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## State Library Agency Organizations: Roles, Structures, & Services

July 1, 2014

by

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## Executive Summary

State Library Agencies (SLAs) offer a range of services, fill varying roles, and have varying statutory mandates. In addition, state library agencies are enacted differently, sometimes as independent and autonomous agencies or commissions, other times embedded within larger state agencies (e.g., Department of Education, Department of State). Given the diversity of SLAs, this study sought to provide a description of organizational structure and location within the state government for state library agencies across the country; identify selected key mandates and functions of state library agencies across the country; provide an overview of services provided by state library agencies across the country; explore the relationships between state library agencies and core state information functions (e.g., archives, preservation, records management); explore the coordinating mechanisms between differing aspects of information services (e.g., archives, state libraries with collections, libraries for the blind) if not all under the auspices of a state library agency; and identify staffing – in terms of numbers of staff, administrative staff, development staff, and other staff.

The intent of the report is to provide input into discussions regarding SLA governance structures, operations, and organization. The study was not an exhaustive review of all design, implementation, and operational aspects of SLAs. Moreover, governing and governance structures can be quite fluid, and thus the report's findings reflect data collected via interviews with selected SLA staff, review of SLA enactment legislation, review of SLA websites, and analysis of the IMLS FY 2012 SLA data file between June 2013 and April 2014 and discussions based on earlier report drafts through June 2014.

## Key Findings

The below summarizes key findings from the study.

### *Governance Structure and Services*

Most SLAs operate under one of five structures, including Independent/Autonomous, Education; Department of State, Administration, and Cultural. Some SLAs have unique configurations such as Georgia (University System of Georgia, Board of Regents), New Jersey (Thomas Edison State College), and Kentucky (Department of Education and Workforce Development), or fall under the Legislative Branch (Michigan, New York, and Tennessee).

SLAs offer services within seven primary categories that include general library services (reference services, catalog access, collection access), library development (grant and award administration, professional development, programming resources), talking book and braille library services (access to audio books and materials and access to braille books and materials for the vision and hearing impaired), records management (state document records or Federal Depository Library materials), research services (for state employees and legislatures), genealogy services (access to genealogy guides and birth/death records), and archives (official state archive collections). SLAs can and do offer a range of other services, however, the above are prevalent.

### *Structure and Impact on Functions*

The study identified a number of benefits and challenges related to the structure, organization, and enactment of an SLA. These include:

- *Independent v. Within a Larger Agency.* Benefits to being independent included the ability to advocate (and in some cases lobby as registered lobbyists) directly for libraries with the legislature and legislative staff and governor (or governor's staff); reach out directly to other agency heads to form partnerships and explore collaborative ventures; develop, present, and manage the agency's budget; apply for grant and other opportunities directly; and allocate resources with relative autonomy. Reported challenges of not being autonomous included the inability to view libraries as part of a larger enterprise (e.g., education, broadband deployment, workforce development); being too small to be considered a key component to state government/operations; the lack of direct access to key policy and decision makers; and the inability of the SLA to directly manage its own resources.
- *Strategy and Opportunism.* Although SLAs reported facing a range of constraints overall, interviewees identified a range of key strategies for placing libraries – and the SLA – at the forefront of synergistic activities within the state that included developing strategies around the Governor's and key legislator initiatives; engaging proactively and constantly seeking opportunities to engage in key initiatives; seeking partnerships to target more complicated social issues such as health, education, workforce, or broadband issues; and developing strong working, professional, and policy ties with key constituencies in state government and legislative circles.
- *Expanding Services through Leveraging.* With SLA funding generally in decline, interviewees indicated a need to leverage scarce resources across state and local governments in order to better meet the goals of the governor and/or key legislative leaders as well community and state challenges.
- *Developing Communications Strategies.* State Library staff and directors uniformly indicated the importance of coordinated communication strategies across the library community. Speaking with "one voice" was seen as essential to being successful during legislative sessions, articulating a vision for libraries, and being able to demonstrate the value that libraries add to their communities and the state.

### *Characteristics of a Successful SLA*

The study offers insights into the characteristics of a successful SLA. What follows is a composite of characteristics of a successful SLA – that is, if one could create an "ideal" SLA, it would have aspects of these attributes.

1. **The ability to reach out to policymakers directly.** The ability served many purposes, but interviewees indicated the importance along three critical dimensions:
  - a. The ability to develop strategy, messaging, and advocacy tools and engage those initiatives directly.
  - b. The ability to make direct proposals to the governor (or key staff), appear at and participate in legislative or other hearings.
  - c. The ability to be involved in statewide campaigns and initiatives.

2. **The ability to control the agency (or division, depending on organizational structure) budget.** Being involved in the entire budget cycle – from request to allocation – was seen as a key need by SLA staff.
3. **A critical mass/being “right-sized.”** Several SLA staff indicated, “there is such a thing as being too small.” That is, to be effective, an SLA needs the staffing, capacity, and infrastructure to be effective and to be taken seriously as a state government entity, but also to function properly.
4. **An appropriate location in state government.** Where the SLA is positioned within state government is a complex topic that often involves a range of histories, goals, intent, and economies of scale. SLA staff and leaders indicated the desire to be, in order of preference,
  - a. **Independent.** This offered the fullest ability to navigate state government as well as work with and for libraries in the state.
  - b. **Autonomous in a larger agency.** Though often a division within a larger agency, this enabled the SLA to leverage resources of the larger agency – while essentially operating as an independent agency.
  - c. **Division in a larger agency.** This scenario was the most complex and highly contextualized. The assessment of success in this scenario depended highly on the extent to which there were synergies with the larger agency, the ability to act reasonably autonomous, and operational issues.
5. **The ability to work with agency/state leadership.** It was critical for SLA leadership to have strong working relationships with agency leadership (Secretary, or other designation as appropriate) if the SLA was part of a larger agency. If independent, SLA leadership indicated the criticality of having access to and a working relationship with state government officials, particularly in the governor’s office and legislature.
6. **The ability to work with other units of larger agency.** If part of a larger agency (Administration, State, Education, etc.), those interviewed indicated that it was paramount to have a strong working relationship with not just with central agency administration and leadership, but also with other division/unit heads.
7. **An engaged leadership.** SLA leadership needs to be proactive, engaged, and constantly “in front of” policymakers—seeking meetings and discussion opportunities, presenting at hearings and other policymaking events, and other activities that placed libraries – and how libraries can help – in the conversation and policymaking process.
8. **An articulated vision for libraries and library services.** There is a need to articulate clearly a vision for libraries, with a strategic tie in to state initiatives championed by policymakers. More often than not, state leadership did not grasp the value of libraries in resolving the challenges, and as a result, libraries were not always included in key policy discussions or initiatives. A key function of the SLAs is to help state government leaders “get” libraries and to articulate how libraries can help the state achieve its policy goals.

9. **An aspirational agency.** SLA staff indicated that there is a need to constantly think about trends and needs that are 3-5 years out and work towards those (e.g., STE(A)M, open government, smart government, growth in diversity, aging populations, the “Internet of things,” broadband). The job of the SLA was to continually assess how these changes would impact the information environments and how libraries and their resources could assume leadership roles in communities and at the state level to embrace impact of these trends.
  
10. **The ability to deliver demonstrated results.** Hand in hand with articulating a vision for libraries and the ability of libraries to facilitate state policy goal and objective attainment is the ability to demonstrate results. SLA staff indicated the criticality of implementing measures of impact that libraries bring to the areas of education, workforce, health, and other key areas.
  
11. **The ability to leverage.** The challenges and opportunities libraries, governments, and communities face are substantial, and no one agency – even if mandated – has all the resources to fully meet the need. A role articulated for success by SLA leadership was the ability to show how the combination of SLA and library resources in the state could enhance initiatives in other key challenge areas such as pre-K and early literacy; K-12; higher education; workforce development; small business development; and more.

These success factors are not exhaustive, and there are likely variations on these factors in any given SLA due to situational and contextual factors.

## Introduction

State Library Agencies (SLAs) offer a range of services, fill varying roles, and have varying statutory mandates. In addition, state library agencies are enacted differently, sometimes as independent and autonomous agencies or commissions, other times embedded within larger state agencies (i.e., Education). Within this mix, state library agencies roles can include:

- Providing state level coordination across library types – public, academic, special, school, prison, libraries for persons with disabilities.
- Maintaining or managing state level collections (e.g., state government documents, special historic collections).
- Collecting, maintaining, and making available state level library data.
- Providing policy guidance to executive and legislative leaders.
- Developing training, education, and certification programs for library professionals.
- Managing federal pass through funds and state aid funds for public libraries.
- Managing and preserving state documents (i.e., archives).
- Negotiating and offering statewide licensed resources.

The above list is not exhaustive, but illustrative of the scope and breadth of SLAs. There is little research that explores State Library Agencies' governance and structure, and the implications for the organizational structure on library services in states.

## Scope and Focus of Study

The Maryland Advisory Council on Libraries (MACL) requested a study that provided a selective analysis of State Library Agencies. In particular, MACL was interested in the organization, services, span of control, and issues associated with how SLAs were organized and located within state government structures. This study seeks to inform MACL as to how SLAs are enacted within state governments, and offer insights into SLA structure and operations.

According to the U.S. Institute of Museum and Library Services (IMLS), the definition of a State Library Agency is “the official agency of a state that is charged by state law with the extension and development of public library services throughout the state and that has adequate authority under state law to administer state plans in accordance with the provisions of the Library Services and Technology Act (LSTA) (P.L. 111–340)” (Swan, et al., 2012, p. 1). The study used a combination of the 2012 (based on FY2010 data collection) State Library Agency survey conducted by IMLS and the Chief Officers of State Library Agencies (COSLA) website to determine the universe of state library agencies.

Given the diversity of SLAs, this study sought to:

- Provide a description of organizational structure and location within the state government for state library agencies across the country.
- Identify selected key mandates and functions of state library agencies across the country.
- Provide an overview of services provided by state library agencies across the country.
- Explore the relationships between state library agencies and core state information functions (e.g., archives, preservation, records management).

- Explore the coordinating mechanisms between differing aspects of information services (e.g., archives, state libraries with collections, libraries for the blind) if not all under the auspices of a state library agency.
- Identify staffing – in terms of numbers of staff, administrative staff, development staff, and other staff.

As such, the study sought to provide a baseline for reviewing SLA governance and their roles and functions.

The goals of this report are to:

- Describe the methodologies used to conduct the study;
- Provide an analysis of a range of study data;
- Identify findings from the study;
- Discuss the study's findings; and
- Offer a critical success factors framework for characteristics of successful SLAs.

The intent of the report is to provide input into discussions regarding SLA governance structures, operations, and organization. The study, and thus the findings in this report, was not an exhaustive review of all design, implementation, and operational aspects of SLAs. Moreover, governing and governance structures can be quite fluid, and thus the report's findings reflect data collected between June 2013 and April 2014 and discussions based on earlier report drafts through June 2014.

## Methodology

The study used an iterative design process to conduct its initial review of SLAs. In particular, the study team:

1. Conducted an initial review of selected SLAs. We used a sample of 10 state library agencies to identify trends in organizational culture, structure, and service. In order to represent a diverse spectrum, sample agencies were chosen based on state population, regional geographic location, and organizational structure (e.g., independent agency, a division within a larger state agency). This helped us identify key variables such as structure within state government, commanding agency (if not an independent agency), federal aid amount, state aid amount, and organizational chart (see Table 1). This initial review enabled the study team to better understand the SLA context. The results of the initial assessment were collected into a spreadsheet for further analysis, and the spreadsheet was sent to the Division of Library Development and Services (DLDS) for review. DLDS staff provided input into the further development of the emerging database.

<b>Table 1. Initial State Library Agency Data Collection Fields</b>
State Library Agency
State Librarian and official title
Commanding Agency
Relationship to State Archives
Central Functions
Federal Aid amount (FY2010)
State Aid amount (FY2010)
LSTA Award amount (FY2010)
Organizational chart (if available)
State Population (2010 Census)
Website URL

Given the feedback, study team review, and additional review of SLAs, four fields were added:

- Federal Aid per Capita;
  - State Aid per Capita;
  - Total Aid per Capita; and
  - Services and Resources.
2. Reviewed the website of each SLA to obtain additional background information. In addition, the study team gathered state population data from the 2010 Census data available at <http://www.census.gov/2010census/data/apportionment-dens-text.php>.
  3. Analyzed data from the *State Library Agency Survey: Fiscal Year 2012* data file ([http://www.ims.gov/research/stla\\_data\\_files.aspx](http://www.ims.gov/research/stla_data_files.aspx)) released by IMLS in November 2013. A copy of the FY2012 survey is included in Appendix A and available at [http://www.ims.gov/assets/1/AssetManager/FY\\_2012\\_SLAA\\_Survey.pdf](http://www.ims.gov/assets/1/AssetManager/FY_2012_SLAA_Survey.pdf).
  4. Reviewed SLA enactment legislation to better understand how the organization of each state library agency affects performance. The study team selected 17 State Library Agencies to review. Selection criteria included regional geographic location, state population, configuration of the State Library Agency (independent, within a Department of State, Education, Administration, or other), and/or recent consolidation/merging/incorporation into a new agency (see Table 2). It should be noted that selection was intentionally skewed towards SLAs in Departments of Education as that is the current structure in Maryland.

**Table 2. Initial States Selected for Further Review.**

State*	SLA Organizational Status	State Population (2010)	Region
1	Education	500,000-2Million	West
2	Education	5-10Million	West
3	Education	5-10Million	South
4	Education	5-10Million	Midwest
5	Education	>10Million	Northeast
6	Independent	2Million-4.9Million	South
7	Independent	2Million-4.9Million	Midwest
8	Independent	2Million-4.9Million	South
9	Administration	2Million-4.9Million	West
10	Cultural	500,000-2Million	Northeast
11	Cultural	5-10Million	South
12	State	5-10Million	West
13	State	500,000-2Million	South
14	State	>10Million	Midwest
15	Other*	5-10Million	South
16	Other*	2Million-4.9Million	South
17	Other*	5-10Million	Northeast

\*Structure and state names are not included to preserve anonymity to the extent possible.

- Conducted interviews with State Librarians and/or SLA management team staff in each of the above states. Interviews were conducted between January 2014 and April 2014.

Together, these data collection efforts formed the basis for the analysis presented below and the study's conclusions.

## Findings and Analysis

This section presents study findings from across the various data collection activities, as well as a review of additional materials.

### *The Current Context of State Library Agencies*

State governments in general faced a range of budget and staffing cuts since the onset of the most recent recession (see Figure 1). SLAs have not been immune from these cuts, and indeed have seen steady reductions in revenue and expenditures since FY2003 (see Figure 2).

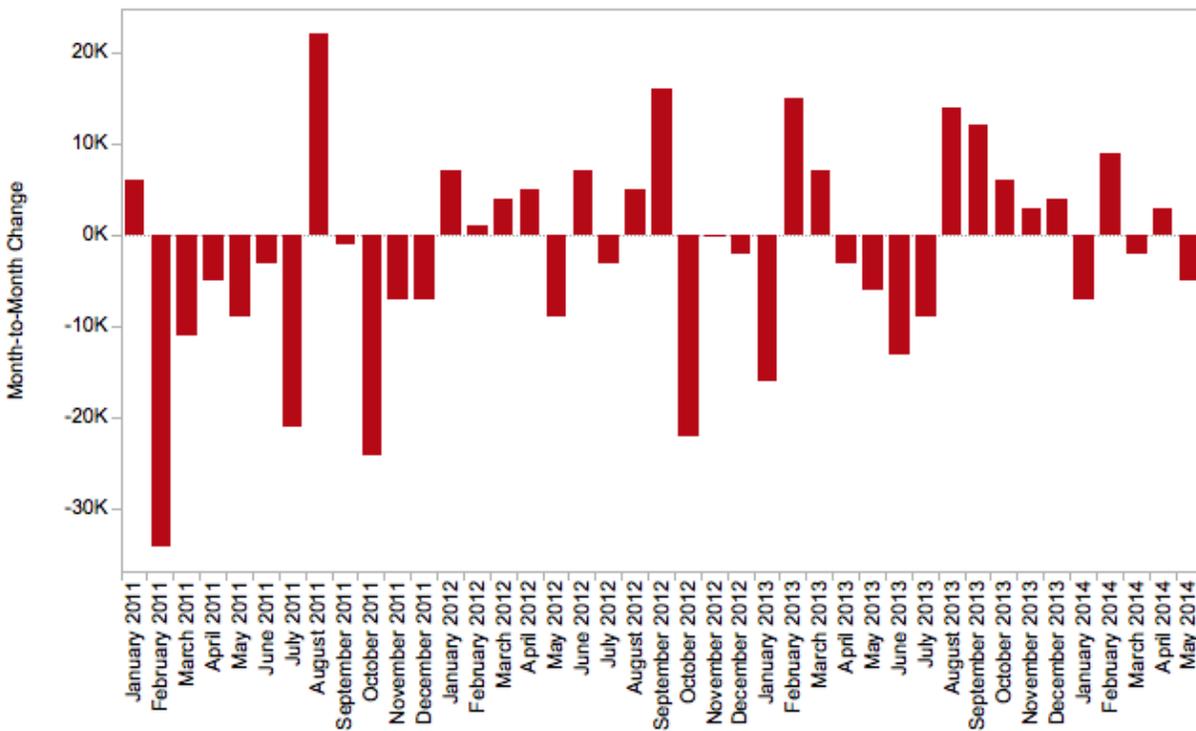


Figure 1. State Employment Data January 2011-May 2014. Source: <http://www.governing.com/gov-data/public-workforce-salaries/monthly-government-employment-changes-totals.html>.

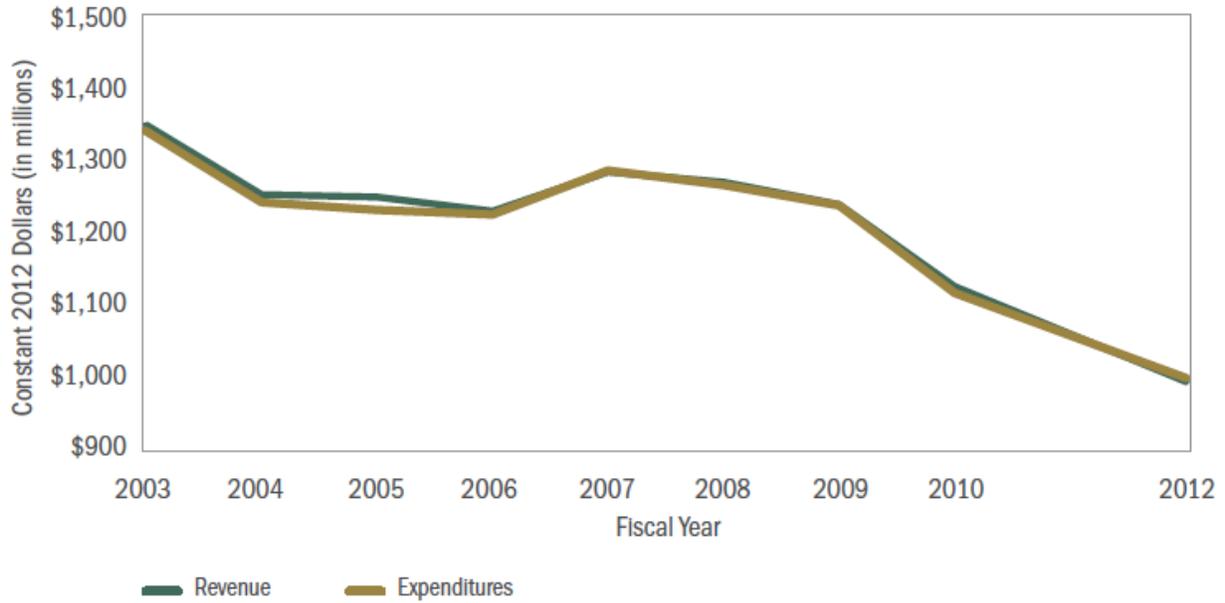


Figure 2. State Library Agency Total Revenue and Expenditures for FY 2003-2010 and 2012. Source: *The State Library Administrative Agencies Survey, FY 2003–2010, 2012*; Institute of Museum and Library Services/National Center for Education Statistics. Note: the SLA Survey was not administered in FY 2011.

Figure 3 further shows the reductions in state funding for SLAs. With the exception of eight states, (Oregon, West Virginia, Delaware, North Dakota, Montana, Hawaii, Indiana, and Connecticut), all states saw reductions in state funding. Of those eight states, only Connecticut showed the greatest increase (30.0%).<sup>1</sup> The top five states in terms of funding reduction include California (-69.6%), Texas (-60.5%), Maryland (-23.2%), New York (-12.5%), and Pennsylvania (-14.2%).

<sup>1</sup> Follow-up conversations with IMLS data staff indicate that the Connecticut figure may reflect an error in reporting.

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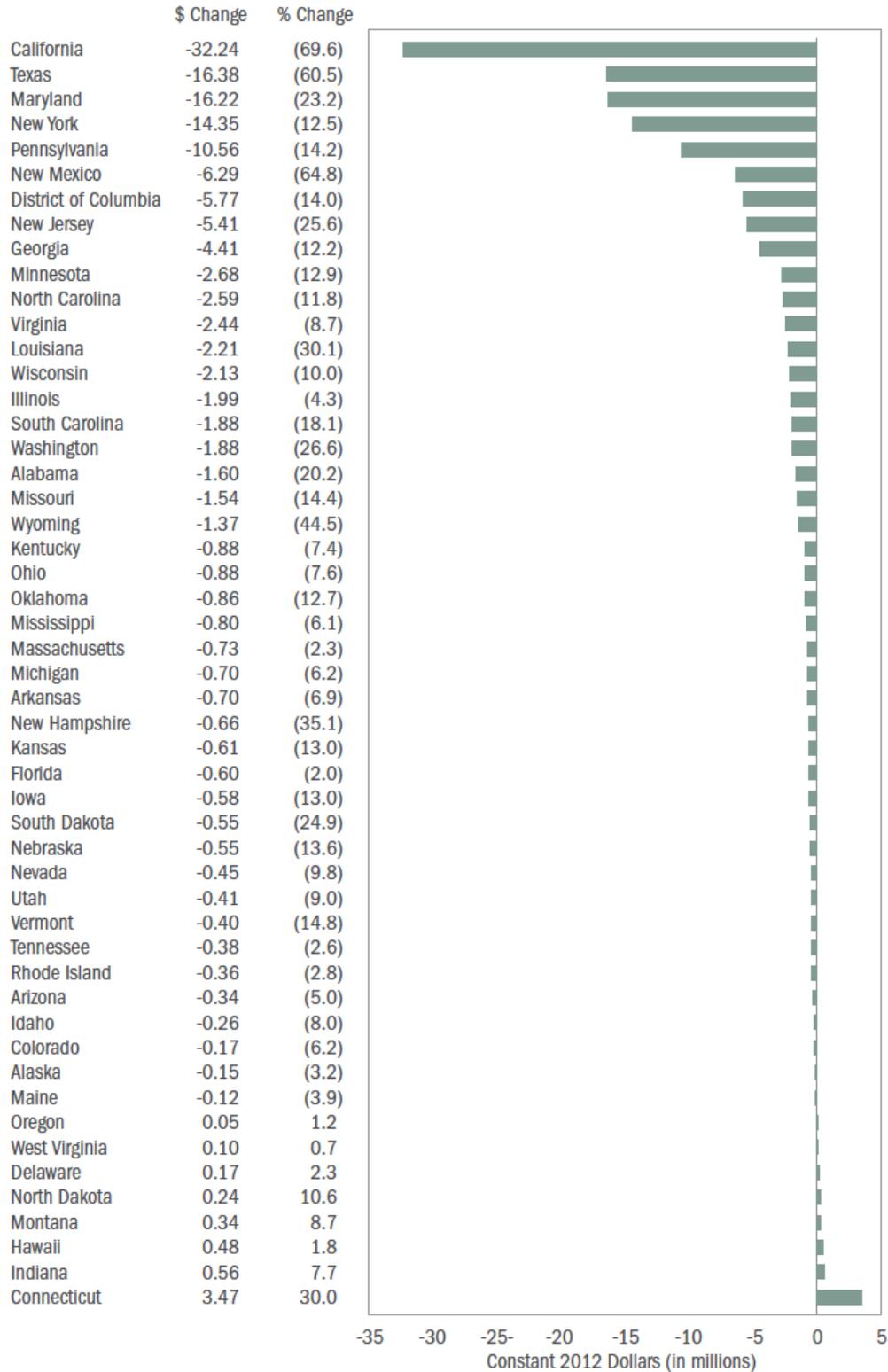


Figure 3. State Library Agency Change in State Contributions to Revenue in FY 2010-2012. Source: *The State Library Administrative Agencies Survey, FY 2003–2010, 2012*; Institute of Museum and Library Services/National Center for Education Statistics. Note: the SLA Survey was not administered in FY 2011.

The overall reduction in revenues and expenditures also correlates to reductions in SLA staffing (see Figure 4) between FY 2006 and FY 2012. In all, SLAs saw a reduction in FTEs from 3,469 to 2,814. This is a reduction of 19% from FY 2006 and 5% from FY 2010.

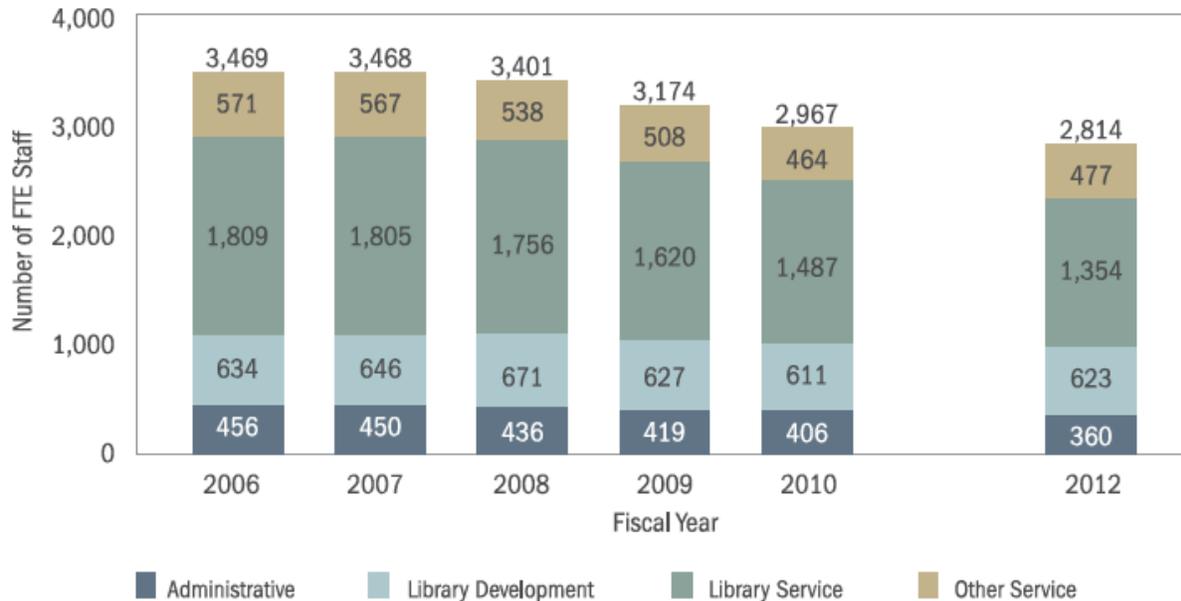


Figure 4. State Library Agency Budgeted Full-Time Equivalents (FTEs) FY 2006-2012. Source: *The State Library Administrative Agencies Survey, FY 2003–2010, 2012*; Institute of Museum and Library Services/National Center for Education Statistics. Note: the SLA Survey was not administered in FY 2011.

Data from the interviews indicated that while some SLA staff were cautiously optimistic, most reported that they expected flat budgets at best – down to levels that had been in general cut over several years. Two SLA agency staff reported making progress the restoration of some funding cuts, but that it was “too soon to tell.”

In addition to a general downward trend in SLA revenues and expenditures, several interviewed SLA staff indicated cuts to state aid for public libraries in their respective states. In a small number of cases, the cuts brought the states below the maintenance of effort requirements for Library Services and Technology Act (LSTA) funding requirements and, as a result, had to request waivers for consecutive years to secure those funds. In at least one case, state aid funding had been restored to levels so as to not require additional waiver requests.

In short, the SLA context is by and large one of reductions in staff and state funding. Moreover cuts in funding for SLAs has gone hand in hand with cuts for public library funding through reductions in state aid. These cuts vary by state and SLA. It is also important to note that not all cuts are equal:

- A small SLA (in terms of FTEs and operating budget) receiving a cut can have an outsized impact on the ability of the SLA to offer services and support to a state’s libraries.
- In the aggregate, cuts can be assessed in terms of percentages and dollars. However, interviews indicated that some cuts were targeted to specifically halt specific services and/or resource provision – thus effectively ending key functions of an SLA in some cases.

- Some cuts aren't necessarily cuts, but have the effect of a cut. The primary example includes staffing. In some cases, positions are not permanently eliminated but rather remain frozen indefinitely.

More analysis on staffing and other aspects of SLA funding is presented in the following sections.

*State Library Agency Organization and Governance*

As Table 3 shows, most SLAs operate under one of five structures:<sup>2</sup>

- Independent/Autonomous (17 SLAs);
- Education (13 SLAs);
- Department of State (6 SLAs);
- Administration (5 SLAs); and
- Cultural (5 SLAs).

The remaining state library agencies have unique configurations such as Georgia (University System of Georgia, Board of Regents), New Jersey (Thomas Edison State College), and Kentucky (Department of Education and Workforce Development), or fall under the Legislative Branch (Michigan, New York, and Tennessee).

<b>Table 3. State Library Agency Organization.</b>					
<b>State</b>	<b>Branch of government</b>	<b>Independent agency in the Executive branch reporting to</b>	<b>Agency Type/Location in Executive</b>	<b>Board or Commission</b>	<b>Board or Commission Appointed By</b>
AK	Executive	Board/Commission	Department of Education	Yes	
AL	Executive		Independent Agency		Governor
AR	Executive		Department of Education	Yes	
AZ	Executive	Governor	Department of State	Yes	
CA	Executive		Independent Agency		
CO	Executive	Board/Commission	Department of Education		
CT	Executive	Board/Commission	Independent Agency		Governor
DC	Executive		Independent Agency		Other
DE	Executive		Department of State	Yes	
FL	Executive		Department of State	Yes	
GA	Executive		University System of Georgia, Board of Regents		
HI	Executive		Department of Education	Yes	
IA	Executive	Board/Commission	Department of Education	Yes	

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<sup>2</sup> Groupings are not mutually exclusive in all cases. Some State Library Agencies blend groupings such as West Virginia, which combines Administration and Arts.

<b>State</b>	<b>Branch of government</b>	<b>Independent agency in the Executive branch reporting to</b>	<b>Agency Type/Location in Executive</b>	<b>Board or Commission</b>	<b>Board or Commission Appointed By</b>
ID	Executive		Independent Agency		Governor
IL	Executive	Governor	Secretary of State	Yes	
IN	Executive	Governor	Independent Agency		
KS	Executive		Independent Agency		
KY	Executive		Department of Education and Workforce Development	Yes	
LA	Executive	Board/Commission	Department of Cultural Resources	Yes	
MA	Executive		Independent Agency		Governor
<b>MD</b>	<b>Executive</b>		<b>Department of Education</b>	<b>Yes</b>	<b>Governor</b>
ME	Executive		Independent Agency		Governor
MI	Legislative				
MN	Executive		Department of Education		
MO	Executive	Board/Commission	Department of State	Yes	
MS	Executive	Board/Commission	Independent Agency		Governor
MT	Executive		Independent Agency		Governor
NC	Executive		Department of Cultural Resources	Yes	
ND	Executive	Board/Commission	Department of Education		
NE	Executive		Independent Agency		Governor
NH	Executive		Department of Cultural Resources		
NJ	Executive		Thomas Edison State College	Yes	
NM	Executive		Department of Cultural Resources	Yes	
NV	Executive		Department of Administration	Yes	
NY	Legislative	Board/Commission			
OH	Executive	Board/Commission	Independent Agency		Other
OK	Executive	Board/Commission	Independent Agency		Governor
OR	Executive		Independent Agency		Governor
PA	Executive		Department of Education	Yes	
RI	Executive	Board/Commission	Department of Administration	Yes	
SC	Executive		Independent Agency		Governor

**Table 3. State Library Agency Organization (cont'd).**

State	Branch of government	Independent agency in the Executive branch reporting to	Agency Type/Location in Executive	Board or Commission	Board or Commission Appointed By
SD	Executive		Department of Education	Yes	
TN	Legislative	Board/Commission			
TX	Executive		Independent Agency		Governor
UT	Executive		Department of Heritage and the Arts	Yes	
VA	Executive		Secretary of Education	Yes	
VT	Executive		Agency of Administration	Yes	
WA	Executive		Department of State		
WI	Executive		Department of Education		
WV	Executive		Department of Administration and the Arts	Yes	
WY	Executive		Department of Administration and Information		

Source: State Library (Public Use) Data File Fiscal Year 2012. Available at [http://www.ims.gov/research/stla\\_data\\_files.aspx](http://www.ims.gov/research/stla_data_files.aspx).

### Staffing

FY 2012 State Library Agency staffing ranges from 6 FTEs (District of Columbia) to 162.51 (Texas) (see Table 4).<sup>3</sup> It is important to note, however, that each State Library Agency has different scope, responsibilities, service offerings, and composition. For example, some State Library Agencies offer public services and programs. Others also have responsibility for archives and preservation. As such, if staffing comparisons are to be made, it is best to make comparisons between State Library Agencies with similar missions (see Tables 9-12 in the *Central Functions* section of this report).

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<sup>3</sup> State Library Agency staffing and funding may have changed since FY 2012.

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<b>Table 4. State Library Agency Staffing (in FTEs).</b>					
<b>State</b>	<b>Administration - Total staff</b>	<b>Library development - Total staff</b>	<b>Library services - Total staff</b>	<b>Other services - Total staff</b>	<b>Total Staff</b>
AK	4	9.5	21	1	35.5
AL	8	7	11	4	30
AR	12	7	32.5	0	51.5
AZ	21.5	12	45	42.25	120.75
CA	28	12	64	30	134
CO	6.7	15.65	17	0	39.35
CT	9.96	13.75	45.06	19.84	88.61
DC	1	0	5	0	6
DE	3	6	3	2	14
FL	4	16	13	40	73
GA	9	15.5	10.88	0	35.38
HI	7	0	0	0	7
IA	4	20.5	14	0	38.5
ID	6.75	29.75	0	3	38.5
IL	7	19	21	23.75	70.75
IN	7.51	13.13	40.37	0	61.01
KS	7	1	16	10	34
KY	10.31	17.8	23.43	43.12	94.66
LA	8	6	37	0	51
MA	5.15	8.43	0.94	6.1	20.62
<b>MD</b>	<b>4</b>	<b>6</b>	<b>15</b>	<b>0</b>	<b>25</b>
ME	4	22.5	17	0	43.5
MI	3	9	22	0	34
MN	1	2	9	0.5	12.5
MO	2	14	36.5	0	52.5
MS	15	12	22	0	49
MT	4.7	11.55	6	22	44.25
NC	4	13	61.5	0	78.5
ND	4	4	22	0	30
NE	8	4	16.3	19.45	47.75
NH	4.69	1.87	17.81	3.75	28.12
NJ	14	20	77	0	111
NM	4	8	35	1	48
NV	4	2.75	11	12.51	30.26
NY	6.9	16.5	80.3	5	108.7
OH	10	7.75	27	26	70.75
OK	14	9	19	7	49

**Table 4. State Library Agency Staffing (in FTEs) (cont'd).**

State	Administration - Total staff	Library development - Total staff	Library services - Total staff	Other services - Total staff	Total Staff
OR	9.68	6	23.58	0	39.26
PA	10	13.5	17	2	42.5
RI	3.51	4.38	2.63	0.88	11.4
SC	4	4	8	20	36
SD	4	11	13.5	0	28.5
TN	4	101	68	21	195
TX	20	19	81.76	41.75	162.51
UT	4.48	20.27	10	25.25	60
VA	5	6	104	26	141
VT	3.5	9	13.5	0	26
WA	2.3	16	47.95	0.88	67.13
WI	1.6	7.85	16.55	0	26
WV	8	8	21	15	52
WY	3	3	12	2	20

Source: State Library (Public Use) Data File Fiscal Year 2012. Available at [http://www.ims.gov/research/stla\\_data\\_files.aspx](http://www.ims.gov/research/stla_data_files.aspx).

*Revenue*

State Library Agencies typically receive both federal and state funds for their services, resources, and operations. Table 5 identifies federal funding for State Library Agencies. Table 6 identifies state funding for State Library Agencies. A note on data presented in this section: the financial data source is the *State Library (Public Use) Data File Fiscal Year 2012* released by IMLS and available at [http://www.ims.gov/research/stla\\_data\\_files.aspx](http://www.ims.gov/research/stla_data_files.aspx).

A total of \$181,550,220, of which \$157,814,056 was in the form of LSTA funding, was allotted to State Library Agencies from the federal government in FY 2012 (see Table 5).<sup>4</sup> Federal Aid ranges from \$865,010 (Vermont) to \$15,497,372.00 (California).

State Library Agencies received a total of \$766,170,014 in state funding in FY 2012 (see Table 6). Of this, amount, \$265,776,141 was for operations (with a range of \$357,084 [Minnesota] to \$35,348,597 [District of Columbia]), \$455,573,184 was for state aid (with a range of \$0 [New Hampshire, South Dakota, Wyoming, Vermont, Washington, California, Hawaii, and the District of Columbia] to \$91,694,267 [New York]), and \$40,854,037 (with a high of \$19,803,107, reported by Maryland) was for other purposes. Total state per capita funding (see Table 7) ranges from \$.38 (California) to \$58.75 (District of Columbia). State Aid per capita ranges from \$0 (New Hampshire, South Dakota, Wyoming, Vermont, Washington, California, Hawaii, the District of Columbia, and Texas) to \$10.97 (Rhode Island).

When comparing these reported revenues, it is important to consider the State Library Agency’s mission, scope, funding mechanisms, FTEs, and any special federal allocations.

<sup>4</sup> State Library Agency staffing and funding may have changed since FY 2012.

**State Library Agency Organizations: Roles, Structures, and Services**

<b>Table 5. State Library Agency Federal Funding.</b>				
<b>State</b>	<b>Federal revenue - LSTA State Program revenue</b>	<b>Federal revenue - Other</b>	<b>Federal revenue - Total</b>	<b>Federal Per Capita Funding</b>
AK	\$960,008	\$1,182,565	\$2,142,573	\$3.02
AL	\$2,567,650	\$0	\$2,567,650	\$0.54
AR	\$1,812,546	\$900	\$1,813,446	\$0.62
AZ	\$3,410,213	\$956,097	\$4,366,310	\$0.68
CA	\$15,497,372	\$0	\$15,497,372	\$0.42
CO	\$2,434,644	\$1,046,462	\$3,481,106	\$0.69
CT	\$2,264,908	\$61,889	\$2,326,797	\$0.65
DC	\$920,394	\$373,199	\$1,293,593	\$2.15
DE	\$698,359	\$743,358	\$1,441,717	\$1.61
FL	\$8,111,592	\$608,784	\$8,720,376	\$0.46
GA	\$4,563,096	\$82,098	\$4,645,194	\$0.48
HI	\$1,354,662	\$0	\$1,354,662	\$1.00
IA	\$2,023,305	\$0	\$2,023,305	\$0.66
ID	\$1,316,791	\$856,600	\$2,173,391	\$1.39
IL	\$5,262,971	\$326,128	\$5,953,099	\$0.46
IN	\$3,608,583	\$105,076	\$3,713,659	\$0.57
KS	\$1,738,576	\$0	\$1,738,576	\$0.61
KY	\$2,753,947	\$887,451	\$3,641,398	\$0.84
LA	\$2,480,805	\$2,678,387	\$5,159,192	\$1.14
MA	\$3,184,071	\$0	\$3,184,071	\$0.49
MD	\$2,889,137*	\$0	\$2,889,137*	\$0.50
ME	\$1,075,252	\$0	\$1,075,252	\$0.81
MI	\$4,676,712	\$0	\$4,676,712	\$0.47
MN	\$1,822,892	\$0	\$1,822,892	\$0.34
MO	\$3,080,330	\$0	\$3,080,330	\$0.51
MS	\$2,200,983	\$0	\$2,200,983	\$0.74
MT	\$1,110,332	\$1,469,344	\$2,579,676	\$2.61
NC	\$4,381,126	\$16,507	\$4,397,633	\$0.46
ND	\$892,152	\$0	\$892,152	\$1.33
NE	\$1,350,838	\$3,009,474	\$4,360,312	\$2.39
NH	\$1,367,477	\$18,675	\$1,386,152	\$1.05
NJ	\$4,559,703	\$1,540,671	\$6,100,374	\$0.69
NM	\$1,056,177	\$266,752	\$1,322,930	\$0.64
NV	\$1,748,748	\$171,417	\$1,920,165	\$0.71
NY	\$11,874,133	\$0	\$11,874,133	\$0.61
OH	\$5,306,337	\$0	\$5,306,337	\$0.46
OK	\$2,207,078	\$1,813,674	\$4,020,752	\$1.07

<b>Table 5. State Library Agency Federal Funding (cont'd).</b>				
<b>State</b>	<b>Federal revenue - LSTA State Program revenue</b>	<b>Federal revenue - Other</b>	<b>Federal revenue - Total</b>	<b>Federal Per Capita Funding</b>
OR	\$1,684,995	\$0	\$1,684,995	\$0.44
PA	\$5,416,436	\$198,999	\$5,615,435	\$0.44
RI	\$1,245,643	\$36,006	\$1,281,650	\$1.22
SC	\$3,492,855	\$0	\$3,492,855	\$0.76
SD	\$915,198	\$0	\$915,198	\$1.12
TN	\$3,466,398	\$68,010	\$3,534,408	\$0.56
TX	\$10,614,572	\$3,456,609	\$14,071,181	\$0.56
UT	\$1,955,800	\$853,300	\$2,809,100	\$1.02
VA	\$4,189,685	\$345,385	\$4,535,070	\$0.57
VT	\$865,010	\$0	\$865,010	\$1.38
WA	\$3,261,767	\$115,605	\$3,377,372	\$0.50
WI	\$3,099,497	\$83,040	\$3,182,537	\$0.56
WV	\$1,000,000	\$0	\$1,000,000	\$0.54
WY	\$931,437	\$0	\$931,437	\$1.65

Sources: State Library (Public Use) Data File Fiscal Year 2012. Available at [http://www.ims.gov/research/stla\\_data\\_files.aspx](http://www.ims.gov/research/stla_data_files.aspx).  
 Population figures from: <http://www.census.gov/popest/data/state/totals/2013/index.html> used to determine Per Capita Funding.  
 \* Allocated amount.

**Table 6. State Library Agency State Funding.**

State	State revenue - SLAA operation	State revenue - State aid to libraries	State revenue - Other	State revenue - Total
AK	\$3,593,642	\$891,400	\$0	\$4,485,042
AL	\$2,150,218	\$4,179,597	\$0	\$6,329,815
AR	\$3,464,873	\$5,700,000	\$208,000	\$9,372,873
AZ	\$5,603,352	\$651,400	\$97,000	\$6,351,752
CA	\$14,108,240	\$0	\$0	\$14,108,240
CO	\$1,277,408	\$1,000,000	\$250,000	\$2,527,408
CT	\$9,554,379	\$1,540,192	\$0	\$15,061,232
DC	\$35,348,597	\$0	\$0	\$35,348,597
DE	\$1,130,700	\$3,867,300	\$2,435,000	\$7,433,000
FL	\$4,870,798	\$22,300,000	\$2,012,393	\$29,183,191
GA	\$2,464,769	\$29,138,086	\$0	\$31,602,855
HI	\$27,578,467	\$0	\$0	\$27,578,467
IA	\$2,215,063	\$1,674,227	\$0	\$3,889,290
ID	\$2,997,700	\$0	\$0	\$2,997,700
IL	\$6,298,534	\$38,025,800	\$52,837	\$44,377,171
IN	\$4,909,487	\$2,906,053	\$0	\$7,815,540
KS	\$2,109,494	\$2,001,650	\$0	\$4,111,144
KY	\$5,608,900	\$5,459,200	\$0	\$11,068,100
LA	\$4,384,570	\$736,334	\$0	\$5,120,904
MA	\$914,448	\$30,387,920	\$0	\$31,302,368
MD	\$835,457	\$32,987,938	\$19,803,107	\$53,626,502
ME	\$2,560,745	\$322,031	\$0	\$2,882,776
MI	\$3,808,500	\$6,750,000	\$0	\$10,558,500
MN	\$357,084	\$17,701,791	\$0	\$18,058,875
MO	\$2,237,282	\$3,604,001	\$3,304,755	\$9,146,038
MS	\$3,016,585	\$9,093,152	\$194,486	\$12,304,223
MT	\$3,449,721	\$794,218	\$14,600	\$4,258,539
NC	\$4,216,313	\$13,558,824	\$1,566,346	\$19,341,483
ND	\$1,787,654	\$750,000	\$0	\$2,537,654
NE	\$2,364,833	\$1,113,631	\$0	\$3,478,464
NH	\$1,230,800	\$0	\$0	\$1,230,800
NJ	\$7,208,893	\$7,916,853	\$627,459	\$15,753,205
NM	\$2,425,200	\$670,781	\$325,000	\$3,420,981
NV	\$3,032,731	\$135,666	\$1,007,646	\$4,176,043
NY	\$8,999,511	\$91,694,267	\$0	\$100,693,778
OH	\$8,790,150	\$1,937,663	\$9,000	\$10,736,813
OK	\$3,867,360	\$2,031,273	\$0	\$5,898,633

**Table 6. State Library Agency State Funding (cont'd).**

State	State revenue - SLAA operation	State revenue - State aid to libraries	State revenue - Other	State revenue - Total
OR	\$4,069,882	\$605,667	\$0	\$4,675,549
PA	\$2,581,073	\$56,231,736	\$4,770,213	\$63,583,022
RI	\$931,169	\$11,545,904	\$0	\$12,477,073
SC	\$3,437,206	\$4,370,976	\$733,000	\$8,541,182
SD	\$1,669,940	\$0	\$0	\$1,669,940
TN	\$13,288,892	\$370,000	\$709,351	\$14,368,243
TX	\$8,446,315	\$4,890	\$2,231,734	\$10,682,940
UT	\$3,611,200	\$565,000	\$0	\$4,176,200
VA	\$11,409,025	\$14,313,954	\$0	\$25,722,979
VT	\$2,219,905	\$0	\$90,977	\$2,310,882
WA	\$4,777,815	\$0	\$411,123	\$5,188,938
WI	\$3,406,361	\$15,886,025	\$0	\$19,292,386
WV	\$3,442,219	\$10,157,784	\$0	\$13,600,003
WY	\$1,712,681	\$0	\$0	\$1,712,681

Source: State Library (Public Use) Data File Fiscal Year 2012. Available at [http://www.ims.gov/research/stla\\_data\\_files.aspx](http://www.ims.gov/research/stla_data_files.aspx).

**Table 7. State Library Agency State Funding Per Capita.**

State	State Per Capita Funding (total)	State Aid Per Capita Funding
AK	\$6.31	\$1.26
AL	\$1.32	\$0.87
AR	\$3.21	\$1.95
AZ	\$0.99	\$0.10
CA	\$0.38	\$0.00
CO	\$0.50	\$0.20
CT	\$4.21	\$0.43
DC	\$58.75	\$0.00
DE	\$8.28	\$4.31
FL	\$1.55	\$1.19
GA	\$3.26	\$3.01
HI	\$20.27	\$0.00
IA	\$1.28	\$0.55
ID	\$1.91	\$0.00
IL	\$3.46	\$2.96
IN	\$1.21	\$0.45
KS	\$1.44	\$0.70
KY	\$2.55	\$1.26
LA	\$1.13	\$0.16
MA	\$4.78	\$4.64
MD	\$9.29	\$5.71
ME	\$2.17	\$0.24
MI	\$1.07	\$0.68
MN	\$3.40	\$3.34

<b>State</b>	<b>State Per Capita Funding (total)</b>	<b>State Aid Per Capita Funding</b>
MO	\$1.53	\$0.60
MS	\$4.15	\$3.06
MT	\$4.30	\$0.80
NC	\$2.03	\$1.42
ND	\$3.77	\$1.12
NE	\$1.90	\$0.61
NH	\$0.93	\$0.00
NJ	\$1.79	\$0.90
NM	\$1.66	\$0.33
NV	\$1.55	\$0.05
NY	\$5.20	\$4.73
OH	\$0.93	\$0.17
OK	\$1.57	\$0.54
OR	\$1.22	\$0.16
PA	\$5.01	\$4.43
RI	\$11.85	\$10.97
SC	\$1.85	\$0.95
SD	\$2.05	\$0.00
TN	\$2.26	\$0.06
TX	\$0.42	\$0.00
UT	\$1.51	\$0.20
VA	\$3.21	\$1.79
VT	\$3.69	\$0.00
WA	\$0.77	\$0.00
WI	\$3.39	\$2.79
WV	\$7.34	\$5.48
WY	\$3.04	\$0.00

Sources: State Library (Public Use) Data File Fiscal Year 2012. Available at [http://www.ims.gov/research/stla\\_data\\_files.aspx](http://www.ims.gov/research/stla_data_files.aspx). Population figures from: <http://www.census.gov/popest/data/state/totals/2013/index.html> used to determine Per Capita Funding.

*Expenditures*

State Library Agencies vary in their operating expenditures, with the largest expense attributed to staff (salaries plus benefits) (see Table 8).<sup>5</sup> Overall operating expenditures range from \$376,751 (Hawaii) to \$19,888,578 (California) in FY 2012. Staff expenditures range from \$344,147 (Hawaii) to \$10,311,926 (California). Expenditures for collections ranged from \$0 (Hawaii) to \$3,169,009 (Florida). When comparing these reported expenditures, it is important to consider the State Library Agency’s mission, scope, FTEs, and funding mechanisms.

<sup>5</sup> State Library Agency staffing and funding, and therefore expenditures, may have changed since FY 2012.

State Library Agency Organizations: Roles, Structures, and Services

<b>Table 8. State Library Agency Operating Expenditures.</b>			
<b>State</b>	<b>Operating expenditures-Total staff - Total</b>	<b>Operating expenditures-Collection - Total</b>	<b>Operating expenditures - Total</b>
AK	\$4,140,694	\$127,711	\$5,027,212
AL	\$1,991,244	\$695,208	\$3,883,393
AR	\$2,714,504	\$581,884	\$5,291,312
AZ	\$5,488,501	\$340,366	\$9,807,293
CA	\$10,311,926	\$694,131	\$19,888,578
CO	\$2,563,718	\$24,480	\$3,762,776
CT	\$6,888,507	\$850,251	\$11,730,593
DC	\$585,856	\$0	\$1,532,059
DE	\$975,859	\$104,846	\$5,152,137
FL	\$4,286,626	\$3,169,009	\$11,835,732
GA	\$2,549,656	\$0	\$4,567,869
HI	\$344,147	\$0	\$376,751
IA	\$3,023,645	\$62,385	\$4,639,058
ID	\$2,032,675	\$0	\$4,879,997
IL	\$6,072,511	\$193,882	\$6,655,051
IN	\$3,557,560	\$342,419	\$10,185,439
KS	\$1,562,747	\$145,981	\$2,947,036
KY	\$6,311,502	\$184,356	\$9,369,487
LA	\$3,802,010	\$283,205	\$10,280,096
MA	\$1,614,654	\$13,373	\$2,125,558
MD	\$1,554,669	\$103,447	\$2,098,183
ME	\$2,424,716	\$325,645	\$4,826,978
MI	\$3,124,693	\$502,920	\$9,463,167
MN	\$832,636	\$1,941	\$1,075,322
MO	\$2,441,992	\$118,403	\$3,056,507
MS	\$2,140,535	\$159,277	\$4,732,112
MT	\$2,810,743	\$16,435	\$6,431,063
NC	\$4,248,586	\$313,421	\$6,086,073
ND	\$1,636,323	\$100,000	\$2,611,629
NE	\$2,548,049	\$30,329	\$3,370,898
NH	\$1,979,726	\$428,419	\$2,773,027
NJ	\$8,771,461	\$1,118,709	\$16,158,060
NM	\$1,997,866	\$679,640	\$4,757,421
NV	\$2,215,894	\$156,262	\$4,162,975
NY	\$8,029,073	\$2,234,159	\$11,676,630
OH	\$5,005,781	\$1,830,812	\$14,019,549
OK	\$3,069,332	\$1,660,881	\$5,960,200

**Table 8. State Library Agency Operating Expenditures (cont'd).**

State	Operating expenditures-Total staff - Total	Operating expenditures-Collection - Total	Operating expenditures - Total
OR	\$2,948,894	\$55,661	\$5,193,851
PA	\$3,242,822	\$585,699	\$5,456,893
RI	\$1,399,474	\$4,470	\$640,478
SC	\$1,963,514	\$84,595	\$5,702,914
SD	\$1,368,319	\$378,197	\$2,571,657
TN	\$9,384,276	\$2,458,028	\$17,240,264
TX	\$7,794,045	\$69,750	\$13,160,888
UT	\$3,950,100	\$466,000	\$6,810,500
VA	\$9,349,800	\$285,966	\$18,286,338
VT	\$1,705,089	\$134,433	\$3,296,118
WA	\$4,981,432	\$188,357	\$7,759,478
WI	\$1,661,770	\$9,591	\$5,605,568
WV	\$2,156,153	\$502,314	\$3,582,778
WY	\$1,476,237	\$1,299,516	\$2,862,289

Sources: State Library (Public Use) Data File Fiscal Year 2012. Available at [http://www.ims.gov/research/stla\\_data\\_files.aspx](http://www.ims.gov/research/stla_data_files.aspx).

*Central Functions*

The data show that SLAs offer services within seven primary categories (see Figure 5):

- General Library Services (reference services, catalog access, collection access);
- Library Development (grant and award administration, professional development, programming resources);
- Talking Book and Braille library services (access to audio books and materials and access to braille books and materials for the vision and hearing impaired);
- Records Management (state document records or Federal Depository Library materials);
- Research Services (for state employees and legislatures);
- Genealogy services (access to genealogy guides and birth/death records); and
- Archives (official state archive collections).

SLAs can and do offer a range of other services, however, the above are prevalent.

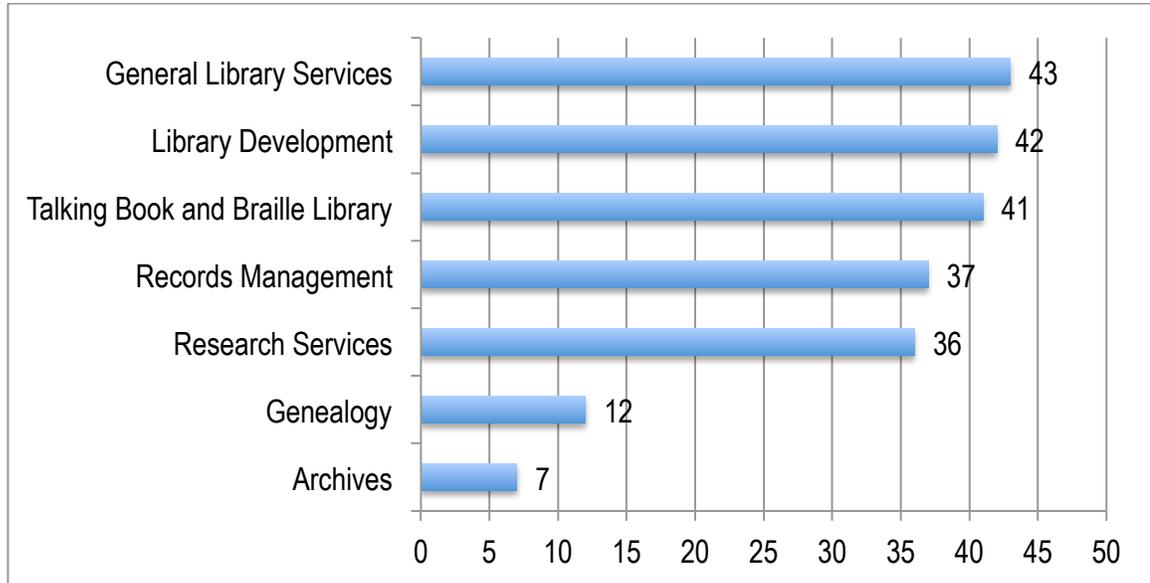


Figure 1. State Library Agency Services.

Table 9 below amplifies specific allied operations as reported by SLAs for FY 2012. Tables 10 and 11 further amplify selected services that State Library Agencies provide public libraries in their state. These can include accreditation of public libraries, administration of LSTA grants, administration of state aid, certification of public librarians, the collection of public library statistics, consulting services, and the offering of continuing education programs – either directly or via contracted services.

State	State archives	Primary state legislative research organization	State history museum/art gallery	State records management service	Other allied operation
AK	Yes		Yes	Yes	
AL					
AR					
AZ	Yes	Yes	Yes	Yes	
CA		Yes			
CO					
CT	Yes		Yes	Yes	
DC					
DE					
FL	Yes			Yes	Florida Administrative Code
GA					
HI					
IA					State Data Center
ID					

Table 9. State Library Agency Allied Operations. (cont'd)

State	State archives	Primary state legislative research organization	State history museum/art gallery	State records management service	Other allied operation
IL					
IN					State Data Center and Regional Depository
KS		Yes		Yes	
KY	Yes			Yes	
LA					
MA					
MD					
ME					
MI					
MN					
MO					
MS					
MT					Natural Resource Information System
NC					
ND					
NE					
NH		Yes			
NJ					Branches at Banking and Insurance, Department of Environmental Protection, and Department of Transportation
NM					
NV	Yes			Yes	
NY					
OH					Special Library not open to public
OK	Yes	Yes		Yes	
OR		Yes			
PA					
RI					
SC					
SD					
TN	Yes				
TX	Yes			Yes	

**Table 9. State Library Agency Allied Operations. (cont'd)**

State	State archives	Primary state legislative research organization	State history museum/art gallery	State records management service	Other allied operation
UT					Repository of State Publications
VA	Yes			Yes	
VT					
WA					
WI					
WV					State Government Television Studio
WY					

Sources: State Library (Public Use) Data File Fiscal Year 2012. Available at [http://www.ims.gov/research/stla\\_data\\_files.aspx](http://www.ims.gov/research/stla_data_files.aspx).

**State Library Agency Organizations: Roles, Structures, and Services DRAFT Report**

<b>Table 10. Selected Services Provided by State Library Agencies to Public Libraries.*</b>							
<b>State</b>	<b>Accreditation of Libraries</b>	<b>Administration of LSTA Grants</b>	<b>Administration of State Aid</b>	<b>Certification of Librarians</b>	<b>Collection of Library Statistics</b>	<b>Consulting Services</b>	<b>Continuing Education Programs</b>
AK	Not Provided	Provided Directly	Provided Directly	Not Provided	Provided Directly	Provided Directly	Provided Directly
AL	Not Provided	Provided Directly	Provided Directly	Not Provided	Provided Directly	Provided Directly	Provided Directly
AR	Not Provided	Provided Directly	Provided Directly	Not Provided	Provided Directly	Provided Directly	Provided Directly
AZ	Not Provided	Provided Directly	Provided Directly	Not Provided	Provided Directly	Provided Directly	Provided Directly
CA	Not Provided	Provided Directly	Provided Directly	Not Provided	Provided Directly	Provided Directly	Contracted
CO	Not Provided	Provided Directly	Not Provided	Not Provided	Provided Directly	Provided Directly	Provided Directly
CT	Not Provided	Provided Directly	Provided Directly	Not Provided	Provided Directly	Provided Directly	Provided Directly
DC	Not Provided	Provided Directly	Not Provided	Not Provided	Provided Directly	Not Provided	Not Provided
DE	Not Provided	Provided Directly	Provided Directly	Not Provided	Provided Directly	Provided Directly	Provided Directly
FL	Not Provided	Provided Directly	Provided Directly	Not Provided	Provided Directly	Provided Directly	Provided Directly
GA	Not Provided	Provided Directly	Provided Directly	Not Provided	Provided Directly	Provided Directly	Provided Directly
HI	Not Provided	Provided Directly	Not Provided	Not Provided	Provided Directly	Provided Directly	Provided Directly
IA	Provided Directly	Provided Directly	Provided Directly	Provided Directly	Provided Directly	Provided Directly	Provided Directly
ID	Not Provided	Provided Directly	Not Provided	Not Provided	Provided Directly	Provided Directly	Provided Directly
IL	Not Provided	Provided Directly	Provided Directly	Not Provided	Provided Directly	Provided Directly	Provided Directly
IN	Provided Directly	Provided Directly	Provided Directly	Provided Directly	Provided Directly	Provided Directly	Provided Directly
KS	Not Provided	Provided Directly	Provided Directly	Provided Directly	Provided Directly	Provided Directly	Provided Directly
KY	Not Provided	Provided Directly	Provided Directly	Provided Directly	Provided Directly	Provided Directly	Provided Directly
LA	Not Provided	Provided Directly	Provided Directly	Provided Directly	Provided Directly	Provided Directly	Provided Directly
MA	Provided Directly	Provided Directly	Provided Directly	Provided Directly	Provided Directly	Provided Directly	Provided Directly
MD	Not Provided	Provided Directly	Provided Directly	Provided Directly	Provided Directly	Provided Directly	Provided Directly
ME	Not Provided	Provided Directly	Provided Directly	Not Provided	Provided Directly	Provided Directly	Provided Directly
MI	Provided Directly	Provided Directly	Provided Directly	Provided Directly	Provided Directly	Provided Directly	Provided Directly
MN	Not Provided	Provided Directly	Provided Directly	Not Provided	Provided Directly	Provided Directly	Provided Directly
MO	Not Provided	Provided Directly	Provided Directly	Not Provided	Provided Directly	Provided Directly	Provided Directly

**State Library Agency Organizations: Roles, Structures, and Services DRAFT Report**

<b>Table 10. Selected Services Provided by State Library Agencies to Public Libraries (cont'd).*</b>							
<b>State</b>	<b>Accreditation of Libraries</b>	<b>Administration of LSTA Grants</b>	<b>Administration of State Aid</b>	<b>Certification of Librarians</b>	<b>Collection of Library Statistics</b>	<b>Consulting Services</b>	<b>Continuing Education Programs</b>
MS	Provided Directly	Provided Directly	Provided Directly	Not Provided	Provided Directly	Provided Directly	Provided Directly
MT	Not Provided	Provided Directly	Provided Directly	Provided Directly	Provided Directly	Provided Directly	Provided Directly
NC	Not Provided	Provided Directly	Provided Directly	Provided Directly	Provided Directly	Provided Directly	Contracted
ND	Not Provided	Provided Directly	Provided Directly	Not Provided	Provided Directly	Provided Directly	Provided Directly
NE	Provided Directly	Provided Directly	Provided Directly	Provided Directly	Provided Directly	Provided Directly	Provided Directly
NH	Not Provided	Provided Directly	Not Provided	Not Provided	Provided Directly	Provided Directly	Provided Directly
NJ	Not Provided	Provided Directly	Provided Directly	Contracted	Provided Directly	Provided Directly	Provided Directly
NM	Provided Directly	Provided Directly	Provided Directly	Provided Directly	Provided Directly	Provided Directly	Provided Directly
NV	Not Provided	Provided Directly	Provided Directly	Provided Directly	Provided Directly	Provided Directly	Provided Directly
NY	Provided Directly	Provided Directly	Provided Directly	Provided Directly	Provided Directly	Provided Directly	Provided Directly
OH	Not Provided	Provided Directly	Not Provided	Not Provided	Provided Directly	Provided Directly	Provided Directly
OK	Provided Directly	Provided Directly	Provided Directly	Provided Directly	Provided Directly	Provided Directly	Provided Directly
OR	Not Provided	Provided Directly	Provided Directly	Not Provided	Provided Directly	Provided Directly	Provided Directly
PA	Not Provided	Provided Directly	Provided Directly	Provided Directly	Provided Directly	Provided Directly	Provided Directly
RI	Provided Directly	Provided Directly	Provided Directly	Not Provided	Provided Directly	Provided Directly	Provided Directly
SC	Not Provided	Provided Directly	Provided Directly	Provided Directly	Provided Directly	Provided Directly	Provided Directly
SD	Provided Directly	Provided Directly	Not Provided	Provided Directly	Provided Directly	Provided Directly	Provided Directly
TN	Not Provided	Provided Directly	Provided Directly	Provided Directly	Provided Directly	Provided Directly	Provided Directly
TX	Provided Directly	Provided Directly	Not Provided	Not Provided	Provided Directly	Provided Directly	Provided Directly
UT	Provided Directly	Provided Directly	Provided Directly	Not Provided	Provided Directly	Provided Directly	Provided Directly
VA	Not Provided	Provided Directly	Provided Directly	Provided Directly	Provided Directly	Provided Directly	Provided Directly
VT	Provided Directly	Provided Directly	Not Provided	Provided Directly	Provided Directly	Provided Directly	Provided Directly
WA	Not Provided	Provided Directly	Not Provided	Provided Directly	Provided Directly	Provided Directly	Provided Directly
WI	Not Provided	Provided Directly	Not Provided	Provided Directly	Provided Directly	Provided Directly	Provided Directly
WV	Not Provided	Provided Directly	Provided Directly	Not Provided	Provided Directly	Provided Directly	Provided Directly
WY	Not Provided	Provided Directly	Not Provided	Not Provided	Provided Directly	Provided Directly	Provided Directly

Sources: State Library (Public Use) Data File Fiscal Year 2012. Available at [http://www.ims.gov/research/stla\\_data\\_files.aspx](http://www.ims.gov/research/stla_data_files.aspx). \*Services provided to public libraries in state.

**State Library Agency Organizations: Roles, Structures, and Services DRAFT Report**

<b>Table 11. Selected Services Provided by State Library Agencies to Public Libraries.*</b>							
<b>State</b>	<b>Cooperative Materials Purchasing</b>	<b>ILL</b>	<b>Library Legislation Review/Preparation</b>	<b>Planning/Evaluation/Research</b>	<b>Literacy Program Support</b>	<b>State Standards/Guidelines</b>	<b>Virtual Reference</b>
AK	Contracted	Provided Directly	Provided Directly	Provided Directly	Not Provided	Provided Directly	Not Provided
AL	Not Provided	Provided Directly	Not Provided	Provided Directly	Provided Directly	Provided Directly	Provided Directly
AR	Not Provided	Provided Directly	Provided Directly	Provided Directly	Provided Directly	Provided Directly	Not Provided
AZ	Contracted	Provided Directly	Provided Directly	Provided Directly	Provided Directly	Provided Directly	Not Provided
CA	Contracted	Not Provided	Provided Directly	Provided Directly	Provided Directly	Not Provided	Contracted
CO	Not Provided	Contracted	Contracted	Provided Directly	Provided Directly	Provided Directly	Provided Directly
CT	Not Provided	Provided Directly	Provided Directly	Provided Directly	Not Provided	Provided Directly	Not Provided
DC	Provided Directly	Provided Directly	Provided Directly	Provided Directly	Provided Directly	Provided Directly	Not Provided
DE	Provided Directly	Not Provided	Provided Directly	Provided Directly	Not Provided	Contracted	Provided Directly
FL	Not Provided	Provided Directly	Provided Directly	Provided Directly	Not Provided	Contracted	Contracted
GA	Provided Directly	Provided Directly	Provided Directly	Provided Directly	Provided Directly	Provided Directly	Not Provided
HI	Provided Directly	Provided Directly	Provided Directly	Provided Directly	Provided Directly	Provided Directly	Provided Directly
IA	Provided Directly	Provided Directly	Provided Directly	Provided Directly	Provided Directly	Provided Directly	Provided Directly
ID	Not Provided	Not Provided	Provided Directly	Provided Directly	Provided Directly	Not Provided	Not Provided
IL	Not Provided	Provided Directly	Provided Directly	Provided Directly	Provided Directly	Provided Directly	Provided Directly
IN	Provided Directly	Provided Directly	Provided Directly	Provided Directly	Provided Directly	Provided Directly	Provided Directly
KS	Contracted	Provided Directly	Provided Directly	Provided Directly	Not Provided	Provided Directly	Not Provided
KY	Provided Directly	Not Provided	Provided Directly	Provided Directly	Provided Directly	Provided Directly	Not Provided
LA	Not Provided	Provided Directly	Provided Directly	Provided Directly	Provided Directly	Not Provided	Provided Directly
MA	Contracted	Contracted	Provided Directly	Provided Directly	Provided Directly	Provided Directly	Contracted
MD	Not Provided	Contracted	Provided Directly	Provided Directly	Provided Directly	Provided Directly	Contracted
ME	Contracted	Provided Directly	Provided Directly	Provided Directly	Provided Directly	Provided Directly	Not Provided
MI	Not Provided	Provided Directly	Provided Directly	Provided Directly	Not Provided	Provided Directly	Not Provided
MN	Not Provided	Contracted	Provided Directly	Provided Directly	Not Provided	Provided Directly	Not Provided

**Table 11. Selected Services Provided by State Library Agencies to Public Libraries (cont'd).\***

State	Cooperative Materials Purchasing	ILL	Library Legislation Review/Preparation	Planning/Evaluation/Research	Literacy Program Support	State Standards/Guidelines	Virtual Reference
MO	Not Provided	Contracted	Provided Directly	Provided Directly	Provided Directly	Provided Directly	Not Provided
MS	Not Provided	Provided Directly	Provided Directly	Provided Directly	Not Provided	Provided Directly	Not Provided
MT	Contracted	Provided Directly	Provided Directly	Provided Directly	Provided Directly	Provided Directly	Not Provided
NC	Contracted	Not Provided	Provided Directly	Provided Directly	Not Provided	Provided Directly	Contracted
ND	Not Provided	Provided Directly	Not Provided	Provided Directly	Not Provided	Not Provided	Not Provided
NE	Provided Directly	Provided Directly	Provided Directly	Provided Directly	Contracted	Provided Directly	Not Provided
NH	Not Provided	Provided Directly	Not Provided	Provided Directly	Provided Directly	Not Provided	Provided Directly
NJ	Not Provided	Provided Directly	Provided Directly	Provided Directly	Not Provided	Provided Directly	Not Provided
NM	Not Provided	Provided Directly	Not Provided	Provided Directly	Contracted	Provided Directly	Not Provided
NV	Not Provided	Provided Directly	Provided Directly	Provided Directly	Provided Directly	Provided Directly	Not Provided
NY	Provided Directly	Provided Directly	Provided Directly	Provided Directly	Provided Directly	Provided Directly	Not Provided
OH	Not Provided	Provided Directly	Not Provided	Provided Directly	Provided Directly	Not Provided	Contracted
OK	Contracted	Provided Directly	Provided Directly	Provided Directly	Provided Directly	Provided Directly	Provided Directly
OR	Not Provided	Not Provided	Provided Directly	Provided Directly	Not Provided	Not Provided	Contracted
PA	Not Provided	Provided Directly	Provided Directly	Provided Directly	Provided Directly	Provided Directly	Contracted
RI	Not Provided	Provided Directly	Provided Directly	Provided Directly	Provided Directly	Provided Directly	Contracted
SC	Provided Directly	Provided Directly	Provided Directly	Provided Directly	Provided Directly	Provided Directly	Not Provided
SD	Not Provided	Provided Directly	Provided Directly	Provided Directly	Provided Directly	Provided Directly	Not Provided
TN	Provided Directly	Provided Directly	Provided Directly	Provided Directly	Provided Directly	Provided Directly	Not Provided
TX	Provided Directly	Provided Directly	Provided Directly	Provided Directly	Provided Directly	Provided Directly	Not Provided
UT	Not Provided	Provided Directly	Provided Directly	Provided Directly	Not Provided	Provided Directly	Not Provided
VA	Provided Directly	Provided Directly	Provided Directly	Provided Directly	Provided Directly	Provided Directly	Not Provided

<b>State</b>	<b>Cooperative Materials Purchasing</b>	<b>ILL</b>	<b>Library Legislation Review/Preparation</b>	<b>Planning/Evaluation/Research</b>	<b>Literacy Program Support</b>	<b>State Standards/Guidelines</b>	<b>Virtual Reference</b>
VT	Provided Directly	Provided Directly	Provided Directly	Provided Directly	Not Provided	Provided Directly	Not Provided
WA	Provided Directly	Provided Directly	Provided Directly	Provided Directly	Not Provided	Not Provided	Not Provided
WI	Not Provided	Provided Directly	Provided Directly	Provided Directly	Provided Directly	Provided Directly	Not Provided
WV	Provided Directly	Provided Directly	Provided Directly	Provided Directly	Provided Directly	Provided Directly	Provided Directly
WY	Provided Directly	Provided Directly	Not Provided	Provided Directly	Not Provided	Not Provided	Not Provided

Sources: State Library (Public Use) Data File Fiscal Year 2012. Available at [http://www.ims.gov/research/stla\\_data\\_files.aspx](http://www.ims.gov/research/stla_data_files.aspx). \*Services provided to public libraries in state.

In addition to data reported by State Library Agencies for FY 2012 and presented above, a review of enactment legislation also shows that SLAs are charged with a range of additional responsibilities that include:

- Agency management and leadership;
- Librarian certification;
- Library consulting services;
- Contracting library services;
- Definitions and standards development;
- Funding and appropriations;
- Grant administration;
- Interstate library compact;
- Library Governing Board(s) roles and responsibilities;
- Library development practices;
- Library materials management;
- Professional development;
- Library reporting; and
- State Depository Program.

The details of each responsibility vary greatly between each SLA.

#### *Independent v. Within a Larger Agency*

SLA staff indicated a number of factors in terms of the benefits to being an independent autonomous agency versus being part of a larger state government agency.

Benefits to being independent included the ability to:

- Advocate (and in some cases lobby as registered lobbyists) directly for libraries with the legislature and legislative staff and governor (or governor's staff);
- Reach out directly to other agency heads to form partnerships and explore collaborative ventures;
- Develop, present, and manage the agency's budget;
- Apply for grant and other opportunities directly; and
- Allocate resources with relative autonomy.

Those interviewed did, however, caution that it is not beneficial to be independent and small. That is, there is a point below which a small independent agency does not have a critical mass to function and advocate effectively and, moreover, have the capacity to administer the agency well (e.g., human resources, budget, administrative, and other operations staff).

Interviewees also identified challenges and benefits to being part of a larger agency. Those interviewed indicated a more positive view of being part of a larger agency if:

- The agency head understood and valued libraries;

- The lead agency treated the libraries division essentially as an autonomous unit within the larger agency (in terms of budget, staffing, and general management);
- The agency head and management team considered libraries an key component to the overall success of the agency's mission and goals;
- The agency head and management team sought synergies in key program areas (e.g., education, cultural affairs); and
- Libraries were seen as solutions to key challenges in the state (e.g., workforce development).

Reported challenges by interviewees included:

- The inability to view libraries as part of a larger enterprise (e.g., education, broadband deployment, workforce development);
- Being too small to be considered a key component to state government/operations;
- The lack of direct access to key policy and decision makers; and
- The inability of the SLA to directly manage its own resources.

As interviews demonstrated, there are different benefits and challenges to being an independent agency or part of a larger agency.

### *Strategy and Opportunism*

Although SLAs are facing a range of constraints overall, interviewees identified a range of key strategies for placing libraries – and the SLA – at the forefront of synergistic activities within the state. These included:

- Developing strategies around the Governor's and key legislator initiatives. Interviewees often articulated the priorities of the Governor and key legislative staff/members. Though sometimes included within slogans such as "the three E's", state librarians and staff articulated most often priorities in the areas of education, economy/workforce, broadband, and health. Challenges and opportunities that policymakers often identified included
  - Sectors of the economy disappearing (e.g., forms of energy, manufacturing, agriculture, fishing) and the need to retool entire existing workforces;
  - Promotion of new workforce sectors, particularly those in Science, Technology, Engineering, and Mathematics (STEM) areas;
  - Helping pre-K children become "ready to read" to meet increasingly more rigorous kindergarten entrance requirements;
  - Contributing to literacy initiatives for older students still in K-12, particularly in states that implemented fixed reading/mathematics score requirements that students must meet in various grades in order to be promoted to the next grade;
  - Ensuring high speed and high capacity broadband in communities throughout the state;
  - Ensuring digital literacy skills across a spectrum of users (cradle to grave);
  - Working to address healthy lifestyle and disease challenges such as obesity, diabetes, and others in the community;

SLA staff and directors indicated the importance of understanding the priorities, funding availability, and challenges in meeting these goals to on the one hand be opportunistic, but on the other to

demonstrate how libraries can be part of the solution to meeting these challenges and goals.

- **Engaging proactively.** Interviewees indicated that the policy environment moves quickly, and SLA leadership needed to be constantly seeking opportunities to engage in key initiatives. One example cited by an interviewee indicated that no one “stepped up” to head a committee/taskforce on broadband issues that was important to the governor. Seeing a void, the state librarian offered to chair the taskforce, putting the SLA at the center of a significant initiative that would benefit both the state and libraries. An upcoming example cited by some interviewees was the enrollment in the Affordable Care Act’s health insurance benefits, as November 2014 marks the beginning of the second enrollment period. The ACA issue may be more or less sensitive depending on the state (and the bumpy rollout of enrollment during the first enrollment period); however, there is an opportunity to link library resources/activities on a statewide level to facilitate enrollment and tap into a range of health initiatives and needs in communities.
- **Seeking partnerships.** While libraries and SLAs by and large have a long history of partnerships for programs, services, and resources, today’s partnership activities involve more complexity – and have a need to target more complicated social issues. Thus, partnership strategies involve reaching out to a mix of other government agencies, NGOs, local governments, telecommunications carriers, health care providers, and a range of stakeholders to create comprehensive approaches to statewide challenges with state, local, and community implementations. Interviewees identified a number of initiatives that might involve newly created task forces appointed by the governor on health, education, workforce, or broadband issues, and the pursuit of participation and/or leadership in these efforts by state librarians. A key factor across these activities is the realization that any solution(s) will require collective strategy and implementation that leverages what every individual stakeholder community can bring to bear – in essence, the sum total is greater than the individual parts approach.
- **Developing relationships.** All interviewees stated the importance of developing strong working, professional, and policy ties with key constituencies in state government and legislative circles. SLA staff and leaders noted that the ability to forge ties and relationships were sometimes a challenge – largely dependent on the ability of a state librarian to be able to directly engage with key staff and/or leaders. Interviewees indicated, however, that seeking relationships, delivering on promises, and demonstrating value on issues of import were all exceedingly important to the image, perception, and stature of the SLA.

Increasingly, SLA leadership needs to be proactive, engaged, and in constant search for opportunities to demonstrate the value that libraries add to key state challenges, initiatives, and opportunities – and to translate these as “wins” for libraries in their communities.

### *Expanding Services through Leveraging*

As shown in the introductory section, SLA funding is largely on the decline. For some, this has also translated into reductions in staff. While some interviewees expressed optimism and there are a small number of exceptions, the more likely scenario is flat or continued reductions in funding. It isn’t just that SLAs are operating in an austere context – it is likely for many that previously cut funds will no be restored. Some SLA staff and leaders indicated that the SLA was not being singled out – that is, nearly all state

agencies and/or departments had received cuts. In some cases, however, SLA staff and leaders indicated that cuts were disproportionate to other agencies and departments; others indicated that cuts were less severe than other agencies and departments.

Either way, reduced operating budgets are the most likely scenario. And, identified state challenges aren't likely to simply go away; rather, they are likely to increase without action. As a result, interviewees indicated a need to leverage scarce resources across state and local governments in order to better meet the goals of the governor and/or key legislative leaders as well community and state challenges.

Some initial synergistic steps are possible – for example, collaborations between archives, museums, libraries, and K-12 that bring to bear thematic resources that connect to learning curriculum. As the common core and other educational standards are implemented, as well as specific state requirements, there are resources that archives, museums, libraries, and schools can pull together in a coordinated fashion on selected topics. Schools can develop curricular modules, libraries a range of information resources, museums exhibits, and archives a selection of their materials as appropriate. By coordinating, students would benefit from the collective and coordinated resources, rather than a more piece-meal approach (if at all). Two SLAs interviewed were taking this approach, using key state historic events as pilot programs.

This requires a vision, willingness to work collaboratively, and an investment of resources by all participants. Some cited this as an opportunity, though others acknowledge the difficulty of the task(s). But all indicated that it was important to try to leverage resources across potential partners. In one case, this approach was facilitated by being part of a “cultural agencies” approach to museums, libraries, and archives. Though autonomous units, having all units under one umbrella agency facilitated discussions and collaboration.

The above sections detailed key findings from the study. Not unlike the libraries in general, State Library Agencies are undergoing a variety of changes and challenges – particularly since the onset of the economic crisis. Moving forward for SLAs is a combination of the need to work smarter with existing resources, leverage those with the resources of other agencies, the creation of partnerships, and the formation of strategies linked to key state initiatives, direction, and challenges. The following section identifies key characteristics of a “successful SLA,” based on findings across the study.

### *Developing Communications Strategies*

State Library staff and directors uniformly indicated the importance of coordinated communication strategies across the library community. Speaking with “one voice” was seen as essential to being successful during legislative sessions, articulating a vision for libraries, and being able to demonstrate the value that libraries add to their communities and the state. This was particularly an issue that SLA staff raised who had limitations on the extent to which they could approach policymakers directly to advocate on behalf of libraries in the state. Strategies used included coordination with state library associations, library cooperatives, citizen groups, library boards, and other stakeholders who could actively work on behalf of libraries in various policymaking venues.

## Characteristics of a Successful SLA

The study offers insights into the characteristics of a successful State Library Agency. What follows is a composite of characteristics of a successful SLA – that is, if one could create an “ideal” SLA, it would have aspects of these attributes.

1. **The ability to reach out to policymakers directly.** Those interviewed with the ability to do so valued the capability to go directly to key legislative and executive staff so as to advocate directly on behalf of the SLA and libraries in the state, rather than through an intermediary. This ability served many purposes, but interviewees indicated the importance along three critical dimensions:
  - a. The ability to develop strategy, messaging, and advocacy tools and engage those initiatives directly.
  - b. The ability to make direct proposals to the governor (or key staff), appear at and participate in legislative or other hearings.
  - c. The ability to be involved in statewide campaigns and initiatives.

In some states, the ability to engage in this activities required the State Librarian to register as a lobbyist, in others not. Regardless of any legal requirements, direct engagement was preferred.

2. **The ability to control the agency (or division, depending on organizational structure) budget.** Being in control over the SLAs budget was a key success factor identified by interviewees. As an independent agency, SLAs would work directly with appropriate staff (governor’s office/Budget agency) to develop and present the SLA’s budget, and then once appropriated, administer the budget. Within a larger agency, the budget tended to work in one of two ways: 1) autonomously, which was so in the cases where the SLA was treated as essentially an autonomous unit within the larger agency or unit. In these cases, the budget was essentially a pass through directly to the SLA and/or a line item; or 2) with controls, which was the cases where the SLA was subject to various discretions of the larger agency that typically involved the entire budget cycle – from request to allocation.
3. **A critical mass/being “right-sized.”** Interviewed SLA staff and leaders were in SLAs that ranged in size from fewer than 10 FTEs to over 100 (depending on services provided, mission, and other factors). As several state librarians from both large and small agencies and/or departments indicated, “there is such a thing as being too small.” That is, to be effective, an SLA needs the staffing, capacity, and infrastructure to be effective and to be taken seriously as a state government entity, but also to function properly. Also, small agencies have to expend significant resources to develop administrative infrastructure (e.g., human resources, budget, technology staff) that larger agencies would absorb and provide. Thus, the sense was that there is a point beyond which an autonomous agency, and even a division within a larger agency, can be too small to be effective.
4. **An appropriate location in state government.** Where the SLA is positioned within state government is a complex topic that often involves a range of histories, goals, and intent. More recently, several state governments underwent substantial reorganizations (particularly since the economic downturn) and positioning of the SLA was a result of reorganizations that often considered strategy, efficiencies, government performance, and other factors. In order of preference, SLA staff and leaders indicated the desire to be

- a. **Independent.** This offered the fullest ability to navigate state government as well as work with and for libraries in the state.
- b. **Autonomous in a larger agency.** Though often a division within a larger agency, this enabled the SLA to leverage resources of the larger agency – while essentially operating as an independent agency.
- c. **Division in a larger agency.** This scenario was the most complex and highly contextualized. In some cases, the SLA benefitted from its housing within a larger agency and synergies were possible across key areas of culture, education, workforce, and other mission areas of the larger agency. In other cases, the SLA was a division within a larger agency subject to a range of controls (budget, staffing, mission) of the larger agency and thus had restrictions on its ability to work directly with policymakers in the state and on behalf of libraries in the state and to affect policy(ies). In other cases, there were those SLAs that had autonomy in certain areas, but not in others. An important note here is that in a few cases, the reorganization of the SLA within state government was too new to as yet assess the impact on the ability of the SLA to function successfully. In these cases, those interviewed indicated that they were in an “opportunity period” during which they could help define the vision, roles, and operations of the SLA.

Interviewees discussed a range of options and possible configurations to an SLA as part of a larger agency with little ultimate consensus. Some indicated a preference for a “cultural agency” approach that brought together libraries, museums, and archives – somewhat akin to a state level Institute of Museum and Library Services (though IMLS does not have archives under its purview). Others indicated a preference for a life-long learning education that provided a statewide focus on education that included early learning/literacy, K-12, Community Colleges, Universities, and post-graduate workforce education; however, some interviewees indicated that operating within a Department of Education would not be desirable due to the often heavy focus on K-12 and a perceived lack of library inclusion in the education environment. Though stated as more of a vision, those who favored this approach viewed the SLA and libraries as key support agents of education throughout the education lifecycle. Still others indicated a preference for “no change” for two primary reasons: 1) the current structure was working and the SLA leadership was pleased with its presence within state government, or 2) Even if in a larger agency with which the fit was not ideal, the SLA leadership was able to form strong working relationships with the agency administration and leadership.

5. **The ability to work with agency/state leadership.** Interviewees indicated that it was critical for SLA leadership to have strong working relationships with agency leadership (Secretary, or other designation as appropriate) if the SLA was part of a larger agency. If independent, SLA leadership indicated the criticality of having access to and a working relationship with state government officials, particularly in the governor’s office and legislature. Access to policymakers, but also the ability to bring libraries to the policymaking table, was seen as essential.
6. **The ability to work with other units of larger agency.** If part of a larger agency (Administration, State, Education, etc.), those interviewed indicated that it was paramount to have a strong working relationship with not just with central agency administration and leadership, but also with other division/unit heads. This offered a strong base from which to operate, though some conceded that units were in competition with one another for resource allocation. To some extent, but not

universally, SLA leadership indicated that this was facilitated by new organizational structures that brought previously disparate agencies under one structure.

7. **An engaged leadership.** SLA leadership were unequivocal in their expression of the need for a SLA leadership that was proactive, engaged, and constantly “in front of” policymakers—seeking meetings and discussion opportunities, presenting at hearings and other policymaking events, and other activities that placed libraries – and how libraries can help – in the conversation and policymaking process. Fully engaged SLA leadership knew the governor’s priorities and initiatives; key data about state demographics, workforce, education, and other challenge areas; and had developed possible strategies regarding how libraries could be key players in these efforts. This not only required understanding the state level policy domain, but also the ability to work with the state’s library community to get buy in and speak more uniformly. Said differently, SLA leadership viewed libraries as a community-based platform that was part of the larger solution structure to the state’s challenges and opportunities.
8. **An articulated vision for libraries and library services.** Though SLAs exist within the parameters of their enactment (as amended) legislation, SLAs have the latitude to develop and articulate a vision for libraries in the state that is crafted within the context of state needs, challenges, opportunities. SLA staff and leaders indicated the importance of a clearly articulated vision for libraries, with a strategic tie in to state initiatives championed by policymakers. For example, each of the SLA interviewees were able to articulate three to five key challenges in the state, such as the lack of a skilled workforce for today’s economy, entire sectors of the economy in a state disappearing (or already disappeared), low literacy rates, obesity and health factors, and lack of access to adequate telecommunications infrastructure, to name some. In general, each of these issue areas had ties to policy initiatives by the governor – and the SLA leadership sought ways in which to place libraries at the center of these efforts. More often than not, state leadership did not grasp the value of libraries in resolving the challenges, and as a result, libraries were not always included in key policy discussions or initiatives. A key function of the SLA leadership was to help state government leaders “get” libraries and to articulate how libraries can help the state achieve its policy goals.
9. **An aspirational agency.** SLA leadership indicated that there is a need to constantly think about trends and needs that are 3-5 years out and work towards those. Some areas identified by SLA leadership included STE(A)M, open government and the need to create/facilitate local infrastructures to manage community data, smart government, growth in diversity, aging populations, the “Internet of things,” broadband, and more. In their view, the job of the SLA was to continually assess how these changes would impact the information environments and how libraries and their resources could assume leadership roles in communities and at the state level to embrace impact of these trends.
10. **The ability to deliver demonstrated results.** Hand in hand with articulating a vision for libraries and the ability of libraries to facilitate state policy goal and objective attainment is the ability to demonstrate results. That is, some SLA leadership and staff indicated the criticality of implementing measures of impact that libraries bring to the areas of education, workforce, health, and other key areas. Data-driven and results-oriented analysis was seen as key to maintaining and/or generating support for libraries in a state. Thus a key function of the SLA was to develop

measures that resonate with policymakers, and to help libraries develop a culture of assessment at the local level that can be aggregated statewide. Some SLA leadership indicated that the old outputs model for library value demonstration is entirely inadequate for today's policy and resource-challenged context.

11. **The ability to leverage.** A final key success factor articulated by SLA leadership was the ability to recognize that new resources were scarce – and likely to be scarce for some time. That is, the challenges and opportunities are substantial, and no one agency – even if mandated – had all the resources to fully meet the need. As a result, a common role articulated for success by SLA leadership was the ability to show how the combination of SLA and library resources in the state could enhance initiatives in other key challenge areas. That is, leveraging library resources to amplify and or contribute directly to pre-K and early literacy; K-12; higher education; workforce development; small business development; and more. Leveraging also involves the incorporation of library resources across library types (e.g., public, academic, regional, and others) and across the state.

The above serve as an assessment across SLAs based on the interviews and data collected as part of the study. They attempt to offer a multi-dimensional view of the traits identified as key success factors for SLAs. It should be noted, however, that every SLA operates within a particular political and policy context, governance structure, and library environment that impacts the significance and/or feasibility of the above.

**Appendix A. FY 2012 SLA Survey**

**State Library Administrative Agency Survey, FY 2012**

**Survey Instrument**

**Part A: State Library Administrative Agency Identification**

001 SLAA Name \_\_\_\_\_

**Physical location address:**

002 Street \_\_\_\_\_  
003 City \_\_\_\_\_  
004 State \_\_\_\_\_ 005 ZIP \_\_\_\_\_ 006 ZIP+4 \_\_\_\_\_

**Mailing Address:**

007 Street \_\_\_\_\_  
008 City \_\_\_\_\_  
009 State \_\_\_\_\_ 010a ZIP \_\_\_\_\_ 010b ZIP+4 \_\_\_\_\_  
011 Web address http:// \_\_\_\_\_

**Chief Officer of State Library Administrative Agency:**

012 Name \_\_\_\_\_ 013 Title \_\_\_\_\_  
014 Telephone \_\_\_\_\_ 015 Fax \_\_\_\_\_  
016 Email address \_\_\_\_\_

**Survey Respondent:**

017 Name \_\_\_\_\_ 018 Title \_\_\_\_\_  
019 Telephone \_\_\_\_\_ 020 Fax \_\_\_\_\_  
021 Email address \_\_\_\_\_

**Reporting Period. Report data for State fiscal year 2011-2012 (except parts B&I)**

022 FY starting date (mm/dd/yyyy) \_\_\_\_\_  
023 FY ending date (mm/dd/yyyy) \_\_\_\_\_

## Part B: Governance

1. What is the SLAA's location in State government as of October 1, 2012? Specify either the legislative or executive branch. If the SLAA is located in the Executive branch, specify whether the SLAA is an independent agency or part of a larger agency.

**Branch of government:**

- 025  Legislative branch – Skip to question 2.  
     Executive branch – Provide information in A or B, as appropriate:

**A. Independent agency (i.e., not part of a cabinet-level agency)** – Specify to whom the Agency reports:

- 026  Governor – Skip to question 2.  
     Board/commission – Specify selection method:  
        027  Appointed by Governor  
        028  Appointed by other official

**B. Part of larger agency** – Specify:

- 029  Department of education  
     Department of cultural resources  
     Department of state  
     Other agency  
        Specify:  
030 \_\_\_\_\_

**If you specified 029 above, does your SLAA have a board or commission?**

- 031  Yes – Specify the Board/commission selection method:  
        032  Appointed by Governor  
        033  Appointed by other official  
     No

**Part C: Allied Operations, State Resource or Reference/Information Service Center, and State Center for the Book**

**2. Are any of the following allied operations combined with SLAA? Select applicable items. Specify Yes or No for each item. Do not report Library for the Blind and Physically Handicapped or State Center for the Book, or a contract with another library or other entity to provide a service on behalf of the SLAA.**

040  Yes  No State archives

041  Yes  No Primary State legislative research organization

042  Yes  No State history museum/art gallery

043  Yes  No State records management service

044  Yes  No Other allied operation.

Specify 045 \_\_\_\_\_

**3. Does the SLAA contract with a local public library or academic library to serve as a state resource center or reference/information service center? Specify Yes or No.**

046  Yes  No

**4. Does the SLAA host or provide any funding to a State Center for the Book? Specify Yes or No.**

047  Yes  No

## Part D: Services to Libraries and Library Cooperatives

5. Which of the following services are provided directly or by contract by the SLAA to libraries or library cooperatives? Specify Directly, Contract, or Not Provided for each service, for each type of library and library cooperatives.

**Note:** A Library Cooperative may serve single-type or multi-type libraries. Services provided directly by the SLAA are those provided without any intermediary by the SLAA to libraries or library cooperatives. Services provided by contract by the SLAA are those provided by a third party or intermediary under legal contract to the SLAA.

Services to libraries and library cooperatives		Type of library				
		Public (a)	Academic (b)	School (c)	Special (d)	Library cooper- atives (e)
048	Accreditation of libraries					
049	Administration of Library Services and Technology Act (LSTA) grants					
050	Administration of State aid					
051	Certification of librarians					
052	Collection of library statistics					
053	Consulting services					
054	Continuing education programs					
055	Cooperative purchasing of library materials					
056	Interlibrary loan referral services					
057	Library legislation preparation/review					
058	Library planning/evaluation/research					
059	Literacy program support					
060	OCLC Group Access Capability (GAC)					
061	Preservation/conservation services					
062	Reference referral services					
063	Retro conversion of bibliog records					
064	State standards/guidelines					
065	Statewide coordinated digital program or service					
066	Statewide public relations/library promotion campaigns					
067	Statewide virtual reference service					
068	Summer reading program support					
069	Union list development					
070	Universal Service Program (review and approval of technology plans)					

## Part E: Public Service Hours, Outlets, and User Groups

6. Enter the total hours open in a typical week for ALL SLAA outlets, regardless of whom they serve. Do not report an allied operations outlet as an SLAA outlet. Example: If the SLAA has a main outlet with no bookmobile or other outlets and is open for public service 40 hours in a typical week, report 40 hours. If the SLAA has a main outlet, a bookmobile, and two other outlets open 40, 20, 35, and 35 hours, respectively, in a typical week, report 130 hours (40+20+35+35=130 hours per typical week).

		Number
077a	Total hours/week (all SLAA outlets, regardless of whom they serve)	

7. Enter the total hours that the main or central SLAA outlet is open in a typical week to serve the general public or state government employees, by the following categories. Only one outlet may be designated as the main or central outlet.

		Number
077b	Total hours/week (main or central outlet)	
078	Monday–Friday after 5:00 p.m. (main or central outlet)	
079	Saturday and Sunday (main or central outlet)	

8. Enter the total number of SLAA outlets by type, regardless of whom they serve. Only one outlet may be designated as the main or central outlet. Do not report an allied operations outlet as an SLAA outlet.

082 Main or central outlet \_\_\_\_\_  
 083 Other outlets, excluding bookmobiles \_\_\_\_\_  
 084 Bookmobiles \_\_\_\_\_  
 085 TOTAL OUTLETS \_\_\_\_\_

9. Enter the number of SLAA outlets that serve the following user groups, in whole or in part, by type of outlet.

	User Groups	Type of outlet			
		Main or Central outlet (a)	Other outlets, excluding book-mobiles (b)	Book-mobiles (c)	TOTAL OUTLETS (d)
086	Blind/physically handicapped individuals				
087	Residents of state correctional institutions				
088	Residents of other state institutions				
089	State government employees (executive, legislative, or judicial)				
090	General public				



**Part G: Library Service Transactions**

12. Enter ANNUAL totals for the following types of service transactions in all SLAA outlets (main or central, bookmobiles, and other outlets) that serve the general public and/or state government employees.

<b>Service transactions</b>		<b>Number</b>
110	Circulation (Exclude items checked out to another library)	
111	Interlibrary loan/document delivery: Provided to other libraries	
112	Received from other libraries and document delivery services	
113	Reference transactions	
114	Library visits	

## Part H: Library Development Transactions

13. Enter ANNUAL totals for the following types of library development transactions of the SLAA.

Library development transactions		Number
115	LSTA and State grants: Grants awarded	
117	Continuing education programs: Number of events	
118	Total attendance at events	

## Part I: Staff

14. Enter total number of SLAA staff in FTEs (full-time equivalents) (to two decimal places), by type of service. Report all staff on the payroll as of October 1, 2012, and unfilled but budgeted positions.

**Note:** Forty hours per week is the measure of full-time employment for this survey. FTEs (full-time equivalents) of employees in any category may be computed by taking the number of hours worked per week by all employees in that category and dividing it by 40. Report staff based on the SLAA organization chart. A given position (e.g., State Data Coordinator) may be part of administration in one agency, library development in another, and library services in another agency. If an employee provides more than one service, allocate the FTE among appropriate categories.

Type of Service		ALA-MLS Librarians (a)	Non ALA-MLS Librarians And Non MLS Librarians (b)	Other (Professional And Non-Professional) Staff (c)	Total Staff (d)	Prior Year Total
119	Administration					
120	Library development					
121	Library services					
122	Other services					
123	TOTAL STAFF					

## Part J: Revenue

**15. Are all public library state funds administered by the SLAA? Specify Yes or No. Note: Answer this question based on state funds distributed to individual public libraries and library cooperatives serving public libraries only in state fiscal year 2008. If no state funds are reported in Part K in items 179(b) or 180(b), the answer should be No.**

152  Yes  No

**16. Does the SLAA administer any state funds for the following types of libraries? Specify Yes or No. Note: Answer this question based on state funds distributed to libraries and library cooperatives in state fiscal year 2008. If no state funds are reported in Part K in related items 179(b) to 183(b) or 185(b), the answer should be No.**

- 153a  Yes  No Academic libraries  
 153b  Yes  No School library media centers  
 153c  Yes  No Special libraries  
 153d  Yes  No Library cooperatives

**17. Enter total SLAA revenue, by source and type of revenue. Exclude carryover funds. Include revenue for allied operations only if it is part of SLAA budget. Include all funds distributed to libraries and library cooperatives if the funds are administered by the SLAA.**

Federal revenue		Amount
154	LSTA (Library Services and Technology Act) State Programs (Report all LSTA funds drawn down from the federal government during state fiscal year 2012, regardless of year of authorization.)	
155	Other Federal revenue:	
156	Specify program(s) and title(s): _____	
157	TOTAL FEDERAL REVENUE	

State and other revenue		Amount
	State Revenue	
167	SLAA operation	
168	State aid to libraries	
169	Other State revenue	
170	TOTAL STATE REVENUE	
171	Other revenue	
172	TOTAL REVENUE	

## Part K: Expenditures

18. Enter total SLAA expenditures, by source of revenue and type of expenditure. Include all LSTA expenditures. Include expenditures for allied operations only if the expenditures are from the SLAA budget. Include all funds distributed to libraries and library cooperatives if the funds are administered by the SLAA.

Operating expenditures for SLAA and allied operations (Do not include funds distributed to libraries and library cooperatives in items 173 to 178)		Amount by source			
		Federal (a)	State (b)	Other (c)	TOTAL (d)
173	Salaries and wages				
174	Employee benefits				
175	TOTAL STAFF EXPENDITURES				
176	Collection expenditures				
177	Other operating expenditures				
178	TOTAL OPERATING EXPENDITURES				
<b>Financial assistance to libraries and library cooperatives (include all funds distributed to libraries and library cooperatives if the funds are administered by the SLAA)</b>					
179	Individual public libraries				
180	Library cooperatives serving public libraries only				
181	Other individual libraries				
182	Library cooperatives serving more than one type of library				
183	Single agency or library providing statewide service				
184	Library construction				
185	Other assistance				
186	TOTAL FINANCIAL ASSISTANCE				
<b>Other expenditures for SLAA and allied operations only</b>					
187	Capital outlay				
188	Other expenditures				
189	TOTAL EXPENDITURES				

## Part L: LSTA State Program Expenditures

**19. Enter total LSTA state program expenditures, by type of expenditure. Report expenditures in one and only one category. These expenditures should also be reported in Part K.**

	Type of expenditure	Amount
190	Statewide service (exclude sub-grants to single libraries or agencies providing statewide services)	
191	Grants (include sub-grants to single libraries or agencies providing statewide services)	
192	LSTA administration	
193	TOTAL LSTA EXPENDITURES	

**20. Enter total LSTA state program expenditures, by use of expenditure. Report expenditures in one and only one category. These expenditures should also be reported in Part K.**

	Use of expenditure	Amount
194	Library technology, connectivity and services	
195	Services to persons having difficulty using libraries	
196	Services for lifelong learning	
197	LSTA administration (must equal amount reported in 192)	
198	TOTAL LSTA EXPENDITURES (must equal amount reported in 193)	

## Part M: Electronic Services and Information (a)

**21. Does the SLAA fund or facilitate any of the following electronic networking functions at the state level? Specify Yes or No for each item.**

- 206  Yes       No      Electronic network planning or monitoring  
 207  Yes       No      Electronic network operation

Database development:

- 208  Yes       No      Bibliographic databases  
 209  Yes       No      Full text or data files

**22. Does the SLAA fund or facilitate digitization or digital programs or services in any of the following instances? Specify Yes or No for each item.**

- 210a  Yes       No      For the SLAA itself  
 210b  Yes       No      Via grants or contracts to other state agencies  
 210c  Yes       No      Via grants or contracts to other libraries or library cooperatives

**23. Does the SLAA fund or facilitate library access to the Internet in any of the following ways? Specify Yes or No for each item.**

Training or consulting to facilitate access:

- 211a  Yes       No      Library staff (state and local)  
 211b  Yes       No      State library end-users

- 212  Yes       No      Providing direct funding for Internet access  
 213  Yes       No      Providing equipment  
 214  Yes       No      Providing access to directories, databases, or online catalogs via the Internet  
 215  Yes       No      Managing a Web site, file server, bulletin boards, or electronic mailing lists

**24. Enter the number of workstations that are used for Internet access by the general public in all SLAA outlets that serve the public, by the following categories. Include terminals used by both the SLAA staff and the public. Exclude terminals that are for SLAA staff use only.**

	Internet workstations available to the general public	Number
220a	<b>Library-owned</b> public-access graphical workstations that connect to the Internet for a dedicated purpose (e.g., to access an OPAC or specific database, or to train the public) or multiple purposes. (For this count, the term "library-owned" includes computers leased by the state library agency.)	
220b	<b>All other</b> public access Internet workstations in the library. (Report non-library computers placed in the library by other agencies or groups. Report non-graphical workstations.)	

## Part M: Electronic Services and Information (b)

**25. How much does the SLAA expend for statewide database licensing, by source of revenue? These expenditures should also be reported in Part K.**

	Federal (a)	State (b)	Other (c)	TOTAL (d)
223 Statewide database licensing	_____	_____	_____	_____

**26. Do your statewide database licenses, paid for by funds reported in question 25, include access by the following? Specify Yes or No for each item.**

- 224  Yes      No     Public libraries
- 225  Yes      No     Academic libraries
- 226  Yes      No     School library media centers
- 227  Yes      No     Special libraries
- 228  Yes      No     Library cooperatives
- 229  Yes      No     Other state agencies
- 230  Yes      No     Remote users

**27. Does the SLAA facilitate or subsidize electronic access to the bibliographic records or holdings of other libraries in the state in any of the following ways? Specify Yes or No for each item.**

- 234  Yes      No     Web-based union catalog (international, national, statewide, multistate, regional)
- 236  Yes      No     Other type of electronic access
- 237            Specify \_\_\_\_\_

**28. Is the SLAA an applicant for the Universal Service (E-rate discount) Program? Specify Yes or No.**

- 238  Yes      No



iPAC

INFORMATION POLICY & ACCESS CENTER

## State Library Agency Organizations: Roles, Structures, & Services

July 1, 2014

by

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