Library Services and Technology Act
(LSTA)

Five Year Plan for Texas
2018 – 2022

TEXAS STATE
LIBRARY
AND
ARCHIVES
COMMISSION

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Texas State Library and Archives Commission
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Introduction

Texas libraries continue to demonstrate that they can provide a critical link in the information and education ecosystem as the economy of the state modernizes and access to authoritative information becomes more important than ever. As learning centers, libraries serve the education needs of residents from early childhood through the senior years with the resources people need to be successful and fulfilled in school, work, and their personal lives. As technology hubs, libraries can serve as a digital safety net offering communities a contact point for the high speed internet and access to other technology tools they need to succeed in a high-tech world. As community anchors, libraries provide citizens access to community connections that help create sustainable cities and counties through workforce development, social services, and community engagement.

LSTA funds have provided Texas libraries with the margin of support they need to leverage local resources to fully actualize these key areas of work. Our main goals in this LSTA plan remain somewhat similar to the previous plan because our areas of focus remain constant: digital inclusion, literacy and educational attainment, and workforce and economic development. It is in these areas that we have made the most significant progress in recent years, and where we feel our federal funds can continue to be most effective. Our LSTA-funded projects have produced outstanding results whether through grants for creative STEM and STEAM projects or putting the library at the center of community efforts to address challenges such as nutrition, homelessness, and early learning. LSTA-funded projects to encourage resource-sharing have resulted in information access both online and via traditional interlibrary loan for citizens in every part of the state, regardless of size or location. LSTA funds have allowed our staff to train and guide the work of local libraries as they attempt to adapt to changing technology and shifting demographics.

The Texas State Library and Archives Commission is grateful for the continued support and partnership of the Institute of Museum and Library Services to achieve our common objectives and to provide Texans with the resources they need to be informed and productive citizens.

Mission Statement

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

Needs Assessment

Several sources were used to assess Texas' key statewide needs and inform the development of the plan goals and activities. These sources include: the evaluation of the agency's current LSTA five-year plan; a survey sent to all types of libraries to assess needs and goals; a statewide resource sharing summit; and conversations with the agency's commission, the TexShare Advisory Board, the Library Systems Act Advisory Board, and librarians at the Texas Library Association annual conference. In addition, state trend information from the state demographer, the plans and goals of other closely related state agencies, and the Governor's priorities were consulted.

Texas is a growing and very diverse state across many dimensions. There are strong regional differences and disparities across the state in terms of population trends, economic challenges, and demographic characteristics. Texas is a majority minority state. About 85% of the state's population (and population growth) is east of I-35, framed by the triangle formed by the Dallas-Ft.Worth metroplex, the Houston area, and the Austin-San Antonio corridor, along with growth in urban centers in west and south Texas. In contrast, many rural areas across Texas have declining populations. The levels of educational attainment by demographic group varies, some having low levels of post-secondary education. This characteristic has long-term implications for economic development. The Governor has identified as priorities education and economic development. The Texas Higher Education Coordinating Board (THECB) has a new strategic plan called "60x30TX" with the goal of 60% of young adults having some type of postsecondary credential by 2030 (currently only about 38% meet this goal) to support the economic future of the state. A report to the Governor from the Texas Education Agency, the Texas Workforce Commission, and the THECB speaks to the need to integrate education and workforce efforts and a need for lifelong learning. Overall, challenges with educational attainment, workforce development, and regional economic development are the primary statewide issues identified from these sources.

The feedback from the library community reinforces these themes. The evaluation of the current LSTA five-year plan shows that the agency set aspirational, outcome focused goals that were largely achieved, but were also goals that require on-going efforts. Libraries overall ranked (in terms of impact) the statewide services of TexShare, TexQuest, Interlibrary Loan, the Summer Reading Program, and Community/Continuing Education related programs and services the highest. The evaluators found that other programs, such as the competitive grants, also contributed significantly to meeting the plan goals, but as these programs do not reach as many libraries, were not as highly ranked. Comments from the evaluators and the libraries especially noted the importance of statewide cost efficiencies and resource sharing to helping all libraries and the need to have a community based focus.

The commission and the agency advisory boards discussed the need to provide a structure to help support libraries of all types, to assist in improving digital inclusion and literacy, to promote cooperation and partnerships among libraries and community organizations, to help all libraries show their value and relevancy to their communities, and to assist with diverse community needs, especially education and workforce issues.

The agency's Statewide Resource Sharing Summit in December 2015 brought together librarians of all types with other stakeholders to discuss the future of resource sharing in Texas. The summit participants recommended five themes: sharing expertise; sharing infrastructure; improving access; leveraging resources; and marketing/outreach. Each theme had one or more goals that included partnerships to provide broadband across Texas, providing Texans with access to innovative library services and information resources, increasing the awareness of the value of libraries, and maximizing shared resources.

The survey showed that libraries of all types aspire to be major contributors to their communities, valuing their role in digital inclusion, providing access to broadband and a rich array of internet

connected resources, with contributing to educational attainment almost equally strong. While early childhood literacy ranked third, library contributions to a number of types of literacy (early childhood, family, digital, and others) were woven throughout the comments for all needs. Having a role in economic development was ranked fourth, although again, comments on libraries linking people to job and educational resources were also woven throughout the other strands. Following from the needs, the goals of providing access to shared library resources and services to build a strong foundation for early literacy and success in school were ranked almost equally, with providing access to Internet connected resources and services to meet community and personal goals a close third. Meeting the LSTA purpose of expanding services for learning and access to information and educational resources to support education, lifelong learning, workforce development, and digital literacy skills was overwhelmingly the top choice of survey respondents. Community engagement, innovation, and showing value were also frequently mentioned, in the context of libraries of all types being engaged with and meeting the needs of their individual communities.

Nationally, Texas public libraries rank at or near the bottom compared to libraries in other states on most input and output metrics collected by the Institute of Museum and Library Services, such as total support per capita, paid staff, and several other metrics. These metrics indicate that generally Texas public libraries do not have adequate resources to provide the level of services that the public expects in libraries today. Texas has about 520 accredited public libraries that show a strong urban-rural disparity. Forty-five large urban libraries serve about 68% of the population, while about 400 small libraries serve about 13% of the population. In 2016 the agency conducted a test of Texas public libraries' broadband speed. The test showed that only 6% of public libraries meet current standards for broadband connections. While this standard is a high bar, only 40% of libraries meet the much lower standard of 25 Mbs download, 3 Mbs upload. A Federal Communications Commission report on Internet access released in April 2017 shows that while Internet connectivity overall continues to slowly rise, in part due to mobile access, many people continue to lack Internet connectivity or sufficiently robust connectivity, with rural areas especially lagging.

Based on 2016 population estimates and the current formula used by the National Library Service for the Blind and Physically Handicapped (NLS), approximately 388,000 Texas residents are eligible for NLS services. The Talking Book Program currently serves approximately 16,000 residents, or 4% of the estimated eligible population. The size of the state, among other factors, makes outreach a challenge, and continuing efforts in this area, along with providing digital access, is critical.

Together, the range of sources used to identify key state needs for library services indicate that the basic structure of needs and goals from the current five-year plan are still relevant and need continuing effort, but with some revision to more closely link libraries and their communities.

As we undertake the activities described in the plan in the next five years, we have several ways to make sure the needs we have identified remain the needs that should be addressed. We will have regular meetings with agency advisory boards and other groups to ensure we keep current on trends and changing needs in the state. In addition, we will carefully monitor demographic and economic conditions in the state, as well as progress on key initiatives of other state agencies, and will use data to

evaluate the status of Texas libraries to determine whether or not any of the trends or conditions indicates that we should change the needs or goals in the plan.

Needs

The following key state needs for library services are derived from the needs assessment:

- **Digital Inclusion** – All Texans and Texas communities need access to Internet connected resources and services and support to use the resources and services to meet individual and community needs.

- **Literacy and Educational attainment** – Texans of all ages need access to resources and services that promote and enhance literacy and further formal and informal learning.

- **Workforce and economic development** – Texans need access to resources and services for workforce development in order to prosper and enhance the economic development of their communities.

Goals (in priority order)

- Texans will have access to shared library resources to meet their educational and informational needs.

- Texans and Texas communities will have access to Internet connected resources and services through Texas libraries to meet community and personal goals and the support needed to use the resources and services successfully.

- Texans will have access to library services that support literacy and educational attainment, especially early childhood and family literacy, digital literacy, and lifelong learning.

- Texans will enhance their workforce readiness, including business and entrepreneurial endeavors, through use of materials and services at their libraries.

- Texans will receive library services that effectively respond to community needs.

Criteria for prioritization

The goals were prioritized using the following criteria:

- Has statewide impact

- Leverages the agency's comparative advantages in statewide cost savings and expertise

- Responds to stakeholder input

Projects by Goal

Goal 1

Texans will have access to shared library resources to meet their educational and informational needs.

Projects

TexShare E-resources

Electronic resources licensed statewide for TexShare libraries (public, academic, and libraries of clinical medicine) that support higher education, lifelong learning, workforce development, and the informational needs of Texans. These resources are competitively bid on a five-year cycle.

TexShare Card program

The card program allows direct borrowing by patrons of TexShare libraries (public, academic, libraries of clinical medicine) at other participating TexShare libraries to further patron access to shared resources. The agency provides the cards to participating libraries, as well as information and training on implementing the program.

TexShare Courier program

Costs of 5, 3, or 2 day a week courier service for TexShare libraries with higher volumes of material lending are subsidized with LSTA funds in order to make sharing resources through interlibrary loan more efficient and cost effective. The courier service is competitively bid every five years.

TexQuest E-resources

Electronic resources licensed statewide for Texas public school libraries to support K-12 education. These resources are competitively bid on a five-year cycle.

Statewide Library Collaboration

Leverages national platforms to improve discovery of materials and cooperation among libraries; works with significant state partners to aggregate and provide Texas digital content to national partners, through grants, training, and collaborative endeavors.

Interlibrary Loan

Provides the OCLC Navigator system to public libraries statewide to facilitate sharing materials and provides net lender reimbursements to public and academic libraries to encourage the open sharing of resources. This is a web-based service provided by OCLC, with the agency coordinating implementation, training, and contract management. The reimbursement sub-grants are awarded annually in accordance with federal grant guidelines. This service was competitively bid and the contract renewed annually.

Access to Texas and local history

Support activities that provide online access to Texas and local history through digitization including grants, training, and resources from the Library Development and Networking (LDN) and Archives and Information Services (ARIS) divisions. Grants and training are available to all types of libraries. ARIS will digitize and make available online significant collections from the State Archives. This project supports the K-12 curriculum, higher education, and the informational and lifelong learning needs of Texans.

Federal funds will assist with all of the projects listed, through funding of staff and/or program costs. LSTA funds support staff coordinating the TexShare programs, help support the listed TexShare and

TexQuest projects, support the ILL project, assists with staffing, grant, and program costs related to access to Texas history projects.

Timeline: Activities under this goal are expected to take place each year of the Plan 2018-2022.

This goal addresses the LSTA priorities:

- Establish or enhance electronic and other linkages and improved coordination among and between libraries and entities for the purpose of improving the quality of and access to library and information services
- Develop library services that provide all users access to information through local, state, regional, national, and international collaborations and networks

Goal 2

Texans and Texas communities will have access to Internet connected resources and services through Texas libraries to meet community and personal goals and the support needed to use the resources and services successfully.

Projects

Access to Internet connected resources and services

Support activities that provide enhanced patron access to Internet connected resources and services: initiatives to enhance library broadband connectivity for all types of libraries, with a focus on public libraries, through training, consulting, and collaborative initiatives with related agencies; E-rate application support for public libraries; library technology consulting and training with a focus on small public libraries to improve the provision of technology based library services; grants and training that support new library technology to meet community needs for TexShare libraries.

Talking Book Program

Support the Texas State Library and Archives Commission's Talking Book Program (TBP) in providing enhanced access to digital content for blind and visually handicapped patrons, including outreach and training, production of digital materials, and access systems, including purchase of large print and Braille materials to enhance service.

Support activities that promote cooperation among libraries to support shared networks and services, including competitive and non-competitive grants for TexShare libraries and training for all types of libraries.

Support the adoption of community engagement focused initiatives that demonstrate the value of library services such as the Edge Public Access Technology Program for public libraries.

Federal funds will assist with all of the projects listed, by supporting staff providing training and consulting, and coordinating collaborative and community engagement projects, supporting the grant programs, TBP outreach staff and related costs, as well as helping support the provision TBP digital and print materials and access systems.

Timeline: Activities under this goal are expected to take place each year of the Plan 2018-2022.

This goal addresses the LSTA priorities:

- Establish or enhance electronic and other linkages and improved coordination among and between libraries and entities for the purpose of improving the quality of and access to library and information services

- Develop library services that provide all users access to information through local, state, regional, national, and international collaborations and networks

Goal 3

Texans will have access to library services that support literacy and educational attainment, especially early childhood and family literacy, digital literacy, and lifelong learning.

Projects

Collaborative Summer Library Program

Provide the manual and basic promotional materials for public libraries statewide to improve the scope and quality of summer reading programs and provide training on the summer reading program.

Support activities that promote early childhood and family literacy and reading programs in libraries through grants to TexShare libraries, model programs such as Family Place Libraries for public libraries, the Texas Center for the Book programs for libraries of all types and the public, and training open to all types of libraries.

Support initiatives that enhance the ability of all types of libraries to engage with their communities and with other agencies and organizations to address literacy and related needs.

Federal funds support the staff and project materials for the summer reading program and training related to this goal, support grants and model programs, and assists with applicable Texas Center for the Book projects.

Timeline: Activities under this goal are expected to take place each year of the Plan 2018-2022.

This goal addresses the LSTA priorities:

- Target library services to individuals of diverse geographic, cultural, and socioeconomic backgrounds, and to individuals with limited functional literacy or information skills

- Target library and information services to persons having difficulty using a library and to underserved urban and rural communities, including children (from birth through age 17) from families with incomes below the poverty line (as defined by the Office of Management and Budget and revised annually in accordance with section 9902(2) of title 42) applicable to a family of the size involved

Goal 4

Texans will enhance their workforce readiness, including business and entrepreneurial endeavors, through use of materials and services at their libraries.

Projects

Support activities that enhance the ability of TexShare libraries to offer job, workforce, and business development services through grants, training, model programs, and cooperation with related agencies such as the Texas Workforce Commission.

Federal funds support the staff providing training and coordinating projects, project costs, and grants related to workforce readiness.

Timeline: Activities under this goal are expected to take place each year of the Plan 2018-2022.

This goal addresses the LSTA priorities:

- Expand services for learning and access to information and educational resources in a variety of formats, in all types of libraries, for individuals of all ages in order to support such individuals' needs for education, lifelong learning, workforce development, and digital literacy skills

- Develop public and private partnerships with other agencies and community-based organizations

- Target library services to individuals of diverse geographic, cultural, and socioeconomic backgrounds, and to individuals with limited functional literacy or information skills

Goal 5

Texans will receive library services that effectively respond to community needs.

Projects

Support activities that enhance the ability of all types of libraries to provide responsive community service, through continuing education on a range of timely professional topics, management training with a focus on small public libraries that do not have any professional library staff, specialized library consultations, and activities that strengthen coordination and cooperation among libraries, and with libraries and other agencies or community organizations.

Federal funds support the staff providing continuing education and consulting, and related project costs.

Timeline: Activities under this goal are expected to take place each year of the Plan 2018-2022.

This goal addresses the LSTA priority:

- Provide training and professional development, including continuing education, to enhance the skills of the current library workforce and leadership, and advance the delivery of library and information services

Coordination Efforts with Other State Agencies

The agency has collaborated with the Texas Workforce Commission (TWC), including an active partnership using TWC grant funds to enhance library partnerships with adult literacy providers; the Texas Veteran's Commission; the Texas Department of Agriculture to promote summer food programs in public libraries; the Texas Health and Human Services Commission to promote public libraries linking Texans to state support programs; and other state agencies on other projects and initiatives. As projects unfold for the priorities under this new plan we will continue to work actively with these partners and others to most effectively and efficiently achieve our goals.

Coordination Efforts

State Goal	IMLS Focal Areas(s)	Associated Project	IMLS Intent
#1 Shared Library Resources	Information Access	TexShare & TexQuest E-resources	Improve users' ability to obtain and/or use information resources.
		Interlibrary Loan and TexShare Courier	Improve users' ability to obtain and/or use information resources.
		TexShare Card Program	Improve users' ability to obtain and/or use information resources.
		Texas and Local History Digitization & Statewide Library Collaboration	Improve users' ability to obtain and/or use information resources.
#2 Internet Connected Resources and Services for Personal Goal Development	Human Services Institutional Capacity	Enhance library broadband connectivity	Improve library operations.
		E-rate application support	Improve library operations.
		Cooperation Grants	Improve users' ability to obtain and/or use information resources.
		Talking Book Program	Improve users' ability to obtain and/or use information resources.
		EDGE support	Improve library operations.
#3 Lifespan Learning	Lifelong Learning	Summer Reading	Improve users' formal education.
		Family Place Libraries	Improve users' general knowledge and skills.
		Texas Center for the Book	Improve users' general knowledge and skills.
		Literacy Grants	Improve users' general knowledge and skills.
#4 Workforce Development	Economic & Employment Development	Workforce Development Grants	Improve users' ability to use and apply business resources.
		Cooperative projects with other State Agencies, such as Texas Workforce Commission	Improve users' ability to use resources and apply information for employment support.
#5 Responsive Library Services	Institutional Capacity	Continuing Education and Consulting	Improve the library workforce.

Evaluation Plan

The evaluation of funded projects uses output measures, financial performance, and outcome based evaluation as appropriate for each project. In addition, many projects have advisory groups that assist in evaluating projects on an on-going basis to ensure that projects align with library needs and operate in an optimal manner. Customer satisfaction surveys are conducted for several projects to provide additional evaluation information.

Output measures and advisory groups

The Library Development and Networking Division (LDN) is required to report output measures on its programs to the state. The output measures are:

- The number of electronic and other shared resources provided to Texans

- The number of library project sponsored services provided to Texans

- The number of books and other library materials provided to libraries

- The number of librarians trained or assisted

- ARIS and TBP have output measures as outlined below

The output measures and definitions, and targets for the agency, are developed for each biennium and reported annually. Existing statewide programs of all types have established targets, with projects that are implemented for shorter periods of time counting one or more of these measures as applicable.

The output measures help document the extent of the reach of various projects, with use ideally increasing over time.

Goal 1 projects use the following output measures:

- The number of electronic and other shared resources provided to Texans

- The number of library project sponsored services provided to Texans

- The number of books and other library materials provided to libraries

- The number of librarians trained or assisted

In addition, the ARIS projects count:

- Number of items digitized

- Number of items made accessible through a web based portal

The TexShare Advisory Board provides overall policy guidance regarding the statewide TexShare resource sharing programs. The Board meets three times per year. The TexQuest Advisory committee meets as needed to provide advice regarding the procurement, evaluation, and operation of the electronic resources project. In addition, the TexShare program has working groups for the electronic resources project (advice on procurement and evaluation), the Card program operation, the Courier and

ILL programs, and digitization projects. There is also a Community Engagement advisory committee and a Continuing Education advisory committee. These two committees provide advice regarding the range of community engagement initiatives and statewide continuing education programs across several goals.

The TexShare, Courier, and ILL programs conduct annual customer satisfaction surveys.

Goal 2 projects use the following output measures:

- The number of library project sponsored services provided to Texans

- The number of books and other library materials provided to libraries

- The number of librarians trained or assisted

In addition, the TBP projects count:

- Number of workshops

- Number of libraries that are demonstration sites and/or host BARD parties

- Number of duplicated copies of books and magazines

- Number of mastered book and magazine recordings

- Number of large print and Braille books acquired

The Community Engagement advisory committee and the Continuing Education advisory committee provide input into goal 2 projects.

Goal 3 projects use the following output measures:

- The number of library project sponsored services provided to Texans

- The number of books and other library materials provided to libraries

- The number of librarians trained or assisted

The Community Engagement advisory committee and the Continuing Education advisory committee provide input into goal 3 projects.

The LDN division conducts an annual customer satisfaction survey of the Summer Reading Program. The survey sent to libraries participating in the Collaborative Summer Library Program asks for an overall satisfaction rating, among other information. The Talking Book Program conducts a biennial customer satisfaction survey.

Goal 4 projects use the following output measures:

- The number of library project sponsored services provided to Texans

- The number of books and other library materials provided to libraries

- The number of librarians trained or assisted

The Community Engagement advisory committee and the Continuing Education advisory committee provide input into goal 4 projects.

Goal 5 projects use the following output measures:

- The number of library project sponsored services provided to Texans

- The number of books and other library materials provided to libraries

- The number of librarians trained or assisted

The Community Engagement advisory committee and the Continuing Education advisory committee provide input into goal 5 projects.

LDN conducts evaluations for each training event, and the overall satisfaction ratings for each event are used to determine customer satisfaction with the continuing education provided. These ratings are compiled annually to provide a statewide satisfaction rating.

Financial performance

Grant programs must report the following information at least quarterly or semi-annually, as well as a final report:

- Reports of grant and program encumbrances and/or disbursements

These reports, with supporting documentation, ensure that funds are being spent in accordance with the approved grant project and federal cost principles, as well as ensuring that sub-recipients demonstrate effective use of the funds.

Outcome Based Evaluation (OBE)

The agency continues to collect outcome information on its programs as appropriate. We recognize the value of this information to the agency, to the Institute of Museum and Library Services (IMLS), and to the library and broader community to understand the impact of the programs on the people of Texas. The agency works with each grant recipient to determine outcomes, where appropriate, for their projects and will continue to provide training on outcomes for grantees during the next five years. Major in-person workshop series track both immediate and intermediate outcomes. The agency also reports on outcomes for applicable projects as defined by IMLS' *Measuring Success* project.

Stakeholder Involvement

Texas librarians and other interested persons have had several opportunities to have input into the development of the plan. Stakeholders had numerous opportunities to provide comments on LSTA programs and services through the evaluation of the current five-year plan, as outlined in that document. The agency held a resource sharing summit with librarians representing all types of libraries as well as other stakeholders. This summit helped define key statewide resource sharing goals. We also conducted another online survey to gather information on key needs and goals for the next five-year

plan, provided an opportunity for librarians to participate in a conversation at the Texas Library Association annual conference, addressed our two official advisory boards (Library Systems Act Advisory Board and TexShare Advisory Board), and discussed needs and goals with the agency's commission in an open meeting at the Texas Library Association annual conference. The draft plan was made available to the Texas library community for final comment. After the comment period a final draft version of the plan was created and submitted to the agency's commission for discussion and approval. Information about participating in these opportunities was widely disseminated through electronic lists, our blog, and meetings.

Communication and Public Availability

The agency has a section on its website dedicated to information on its LSTA five-year plan, including the text of the current and proposed plan, previous plans, the five-year evaluations, and any related documents and information. New information, such as an approved new Five-Year Plan, is featured on the agency homepage. We inform the Texas library community about the availability of this information through several email lists that target different audiences among Texas libraries, our blogs, and meetings.

Monitoring

We monitor the performance of LSTA funded activities through contracts, reports of output and outcome targets, review of risk assessments and other elements required by the federal uniform guidance, site visits as appropriate, internal audits, and regular contact with sub-recipients, contractors, and program staff.

TSLAC has formal processes for monitoring its sub-grant and contract programs. The evaluation section of this plan describes the output measures and financial information that are required of the agency. These are used to monitor the progress of sub-recipients and contractors in completing their projects or services. Both program managers and grants accounting staff are involved in this review. Quarterly or semi-annual narrative reports augment the statistical and financial information for grants and service contracts. The risk assessment required for sub-recipients provides guidance on the level of monitoring needed. Program managers are also in close contact with project staff throughout the year. Contacts may be by telephone, email, or site visits. Site visits are also used to more closely work with projects that appear to be having difficulty, to document projects that have been very successful, and to gather more detailed information about grant projects and processes through discussion with selected project staff.

Information gathered through these methods is used by all program staff at the agency to improve agency projects and sub-grant programs. Program managers also meet regularly to exchange information and incorporate findings into the agency planning processes.

Program staff receive training on project and contract management, including completing the state Certified Contract Manager program, and maintaining the required continuing education credits associated with that program. Program managers with sub-recipient project responsibility have received federal grant training. Staff are also regularly reviewed through performance evaluations.