desired Performance	Lower than target
Priority / Key Measure	Medium / No

STRATEGY A.2.1 EFFICIENCY MEASURE 2

Cost Per Person/Institution Served

Definition	This is the unit cost to provide service to each individual patron and institution served during the reporting period.
Purpose / Importance	This measure evaluates cost efficiency of the program; changes in cost per person can reveal an increase or decrease in overall efficiency.
Source / Collection of Data	Computer tracks expenditures and persons/institutions served, and unit cost is calculated manually.
Method of Calculation	The total direct costs from appropriated funds are divided by the number of individual and institutional patrons served.
Data Limitations	This per unit cost only includes those individuals and institutions who have checked out a single book or magazine from the Program during the fiscal year. The unit cost does not reflect any patron who has received other services, such as technical support for using a patron's equipment or reader's advisory services in selecting reading materials. The unit cost also does not reflect how frequently any single patron may use any of the program's services.
Calculation Type	Non-cumulative
New Measure	No
Desired Performance	Lower than target
Priority / Key Measure	Low / No

Objective B.1 Outcome Measure 1

Percent of Customers Provided Timely State Library Reference and Information Services

Definition	Percent of customers receiving responses or other services from state library reference and information services within 10 business days of date request submitted.
Purpose / Importance	This measurement provides an assessment of the level of timely customer service provided in regard to the overall delivery of information services and serves as an indication of the extent to which improvements are needed to increase percentage of customers served within a satisfactory time frame.
Source / Collection of Data	Staff in the three reference units of the Archives and Information Services Division who prepare written responses to reference requests currently complete monthly tallies detailing the number of days required to complete those requests. Same day responses are those made within 9 business hours of receipt in the ARIS division. Two-day responses are those made between 9 business hours and close of business on the second day. All other categories are based on the number of working days since the correspondence was received and an email reply sent or hardcopy response placed in the outgoing mail tray.
Method of Calculation	To compute a percentage of timely response during a reporting period, the totals for each response will be recorded at time of response completion. The number of responses completed in 10 business days or fewer will be divided by the total number of responses completed within a reporting period to determine the percentage of responses completed within the established satisfactory time frame.
Data Limitations	Staff may inadvertently omit marking receipt and completion dates related to a response on the monthly tally. A letter may have been routed to the division but not date stamped on actual date received.
Calculation Type	Non-cumulative
New Measure	Yes
Desired Performance	Higher than target
Priority / Key Measure	High / Yes

STRATEGY B.1.1 OUTPUT MEASURE 1

Number of Assists with Information Resources

Definition	The number of times program staff assistance is provided to customers seeking information; the staff will provide customers with information resources or informational responses.
Purpose / Importance	The measure provides an indication of the degree of success achieved in continually improving services to customers and a measure of staff effectiveness in maintaining familiarity with internal and external resources. Customer assistance involves the knowledge, use, recommendation, interpretation of, or instruction in the use of one or more information resources by a staff member; directing a person to a source outside the agency known to possess the desired information; or, verifying that the information requested is not available.
Source / Collection of Data	Staff count all onsite information resources used by customers or by staff assisting customers, as those materials are returned to their original locations. Staff also count those contacts where the provision of information does not involve the use of onsite resources. The assistance to customers includes responses to reference questions received by mail, phone, fax, e-mail, or in person and resources provided for self-directed searches. Onsite information resources include individually numbered containers of archival documents and items assigned and retrieved by means of a unique/locator number. External resources include libraries, institutions, organizations, or individuals, as well as databases, library catalogs, and other electronic information. Web-based document views are tallied by the agency's Web log analyzer. Views of resources provided via the Texas Digital Archive are tallied by the Preservica software used by the agency. Daily counts are tallied on a monthly basis.
Method of Calculation	The monthly total of customers assisted without the use of onsite information resources is combined with the monthly total of information resources used onsite to assist customers and the number of Web-based document views of this program's information.
Data Limitations	Information resources might be returned to their original locations by non-staff members, which would result in an undercount of usage. A failure or "glitch" of the software used to analyze Web use may result in an inaccurate count.
Calculation Type	Cumulative
New Measure	No

Desired Performance	Higher than target
Priority / Key Measure	High / Yes

STRATEGY B.1.1 EFFICIENCY MEASURE 1

Cost Per Assist with Information Resources

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

STRATEGY B.1.1 EXPLANATORY MEASURE 1

Number of Archival Items and Other Materials Newly Digitized

Definition	The number of archival items and other materials, including but not limited to documents, maps, drawings, photographs, audio and video recordings, digitized by the Archives and Information Services (ARIS) Division for public access.
-------------------	--

Purpose / Importance	This measure provides an indication of the degree of success of the agency's efforts to increase access to information by continually making new archival items, materials, and other information resources available via the Internet, including digital reproductions of original archival materials.
Source / Collection of Data	Newly digitized items are logged in an Excel spreadsheet and tallied monthly by record format and series or collection. This information is then calculated quarterly. Annual reports are submitted to IMLS in accordance with the agency's 5-year plan.
Method of Calculation	Newly digitized items are logged in an Excel spreadsheet and tallied monthly by record format and series or collection. This information is then calculated quarterly. Annual reports are submitted to IMLS in accordance with the agency's 5-year plan.
Data Limitations	An inadvertent data entry error in the Excel spreadsheet used to track materials and items newly digitized may result in an inaccurate count. It is more likely that items will be underreported than overreported
Calculation Type	Non-cumulative
New Measure	Yes
Desired Performance	Higher than target
Priority / Key Measure	Low / Yes

Objective C.1 Outcome Measure1

Percent of Agencies with Approved Records Schedules

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

Source / Collection of Data	Approved records retention schedules are maintained in paper and evidence of approval is entered into the Texlinx database and a PDF copy of the schedule is added to the agency website. The number of state agencies is determined at the beginning of each fiscal year. State agencies that are administratively supported by and receive their funding through the appropriated budget of another state agency are considered part of the supporting agency. State universities and colleges that are part of a university or state college system are considered part of the system. The Texas County and District Retirement System and the Texas Municipal Retirement System are state agencies by the Government Code, §441.180.
Method of Calculation	Divide the total number of state agencies with approved records retention schedules by the total number of state agencies. Calculated monthly.
Data Limitations	In every session of the Legislature, agencies are created, abolished, or combined with other agencies; thus, the total number of state agencies fluctuates unpredictably from biennium to biennium.
Calculation Type	Non-cumulative
New Measure	No
Desired Performance	Higher than target
Priority / Key Measure	High / No

Objective C.1 Outcome Measure2

% Local Government Administering Approved Records Schedules

Definition	This is the percentage of local governments that have, in accordance with the Government Code §441.169, adopted the records retention schedules issued by the State Library and Archives Commission.
Purpose / Importance	This measure tracks the level of compliance with the Local Government Records Act of 1989 and reflects the agency's efforts to procure compliance. Compliance with the act improves public access to government information, provides for government accountability, and fosters cost-effective government recordkeeping practices.

Source / Collection of Data	Documents demonstrating compliance are maintained in paper, scanned for quick reference and evidence of compliance is entered into a database. The agency maintains a list of all active local governments. Additions are made when the agency is contacted by local governments with compliance paperwork. Local government entities will also contact the agency when units are dissolved, and the local government entity is marked as dissolved or dormant. Dissolved or dormant units are maintained in the database for historical reference but are not counted in the total number of local governments or number of local governments in compliance.
Method of Calculation	Divide the total number of local governments in compliance by the total number of local governments. Calculated monthly.
Data Limitations	New local governments are created each year and some are abolished; thus, the total number of local governments fluctuates unpredictably from year to year.
Calculation Type	Non-cumulative
New Measure	No
Desired Performance	Higher than target
Priority / Key Measure	Medium / No

Objective C.1 Outcome Measure3

\$ Cost-avoidance Achieved for State Records Storage/Maintenance

Definition	This is an estimate of the total costs avoided by Austin-area state agencies from using the State Records Center.
Purpose / Importance	This measure is an indicator of dollars saved by removing non-current records of Austin-area state agencies from high-cost office space and placing them in the low-cost State Records Center.
Source / Collection of Data	The cost of storing a cubic foot of records at the State Records Center is derived from the agency’s cost recovery schedule. The estimated cost to store a cubic foot of records in Austin-area office space is determined at the beginning of each fiscal year from data provided by the Texas Facilities Commission on estimated average annual costs for Class B (Secondary) leased office space in Austin, filing equipment provided by CPA purchasing contract, and Clerk III salaries provided the GAA. The number of cubic feet stored in the State Records Center is tracked in Infolinx, a database. Records Center costs include all direct and allocable indirect costs in the strategy and are derived from internal budget summaries.

Method of Calculation	The cost of storing a cubic foot of records at the State Records Center is derived from the agency's cost recovery schedule. Fees are set to recover all direct and allocable indirect costs in the strategy including salaries, benefits, consumables and operating expenses. The cost to store a cubic foot of records in office space is calculated by annualizing the Clerk III salary as included in the GAA/12 5-drawer file cabinets/ 8 cubic feet per cabinet; plus the total amount of floor space required per cabinet at 6 square feet per cabinet times cost per square feet provided by TFC per year/ 8 cubic feet per cabinet; plus the cost of a file cabinet per CPA purchasing contract amortized over 10 years / 8 cubic feet per cabinet. Records Center storage and maintenance costs are subtracted from the office environment storage and maintenance costs to determine the total net cost-avoidance to the state. Calculated monthly.
Data Limitations	The cost per cubic foot to store and maintain records in an office environment varies from agency to agency, depending on the cost of their building and the level of staffing employed. An overall estimated average is used; no effort is made to weight the average based on the number of cubic feet each agency stores in the Records Center.
Calculation Type	Non-cumulative
New Measure	No
Desired Performance	Higher than target
Priority / Key Measure	High / No

STRATEGY C.1.1 OUTPUT MEASURE 1

Number of Times State and Local Government Employees Trained or Assisted

Definition	This is the number of times state agency and local government employees receive consulting or training services in records and information management from the agency.
Purpose / Importance	This measure indicates the level of interest by state and local government officials in records management and in complying with the state and local government records management statutes. This measure also reflects this agency's efforts to provide training and consulting services to stimulate the continued growth of records management in Texas government.

Source / Collection of Data	Staff complete electronic consulting and training logs maintained in the TexLinx database and a Microsoft Access database on a daily basis. Calculated monthly.
Method of Calculation	The total number of times persons receive consulting is added to the total number of training services provided in a given month.
Data Limitations	As governments develop more sophisticated programs, the need for routine training and technical assistance declines. This decreased need is usually offset by the needs of other governments that wish to improve their less advanced programs or train new staff that have not worked in government on how to handle public records, but the ratio and the resulting target is not easily predictable.
Calculation Type	Cumulative
New Measure	No
Desired Performance	Higher than target
Priority / Key Measure	Medium / Yes

STRATEGY C.1.1 OUTPUT MEASURE 2

Total Revenue from Storage Services

Definition	This is the total amount of fees billed to customers for the records storage services provided by the agency.
Purpose / Importance	Revenue collections represent cost recovery for storage services provided to local and state governmental agencies.
Source / Collection of Data	TexLinx database and spreadsheet data are used to document the volume of stored records in all formats and fees billed for storage services. The volume of stored records is updated daily and fees billed are calculated monthly. Fees billed monthly include accessions, circulations, deliveries, storage, and destruction.
Method of Calculation	Total fees billed for records storage services are determined by items in storage at any point during the month and amount of services provided during the month. This also includes collecting fees for services such as accessioning, circulation, delivery, and destruction.
Data Limitations	Total revenue will vary depending on the volume of records stored and the number of services requested by state agencies during a given fiscal year. There is nothing in state law that requires agencies to use this agency's records storage services.
Calculation Type	Cumulative
New Measure	No

Desired Performance	Higher than target
Priority / Key Measure	Medium / No

STRATEGY C.1.1 OUTPUT MEASURE 3

Total Revenue from Imaging Services

Definition	This is the total amount of fees billed to customers for the imaging services provided by the agency.
Purpose / Importance	Revenue collections represent cost recovery for imaging services provided to local and state governmental agencies.
Source / Collection of Data	TexLinx is a database used to track work performance and fees billed for imaging services. Work performed is updated as individual projects are completed and fees billed are calculated monthly.
Method of Calculation	Total fees billed for imaging services as determined by end of month figures. Imaging Services fees are calculated by number of images filmed or scanned, number of fields indexed, rolls of film processed, rolls of film duplicated, document preparation and microfiche created and duplicated.
Data Limitations	Total revenue will vary depending on volume of imaging work during a given fiscal year. Legislative requirements regarding the use of a contract workforce may not allow us to achieve the maximum revenue possible. There is nothing in state law that requires agencies to image records or to use this agency for imaging services if they do image records.
Calculation Type	Cumulative
New Measure	No
Desired Performance	Higher than target
Priority / Key Measure	Medium / No

STRATEGY C.1.1 EFFICIENCY MEASURE 1

Cost Per Cubic Feet Stored/Maintained

Definition	This is the cost to the State Library and Archives Commission to store a cubic foot of hard copy records in the State Records Center.
Purpose / Importance	This is an important measure in that it not only indicates the cost competitiveness of the records storage services, but it indicates the degree to which operating costs are controlled.

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



FY 2022 Historically Underutilized Business Report and Plan
Texas State Library and Archives Commission

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

- HUB Assessment Report for FY 2019 through FY 2021, along with information on the agency's efforts and issues relating to performance
- TSLAC's HUB Strategic Plan demonstrating and maintaining future compliance with Texas Government Code §2161.123, and outlining the agency's good faith efforts to meet or exceed the agency-specific HUB goals and increasing the use of HUB businesses in the agency's procurement
- Explanation of agency-specific issues relating to HUB attainment

The agency has requested the following agency-specific HUB goals because of the nature of our business. We support information sharing and education initiatives so it is very unlikely that we will ever meet the statewide HUB goals for heavy construction, building construction, and special trade, particularly as we contract through the Texas Facilities Commission for most of these types of expenditures, and those contracts are exempt from the HUB report. The other category that we consistently fail to meet is the other services category. As explained in our attached report, our agency purchases electronic resources on behalf of Texas libraries throughout the state; this accounts for the majority of our agency budget and skews our expenditure numbers exponentially since it remains challenging to locate HUB vendors in the 956-35 NIGP category/7276 and 7415 Account Codes.

HUB Categories	Current Statewide Goals	Requested Agency-specific Goals
Heavy Construction	11.20%	5.00%
Building Construction	21.10%	5.00%
Special Trade Construction	32.90%	5.00%
Professional Services	23.70%	23.70%
Other Services	26.00%	5.00%
Commodities	21.10%	25.00%

The agency will continue to solicit HUB vendors for all categories where feasible, such as IT and non-IT commodities and professional services when needed.

The agency’s HUB Strategic Plan is responsive to the Sec. 7.07 (a)(1) and (a)(3)(E)-(F). TSLAC refers to the 2009 Texas Disparity Study conducted by the Comptroller of Public Accounts, Texas Procurement and Support Services Division (TPASS) for the information requested in Sec. 7.07 (a)(3)(A)-(D). TSLAC's previous HUB goals and strategic plan information are incorporated in the 2009 Disparity Study’s findings and results.

The activities stated in Sec. 7.07 (3)(A)-(D) are activities associated with conducting a disparity study. These reporting requirements were also included in Rider 18, from the 84th legislative session. TPASS (currently Statewide Procurement Division at the Comptroller’s Office) addressed these reporting activities in its response to the State Auditor’s Office (SAO) Report No. 15-006, October 2014, Page 83-84 (see excerpt below). TSLAC is in agreement with TPASS’ statement, and notes the agency has not been appropriated funds to conduct future disparity study activities, nor does the agency currently have the expertise, information required, or resources to sufficiently conduct these activities with existing resources. As stated in the referenced SAO Report:

C. We did not include Items (a) through (d) of Rider 18 in the assessment instrument. This decision was based on the fact that state agencies and institutions of higher education neither have sufficient resources nor the required information to perform quarterly tasks identified in items (a) through (d). Conducting items (a), (b), and (c) requires access to “Availability” data. In that respect, one must have an exhaustive list of all Ready, Willing, and Able minority (not limited to HUB vendors) and non-

Minority vendors in Texas to be able to perform those tasks. Conducting “statistical disparities by race, ethnicity, and gender” in “firms earning” and “in the area of utilization of women-and minority owned firms” and “in commercial construction” is a very complex task which requires a high level of statistical expertise and collection of relevant data through surveys and interviews, which would be nearly impossible to conduct on a quarterly basis. Likewise, item (d), which requires an analysis of “anecdotal testimony of disparate treatment ... [of] business owners,” is a lengthy and costly process and practically impossible to conduct on a quarterly basis. Anecdotal data for recording “disparate treatment as presented by business owners” must be collected through public hearings, focus groups, and statewide surveys of business owners. The process of collecting anecdotal testimonies is often lengthy and extremely costly, and it requires a high level of expertise and resources. These tasks are commonly performed when conducting a disparity study and may take a year or longer to complete. In that respect, items (a), (b), (c), and (d) listed in Rider 18 can be performed by conducting a new statewide Disparity Study or updating the Texas Disparity Study-2009, which we already have underway.

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

Sincerely,



Donna Osborne
Chief Operations and Fiscal Officer

HISTORICALLY UNDERUTILIZED BUSINESS SUPPORTING SCHEDULE

Agency Code: 306

Agency Name: Texas State Library and Archives Commission

COMPARISON TO STATEWIDE HUB PROCUREMENT GOALS

A. Fiscal Year 2017-2019 HUB Expenditure Information

Procurement Category	FY 2021 Statewide Adjusted HUB Goals	Adjusted HUB Expenditures FY 2019		Total Expenditures FY 2019	Adjusted HUB Expenditures FY 2020		Total Expenditures FY 2020	Adjusted HUB Expenditures FY 2021		Total Expenditures FY 2021
		HUB %	HUB \$		HUB %	HUB \$		HUB %	HUB \$	
Heavy Construction	11.2%	0.00%	\$0	\$0	0.00%	\$0	\$0	0.00%	\$0	\$0
Building Construction	21.1%	0.00%	\$0	\$0	100.00%	\$37,011	\$37,011	0.00%	\$0	\$0
Special Trade Construction	32.9%	28.63%	\$15,841	\$55,321	0.00%	\$0	\$59,781	0.00%	\$0	\$26,012
Professional Services	23.7%	34.78%	\$56,475	\$162,396	32.09%	\$1,700	\$5,298	0.00%	\$0	\$194,558
Other Services	26.0%	0.12%	\$22,392	\$18,955,918	0.37%	\$75,277	\$20,124,010	0.24%	\$49,617	\$21,022,478
Commodities	21.1%	17.53%	\$101,569	\$579,545	37.50%	\$341,122	\$909,559	23.59%	\$282,087	\$1,195,960
Total Expenditures		0.99%	\$196,277	\$19,753,180	2.15%	\$455,110	\$21,135,659	1.48%	\$331,704	\$22,439,008

B. Assessment of Fiscal Year 2019 - 2021 Efforts to Meet HUB Procurement Goals Attainment:

The agency attained or exceeded one of the applicable statewide HUB procurement goals in FY 2019, three of the goals for FY 2020, and one for FY 2021.

The agency exceeded the FY 19 and 20 statewide goal in the Professional Services category: 34.78% and 32.09% respectively.

The agency achieved 0.99% expenditures with HUBs for overall expenditures in 2019, 2.15% in 2020, and 1.48% in 2021.

The largest agency annual expenditures continue to be for statewide access to electronic databases and other electronic resources: \$18,613,236.95, or 82.95% of all 2021 expenditures.

The agency competitively bids for these resources; however, there are currently no HUB vendors in the marketplace. Likewise, this category includes insurance expenditures for products that were procured by the State Office of Risk Management, and library-specific purchases for which there are no competitors and/or HUB vendors. Because these items are proprietary, and there are few or no HUB vendors available, these purchases skew the Other Services category and overall numbers.

Applicability: The "Heavy Construction" and "Building Construction" categories were not applicable to agency operations in fiscal 2019 and 2021. In 2020, agency expenditures with HUBs in the Building Construction category was 100% of the total expenditures, exceeding the goal of 21.1%

Factors Affecting Attainment:

Most of the "Special Trades" category involves expenditures for the agency's facilities in Liberty, Texas, and there are few HUB vendors in this location. The agency currently contracts with Texas Facilities Commission for these services now, so TSLAC does not recognize any expenditures with HUBs on those expenditures.

Goals for "Other Services" was not met since this category contains multiple contracts for electronic subscriptions and online databases that are available to libraries throughout Texas. These products contain proprietary information, and there are currently no HUB vendors available for these services.

In addition, the agency contracts with Amigos Services for various library-specific services that are not available from another source. Likewise, the TexQuest outreach efforts were contracted with a quasi-governmental entity, and a non-profit organization was contracted to assist with website hosting services for libraries.

Finally, the agency contracts for training services and has encouraged eligible vendors to become certified HUBs; unfortunately, most vendors have expressed the belief that the HUB certification/registration process is too time consuming and invasive, and do not see a benefit to becoming certified.

"Good Faith" Efforts:

The agency has made the following good faith efforts to comply with statewide HUB procurement goals, per 1 TAC Section 111.13c:

- participated in Purchasing related events in the Austin metro area sponsored by the Texas Comptroller and other state agencies
- searched the Central Master Bidders List for HUB vendors for all procurements prior to awarding contracts
- participated in two HUB events in 2019 prior to the pandemic
- encourage all potential, qualified vendors to become certified as HUB vendors and/or participate in the Mentor/Protege program
- encouraged program staff to seek qualified HUB vendors, even on small procurements

Capital Expenditure Plan (MP1) Summary Report (Fiscal Years 2023 - 2027) as Reported in FY 2022

Project Name	Building Number	Building Name	Condition	Pri	GSF	E&G	Acres	CIP	Deferred Maintenance to be Addressed	Total Cost	Start Date	End Date
Sam Houston Center Repairs and Maintenance	306002			1	0	0	0		\$0	\$1,000,000	9/2023	8/2025
Records and Archival Storage Expansion	30601			2	60,000	0	0		\$0	\$32,004,000	9/2023	8/2027
					60,000	0	0		\$0	\$33,004,000		

Totals by Project Type

Project Type	Number of Projects	GSF	E&G	Acres	Total Cost
Addition	1	60,000	0	0	\$32,004,000
New Construction	0	0	0	0	\$0
Repair and Renovation	1	0	0	0	\$1,000,000
Land Acquisition	0	0	0	0	\$0
Infrastructure	0	0	0	0	\$0
Information Resources	0	0	0	0	\$0
Leased Space	0	0	0	0	\$0
Unspecified	0	0	0	0	\$0
Totals	2	60,000	0	0	\$33,004,000

Summary of Planned Expenditures by Year

Project Type	2023	2024	2025	2026	2027	Balance	Total Cost
Addition	\$0	\$3,240,000	\$14,964,000	\$4,800,000	\$9,000,000	\$0	\$32,004,000
New Construction	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Repair and Renovation	\$0	\$500,000	\$500,000	\$0	\$0	\$0	\$1,000,000
Land Acquisition	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Infrastructure	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Information Resources	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Leased Space	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Unspecified	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Totals	\$0	\$3,740,000	\$15,464,000	\$4,800,000	\$9,000,000	\$0	\$33,004,000

Totals by Funding Sources

Funding Source	Number of Projects	Total Cost
Auxiliary Enterprise Fund	0	\$0
Auxiliary Enterprise Revenues	0	\$0
Available University Fund	0	\$0
Designated Tuition	0	\$0
Energy Savings	0	\$0
Federal Funds	0	\$0
Federal Grants	0	\$0
General Revenue	2	\$33,004,000
Gifts/Donations	0	\$0
Higher Education Assistance Fund Proceeds	0	\$0
Housing Revenue	0	\$0
Lease Purchase other than MLPP	0	\$0

Legislative Appropriations	0	\$0
Master Lease Purchase Program	0	\$0
Other	0	\$0
Other Local Funds	0	\$0
Other Revenue Bonds	0	\$0
Performance Contracting Energy Conservation	0	\$0
Permanent University Fund	0	\$0
Private Development	0	\$0
Private Development Funds	0	\$0
Revenue Financing System Bonds	0	\$0
Student Fees	0	\$0
Tuition Revenue Bond Proceeds	0	\$0
Unexpended Plant Funds	0	\$0
Unknown Funding Source	0	\$0
Unspecified	0	\$0
Totals		\$33,004,000

Workforce Plan

I. Agency Overview and Purpose

The mission of the Texas State Library and Archives Commission (TSLAC) is:

To serve Texans now and into the future by preserving, protecting, and providing access to information and delivering services that enrich their lives. We will accomplish this by:

- Preserving the archival record of Texas for current and future generations
- Assisting government agencies in the maintenance of their public records
- Supporting the essential work of libraries in fostering education, opportunity, and lifelong learning
- Providing library services to Texans who are unable to read standard print

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

Our primary responsibilities include:

- Maintaining the archives of the State of Texas
- Improving local library services
- Storing, imaging, and digitizing state and local records
- Serving the library needs of persons who cannot read standard print
- Advising state and local records managers in the statutory requirements and best practices for retention and maintenance of public records
- Providing direct information services to the public

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

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

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

1. Continue to recruit and retain a knowledgeable and diverse workforce so that TSLAC can continue to provide innovative, cost effective, and customer-oriented services to Texans.
2. Support affordable access and training to advance digital connectivity and broadband for

libraries and communities to bolster statewide digital equity, opportunity, and literacy.

3. Promote accountability, integrity, and management of public records in state agencies and local governments as they transition from legacy systems to digital formats and provide new methods of public access to information.
4. Ensure that Texans have access to authentic historical resources by collecting, preserving, and making available for use records and publications that document the history and culture of Texas as a province, colony, republic, and state.
5. Ensure the agency's digital and physical infrastructure and assets remain secure while meeting the evolving public demand for training, resources, and online services.
6. Provide all types of libraries with the tools, training, and resources needed to meet the evolving informational, educational, and economic needs of Texans and the communities libraries serve.
7. Expand the awareness and use of TSLAC's resources and services by increasing visibility, enhancing educational programming, and developing stronger partnerships with key stakeholders including libraries, state agencies, and local governments.
8. Enhance the quality of life and well-being for all Texans who are unable to read standard print by providing high-quality, accessible reading materials and library services.

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

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

We believe that the agency's resources and services provided to state, local and regional libraries, archives, and records management professionals are a crucial link to the information essential to all Texans in their quest to lead fulfilled, productive, and enjoyable lives and to contribute to the thriving Texas economy. The agency looks forward to continuing the agency's 110-year legacy of archival, information, and library service to Texas citizens and state and local government.

II. Current Workforce Profile

The agency is authorized 175.5 full time equivalent (FTE) positions for the 2022-2023 biennium. As of May 1, 2022, we had one exempt, 167 full-time classified, and 19 part-time classified positions. Based on information available in the Electronic Classification Analysis System(E-Class) on the State Auditor’s Office website (<https://sao.texas.gov/apps/eclass>), our average employee is female (66 percent), with a college degree, in a professional position, over the age of 40, and has more than 15 years of state service.

The following table contains agency’s current employment by ethnicity and compares the agency’s staffing levels (5/1/2022) to the statewide civilian workforce as reported in the 2019-2020 Equal Employment Opportunity and Minority Hiring Practices Report by the Civil Rights Division of the Texas Workforce Commission, which is the most recent statewide information available at the time of this report.

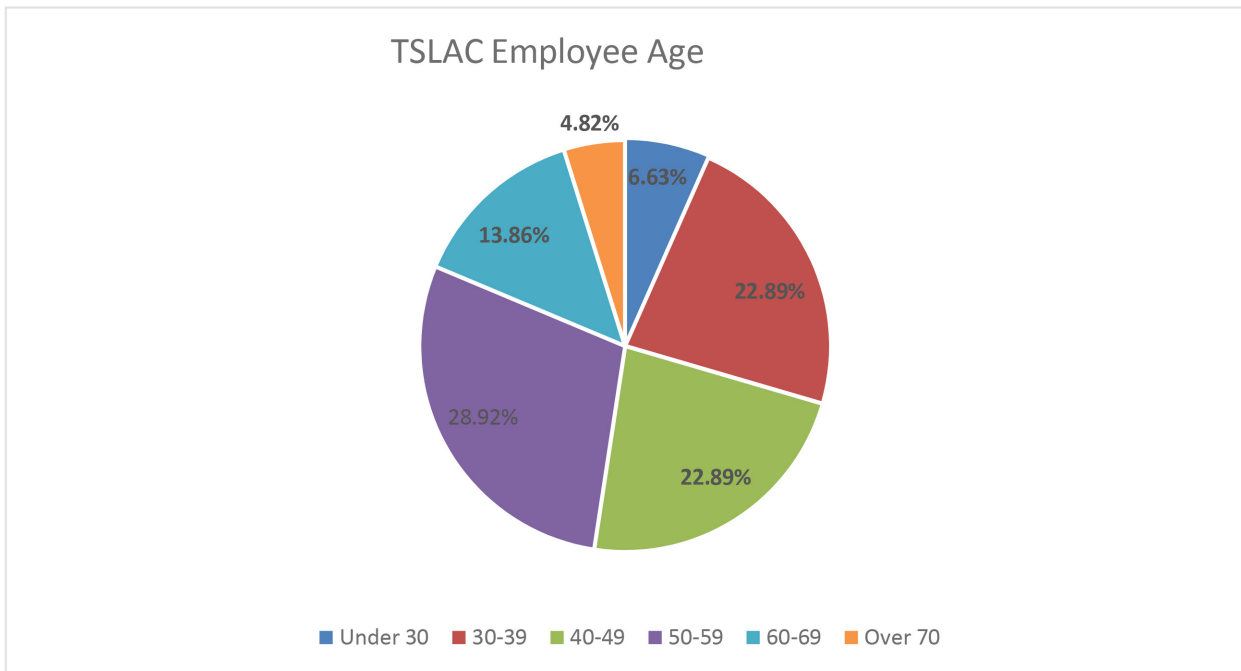
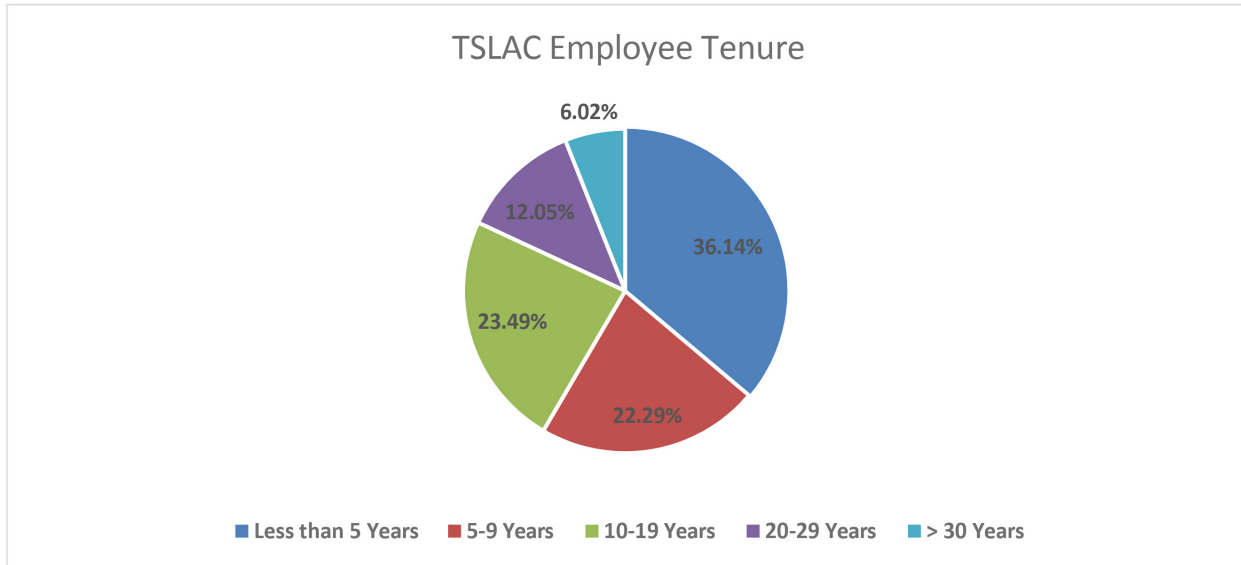
Job Category	African American		Hispanic		Female		TSLAC Total Workforce
	Labor Force	TSLAC	Labor Force	TSLAC	Labor Force	TSLAC	
Officials / Administration	8.54%	0.0%	24.74%	14.28%	41.71%	71.42%	4.4%
Professional	10.9%	5.94%	21.77%	16.83%	54.13%	74.25%	56.9%
Technical	15.05%	0.0%	29.75%	33.33%	56.85%	0.0%	1.3%
Administrative Support	14.60%	13.0%	36.53%	28.26%	74.74%	47.82%	36.7%
Skilled Craft	11.46%	25.0%	52.96%	12.5%	13.98%	87.5%	0%
Service / Maintenance	13.33%	100%	0%	0.0%	54.02%	0%	0.7%
Total Percentage of Workforce	12.22%	22.7%	38.14%	19.87%	45.92%	65.66%	100%

In our increasingly mobile, information-based economy, it is more difficult than ever to attract young workers willing to stay with the agency for more than five years. According to the Bureau of Labor Statistics (BLS), “The median number of years that wage and salary workers had been with their current employer was 4.1 years in September 2020.”¹ The BLS press release also indicated that the median tenure for workers in the public sector (6.5 years) was almost twice the rate of private sector employees (3.7 years). BLS attributes this to the “age profile” of government workers, stating that “3 in 4 government workers were age 35 and over, compared with about 3 in 5 private wage and salary workers.” More than one-third of agency staff, or 36.14 percent of our total workforce, has been with the agency less than five years, with the second largest category (23.49percent) at 10–19 years, followed by those with 5–9 years at 22.29 percent, and staff with more than 20 years

1 www.bls.gov/news.release/pdf/tenure.pdf: EMPLOYEE TENURE IN 2020

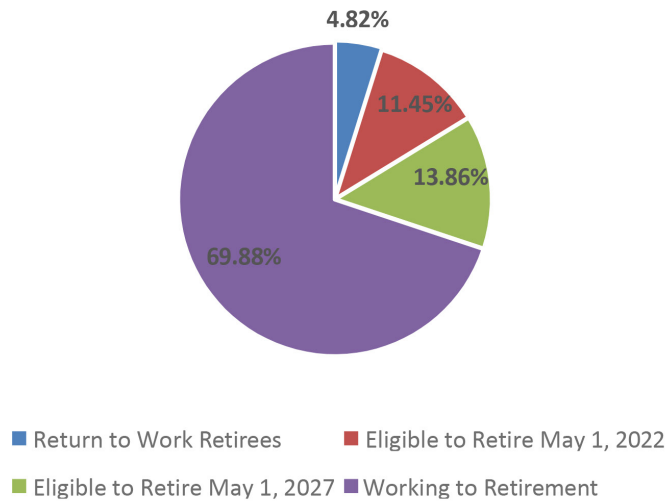
Our agency has an older workforce with almost 50 percent of our employees over the age of 50, and only 6.63 percent under the age of 30. The following chart, extracted from TSLAC’s CAPPS system, provides an overview of the agency’s workforce age as of May 1, 2022.

of experience at the agency at around 16 percent. The chart below illustrates agency tenure as of May 1, 2022, is consistent with the information from BLS.



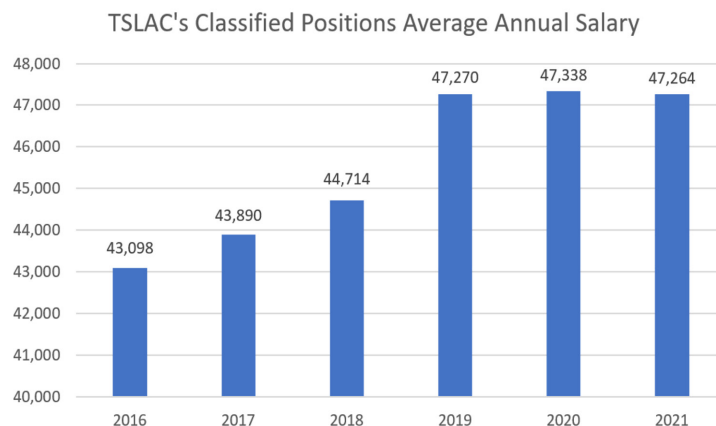
Using the state retirement eligibility calculations and extracting employment data from the CAPPs system maintained by the Texas Comptroller of Public Accounts (CPA), the following chart illustrates that the agency could lose more than 25 percent of the current workforce to retirements within the next five years. As of May 1, 2022, TSLAC employed 10 return-to-work retirees, 19 employees are currently eligible to retire, and another 23 employees will be eligible to retire within the next five years.

TSLAC Retirement Eligibility



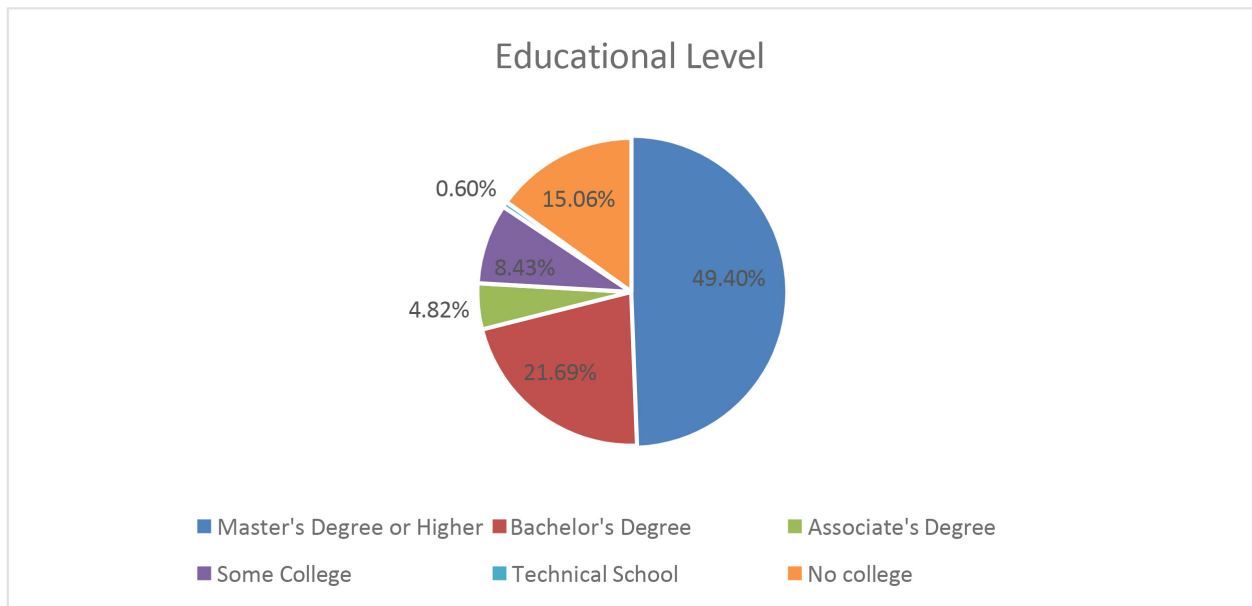
The two previous charts illustrate how significantly institutional knowledge of our specific programs, services, and specialized collections rests with our long-tenured employees. These agency experts allow us to continue providing the high levels of customer service our constituents expect despite turnover in the younger age groups. However, as the tenured experts continue to retire or otherwise leave the agency, we increasingly face challenges in recruiting qualified replacements with similar skill sets, subject matter expertise, and/or industry-specific knowledge.

The following chart uses information from the State Auditor’s E-Class System to illustrate the agency's efforts to successfully increase the average salary more than \$4,100 per year in the five years from FY 2016 to FY 2021, However, the agency’s continued below-market salaries, and the higher cost of living within the Austin metroplex (especially due to the regional housing market during the past two years) we have found it increasingly more difficult to attract new talent who may not already reside in the Austin region.



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

The agency’s three professional career ladders (librarian, archivist, and government information analyst) require at least some higher education to meet minimum and/or entry level requirements. As a result, TSLAC has a highly educated workforce, with more than 70 percent of the employees having at least a bachelor’s degree, and nearly 50 percent of the workforce with Master’s Degrees or higher. As of May 1, 2022, almost 61 percent (or 101) of the agency’s filled positions were categorized as Professional, with most of the positions requiring specialized degrees and/or specific experience/expertise. The agency efforts to attract qualified employees with advanced degrees and the skill sets required of these positions are particularly hampered when the agency’s average annual classified salary remains less than \$48,000. The following chart, extracted from TSLAC’s internal Human Resources Information System, illustrates the level of employee educational attainment as of May 1, 2022.

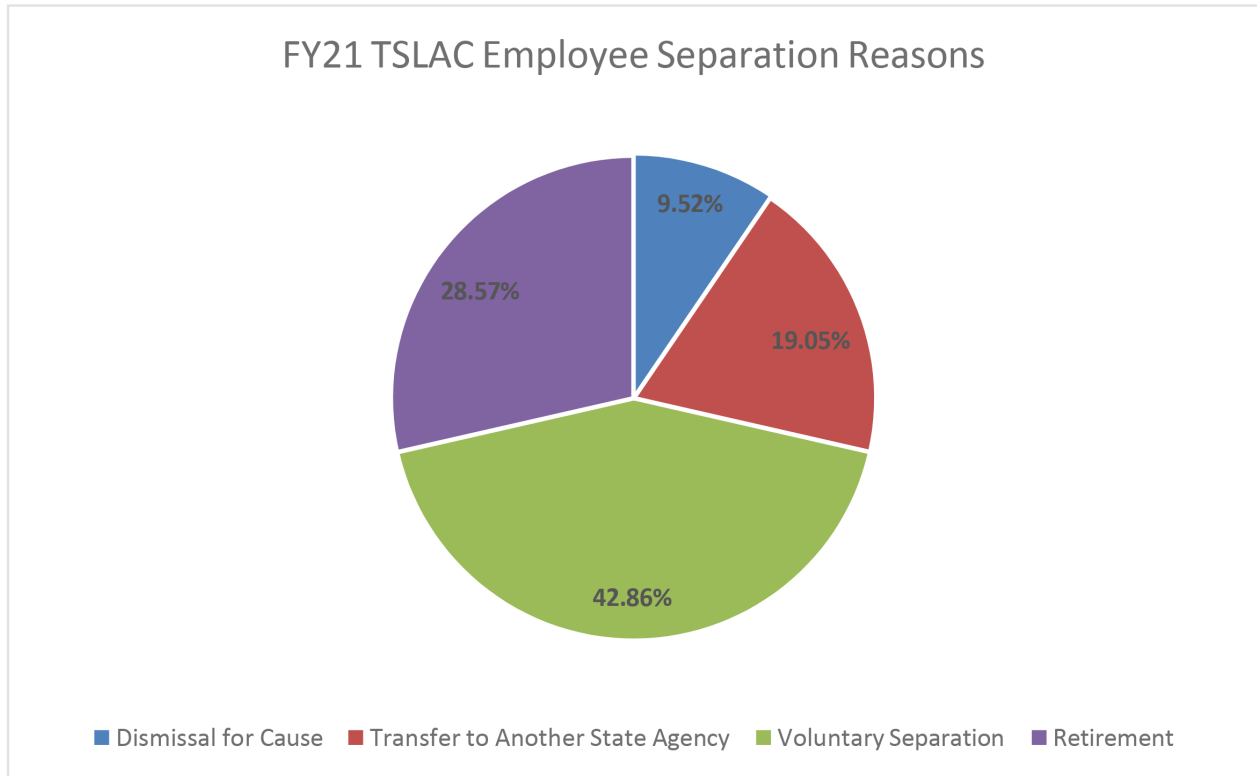


Turnover remains a critical issue for the agency due to the need for special educational attainment and/or experience for our professional positions, and the cost to replace an employee is always high. According to a study by the Society for Human Resource Management, the average cost to hire an employee is \$4,129. Our agency replaced 21 employees during Fiscal Year 2019, which translates to an estimated cost to the agency of \$86,709 for the year. These costs do not include the cost of reintegrating and training for staff once they have been hired.

TSLAC’s turnover rate for Fiscal Year 2021 was 12.8 percent, which is lower than the State’s average turnover rate of 21.5 percent, per the State Auditor’s Office. The agency’s turnover rate for the past several years can be attributed in large part to the increased number of employee’s retiring. In Fiscal Year 2021, almost 29 percent of the agency’s turnover was due to staff retirements.

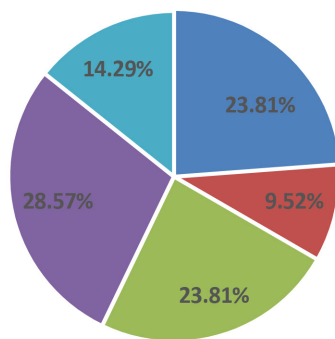
The majority of the vacancies continue to be in positions that garner higher salaries and require highly specialized skills, such as the Librarian, Archivist, Conservator, Government Information Analyst, and Information Technology classifications. The cost to replace these positions is significantly higher than the average cited above.

The following chart illustrates the reasons exiting employees gave for leaving employment with the agency, as recorded in the State Auditor’s Office E-Class System, during Fiscal Year 2021 (Sept. 1, 2020, through August 31, 2021), during the height of the pandemic. The percentage of employees who voluntarily left the agency (42.86 percent) was usually for employment elsewhere, while staff leaving the agency for employment with another state agency was less than 20 percent.



The agency continues to be concerned with losing our tenured subject-matter experts, but losing our younger talent is as concerning in the current job market. The following chart illustrates Fiscal Year 2021 turnover by employee age on the date of separation from the agency. The data for the chart is from State Auditor’s E-Class System. When combined, the 50 to 59 and over 60 age brackets make up one-third of the total separations for the fiscal year, with almost 43 percent of staff leaving the agency under 40 years old. In comparing the following chart to the previous chart, we note that 33.33 percent of employees separating were over the age of 50, closely corresponding to the 25.57 percent of the separations for retirements. This further demonstrates the loss of institutional knowledge and professional experience at the agency.

Employee Age at TSLAC Separation



■ Over 60 Years ■ 50-59 Years ■ 40-49 Years ■ 30-39 Years ■ Under 30 Years

Efforts to reduce turnover, particularly in the professional positions, inadvertently create a lack of advancement for staff in entry- to mid-level positions. Since most of our higher-level professional positions require an advanced degree, career advancement possibilities for staff in entry-level positions is severely limited except for those already pursuing these mandatory degrees. During the last biennium career ladder structures were developed for agency support positions in an effort to retain staff in these lower paying positions.

The Fiscal Year 2021 turnover rate for professional positions was high, at more than 70 percent. While we saw a significant increase in staff retirement, many losses in our midcareer staff were related to the pandemic. In fact, 52 percent of those voluntarily resigning indicated that this period provided the opportunity for a career change.

As we work to fully implement mentoring systems and career ladders, we must ensure that we maintain the critical skill and knowledge sets necessary to accomplish the work of the agency. In addition, we need to ensure staff stays current with the continuing education, training, and information needs of their professions. This was also difficult during the pandemic which required staff to participate remotely in continuing educational events, which lead to “Zoom fatigue” even among staff who welcomed the opportunity to telework during the pandemic. We recognize that our need for highly specialized skills relating to professional librarians, archivists, government information analysts, and information technological professionals ensures a high return on our training investments and made every effort to allow staff to participate in these activities to the extent possible, even during the pandemic.

III. Future Workforce Profile

This section addresses the agency’s future workforce needs, to include additional skills, staffing levels and recruitment concerns. Demands for all agency services in both English and Spanish, particularly in the Talking Book Program, will continue to increase as the state’s Hispanic population grows, the workforce ages, and newly disabled persons seek assistance. The agency also anticipates increasing workloads related to Public Information Act requests, particularly as the agency is the

official archival resource for state government records. Our future workforce must become experts in all aspects the Public Information Act, so the agency can successfully continue to meet our statutory requirements. Additionally, the agency must be positioned to meet new state and federal priorities and related funding opportunities in the areas of broadband deployment and statewide digital literacy training.

A. Future Skills

The agency has been able to recruit staff with skills required to accomplish the agency's goals and objectives; however, it is taking longer to recruit qualified employees. Agency management will continue to evaluate processes to determine the most cost-effective way to accomplish work at hand and meet the needs of customers. As needed, staff will be reassigned to special projects to ensure continued progress towards meeting the goals and objectives.

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

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

TSLAC customers increasingly seek on-demand training and consulting assistance. This requires professional staff to have additional skills in auditing, communication, consulting, report writing, and systems analysis, in addition to experience and knowledge of program requirements. To meet these needs, the agency is adding new web-based and distance learning classes to our repertoire, which requires us to ensure staff continues acquiring the necessary advanced technological skills. This is particularly important as the agency leads the transition from paper to electronic formats for permanent records. Customers during the pandemic often reminded the agency of the urgent need for increased storage of and access to digital images/files on the agency's website. As we replace inefficient and outdated database systems, we must ensure our employees have the skills to use the advanced technologies. During the pandemic, staff were required to implement innovative solutions for the delivery of services virtually. We must ensure continued training for staff so that they can maintain and increase their ability to provide increasingly complex levels of service.

The agency requires a workforce well-trained in emerging technology and related practices, with quality systems equipped to efficiently interact with customers, partner organizations, vendors, and stakeholders on multiple levels. Staff in professional and management positions must be able to effectively implement and use tools using advanced technology applications, and clearly understand the issues associated with

the development of new services. Furthermore, managers must interpret and create policies, procedures, rules, and regulations, and effectively train staff on new internal procedures.

Economic and social conditions in Texas reinforce the need to maintain our cost-efficient statewide resource-sharing programs. The rapidly growing Spanish-speaking population in Texas requires the agency to attract and retain bilingual staff to effectively meet the needs of these important constituents. The agency's statewide TexShare and TexQuest programs will continue to provide products to better meet the online research needs of the Spanish-speaking population, including K-12 and higher education students.

B. Staffing Levels

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

As the population of Texas continues to grow, the agency expects an increase in workload, which could in turn increase the number of employees needed to accomplish our statutory requirements. As function areas emerge, our business operations staff, including IT, legal, and procurement personnel, must be able to service an expanded workload due to an increase in transactions, operations, and customers. A new area for expansion is to support the deployment and maintenance of new technology and Internet-based services, including new state and federal initiatives related to broadband and digital inclusion efforts. As the volume of records continues to grow, the agency will need additional staff to properly arrange, describe, and provide mandated access to archival records in both paper and electronic form. The most recent Sunset review of TSLAC and subsequent recommendations revealed the need to address the agency's backlog of archival records. While a small part of the backlog can be lessened via process changes with current staff, the agency will need at least 2 to 4 additional archivists as the processing and creation of finding aids becomes more critical as archival documents are recreated as digital documents to increase access to popular and important historical records.

C. Recruitment

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

As of May 1, 2022, the unemployment rate in the Austin metroplex is among the lowest in the State. This, coupled with the agency's limited financial resources, adds another level of complexity to the agency's ability to recruit new talent.

Constantly evolving job responsibilities have resulted in increasingly complex job task requirements, both programmatically and technically. This evolution requires proportionately higher levels of skills, education, and abilities. While the agency has adjusted job responsibilities and classifications accordingly, we have been relatively successful in retaining many staff who have been in their positions for several years. However, as salary requirements for newly hired employees have increased, it presents a new challenge as the agency tries to maintain competitive salaries for the existing staff, particularly those who are near the top of their classification range.

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

IV. Gap Analysis

The agency continues to explore ways to close the anticipated future gap of institutional knowledge, including implementing a formal succession plan. To accomplish this, management encourages internal promotions whenever possible, and has been able to promote qualified staff into leadership positions across the agency. This process has proven effective and several professional staff members have advanced their career at the agency over the past few years. This has also enabled staff to acquire the critical institutional knowledge that would be difficult to replace with a new employee. However, for every internal promotion, we have another vacancy in our professional areas, and the agency must have sufficient funds to be able to move staff up while maintaining competitive salaries for tenured staff.

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

V. Strategy Development

Continued training and development of current employees is critical to the success of the agency. The primary objective of staff development and training is to ensure that all TSLAC employees have the knowledge and skills to be productive in performing their job duties, especially for those whose job requires them to be the in-state expert on the subject matter for their programs. Secondly, this provides the framework for an effective long-term succession planning solution.

Management continues to cross-train staff for upward movement at the agency. This will reduce our reliance on re-hiring retirees for continuity of services in key positions. While retirees meet the immediate need to provide ongoing services, it is not a valid long-term solution for the agency. In addition, the agency must pay an assessment (retiree penalty) to the Employees Retirement System

higher than what a new employee would contribute to the State Retirement System, which also results in salary disparities and fewer internal promotion opportunities.

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

A. Strategy Development Challenges to Mission-Critical Skills

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

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

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

B. Recruitment and Retention

Agency management will coordinate with staff to ensure ongoing professional education and development is made available, especially for staff in positions categorized as technical and professional. Job descriptions and classifications are reviewed yearly and modified as necessary, which provides a mechanism to revise positions as new or additional duties are assumed.

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

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

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

C. Work Processes

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

Divisions continue to explore opportunities to form cross-divisional teams and avoid duplication of effort. However, even with the implementation of efficiency practices, current staffing levels are not sufficient to implement any new programs or services without reassessing our existing services. The agency acknowledges that all programs evolve, and does not anticipate any decline in demand for current services, and has recently seen an increase in the need for increased digitization services for other state and local governments.

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

D. Succession Planning

TSLAC performs ongoing analysis of workforce skills needed to maintain a high-quality, well-educated, diverse workforce with the skills vital to accomplishing our mission and goals. We work to train replacement or backup staff in critical agency tasks before a staff member leaves the agency. For positions with staff that are eligible to retire now or within the next five years, the agency will identify employees who can be developed as replacements, which will also ensure the continuity of critical internal agency-specific knowledge.

E. Leadership Development

The Human Resources staff will work closely with agency managers to identify individuals with potential for leadership positions using a variety of standard evaluation methods and tools. Replacement and succession charts will be developed within each division that will provide an opportunity for both managers and staff to examine the depth of talent, skills, and abilities of the current workforce. In addition, the Human Resources Office has increased their effort to secure training to further develop the agency management/supervisory staff.

VI. Conclusion

The agency strives to fill vacant positions as quickly as possible with highly-qualified applicants who will ensure TSLAC is able to meet and exceed our statutory requirements. We operate as an agency that will continue to be attractive to current employees who want to establish a career with us, and will also pique the interest of qualified potential employees from underrepresented

communities who possess the knowledge, skills and experience needed to help us carryout our mission. We believe these initiatives will help us achieve a workforce that more closely resembles the demographic makeup of the State and establish TSLAC as a flagship employer and agency in Texas government.

Report On 2021 Customer Service

Texas State Library and Archives Commission



Austin, Texas | May 20, 2022

Report On 2021 Customer Service

Prepared In Compliance with
Texas Government Code 2114

Texas State Library
and Archives Commission

Austin, Texas | May 20, 2022

TEXAS STATE LIBRARY AND ARCHIVES COMMISSION
CATALOGING IN PUBLICATION DATA

Texas State Library and Archives Commission.
Report on customer service / Texas State
Library and Archives Commission. -- Austin, Tex.:
Texas State Library and Archives Commission.
p.; 28 cm.

1. State libraries --Texas -- Customer satisfaction.
2. State libraries -- Texas -- Evaluation.
3. State libraries -- Texas -- Planning. I. Texas State Library and Archives Commission. II. Title.

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

Director and Librarian
Box 12927
Austin, Texas 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 20, 2022

www.tsl.texas.gov



Texas State Library and Archives Commission

Report on Fiscal Year 2021 Customer Service

Executive Summary

More than 92 percent of the customers responding to customer satisfaction surveys for services provided by the Texas State Library and Archives Commission during Fiscal Year 2021 (FY 21) indicated they were satisfied with the services received.

The customer satisfaction responses reflected in this Fiscal Year 2021 Customer Satisfaction Report were collected as part of the standard, ongoing evaluation of agency services in place on September 1, 2019. Due to changes related to the COVID pandemic, our survey processes continued to focus on an assessment of customers' overall satisfaction with the services received, rather than the facilities, staff, communications, Internet site, complaint-handling process, service timeliness and printed information. While we did receive some survey responses related to the extended questions, others (e.g., facilities, agency location, agency brochures, etc.) were not particularly relevant during the pandemic, or pertained to a very small number of customers. Overview information is provided at the end of this Executive Summary where information was provided.

The agency received approval to combine previous Strategies 1 (Resource Sharing) and 2 (Library Development) during the FY 22-23 biennium, so the agency has combined information for both strategies into one, Library Development and Networking, for consistency purposes of this report and the agency's Strategic Plan.

Cost per customer surveyed continued to decrease, reaching an agency low of \$0.33 per customer surveyed in FY 21, down from \$0.53 per survey distributed in FY 19. To ensure the most accurate reflection of the costs per survey, the agency includes staff costs associated with conducting and evaluating customer satisfaction survey results in addition to any printing and postage costs. This remains important as most surveys are conducted electronically and staff working with the analyses must compile data collected across multiple platforms to record results necessary to submit our report in compliance with state requirements.

The agency surveyed 38,889 of the almost 16.7 million entities and individual customers served during FY 21, an increase of 10,584 more customers surveyed than in FY 19. While the total number of responses was only down 43, the response rate was down over 6.5 percent.

Of the 6,162 responsive surveys, 5,688 respondents indicated satisfaction with the agency's programs and services. However, another 5,402 respondents did not provide a response relating to overall satisfaction.

Almost 8.9 percent (or 548 respondents) provided suggestions for improvements to agency programs and services, up from the FY 19 percentage of 5.8 in this area. The percentage of respondents identifying ways to improve services were up in all divisions.

While we collected information on other service quality elements in some of our surveys, we generally limited the questions asked for services during the pandemic for the purpose of this report to ensure the maximum number of customer responses. Below are agency average responses to the additional seven mandatory survey questions.

1. How satisfied are you with the agency's facilities, including your ability to access the agency, the office locations, signs, and cleanliness? **89.4% Satisfied; 10.6% Unsatisfied**
2. How satisfied are you with agency staff, including employee courtesy, friendliness, and knowledgeability, and whether staff members adequately identify themselves to customers by name, including the use of name plates or tags for accountability?
83.9% Satisfied; 16.1% Unsatisfied
3. How satisfied are you with agency communications, including toll-free telephone access, the average time you spend on hold, call transfers, access to a live person, letters, electronic mail, and any applicable text messaging or mobile applications?
83.7% Satisfied; 16.3% Unsatisfied
4. How satisfied are you with the agency's Internet site, including the ease of use of the site, mobile access to the site, information on the location of the site and the agency, and information accessible through the site such as a listing of services and programs and whom to contact for further information or to complain? **88.1% Satisfied; 11.9% Unsatisfied**
5. How satisfied are you with the agency's complaint handling process, including whether it is easy to file a complaint and whether responses are timely?
81.3% Satisfied; 18.8% Unsatisfied
6. How satisfied are you with the agency's ability to timely serve you, including the amount of time you wait for service in person? **82.7% Satisfied; 17.3% Unsatisfied**
7. How satisfied are you with any agency brochures or other printed information, including the accuracy of that information? **81.2% Satisfied; 18.8% Unsatisfied**

Although our scores remain satisfactory across the board, we noticed that we received more constructive suggestions from customers in FY 21 than in prior years. It is worth noting that our agency continued on-site operations during the pandemic at all three of our facilities, including our public services areas (State Archives and State Library Reference Room on Brazos Street), as well as full operations at the State Records Center (Shoal Creek Blvd.) for storage and imaging services and circulation of materials to Talking Book Program patrons, and the Sam Houston Regional Library and Research Center in Liberty.

Based on customer feedback, we believe there was a general perception that state entities were less responsive due to operational changes required to ensure the safety of state employees and customers. Many of our long-term patrons and customers, particularly in the Talking Book Program, like so many people throughout the world, were concerned with having to quickly pivot from paper-based and in-person requests and services to relying more on email and web-based systems, participating in online trainings and webinars facilitated by cloud-hosted videoconferencing platforms, and generally learning new skills required to navigate in the augmented operations.

Due to continued safety measures in place because of the pandemic, our staff provided virtually no in-person trainings in 2021; however, we presented a full schedule of live and archived webinars, workshops, events, and conferences. After the initial service interruptions caused in March and April 2020 by the onset of the pandemic, when we quickly adapted to delivering our services through new virtual, web, and phone-based channels, we continue to look closely at all customer feedback, especially constructive recommendations, to improve how we are serving our diverse stakeholders both conventionally in person and via these new, online systems and tools.

2021 Inventory of External Customers

Strategy	Entity and Customer Groups	Est. Pop. Size	Entity Numbers
A.2.1	Texans eligible for Talking Book services	406,022	126
A.1.1	Texas public libraries		570
A.1.1	TexShare public libraries *		Included above
A.1.1	Texans who may use public libraries	26,521,595	
A.1.1	Public library Resource Sharing customers	Included above	
A.1.1	Staff of public libraries	6,750	
A.1.1	Public library boards & Friends officers	5,250	
A.1.1	TexShare academic libraries		162
A.1.1	Students and faculty at Texas academic libraries	Included elsewhere	
A.1.1	Staff of Texas academic libraries	2,448	
A.1.1	Libraries of clinical medicine		17
A.1.1	Staff of school libraries and other libraries	4,382	
A.1.1	K-12 public school districts		1,204
A.1.1	K-12 public school faculty and students	Included elsewhere	
B.1.1	Texas journalists	Included elsewhere	
B.1.1	Texas lawyers	Included elsewhere	
B.1.1	Texas writers	Included elsewhere	
B.1.1	Texas state agency libraries		Included elsewhere
B.1.1	Texas state agency employees	330,909	
B.1.1	Texas historical and genealogical societies		186
B.1.1	Genealogists	Included elsewhere	
B.1.1	Local historians	Included elsewhere	
B.1.1	Texas grade school students (4th– 8th grade)	Included elsewhere	
B.1.1	Texas high school students (all levels)	Included elsewhere	
B.1.1	Texas college students (all levels)	Included elsewhere	
C.1.1	State agencies		153
C.1.1	State agency records personnel	Included elsewhere	
C.1.1	Local governments		10,348
C.1.1	Local government records personnel	31,044	
	Total	27,313,900	12,766

NOTE: Some of the persons identified in distinct customer groups above may overlap public library customers and are designated as “Included elsewhere.”

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

Strategy	Entity and Customer Groups	Est. Pop. Size	Entity Numbers
A.1.1	TexShare public libraries *		508
A.1.1	Public library Resource Sharing customers	26,521,595	
A.1.1	Students and faculty at Texas academic libraries	2,139,987	
A.1.1	K-12 public school faculty and students	5,635,639	
B.1.1	Texas journalists	2,640	
B.1.1	Texas lawyers	108,816	
B.1.1	Texas writers	1,417	
B.1.1	Texas state agency libraries		10
B.1.1	Genealogists	7,775,730	
B.1.1	Local historians	2,700	
B.1.1	Texas grade school students (4th– 8th grade)	2,039,222	
B.1.1	Texas high school students (all levels)	1,610,271	
B.1.1	Texas college students (all levels)	1,629,138	
C.1.1	State agency records personnel	1,148	

2021 Agency Service Descriptions

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

Information-Gathering Methods

All customer satisfaction data reported here was collected during the agency's course of business as modified due to COVID-19 pandemic conditions during Fiscal Year (FY) 2021.

The agency continued to administer participant evaluation forms for each significant workshop, and participants are asked questions relevant to the training materials and topics, including: "Overall I considered this workshop to be . . ." and/or "Overall I am satisfied with . . ." The agency did not conduct any in-person workshops during FY 21 until late Summer, so these surveys were conducted electronically and shortened to collect primarily information relating to satisfaction with the specific training and/or topic.

The State and Local Records Management (SLRM) division surveyed its customers from state agencies and local governments at the end of the second year of each biennium (FY 21). The survey asked participants to score responses using the mandatory 5-point scale, with scores of 4 and above considered satisfactory for the purposes of this report. Customers surveyed biennially include those registered as a records

management officer, elected county official, state agency records management contacts, SLRM blog subscribers, customers of the Records Center services, and users of the SLRM records management system (TexLinx). Additionally, participants of a SLRM provided/co-hosted workshop, webinar or similar training event were asked to submit an evaluation of the event upon conclusion. The event surveys also used the 5-point scale and were recorded and evaluated upon completion of the event to ensure suggestions for improvement were reviewed for implementation as appropriate.

The Library Development and Networking (LDN) division used an evaluation form for training sessions conducted by agency staff and contracted trainers. The form asked participants to score responses on a scale from 1 (poor) to 5 (excellent), with scores of 4 and above considered satisfactory for the purposes of this report. The LDN division also surveyed academic and public libraries, and librarians of those entities, to determine satisfaction with services received from the division including the Reading Club program materials, resource sharing, and interlibrary loan program. Surveys conducted by the LDN division used the same 5-point scale, with 4 and above considered as satisfied.

The Talking Book Program surveyed a large number of registered patrons at the end of the second year of the biennium and used the mandatory 5-point scale. Scores of 4 and 5 were considered satisfactory for the purpose of this report. Few patrons, if any, visited the agency's facilities, and most are unable to read standard print, so the agency did not survey on those areas for this program.

The Archives and Information Services division surveyed all persons who contact any of the three reference units of the division for reference or research services on a single random day each month during FY 21. The surveys were conducted during the third day of each month for Austin and Liberty customers submitting on-site, telephone, or written requests for information or assistance. The surveys asked if the customer is satisfied with service(s) received; this is accomplished with a single "yes/no" question, with an opportunity to provide additional comments including complaints or suggestions for improvement. The reference staff included the link to an online customer satisfaction survey at the end of all written replies. Paper copies of the survey instrument were prominently displayed at each service desk and were available for patrons to complete onsite. Additionally, staff encouraged patrons who commented on services to provide feedback using the survey instrument.

Customer Satisfaction

Table 1: Percent of Responsive Customers Satisfied

Division (Strategy)	Number Not Satisfied	Number Satisfied	Total Responsive	Percent Satisfied	N/A; No Answer Provided
ARIS (B.1.1)	7	157	164	95.7%	3,409
LDN (A.1.1)	237	4,219	4,456	94.7%	1,956
SLRM (C.1.1)	57	688	745	92.3%	15
TBP (A.2.1)	173	624	797	78.3%	22
Totals	474	5,688	6,162	92.3%	5,402

Table 2: Percent Responsive Customers Identifying Improvements for Service Delivery

Division (Strategy)	# Responding	# Identifying	% Identifying
ARIS (B.1.1)	164	13	7.9%
LDN (A.1.2)	4,456	318	7.1%
SLRM (C.1.1)	745	196	26.3%
TBP (A.2.1)	797	21	2.6%
Totals	6,162	548	8.9%

Table 3: Number of Customers Surveyed

Division (Strategy)	# Surveyed
ARIS (B.1.1)	3,573
LDN (A.1.1)	11,243
SLRM (C.1.1)	6,716
TBP (A.2.1)	17,357
Totals	38,889

Table 4: Cost per Customer Surveyed

Estimated Cost	Unit Cost
\$486	\$0.14
\$7,435	\$0.66
\$2,487	\$0.37
\$2,260	\$0.13
\$12,668	\$0.33

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

Division (Strategy)	Customer Groups Inventoried	*Number of Customers Inventoried	Number of Customers Served	Number of Customer Entities Served
ARIS (B.1.1)	11	330,909	5,693,201	0
LDN (A.1.1)	13	26,545,925	10,964,967	1,555
SLRM (C.1.1)	4	31,044	13,413	8,190
TBP (A.2.1)	1	406,022	9,708	126
Totals	29	27,313,900	16,681,289	9,871

***Note:** Agency programs may serve a single person multiple times within various customer groups and entities across divisions as the agency is unable to identify unique individuals who may have received services through many of the electronic services provided. Numbers reported here include unique customer groups inventoried that are not already counted in the number of unique customers identified in the LDN Strategy.

Customer-related Performance Measures

Outcome Measures

Percentage of Surveyed Customer Respondents Expressing Overall Satisfaction with Services Received

Short Definition	This is the percentage of agency customers surveyed who indicated overall satisfaction with services received from, by or through the Texas State Library and Archives Commission, as indicated by a valid response to survey question 8.
Purpose / Importance	This is a required measure.
Source / Collection of Data	<p>All divisions that provide a direct or indirect service to individuals and/or entities in one or more of the agency's identified customer groups will solicit biennial survey responses for the purpose of this report. Divisional surveys will be designed to gather satisfaction levels on all eight of the mandatory questions identified in the Strategic Plan instructions. Only valid responses to mandatory question 8 will be considered for this measure.</p> <p>All surveys will ask the customer to indicate level of satisfaction in the form of a statement: Please rate your overall satisfaction with the agency services received. Respondents will be asked to identify the division providing the primary services evaluated for reporting results by division.</p> <p>Additional questions will be asked on the survey, but only valid responses related to overall satisfaction with the programs and services will be used to calculate the results for this measure.</p> <p>The agency will distribute a survey instrument to all identifiable agency customers at the end of each odd numbered fiscal year. Each division that provides a direct service to a customer group will conduct a customer satisfaction survey at least once each biennium. Certain projects may also conduct surveys to evaluate project-specific satisfaction, but those results will be used for internal assessment and not included in this report to ensure consistency between biennia.</p>
Method of Calculation	<p>At the conclusion of the biennial survey period, the staff member responsible for the divisional survey will submit a copy of the survey instrument and compiled responses in a standard report to the agency's customer service representative/chief operations and fiscal officer. Surveys will be on a 1 – 5 scale, with scores from 1 – 3 indicating non-satisfaction, and scores of 4 – 5 indicating satisfaction. Responses indicating N/A will not be considered satisfied nor unsatisfied, but will be counted as a responsive survey if respondent indicates responses on other survey items.</p> <p>This metric only applies to external customers served.</p>
Data Limitations	Respondents that mark more than one satisfaction level on question 8 will be considered non-responsive for this question and scores will not be included for this measure.
Calculation Type	Cumulative
New Measure	Yes
Desired Performance	Higher than target

Percentage of Surveyed Customer Respondents Providing Suggestions to Improve Programs and/or Service Delivery

Short Definition	The percentage of customers surveyed who provided one or more suggestions relating to program improvement and/or improvements to services delivered by the State Library, as indicated by comments provided on surveys outside of closed-ended questions or by indicating preferred improvements from a list of specific pre-identified improvement options.
Purpose / Importance	This is a required measure.
Source / Collection of Data	All divisions that provide a direct or indirect service to individuals and/or entities in one or more of the agency's identified customer groups will solicit biennial survey responses for the purpose of this report. Divisional surveys will be designed to allow respondents to provide specific suggestions or comments relating to programmatic services or to select one or more improvement from a pre-determined list. Respondents will not be required to provide a response to other questions for the suggestion to be considered responsive to this measure. Surveys will include a statement: "I suggest the following improvements relating to the programs and/or services provided by the State Library ..." (wording may be altered to reflect the service being evaluated or provide a pre-populated list or an open-ended response opportunity). Other questions may be asked on the survey, but only this question will be used to calculate the score for this measure. This survey will be conducted with the same methodology specified for the previous Outcome measure.
Method of Calculation	At the conclusion of each biennial survey period, the staff member responsible for the divisional survey will submit a copy of the survey instrument with any pre-identified improvement opportunities listed, and compiled responses in a standard report to the agency's customer service representative/chief operations and fiscal officer. The report will indicate total the number of persons/entities surveyed, the total number of responsive surveys received, and percentage of total responsive surveys that included a one or more suggestion for program/service improvement or selected one or more pre-identified improvement opportunities from a pre-populated list. Each survey with a valid improvement suggestion will only be counted once for the purpose of this measure. General comments about a program or service (i.e., great program; our patrons love this service, etc.) will not be counted as an improvement suggestion.
Data Limitations	Where respondents' suggestions are not legible on paper surveys, or relevant to the agency's programs and services; these will be considered non-responsive for this measure. Paper surveys could be lost or misplaced prior to tabulation.
Calculation Type	Non-cumulative
New Measure	No
Desired Performance	Not applicable

Output Measures: Number of Customers Surveyed

Short Definition	The number of entities/individuals surveyed by the Texas State Library and Archives Commission's divisions to determine the level of satisfaction as a customer of the agency's programs and/or services.
Purpose / Importance	This is a required measure.
Source / Collection of Data	All divisions that provide a direct or indirect service to individuals and/or entities in one or more of the agency's identified customer groups will solicit biennial survey responses

	<p>from all or a portion of the customers served during the biennium for the purpose of this report.</p> <p>This measure represents the number of biennial surveys distributed to identified agency individual and entity customers.</p>
Method of Calculation	<p>Staff in program divisions will submit reports that tabulate the number of customers provided a survey during the reporting period. These reports will be added together to compile the totals for the agency.</p> <p>At the conclusion of each biennial survey period, the staff member responsible for the divisional survey will submit a copy of the survey instrument and the number of survey instruments distributed, either in paper or via electronic format, in a standard report to the agency's customer service representative/chief operations and fiscal officer. The report will indicate total the number of persons/entities to whom a survey instrument was distributed.</p>
Data Limitations	<p>Mail or email delivery issues may result in a customer not receiving a distributed survey. In areas where customer contact information is not available or provided, divisions will note the number and not include that number in the number distributed.</p>
Calculation Type	Cumulative
New Measure	No
Desired Performance	Higher than target

Number of Customers Served

Short Definition	<p>The number of individuals and/or entities who received direct and/or indirect services as customers of the programs and services provided by the Texas State Library and Archives Commission.</p>
Purpose / Importance	<p>This is a required measure.</p>
Source / Collection of Data	<p>All divisions that provide a direct or indirect service to individuals and/or entities in one or more of the agency's identified customer groups will collect contact information, as allowable and available, from all or a portion of the customers served during the second fiscal year of the biennium for the purpose of this report.</p> <p>Staff in program divisions will maintain a list of the individual and entity customers served in each particular program or service area, to the extent possible. Where programs are unable to identify an individual user (i.e., Texas Digital Archive users, e-Resource users, etc.), those programs may use industry standard methodologies for determining the number of customers served for the purpose of this report.</p>
Method of Calculation	<p>Staff in the program divisions will maintain lists or databases that identify the customers served during the survey period. Numbers of customers from each divisional report will be added together to compile the agency totals.</p> <p>At the conclusion of each biennial survey period, the staff member responsible for the divisional survey will submit a report of the number of customers served from their internal list/database, plus an estimated number of customers served using industry standard methodologies where individual customers are unobtainable, in a standard report to the agency's customer service representative/chief operations and fiscal officer. The report will indicate total the number of persons/entities to whom the program delivered services. An individual or entity customer may be counted more than once if the customer received multiple services and/or services from more than one program or division.</p>
Data Limitations	<p>Staff providing in-person services or assistance may find it difficult to accurately count and/or otherwise document each customer, particularly at large events for which</p>

	registration is not required and for customers of information provided electronically. Many services are based on reports by third parties who receive grants or contracts from the agency. As the agency increasingly provides services electronically, and the ability to track the unique customers served, some divisions may rely on estimates determined using industry standard methodologies.
Calculation Type	Cumulative
New Measure	No
Desired Performance	Higher than target

Efficiency Measures: Cost per Customer Surveyed

Short Definition	The average cost of surveying individual and/or entity customers of the Texas State Library and Archives Commission to determine their level of satisfaction with the services provided.
Purpose / Importance	This is a required measure.
Source / Collection of Data	The "number of customers surveyed" will be determined in the Output Measure. Costs will be determined by using internal cost estimates related to printing, postage and staff time to both distribute the survey and analyze results.
Method of Calculation	The total cost of surveying customers will be determined by estimating the cost of staff time, postage, consumable supplies, and other operating costs directly associated with conducting the biennial 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 may be used.
Calculation Type	Non-cumulative
New Measure	No
Desired Performance	Lower than target

Explanatory Measures: Number of Customers Identified

Short Definition	The total number of entities and individuals in the customer service groups inventoried by the Texas State Library and Archives Commission; some individual and entity customers may fall into multiple customer groups.
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 an individual or entity customer to whom the agency targets its programs and/or services. Using available and current sources, staff will calculate the estimated number of individual and entity customers in each group.
Method of Calculation	All individual and entity members will be added together to compute the total number of customers toward whom the agency targets its services. Individual and entity members that may be in one or more group will only be counted once under this measure.
Data Limitations	Individuals and entities who fall into two or more customer groups will be counted no more than once for the purposes of identifying and inventorying potential agency customers. Estimates may be used to determine the number of customers in some groups.
Calculation Type	Cumulative
New Measure	No
Desired Performance	Not Applicable

Number of Customer Groups Inventoried

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