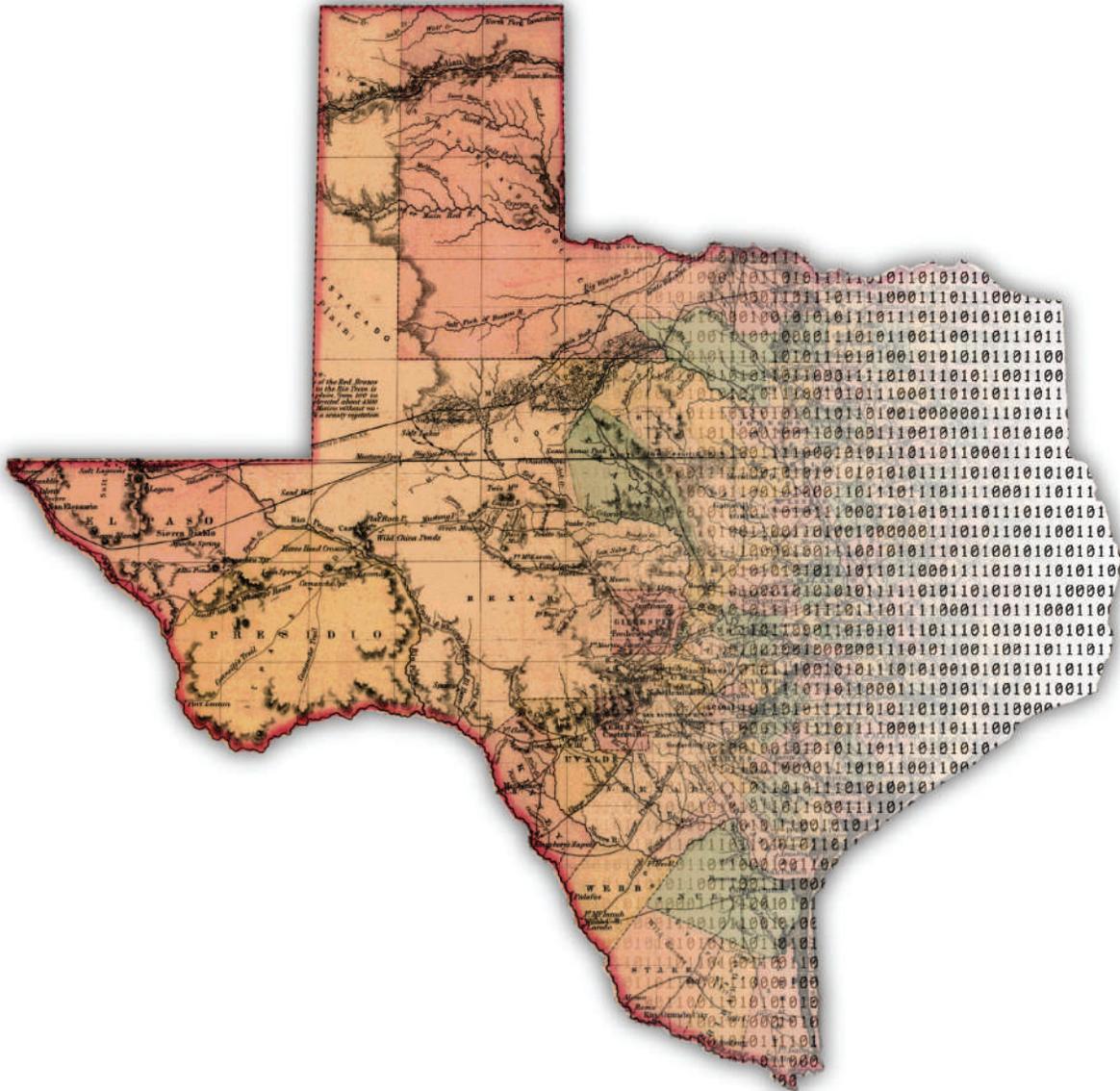


# Connecting Texans to the World of Information: Past, Present & Future



**Texas State Library and Archives Commission**

**Agency Strategic Plan**

**Fiscal Years 2005-2009**



# Connecting Texans with the World of Information: *Past, Present & Future*

Texas State Library and Archives Commission  
Agency Strategic Plan  
Fiscal Years 2005-2009

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# CONNECTING TEXANS WITH THE WORLD OF INFORMATION: PAST, PRESENT & FUTURE

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# TEXAS STATE GOVERNMENT VISION, MISSION AND PHILOSOPHY

## VISION

*From Planning for Progress: The Statewide Strategic Planning Elements for Texas State Government*

Governor Rick Perry

February 2003

Working together, I know we can accomplish our mission and address the priorities of the people of Texas. My Administration is dedicated to creating greater opportunity and prosperity for our citizens, and to accomplish that mission, I am focused on the following critical priorities:

Assuring open access to an educational system that not only guarantees the basic core knowledge necessary for citizenship, but also emphasized excellence and accountability in all academic and intellectual undertakings;

Creating and retaining job opportunities and building a stronger economy that will lead to more prosperity for our people, and a stable source of funding for core priorities;

Protecting and preserving the health, safety and well-being of our citizens by ensuring healthcare is accessible and affordable, and our neighborhoods and communities are safe from those who intend us harm; and,

Providing disciplined, principled government that invests public funds wisely and efficiently.

## MISSION

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

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

## THE PHILOSOPHY OF TEXAS STATE GOVERNMENT

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

- First and foremost, Texas matters most. This is the overarching, guiding principle by which we will make decisions. Our state, and its future, is more important than party, politics, or individual recognition.
- Government should be limited in size and mission, but it must be highly effective in performing the tasks it undertakes.
- Decisions affecting individual Texans, in most instances, are best made by those individuals, their families, and the local governments closest to their communities.
- Competition is the greatest incentive for achievement and excellence. It inspires ingenuity and requires individuals to set their sights high. And just as competition inspires excellence, a sense of personal responsibility drives individual citizens to do more for their future and the future of those they love.
- Public administration must be open and honest, pursuing the high road rather than the expedient course. We must be accountable to taxpayers for our actions.
- State government has a responsibility to safeguard taxpayer dollars by eliminating waste and abuse and providing efficient and honest government.
- Finally, state government should be humble, recognizing that all its power and authority is granted to it by the people of Texas, and those who make decisions wielding the power of the state should exercise their authority cautiously and fairly.

# TEXAS STATE GOVERNMENT

## PRIORITY GOALS AND BENCHMARKS FROM *PLANNING FOR PROGRESS*

### **EDUCATION (PUBLIC SCHOOLS):**

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

#### **Benchmarks**

- Percent of students from third grade forward who are able to read at or above grade level
- Percent of students who achieve continued mastery of the foundation subjects of reading, English language arts, math, social studies, and science

### **EDUCATION (HIGHER EDUCATION):**

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

#### **Benchmarks**

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

### **HEALTH AND HUMAN SERVICES:**

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

#### **Benchmarks**

- Percent of people completing vocational rehabilitation services and remaining employed

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

To protect Texans by enforcing laws quickly and fairly; maintaining state and local emergency, terrorism and disaster preparedness and response plans; policing public highways; and, confining, supervising, and rehabilitating offenders.

### **Benchmarks**

- Percent of Texas communities covered by current emergency and disaster prevention / recovery plans
- Juvenile violent crime arrest rate per 100,000 population
- Adult violent crime arrest rate per 100,000 population

## **ECONOMIC DEVELOPMENT:**

To foster economic opportunity, job creation, capital investment, and infrastructure development by promoting a favorable business climate, addressing transportation and housing needs, and developing a productive workforce.

### **Benchmarks**

- Median household income
- Number of new small businesses created

## **GENERAL GOVERNMENT:**

To support effective, efficient, and accountable state government operations and to provide citizens with greater access to government services while reducing service delivery costs.

### **Benchmarks**

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

# TEXAS STATE LIBRARY AND ARCHIVES COMMISSION

## VISION, MISSION, AND PHILOSOPHY

### VISION

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

### MISSION

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

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

### PHILOSOPHY

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



# AGENCY GOALS, OBJECTIVES, STRATEGIES, & MEASURES

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

A.1 Objective: Enable Texas libraries to avoid \$456 million of costs between 2005 and 2009 by sharing library resources.

Outcome Measures:

1. Percent of population without public library service.
2. Dollar value of cost avoidance achieved by library resource sharing.

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

Output Measures:

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

Efficiency Measures:

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

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

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

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

A.2 Objective: Increase library use by Texans with disabilities to 8 percent of the eligible population by 2009.

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

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

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

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

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

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

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

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

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

Output Measure: Number of assists with information resources.

Efficiency Measure: Cost per assist with information resources.

Explanatory Measure: Number of Web-based information resources used.

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

C.1 Objective: Achieve a 95 percent annual records retention compliance rate for state agencies, and a 79 percent annual records retention compliance rate for local government offices by 2009.

Outcome Measures:

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

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

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

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

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

D.1 Objective: Include historically underutilized businesses (HUBs) in at least 20 percent of all agency dollars spent for special trades services; 5 percent of all agency dollars spent for other services; and 30 percent of all agency dollars spent for commodities by FY2009.

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

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

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

## OVERVIEW OF OUR AGENCY SCOPE AND FUNCTIONS

### A. OUR ENABLING STATUTES AND ADMINISTRATIVE RULES

#### TEXAS LEGISLATION AND STATUTES

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

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

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

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

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

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

**Print access aids:** Government Code, Chapter 441, Subchapter H; Administrative Code, Title 13, Chapter 9

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

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

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

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

#### UNITED STATES LEGISLATION AND STATUTES

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

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

**Federal documents:** 19 U.S.C.A. §44

### B. AGENCY HISTORY AND SIGNIFICANT EVENTS

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

- 1909** - Texas Library and Historical Commission was created; in 1979, it was renamed Texas State Library and Archives Commission (TSLAC).
- 1919** - Legislation was enacted regarding county public libraries.
- 1931** - National Library Service was established for adults who are blind, and TSLAC began providing Talking Book services.
- 1947** - State records management function was established.
- 1952** - Children who are blind became eligible for Talking Book service.
- 1956** - Federal Library Services Act was created and funded to establish and improve local public library service.
- 1962** - Lorenzo de Zavala State Archives and Library Building opened; Federal Depository Library Act established regional depository system.
- 1963** - State legislation was enacted to authorize TSLAC to collect, organize, and distribute Texas documents and to establish the depository library system for state publications.
- 1966** - Persons with physical disabilities other than blindness became eligible for the Talking Book service.
- 1969** - Legislative Reference Library was separated from the agency; Library Systems Act was enacted to provide for a regional cooperative program to improve Texas public libraries.
- 1971** - Local government records function was enacted.
- 1972** - State Records Center opened.
- 1974** - Persons with organic dysfunction resulting in learning disabilities became eligible for Talking Book service.
- 1977** - Sam Houston Regional Library and Research Center in Liberty opened.
- 1988** - State Records Center expansion was completed, and Talking Book Program circulation facility opened adjacent to the State Records Center.
- 1989** - Local Government Records Act was enacted.
- 1994** - North Texas Regional Library System became the first of the ten regional public library systems to establish as a private not-for-profit organization, funded with a Library Systems Act grant.
- 1995** - Legislature assigned responsibility for the development of standards for school library programs to TSLAC; Legislation added electronic publications and Internet to agency responsibilities.
- 1996** - The Library Services and Technology Act replaced the Federal Library Services and Construction Act; Texas Book Festival was inaugurated to raise funds for public libraries and to encourage reading in Texas.
- 1997** - Legislature created library tax districts as a mechanism to establish and fund public libraries; Legislature enacted new state records preservation and management law; Legislature transferred responsibility for the TexShare academic library resource sharing consortium to TSLAC.
- 1999** - Legislature added public libraries to the TexShare library resource sharing consortium.
- 2001** - Legislature funded the Loan Star Libraries Program of direct aid to Texas public libraries; Libraries of clinical medicine added to the TexShare library resource sharing consortium.

**2003** – Legislature increased number of Commissioners to seven; Library Services and Technology Act was reauthorized.

## **C. AFFECTED POPULATIONS**

The Texas State Library and Archives Commission, as an agency in service to the life of the mind, provides collections and information services to the people of Texas, the nation, and the world. Through the Internet, telephone, interlibrary loan, and on-site assistance, we serve the information needs of all who seek our help. We also serve as guardians of the public's right to know by overseeing the management and retention of the records of Texas governments.

### **KEY SERVICE POPULATIONS**

#### **Our services directly benefit:**

- Patrons who use the current and historical materials in the State Archives, genealogy, and reference/documents collections, which together comprise the most complete library of state and federal publications in Texas, as well as extensive, unique archival records and manuscripts
- Texas public libraries and their patrons
- Patrons with visual, physical, and learning disabilities, including the organizations serving them, who use the services of our Talking Book Program
- Students, faculty, and staff of institutions of higher education; patrons and staff of public libraries and libraries of clinical medicine who participate in the TexShare library resource sharing consortium
- Government agencies that use our State Records Center and its records storage and document imaging services
- County and district clerks who depend on regional depositories for the safe storage of their permanent records
- Records managers, librarians, and others who participate in our library and records management training and use our consulting services
- Persons who attend workshops, conferences, and professional meetings featuring presentations by our staff
- Member libraries in the Texas State Publications Depository network that receive the state publications that we collect from state agencies and distribute
- Government agency staff who use our reference and interlibrary loan services
- Historians who assist corporations, state and federal agencies, and private individuals in complying with state and federal laws
- Readers of our publications, including library and records management professionals and the general public
- Visitors to the Lorenzo de Zavala Building and its exhibits, as well as visitors to our Sam Houston Regional Library and Research Center in Liberty, Texas
- Researchers who use public and academic library statistics collected and compiled by TSLAC

- Staff of Texas libraries who use the materials in our Library Science Collection to further their professional development
- Library professionals who use our job-listing service

**Our services indirectly benefit:**

- All Texans, whose right to access government is defended and preserved by the activities of our information services and government records management and preservation programs
- Students and teachers in schools where libraries are improved through our standards for school library programs
- Children and families who participate in our annual Texas Reading Club
- Persons receiving materials distributed through our statewide interlibrary loan network
- Citizens serving on library system advisory councils whose activities are administered by TSLAC and through the Library Systems Act
- Historically underutilized businesses with which we do business.

**Our rule-making authority affects:**

- State agencies and state-supported or state-sponsored institutions subject to the requirements of the Texas State Publications Depository Law
- State and local government agencies subject to Texas government records management laws and our administrative rules adopted under authority of those laws
- Public libraries subject to commission rules, including those for administering the Library Systems Act and for accrediting county libraries and certifying their librarians
- Institutions of higher education, public libraries, and libraries of clinical medicine participating in the TexShare library resource sharing consortium
- School districts and school librarians who improve school library programs through TSLAC's school library standards

**D. OUR MAIN FUNCTIONS**

In The Functions and Roles of State Library Agencies published in 2000 by the American Library Association, library consultants Ethel Himmel and Bill Wilson describe nine roles that state library agencies can play. These roles grew out of Himmel and Wilson's in-depth analysis of data collected from the 50 state library agencies on collections, services, and functions. The roles are intended as tools to help state library agencies categorize and effectively articulate the vast array of activities in which they engage and support. Further, the roles provide a framework for a state library agency to make choices and set priorities.

In 2002, an agency strategic planning task force revised the nine roles, reshaping them to more accurately reflect the functions of the Texas State Library and Archives Commission, and added a tenth role, that of “Preserver.” These roles formed the basis for our strategic planning effort.

## OUR ROLES IN STATE GOVERNMENT

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

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

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

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

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

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

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

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

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

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

Staff provided input during a series of thirteen focus group interviews conducted between Feb. 21 and Mar. 7, 2002. In these sessions, staff participants were asked to identify the roles that TSLAC does the best job of fulfilling now. In addition, participants were asked to identify roles that were most important for TSLAC to fulfill in the future. Participants engaged in thorough and lively discussion of each role and the implications for setting priorities among the roles.

Focus group participants identified the roles of Provider, Preserver, Advisor and Educator as those the agency fulfills best now. Roles that were identified for future growth or emphasis are Innovator, Educator, Advocate, Data Collector/Evaluator, and Leader. Focus group participants felt that the agency needed to maintain support for the Provider, Preserver, Advisor, and Educator roles while directing greater resources and energy to increasing our ability to fulfill other important roles in the future.

## **E. PUBLIC PERCEPTION**

The Texas State Library and Archives Commission is a complex agency with a wide variety of services. Because of our diversity, knowledge of our agency sometimes varies according to the nature of the services accessed. Public librarians, for example, are aware of our consulting services and continuing education program, while academic librarians are more aware of resource sharing services.

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

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

We value and strive to maintain a straightforward, positive image among the public. Therefore, we identify and promote our programs within the context of a single agency with specific goals. Operating under the motto, "Making information work for all Texans," our service programs work together to make the statement a reality. Additionally, we have implemented uniform standards for agency publications, an agency-wide information packet, and hosting of agency-sponsored booths at major constituent conferences (such as the Texas Library Association and the Texas Municipal League). These efforts further provide a consistent, single message that emphasizes the entire spectrum of our duties and services to our customers. Our Web site, organized from the customer's perspective by topic rather than by organizational structure, is another example of our efforts to project an integrated image.

## ORGANIZATION OF OUR AGENCY

### A. SIZE AND COMPOSITION OF OUR WORKFORCE

The Texas State Library and Archives Commission is authorized 210.5 full-time equivalent positions, and employs one exempt, 191 full-time classified, and 33 part-time classified staff. Our workforce is diverse. As of Jan. 31, 2004, our workforce comprised the following: 21 percent are Hispanic, 9 percent are African-American, 49 percent are women. More complete information on the agency's workforce may be found in Appendix E, Workforce Plan.

### B. OUR ORGANIZATIONAL STRUCTURE AND PROCESS

The 78<sup>th</sup> Legislature increased the number of commissioners appointed to our agency. Beginning in Jan. 2004, a seven-member commission leads the agency. The governor appoints commissioners to six-year terms. We have seven program divisions: Archives and Information Services, Information Resources Technologies, Library Development, Library Resource Sharing, State and Local Records Management, Talking Book Program, and Administrative Services. The director and librarian is responsible for agency-wide policy development and dissemination; however, staff input is both valued and invited to ensure informed decision-making and policy formulation and evaluation. An Administrative Team, composed of the assistant state librarian, the seven division directors, and the communications officer, meets weekly to discuss issues, share information, and work together to advise the director and librarian.

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

### C. OUR LOCATION AND THE IMPACT OF GEOGRAPHY ON OUR OPERATIONS

Our agency headquarters is the Lorenzo de Zavala State Archives and Library Building located in the Capitol Complex at 1201 Brazos, in Austin. The State Records Center and Talking Book Program annex are at 4400 Shoal Creek Boulevard, in Austin. The Sam Houston Regional Library and Research Center is located at 650 Farm to Market Road 1011, in Liberty.

Operating within multiple locations presents numerous challenges for program managers. Effective communication among facilities is a high priority, and employees in each facility use a variety of methods to communicate including e-mail and the agency's intranet, "Angelina."

We work closely with federal agencies to implement programs, and key staff must travel annually to Washington, D.C., to attend training sessions and meetings related to their areas of administration. Our federal partners are the National Library Service for the Blind and Physically

Handicapped (working with the Talking Book Program), and the Institute of Museum and Library Services (working with the other federal programs in the agency).

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

Our service populations are diverse, both geographically and technologically. We carefully plan and allocate resources in order to meet customer needs spread over a widely dispersed area. To increase efficiency and effectiveness of our programs, and to reach the widest audience and largest number of customers, we strive to partner as often as possible with regional organizations and networks such as the ten regional public library systems and the Texas Library Association districts in delivering continuing education and training. The agency's trainers and consultants have replicated continuing education activities regionally to meet local needs more directly. The agency also delivers records management workshops for local governments on a regional basis throughout the state. We also support a network of regional document depositories and libraries that are part of a regional state publications network in order to meet the demands of a geographically diverse state.

During FY2003, we established eleven videoconferencing sites throughout the state in order to deliver continuing education more efficiently and effectively. Videoconferencing capabilities will enable us to meet the challenges of geographic diversity and facilitate distance learning, communication, group discussion, and more. This greatly reduces travel costs for constituents, as we can conduct a training workshop in one location, and customers from throughout the state can participate via the system. In addition, we have implemented Web-based continuing education programs in order to deliver education to librarians and library staff at their desktops. Current topics include Professionalism, Copyright Law and various software applications.

As prescribed by the legislature, we place special emphasis on the Texas-Louisiana and Texas-Mexico border regions. Of the ten regional library systems in the state that we fund, five serve counties located in those targeted border regions. In FY2003, we awarded \$5,163,138 in system grants to those five systems, and an additional \$359,456 for Technical Assistance Negotiated Grants to help libraries in those regions better use and maintain their computer technology. We also awarded \$308,429 in discretionary grants to six individual libraries serving the border regions. Discretionary grants include Special Project Grants to reach underserved or disadvantaged populations and Cooperation Grants to promote cooperation among different types of libraries.

In FY2004, we awarded interlibrary loan grants of \$1,194,000 to libraries in the border regions to facilitate resource sharing.

Nearly a quarter of all Talking Book patrons live in the 61 counties that make up the Texas-Mexico and the Texas-Louisiana border regions. As of Apr. 2004, 3,260 individuals and institutions are registered for services in the Texas-Mexico border counties, as are 1,031 individuals and institutions within the Texas-Louisiana border counties. These registrants represent 17 percent and 5 percent, respectively, of all patrons registered in our Talking Book Program.

In FY2003, we licensed two Spanish-language digital knowledge resources for use statewide to address the needs of Spanish-speaking customer. Spanish-language interfaces for our major licensed statewide database resources also are available to libraries.

Many public libraries took advantage of an offer from the Bill & Melinda Gates Foundation in FY2001 to install Spanish language computers. This equipment has greatly enhanced the ability of libraries to serve individuals whose first language is Spanish. In FY2003 we received a grant from the Gates Foundation to provide training to help libraries better support public computer access within their communities. In FY2004 we will implement another grant from the Gates Foundation to offer replacement computers to those libraries serving the poorest communities, as well as offer additional training.

The commission also provides other training and educational opportunities to our customers throughout the state. In FY2003, our State and Local Records Management and Library Development divisions conducted 491 workshops for 8,780 participants around the state; 182 of the workshops (37 percent of total workshops) were delivered in the targeted border regions to 2,712 attendees (31 percent of total participants).

The Texas Historical Records Advisory Board (THRAB) sponsored an archival preservation workshop in Nov. 2003 for local government officials and others in response to a series of focus groups conducted around the state. THRAB and the commission hope to collaborate to secure additional resources to provide archival preservation training in the future.

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

We have difficulty replacing employees in key positions with new staff who have equivalent training and experience. Our salaries are not competitive with the private sector or even with other state agencies. The problem is compounded by the decrease in the number of people obtaining college degrees in the specialized fields required for our professional positions. It is also time-consuming to fill vacancies. During FY2003, it took an average of 60 days to fill all vacant positions, and an average of 86 days to fill professional positions. This is a 16-day increase over FY2001.

We experienced a turnover rate of 22.7 percent in our full-time positions for FY2003, which is more than 5 percent higher than the statewide turnover rate of 17.4 percent during the same period. When considering turnover in both full-time and part-time positions during FY2003, there were 46 separations based on an average annual employment of 196.4 full-time equivalent positions (FTEs). Fourteen of the separations (30.4 percent of total) were retirements, which were primarily due to the retirement incentive authorized during the 78<sup>th</sup> Legislature. Only five of the separations were involuntary terminations. Of the remaining 27 separations, five employees (18.5 percent) accepted higher-paying positions with another state agency, and seven employees (25.9 percent) resigned to relocate outside the Austin metropolitan area.

During FY2003, the highest turnover activity (13 percent of the total) was in the Accounting series. Due to the relatively small staff in this section, coupled with the wide variety of duties and high-level of responsibilities of the positions, we face a challenge in recruiting and retaining employees qualified for these critical and complex positions. We continue to face high turnover in the clerical and lower-level para-professional positions. Of the 46 total separations, 11 (34.4 percent) were in these categories.

Our employees are educated and highly motivated. Ninety-five of our positions are categorized as “professional” by the Department of Labor. Of these, 42 require an advanced degree, with the

other 53 professional positions requiring either a bachelor's degree or some college coursework combined with experience.

Given the level of education and experience required for many of our positions, low salaries will continue to impede our efforts to recruit and retain a qualified and diverse workforce in management and professional positions. The Texas Library Association recommends an entry-level salary of \$33,000 for a professional librarian; our entry-level professional librarian salary is \$25,932.

Our training program is principally work-related, with a focus on increasing competence and performance in current positions. As funds are available, we also focus on building capacity in staff to handle new challenges, such as additional responsibilities, technological or legal requirements, and prospective duties based on available career ladders.

Training and staff development needs are generally determined at the program division level. Staff training needs vary among the programs, and financial resources have been reduced over the past several years; therefore, agency managers work with staff to set priorities for training purposes. Division directors collaborate across program divisions in order to maximize limited training resources and opportunities. The Human Resources Office also conducts new employee training and periodic training for supervisors in agency policies and federal and state laws pertaining to the workplace.

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

Staff whose specialized training is underwritten are required to share new skills and information with peers and customers upon completion of the training. Staff are also encouraged to write articles for agency newsletters, speak at conferences, and conduct follow-up training sessions in-house for others whose positions require similar skills.

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

We are charged with maintaining the official Archives for the State of Texas. The State Archives collection documents the history of Texas and constitutes an irreplaceable asset for the State. It is a unique collection of official, historically significant government records, as well as private papers, maps, photographs, and other priceless Texas treasures that comprise the essential evidence of the history of Texas. The collection of artifacts maintained at the de Zavala facility includes unique items such as actual battle flags and original oil paintings. The value of these artifacts is estimated at over \$1.7 million.

We also house and manage a collection of more than 1.5 million federal government documents, which includes more than 3,000 federal government CD-ROMs, and 231,000 state government publications. We have collected and maintained federal documents since 1895, when the U.S. and Texas governments agreed to exchange government documents. Our physical book collections

comprise almost 116,000 volumes. Books and microforms purchased by the State Library have a current value of almost \$3.5 million.

The agency also owns real property in Austin and Liberty. We own four tracts of land totaling 114.96 acres, at an estimated value of over \$2.2 million. We deliver services from a commercial facility in Austin and one facility in Liberty, and own an additional five historical structures in Liberty.

The facility at 4400 Shoal Creek Boulevard, known as the State Records Center, sits on just over 16 acres of land, and jointly houses the State and Local Records Management Division and the circulation department of our Talking Book Program. The State Records Center has a capacity to store 390,000 cubic feet of state agency hard-copy records. Three vaults for the storage of electronic and microfilm records provide an additional 395,000 cubic feet of storage capacity for non-paper records. The State Records Center operates a micrographics and imaging laboratory and service bureau with equipment valued at \$800,000. In Aug. 2003, the agency commissioned an engineering study on the facility, which recommended substantial repairs and replacement of the facility's equipment within the next five years, at an estimated cost of \$1.4 to \$3.4 million.

The State and Local Records Management division produces, stores, and maintains about 35,000 microfilm reels containing census records, tax records, and Texas newspapers, with an estimated replacement cost of almost \$1 million. The Talking Book Program (TBP) maintains a collection of books and magazines in various media, including cassette, disc, large print, and Braille. In addition, TBP is a machine-lending agency for the National Library Service, which provides playback specialized equipment and adaptive technology devices for patrons with visual, physical, or learning disabilities. The Talking Book collection is valued at over \$15 million.

The Sam Houston Regional Library and Research Center in Liberty is the official regional historical resource depository for ten counties in Southeast Texas. It was constructed during 1976-77 on 110 acres of land given to the agency by former Governor Price Daniel, Sr. and his wife Jean. In its museum, the Center features exhibits on a variety of Southeast Texas topics. The artifact collection maintained at the Sam Houston facility is valued at over \$1 million. The complex includes the following four historical structures, which have been restored and furnished with period artifacts and are available to the public for tours.

- The Gillard-Duncan House, built in 1848, showcases furnishings of five generations, including an early Texas schoolroom.
- The Norman House, circa 1883, depicts the periods of three families that owned the home.
- The 1898 St. Stephen's Episcopal Church was recently restored and serves as a visitor orientation center and meeting room.
- The Price Daniel House is patterned after the original 1856 plans for the Texas Governor's Mansion and displays mementos of the public life of Governor and Mrs. Price Daniel.

In addition, the commission owns the Miriam Partlow house and land located in downtown Liberty. The fully-furnished house, completed in 1860, is managed and maintained by the Libertad Chapter of the Daughters of the American Revolution under the terms of a contractual agreement between the agency and the DAR Chapter.

In addition to the collection of physical materials, the commission acquires electronic information resources (databases, documents, and publications) from other state agencies and delivers them to

the public. Keeping ahead of the recent explosion of information in all formats, we have built and enhanced the TRAIL program to collect, organize, and deliver over 32,000 electronic publications. We also have initiated a program to provide for the preservation of and access to historic state government publications in electronic format and have made more than 48,500 images of Republic of Texas records available online. Providing reliable electronic information services through the Internet requires continual capital investments in computer and telecommunications equipment.

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

The commission purchases goods and services from historically underutilized businesses (HUBs) whenever possible. We have traditionally exceeded the statewide average performance for the special trade and commodities categories, and our annual performance increased 123 percent and 458 percent, respectively, for these categories for FY2003. The large increase in the commodities category was due, in part, to the exemption by the Texas Building and Procurement Commission of subscription and book procurements for HUB reporting purposes during FY2003.

We have consistently increased our overall HUB performance over the past three years. In FY2001, our overall agency performance was at 1.84 percent. We raised our performance to 3.33 percent in FY2002, and have now achieved 5.83 percent. Despite steady improvements, our ability to significantly increase our overall performance is restricted by two major challenges.

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

The area of “other services” procurements presents a second challenge. A large portion of our procurements is proprietary in nature, such as library services provided by Amigos Services. This category also includes procurements of sole source electronic subscriptions, books, and database access. During FY2003, these sole source procurements represented almost 90 percent of the total agency expenditures. If we could exclude these proprietary procurements, 42.38 percent of expenditures in this category would be with HUBs. In addition, the overall agency performance would increase to 35.78 percent.

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

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

### **KEY MANAGEMENT STAFF**

The retirement incentive authorized during the 78<sup>th</sup> Legislature resulted in a total of sixteen agency retirements between Aug. - Dec. 2003. Two of the retirements were at the division director level, and most of the other staff were in key professional positions. While the change in law permitted us to re-hire most of these key employees, the mandatory budget cuts associated with these (and future) retirements has presented unanticipated fiscal impacts for the current biennium. The future challenge for our agency will be to employ effective methods of knowledge transfer that will preserve much of the wealth of experience that employees of long-standing possess. This may include mentoring, job shadowing, cross training, and other methods of ensuring that we do not suffer from “brain drain” when retirements occur.

### **TEXSHARE**

In FY2004 support for the Texas Library Connection (TLC), a service of the Texas Education Agency providing K-12 school libraries with access to electronic resources and to union lists of statewide library holdings, was discontinued. Since that time there has not been a statewide resource-sharing program for K-12 school libraries. We are investigating was that TexShare can help K-12 school libraries meet the informational needs of their students, faculty, and administrators through effective, cost-efficient resource sharing programs. TSLAC called a statewide resource-sharing summit of library stakeholders in Jan. 2004 to discuss priorities for statewide resource sharing and TexShare over the next five years. The participants indicated strong support for expanding the database program to allow greater variety of database choices, increased outreach and training for librarians, and service to K-12 school libraries. However, state financial support for TexShare has been dramatically reduced, and the dedicated revenue that is provided from the Telecommunications Infrastructure Fund is slated to end after FY2005. TexShare staffing has remained constant despite membership growth that quadrupled the size of the consortium (now serving over 700 public libraries, academic libraries, and libraries of clinical medicine) over the last two biennia. Accommodating future growth, while maintaining high standards of service, is a major challenge for our Library Resource Sharing division, which administers TexShare.

In Oct. 2000, we launched the Library of Texas program funded by the Telecommunications Infrastructure Fund (TIF) Board. Two TIF grants enabled us to build an infrastructure to deliver information when, where, and how Texans need it. In 2002 and 2003, we extended videoconferencing capabilities to twelve libraries, continued centralized licensing of electronic databases, used technology to automatically capture state agency Web sites (furthering our progress on the creation of an electronic state documents archive), and instituted a new online tool for locating information resources in multiple locations and formats using a single search.

Sustaining this infrastructure for statewide information delivery is demanding, especially in a state that is characterized by a large population, vast expanses of rural areas, diverse demographics, and a high poverty level. Statewide licensing of databases on behalf of all academic and public libraries is significantly more efficient and cost-effective than each library’s own negotiation for individual licenses for the same resources. A common interface to statewide library catalogs and electronic

resources facilitates information discovery and retrieval across the state. Uncertain funding for these resource delivery services presents a challenge.

## **TECHNOLOGY PROGRAMS**

The Universal Service Fund (commonly called E-Rate) under the Federal Communications Commission requires that we approve technology plans for public libraries that apply for the E-Rate federal technology and telecommunications discounts. The approval process requires staff time and resources for training local librarians, providing technical assistance, and reviewing plans. Other technology programs, such as grants from the Bill & Melinda Gates Foundation, also demand extensive participation by our staff for client groups to reap the benefits of these programs.

## FISCAL ASPECTS

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

#### EXPENDITURES/BUDGET FY 2003/FY 2004

STRATEGY	FY2003	FY2004	FY2005	FY '03 – '05
	Expenditures	Budget	Budget (Est.)	PERCENT Increase/Decrease
Library Resource Sharing Services	\$13,741,620	\$8,011,845	\$7,836,345	-75%
Aid to Local Libraries	13,996,198	12,245,458	12,362,362	-13%
Disabled Services	1,541,546	1,671,214	1,705,600	10%
Provide Access to Information and Archives	1,421,963	1,407,607	1,408,088	-1%
Manage State/Local Records	2,066,383	2,241,431	2,182,878	5%
Indirect (Admin & IRT)	1,945,673	1,894,657	1,918,335	-1%
<b>TOTALS</b>	<b>\$34,713,383</b>	<b>\$27,472,212</b>	<b>\$27,413,608</b>	<b>-27%</b>

#### METHOD OF FINANCE

General Revenue	\$12,795,676	\$11,785,729	\$11,877,509	-8%
Federal Funds	9,585,511	10,085,936	10,109,200	5%
GR-Dedicated	2,451,449	3,032,500	3,032,500	19%
Appropriated Receipts	472,518	697,220	679,850	30%
Interagency Contracts	9,297,599	1,760,197	1,603,919	-480%
Earned Federal Funds	110,630	110,630	110,630	0%
<b>TOTALS</b>	<b>\$34,713,383</b>	<b>\$27,472,212</b>	<b>\$27,413,608</b>	<b>-27%</b>

### B. METHOD OF FINANCE

General Revenue funds have consistently been the primary source of funds for our agency, comprising approximately 43 percent of our total budgets for FY2004 and FY2005. Federal Funds also are an important component of our revenue, at almost 37

percent during this biennium. The majority of the federal funds are granted to regional library systems to improve local public library services, and a portion of our General Revenue funds is used to meet a mandatory state match for these funds. Another large part of our budget comes from Interagency Contracts, which primarily reflects the fees generated by the State and Local Records Management division for the current biennium. In FY2003, however, the majority of these funds were Telecommunications Infrastructure Fund (TIF) grant funds, which expired in Aug. 2003. Currently, over half of the money budgeted for the TexShare database services (\$3,025,000) is provided through direct General Revenue-Dedicated appropriations from TIF instead of through direct grant funds.

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

The state contributes a relatively small share to the funding of public libraries. In FY2001, Texas contributed \$0.09 per capita for state aid to public libraries, while the national average for state contributions was \$3.82 per capita. Texas ranked 46<sup>th</sup> among the states reporting. Local funding for public libraries in Texas was about 95 percent of the total funding, while state and federal funds made up the remaining 5 percent of funding for public libraries. In FY2001, Texas ranked 45 of 51 states and the District of Columbia reporting total per capita operating income from all sources.

Based on FY2002 funding and 2002 state population estimates, the Talking Book Program for Texans with disabilities ranks 10<sup>th</sup> in per capita spending out of the ten most populous states with similar programs. While Texas ranks second both in overall population and population eligible for talking book services, the state spends only \$5.21 per eligible client, compared with Georgia, which ranks tenth in population and spends \$10.74 per eligible client. Among the remaining most populous states, New Jersey at ninth in population spends the highest at \$23.51 per eligible client. In the five-state area of Arkansas, Louisiana, New Mexico, Oklahoma, and Texas, Oklahoma spends \$28.66 per eligible client, Arkansas spends \$16.78, New Mexico spends \$8.64, and Louisiana spends \$6.70.

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

Our imaging and records storage activities are funded entirely through revenues generated by providing services to state agencies and local governments. The commission successfully operates these activities as business enterprises, but access to a cash flow contingency account is necessary should unanticipated major expenditures be required early in a fiscal year. Since the 1996-1997 biennium, the commission has had authority to carry-forward unexpended revenue balances from the first to the second year of a biennium. We believe that such authority is not necessary from the last year of a biennium to the first year of the next provided that we are permitted to borrow funds if needed and that there is no reduction in the current level of general revenue funding for our State and Local Records Management division.

Current Rider #5 (H.B. 1, 78th Legislature, 2003), should be re-authorized to read:

Cash Flow Contingency. Contingent upon reimbursements from state agencies and other governmental and private entities for imaging and records storage, the agency may temporarily utilize general revenue funds, not to exceed \$200,000. These funds shall be utilized only for the purpose of temporary cash flow needs. The transfer and reimbursement of funds shall be under procedures established by the Comptroller of Public Accounts to ensure all borrowed funds are reimbursed to the Treasury on or before Aug. 31, 2007.

Our TexShare database program is funded, in part, through collection of fees from participating member libraries. In order ensure adequate cash flow from fee collection to payment for services, we must be able to apply monies collected at the close of one fiscal year to payments due the next fiscal year. Last year, authority was established to allow us to apply unexpended balances from the fees across the biennium. We need to expand this authority to include transfer of unexpended balances between fiscal years within the biennium. Rider #4 should be reauthorized and expanded to read:

Appropriation of Receipts and Unexpended Balances of TexShare Membership Fees and Reimbursements. The Library and Archives Commission is hereby authorized to collect fees from the members of the TexShare Library Resource Sharing consortium (estimated to be \$1,500,000 each fiscal year and included above in Strategy A.1.1, Library Resource Sharing Services) from revenue generated from the fiscal year beginning Sep. 1, 2003, as authorized by Government Code sec.441.224 in order to supplement insufficient funding from the Telecommunications Infrastructure Fund Board for costs associated with the TexShare program.

Any unexpended balances on hand as of Aug. 31, 2005, in amounts collected from TexShare members for TexShare services or programs are hereby appropriated for the same purpose for the biennium beginning Sep. 1, 2006; any unexpended balances on hand as of Aug. 31, 2007, are hereby appropriated for the same purpose for the fiscal year beginning Sep. 1, 2007.

The legislature assigned the TexShare database budget to the agency's capital budget for the biennium beginning Sep. 1, 2002. Expenditures for TexShare databases purchase access to information, but do not result in ownership of items as normally associated with capital purchases. Prior to Sep. 1, 2002, the budget for this service was not considered part of our capital budget. This portion of the Library Resource Sharing appropriation (Strategy A1.1) needs to be reassigned to the general budget in order to properly reflect the nature of these purchases.

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

Current budget levels and staffing authorizations cannot sustain our services for a growing customer base. Through attrition, the percentage of Talking Book clients we serve is expected to decline because funding and staffing levels are not keeping pace with the growth in potential customers. Public awareness activities have taken Talking Book Program staff into different areas of the state, but limited staffing and funding hampers

staff efforts to reach large areas of the state, particularly rural areas where services may be most needed because libraries and bookstores are not available.

More funding and staffing are needed to acquire, appraise, prepare for research, and store state and local government records. Our current budget does not enable us to meet customer-expressed needs for new and expanded services, especially for greatly increased access to digital copies of original archival and library resources.

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

As we continue to identify newer technologies to preserve documents and information and make them available to the public, our budget available for support of these technologies is increasingly inadequate. It is critical to achieve and maintain a high level of customer service, and failure to use these technologies proactively and effectively jeopardizes the fulfillment of our mission. Our ability to support the new technologies depends on our internal information resources and telecommunications capabilities, as well as our physical facility. This infrastructure must be maintained and enhanced to keep pace with the emergence of Web and imaging technologies that enhance document storage and preservation and information access. The wiring in the Lorenzo de Zavala Archives and Library Building must be upgraded, and the computer center requires a reliable emergency cooling system.

The Circulation facility of the Talking Book Program has many structural problems. The condition of the facility's service elevator is of critical concern. Currently, this elevator has restrictions on its use. Staff must take extra care in how much weight is loaded onto the elevator and how that weight is distributed within the car. No passengers are allowed on the elevator at any time.

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

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

## F. AGENCY BENCHMARKS

The outcome measure for Objective A.1, "percent of population living within the service areas of public libraries whose services (circulation per capita) meet or exceed the average of the ten largest states," is essentially a comparative metric. Unfortunately, Texas does not compare favorably to this peer group as only about 14.5 percent of our population is served by public libraries that meet or exceed this target. In FY2002 6.84 percent of Texans were without library service. In FY2003, 7 percent were without library service. The rapid population growth of the state, especially in areas currently unserved by an accredited public library, makes it difficult to improve in this measure.

The outcome measure for Objective A.2, "percent of eligible population registered for Talking Book Program services," reflects the lack of state funding for library services and outreach to potential patrons, when compared to other states. A 2002 report of the number of individuals served by the National Library Service program of the Library of Congress shows the percent of eligible population served for the ten largest states.

### PERCENT OF ELIGIBLE POPULATION SERVED (FY2002)

Pennsylvania	21%	Ohio	11%
New York	17%	Illinois	11%
Florida	15%	California	11%
Georgia	13%	Texas	9%
Michigan	13%	New Jersey	7%

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

Outcome measure B.1 is " Percent of Customers Satisfied with State Library Reference and Information Services," with a projected goal of 95 percent. No reliable source of benchmark information from a peer group is available for this measure.



## SERVICE POPULATION DEMOGRAPHICS AND ECONOMIC VARIABLES

Four key variables negatively impact the Texas State Library and Archives Commission's efforts to effectively serve Texans: the state's high poverty rate, rapid population growth, increasing numbers of Hispanic and older Texans, and the vast expanses of rural Texas. Texas has the ninth-highest poverty rate in the nation, and this high poverty rate, coupled with low per capita income, translates into sparse local support for archives, libraries, and records management services. In per capita income, Texas ranks 28<sup>th</sup> nationally and is 44<sup>th</sup> in terms of per capita support for public libraries. Rapid population growth and low levels of local support intensify the pressure for archivists, librarians, and records managers to do more with less.

Since 1990, the Texas population has increased rapidly, with Texas now the second most populous state after California. The state's population is expected to continue to grow, with a total projected population of 25.3 million by the year 2010. An estimated 3.9 million Texans will be over the age of 64 in 2010, and the Hispanic population in Texas will have grown to nine million by 2010. In addition, we must balance the needs of a growing urban population with those of a large rural constituency. Of the 254 Texas counties, 196 (77.2 percent) are designated as rural, with 3.16 million Texans living in a non-metropolitan area.

We categorize our user groups as the general public, libraries and librarians, state agencies and local governments, and individuals with visual, physical, and learning disabilities. Every Texan, regardless of status, falls into one of these groups. Informational needs across these user groups vary widely, and our programs cover a broad spectrum of resources and services in order to serve these varied needs effectively.

Four units within our Archives and Information Services division—State Archives, Genealogy, Reference/Documents, and the Sam Houston Regional Library and Research Center in Liberty—provide access to historical sources, government documents, and research assistance available nowhere else. In FY2003 those units successfully answered more than 50,300 reference questions from researchers all over the world via phone, mail, e-mail, and onsite visits. Because we provide access to hundreds of thousands of digital images of unique archival materials through our Web site, countless researchers have not had to travel to Austin to consult the original items.

In FY2003, our Talking Book Program (TBP) served 20,817 patrons, 7.85 percent of the estimated eligible population in Texas. According to FY2003 figures, an estimated 308,350 Texans have visual, physical, or learning disabilities that prevent them from reading standard print. As the population ages, the number of eligible Texans increases. Currently TBP offers reading materials in Braille, recorded cassette, vinyl disk, large print; over 5,000 digitized Braille books, magazines, and musical scores are available on the Web. Despite advances in electronic service delivery, many patrons with disabilities do not have the means to purchase the necessary hardware and software to access these materials in their homes.

Programs and activities provided by our Library Development division currently assist the state's 557 public libraries, which serve over 93.04 percent of the state's population, as well as academic and school libraries through shared training and collaborative grant projects. About 1.4 million Texans (6.96 percent of the population) have no public library service available.

The statewide Texas Reading Club, co-sponsored by TSLAC and local public and school libraries, serves over 450,000 children in Texas each year. The Reading Club provides public libraries with promotional materials and a program manual to establish summer reading programs for children. School libraries use the materials during the school year. Staff also assists over 2,000 public, academic, and school librarians through various commission programs, including consulting services, in-person workshops, and the division's professional collection. With the state's vast distances and rural demographics, we are providing training with innovative delivery strategies such as videoconferencing, teleconferencing, and Web-based courses. We fund ten regional library systems around the state to provide closer, one-on-one support and services to libraries.

Rural demographics, increasing state population, and sparse local support also make Texas ideally suited for collaborative solutions. One such collaboration is the TexShare program, coordinated by our Library Resource Sharing division. TexShare serves academic libraries, public libraries, and libraries of clinical medicine. TexShare services include a courier that provides two-day delivery of books statewide, electronic databases, and a statewide reciprocal borrowing program.

The TexShare consortium, which began in 1997 with 52 members, has steadily grown to include more than 700 institutions. Resource sharing programs are an effective way to stretch library budgets, and we anticipate that additional customer groups will be added to the TexShare consortium in the future.

An important component of TexShare is access to electronic databases, which puts vast storehouses of knowledge on Texans' computer desktops, even in the most remote areas of Texas. This service erases distance barriers and works to level the educational playing field, so all Texans have access to the same resources. Consolidating buying power at the state level enables us to offer Texans more databases for less money. In FY2003 we were able to offer \$167 million worth of online database subscriptions at one-twentieth of that cost. For every dollar spent, Texas received a \$20 return on investment.

The Library of Texas program features the ability to search across Texas library online catalogs, online databases, and selected Internet sites via a single search interface, and allows Texans in remote areas and in rapidly growing but underserved counties to find and use information from their computer desktops. The integrated search interface allows immediate and user-friendly access to these resources. Through the Library of Texas program, the smallest, most remote library can access the same resources as the largest research library in the state.

The State Records Center is also an example of a collaborative solution. Use of this low cost, high-density storage facility enables state agencies to achieve almost \$55 million in cost avoidance. Approximately 9,400 state and local government offices currently use the services of our State and Local Records Management division. Government information is an asset and a resource that requires careful management, and there is a constant demand for our records management consulting and training services. State and county agencies and public universities also rely on us to help them determine which of their records have permanent, archival value. The increased use of new information technologies among government offices creates a greater demand for advanced and intensive consultations and training sessions.

State government and the Texans they serve also benefit from the services of our State Publications Clearinghouse and Texas Records and Information Locator Service (TRAIL). Together these services ensure that state government publications and the valuable information they contain are available throughout the state, through a network of depository libraries and an

online system for one-stop access to state publications in electronic form. A new Electronic Depository Program builds on these efforts to ensure that electronic state publications are preserved for use by future generations.

Those seeking information are increasingly turning to the Web for answers. As a result, our customer base has grown exponentially. Technology has heightened customers' expectations for services and rapid response times, and as a result, we have made major progress in providing information and services to our patrons through a variety of new avenues. We must balance these new demands with the needs of Texans who cannot or do not have the resources to take advantage of new technology, so that no Texans are left under-served.



## TECHNOLOGICAL DEVELOPMENTS

### A. IMPACT OF TECHNOLOGY ON CURRENT OPERATIONS

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

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

#### ACCESS TO INFORMATION

We take advantage of the Internet and Web-based services to provide information to more customers. We provide an increasing number of our documents on our Web site ([www.tsl.state.tx.us](http://www.tsl.state.tx.us)), including the Texas Public Library Statistics and the Texas Library Jobline. The number of electronic documents received by the Federal Documents Depository continues to increase, and the federal government is making an increasing number of documents available only in electronic format.

Texas documents are also increasingly available online. The Texas Records and Information Locator (TRAIL), which provides one-stop access to electronic state publications ([www.tsl.state.tx.us/trail](http://www.tsl.state.tx.us/trail)) is now in its fifth operational year. TRAIL indexes and provides searching of more than 32,000 Texas state electronic publications, allowing state agency staff to find information produced by other agencies. Previously only searching for html-based documents, the service now includes database-driven publications using JSP, ASP, and other technologies. TRAIL also helps the general public find information about state government, including a special search feature that allows Texans to quickly locate state grant monies to fund their business, educational, artistic, and other useful endeavors.

Talking Book Program patrons can access and download over 5,000 titles from Web-Braille, an Internet, Web-based service provided by the National Library Service for the Blind and Physically Handicapped (NLS). This service, introduced in 1999, makes available in an electronic format many Braille books and all Braille magazines produced by NLS, as well as titles from the NLS music collections in Braille.

The Library of Texas program, which had provided funding to expand the TexShare database service, successfully concluded Aug. 31, 2003. TexShare's database service currently provides 47 databases to academic libraries, public libraries, and libraries of clinical medicine. Because of budget cuts to the program, this number represents a 23 percent decrease from the peak of the service. The database service offers full-text articles from 11,275 journals, 85,000 primary source documents, and over 24,503 unique e-book titles. TexShare databases are available even in the most remote, rural locations across Texas. Students, consumers, and researchers rely on these services for current, accurate information on health, technology, business, and a host of other topics.

We continue our efforts to provide increasing amounts of archival and library resources in electronic format on our Web site. By the end of FY2004 we will have more than 250,000 digital images of original archival documents available online to researchers. Online exhibits showcase some of the most significant documents from our collections of Texas history and provide historical background and interpretive information. We will develop at least one new exhibit each year, as well as add to the existing online searchable databases of the collections of archival state records thereby enabling thousands of teachers, school children, and others to easily find the information they need.

Our staff will continue to use technology to locate additional information resources outside our collections, which in turn allows us to answer an increasing number of reference questions by referring clients directly to those readily available electronic resources.

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

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

Our staff make periodic improvements to the search capabilities of our most in-demand online archival and reference materials. Our outreach to libraries and state and local governments also increases because of improved online registration methods for statewide training events.

We recognize the value of providing information and services via the Internet and allocate resources to our Web development efforts. Our Webmaster and members of a cross-divisional team designed and built an improved agency Web site in 2000. This team continues to evolve the Web site to optimize service delivery to our customers.

Our increased Web presence has raised new security, maintenance, and training issues agency-wide. The rapid pace of technological change requires software upgrades and software patches for security and functionality. Our Information Resources Technologies staff stays abreast of trends in security, as new software and services create new possibilities for abuse of the systems. A network architecture upgrade project replaced obsolete network equipment, added adequate firewall protection, and helped to position the commission to take better advantage of computer technology and telecommunications in delivering our services.

We continue to address and comply with all legislative initiatives for organizing, securing, and enhancing state agency Web sites and for improving customer services.

## EFFICIENCY OF OUR OPERATION

We use technological advances to streamline and automate many of our services, saving both time and money for the agency and our patrons.

We continue to make enormous amounts of library and historical resources available via our Web site, including online catalogs, databases, indexes, full-text, answers to frequently asked questions, and digital images of original archival materials. Recently we began posting the monthly issues of *Texas State Publications* on the Web, providing libraries and interested citizens a list of Texas documents received, cataloged and available at the agency. About 25 percent of the titles are also available at all depository libraries throughout the state. There has been a corresponding expansion in the amount of similar information resources being made available on other state and federal Web sites. Consequently, growing numbers of researchers are able to obtain desired information from our Web site and other Web sites without ever having to consult with a member of our staff. Even when contacted directly by researchers, it is now frequently more efficient, effective and timely for our staff to provide those customers, particularly those seeking assistance via e-mail, with the locations of Web sites/pages that contain online textual, graphical, or database resources that provide the exact information being requested.

Operating in a networked environment has significantly increased the range of services and resources that we are able to provide our customers. We, like so many other libraries, have become a twenty-four-hour-a-day access point to information services where users obtain services and resources on *their* terms. In this way, we are using Internet technology to empower our users and accomplish more of our goals.

The automation of services has also created easier reporting procedures for local governments, other constituent groups, and our staff. Public and academic librarians are now able to complete and submit their annual reports via the Web. Librarians find the process easier and quicker, and automation decreases mathematical errors. Librarians are also able to download grant applications and guidelines and complete reports for the Loan Star Libraries grant online.

Reporting capabilities between the Talking Book Program and its parent organization, the National Library Service (NLS) at the Library of Congress continue to shift from paper to electronic means, saving time and improving accuracy. NLS instituted a Web-based reporting system for statistical reports from the state programs.

We utilize technology to efficiently automate and manage many of our functions, streamlining agency procedures. Staff throughout the Talking Book Program (TBP) division rely on ACCESS, an automated bibliographic, inventory, and circulation system, to track the status and location of materials, as well as access patron account information. TBP staff assist patrons by using a variety of Internet resources, including Web-BLND, the Library of Congress's Web-based catalog of books available in Braille and audio formats.

Approximately 75 percent of the records in storage at the State Records Center are now managed in an automated system, Auto-Rec, and clients are able to enter information about their records from their own computers and submit the information by way of the Internet. Auto-Rec has been invaluable in the quality and timeliness of services to our customers over the last decade. However, during FY2004, we will install a new commercially-developed system that will provide

a more user-friendly interface between our records storage center and our customers and will give us greater capacity to meet increasing demands for enhanced services.

Our Accounting Office uses automation technology to accomplish its daily tasks. Files such as voucher and deposit numbering logs, charts of accounts, and electronic copies of reports and their documentation are shared across the network. Our accounting staff has access to purchasing files, enabling the electronic creation of purchase vouchers from purchase orders which eliminates duplicate data entry.

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

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

Our accounting staff uses Internet access to meet legislative reporting requirements by completing online reports for the Legislative Budget Board and the Comptroller's Office. Access to the text of state and federal legislation impacting the agency is available via the Internet. Many state agencies, especially the Comptroller's office, distribute information on policy changes and procedures electronically on their Web sites rather than sending hard copies to all agencies. Generally, staff receives an e-mail notification of new procedures, publications, or agency reporting requirements. The Comptroller has also made Web training available to meet the requirements of using USAS. The Comptroller's office will be expanding this Web training to cover more subjects in the future to help with staff reductions and to make the training available to agency staff in remote areas.

## **NEW SERVICES**

Technological advances within the commission create new opportunities for services that benefit Texans, state and local governments, and Texas libraries and librarians. The access to services through the Internet on our Web site, as well as e-mail access to our divisions, is a tremendous benefit to our customers. We expect to continue to upgrade and improve our Web site to make it easier to use and navigate.

We enhanced the Texas Records and Information Locator service (TRAIL) so that it will:

- Identify public information resources in state government

- Describe the information available in those resources
- Provide a direct link to that information
- Be available from a Z39.50 (information retrieval standard) server
- Quickly search for state grant opportunities

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

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

The CE/C Department provides statewide access to library-related satellite videoconferences and has implemented a variety of distance education options to make training more accessible for Texas library staff. We began offering interactive Web-based courses by contract in 2002, purchased Web-based distance education software in 2003, and will begin offering our own Web-based courses in 2004.

Our staff implemented a network-based videoconferencing system across the ten regional library systems. This system gives us the opportunity to deliver needed training on essential topics wherever and whenever it is most beneficial to our clients, and will also allow divisions to have face-to-face meetings with clients, provide continuing education to targeted audiences, provide consulting on a one-on-one basis, and provide monthly updates to their clients. The training and consulting staff of our State and Local Records Management Division, in particular, is planning a major expansion of its' training services through the introduction of distance learning opportunities to our state agency and local government customers.

The 76<sup>th</sup> Legislature authorized public libraries to join TexShare; the 77<sup>th</sup> Legislature added libraries of clinical medicine. We successfully integrated the TexShare academic library databases and Texas State Electronic Library public library database offerings. Now all public and academic library patrons have access to the same information-rich selection of databases. The service is available to authorized library users 24 hours a day, seven days a week.

Using the integrated library system that supports the Web-based catalog, we have begun exporting MARC records of new items on the Texas State Document Depository shipping list. These records are sent to Texas State Document Depository libraries around the state. The records are then loaded into their catalogs, thus increasing public access to Texas state documents.

In addition to improving Web-based information and services to our external clients, we also improved our internal Web-based information and communications for our employees by

establishing a networked intranet environment. Employees are able to post, maintain, and access policy and procedural information with just a few clicks of a mouse.

On August 31, 2003, the Library of Texas program, initiated with seed money from a Telecommunications Infrastructure Fund grant in FY2001, concluded. New programs that are now integrated into our ongoing services include:

- Online database service.
- Electronic Depository Program that captures and preserves state government information produced in electronic format so that future generations can enjoy the same continuing access to electronic publications as they have with print publications
- A statewide information discovery tool allowing Texans in remote areas and in rapidly growing but underserved counties to find and use information resources from their desktops. The integrated interface allows immediate and user-friendly access to these resources.
- Extensive training, employing distance-learning technologies, helping librarians and their customers gain full benefit from these rich information resources.

## **OUR PARTNERSHIPS**

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

The development and growth of commission services, such as TRAIL, continue to increase our liaison and collaboration with other state agencies. TRAIL organizes the wealth of electronic information produced by state agencies and academic institutions and enables users to find information about state government efficiently. The grant-searching feature of TRAIL was developed as a collaborative effort with the Governor's Office's State Grants Team, a relationship that has been formalized with the statutory establishment of an official advisory board comprised of a subgroup of that team.

The Library of Texas program's electronic depository program and virtual library resource discovery service were developed in collaboration with the University of North Texas (UNT). UNT continues to be a strong partner in implementation and delivery of these two services.

We are also participating as a founding member in the Texas Archival Resources Online (TARO) Project. The project has established an online repository of archival resources for use by every Texan who has access to the Internet. The initial content of the repository will be a database consisting of collection descriptions, or "finding aids," that the member archives and libraries create to assist users in locating information in their holdings. In cooperation with the Library of Congress, the archival community has developed a standard method of creating online finding aids and libraries, archives, and museums around the world are adopting this standard. Initially, this database will reside on a server at The University of Texas at Austin campus. We have contributed over 400 finding aids to the project. Other participants in the TARO project include: Harry Ransom Humanities Research Center, Center for American History, Benson Latin American Collection, Alexander Architectural Archives, and the Tarlton Law Library of The University of Texas; Texas A&M University; Rice University; University of Houston; Texas Tech University; Houston Metropolitan Research Center; and, Southern Methodist University.

As one of its six member agencies, the commission also works with the Records Management Interagency Coordinating Council to study the technological aspects of records management. The council conducted a survey of state agencies in late FY2003 to determine what the most pressing issues are in the field of electronic recordkeeping. The findings of the survey are being used to direct the council's future activities. The council will examine the feasibility of centralizing e-mail management in a statewide depository and will study the issue of state agency Web sites as records and how to maintain and manage them best.

Presently we extend our Web-based catalog to a limited number of state agencies for them to add their collections. These agencies include the State Law Library, the Texas Commission on Environmental Quality, Comptroller of Public Accounts (Technical Library), and Department of Information Resources. These agencies also use other modules of our library automation system, such as circulation control, serials control, and cataloging. However, due to limited staff resources, and the diversity of the agencies' needs and collections, it is impractical to extend the service beyond the current group of agencies.

Partnerships allow us to accomplish more of our technology-based goals and strengthen the effectiveness of state government.

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

The Texas State Library and Archives Commission supports mission-critical client-server applications and Web-based services, 40 servers, 200 desktop computers across two physical locations, a TCP/IP-based Ethernet local area network (LAN), and full service connectivity to the LAN, TEX-AN, and Internet. The Lorenzo de Zavala Building is connected to CAPnet via a fiber optic line which provides 10 megabits-per-second access. The State Records Center and Talking Book facilities at 4400 Shoal Creek Boulevard are each connected to the Lorenzo de Zavala Building by T-1 lines.

We maintain database applications to:

- Support the operations and service of the Talking Book Program
- Support the management of the flow of records to and from state agencies
- Provide detailed financial information required to manage the agency's financial resources
- Track the use of collections in the Archives and Information Services Division

We also use the unified state systems provided by the Comptroller, including:

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

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

We share our Web-based catalog and the other modules of the integrated library system in a consortium arrangement with four other state agency libraries. Because of this arrangement, these state agency libraries are able to use the system for cataloging, retrieving, circulating and reporting on their collections at a very minimal cost. We use Unicorn library system software purchased from and supported by SIRSI, Inc. to provide these services.

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

LAN and Internet services include:

- Our Web site that makes available collections of information from a growing number of libraries, state agencies, and commercial sources, as well as extensive indexes to the holdings in our various collections and value-added data compiled by staff.
- The Texas Records and Information Locator service (TRAIL), a commercial application to gather and index the electronic documents of all state agencies that are made available via electronic networks.
- Distance learning technologies such as the videoconferencing network installed across the ten library regions of Texas and the Web-based learning modules currently under developed by the state library staff which will assist librarians and records managers across the state to receive required training without having to incur significant travel costs.
- Electronic mail and network services.
- Online backups of all systems on the network.
- In Fiscal Year 2004 we are implementing a document management system to provide more efficient storing and access of grants and related documents.

Our Talking Book Program's automation staff migrated the division's automated bibliographic and circulation system to a new server. This has increased database capacity and speed of operations. TBP staff has made great improvements in streamlining automated operations, particularly in the circulation and audio production units. Telephone service to patrons has been improved. Reader consultants now have the capability of handling more incoming calls, with the result that clients do not have to wait as long for service or have their calls turned away by the system.

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

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

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

## **ACCESS TO INFORMATION**

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

Commercial, state and federal government publishing, and government recordkeeping at all levels, will continue to move to online, network-accessible formats. State agencies have found it challenging to retain archival copies of state government documents that have been issued in electronic format. Pricing and licensing agreements with commercial publishers will remain unstable and difficult to negotiate for a number of years, until authors, publishers, etc., have established procedures and standards for online market behavior.

We continue to lack the resources both in terms of technology and sufficiently trained staff to permit us to accept from agencies electronic record keeping systems that contain archival state records. Consequently, to insure that agencies properly maintain such records, the Electronic Records Standards and Procedures as set forth in our Administrative Rules (13 TAC 6.91 – 6.99) were amended in 2000. The option to substitute paper copies for electronic state records, explicitly stated in the previous version of the rules, was removed. Electronic state records that have archival value must now be maintained by the creating agency, except as otherwise determined by the state archivist. They must be maintained through hardware and software upgrades as authentic evidence of the state's business in an accessible and searchable form. Regrettably, we lack staff with the necessary education and expertise to provide training to other agency staff in the areas of current and developing standards, available software, and other technological assistance in regard to the long-term maintenance and preservation of archivally valuable electronic records.

The public's familiarity with online resource discovery continues to increase, as does their demand for broader access to library catalogs and a user-friendly way to cross search these catalogs. As public awareness of the rich resources available grows, so also does their demand for quick retrieval of these resources. We must be prepared to provide the technology to answer these demands.

Public libraries continue to develop their electronic resources to provide access to networked, online information for Texans who do not have access to these resources at home or work. This includes electronic publishing of community resources, providing support for distance learning, free access to online information resources, continuing education, providing a place for people to do videoconferencing, and computer and Web-based training. Providing access to information is a basic responsibility of public libraries.

## **EFFICIENCY OF OUR OPERATION**

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

The need for direct intervention by reference staff to answer research inquiries is decreasing as a result of increased availability of network based information resources and services. Some of those staff will need to be trained in procedures to digitize original archival and library materials and to develop the databases and other online indexes designed to assist researchers in locating and accessing the digital images. Additional scanners and computers will be needed as well.

Over 95 percent of the public libraries in Texas have Internet connections, but increased bandwidth and sophistication of those connections is needed. As more people use the Internet to access services, the need for electronic services, training, and support increases, thus straining the agency's technical and human resources. Widespread connectivity will allow new methods of communicating among libraries and create opportunities for increased resource sharing, such as more effective interlibrary lending of paper materials, substitution of electronic for paper materials, shared subscriptions to online resources, and improved tools for statewide resource discovery.

## **NEW SERVICES**

Technology offers us new and improved opportunities for service to our customers.

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

Within this biennium, Continuing Education and Consulting staff and our records management training staff will continue to use the Web to provide additional information and learning experiences that will enhance current in-person workshops. Stand alone Web-based continuing education opportunities will also be created. We expect to use a Web-based courseware software package that will allow for the creation of both real-time online courses and self-directed online courses. We will add the capability to record the real-time sessions and convert them into streaming media that will be made available via our Web site.

Our Talking Book Program plans to create an online public catalog of its' book collections which will allow clients to select books and view account information. Automation staff are investigating other services targeted for clients with disabilities; these services would be accessible through the program's web page. The National Library Service (NLS) for the Blind and Physically Handicapped is moving forward in the conversion to digital recordings. Our Talking Book Program's recording studio has been selected as the beta test site for the NLS recording equipment and is currently in the year-long project. TBP also participates in NLS's Quality Assurance Program by submitting recordings from the Texas recording studio. TBP is planning to convert its' remaining recording facilities to digital processes in the near future.

## **OUR PARTNERSHIPS**

We will continue to embrace partnerships as tools to enhance our services to the citizens of Texas. Technological advances have enabled more productive collaborations between entities due to improved communications systems and software developments.

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

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

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

The work completed under the Library of Texas project built upon our partnerships with the Telecommunications Infrastructure Fund Board and the University of North Texas in building a statewide mechanism for information access.

The Talking Book Program (TBP) has developed working relationships with other organizations and entities that serve a common client base. These include governmental agencies, non-profit groups, and private organizations. TBP also actively seeks partnerships with public libraries, as well as public and private schools.

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

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

- Maintain a Windows-based desktop as an agency standard
- Increase user direct access to services via Web-based applications
- Maintain telecommunication bandwidth to support user direct access
- Maintain the open-source Linux operating system as an agency standard
- Continue implementation of security technologies and standards
- Continue enhancement of videoconferencing and Web-based training capabilities
- Implement a grants document management system
- Adopt planning and training standards and technologies to maximize staff productivity

- Continue implementation of in-house support systems to increase staff efficiency
- Develop an Electronic Records Retention Submission and Approval System

### **MAINTAIN A WINDOWS-BASED DESKTOP AS AN AGENCY STANDARD**

We successfully migrated to a Windows environment from Macintosh computers. The five-year migration was completed in 2001. We upgraded desktops to Windows 2000 during FY2003. In FY2004 we replaced our email procedure for desktop assistance with a helpdesk system that provides more information to desktop users and assists desktop support to identify and address problem areas. Standardization has decreased the workload on the staff who support the desktop systems, allowing staff resources to be more efficiently used to support the overall network.

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

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

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

### **MAINTAIN TELECOMMUNICATION BANDWIDTH TO SUPPORT USER DIRECT ACCESS**

The growth of commercial activities on the Internet results in users demanding more functionality through online services, creating a need for faster networked servers and increased network bandwidth. We currently receive telecommunications services (voice, data, and Internet) from the Department of Information Resources (DIR), Southwestern Bell, and Time-Warner Cable. Due to the implementation of TRAIL, the publication of more of our collections on the Internet, and the increased number of Internet users, the need for bandwidth to TEX-AN and the Internet increased in FY2003. The fiber optic access to these services was modified from half-duplex to full-duplex, effectively doubling the available bandwidth. This bandwidth is sufficient for our current needs and a moderate increase in services. However, a significant increase in services would require that we develop strategies for increasing this bandwidth.

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

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

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

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

## **CONTINUE ENHANCEMENT OF VIDEOCONFERENCING AND WEB-BASED LEARNING TRAINING CAPABILITIES**

As connectivity of client groups increases, more transactions with client groups shift from paper mail, telephone, and personal contacts to electronic transactions. Electronic discussion groups, online training, computer-based training, and videoconferencing are replacing some meetings and workshops. Videoconferencing will become a key method of delivering client group training for some of the agency's programs. During the last biennium we partnered with the Telecommunication Infrastructure Fund Board and the Texas libraries to implement a videoconferencing system across the library regions. This system will have significant positive impact on the availability of training for librarians across the state.

## **IMPLEMENT A GRANTS DOCUMENT MANAGEMENT SYSTEM**

In the current fiscal year we expect to implement a document management system for our grants program. The new system will allow digital images to be centrally stored and accessed for grant management purposes and help the agency manage our grants more efficiently.

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

In recent years we have continuously increased the number of automated processes, applications, and services, as well as the number of desktop computers and network devices we use to manage these services. Our client groups are increasing in number, as well as their level of technical and Internet sophistication; therefore, expectations for expansion of Web-based services are high and continue to increase. By implementing standards the IRT staff is able to plan, implement, and support new technologies, and maximize the efficiency of staff resources.

Networked technology has become a necessity for doing business. The reliability of this service is critical. To help ensure that network resources are consistently available, IRT staff have replaced obsolete network equipment and are implementing security standards, and ensuring that adequate capacity exists to effectively manage the shift to Web-based services.

### **CONTINUE IMPLEMENTATION OF IN-HOUSE SUPPORT SYSTEMS TO INCREASE STAFF EFFICIENCY**

While many of the accounting procedures are automated, we need to implement an integrated procurement process, from identifying a need through disposing of property. We will participate in the statewide E-Procurement system when that system is fully operational. In the meantime, we will implement an interim automated system that integrates purchase requisitions, purchase orders, purchase vouchers, and accounting data. This networked system will improve efficiency, speed the payment process, and eliminate data entry errors.

We will research options for moving from an antiquated manual inventory system to a more efficient bar code system. We have property located in three separate facilities, and the manual system is time consuming and cumbersome. Many state agencies have implemented this type of system and have realized savings in terms of staff time and reduction in lost and/or stolen items.

### **DEVELOP AN ELECTRONIC RECORDS RETENTION SUBMISSION AND APPROVAL SYSTEM**

Currently, the 156 state agencies required to submit records retention schedules to the commission do so in paper. To streamline the approval process and to improve the timeliness, we intend to develop and implement an electronic submission and approval system no later than the end of 2006. In a survey of our state agency customers, an electronic submission system was their number one suggestion for improving our service delivery.

## IMPACT OF FEDERAL STATUTES AND REGULATIONS

### A. HISTORICAL INVOLVEMENT OF FEDERAL GOVERNMENT

In 1931 Texas became one of the first states to affiliate with the newly formed National Library Service (NLS) for the Blind and Physically Handicapped, a division of the Library of Congress in Washington, D.C. Today, using recorded cassette and Braille books, catalogs, special playback equipment, and a Braille database supplied by NLS, the Texas State Library and Archives Commission's Talking Book Program serves almost 21,000 Texans who would not be able to enjoy books without this vital service.

From 1956 through 1998, the commission received federal funds under the Library Services Act and its successor, the Library Services and Construction Act (LSCA), to assist local public library development. Federal funds were used to advance a statewide interlibrary loan system, fund the Texas Library System, provide grants for public library construction and renovation, promote library services to the disadvantaged, promote interlibrary cooperation and resource sharing, and support other projects to improve library service statewide. In 1996, the Library Services and Construction Act was replaced by Public Law 104-208, the Library Services and Technology Act (LSTA). LSTA consolidated all federal support for libraries into one piece of legislation and moved library funding out of the U.S. Department of Education to a newly organized Institute of Museum and Library Services (IMLS). While several projects funded under LSCA continued with LSTA funds, the new Act placed greater emphasis on programs that support technology in libraries, promote cooperative efforts among all types of libraries, and support library services to people of diverse geographic, cultural, and socio-economic backgrounds. Programs funded with LSTA began in FY1998. LSTA was re-authorized in FY2003.

In 1964, TSLAC was designated a regional depository for federal documents, in accordance with 44 United States Code 1912. This agency is one of only two regional depositories in the state, and serves the 59 Texas libraries that are selective depositories. Selective depositories are libraries that receive only a portion of documents distributed by the Depository Library Program of the U.S. Government Printing Office and retain the documents for a limited period of time. Regional depositories receive all publications distributed through the Depository Library Program and retain them permanently.

The Schools and Libraries Universal Service Program (commonly called E-Rate) was established as part of the federal Telecommunications Act of 1996 with the express purpose of providing affordable access to telecommunications services for all eligible schools and libraries, particularly those in rural and inner-city areas. This federal program provides discounts of 20-90 percent on telecommunications services, Internet access, and internal connections. Since 1997, Texas public libraries have been required to submit a technology plan to TSLAC for approval in order to be eligible to receive the federal discount. Agency staff provide assistance to public libraries in

developing, revising, and certifying the technology plans, and insuring that libraries are aware of the available discounts. In FY1999, 124 public libraries received \$1.5 million in discounted services. In FY2000, 143 public libraries received \$1.9 million. In FY2001, 171 libraries received \$5,613,996.61. In FY2002 176 libraries received \$4,230,547.78.

## **B. DESCRIPTION OF CURRENT FEDERAL ACTIVITIES**

Under LSTA, federal funds can comprise only 66 percent of program costs, and require a 34 percent matching investment. Administrative costs are limited to four percent of federal funds received; the remaining 96 percent must be used for direct projects or grants. Agency staff began applying outcome-based evaluation methods to selected grant projects during FY2002 and will expand use of this evaluation method to encompass the remainder of the agency's federally funded programs by FY2006.

A new five-year LSTA plan covering FY2003-2007 was approved by IMLS at the end of FY2002. All projects funded by LSTA are described in our LSTA five-year plan.

As one of 53 regional depositories for federal government publications in the nation, the Texas State Library and Archives Commission permanently maintains and provides free access to more than 1.4 million items produced by the federal government. These items are distributed by the U.S. Government Printing Office under authority of the Depository Library Act. As a regional depository, we must meet minimum standards for maintaining these documents. Periodic onsite visits are made to review TSLAC's collection and services.

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

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

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

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

The migration to electronic resources has skyrocketed in Texas government. Almost all state agencies have Web sites, and agencies are issuing many publications exclusively through the Internet to reduce publication costs and increase access to the information.

The agency's Texas Records and Information Locator service (TRAIL – [www.tsl.state.tx.us/trail](http://www.tsl.state.tx.us/trail)) provides public access to the electronic publications issued by Texas state agencies. The Electronic Depository Program (EDP) will expand TRAIL to ensure that public access is both complete and enduring. EDP will harvest the content of Texas State agency Web sites, extract and index descriptive information about that content, and securely store the original electronic files. This digital preservation will afford Texans permanent and comprehensive access to state government resources.

On Dec. 23, 2003, the Federal Communications Commission (FCC) released its Third Report and Order and Second Further Notice of Proposed Rulemaking, FCC 03-323. This FNPRM addresses several matters related to the administration of the Schools and Libraries Support Mechanism:

- To consider changes that would fine tune FCC rules to improve program operation;
- To ensure that the benefits of this universal service support mechanism for schools and libraries are distributed in a manner that is fair and equitable; and,
- To improve FCC oversight of this program to ensure that the goals are met without waste, fraud, or abuse.

The federal Children's Internet Protection Act (CIPA) was signed into law in Dec. 2000. Under CIPA, no public library may use Library Services and Technology Act (LSTA) funds or receive federal Universal Service (E-Rate) discounts unless it certifies that it is enforcing a policy of Internet safety that includes the use of filtering or blocking technology (see below). This Internet Safety Policy must protect users from accessing through the Internet obscene visual depictions, child pornography, or (in the case of use by minors) content harmful to minors. The library must also certify that it is enforcing the operation of filtering or blocking technology during any use of its computers by minors. For E-Rate, the law became effective Jul. 1, 2003. For LSTA funds, FY2004 federal funds are the first to be affected. Libraries using LSTA or E-Rate funds only on Telecommunications Services are excluded from the requirements of CIPA. Following challenges, the law was upheld by the United States Supreme Court in FY2003.

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

The Government Printing Office continues to move toward a more electronic federal depository library program; the number of paper and microfiche products will continue to diminish. Increasingly libraries will be required to purchase robust telecommunications and Internet access

services, and provide more computer hardware and software to meet public demand for access to networked government information.

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

The Government Printing Office (GPO) is working with other partners to develop a system for providing permanent public access to electronic versions of federal government information. Participants involved in the development include government agencies, the National Archives and Records Administration (NARA), and the depository library community. For example, in August 2003 GPO and NARA signed a Memorandum of Understanding that will make GPO an official archival affiliate and all GPO Access databases the official archival copies.

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

## OTHER LEGAL ISSUES

### A. IMPACT OF ANTICIPATED STATUTORY CHANGES

The Digital Millennium Copyright Act (DMCA) was passed by Congress in 1998 with the stated purpose of preventing digital piracy. Since 2001 legislation (known as “Super DMCA” bills) has been proposed in at least fifteen state legislative bodies with the stated purpose of tightening up state laws to prevent the theft of cable and communications services. However, while the DMCA builds in certain exceptions and limitations to permit legitimate activities, the legislation introduced at the state level typically does not. Additionally, the sweeping language of the proposed legislation in most of the states would inadvertently outlaw the use of security technologies such as encrypted e-mail and firewalls, and harm technology companies, universities, libraries and users. Legislation of this nature was considered by the 78<sup>th</sup> Legislature in the form of S.B. 1116 and H.B. 2121, but neither passed. Similar legislation may be introduced in the next regular legislative session.

The Uniform Computer Information Transactions Act (UCITA) is a draft state law for contracts relating to software and other forms of computer information. It has the potential to profoundly transform the way in which software is licensed and to limit the copyright protections consumers now enjoy when purchasing software. The law was passed in Jul. 1999 by the National Conference of Commissioners on Uniform State Laws (NCCUSL) and referred to the states for possible enactment by state legislatures. Passage of UCITA by a majority of states would alter the relationship between software vendors and consumers. UCITA is intended to govern all contracts for the development, sale, licensing, maintenance, and support of computer software, including contracts for information in digital form, such as electronic books. For the Texas State Library and Archives Commission and other Texas libraries, UCITA would mean higher costs and greater restrictions on information purchased in digital form.

The 77<sup>th</sup> Texas Legislature considered the legislation but due to a significant amount of opposition, the proposed legislation did not pass. No attempt was made to introduce similar legislation in the 78<sup>th</sup> Legislature. NCCUSL has indicated its intent to stop funding or promoting UCITA legislation; however, it has not formally withdrawn the Act or downgraded it to a model law. Thus, introduction of UCITA legislation remains a viable option for the 79<sup>th</sup> Legislature. If the legislature invites the agency to submit a Fiscal Note on any such proposed legislation in the next session, staff will identify the anticipated cost increases.

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

The Children's Internet Protection Act (CIPA) stipulates that no public library may use Library Services and Technology Act (LSTA) funds or receive Universal Service (E-Rate) discounts unless it certifies that it is enforcing a policy of Internet safety that includes the use of filtering or blocking technology.

In 2001 a coalition of plaintiffs led by the American Library Association and the American Civil Liberties Union challenged the constitutionality of the CIPA legislation, and on Mar. 30, 2002, a three-judge panel that ruled that CIPA violated the First Amendment permanently enjoined the law. However, on Jun. 23, 2003, the U.S. Supreme Court reversed the federal panel's decision and declared CIPA constitutional, thus requiring public libraries to install filtering software as a condition of federal support. For E-Rate, the law became effective Jul. 1, 2001. For LSTA funds, FY2004 funds are the first to be affected. Libraries using LSTA or E-Rate funds only on Telecommunications Services are excluded from the requirements of CIPA.

### **C. IMPACT OF LOCAL GOVERNMENT REQUIREMENTS**

We are not aware of any new local government requirements.

## SELF-EVALUATION AND OPPORTUNITIES FOR IMPROVEMENT

### A. MEETING LEGAL REQUIREMENTS AND SERVING CRITICAL POPULATIONS

#### LIBRARY RESOURCE SHARING

Government Code, §441.222, established the TexShare Library Consortium to assist public libraries, libraries at public and private institutions of higher education, and libraries of clinical medicine. In FY2003, we generated \$115 million in cost avoidance for Texas libraries by facilitating resource sharing. An important segment of the Texas library community, K-12 school libraries, is not included in our resource sharing program. We need additional staff to realize the full potential of our resource sharing initiatives and to offer program services to K-12 school libraries. We will also need funding from the legislature to maintain existing services and to accommodate demands for increased services after funding provided by the Telecommunications Infrastructure Fund expires in FY2005.

#### SCHOOL LIBRARY STANDARDS

Under Education Code, §33.021, the Texas State Library and Archives Commission, in consultation with the State Board of Education, developed and adopted standards for school library services in 1997. The goal of *School Library Programs: Standards and Guidelines for Texas* is to maximize a school's effectiveness in teaching students the skills needed to become dedicated lifelong learners.

The *Texas School Libraries: Standards, Resources, Services, and Students' Performance*, published in 2001, measured the effect of school library activities, resources, and services on students' TAAS scores and made recommendations for revising the standards. (The full report may be found at [www.tsl.state.tx.us/ld/pubs/schlibsurvey/index.html](http://www.tsl.state.tx.us/ld/pubs/schlibsurvey/index.html).) We presented the findings to librarians throughout Texas and to the National Commission on Libraries and Information Sciences at a national hearing on school libraries. In response to changes affecting the state's school libraries, and based on this study of Texas school libraries and their impact on student achievement, it was determined that the standards needed to be amended.

In cooperation with the Texas Education Agency, the director and librarian appointed members to eight committees to revise the school library standards. The revised *School Library Programs: Standards and Guidelines for Texas* was submitted to the commission for approval in Mar. 2004, and will be presented to the State Board of Education later in FY2004.

In Dec. 2002, Congress re-authorized the Elementary and Secondary Education Act. The legislation includes authorization of \$250 million for school library resources. This was the first federal funding earmarked for school libraries since 1965. Studies on the effect of school libraries on student achievement, including our *Texas School Libraries: Standards, Resources, Services, and Students' Performance*, were used to support the need for federal funding for school libraries. Improvements in school libraries have also been a focus of President George W. Bush. The Texas

Education Agency will receive these funds for distribution to Texas school libraries. The resources purchased will enable administrators to bring school libraries into greater compliance with *School Library Programs: Standards and Guidelines for Texas*.

### **TALKING BOOK PROGRAM**

Texans who qualify for service from our Talking Book Program because of visual, physical, or reading disabilities comprise a critical underserved population. At current levels of staffing and funding, our Talking Book Program can only serve about eight percent of the estimated eligible population. Increased funding for travel and outreach is necessary to promote the service throughout the state. Currently, only one staff member is available to do this promotional work and is asked to serve the entire state. In order to improve response times and expand the scope of the service, we also need more staff to assist patrons with reading requests and to duplicate recorded materials on demand.

### **LOAN STAR LIBRARIES PROGRAM**

Local communities are unable to provide the resources needed to meet the increasing library needs of their citizens. Local communities already provide almost 95 percent of library funding in Texas. As populations grow and needs for technology access and training increase, library budgets remain static. Particularly in rural and impoverished areas, public libraries are in a funding crisis.

The Loan Star Libraries program of direct state aid to public libraries was created in 2001. Loan Star Libraries funds are used to improve and expand library services. Public libraries across Texas have improved collections and programs and increased the number of hours they are open.

One-quarter of the funds appropriated is divided equally among all eligible public libraries. The remaining three-quarters of the funds are distributed as a match on each local dollar spent for the operation and maintenance of the public library, with incentives to encourage libraries to offer statewide access.

During FY2002 and FY2003, \$2.9 million was awarded each year to eligible public libraries. In FY2004 and FY2005, \$2.65 million will be awarded each year.

### **GOVERNORS' RECORDS PROJECT**

Following an Attorney General's opinion and the signing of a Memorandum of Understanding with the National Archives and Records Administration, the gubernatorial records of George W. Bush were temporarily transferred to the State Archives. Our staff will process the records for use by researchers as well as respond to requests made under the Texas Public Information Act.

Our original estimate of processing time for the records dedicated three and a half FTEs for four years. As there are only five FTE archivists on the commission's staff, we made a major commitment to the timely processing of the Bush records. Although we understood and took into account the number of expected research requests for these records, those requests and the amount of time needed to handle them have greatly exceeded our estimate. In order to fulfill our obligations to provide public information in the Bush records to requesters, staff must defer processing. Without an increase in the number of archivists available to work on the Bush records,

the project will take twice as long as initially expected, and the processing of other collections in the State Archives, already in deep backlog, will be delayed further.

## **B. AGENCY CHARACTERISTICS REQUIRING IMPROVEMENT**

### **NEED FOR HUMAN RESOURCES DEVELOPMENT**

The increase in the Library Assistant and Librarian job classification in 1999 has helped us stay more competitive in this market, but the entry-level salary for professional librarians is still less than that recommended by the Texas Library Association (\$25,932 vs. \$33,000).

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

The State Library and Archives Commission communicates effectively with its client groups. We continue, however, to seek even greater interaction with citizen groups, professional associations, and our clients and advisory committees to help form alliances and partnerships for support of our initiatives.

One of the roles that the commission fulfills is that of Facilitator. As such, we actively encourage cooperation and linkages between and among different types of libraries, among governments at all levels, and between other members of our public and ourselves. These interconnections, through electronic networks, advisory committees, supportive organizations, and personal relationships, are invaluable to our mission. We are pursuing additional opportunities for collaboration with public and private organizations in an effort to better serve our clients. Examples include partnerships with the Bill & Melinda Gates Foundation, the Summerlee Foundation, the Tocker Foundation, Libraries for the Future, the Texas Historical Commission, and the Texas Association of Museums.

Our Talking Book Program continues to develop alliances with other state agencies and departments that serve mutual client bases, such as the Texas Education Agency, the Texas Veterans Commission, and the Governor's Committee on People with Disabilities, as well as the Department of Assistive and Rehabilitative Services and the Department of Aging and Disability Services within the Health and Human Services Commission. Our staff works with staff of public libraries and with groups within the field of medicine, visual sciences, learning disabilities, and senior services to promote the Talking Book program to potential clients. Staff are seeking opportunities to work with non-profit groups, such as the Library Users of America and the National Federation of the Blind, to increase outreach to potential users of our service.

Our State and Local Records Management division has established a close working relationship with the Department of Information Resources and the National Archives and Records Administration to co-sponsor conferences and workshops that provide training to state and local government employees in records and information management. We plan to sponsor a records management conference designed specifically for local governments in the spring of FY2005. If successful, we anticipate making the conference an annual event. The Texas Association of Counties has expressed an interest in partnering with the commission on this project, and we will also seek similar support from the Texas Municipal League and the Texas Association of School Administrators.

## **C. KEY OBSTACLES**

### **SPACE**

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

The most critical challenge to the successful realization of many of the public records goals and objectives of the Texas State Library and Archives Commission is the inadequacy of our headquarters at the Lorenzo de Zavala State Archives and Library Building at 1201 Brazos Street in Austin. In particular, the growth, value, and use of the historically valuable archival collections of Texas are severely compromised by the lack of adequate storage space in the existing building.

Due to a lack of secure storage space in our headquarters, approximately 18,500 cubic feet of archival records are stored at our State Records Center — and the figure increases monthly. The State Records Center was not designed to be and is not an acceptable repository for the preservation of permanent records. Given the current rate of accessioning records of known or potential archival value, the allocation of space for archival records will begin hindering the ability of the State Records Center to carry out its primary objective: providing low-cost storage of the semi-active, non-permanent records of *all* state agencies. Because we are required by law to recover the costs of our records storage services, our Archives and Information Services division must pay our State and Local Records Management division for storage space. These charges currently amount to almost \$48,000 per year, a figure that will continue to grow, putting further strain on an already inadequate budget for our Archives and Information Services division.

Work areas for staff to arrange, describe, and carry out minimal preservation treatment efforts are cramped and inadequate. Due to lack of workspace, we cannot make effective use of volunteers. In addition, almost no storage space remains at our Sam Houston Regional Library and Research Center in Liberty. The short-term problem is a lack of shelving, which is an expensive commodity.

#### **Talking Book Program**

Our Talking Book Program is also hampered by a shortage of space. Program operations are scattered over three floors in our headquarters at the de Zavala building, as well as the State Records Center on Shoal Creek. Operations in the Lorenzo de Zavala building are crowded, especially in the volunteer recording studio, the cassette duplication workroom, and the Disability and Information Referral Center. Staff employed at the program's Shoal Creek location, as well as active community volunteers, compete for workspace and restroom facilities. Inadequate accommodations mean a loss of scheduling flexibility for both staff and volunteers and inhibit the growth of the volunteer program, especially as the efforts of volunteers are critical to meeting our goals. Managing staff in two separate facilities poses challenges for communication, staff sharing and training, and mutual problem solving.

### **AGING INFRASTRUCTURE**

Because of ongoing mechanical and electrical problems at the State Records Center on Shoal Creek, we commissioned an engineering study of the building. The study revealed major problems with the electrical/mechanical systems, some due to aging of the systems, others as the result of

poor construction and design. Consequently, utility costs for the building are far higher than they should be. The consulting engineers estimate the cost to replace or retrofit the mechanical and electrical systems, and to undertake other measures to make the State Records Center more energy efficient, to be between \$1.4 and \$3.4 million depending on the extent to which state-of-the-art energy savings systems are included in the retrofit.

## **STAFFING**

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

### **Archives and Information Services**

The historic understaffing of our Archives and Information Services division undermines our ability to carry out activities related to our core role of Preserver. With limited staff, we must assign priorities to meet pressing demands. We have no staff to perform preservation treatments on fragile historical documents. Records are prepared for research as resources permit. Part of the preparation process includes appraising state agency records to determine those that have no long-term value and can be deaccessioned and destroyed. The backlog of records in need of appraisal and preparation is growing faster than our staff can address. Consequently, the commission is retaining more records in the State Archives than is truly necessary. If we are not allocated additional staff soon, we may be forced to require that state agencies retain such records themselves, and bear the costs of their ongoing maintenance, preservation, and access. In addition to imposing a serious financial burden on state agencies, such a situation could easily result in information of enduring value being lost due to accidental or deliberate destruction. Delaying appraisal, description, and ongoing preservation – three central functions of an archive – are unfortunate but necessary choices given the current level of funding.

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

### **Library Development**

Inadequate staffing levels also limit the ability of our Library Development division to deliver services at a level that meets the needs and expectations of our customers. The use of distance

learning technology has not reduced the level of staffing needed; if anything, it has had the opposite effect. For example, providing access to videoconferences at multiple sites around the state requires considerable support, not only in the form of coordination and instructional materials, but also with subsequent information, advice, and guidance. We currently support 12-20 videoconference sites, but the technology is emerging in additional locations that would benefit our clients. Our new distance learning technologies place demands on staff to provide more training in more formats. Library Development division staff are also coordinating more training opportunities in support of TexShare programs for public and academic libraries and through funding from the Bill & Melinda Gates Foundation. In addition to public libraries, academic and school libraries increasingly ask for consulting assistance, placing additional demands on existing staff. We simply lack the staff to provide these services at a level that meets customer expectations.

### **Library Resource Sharing**

Our Library Resource Sharing division implements technical innovations to improve access to information by its constituent libraries. Much of this innovation comes at a high cost in terms of personnel, of computer resources, and of dollars. Our mandate to facilitate resource sharing involves consulting with librarians to provide statewide access to shared TexShare database subscriptions, maintaining computer hardware and software to run sophisticated resource delivery tools, collecting and redistributing thousands of Texas documents, and ensuring the timely delivery of library materials to users throughout the state. There is keen interest in adding K-12 libraries to our constituency; the addition of these libraries to our target service populations would increase the number of libraries tenfold, with a consequent rise in demand for support from agency staff.

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

Texas governments are becoming increasingly interested in records management, and their needs have become more complex as a result of the use of electronic records. However, the number of records and information management professionals on our staff remains static at six. These staff members are expected to provide assistance and training to approximately 254 counties (some 9,000 local governments) and nearly 200 state agencies.

Local governments, in particular, are in need of both basic and advanced records management assistance. Due to constant turnover of elected officials and declining tax revenues in small and medium local governments, local officials are rarely able to come to Austin to attend training classes. We have increased the number of regional training classes we conduct, and we are developing and offering more distance learning opportunities through the use of videoconferencing and Web-based learning. There will remain, however, a strong and steady demand for onsite assistance, but the number of staff we can employ limits our ability to take full advantage of the opportunity. When staff travels to local jurisdictions, they do so at the expense of services they can offer to state agencies. We are simply unable to meet all the demands and needs for our services, and those that are met are often not as timely as they should be.

### **Talking Book Program**

The Talking Book Program also has difficulty meeting client needs because of inadequate staffing levels. We experienced a staggering 72 percent increase in circulation between FY1991 and FY1999. Staffing for the program, however, remained static throughout that period. While

circulation has leveled off since FY1999, staff still handles between 6,000 and 10,000 items per day. Automation enhancements and the streamlining of work procedures enable staff to meet daily work quotas, but at the same time, the program is very much dependent on the extensive use of volunteers to meet those daily quotas.

In FY2001, the Talking Book Program served 8 percent of the population eligible for service. Call volume to our reader consultants has increased since FY2001, and the percentage of calls answered increased significantly in FY2002 because two new consultant positions were added. These gains have been offset by loss of staff through turnover, retirement, and positions frozen due to budget cuts. As a result, more calls are not being answered in a timely fashion, the ability of staff to serve our clients efficiently is being hampered, and the ripple effects spread throughout the entire program. The inadequate number of staff available to interact with patrons, duplicate copies of high-demand cassette materials, and coordinate circulation of books and magazines limits service growth. Our patrons may go unserved or discontinue use of the program because they are unable to communicate with our staff. Technology has streamlined workflow, but the human element is critical in the services we provide to our Talking Book Program patrons. Those we serve through the program often feel isolated from their communities because of lack of sight or other disabilities, and they require and deserve a human voice to assist them.

## **PLANNING AND BUDGETING**

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

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

One way we have already expanded our client base is through the TexShare library resource sharing consortium which brings together public libraries, academic libraries, and libraries of clinical medicine. The success of this program has prompted other types of libraries to request participation in the program, but current legislation and funding has limited our ability to expand participation in the program. At a statewide resource sharing summit, Texas library stakeholders charged us with finding creative ways to forge partnerships with K-12 school libraries to realize the benefits of cost management and efficiency that are achieved when libraries work together and share resources.

## **D. OPPORTUNITIES**

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

In FY2006, the Sunset Commission will begin its review of the Texas State Library and Archives Commission. We welcome the opportunity to work with the Sunset Commission and our constituent groups in scrutinizing our activities and programs and in seeking ways to improve what we do.

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

Since 1997, we have managed networked resource sharing initiatives for the TexShare library consortium. The consortium has three distinct constituencies: public libraries, academic libraries, and libraries of clinical medicine. A similar program for school libraries was discontinued in FY2004 due to budget cuts at the Texas Education Agency. As the sole state agency concerned predominantly with library issues, resources, and services, we are studying ways to serve this important constituency in order to ensure the most effective use of limited state resources.

Our new Library of Texas program allows Texans, no matter where they live, to locate the information materials they need. The Library of Texas allows all residents of the state, in one online search session, to identify and locate holdings in libraries and other information repositories statewide. We speed delivery of materials to all Texans through effective use of high-tech and traditional infrastructures. Texas' statewide interlibrary loan system utilizes online catalogs and communications systems already in place to encourage library-to-library lending. Our TexShare courier provides faster delivery of these interlibrary loan services statewide, and yields cost savings for academic and public libraries throughout Texas. Our TexShare card program encourages direct lending of library materials to users that need them while setting up parameters that protect participating libraries from a potentially burdensome loss of materials. The combined efforts of the Library of Texas Project with our interlibrary loan system will dramatically expand the number of persons served by libraries and the number of informational materials provided to Texans, while decreasing the cost per book and other library materials provided.

### **ENSURE LIBRARIES HAVE THE TELECOMMUNICATIONS INFRASTRUCTURE THEY NEED**

Libraries of all types struggle to provide the range of information products and services that their clients need, without reliable and affordable access to broadband telecommunications services. The commission has worked closely with the Telecommunications Infrastructure Fund (TIF) Board to advance programs of support for the development of information infrastructure for libraries. To date, the TIF Board has provided \$14 million for 592 public library locations, both for initial funding of technical infrastructure and for enhancing existing infrastructure. Approximately 90-95 percent of the public libraries in Texas had Internet access by 2001. By the end of the current grant cycle, every public library that desires Internet access will have had an opportunity for TIF funding.

Similarly, grant programs for community college connectivity provide more robust Internet access and technical infrastructure for every academic institution in the state. Commission staff played an active role in working with the TIF Board to develop these programs.

The Federal Telecommunications Act of 1996 established a federal Universal Service Fund (USF), an important program of support for discounted telecommunications rates for schools and libraries. Commission staff provides information and assistance to libraries seeking to benefit from this program by providing workshops and information on the complex application process. We also approve the technology plans that are required for every applicant under the USF program. Further development of this program will require consistent staff involvement to assist libraries in maximizing the benefits of these discounts.

### **PROVIDE INFORMATION THROUGH THE INTERNET**

Since 1994, the commission has provided an effective public gateway to electronic information, including federal and state government information and commercial information databases. The TexShare online database service is a good example of the effectiveness of these services. Since FY1994, we have provided one-stop access to commercial full-text databases that enable public and state agency librarians to better serve their clients. Expanded through the TexShare program to include academic libraries and libraries of clinical medicine, this database service offers over 11,200 journals, 85,000 primary source documents, and 24,500 unique e-book titles. The TexShare databases are available even in the most remote, rural locations across Texas.

The Texas Records and Information Locator (TRAIL) is another example of our effective delivery of electronic library services. Launched in response to a legislative mandate to index and enhance access to state agency publications, TRAIL is a comprehensive source for state government information, regardless of format. TRAIL indexes and provides searching of more than 32,000 Texas state electronic resources, from more than 180 state agencies. A new search feature allows users to quickly locate state grant monies to fund their business, educational, artistic, and other useful endeavors.

Realizing that everyone deserves access to both current and historic governmental information, the TRAIL service has been enhanced by the addition of an Electronic Depository Program (EDP). The EDP captures and preserves state government information that has been produced in electronic format so that future generations can enjoy the same continuing access to electronic publications as they have with print publications. This EDP system is currently capturing electronic publications that the commission will make available to the public in the near future.

The Library of Texas program, expands and integrates electronic services, including TRAIL, library catalogs and TexShare electronic information databases. By collaborating with other libraries and electronic information providers across the state, we can help build a comprehensive electronic library all Texans can use effectively — anytime and anywhere. This service is currently available online at [LibraryofTexas.org](http://LibraryofTexas.org).

Our Talking Book Program offers two important services via the Internet to its patrons — the National Library Services' public access catalog of available books and magazines and Web-Braille, a collection of over 6,000 Braille books, magazines, and musical scores.

Our Archives and Information Services division continues to provide access to information through the Internet, by accepting and answering reference questions via e-mail, and by creating informative web pages.

### **USE TECHNOLOGY TO IMPROVE ACCESS AND PRESERVATION**

Continuing advancements in information technologies, particularly in the area of digital imagery, offer libraries and archives new preservation and access opportunities. The ability to transmit digital images of unique and valuable archival resources over communications networks to users— on-site as well as at distant locations — without any wear or possible damage to the original items contributes significantly to their long-term preservation and availability.

Realizing the potential benefits of this technology, and in keeping with our long-standing efforts to make increasing numbers of our information resources directly accessible via the Internet, we have prepared seven on-line exhibits to date that include digital reproductions of hundreds of original documents and photographic images. We have also mounted on the commission web site new on-line searchable database indexes that display search results that are linked to digital images of documents and maps.

One impact of our efforts to provide Internet access to digital images of our archival holdings, as well as links from our Web site to other known Internet sources for both historical and genealogical information has been a steady decline in the number of researchers, particularly genealogical researchers, requesting direct assistance from our reference staff. However, while staff are receiving fewer genealogical questions, a larger percentage of the remaining reference inquiries tend to be more detailed and difficult, requiring more time to answer. Should any time be gained from the decline in the number of requests, it will be devoted instead to continually improving our Web pages, to converting more archival and library materials to digital form, and to preparing additional online digital exhibits that will interpret and improve access to the unique information resources in our collections. Thus, we will be able to continue empowering the people of Texas to locate government information at anytime without having to contact us or travel to our facilities.

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

A grant from the Telecommunications Infrastructure Fund (TIF) Board provided seed money to build the Library of Texas program. This innovative project has allowed us, in partnership with the 700 academic and public libraries across Texas, to meet the information needs of Texas. Yet there are many ways in which the benefits of the Library of Texas program can and should be extended. For example, implementing new standards and technology would allow us to enhance the speed and cost-efficiency of interlibrary loan. Adding local customization options would make the tool more accessible and decrease end-user training costs. We may accomplish some of these enhancements in partnership with national library grantors. We will seek funding to accomplish as many as possible of the needed enhancements that are eligible for available grant programs. Competitive grant processes do not guarantee awards, however, and critical enhancements may not be funded if we rely totally on grant sources, especially those that require matching funds from our agency.

We will continue to take advantage of opportunities to advocate for foundation funding for the historical projects of the State Archives and its network of regional historical resource depositories. The major obstacle to this opportunity is staff time to develop proposals for foundation grants.

We also continue our efforts to attract gifts for special projects to enhance services provided by the Talking Book Program (TBP). Additional staff in its public awareness department would facilitate this effort. While TBP has benefited from the receipt of several substantial bequests during the past biennium, we believe that an organized giving program would be invaluable in raising awareness of the program and its services. Such funds are used to improve outreach efforts and services to patrons and to address some unmet needs at the TBP Circulation facility. Because we cannot depend on regular contributions of this kind, however, and because of various restrictions in using this funding, we are somewhat limited in the ways these funds can be used to support direct service to patrons.

In cooperation with the University of North Texas, the TexShare program is initiating a program to create a statewide digitization plan for library materials. We will invite statewide stakeholders, including funding organizations, to join together to establish “best practices” for library digitization efforts, identify and prioritize source materials, build a portal for access to digitized collections, and establish regional digital imaging labs.

In 1999, the legislature provided for the issuance of a specialty license plate, Texas Reads, to fund grants for reading programs in public libraries. The project has the potential to raise additional revenues for us to grant to libraries; however, it also requires a substantial amount of planning and promotion work on the part of commission staff. We are working to coordinate the effort with other organizations, such as the Texas Library Association. In Apr. 2004, there were 323 license plates on operating vehicles in the state, and \$26,700 is in the fund for public libraries. However, language in Rider 6 of current appropriation limits the agency’s spending authority to \$7,500 per year within the 2004-2005 biennium.

In 2001 we created a non-profit organization, the Friends of Libraries & Archives of Texas, to support our statewide library and archival services that benefit all Texans. The Friends advocate and promote our services and fundraise to expand those services. The group also fosters the development and growth of local groups in support of local libraries and archives in Texas. While we consider the group still a fledging in terms of capital and membership, the future of the Friends is promising, and we anticipate a growth in its level of support over the next several years.

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

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

Partnering with existing local libraries to extend services to Texans without library service is another approach. This does carry the challenge of overcoming geographical, administrative, and political obstacles, including the frequent lack of a local entity with which to work. Alternative methods of service delivery, such as electronic information networks, electronic document

delivery, and resource sharing, are services that can be extended to the unserved, especially in isolated rural areas.

### **ESTABLISH STATE INFORMATION POLICY**

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

For example, three commission staff members are participating in a Department of Information Resources project known as "Architecture Components for the Enterprise" (ACE). An enterprise architecture describes how information technology is to be used in order to provide the most effective and efficient support to the business of an enterprise. ACE will formalize the State's enterprise architecture by bringing together and improving its existing information resources planning, reporting, standards and mechanisms within an open, inclusive, and clear governance structure. One subcommittee of ACE is Electronic Data and Records Management Domain. Our participation was requested so that our expertise in data and records management could be drawn upon generally as well as particularly in the area of records management laws and protection and preservation of data and records with long or permanent retention.

In cooperation with the University of North Texas, the TexShare program is initiating a project to create a statewide organization for library materials. We will invite statewide stakeholders, including funding organizations, to join together to establish "best practices" for library digitization efforts, identify and prioritize source materials, build a portal for access to digitized collections, and establish regional digital imaging labs.

### **IMPROVE COST-EFFECTIVENESS AND EFFICIENCY IN GOVERNMENT RECORDKEEPING**

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

## **EXPLORE FUNDING OPTIONS FOR A RECORDS MANAGEMENT AND PRESERVATION GRANT PROGRAM**

Commission staff have studied options for funding a records management and preservation grant program for local governments. A funding source, apart from the general revenue stream, would allow us to provide records management and preservation grants to local governments, expand our archival and records management resources and services to those governments, and provide us the means to assist them in times of disaster. In recent years, we have been unable to answer pleas for onsite assistance or financial aid from governments that have experienced natural disasters, such as Del Rio and Houston, because of lack of staff and funds.

## **E. RELATIONSHIP WITH LOCAL, STATE, AND FEDERAL ENTITIES**

The commission has a statutory advisory structure to support our work with local governments and state agencies.

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

The **Electronic Grants Advisory Committee** consists of nine representatives from the Electronic Grants Technical Assistance Work Group charged with gathering input from public and other users of the electronically-searchable central database of state grants (part of the TRAIL service) and to advise the commission regarding the development of the database.

The **Electronic Grants Evaluation Committee** consists of five public members who will evaluate annually the operation of the electronically-searchable database of state grants (part of the TRAIL service).

The **Electronic Recording Advisory Committee** develops and recommends rules to the commission that permit county clerks to receive and record documents, especially in county real property records, by electronic means. The nineteen-member committee is comprised of a mixture of state officials, county clerks and judges, and representatives from the title industry.

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

The **Library Systems Act Advisory Board** has a membership of five librarians to advise on operation of the Library Systems Act and the new Loan Star Libraries Program of direct aid to public libraries.

The **Library Services and Technology Act Grant Review Panel** has ten members representing different types of libraries and their customers, and advises on library development policy issues

and the use of federal funds to improve library services. Commission staff also meets with representatives of library systems several times a year to coordinate the delivery of services to local public libraries.

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

The **Texas Historical Records Advisory Board** (THRAB) works to ensure the comprehensive and efficient preservation of the state's unique documentary heritage, including state records, local government records, and historical manuscripts. The governor appoints two citizen members. The director and librarian of the commission appoints six remaining members, each with demonstrated experience in the administration of government records, historical records, or archives. The state archivist serves as THRAB coordinator.

Our Talking Book Program is a member of a nationwide network of libraries providing library service to persons with disabilities. The National Library Service for the Blind and Physically Handicapped is a division of the Library of Congress and provides thousands of books, playback equipment, and adaptive technology that would otherwise be unavailable to Texas readers with disabilities. The program is able to ship materials free of charge under the United States Postal Service's label of "free material for the blind and physically handicapped."

Our Talking Book Program continues to seek alliances with groups that serve the same client base. These groups include other state agencies such as the Division of Blind and Visually Impaired Services, non-profit groups such as Library Users of America, and businesses such as Recording for the Blind and Dyslexic of Texas. We also are attempting to form closer working relationships with the public library systems of the state. Even minimal contact with other groups such as these helps our Talking Book Program improve the service it delivers to our patrons.

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

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

- Our educated and motivated staff — our greatest strength and without whom we could not fulfill our mission
- Our library and archival collections, without which we would be unable to achieve our mission. These include the State Archives and our Sam Houston Regional Library and Research Center, the U.S. and Texas Documents collections, the Genealogy Library, the Library Science Collection, and the Talking Book Program collection.

- Our micrographics and digital imaging services and the records storage services of our State Records Center
- Our volunteers, whose efforts are critical to meeting the program goals of the Talking Book Program and the Archives and Information Services Division. In 2003, volunteers donated 35,627 hours of work in these divisions, the equivalent of approximately 17 FTEs.
- Our cooperative and collaborative working relationship with numerous state, local and federal officials and staff. Among these are records management officers in state agencies; local government records management officers; the librarians of state agencies libraries; the directors and staffs of the public, academic and school libraries in the state; and network division staff at the National Library Service.
- Our access, through encouragement of resource sharing among all types of libraries, to the rich collections of the public, academic, and school libraries of Texas
- Our robust local area network connected with broadband access to the Internet
- Our access to the OCLC Library Network, through the AMIGOS Bibliographic Council, which provides a massive database of bibliographic records
- Our relationship with the Texas Library Association and its members who assist us in developing programs of service that meet the needs and expectations the residents of Texas.

## **G. EMPLOYEE PERCEPTION**

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

In response to the 1999 survey, management appointed an Organizational Excellence Task Force (OETF) to examine our strengths and weaknesses in greater detail. Comprised of staff members from each of our divisions, the OETF's mission was to distribute information about, collect feedback on, and develop recommendations for improvement in our performance. Our management team worked closely with the OETF to address employee concerns, and the 2001 survey results indicate those efforts were successful. We developed and implemented an internal communications plan in response to concerns expressed by the OETF. We publicized efforts in response to other issues through our internal newsletter. As a result, 51 percent of respondents in 2001 either agreed or strongly agreed that the information from the survey was used to improve performance.

The highest increases in ratings in the 2003 survey occurred in questions relating to employment development, internal communications, team effectiveness, physical environment, supervisor effectiveness, and strategic orientation. All of these increased by more than 2.5 percent.

Sixty-four percent agreed that they were provided the opportunity to do their best work, and 63 percent agreed that the pace of work enables employees to do a good job. In terms of performance being evaluated fairly, 78 percent of staff agreed or strongly agreed.

In analyzing the overall 2003 data, it is significant that staff again rated us higher than benchmarks in all dimensions except Accommodations. Management's efforts to improve the facilities and

work areas resulted in a 12 point increase in ratings for the Physical Environment construct, and the increase in ratings on primary items for employee safety and a well-maintained workplace.

The data also reflects positive increases in the staff view on all constructs except Fair Pay and Benefits. The staff's scoring of the Fair Pay construct dropped 2.2 percent from the previous survey. This finding continues to be a concern to us. The budget reductions that occurred last year greatly reduced our ability to award merit raises, so we were much less able to address this concern. The construct that fell the most was Benefits, dropping by over 9.7 percent. This was probably due to the legislative and program changes made during the last session. Because the fringe benefit program is not controlled by the agency management, we will have very limited ability to improve this score.

Further analysis shows that over 36 percent of respondents make less than \$25,000 per year, but only 11 percent of the respondents were part-time employees. Demographic information from the survey indicates that 72 percent are the primary wage earners, and 59 percent are the only wage earners in their households. In addition, about 70 percent of the respondents support two or more persons.

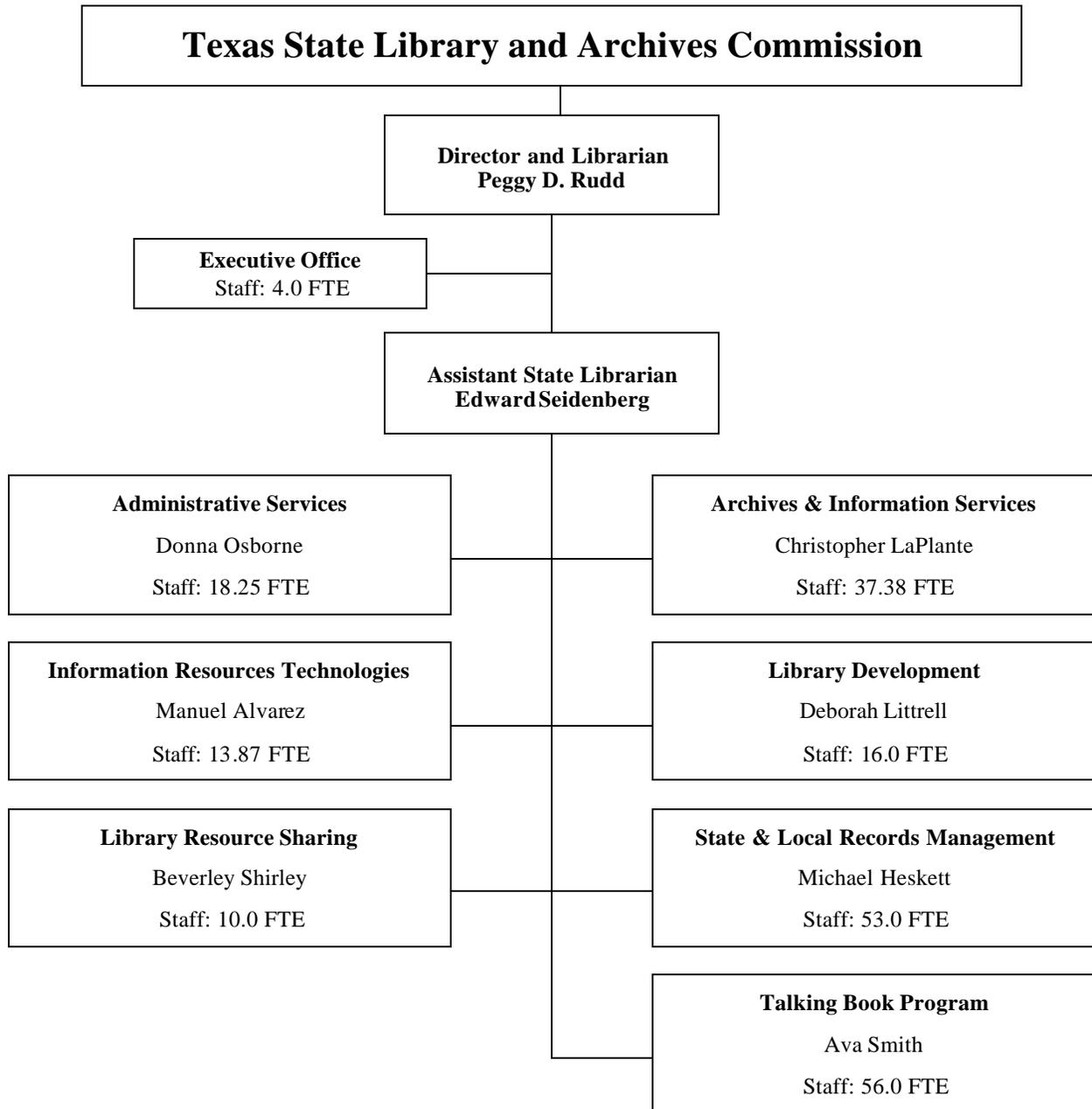
## AGENCY'S PLANNING PROCESS AND TIMETABLE

Oct. 2003:	Initial discussion of Strategic Planning were held among the agency's senior management team; preliminary plans were made for preparation of the plan and the inclusion of staff in the process.
Jan. 30, 2004:	Preliminary discussion of the Strategic Plan was held at a meeting of the Texas State Library and Archives Commission.
Feb. 1- Apr. 29, 2004:	The agency's senior management team reviewed existing Strategic Plan and submitted updates to various authors for compilation. Managers met regularly to discuss and review goals, mission, vision, strategies, and measures. From this effort, an initial draft of the Strategic Plan was developed.
Mar. 10, 2004:	Instructions for Preparing and Submitting Agency Strategic Plans were issued by the Legislative Budget Board and Governor's Office of Budget and Planning.
Mar. 12, 2004:	Initial draft of the Strategic Plan was sent to members of the Texas State Library and Archives Commission.
Mar. 19, 2004:	Initial draft of the Strategic Plan was discussed at a meeting of the Texas State Library and Archives Commission.
Mar. 22- May 15, 2004:	Completed and revised plan as necessary.
Apr. 28, 2004:	Submitted existing definitions of outcome, output, efficiency, and explanatory measures to the Legislative Budget Board and Governor's Office of Budget and Planning for their review.
May 17, 2004:	Submitted final draft of Strategic Plan to Library and Archives Commission for approval.
May 24, 2004:	Texas State Library and Archives Commission reviewed and approved the Strategic Plan.
May 23- Jun. 30, 2004:	Completed and revised plan as necessary.
Jul. 2, 2004:	Submit Agency Strategic Plan to Legislative Budget Board, Governor's Office of Budget and Planning, and others.



# AGENCY ORGANIZATION CHART

Number of FTE employees in FY04: 210.5





## FIVE-YEAR PROJECTIONS FOR OUTCOMES

(Assumes Continuation of FY05 Funding Level)

<b>OUTCOME MEASURES</b>	<b>2005</b>	<b>2006</b>	<b>2007</b>	<b>2008</b>	<b>2009</b>
<b>OBJECTIVE A.1</b>					
Percent of the population living outside of the service areas of public libraries.	7.2%	7.2%	7.2%	7.2%	7.2%
Dollar value of cost avoidance achieved by library resource sharing (millions).	\$78.8	\$85.4	\$91.6	\$97.2	\$103.4
<b>OBJECTIVE A.2</b>					
Percent of eligible population registered for Talking Book Program service.	7.8%	7.8%	7.8%	8.0%	8.0%
<b>OBJECTIVE B.1</b>					
Percent of customers satisfied with State Library reference and information services.	95%	95%	95%	95%	95%
<b>OBJECTIVE C.1</b>					
Percent of state agencies administering programs based on approved records schedules.	95%	94%	95%	94%	95%
Percent of local government offices administering programs based on approved records schedules.	73%	75%	76%	78%	80%
Dollar value of cost-avoidance achieved for state records storage/maintenance (millions).	\$70.1	\$71.6	\$73.0	\$74.3	\$74.5
<b>OBJECTIVE D.1</b>					
Percent of total dollars spent with HUB vendors.	6%	6%	6%	6%	6%



## MEASURE DEFINITIONS

### OBJECTIVE A.1 OUTCOME MEASURES

#### Percent of Population without Public Library Service \*

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

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

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

\*Indicates Key Measure

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

## STRATEGY A.1.1 OUTPUT MEASURES

### **Number of books and other materials made available/circulated by library resource sharing services.**

Short Definition	This is the number of items made available by TexShare and other library resource sharing services.
Purpose / Importance	This measure shows the wide range of informational materials made available through TexShare and other library resource sharing services. It demonstrates how resource sharing services extend the range of materials available in libraries across Texas.
Source / Collection of Data	Includes interlibrary loans supplied, books, articles, audiovisuals, microforms, state publications, electronic publications and other materials supplied as well as

	the number of items circulated via the TexShare Card. The count of electronic documents represents the number of times project-funded resources (files, menus, graphics, or services) are used. Includes database searching results and database gateway services, but does not include typical Web-page browsing.
Method of Calculation	Reported quarterly, based on computer logs or on-site counts by participating libraries, contracting vendors, and the State Library. Some reports will include materials received from orders placed in the previous fiscal year. Based on non-unique counts each time materials are provided.
Data Limitations	Since database and interlibrary loan statistics are submitted by third parties, they are sometimes incomplete, or are sent too late for inclusion in quarterly reports. Database vendors do not uniformly define and report the number of electronic publications accessed.
Calculation Type	Cumulative
New Measure	Yes
Desired Performance	Higher than target
Priority / Key Measure	Medium / No

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

Short Definition	This is the number of people who receive TexShare and other library resource sharing services.
Purpose / Importance	The measure demonstrates the wide range of Texans who benefit from TexShare and other library resource sharing services. It illustrates the impact of these cooperative programs.
Source / Collection of Data	Measures instances of use of materials, services and activities. Includes interlibrary loans requested, number of reciprocal borrowers cards issued, and the number of search sessions on project-funded resources. A "session" is defined by the cumulative hits to the site by a single individual, as defined by a unique IP (Internet Protocol) address. A particular IP address is considered new/unique if the server has no record of activity for 30 minutes. Additionally, a "session" may be counted as beginning when a user logs into a particular service - such as a database - and ending when that person logs off that service. Includes database search sessions and database gateway services, but does not include typical Web-page browsing.  Database statistics are reported by the database vendors; interlibrary loan and other transactions are submitted by participating libraries and a commercial vendor; and reciprocal borrowing transactions are reported by participating libraries.
Method of Calculation	Reported quarterly, based on computer logs or on-site counts by grant projects, contract vendors and the State Library. Some reports will include performance for projects funded in the previous fiscal year; reports from grant recipients may be based on sampling or other estimating techniques. Based on non-unique counts each time services are provided.
Data Limitations	Statistics from third parties are inconsistent and sometimes arrive too late to be

\*Indicates Key Measure

	reported. The number of “search sessions” may sometimes have to be estimated based on a count of actual searches performed.
Calculation Type	Cumulative
New Measure	Yes
Desired Performance	Higher than target
Priority / Key Measure	High / Yes

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

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

**STRATEGY A.1.1 EFFICIENCY MEASURES**

**Number of days of average turna round time for interlibrary loans**

Short Definition	This is the average number of days it takes for a library to receive items requested through interlibrary loan.
Purpose / Importance	Interlibrary loan is a central component of library resource sharing. One measure of success is the average number of days it takes for a library to receive a requested item. It illustrates the success of efforts to implement ongoing process improvements.
Source / Collection of Data	This data is based on statistical samples of filled requests, as submitted from resource centers, local libraries, and the computer network operator.
Method of Calculation	This figure reflects a weighted average of: (1) the average number of days it takes a library to receive requested materials when the material is available from the nearest resource center library; and (2) the average number of days it takes a

	<p>library to receive requested materials when the material is not available from the nearest resource center. These requests are referred to and filled by another lending library.</p> <p>Data is based on statistical samples of filled requests, as submitted from resource centers, local libraries and the computer network vendor. Calculated annually.</p>
Data Limitations	Reports are based on sampling and other estimating techniques.
Calculation Type	Non-cumulative
New Measure	No
Desired Performance	Lower than target
Priority / Key Measure	Medium / No

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

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

## STRATEGY A.1.2 OUTPUT MEASURES

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

Short Definition	Measures the number of items added to library collections or provided to libraries through programs funded by the Texas Library System and a variety of projects that support local libraries.
Purpose / Importance	This measure provides a count of materials purchased for or provided to libraries as a result of projects designed to aid or assist local libraries directly. Examples of projects in this strategy include the Texas Library System, Loan Star Libraries grants, special focus grants, continuing education and consulting provided by the State Library, and Texas Reading Club. This is a count of books, subscriptions, audiovisuals, microforms, electronic documents and other materials loaned or supplied to a Texas library (includes materials purchased by all projects, materials in circuit or deposit collections, articles and documents, instructional manuals, Library Science Collection circulations, subscriptions, and other publications). It shows the amount of materials provided to local libraries that might otherwise not have been purchased or provided for Texans. Based on non-unique counts each time materials are provided.
Source / Collection of Data	Count of books, subscriptions, audiovisuals, e-documents and other materials purchased, leased, loaned, or supplied to a library (includes items purchased by all projects, in circuit/deposit collections, interlibrary loans, articles and documents, etc.). Counts of e-documents represent number of times project-funded resources (files, menus, graphics, or services) are used. Focuses on materials libraries would usually include in a collection, not administrative or publicity items. Traditional items purchased (books, a/v, etc.) are counted as the local library receives them. Counts of e-documents are collected through data collection software or by sampling or estimating. Reported at least quarterly, based on computer logs or on-site counts and tally sheets compiled by grantees, the agency, or contract vendors. Some reports may be based on sampling or other estimating techniques. Some reports will include materials received from orders placed in the previous fiscal year.
Method of Calculation	Numbers are compiled from various projects and tallied.
Data Limitations	Item counts may include materials from orders placed in a previous fiscal year. Database and e-resources statistics may be based on estimates and sampling. Statistics provided by commercial vendors sometimes vary in completeness. Data may be based on sampling or estimates. Data collected from grant projects may be received too late for inclusion is a particular report.
Calculation Type	Cumulative
New Measure	Yes
Desired Performance	Higher than target
Priority / Key Measure	Medium / No

**Number of librarians trained or assisted in local libraries**

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

**Number of persons provided local library project-sponsored services**

Short Definition	Calculates the number of Texans who receive direct services through the Texas Library System and a variety of other programs that support libraries.
Purpose / Importance	This measure counts the number of instances persons receive services as a result of projects in this strategy. These projects are available directly to the local library; examples include the Texas Library System, Loan Star Libraries grants, special focus grants, continuing education and consulting services provided by the State Library, and the Texas Reading Club. It measures citizen use of materials, services, and activities provided by these projects. Includes persons receiving materials circulated by grant projects, persons viewing grant-supplied audiovisual materials, persons using circuit or deposit collections, persons attending literacy instruction, number of reference questions, direct loans to non-residents, Texas Reading Club logs distributed, and direct use of other funded services. Also includes the number of instances someone logs onto a project-funded electronic information resource; does not include users who directly access a file or directory down the menu tree.
Source / Collection of Data	Reported at least quarterly, based on computer logs, tally sheets, or on-site counts by grant projects and State Library. Some reports may be based on sampling or other estimating techniques; will include performance for some projects funded in previous fiscal year. The usage of library materials is estimated by multiplying the reporting entity's average collection turnover rate for the most recent year by the number of materials it received from the project. Based on non-unique counts each time service is provided.

Method of Calculation	Numbers for each project are compiled and tallied.
Data Limitations	Data may be based on sampling or estimates. Available software may not completely capture electronic usage. Collection turnover rates are calculated from data reported by the local libraries. Some libraries do not use Texas Reading Club logs even though they participate in the program.
Calculation Type	Cumulative
New Measure	Yes
Desired Performance	Higher than target
Priority / Key Measure	High / No

## STRATEGY A.1.2 EFFICIENCY MEASURES

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

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

## OBJECTIVE A.2 OUTCOME MEASURES

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

Short Definition	This is the percentage of persons in Texas who are registered for service with the Talking Book Program (TBP), expressed as a ratio of all Texans estimated as being eligible for TBP services by virtue of a visual, physical or learning disability.
Purpose / Importance	This measure is intended to show the scope of service within the state and to indicate the program's level of success in serving as many eligible Texans as possible.
Source / Collection of Data	A count of all individual patrons who have registered for service and had a status of "active" at any time during the fiscal year is tallied by the database system.
Method of Calculation	The count of individual patrons who have been active is divided by the "Number

\*Indicates Key Measure

	of Texans Eligible for Talking Book Program Service" to produce a percentage.
Data Limitations	The number of Texans estimated as eligible for service is calculated using a formula provided by the Library of Congress' National Library Service, but this formula has not been updated since 1979; the currency and accuracy of the census population information for Texas varies over time.
Calculation Type	Non-cumulative
New Measure	No
Desired Performance	Higher than target
Priority / Key Measure	High / Yes

## STRATEGY A.2.1 OUTPUT MEASURES

### Number of persons served \*

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

### Number of institutions served

Short Definition	This is the total number of institutions registered and actually receiving service from the program during the reporting period.
Purpose / Importance	A significant portion of Texans who meet eligibility requirements receive services from the Talking Book Program through another organization, such as a retirement home, learning resource center, library, disabled students center, or classroom in a public or private school or college. This count represents the number of institutions serving patrons.
Source / Collection of Data	Tallied by computer based on date of last service in the database.

\*Indicates Key Measure

Method of Calculation	The count of institutions is not duplicative, is cumulative, and is updated monthly to include new institutions becoming active and receiving service as well as established institutions receiving service for the first time during the reporting period.
Data Limitations	Institutions registered with TBP occasionally receive a book or magazine from an entity affiliated with TBP without TBP's knowledge; if the item loaned to the institution is not circulated from our collection it is not tracked in the database and if it is the only item loaned to the institution within the reporting period, the institution is not counted as having received service.
Calculation Type	Cumulative
New Measure	No
Desired Performance	Higher than target
Priority / Key Measure	Low / No

### **Number of volumes circulated**

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

## **STRATEGY A.2.1 EFFICIENCY MEASURES**

### **Cost per person served**

Short Definition	This is the unit cost to provide service to each individual patron and institution served during the reporting period.
Purpose / Importance	This measure evaluates cost efficiency of the program; changes in cost per person can reveal an increase or decrease in overall efficiency.
Source / Collection of Data	Computer tracks expenditures and persons/institutions served and unit cost is calculated manually.
Method of Calculation	The total direct costs from appropriated funds are divided by the number of individual and institutional patrons served.
Data Limitations	The limitations associated with the "Number of Persons Served" and "Number of

	Institutions Served" are relevant for this measure since its calculation includes the counts for those two output measures. Total expenditures may change slightly after the time this calculation is performed at the close of the fiscal year, but the changes would be negligible.
Calculation Type	Non-cumulative
New Measure	No
Desired Performance	Lower than target
Priority / Key Measure	Low / No

### **Cost per volume circulated**

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

## **STRATEGY A.2.1 EXPLANATORY MEASURES**

### **Number of Texans eligible for Talking Book Program service**

Short Definition	This is the number of Texans estimated to be eligible for Talking Book Program service, derived from a formula endorsed by the Library of Congress' National Library Service.
Purpose / Importance	This measure provides an estimate of potential need for service in Texas.
Source / Collection of Data	Calculated manually based on population estimates provided by the Comptroller.
Method of Calculation	The total Texas population as estimated by the Comptroller is multiplied by .014.
Data Limitations	The formula provided by the Library of Congress' National Library Service has not been updated since 1979. The currency and accuracy of the population information varies over time.
Calculation Type	Non-cumulative

New Measure	No
Desired Performance	Not applicable
Priority / Key Measure	Low / No

## OBJECTIVE B.1 OUTCOME MEASURES

### Percent of customers satisfied with State Library reference and information services

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

## STRATEGY B.1.1 OUTPUT MEASURE

### Number of assists with information resources

Short Definition	The number of times staff assist customers to find information; the staff will provide customers with information resources or informational responses.
Purpose / Importance	The measure provides an indication of the degree of success achieved in continually improving services to customers and a measure of staff effectiveness

	in maintaining familiarity with internal and external resources. Customer assistance involves the knowledge, use, recommendation, interpretation of, or instruction in the use of one or more information resources by a staff member; directing a person to a source outside the agency known to possess the desired information; or, verifying that the information requested is not available.
Source / Collection of Data	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. Onsite information resources include individually numbered containers of archival documents and items assigned and retrieved by means of a unique/locator number. External resources include libraries, institutions, organizations, or individuals, as well as databases, library catalogs, and other electronic information. Customer visits to the agency Web site are not included. Daily counts are tallied on a monthly basis.
Method of Calculation	The monthly total of customers assisted without the use of onsite information resources is combined with the monthly total of information resources used onsite to assist customers.
Data Limitations	Information resources might be returned to their original locations by non-staff members, which would result in an undercount of usage.
Calculation Type	Cumulative
New Measure	Yes
Desired Performance	Higher than target
Priority / Key Measure	High / No

## STRATEGY B.1.1 EFFICIENCY MEASURE

### Cost per assist with information resources

Short Definition	A unit cost figure is derived by dividing the total of all appropriate direct costs by the total number of assists with information resources.
Purpose / Importance	This unit cost figure is an important tool for measuring the overall efficiency of providing ready access to information.
Source / Collection of Data	Staff maintain individual documentation of number of assists with information resources; this is calculated and reported monthly. Applicable direct costs are determined annually using data derived from the state accounting system.
Method of Calculation	The cost to assist with information resources is calculated by subtracting the costs of purchasing published materials, appraising, accessioning and processing archival or other documents for current and future use from the sum of all direct costs and dividing by the total number of assists with information resources by staff who provide service from all four collections.
Data Limitations	Two of the collections use full counts while two others employ a combination of full counts and statistical sampling in gathering data.
Calculation Type	Non-cumulative

New Measure	Yes
Desired Performance	Lower than target
Priority / Key Measure	Low / No

## STRATEGY B.1.1 EXPLANATORY MEASURE

### Number of Web-based information resources used

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

## OBJECTIVE C.1 OUTCOME MEASURES

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

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

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

Short Definition	This is the percentage of local governments that have, in accordance with the Local Government Code, §201.041: (1) submitted a records control schedule and have had the schedule approved; (2) adopted the records retention schedules issued by the State Library and Archives Commission; or (3) declared that all records will be maintained permanently.
Purpose / Importance	This measure tracks the level of compliance with the Local Government Records Act of 1989 and reflects the agency's efforts to procure compliance. Compliance with the act improves public access to government information, provides for government accountability, and fosters cost-effective government recordkeeping practices.

Source / Collection of Data	Documents demonstrating compliance are maintained in paper and evidence of compliance is entered into a database. The agency determines at the beginning of each fiscal year the total number of local governments subject to the Local Government Records Act with sources provided by other state agencies and government associations. Legally established, but otherwise inactive, water districts are not included in the total number of local governments.
Method of Calculation	Divide the total number of local governments in compliance by the total number of local governments. Calculated monthly.
Data Limitations	New local governments are created each year and some are abolished; thus, the total number of local governments fluctuates unpredictably from year to year.
Calculation Type	Non-cumulative
New Measure	No
Desired Performance	Higher than target
Priority / Key Measure	Medium / No

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

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

## STRATEGY C.1.1 OUTPUT MEASURES

### Number of cubic feet stored/maintained \*

Short Definition	This is the total number of cubic feet of paper documents (hard copy records) that are stored by state agencies in the State Records Center.
Purpose / Importance	This measure indicates the extent to which the State Records Center is used by state agencies to store hard copies of their records; this in turn, indicates the level of customer satisfaction with the services and the competitiveness of the fee structure for the services. Use of the State Records Center results in cost-avoidance as shown by Outcome Measure C.1.1 (Dollar value of cost-avoidance achieved for state records storage/maintenance).
Source / Collection of Data	Hard copy records indexes (records accessioned prior to 1995) and an inventory database (records accessioned in 1995 and after) are updated continuously throughout the month as records move into and out of storage. Final total calculated monthly.
Method of Calculation	The total cubic feet shown in the hard copy records indexes is added to the total cubic feet shown in the inventory database to compute a total at the end of each month.
Data Limitations	The number of cubic feet may vary unexpectedly as customer agencies may increase or decrease the volume of their records stored in the Center on short notice.
Calculation Type	Non-cumulative
New Measure	No
Desired Performance	Higher than target
Priority / Key Measure	High / Yes

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

Short Definition	This is the number of state agency and local government employees receiving consulting or training services in records and information management from the agency.
Purpose / Importance	This measure indicates the level of interest by state and local government officials in records management and in complying with the state and local government records management statutes. This measure also reflects this agency's efforts to provide training and consulting services to stimulate the continued growth of records management in Texas government.
Source / Collection of Data	Staff complete electronic consulting and training logs maintained in a database on a daily basis. Calculated monthly.
Method of Calculation	The total number of persons receiving consulting are added to the total number of those receiving training services in a given month.
Data Limitations	As governments develop more sophisticated programs, the need for routine training or technical assistance declines. This decreased need is usually offset by the needs of other governments that wish to improve their less advanced programs, but the ratio and the resulting target is not easily predictable.
Calculation Type	Cumulative

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

### **Total Revenue from Storage Services**

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

### **Total Revenue from Imaging Services**

Short Definition	This is the total amount of fees billed to customers for the imaging services provided by the agency.
Purpose / Importance	Since the agency's imaging services are on a full cost-recovery basis, the constant tracking and monitoring of revenues and expenses is important to ensure fees are in line with costs. Fees are set to recover all direct and allocable indirect costs in the strategy. Microfilm imaging includes source document microfilming, dark-room operations for film processing and duplicating, quality control editing, and chemical testing of microfilm. Digital imaging includes scanning of original documents and conversion of computer output to laser disc.
Source / Collection of Data	Databases are used to track work performed and fees billed for imaging services. Work performed is updated daily and fees billed are calculated monthly.

Method of Calculation	Total fees billed for imaging services as determined by end of month figures.
Data Limitations	Total revenue will vary depending on volume of imaging work during a given fiscal year. Legislative requirements regarding the use of a contract workforce may not allow us to achieve the maximum revenue possible. There is nothing in state law that requires agencies to image records or to use this agency for imaging services if they do image records.
Calculation Type	Cumulative
New Measure	No
Desired Performance	Higher than target
Priority / Key Measure	Medium / No

## STRATEGY C.1.1 EFFICIENCY MEASURES

### Cost per cubic foot stored/maintained

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

**Imaging services production revenue per FTE**

Short Definition	This is a calculation of the total annual production revenue per FTE in the agency's imaging services operations.
Purpose / Importance	This measure is important because when the revenue per FTE declines, it indicates problems such as lower worker productivity, incorrect bidding of jobs, or an outdated fee structure.
Source / Collection of Data	FTE data is maintained in a database and updated monthly. Revenue data are maintained in accounting and billing databases and are updated and calculated monthly.
Method of Calculation	Total receipts earned and billed for imaging services during the month divided by the total number of FTEs used in imaging services, both permanent and contract labor.
Data Limitations	Although imaging projects are bid carefully, problems occasionally arise that require the allocation to a project of more permanent FTEs than originally planned without a corresponding increase in revenue.
Calculation Type	Non-cumulative
New Measure	No
Desired Performance	Higher than target
Priority / Key Measure	Medium / No

# WORKFORCE PLAN

## I. OVERVIEW

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

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

- Preserve the record of government for public scrutiny
- Secure and make accessible historically significant records and other valuable resources
- Meet the reading needs of Texans with disabilities
- Build and sustain statewide partnerships to improve library programs and services, and
- Enhance the capacity for achievement of individuals and institutions with whom we work.

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

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

*Objective 1.1:* Increase the percent of population living outside of the service areas of public libraries

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

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

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

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

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

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

Our core business functions include the following:

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

- Provide safe, economical storage of print and electronic records for state agencies
- Preserve historically-significant state records and documents

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

Our federal programs are subject to change based on actions at the federal level; however, these changes are generally publicized well in advance of expected implementation. We will be able to readjust our workforce to meet future changes in these programs with minimal disruption to current service delivery.

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

Our agency has three independent “libraries” operating within the agency, all of which serve separate and distinct customers. In addition, we preserve the state’s records, store and image other agencies’ records, and provide consulting and training services to our constituent groups. Therefore, the organizational structure of the agency is departmental, and the staff structure is hierarchical within those departments. We recently implemented self-managed teams in some of our departments, and there will be greater emphasis on teamwork and streamlining of staffing functions throughout the agency. However, the basic organizational structure should change very little.

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

## **II. CURRENT WORKFORCE PROFILE (SUPPLY ANALYSIS)**

### **DEMOGRAPHICS**

The following table details the ethnic and gender breakdown of our workforce as of April 30, 2004, by job category as defined by the Texas Commission on Human Rights. The agency is authorized 210.5 FTEs, and we have 193 full-time and 35 part-time staff when we are at full employment.

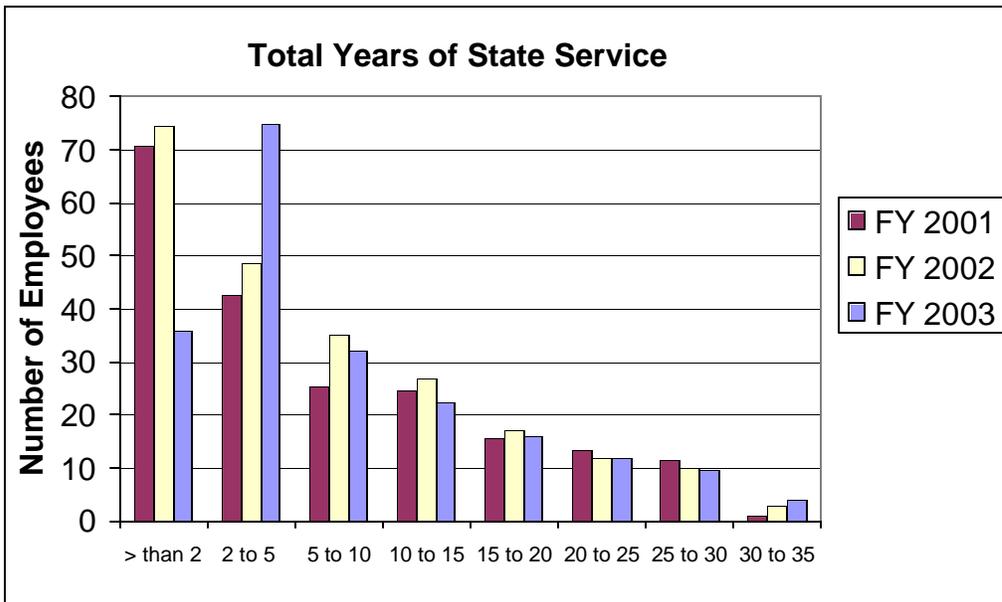
### Workforce Demographics by Job Category

Job Category	Category Total	Asian		African American		Hispanic American		White		Subtotals	
		Male	Female	Male	Female	Male	Female	Male	Female	Male	Female
Officials/Administrators	<b>9</b>	0	0	0	0	1	0	3	5	4	5
Administrative Support	<b>49</b>	0	0	4	3	12	1	20	9	36	13
Technicians	<b>8</b>	0	0	1	0	0	0	6	1	7	1
Service/Maintenance	<b>1</b>	0	0	0	0	0	0	1	0	1	0
Professionals	<b>79</b>	0	0	0	1	3	12	25	38	28	51
Para-Professionals	<b>42</b>	0	0	1	3	7	3	13	15	21	21
Skilled/Craft	<b>10</b>	0	0	0	3	1	1	3	2	4	6
<b>Total</b>	<b>198</b>	<b>0</b>	<b>0</b>	<b>6</b>	<b>10</b>	<b>24</b>	<b>17</b>	<b>71</b>	<b>70</b>	<b>101</b>	<b>97</b>
		<b>0</b>		<b>16</b>		<b>41</b>		<b>141</b>		<b>198</b>	
<i>Percent of Workforce</i>		<i>0.00%</i>		<i>8.08%</i>		<i>20.71%</i>		<i>71.21%</i>		<i>51%</i>	<i>49%</i>

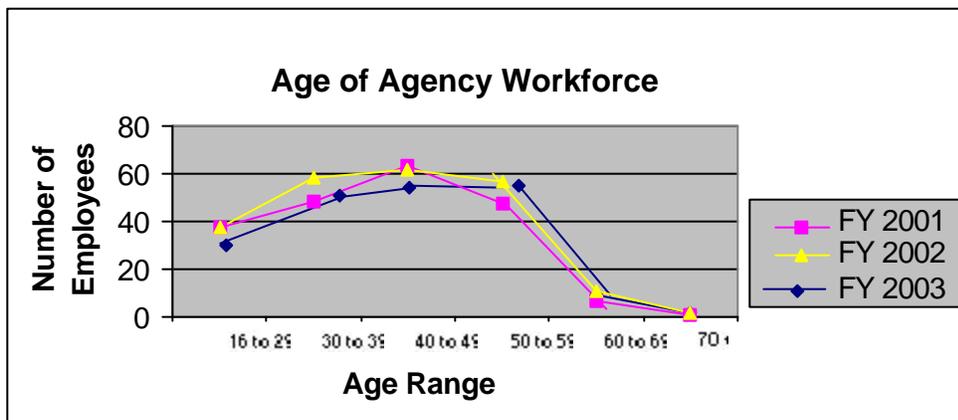
Our agency continues to face challenges in recruiting qualified minorities. We received a total of 349 applications for the 56 job vacancy notices posted during FY 2003. Although the number of posted positions remained relatively constant, the overall number of applications received for these positions decreased dramatically: from 817 applicants in FY 2002, to 349 applicants in FY 2003. This translated into a slight decrease in the percentage of minority applications received: from 30 percent in FY 2002, to 26 percent in FY 2003. However, the number of “qualified” minority applicants almost doubled during the same period: from 48 percent in FY 2002, up to 73 percent in FY 2003. This result indicates that while we have received a smaller net number of applications from minority candidates, a higher number of the minority applicants actually met minimum qualifications for the jobs available. This increase shows a marked success in recruiting qualified minority job applicants.

The threat of “brain drain” presents an additional threat to our agency. In FY 2003, 14 staff retired under the new retirement incentive program on August 31, 2003. Because many of the staff were in key management positions, the agency made the decision to re-hire the majority of those retiring on a part-time basis to prevent the massive, unanticipated loss of institutional knowledge. We have nine staff members eligible to retire during the current biennium. We will continue to explore ways to close the anticipated gap of institutional knowledge, including additional work on the agency’s formal succession plan.

The following chart shows the seriousness of this problem at our agency. Over 26 percent of our employees have more than 15 years of total state agency service, while more than 50 percent have less than five years of state experience. Closing the anticipated gap in institutional knowledge is an area where we will focus our efforts in the next two to five years.



Similarly, the next chart reflects our aging workforce. Over 55 percent of our workforce are over the age of 40, and many of these have more than 20 years of service. We anticipate "brain drain" to be a continuing issue for us over the next several years.



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

### TURNOVER AND ATTRITION

A high staff turnover rate in FY 2001 (30.99 percent) prompted us to examine our policies and take additional steps to ensure maximum employee retention and reduce the number of voluntary turnovers. These efforts have been successful in reducing our rate to 22.7 percent for FY 2003.

We recognize, however, that the declining economy continues to be a factor in our reduced turnover rate. The massive layoffs by private companies in the Austin area during the recent economy downturn mean fewer jobs available in the private sector. As a result, fewer agency employees are actively seeking other employment at this time. It is, therefore, important that we

continue efforts to retain qualified staff so we do not experience a high turnover when economic conditions improve.

Voluntary staff resignations present challenges for programs at our agency. Attrition on the professional side has slowed in recent months, and this trend is expected to continue, except for those who will reach retirement eligibility. However, many of our positions are clerical or para-professional in nature and are not intended to be career jobs. These positions tend to have a higher turnover rate as staff seek increased salaries and better possibilities for advancement from employment elsewhere. Many of the job tasks in these positions are repetitious and unchallenging, with little opportunity for staff to utilize their creativity. In addition, the physical work environments in our storage and circulation facilities do not foster a desire to remain in those positions for an extended period. Attrition rates for these positions will continue to be moderate to high.

### **CRITICAL WORKFORCE SKILLS**

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

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

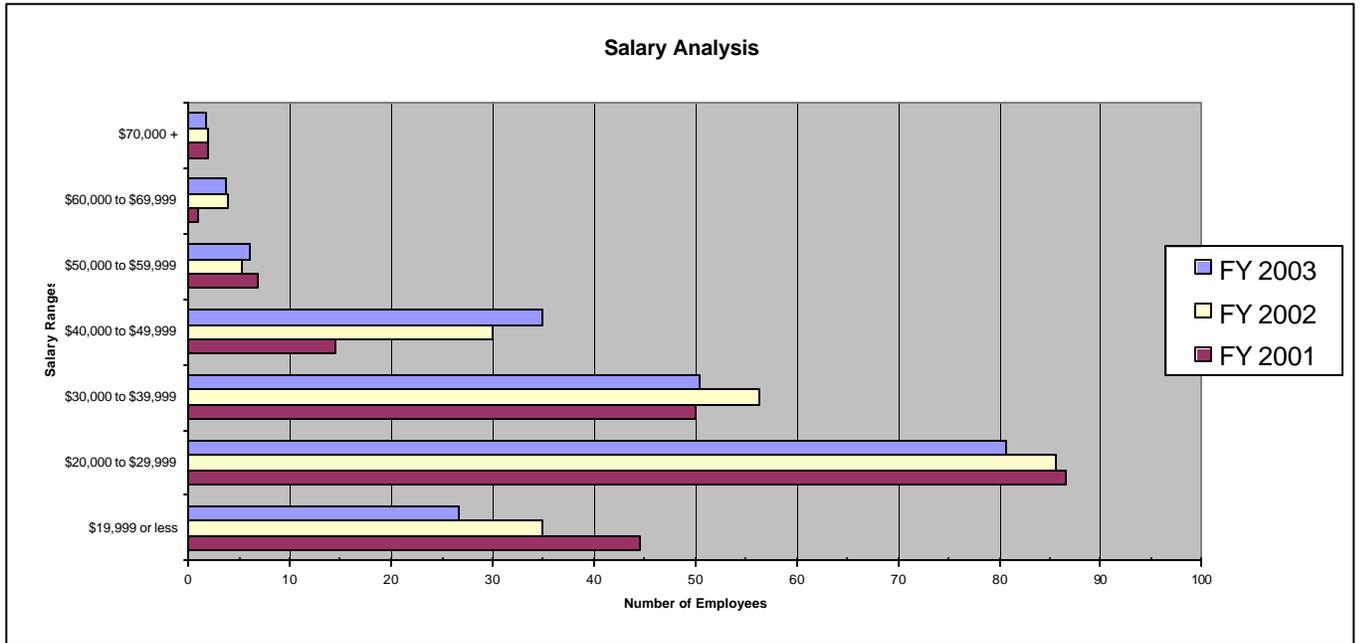
Our current workforce needs additional computer literacy and proficiency skills training to ensure we remain in-step with rapidly advancing technology. We are delivering more of our services electronically, and all staff will need to have basic computer skills. In addition, many staff will need to attain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

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

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

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

We have significantly raised the salary levels within our agency since FY 2000, as reflected in the chart below. Many of our jobs have become increasingly complex, and we have adjusted job responsibilities and position classifications accordingly. However, we have a large number of staff who have been in their positions for many years, and an additional challenge we face is increasing these salaries comparable to what we are able to offer new hires. The large number of part-time positions in the clerical series is also a challenge to raising overall salaries in our agency.



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

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

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

Our agency continues to be affected by the Boom/Bust economy of the Austin metropolitan area. When economic times are good, we experience extremely high attrition as qualified staff move to better paying positions. Alternately, the bust cycles bring with them more skilled workers who are attracted to the stability that State employment offers. This is particularly true for the

Information Technology positions. We must continue to make employment at our agency more appealing, especially during boom cycles.

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

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

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

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

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

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

#### **FUTURE WORKFORCE SKILLS**

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

to the existing training skills required for these positions, particularly as we implement the transition from paper to electronic records.

Customer demand for information delivered in digital formats is increasing and requires more staff at all levels within our agency to have some technical proficiency in order to fulfill these requests. In addition, staff must know and understand cutting-edge information management systems to effectively train and consult with our customers. Because we see this as a national and international work flow trend, we will require a workforce well-versed in emerging technology and practices, who are able to network effectively with customers, partner organizations, vendors, and stakeholders. Staff in professional and management positions will need to apply and understand both basic and advanced technology, and the issues associated with it in the development of new services. In addition, they must possess the ability to understand, interpret, and create policies, procedures, rules, regulations, etc. so that they are able to write, edit, summarize and succinctly report information from diverse sources.

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

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

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

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

## **TRAINING NEEDS**

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

As part of the on-going efforts to increase the ability of the cataloging staff to catalogue electronic format materials, the agency has utilized on-line Internet based training courses. We will continue to look for and take advantage of similar Internet based training opportunities. As previously indicated, continuous, planned technology training will be critical within all program areas.

## **STAFFING**

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

As the need for more advanced technical skills increases, we anticipate we will need additional technical staff to support both the agency staff and equipment. Within the next five years, we anticipate the need for one additional desktop support position, and one additional systems analyst in the Information Resource Technologies (IRT) division, as well as a reshuffling of existing technical positions. We are working to develop an adequate IRT staff that can efficiently support the growing needs of the agency.

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

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

## **IV. GAP ANALYSIS**

### **SKILLS**

In some cases, our current staff have the skills needed for the future. In many instances, our workforce is capable of acquiring the needed skills with minimal training or other resources. However, a large number of staff in the agency do not possess even basic computer skills, and many more lack sufficient skills to be efficient in their positions. We will need to provide more

computer training, particularly in the creation, use, and manipulation of increasingly sophisticated databases. These skills must be available at the desktop level, and not dependent on IT staff.

A large number (95 of 210.5) of our positions are professional, meaning they require expertise or education in a specific area. The professionals are required to continue acquiring education and experience relative to their fields. This ensures instant credibility as the professionals work with the general public, high-ranking agency staff, and state and local elected officials.

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

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

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

## **RECRUITMENT**

Long-term vacancies and a shortage of qualified replacement staff for management and other key program positions are anticipated with 9 staff eligible to retire in the next two years. This could be exacerbated by the expanding skill sets required for replacements. Salaries for many of the professional positions are significantly lower than the regional and national averages. In addition, fewer people are obtaining college degrees in the specialized fields required for many of our professional positions, according to national research by the American Library Association. This trend is expected to continue. We anticipate a shortage of employees and/or extended vacancies as we recruit qualified replacements.

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

## **STAFFING LEVELS**

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

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

## **V. STRATEGY DEVELOPMENT**

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

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

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

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

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

We will also coordinate training for professional staff in distance-learning techniques and curriculum development, as well as Web-based curriculum development, to ensure that newly implemented technology systems are utilized to the fullest extent possible.

We will continue efforts to implement mentoring and peer-training programs to minimize any potential skill shortages. In addition, we can establish systems to allow senior staff members to work with junior staff on teams that will facilitate on-the-job training in some of the soft skills necessary for the professional positions.

## **RECRUITMENT/RETENTION**

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

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

## **WORK PROCESSES**

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

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

Our current structure, task-oriented with specific job descriptions for each position, will need to become more fluid. We must have staff who can handle a variety of skills and be willing to work at whatever tasks are required each day. The agency has implemented self-managed teams in several areas. This method allows the team members to utilize each person's strengths and minimize weaknesses, and to rearrange work processes and assignments to provide the most effective and efficient service delivery. In addition, expanded responsibilities often allow each team member opportunities to use and develop skills other than those required for routine completion of job duties. We will continue to look for additional program areas that could benefit from this less traditional organizational structure.

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

## **SUCCESSION PLANNING**

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

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

## **LEADERSHIP DEVELOPMENT**

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

Increased use of self-managed teams will also help us provide leadership development opportunities. Each team member, regardless of classification or job duties, will be allowed the opportunity to lead the team or subgroups in specific efforts. In this environment, all team members are encouraged to develop leadership skills through practical experience. Most staff welcomes the opportunity to expand their responsibilities and demonstrate their abilities and this has proven to be an effective tool in some programs.

## **VI. CONCLUSION**

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



# SURVEY OF ORGANIZATIONAL EXCELLENCE RESULTS

## Survey of Organizational Excellence – FY2004 Comparison of Constructs

No.	Construct Name	TSL Score	Rank	Agency size (FTE3)	Rank	Mid-sized agencies	Rank	Mission 1/10	Rank	All agencies	Rank	TSL in '02	Rank	TSL in '00	Rank
13	Quality	391	1	399	1	391	2	379	1	388	1	391	1	377	2
12	Strategic Orientation	388	2	395	2	392	1	379	2	388	2	378	3	407	1
16	External Communications	374	3	379	4	373	4	365	5	372	5	365	4	374	3
19	Burnout	371	4	373	6	364	8	356	6	369	6	363	5	338	7
2	Fairness	369	5	363	12	356	10	350	9	356	13	361	6	294	18
6	Physical Environment	360	6	388	3	380	3	372	3	374	4	348	11	362	5
20	Empowerment	356	7	363	10	355	11	349	10	360	10	350	8	305	17
4	Diversity	355	8	363	11	353	12	341	13	356	12	350	9	329	12
17	Job Satisfaction	355	9	373	7	366	6	352	8	364	8	349	10	322	14
10	Goal Oriented	354	10	366	9	359	9	348	11	357	11	346	13	347	6
15	Availability of Information	354	11	374	5	368	5	366	4	366	7	353	7	319	15
18	Time and Stress	352	12	370	8	365	7	352	7	361	9	347	12	330	11
11	Holographic (Consistency)	348	13	356	15	347	14	339	14	351	15	345	14	323	13
8	Employment Development	345	14	361	13	342	15	347	12	354	14	325	18	331	9
9	Change Oriented	344	15	351	16	340	16	329	16	343	16	338	15	313	16
1	Supervisor Effectiveness	343	16	345	17	334	18	326	18	341	17	332	16	290	19
3	Team Effectiveness	343	17	343	18	335	17	327	17	336	18	331	17	333	8
7	Benefits	343	18	360	14	352	13	333	15	381	3	380	2	369	4
14	Internal Communications	334	19	336	19	325	19	324	19	323	19	321	19	331	10
5	Fair Pay	225	20	274	20	266	20	241	20	266	20	230	20	278	20
Average Construct Score		350		362		353		344		355		345		334	

After receiving the results of the FY2004 Survey of Organizational Excellence, the management of the agency reviewed the findings and discussed ways to improve. The findings were also discussed with the State Library and Archives Commission. This information was used to prepare the Strategic Plan.

