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State Library Administrative Agencies Survey
Fiscal Year 2016

OCTOBER 2017

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State Library Administrative Agencies Survey

Fiscal Year 2016

October 2017

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Institute of Museum and Library Services
Dr. Kathryn K. Matthew
Director

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Executive Summary

This report provides highlights of the Fiscal Year 2016 State Library Administrative Agencies (SLAA) Survey, which collects financial, staffing, and service information from every SLAA in the 50 states and the District of Columbia.

A state library administrative agency is the official agency in a state charged by state law with the extension and development of public library services throughout the state. In addition to their critical role in assessing, planning, and coordinating library services and resources, state library administrative agencies may provide important reference and information services to the state government; administer the state library or serve as the state archives; operate libraries for the blind and physically handicapped; and support the State Center for the Book. In some states, the state library administrative agency may also function as the public library at large, providing library services to the general public.

The SLAA statistical collection has been conducted on an annual or biennial basis since 1994. This report presents an analysis of the data with longitudinal trends for three sets of indicators: revenues and expenditures, workforce, and services provided by SLAAs.

The report compares states using two approaches. First, consistent with the FY 2014 report, the 51 SLAAs were placed into one of three clusters based on reported revenues and expenditures that includes the newest fiscal year. The three clusters are as follows:

- *Some Recovery* (*n* = 9): characterized by an overall increase in revenues and expenditures during the 12-year time frame;

- *Post-Recession Decline* (*n* = 27): characterized by an overall decrease in revenues and expenditures beginning at the start of the recession and continuing through FY 2016; and

- *Long-Term Decline* (*n* = 15): characterized by a large, somewhat steady decrease in revenues and expenditures in the 12year time frame.

Second, the report provides new analyses for grouping SLAAs based on the administrative structure in the state government. The four groups are as follows:

- *Independent/Legislative* (*n* = 17): Part of an agency that operated independently of a larger agency or is part of the legislative branch of state government;

- *Department of Education* (*n* = 15): Part of the state's department of education;

- *State/Administration* (*n* = 11): Part of the state's department of state or department of administration; and

- *Other Agency* (*n* = 8): A unique configuration or part of a state's cultural agency. These agencies are not independent but do not fit into any of the other categories above. For example, the Georgia state library is housed within the University System of Georgia.

The report findings help contextualize changes under way for SLAAs.

Detailed Findings

Revenues and Expenditures

In FY 2016, SLAAs reported the following:

- Revenues totaling more than $1 billion across federal, state, and other revenue sources; 82 percent of this revenue was from states and 15 percent from federal sources.

- Expenditures totaled over $1 billion with the bulk spent on financial assistance to libraries (64 percent) and operations (33 percent).

In the preceding 12-year period (FY 2004 to FY 2016):

- Overall revenues decreased by 21 percent with an accompanying reduction of 22 percent in total expenditures. Revenues and expenditures of funds through the Library Services Technology Act decreased by 20 percent from 2004 to 2016 (see Figure 1).

Figure 1. Total Revenues and Expenditures for SLAAs: FY 2004–16
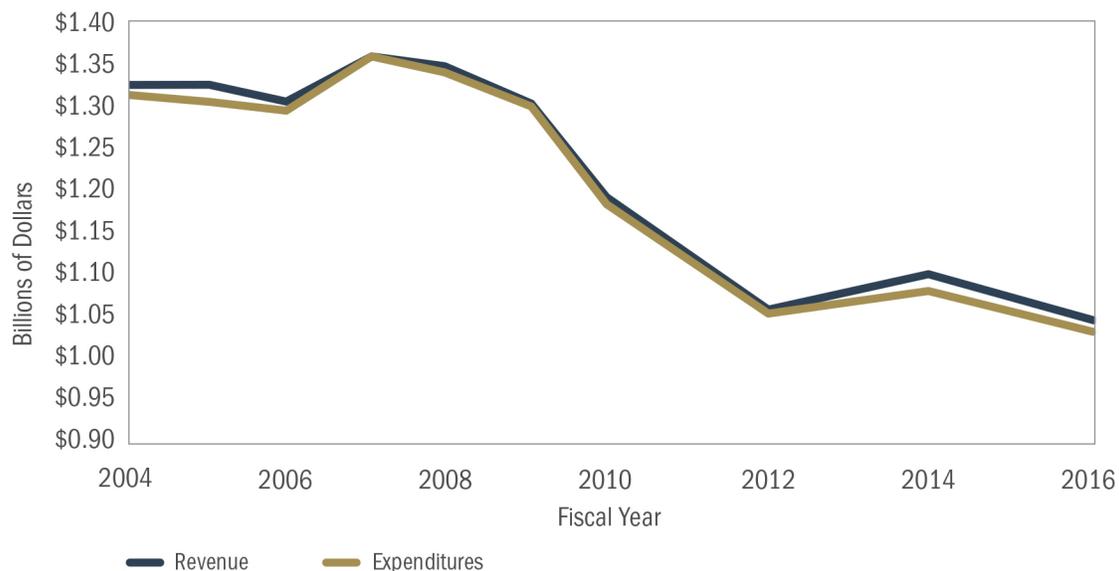
Source: State Library Administrative Agencies Survey, FY 2004–10, 2012, 2014, and 2016; Institute of Museum and Library Services; National Center for Education Statistics.

A closer review of SLAA revenues and expenditures for this period reveals a more nuanced picture:

- Between FY 2004 and FY 2008, SLAA revenues and expenditures increased slightly.

- From FY 2008 to FY 2012, SLAA revenues and expenditures declined sharply and continuously, falling by about 22 percent.

- Revenues and expenditures increased by 5 and 2 percent, respectively, between FY 2012 and FY 2014 but fell by about 5 percent between FY 2014 and FY 2016.

The analysis by cluster indicated distinct patterns in state responses in revenues and expenditures from FY 2004 to FY 2016:

- States in the *Some Recovery* cluster saw an increase in per capita revenues and expenditures of 16 percent and 13 percent, respectively;

- States in the *Post-Recession Decline* cluster experienced a decrease in both per capita revenues and expenditures of 25 percent; and

- States in the *Long-Term Decline* cluster experienced a decrease in both per capita revenues and expenditures of 46 percent.

The post-recession recovery in revenues and expenditures varied for SLAAs based on administrative structures:

- SLAAs that were part of the state's *Department of Education or Independent/Legislative* reported post-recession increases in revenues and expenditures; and

- SLAAs that were in the *State/Administration or Other Agency* administrative structure showed a decline in revenues and expenditures since FY 2012

Workforce

In FY 2016, there were 2,633 full-time equivalent (FTE) positions across all SLAAs. Most (49 percent) were in library services; followed by library development (20 percent), other services (17 percent), and administration (14 percent).

Overall, the number of FTEs declined by 24 percent over a 10-year period from FY 2006 to FY 2016 (see Figure 2).

Figure 2. Total FTE Positions in SLAAs, by Type of Service: FY 2006–16
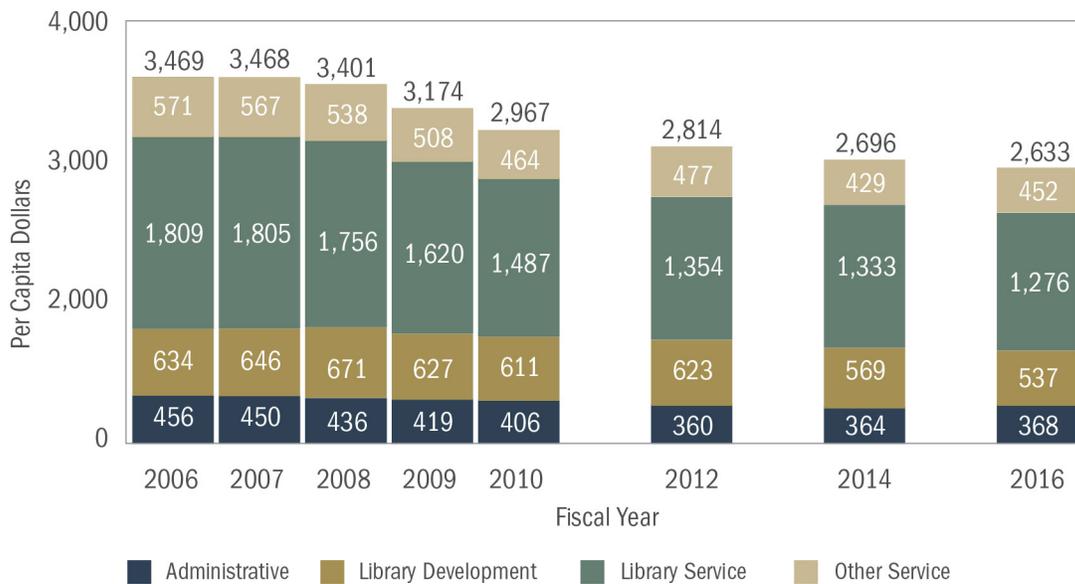
Source: The State Library Administrative Agencies Survey, FY 2006–10, 2012, 2014, and 2016; Institute of Museum and Library Services; National Center for Education Statistics.

Note: The SLAA Survey changed administration to a biennial administration starting in FY 2010. Data presented in the figure show the trend between FY 2006–10, 2012, 2014, and 2016. The number of FTEs in each category may not add to the total due to rounding.

Declines in workforce coincided with the Great Recession of 2007–09, with variations based on cluster:

- The *Some Recovery* cluster showed a relatively small decline in workforce (15 percent) and an increase in library development (29 percent) during the ten-year period. However, this cluster showed a 69 percent drop in FTEs per million in other services.

- Meanwhile, the *Post-Recession Decline* and *Long-Term Decline* clusters showed large decreases in the number of FTEs per million residents (28 percent and 36 percent, respectively) and across all categories.

Trends in workforce also varied based on administrative structure:

- The 11 SLAAs housed in *State/Administration* departments reported *increases* in FTEs per million residents in library services and other services (2 percent and 8 percent, respectively) during the ten-year period, and the eight SLAAs in *Other Agencies* reported a 3 percent increase in FTEs per million residents in other services. All of the remaining 32 SLAAs reported declines in workforce over the 10-year period.

Services

The proportion of SLAAs providing services to libraries varied:

- Forty-nine of the 51 SLAAs provided consulting services, most commonly for library management/organizational development, continuing education, and youth services.

- Thirty-nine SLAAs provided some form of literacy support.

- Thirty-one SLAAs reported having statewide reading programs.

Due to reorganization of the survey questionnaire in FY 2014, longitudinal comparisons for services offered to libraries are limited to the two-year period.

- As shown in Figure 3, the number of SLAAs providing each service in FY 2016 remained largely unchanged from FY 2014. However, the percent of SLAAs providing statewide reading programs increased from 61 percent of SLAAs providing this service to 86 percent of SLAAs.

Figure 3. National Trends in Percentage of SLAAs Providing Various Types of Services: FY 2014–16

Services to libraries and library cooperatives
- LSTA statewide
- Consulting services
- LSTA statewide grant programs
- Administrative library support

Program assistance services
- Continuing education programs
- Statewide reading programs
- Literacy program support

Operational assistance
- I/L loan referral
- Reference referral
- Coop. purch. materials

Coordination or integration services
- Statewide resource sharing
- Statewide coord. digital program/service
- Statewide virtual reference service
- Acquisition of other federal program funds

Percentage of SLAAs

Source: State Library Administrative Agencies Survey, FY 2014 and FY 2016; Institute of Museum and Library Services.

Note: Lighter bars indicate the value for FY 2014; darker bars indicate the value for FY 2016. Numbers are summed across the various types of libraries (public, academic, and school; special; and library cooperatives).

Although differences emerged in services provided by cluster, few patterns emerged:

- For example, in coordination and integration services, a larger proportion of SLAAs in the *Some Recovery* group provided statewide coordinated digital programs or services (67 percent compared to 55 percent nationally). But fewer SLAAs in that cluster provided statewide virtual reference services than other clusters (22 percent compared to 33 percent nationally).

Differences were also found across administrative structure, but again, with few clear patterns:

- SLAAs that were in the *Other Agency* category provided no administrative library support, while over three-quarters of SLAAs in the other three administrative structure categories provided this service.

- No SLAAs in the *State/Administration* category provided support around the acquisition of other federal program funds, while 38 percent of SLAAs in the other three categories did so.

I. Introduction

This report presents selected findings from the State Library Administrative Agencies (SLAA) Survey for fiscal year 2016, a census of the SLAAs in the 50 states and the District of Columbia. The federal government has been collecting statistical data from SLAAs since 1994. In FY 2010, the data collection effort transitioned from yearly to biennial. This survey effort is the 19th in the series. The Institute of Museum and Library Services (IMLS) collected these data under the mandate contained in the Museum and Library Services Act of 2010 (Pub. L. No. 111-340), Section 210 (20 U.S.C. § 9108, Policy Research, Analysis, Data Collection, and Dissemination).

Marking the seventh release of state library statistics from IMLS, this report, like previous SLAA releases, offers a FY 2016 snapshot as well as trends on selected topics across a multiyear period on selected topics. The data in this publication are reported under the provisions of the Library Services and Technology Act (LSTA), Subchapter II, of the Museum and Library Services Act, 20 U.S.C. § 9121. The survey itself is administered cooperatively between the Chief Officers of State Library Agencies (COSLA), IMLS, and American Institutes for Research (AIR).

An SLAA is the official state agency charged with the extension and development of public library services throughout the state. It has the authority to administer state plans in accordance with the provisions of the LSTA. Across states, SLAAs are located in various state government agencies and report to different authorities. They coordinate and distribute federal funds from the IMLS Grants to States program in addressing statewide and local needs. Although all SLAAs coordinate and distribute federal funds authorized by the administration of the LSTA, not all share the same function and role within their respective states. Most SLAAs provide important reference and information services to the state government, administer the state library or serve as the state archives, operate libraries for people who are blind or physically handicapped, and support the State Center for the Book.[1] In some states, the SLAA also may function as the public library at large, providing library services to the general public.

Study Objective

The purpose of the SLAA Survey is to provide users with information about SLAAs. The collected data are useful to multiple audiences, including Chief SLAA Officers; policymakers in the executive and legislative branches of federal and state governments; government and library administrators; library organizations; researchers; journalists; and the general public. The data collected on services provided by SLAAs to public, academic, school, and special libraries, as well as library cooperatives—when combined with the statistical data collected by the IMLS Public Libraries Survey, the National Center for Education Statistics surveys of academic and school libraries, and administrative data such as that provided through the IMLS State Program Report for the Grants to States Program for SLAAs—provide a picture of library service that is comprehensive and nationwide in scope.

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[1] The State Center for the Book promotes books, reading, literacy, and libraries as well as the scholarly study of books. Since its founding, the State Center for the Book has established affiliate centers in the 50 states, the District of Columbia, and the U.S. Virgin Islands.

Organization of the Report

This report is organized into five sections. The next section describes the methodology used in the report. Section II contains information on the first indicator for revenues and expenditures. Section III reports on findings for workforce, and Section IV covers services provided by SLAAs. The final section is a discussion and summary of the findings.

A complete set of supplemental data tables referred to in this report can be found at https://www.imls.gov/research-evaluation/data-collection/state-library-administrative-agency-survey/state-library-public.

Seven appendices to this report supply supporting information:

- Appendix A provides technical information about the survey, data processing, and response rates.

- Appendix B includes a list of SLAAs that participated in the Universal Service (E-Rate discount) Program.

- Appendix C contains information on SLAAs that provided other consulting services in FY 2016.

- Appendix D contains the list of states receiving federal funds other than LSTA Grants to States.

- Appendix E contains the survey instrument.

- Appendix F contains the survey instructions for completing the survey, including definitions of terms used in the survey and throughout this report.

- Appendix G contains data tables for this report.

Survey Methodology

The FY 2016 SLAA survey collects data from the SLAA in every state and the District of Columbia. The survey was revised for the FY 2016 implementation to remove a small number of obsolete questions and to expand and refine a small number of questions included in the FY 2014 survey.[2]

Chief Officers of each SLAA designated an assigned respondent ("keyholder") to report the data through a web-based reporting system. The web application was designed to minimize respondent burden; improve data quality, accuracy, and timeliness; and limit data discrepancies. The SLAA Chief Officers certified data entered by their keyholders.

This report details information about governance, revenues and expenditures, workforce and services. The FY 2016 SLAA survey achieved an overall 100 percent response rate, with item-level response rates ranging from 96 percent to 100 percent.

The SLAA questionnaire requested data corresponding to FY 2016 of each responding SLAA. For most states, the fiscal year was reported as July 1, 2015, to June 30, 2016. Six states reported data under different fiscal year definitions. For governance and staffing, all respondents were asked to report data as of October 1, 2016.

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[2] For details on the questionnaire changes, see Appendix A, "Changes to the 2014 Questionnaire" section.

Monetary data were reported by SLAAs. For financial trend analyses, constant dollars were used and subsequently were adjusted for inflation (see Appendix A for details). For this report, constant dollars for July 2015 to June 2016 were used in the reporting of any historical trends.

The analyses covered in this report focus on three sets of indicators using descriptive statistics—revenues and expenditures, workforce, and services. A snapshot of FY 2016 data is presented and supplemented with longitudinal analyses for a 12-year period for financial indicators, a 10-year period for workforce statistics and a 2-year period for services.[3]

Cluster Methodology. A cluster analysis approach, based on SLAA revenue and expenditure trends within the 12-year period of 2004-2016, was used to investigate patterns across the reporting SLAAs. Within this span of 12 years, the United States experienced what the National Bureau of Economic Research (NBER) termed a "Great Recession" that began in December 2007 and ended in June 2009.[4] Table 1 shows where each of the SLAA Survey collections fit within the timeline for this recession.

Table 1. Timelines for the SLAA Survey and U.S. Recession

SLAA Survey Fiscal Year (July 1–June 30)	Recession Timeline
FY 2004–07	Pre-recession: July 2003 to November 2007
FY 2008–09	Recession: December 2007 to June 2009
FY 2010–16	Post-recession: July 2009 to September 30, 2016

This cluster analysis organized states into three separate groups based on the percentage of change in total revenues and total expenditures for each state from FY 2004 through FY 2016. All financial trends used in the cluster analysis were adjusted for inflation using a gross domestic product deflator. For a more detailed explanation of the cluster analysis methodology, see Appendix A.

The cluster analysis revealed three patterns of trends in financial indicators:

- **Cluster 1:** An overall increase in revenues and expenditures since FY 2004. This group includes nine states and is referred to as the *Some Recovery* cluster.

- **Cluster 2:** A decrease in revenues and expenditures beginning during the recession. This group includes the largest number of states (27) and is described as the *Post-Recession Decline* cluster.

- **Cluster 3:** A large decrease in revenues and expenditures from FY 2004 to FY 2016. This group includes 15 states and is described as the *Long-Term Decline* cluster.

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[3] To replicate the analysis from the FY 2014 report, trends in revenues and expenditures from FY 2004 to date are used. The workforce section of the survey was modified in FY 2006, and the services section of the survey was modified in FY 2014.

[4] National Bureau of Economic Research. (2010). Business cycle dating committee announcement. Cambridge, MA: Author. Retrieved from http://www.nber.org/cycles/sept2010.pdf. Rampell, C. (2010, Sept. 20). The recession has (officially) ended. New York Times. Retrieved from http://economix.blogs.nytimes.com/2010/09/20/the-recession-has-officially-ended/?_r=0.

Table 2 shows a list of states in each cluster.

Table 2. States in Each Cluster: FY 2016

Some Recovery	Post-Recession Decline			Long-Term Decline	
Alaska	Arizona	Massachusetts	South Carolina	Alabama	New Jersey
Arkansas	Georgia	Mississippi	South Dakota	California	New Mexico
Colorado	Idaho	Nebraska	Tennessee	Connecticut	Oklahoma
Delaware	Indiana	Nevada	Texas	Florida	Pennsylvania
District of Columbia	Iowa	New York	Utah	Illinois	Washington
Hawaii	Kansas	North Carolina	Vermont	Louisiana	Wyoming
Minnesota	Kentucky	Ohio	Virginia	Michigan	
Montana	Maine	Oregon	West Virginia	Missouri	
North Dakota	Maryland	Rhode Island	Wisconsin	New Hampshire	

Grouping states by administrative structure. In addition to the cluster analysis, comparisons of states are provided based on the agency's location in state government. Bertot and White[5] grouped states into six categories that were not mutually exclusive. These categories included SLAAs that were (1) *Independent/Autonomous;* (2) housed within the state's *Department of Education;* (3) in the state's *Department of State;* (4) part of the state's *Department of Administration;* (5) in *Cultural* agencies; and (6) in other *Unique* configurations (including SLAAs in the legislative branch or within a university system).

We modified these categories as follows using information from the FY 2016 SLAA survey.[6] First, the SLAAs within the legislative branch were combined with those in *independent agencies*. Bertot and White found that *independent agencies* were more likely to have the ability to advocate directly with the legislative staff, which may be a benefit for SLAAs housed within the legislative branch. We call this group *Independent/Legislative.* Second, departments of state and departments of administration tend to serve largely the same function, providing basic administrative services such as capital procurement and personnel management, so these two categories were combined (*Department of State/Administration*). No changes were made to the *Department of Education* category. Finally, SLAAs that are part of cultural departments were placed in the *Other Agency* category.

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5   Bertot, J.C., White, K.D. (2014). *State library agency organizations: Roles, structures, and services.* Information Policy and Access Center. Retrieved from http://ipac.umd.edu/sites/default/files/slareport01july2014finalv2.pdf.

6   Items were drawn from Section B of the survey, items B-010, B-020, B-050, and B-060. See Appendix E.

See Table 3 for a complete list of states in each administrative structure.

Table 3. Groupings by Administrative Structure: FY 2016

Independent Agency or Legislative Branch (*N* = 17)		Department of Education (*N* = 15)	
Part of an independent agency or part of the legislative branch of state government		Part of the state's Department of Education	
Alabama	Mississippi	Alaska	New York
California	Montana	Arkansas	North Dakota
Connecticut	Nebraska	Colorado	Pennsylvania
District of Columbia	Ohio	Hawaii	South Dakota
Idaho	Oklahoma	Iowa	Virginia
Indiana	Oregon	Kentucky	Wisconsin
Kansas	South Carolina	Maryland	
Maine	Texas	Michigan	
Massachusetts		Minnesota	
Department of State/Administration (*N*= 11)		**Other Agency (*N*=8)**	
Part of the state's Department of State or Department of Administration		A unique configuration or part of a cultural agency	
Arizona	Rhode Island	Georgia	Utah
Delaware	Tennessee	Louisiana	West Virginia
Florida	Vermont	New Hampshire	
Illinois	Washington	New Jersey	
Missouri	Wyoming	New Mexico	
Nevada		North Carolina	

Source: State Library Administrative Agencies Survey, fiscal year 2016; Institute of Museum and Library Services.

Although the administrative structure of 41 states has remained consistent since FY 2004, some states' categories have shifted. For example, the Connecticut State Library was part of the *Department of Education* in FY 2004; beginning in FY 2005, however, it shifted to the *Independent/ Legislative* category, operating under a board appointed by the governor. See Table 4 for the SLAAs that changed categories during the 12-year period. In all trends presented in this report, SLAAs may shift from one category to another over time. For example, Arizona was an *Independent* agency through FY 2008 and then was housed in the *Department of State or Administration.* In the trends presented in this report, Arizona will be included in the *Independent* agency trend line through FY 2008 and then will be included in the *Department of State or Administration* trend line from FY 2009 through FY 2016.

Table 4. Changes in Administrative Structure Groupings: FY 2004–16

Fiscal year	State								
	Arizona	Connecticut	Idaho	Michigan	Nevada	New Jersey	New York	Tennessee	West Virginia
2004	Independent	Department of Education	Department of Education	Other	Other	Other	Department of Education	Independent	Independent
2005		Independent							
2006									
2007						Independent			
2008						Other			
2009	Department of State/ Administration		Independent	Department of Education					
2010									
2012				Independent	Department of State/ Administration		Independent		Other
2014				Department of Education			Department of Education		
2016								Department of State/ Administration	

Source: State Library Administrative Agencies Survey, fiscal year 2004–10, 2012, 2014, and 2016; Institute of Museum and Library Services; National Center for Education Statistics.

In this report, we compare revenues and expenditures, workforce, and services across fiscal clusters and administrative structure categories, both in FY 2016 and over time. To provide context in these comparisons, we consider a change of at least 5 percent to represent a meaningful difference in outcomes.

Data and Analysis Limitations

The SLAA Survey collects data from state respondents for the most recent fiscal year. Because of the ongoing nature of the SLAA survey program, data users may analyze trends over the history of this statistical collection. However, discontinuities in the survey effort over time—such as changes in the frequency of the data collection or changes to questionnaire items —limit some trend analyses.

Second, state comparisons (including the District of Columbia) should be made with caution because states vary in their fiscal year reporting periods and, therefore, may vary in their interpretation of the survey items.

Third, some of the groupings are quite small. In FY 2016, only nine SLAAs are in the *Some Recovery* cluster, and only eight are in the *Other* administrative structure category.

Finally, it should be noted that although states are grouped in a given cluster or administrative structure based on best fit, some states will deviate more than others from the overall pattern. For example, the Hawaii State Public Library System (HSPLS) was historically a part of the *Department of Education*, but no longer reports to or through the department. HSPLS currently reports directly to the Board of Education as a separate agency. This SLAA was categorized as a *Department of Education,* but we recognize that this is an imperfect categorization.

The groupings should be viewed as a tool for understanding variations in changes over time for SLAAs as a whole. Although this report draws attention to the Great Recession that occurred during the 12-year period of data included in this report, causal relationships between the recession and changes in revenues and expenditures, staffing, and services are not implied.

II. Indicator 1: Revenues and Expenditures of SLAAs

This section reports on SLAA revenues and expenditures. It first starts with a national-level snapshot for FY 2016. It then proceeds to a 12-year longitudinal view between FY 2004 and FY 2016. Finally, it presents comparisons by groups of states using the three clusters and five administrative structures over the 12-year period between FY 2004 and FY 2016.

2.1 FY 2016 Snapshot of SLAA Revenues and Expenditures

Total reported revenues for the 51 SLAAs across all sources were just over $1 billion. Revenues from the federal government totaled $154.3 million (15 percent), state revenues totaled $856.2 million (82 percent), and revenues from other sources[7] totaled $33.4 million (3 percent).

The proportion of revenues from federal, state, and other sources varied across SLAAs. Ohio had the lowest proportion of state revenues (46 percent), whereas the District of Columbia had the highest (96 percent). The District of Columbia also had the lowest proportion of federal revenues (2 percent), while New Hampshire had the highest (46 percent).

Figure 4. Proportion of Revenues from State and Federal Sources: FY 2016
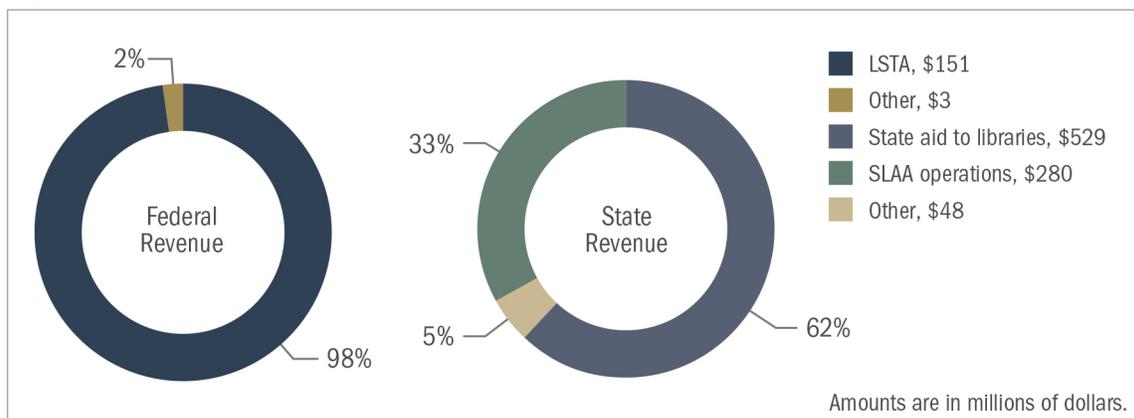
Amounts are in millions of dollars.

Source: State Library Administrative Agencies Survey, FY 2016; Institute of Museum and Library Services.
Note: Amounts are in millions of dollars.

Figure 4 breaks down the sources of federal and state revenue. In FY 2016, 98 percent of SLAA revenues from the federal government came through the LSTA. State revenue came from multiple sources and were earmarked for the following:

- Aid to libraries

- Supporting SLAA operations

- Other purpose, such as interagency transfers

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7 Other sources of revenue included any other revenue from public sources, such as local, regional, and multijurisdictional sources; revenues received from private sources, such as foundations, corporations, Friends groups, and individuals; and revenues generated by the SLAA, such as fines and fees for services.

The revenues for each state differ widely, both in total and by source. Because revenues and expenditures may be impacted by the number of residents in the state, we adjust these indicators to the state's population size to appropriately compare states and groups of states. Figure 5 displays the variation in per capita revenue by SLAA. The average per capita revenue for SLAAs is $6.04 per person, but per capita ranges widely. The median per capita revenue was found in Idaho, with $2.92. Alabama falls in the 25th percentile, with $1.98 per capita, and Pennsylvania falls in the 75th percentile, with $5.42 per capita. The District of Columbia has the largest per capita revenue of $84.44 per person, and California has the smallest at $1.05 of funding per person.

Although further research is necessary to understand why the District of Columbia's per capita revenues are so much larger than for all other SLAAs, we expect this is related to two factors. First, the District's SLAA also serves as the District's public library system, which presumably requires additional revenues to operate. Hawaii's SLAA also serves as that state's public library system and has the second highest per capita revenues after the District.

Second, the District of Columbia represents a large urban city. While Hawaii's state library also serves as its state's public library system, the state as a whole is far less urban than the District, with the population of its largest city—Honolulu—about half of the District of Columbia and the population of the rest of the state relatively dispersed. Urban public library systems tend to have higher revenues compared to rural systems.[8]

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8   The Institute of Museum and Library Services. 2017. Public Libraries in the United States Fiscal Year 2014. Washington, DC: The Institute.

Figure 5. Total Per Capita Revenues by SLAA and Source of Revenue: FY 2016

SLAA	Per Capita Revenues
District of Columbia	84.44
Hawaii	32.74
Delaware	17.31
Rhode Island	10.47
Alaska	10.37
Maryland	9.62
West Virginia	8.79
Massachusetts	7.21
Montana	6.15
New York	6.12
Vermont	5.57
North Dakota	5.56
Pennsylvania	5.42
Wyoming	4.98
Mississippi	4.52
Virginia	4.29
Minnesota	4.20
Connecticut	4.16
Maine	3.98
Wisconsin	3.93
Georgia	3.63
Kentucky	3.59
Arkansas	3.32
South Carolina	2.93
Tennessee	2.92
Idaho	2.92
Utah	2.83
South Dakota	2.82
Nebraska	2.76
Illinois	2.74
New Mexico	2.57
North Carolina	2.38
New Jersey	2.27
Iowa	2.15
Kansas	2.05
Oklahoma	2.04
Michigan	2.03
Ohio	2.03
Alabama	1.98
Nevada	1.97
New Hampshire	1.95
Florida	1.92
Arizona	1.64
Oregon	1.59
Indiana	1.57
Louisiana	1.50
Colorado	1.44
Missouri	1.40
Washington	1.16
Texas	1.13
California	1.05

Per Capita Revenues

Legend: ■ State ■ Federal ■ Other

Source: State Library Administrative Agencies Survey, FY 2016; Institute of Museum and Library Services.

Total FY 2016 expenditures were $1.03 billion (Figure 6). Most expenditures were in financial assistance to libraries and operating expenditures, with smaller expenditures in other services and capital outlay:

- Financial assistance to libraries ($663.9 million)
- Operating expenditures ($344.2 million)
  - Staffing ($182.4 million)
  - Collections[9] ($33.8 million)
  - Other expenses[10] ($128.0 million)
- Other services ($21.4 million)
- Capital outlay ($1.4 million)

Figure 6. Percentage of SLAA Expenditures by Category: FY 2016
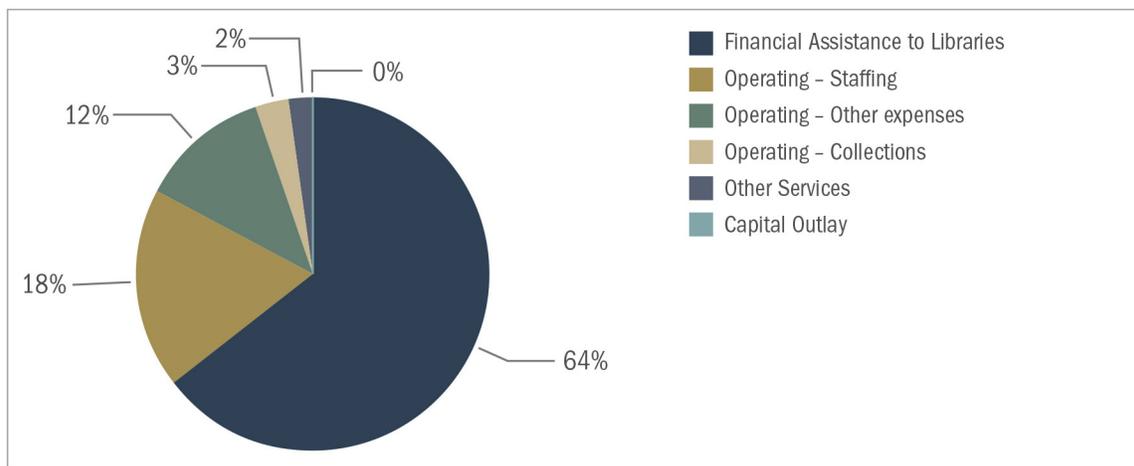
Source: State Library Administrative Agencies Survey, FY 2016; Institute of Museum and Library Services.

A closer review of SLAAs' operating expenditures reveals that 53 percent of all operating expenditures were used to support staffing (salaries and wages and employee benefits), whereas 10 percent were used for collections and 37 percent for other expenses.

Database licensing. One indicator of interest is the amount of expenditures used for database licensing. These licensing agreements are statewide contracted rights for access to and use of database(s) by libraries. Forty-eight SLAAs spent $65.6 million on database licensing to provide access for a variety of users, including public libraries, academic libraries, school library media centers, special libraries,[11] library cooperatives, other state agencies, and remote users. About 45 percent of the expenditures for database licensing come from federal sources, as shown in Table 5.

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9 Collections include all expenditures for materials purchased or leased for use by SLAA users, including print materials, microforms, machine-readable materials, and audiovisual materials.

10 Operating expenditures not reported under staffing or collections expenditures.

11 A special library is a library in a business firm, professional association, government agency, or other organized group; a library that is maintained by a parent organization to serve a specialized clientele; or an independent library that may provide materials or services, or both, to the public, a segment of the public, or other libraries. The scope of collections and services is limited to the subject interests of the host or parent institution. Special libraries include those in state institutions. The definition in the survey (see Appendix F) does not indicate whether or not special libraries include Braille and Talking Book libraries.

Table 5. Database License Expenditures by Source: FY 2016

Database Licensing Expenditure Source	Total FY 2016 Expenditures in Millions
Federal	$29.9
State	$33.3
Other	$2.9
Total	$65.6

Source: State Library Administrative Agencies Survey, FY 2016; Institute of Museum and Library Services.

Note: Database licensing expenditure sources do not add to 66.1 due to rounding.

2.2 National Trends in SLAA Revenues and Expenditures, FY 2004–16

To better understand the patterns of revenues and expenditures experienced by SLAAs from FY 2004 to FY 2016, it is important to consider the broader changes occurring in the U.S. economy during this period. SLAAs, much like other government institutions, were affected by the Great Recession, but not uniformly. An examination of revenues and expenditures shows an overall decline of about 21 percent from FY 2004 to FY 2016 (Figure 7). However, this overall, 12-year decline obscures a more complex pattern. From FY 2004 to FY 2007, or before the onset of recession, revenues fluctuated moderately. After FY 2008, when the recession had taken hold, revenues contracted continuously, falling nearly 22 percent by FY 2012. From FY 2012 to FY 2014, just after the recession, both revenues and expenditures increased modestly (5 percent and 2 percent, respectively) but both financial indicators subsequently decreased by about 5 percent from FY 2014 to FY 2016. In FY 2016, revenues and expenditures were roughly at FY 2012 levels—less than one percent and two percent below FY 2012, respectively.

Figure 7. Total Revenues and Expenditures for SLAAs: FY 2004–16
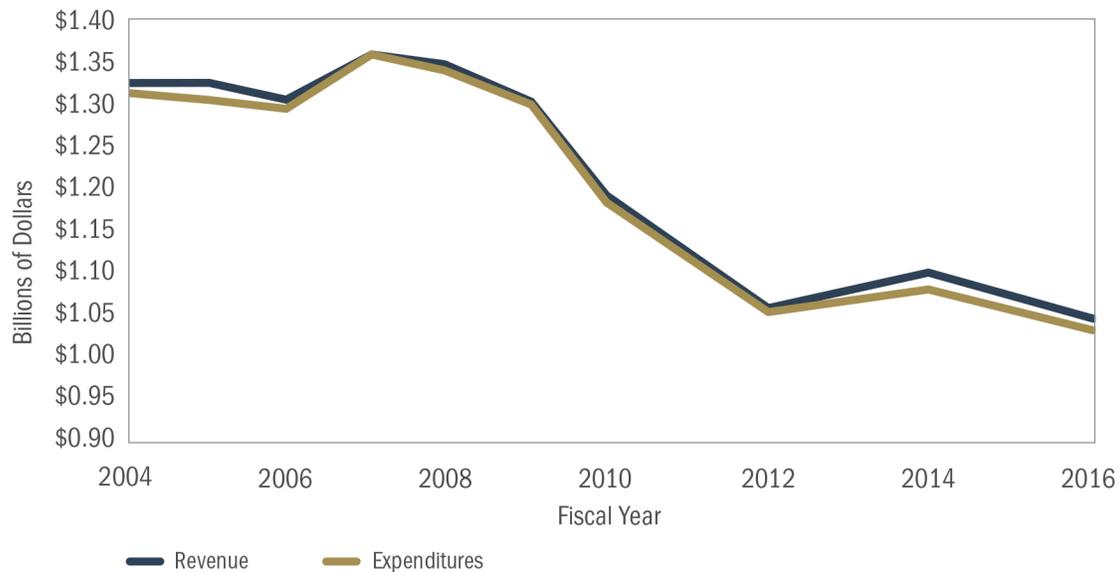
Source: State Library Administrative Agencies Survey, FY 2004–10, 2012, 2014, and 2016; Institute of Museum and Library Services; National Center for Education Statistics.

The next two sections will describe the differences in revenues and expenditures across different groupings of states. These groups—based on the cluster analysis of financial indicators and the administrative structure of the SLAAs—have different numbers of states with large differences in population. The *Some Recovery* cluster of states includes nine states with a total population size of 20 million residents, the *Post-Recession Decline* cluster includes 27 states with a total population size of almost 165 million residents, and the *Long-Term Decline* cluster includes 15 states with almost 139 million residents. The study team subsequently adjusted the total revenues and expenditures to the population (i.e., per capita) within each cluster to allow for comparisons across states and across clusters.

Figure 8 illustrates the per capita revenues and expenditures across all states over the 12-year period. It reveals a nearly identical pattern as in Figure 7's reporting of total revenues and expenditures. In FY 2004, per capita revenues and expenses equaled around $4.50. By FY 2016, this fell to around $3.25.

Figure 8. Per Capita Revenues and Expenditures for SLAAs: FY 2004–16
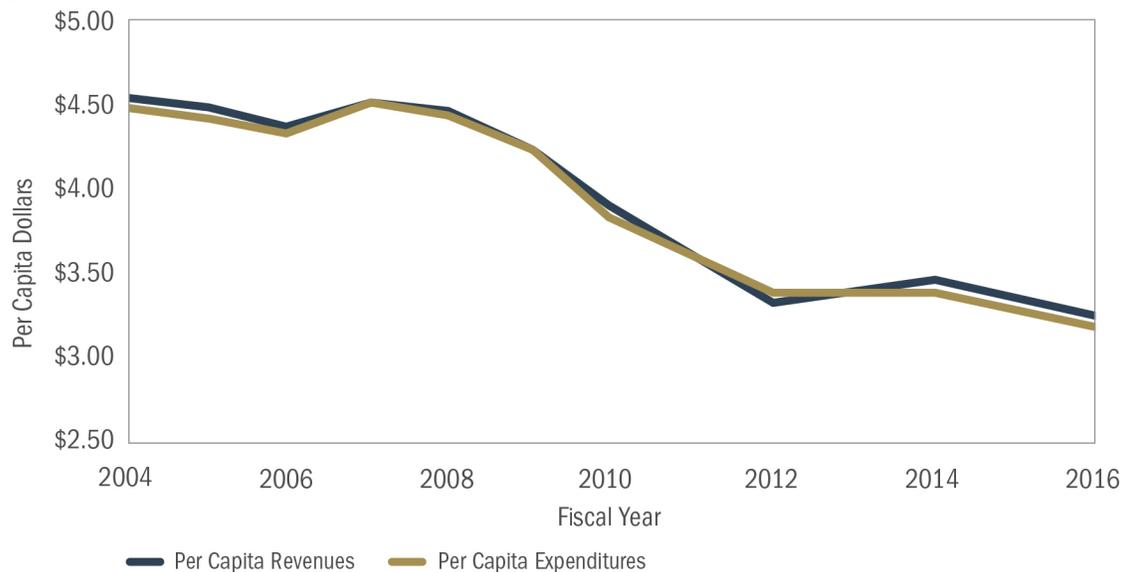
Source: State Library Administrative Agencies Survey, FY 2004–10, 2012, 2014, and 2016; Institute of Museum and Library Services; National Center for Education Statistics.

2.3 Cluster Analysis: Trends in SLAA Revenues and Expenditures, FY 2004–16

The cluster analysis illustrates the variation of fiscal fluctuation across the states within the context of the national recession. As noted in the introduction, three clusters were identified through this analysis:[12]

- **Cluster 1:** Nine states experienced a small increase in revenues and expenditures during the 12-year period, with a small decrease during the recession. This group is called *Some Recovery.*

- **Cluster 2:** Twenty-seven states fell into this group, characterized by relatively flat revenues and expenditures until the recession, at which point both indicators gradually decreased. This cluster is called *Post-Recession Decline.*

- **Cluster 3:** The other 15 states were grouped into the *Long-Term Decline* cluster, which was characterized by declines in revenues and expenditures from FY 2004, predating the recession.

Figure 9 and Figure 10 illustrate the changes in total revenues and total expenditures during the 12-year period for each of the three clusters. Both figures show a similar pattern of changes within each cluster.

SLAAs in the *Some Recovery* cluster showed a drop in per capita revenues and expenditures from FY 2009 to FY 2012, with a sharp increase of 28 percent and 17 percent, respectively, from FY 2012 to FY 2014. Although per capita revenues and expenditures decreased by 9 percent and 8 percent, respectively, from FY 2014 to FY 2016, these SLAAs as a whole experienced a 16 percent increase in revenues and a 13 percent increase in expenditures over the entire 12-year period from FY 2004 to FY 2016.

In comparison, SLAAs in the *Post-Recession Decline* cluster stayed roughly flat through FY 2008. From FY 2008 to FY 2012, revenues and expenditures declined by about 20 percent, and those declines continued through FY 2016. Across the entire 12-year period, per capita revenues and expenditures declined by 25 percent.

SLAAs in the *Long-Term Decline* cluster experienced the largest decrease of all clusters during the 12-year period with both revenues and expenditures declining by 46 percent. The decline in the financial indicators began in FY 2006 before the onset of the national recession when revenues declined by 6 percent and expenditures dropped by 5 percent compared to the previous year. From FY 2007 to FY 2012, the decline in revenues and expenditures accelerated; in FY 2008, revenues and expenditures declined by 4 percent and 6 percent respectively from the previous year, and between FY 2010 and FY 2012, revenues and expenditures declined by 20 percent and 19 percent, respectively. Between FY 2012 and FY 2014, revenues and expenditures increased slightly (by 4 percent and 2 percent, respectively), but they then declined by 14 percent between FY 2014 and FY 2016. Consequently, what initially appeared to signal a small recovery from the recession instead seems to signal a continuation of prolonged contraction of funding for SLAAs in this cluster.

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[12] For a complete explanation of the methods used to generate the clusters, see Appendix A.

Figure 9. Per Capita SLAA Revenues During the 12-Year Period by Cluster: FY 2004–16
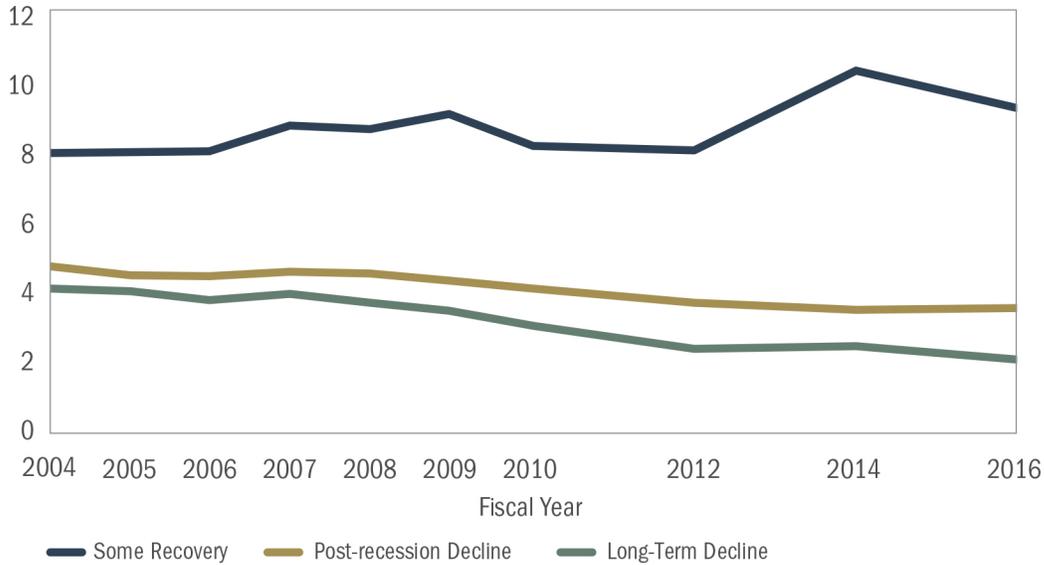
Source: State Library Administrative Agencies Survey, FY 2004–10, 2012, 2014, and 2016; Institute of Museum and Library Services; National Center for Education Statistics.

Figure 10. Per Capita SLAA Expenditures During the 12-Year Period by Cluster: FY 2004–16
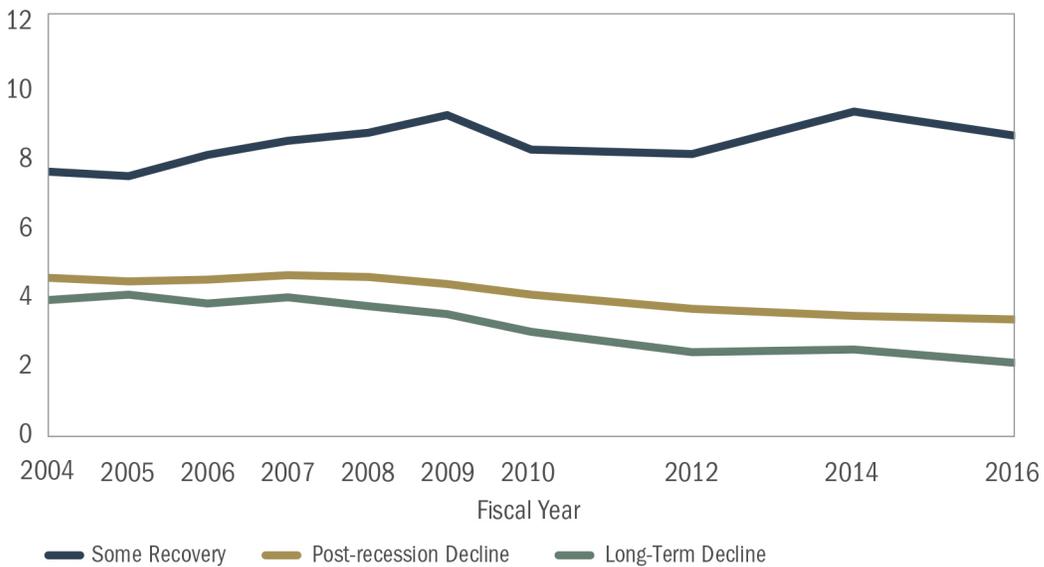
Source: State Library Administrative Agencies Survey, FY 2004–10, 2012, 2014, and 2016; Institute of Museum and Library Services; National Center for Education Statistics.

See Appendix G for tables and figures displaying trend analyses for individual SLAAs within each cluster. The tables in this appendix show the percentage change in SLAA per capita revenues and expenditures.

2.4 Administrative Structure: Trends in SLAA Revenues and Expenditures, FY 2004–16

In addition to organizing SLAAs by clustering their patterns of revenues and expenditures, this report compares them by administrative structure. As noted earlier in the report, SLAAs were grouped based on the location within their state government:

- **Independent Agency:** These SLAAs were housed within their own agency *or* were part of the state's legislative branch. This group, the *Independent Agency/Legislative Branch*, includes 17 states.

- **Department of Education:** The 15 SLAAs in this group were housed within the state's *Department of Education.*

- **Department of State/Administration:** These 11 SLAAs were included as part of the *Department of State* or *Department of Administration.*

- **Other:** The other eight SLAAs are *part of some other agency,* such as the Department of Heritage and the Arts or a unique configuration. They are not independent but do not fit into the other categories above.

Most SLAAs were categorized into the same administrative structure across the 12-year period. The number of SLAAs in each of the categories listed above reflect the counts as of FY 2016. See Section I for more information on the SLAAs that moved within the state government. In all trends presented in this report, we allow SLAAs to move across categories as needed. For example, Idaho's SLAA was part of the *Department of Education* through FY 2008, when it became an *Independent Agency.* In Figure 11 and Figure 12 below, Idaho is included in the *Independent* trend line until FY 2009, when it is included in the *Department of Education* trend line.

This section presents the revenues and expenditures for each administrative structure category. Figure 11 and Figure 12 display the per capita revenues and expenditures by year for each category. As in the previous section on the cluster analysis, the study team divided the financial indicators by population to separate changes in the financial indicators from large differences in population size across groups.

The *Independent Agencies* saw virtually no change in revenues and expenditures until the recession. From FY 2008 to FY 2014, however, these SLAAs experienced a 26 percent reduction in revenues and a 25 percent reduction in expenditures. Per capita revenues and expenditures stabilized between FY 2014 and FY 2016.

Per capita revenues and expenditures were highest in SLAAs housed in a *Department of Education* across all years. Revenues and expenditures showed a steep decline for this group between FY 2008 and FY 2012, with a reduction of 24 percent in revenues and 21 percent in expenditures. From FY 2012 to FY 2016, the decline in revenues and expenditures slowed to 3 percent and 9 percent, respectively.

SLAAs in a *Department of State or Administration* saw a gradual reduction in revenues and expenditures just prior to the recession. Between FY 2008 and FY 2012, however, they experienced a sharp reduction of 27 percent in revenue and 29 percent in expenditures. After an 8 percent increase in revenues and expenditures between FY 2012 and FY 2014, these agencies saw a sharp reduction between FY 2014 and FY 2016—a decline of 26 percent in revenues and 25 percent in expenditures.

Those SLAAs that were in the *Other Agency* administrative structure category also experienced a substantial decline over the 12-year period. These states experienced a total reduction of 23 percent in revenues and 25 percent in expenditures between FY 2004 and FY 2016.

Figure 11. Per Capita SLAA Revenues During the 12-Year Period: FY 2004–16, by Administrative Structure
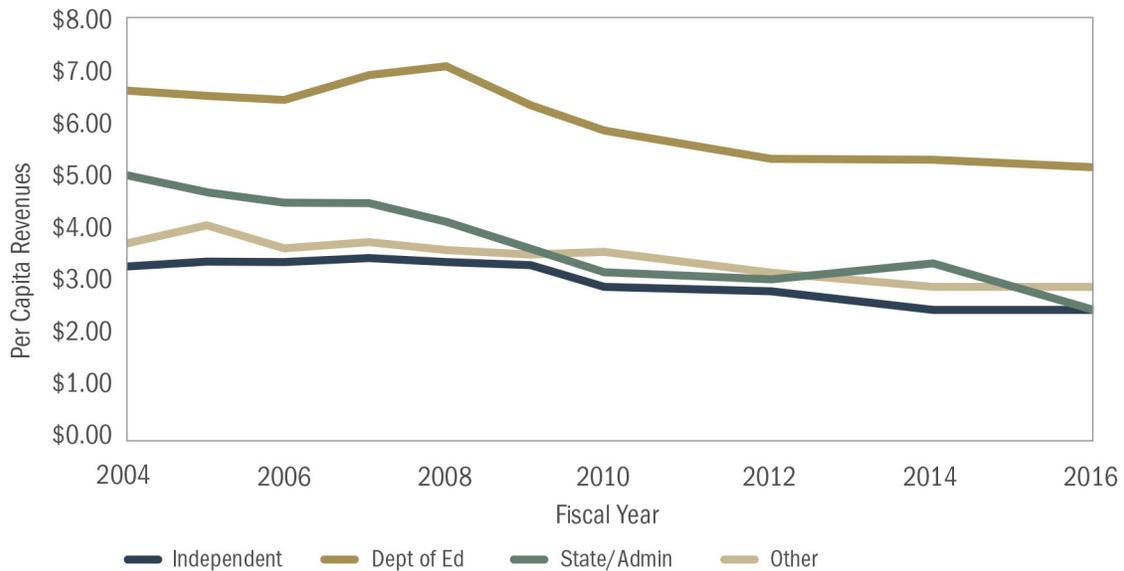
Source: State Library Administrative Agencies Survey, FY 2004–10, 2012, 2014, and 2016; Institute of Museum and Library Services; National Center for Education Statistics.

Figure 12. Per Capita SLAA Expenditures During the 12-Year Period: FY 2004–16, by Administrative Group
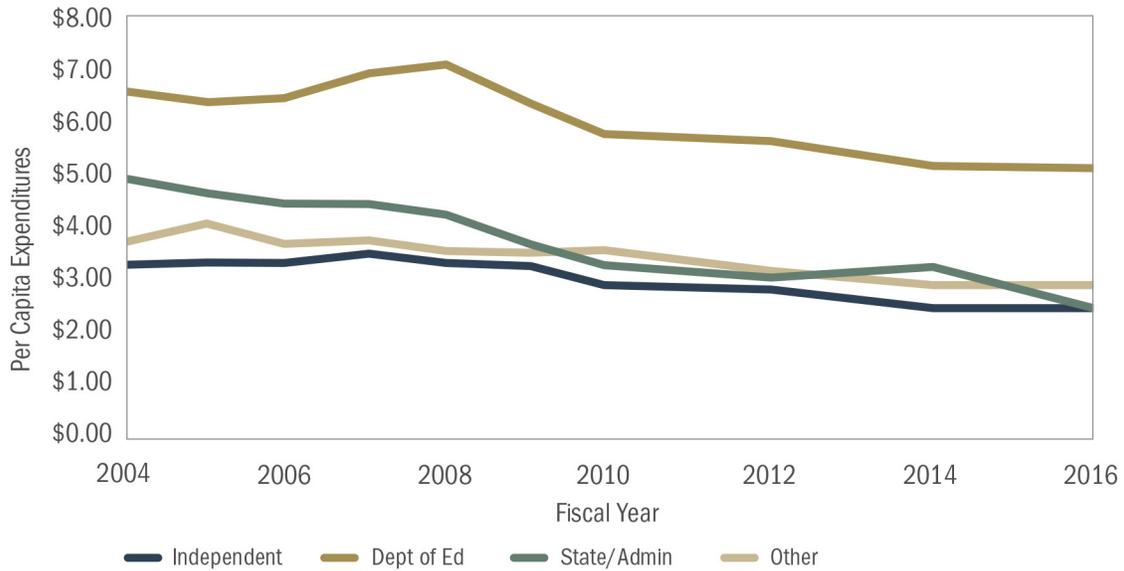
Source: State Library Administrative Agencies Survey, FY 2004–10, 2012, 2014, and 2016; Institute of Museum and Library Services; National Center for Education Statistics.

See Appendix G for additional information on detailed state trends in per capita revenues and expenditures.

2.5 Summary of Indicator 1: Revenues and Expenditures of SLAAs

Throughout the nation, SLAA total revenues decreased by 22 percent from FY 2004 to FY 2016, and SLAA expenditures decreased nationally by 21 percent during these same 12 years. Revenues and expenditures have stayed somewhat stable since FY 2012, rising slightly between FY 2012 and FY 2014 and then decreasing slightly between FY 2014 and FY 2016.

Although there was a national decrease in revenue over this 12-year period, states experienced the recession differently. To better understand, SLAAs were grouped into three different clusters with statistically similar trends in revenues and expenditures from FY 2004 to FY 2016: those SLAAs that demonstrated *Some Recovery* in revenues and expenditures, those that experienced a *Post-Recession Decline*, and those that experienced a *Long-Term Decline*.

Most SLAAs experienced a substantial decline in revenues and expenditures as illustrated by their grouping in the *Long-Term Decline* or the *Post-Recession Decline* clusters. However, the gap in per capita revenues between the *Some Recovery* cluster and the other two clusters increased over the 12-year period, as the revenue and expenditure indicators increased for the *Some Recovery* cluster and decreased for the others.

In addition, the total per capita revenues and expenditures in the *Some Recovery* cluster remained meaningfully large compared to the other two clusters across all years; throughout this period, these revenues were about two to three times as large as that for the other two clusters. In addition, the four states with the largest revenues (see Figure 5) were all members of this cluster.

Finally, grouping SLAAs by their administrative structure showed meaningful changes over time within each administrative structure category as well as meaningful differences in these trends. The 12-year declines in revenue were most severe for those housed in *Departments of State or Administration* (51 percent) compared to *Independent Agencies* (27 percent), *Departments of Education* (22 percent), or all *Other* structural arrangements (23 percent). The per capita revenues and expenditures of SLAAs located in the *Department of Education* were nearly twice as large as other SLAAs.

III. Indicator 2: SLAA Workforce

This section presents reported workforce statistics for the FY 2016 SLAA Survey: full-time equivalents (FTEs), by type of service. A snapshot of FY 2016 FTEs is presented first, followed by a historical perspective of the changes in workforce across SLAAs. Finally, patterns in workforce data are compared across cluster and administrative structure.

The trend analysis encompasses a 10-year period from FY 2006 to FY 2016. Although workforce data were collected before 2006, changes were made to the format and wording of questions for the FY 2006 collection. As a result, any changes in the workforce pattern that include data from before 2006 could reflect changes in the questionnaire rather than actual changes in staffing. Since FY 2006, the SLAA Survey has collected data on staffing in four types of mutually exclusive service classifications:

- **Administration**—the Chief Officer of the SLAA and immediate staff

- **Library development**—SLAA staff responsible for the development of public library services

- **Library services**—SLAA staff responsible for providing services to libraries, such as circulation, interlibrary loan/document library, and reference transactions, as well as administering state and LSTA grant programs, providing consulting and continuing education services, and promoting resource sharing and other forms of interlibrary cooperation

- **Other services**—such as staff in allied operations

3.1 FY 2016 Snapshot of SLAA Staffing

The 51 SLAAs reported a total of 2,633 FTE[13] staff positions for FY 2016. Library services, the largest classification, includes 48 percent of FTEs.[14] The details of the distribution of FTE positions by service classification are displayed in Table 6.

Table 6. Number and Percentage of FTE Positions, by Service Classification: FY 2016

FTE Positions	Administration	Library Development	Library Services	Other Services	Total Staff
Number	367.5	536.7	1,276.3	452.3	2,632.7
Percentage	14%	20%	48%	17%	100%

Source: State Library Administrative Agencies Survey, FY 2016; Institute of Museum and Library Services.

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[13] Full-time equivalent (FTE) is 40 hours per week and is the measure of full-time employment for this survey. FTE employees in any category were calculated by taking the number of hours worked per week by all employees in that category and dividing it by 40.

[14] SLAA roles vary considerably from state to state. Although all SLAAs coordinate and distribute federal funds authorized by the LSTA, not all share the same function and role within their respective states. They are located in various departments of state government and report to different authorities. An SLAA may function as a state's public library at large, providing library services to the general public.

3.2 National Trends in SLAA Workforce, FY 2006–16

To better understand the FY 2016 data for the SLAA workforce, the report examined data reported in the biennial surveys for FY 2006 through FY 2016.[15]

The number of reported FTEs declined by 22 percent in this 10-year period. Staffing remained relatively steady from FY 2006 to FY 2008 but then declined sharply, by nearly 13 percent, from FY 2008 to FY 2010. Since FY 2010, staffing has continued to contract, although the loss in positions from FY 2012 to FY 2014 slowed to 4 percent, the smallest decrease since FY 2008. From FY 2014 to FY 2016, this rate slowed further with a 2 percent drop in FTEs.

Figure 13. Total FTE Positions in SLAAs, by Type of Service: FY 2006–16
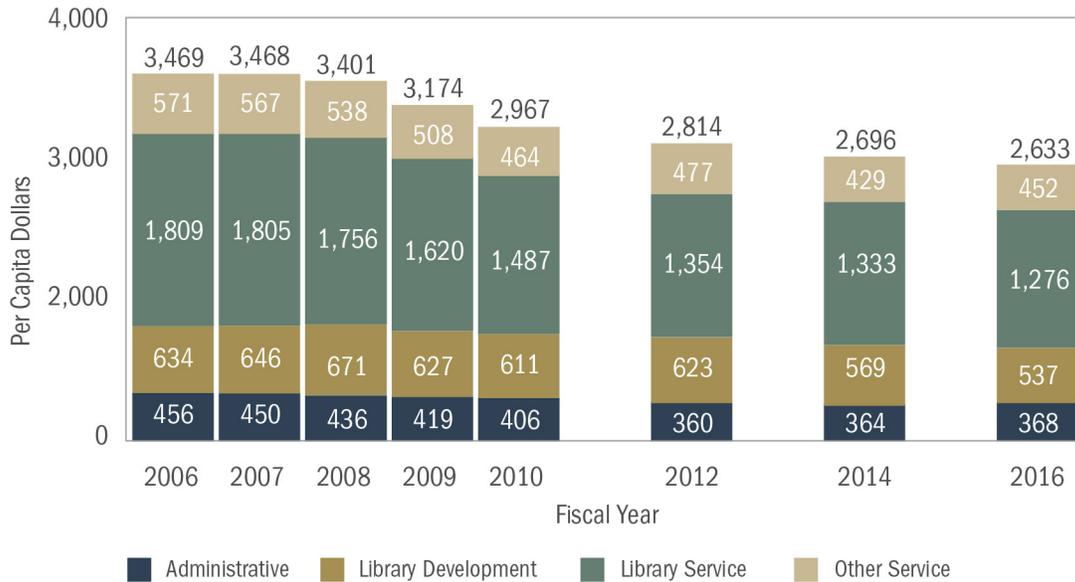
Source: The State Library Administrative Agencies Survey, FY 2006–10, 2012, 2014, and 2016; Institute of Museum and Library Services; National Center for Education Statistics.

Note: The SLAA Survey changed administration to a biennial administration starting in FY 2010. Data presented in the figure show the trend between FY 2006–10, 2012, 2014, and 2016.

The decrease in FTEs has primarily affected staffing in library services, with a decline in FTEs of 29 percent across the 10-year span. SLAAs reported the smallest decrease in library development FTEs, with a decline of 15 percent from FY 2006 to FY 2016.

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[15] As noted above, the survey questionnaire was modified in FY 2006; comparisons in workforce cannot be made prior to that year.

3.3 Cluster Analysis: Trends in SLAA Workforce, FY 2006–16

The three clusters (defined in the Introduction) are used here to better visualize changes in staffing within the context of the national recession and changes in revenues and expenditures from FY 2004–16. These three groups demonstrate different patterns of SLAA workforce reductions across the SLAAs:

- The *Some Recovery* cluster had a 14 percent decline in FTEs from FY 2006 to FY 2016 despite experiencing increases in revenues and expenditures during this period. Nevertheless, these states had the smallest reduction in FTEs compared to the other two groups.

- SLAAs in the *Post-Recession Decline* cluster experienced an overall 28 percent decline in FTEs, with most of the decline occurring from FY 2008 to FY 2016.

- The *Long-Term Decline* cluster showed the sharpest decline in the number of FTE positions, with an overall reduction in staff of 36 percent (from FY 2006 to FY 2016).

Figure 14 compares each cluster's average number of SLAA FTE positions per million residents[16] for the 10-year period against the national per million number of FTE positions. The national average across all 51 states shows an overall decrease in per million workforce of 30 percent in the 10-year period.

The difference in number of SLAA FTE positions per million residents has increased over time between the *Some Recovery* and *Long-Term Decline* clusters. In FY 2006, the difference in per million FTEs between the *Some Recovery* cluster and the *Long-Term Decline* group was 4.49, and in FY 2016, the difference was 5.96 FTEs per million residents.

Figure 14. Number of SLAA FTE Positions per Million Residents, by Revenue and Expenditure Pattern: FY 2006–16
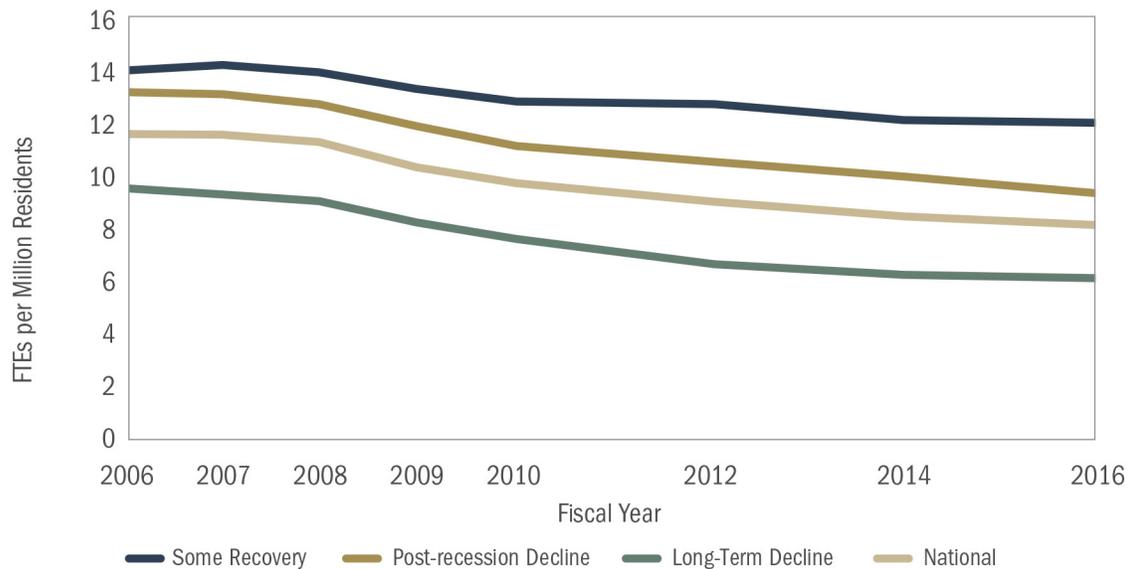
Source: State Library Administrative Agencies Survey, FY 2004–10, 2012, 2014, and 2016; Institute of Museum and Library Services; National Center for Education Statistics.

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[16] As in the analysis of financial indicators in Section II, the study team adjusted the FTEs by dividing the total FTEs by the population and then multiplying the result by 1 million. The researchers used per million residents instead of per capita to better visualize change over time and differences among groups.

See Appendix G for additional context on the trends in SLAA FTE positions by cluster, as well as changes in state FTEs within each cluster over time.

3.4 Administrative Structure: Trends in SLAA Workforce, FY 2006–16

All administrative structure groups showed declines in SLAA FTEs per million residents across the 10-year period. However, the number of FTEs per million residents also differed across administrative structure (see Figure 15).

Agencies in a *Department of Education* had the largest number of SLAA FTEs per million from FY 2006 through FY 2008, but they also experienced the sharpest decline during the 10-year period. This decline began in FY 2008 and continued through FY 2016. From FY 2008 to FY 2012, SLAAs in this category saw a drop of 18 percent; from FY 2012 to FY 2016, FTEs per 1 million residents declined further by 23 percent.

SLAAs in *Independent Agencies* also saw a large decline of 34 percent during the 10-year period, although it occurred primarily during the recession. From FY 2008 to FY 2012, FTEs per 1 million residents declined 26 percent in this group. The decline slowed to 7 percent between FY 2012 to FY 2016.

Agencies in a *Department of State or Administration* showed the smallest decline in SLAA FTEs per million, with a drop of 9 percent over the 10-year period. These SLAAs experienced a decline of 11 percent during the recession but experienced no change in FTEs per million residents from FY 2012 to FY 2016.

SLAAs housed in some *Other Agency* experienced a decline of 15 percent across all years, with the biggest decline of 9 percent in SLAA FTEs per million residents occurring in the post-recession period from FY 2012 to FY 2016. By contrast, the mean average decline in the three other administrative structures – *Department of Education, Independent Agencies,* and *Department of State/Administration* – was the greatest during the period between FY 2008 and FY 2012.

Figure 15. SLAA FTE Positions per Million residents, by Administrative Structure: FY 2006–16
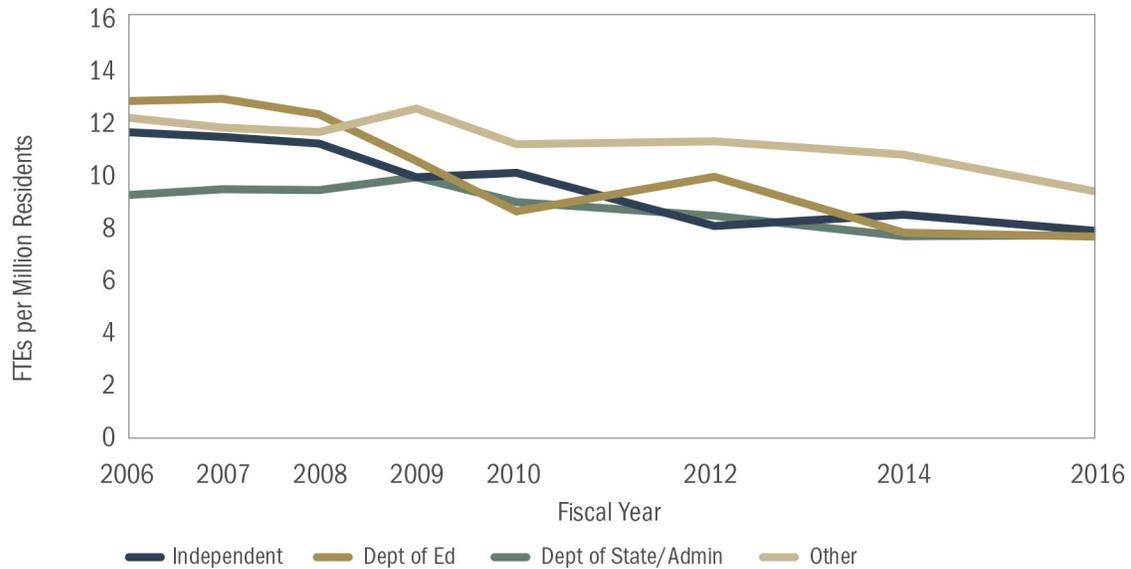
Source: State Library Administrative Agencies Survey, FY 2006–10, 2012, 2014, and 2016; Institute of Museum and Library Services; National Center for Education Statistics.

See Appendix G for information on the types of FTE positions in SLAAs that declined by each administrative structure category, as well as changes in state FTEs within each group.

3.5 Summary of Indicator 2: SLAA Workforce

SLAA reports across all states on the number of SLAA FTE positions in FY 2016 revealed a large decrease of 22 percent, relative to FY 2006. The decreased staffing was seen primarily in the Library Services and Other Services classifications, although all categories saw decreases in staffing. The downward trend in staffing appears to be continuing but at a slower rate, with a 9 percent drop from FY 2012 to FY 2016.

Meaningful differences in the trends of workforce patterns by cluster were found. The *Long-Term Decline* cluster experienced the largest decrease in SLAA FTEs per million (36 percent) over the 10-year period of FY 2006 to FY 2016. The *Some Recovery* group showed the smallest—but still a meaningful—decrease in FTEs of 14 percent during this 10-year period. SLAAs in the *Post-Recession Decline* cluster experienced a 28 percent decrease during this same period of time.

The rate of decline in FTEs per million residents was also meaningfully different by administrative structure. SLAAs housed in *Departments of State or Administration* showed the smallest decline among the four administrative structures, at 9 percent of SLAA FTEs per million residents from FY 2006 to FY 2016. By contrast, those SLAAs in *Departments of Education* showed the largest decline of 40 percent over this 10-year period.

IV. Indicator 3: SLAA-Provided Services

Substantial changes were made to the FY 2014 questionnaire series describing the services that SLAAs provide to libraries and cooperatives. Although most questions in this section have been asked continuously since 1994, the entire series was updated and modernized in FY 2014 to better capture the array of services provided by SLAAs.[17] Because of these changes, the services data presented here offer a snapshot view of FY 2016 and with 2-year trends dating back only to FY 2014.

4.1 FY 2016 Snapshot of SLAA-Provided Services

SLAAs reported providing services in four broad areas:

1. Services to libraries and library cooperatives

2. Operational assistance

3. Coordination and integration of library services

4. Program assistance

This report focuses on services provided to any kind of library under each category by SLAAs.

Appendix G provides more details on the percent of SLAAs providing selected services in each category to specific types of libraries. The services displayed in this report were selected as research priorities by IMLS and displayed in the FY 2014 SLAA report. We include them again here for consistency.

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[17] For a complete list of changes, see Appendix A.

Figure 16. Percentage of SLAAs Providing Selected Services: FY 2016

Category / Service	Percentage of SLAAs
Services to libraries and library cooperatives	
LSTA statewide	100
Consulting services	96
LSTA statewide grant programs	88
Administrative library support	65
Program assistance services	
Continuing education programs	84
Statewide reading programs	82
Literacy program support	53
Operational assistance	
I/L loan referral	98
Reference referral	86
Coop. purch. materials	69
Coordination or integration services	
Statewide resource sharing	100
Statewide coord. digital program/service	55
Statewide virtual reference service	33
Acquisition of other federal program funds	29

Percentage of SLAAs

Source: State Library Administrative Agencies Survey, FY 2016; Institute of Museum and Library Services.

Services to Libraries or Library Cooperatives. This report focuses on four types of services that SLAAs provide to libraries and library cooperatives as reported in the FY 2016 data collection: consulting, administrative library system support, LSTA statewide grant programs, and LSTA statewide services. Most SLAAs provided each of these services as shown in Figure 16.

This figure reveals that 49 of the 51 SLAAs provided some form of consulting services (96 percent). While not reported in the table, the survey reported that the most common forms of consulting services provided by the SLAAs to libraries or library cooperatives were for the following:

- Library management or organizational development (96 percent)
- Continuing education (94 percent)
- Youth services (96 percent)
- Technology and connectivity (92 percent)
- E-Rate consulting (90 percent)

Program Assistance. Although SLAAs provide program assistance in six areas, this report focuses on three areas: continuing education programs, statewide reading programs, and literacy programs.

All SLAAs except one provided assistance for continuing education programs to at least one type of library. In total, 44 SLAAs (86 percent) also reported having statewide reading programs.[18] The most common target audiences for SLAA reading programs were for the middle childhood and early childhood groups.

Thirty-five SLAAs (69 percent) provided some type of literacy program.[19] The most commonly offered literacy program was on digital literacy, offered by 33 SLAAs (65 percent), followed by information literacy and language literacy, both offered by 29 SLAAs (57 percent).

Operational Assistance. Operational assistance describes services provided by SLAAs to assist and support the development of libraries or to link libraries to external networks. Although the majority of SLAAs provided assistance in the form of interlibrary loan referral and reference referral services (84 and 82 percent, respectively), only about half provided cooperative purchasing of materials.

Coordination and Integration of Library Services. Coordination and integration of library services include working with the materials, services, and programs designed to meet users' needs. By far, SLAAs provided statewide resource-sharing services more than other coordination and integration services. Statewide resource sharing describes organized efforts to support the sharing of services and materials. Only a small share of SLAAs provided support for coordination on acquisitions using other federal program funds (29 percent).

SLAAs also offered statewide reading programs to targeted-age populations.[20] In total, 44 SLAAs (86 percent) reported having statewide reading programs. The most common target audience for SLAA reading programs was the middle childhood group, followed by early childhood.

In total, 35 SLAAs (69 percent) provided some form of literacy program.[21] The most commonly offered literacy program was in digital literacy, offered by 33 SLAAs (65 percent). Schools were the second most common recipient of this service; 12 SLAAs (24 percent) offered literacy program support to schools.

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[18] Reading program-targeted populations include early childhood (0-5 years old), middle childhood (6-12 years old), young adult (13-18 years old), adult (19-65 years old), and older adult (65+ years old).

[19] SLAAs were asked whether they provided support for the seven forms of literacy: language, numerical, information, digital, financial, health, and family/intergenerational literacy. For detailed definitions of these forms of literacy, please see Appendix E.

[20] Reading program-targeted populations include early childhood, middle childhood, young adult, adult, and older adult.

[21] SLAAs were asked whether they provided support for the seven forms of literacy: language, numerical, information, digital, financial, health, and family/intergenerational literacy. For detailed definitions of these forms of literacy, please see Appendix E.

4.2 National Trends in Services Provided, FY 2014–16

The percent of SLAAs providing each of the four types of services to any kind of library was largely the same or grew modestly for most services in FY 2016 compared to FY 2014. This is illustrated in Figure 17.

Figure 17. National Trends in Percentage of SLAAs Providing Various Types of Services: FY 2014–16
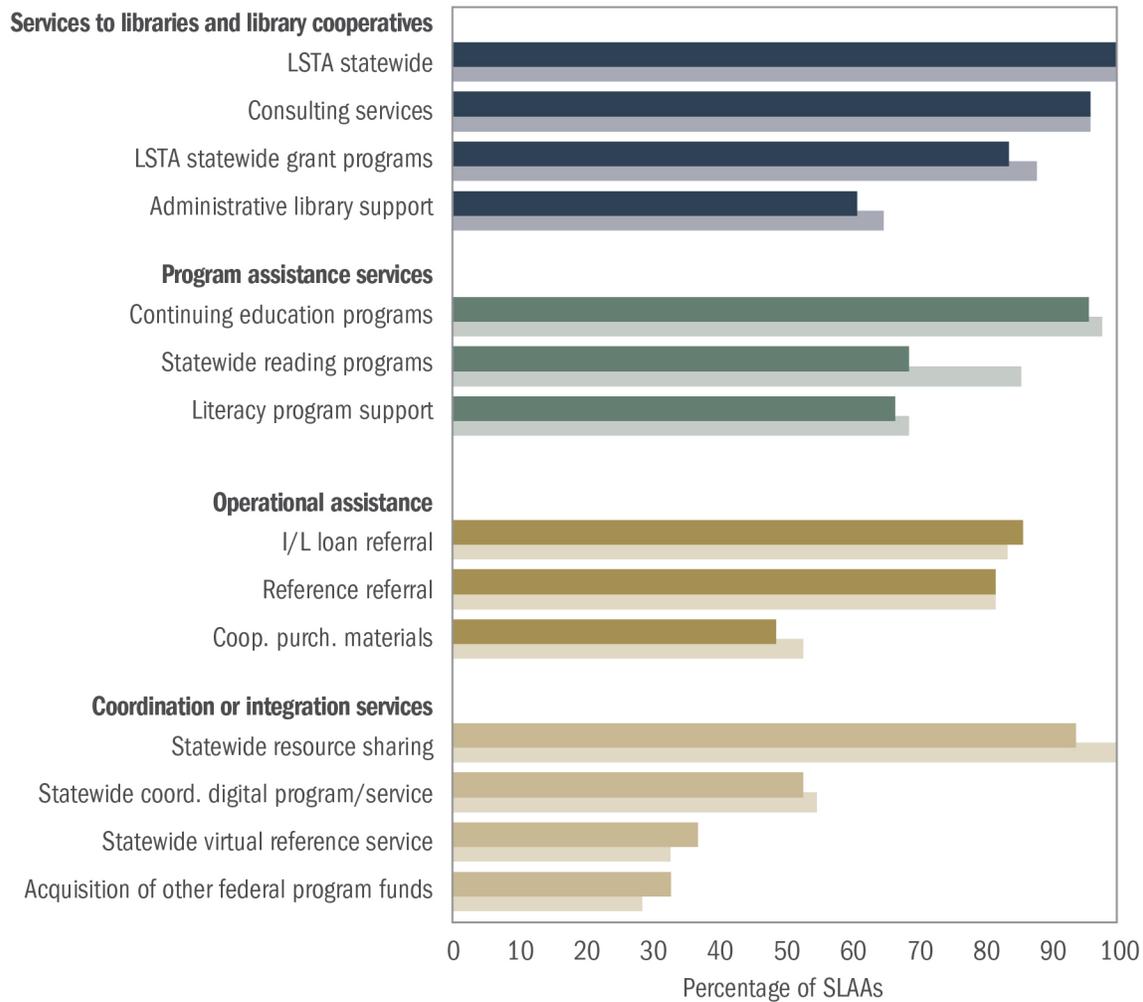
Note: Lighter bars indicate the value for FY 2014; darker bars indicate the value for FY 2016. Numbers are summed across the various types of libraries (public, academic, and school; special; and library cooperatives).

As this figure shows, the proportion of SLAAs providing services to libraries and library cooperatives varied little across the two years. All SLAAs provided LSTA statewide services and almost all offered consulting services in both FY 2014 and FY 2016. The percent of SLAAs providing LSTA statewide grant programs and administrative library system supports also remained relatively consistent over the two years, increasing by just four percentage points from FY 2014 to FY 2016.

In the program assistance services, about the same number of SLAAs provided continuing education programs and literacy program support over the 2-year period between FY 2014 and FY 2016. By contrast, the largest increase in provision of any service across any category involved statewide reading programs, which increased from 69 percent in FY 2014 to 86 percent in FY 2016. While not reported in the figure, these programs increasingly cover early childhood programs with 51 percent of SLAAs providing this service in FY 2014 and 67 percent in FY 2016.

Operational assistance services were provided at about the same rates across the 2-year period. About half of SLAAs provided cooperative purchasing of materials in both FY 2014 and FY 2016. Reference referral services were provided by 82 percent of SLAAs in both years. And about 85 percent (86 percent in FY 2014 and 84 percent in FY 2016) provided interlibrary loan referral services.

Finally, the four services listed under coordination or integration services were roughly the same across FY 2014 and FY 2016. However, all states in FY 2016 provided statewide resource sharing to SLAAs compared to 48 states two years earlier.

4.3 Cluster Analysis: Services

4.3.1 Cluster Analysis: Snapshot of Services, FY 2016

This section focuses on comparing the services offered by SLAAs by the three clusters, as defined by their revenue and expenditure patterns. Interpretation of SLAA service patterns and recipients of those services, as well as a comparative evaluation across groups, is limited by the two years of measurement, the differing universe of service recipients within each state, and state-defined boundaries for their respective SLAAs in services and recipients of services.

Table 7 presents the percentage of SLAAs nationally, as well as by group, that provide selected types of services within these four broad areas.

Table 7. Percentage of SLAAs Providing Selected Types of Services, by Cluster: FY 2016

Supports for libraries and library cooperatives	National (*N* = 51) Percentage	Some Recovery Group (*N* = 9) Percentage	Post-recession Decline Group (*N* = 15) Percentage	Long-Term Decline Group (*N*= 27) Percentage
Services				
Consulting services	96	89	96	100
Administrative library support	65	67	63	67
LSTA state program grants	88	67	96	87
LSTA statewide services	100	100	100	100
Operational Assistance				
Cooperative purchasing of library materials	53	56	59	40
Interlibrary loan referral services	84	89	81	87
Reference referral services	82	78	85	80
Coordination or Integration				
Statewide coordinated digital program or service	55	67	52	53
Statewide virtual reference service	33	22	33	40
Acquisition of other federal program funds	29	22	37	20
Statewide resource sharing	100	100	100	100
Program Assistance				
Continuing education programs	98	89	100	100
Literacy program support	69	44	74	73
Statewide reading programs	86	78	85	93

Source: State Library Administrative Agencies Survey, FY 2016; Institute of Museum and Library Services.

Note: Numbers are summed across the various types of libraries (public, academic, and school; special; and library cooperatives).

Services to libraries and library cooperatives. Table 7 shows that all three clusters of SLAAs provided high levels of services to libraries and cooperatives. A lower percentage of *Some Recovery* SLAAs reported providing LSTA state program grants services than did SLAAs in the other two clusters.

Operational assistance. In the broad category of operational assistance, a lower proportion of SLAAs in the *Long-Term Decline* cluster reported providing cooperative purchasing of library materials compared to those in the other two clusters. The differences across the three clusters were smaller for the other two services.

Coordination or integration of services. SLAAs in the *Some Recovery* cluster were most likely to provide a statewide coordinated digital program but least likely to provide statewide virtual reference services compared to other clusters. By contrast, a higher proportion of SLAAs in the *Post-Recession Decline* cluster provided services for the acquisition of federal funds compared to the other two clusters.

Program assistance. For all three types of program assistance included in Table 7, a lower proportion of SLAAs in the *Some Recovery* cluster provided this assistance than did those in the other two clusters demonstrating more impact of the recession. This difference was most apparent for literacy program supports; 44 percent of SLAAs in the *Some Recovery* group reported providing this service, compared to about two-thirds to three-quarters of SLAAs in the other clusters.

Literacy program supports and statewide reading campaigns. Table 8 provides a more detailed view of the types of literacy services offered by cluster. As shown, fewer SLAAs in the *Long-Term Decline* cluster provided services in numerical and digital literacy than the other two clusters. In addition, all SLAAs in the *Some Recovery* and *Post-Recession Decline* clusters provided digital literacy supports.

Table 8. Percentage of SLAAs Providing Selected Types of Statewide Literacy Services, by Cluster: FY 2016

Type of Literacy Service Provided	National (N = 35)	Some Recovery Group (N = 4)	Post-recession Decline Group (N = 20)	Long-Term Decline Group (N= 11)
	Percentage	Percentage	Percentage	Percentage
Language	83	75	80	91
Numerical	57	50	65	45
Information	83	75	85	82
Digital	94	100	100	82
Financial	60	50	70	45
Health	71	50	75	73
Family/intergenerational	80	75	85	73

Source: State Library Administrative Agencies Survey, FY 2016; Institute of Museum and Library Services.

Note: Numbers are summed across the various types of libraries (public, academic, and school; special; and library cooperatives). SLAAs that do not provide any statewide literacy service were excluded, limiting the sample size.

Statewide reading promotion campaigns. Statewide reading promotion campaigns are coordinated programs that target different population groups to support, maintain, or improve reading skills. Provision of these services for specific target audience varied across cluster, as shown below in Table 9. SLAAs in the *Post-Recession Decline* cluster were more likely to offer all of these reading promotion campaigns compared to the other clusters. Fewer SLAAs in the *Some Recovery* cluster provided youth literacy services compared to all other states. The SLAAs in the *Long-Term Decline* cluster were less likely to provide these services for adults and older adults compared to the other two clusters.

Type of Literacy Service Provided	National (*N* = 51)	Some Recovery Group (*N* = 9)	Post-recession Decline Group (*N* = 15)	Long-Term Decline Group (*N*= 27)
	Percentage	Percentage	Percentage	Percentage
Early childhood	77	57	79	83
Middle childhood	77	43	79	87
Young adults	68	43	64	78
Adults	52	43	29	70
Older adults	39	43	7	57

Source: State Library Administrative Agencies Survey, FY 2016; Institute of Museum and Library Services.

Note: Numbers are summed across the various types of libraries (public, academic, and school; special; and library cooperatives).

4.3.2 Cluster Analysis: Trends in Services, FY 2014–16

As discussed above, the number of SLAAs providing statewide reading programs increased between FY 2014 and FY 2016. As shown in Figure 18, statewide reading programs increased across all three groups. The most marked change was in the *Long-Term Decline* cluster, in which the percent of SLAAs offering this service increased by 22 percentage points.

Although few other services showed changes at a national level, differences emerge when examining trends by cluster. For example, SLAAs in the *Long-Term Decline* cluster increasingly offered cooperative purchasing of materials to their libraries, but no other clusters showed an increase.

Figure 18a. Two-Year Trends in Percentage of SLAAs Providing Various Types of Services by Cluster: FY 2014–16
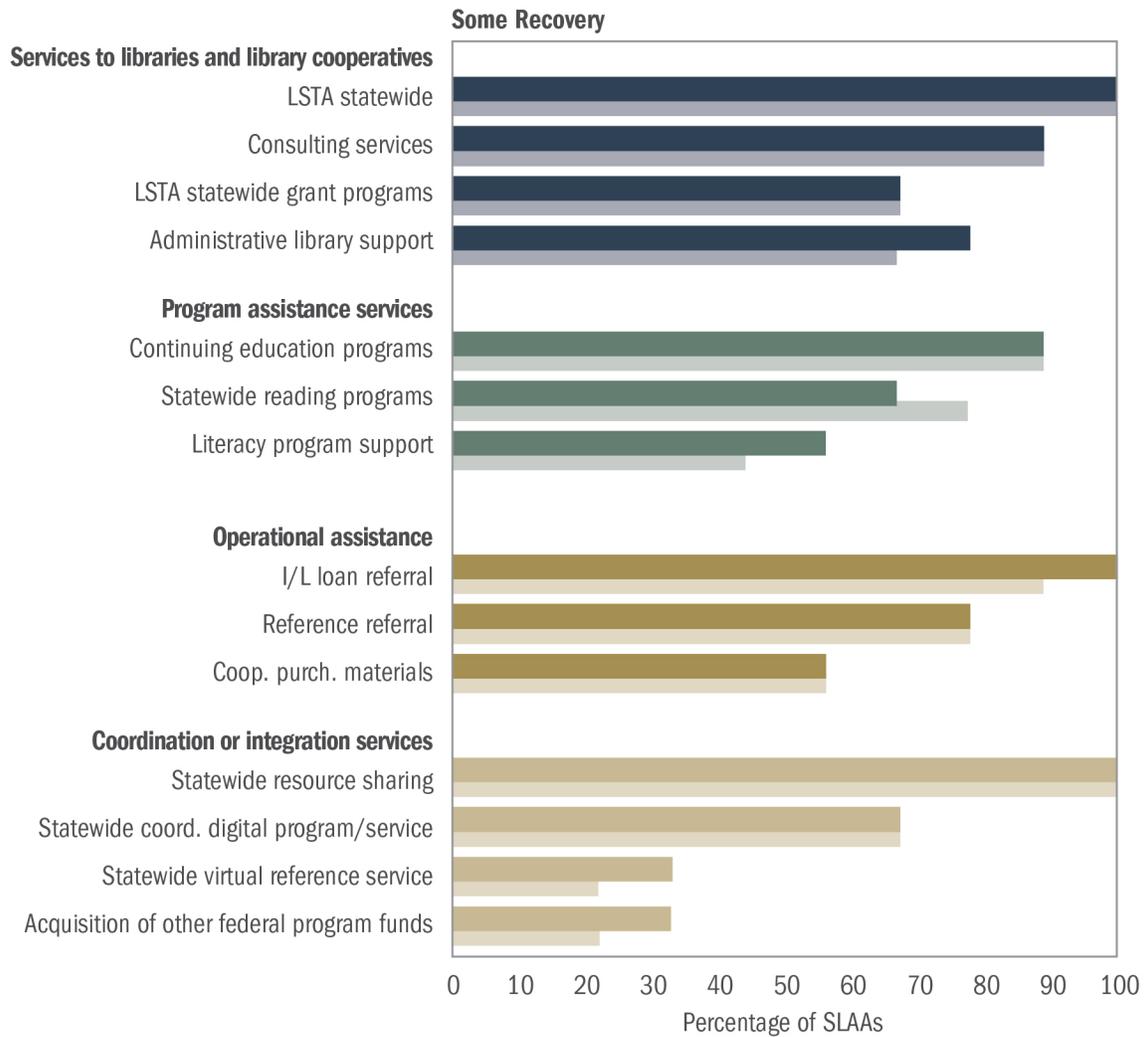
Source: State Library Administrative Agencies Survey, FY 2014 and FY 2016; Institute of Museum and Library Services.

Note: Numbers are summed across the various types of libraries (public, academic, and school; special; and library cooperatives).

Figure 18b. Two-Year Trends in Percentage of SLAAs Providing Various Types of Services by Cluster: FY 2014–16

Post-Recession Decline
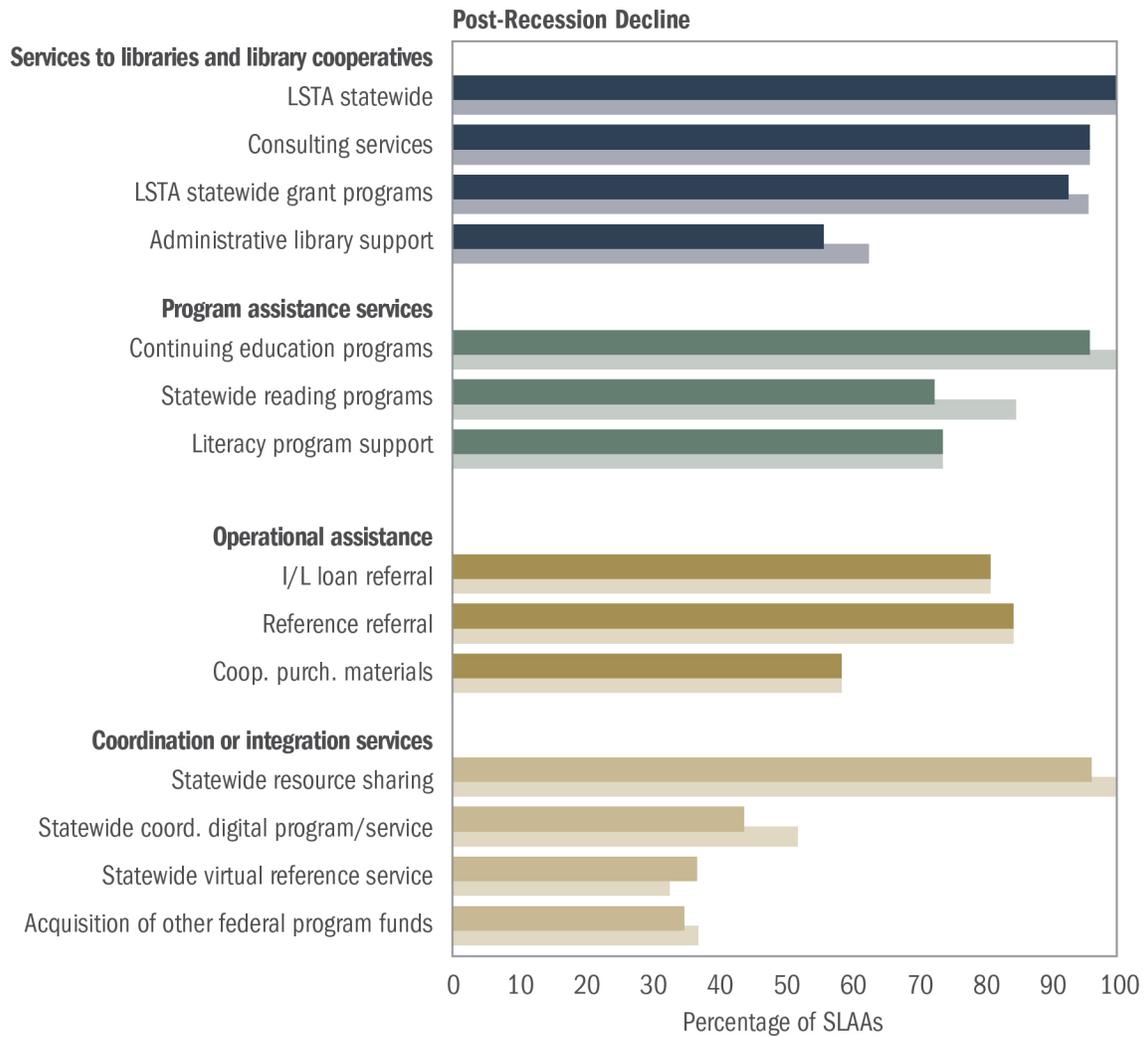
Source: State Library Administrative Agencies Survey, FY 2014 and FY 2016; Institute of Museum and Library Services.

Note: Numbers are summed across the various types of libraries (public, academic, and school; special; and library cooperatives).

Figure 18c. Two-Year Trends in Percentage of SLAAs Providing Various Types of Services by Cluster: FY 2014–16

Long-Term Decline
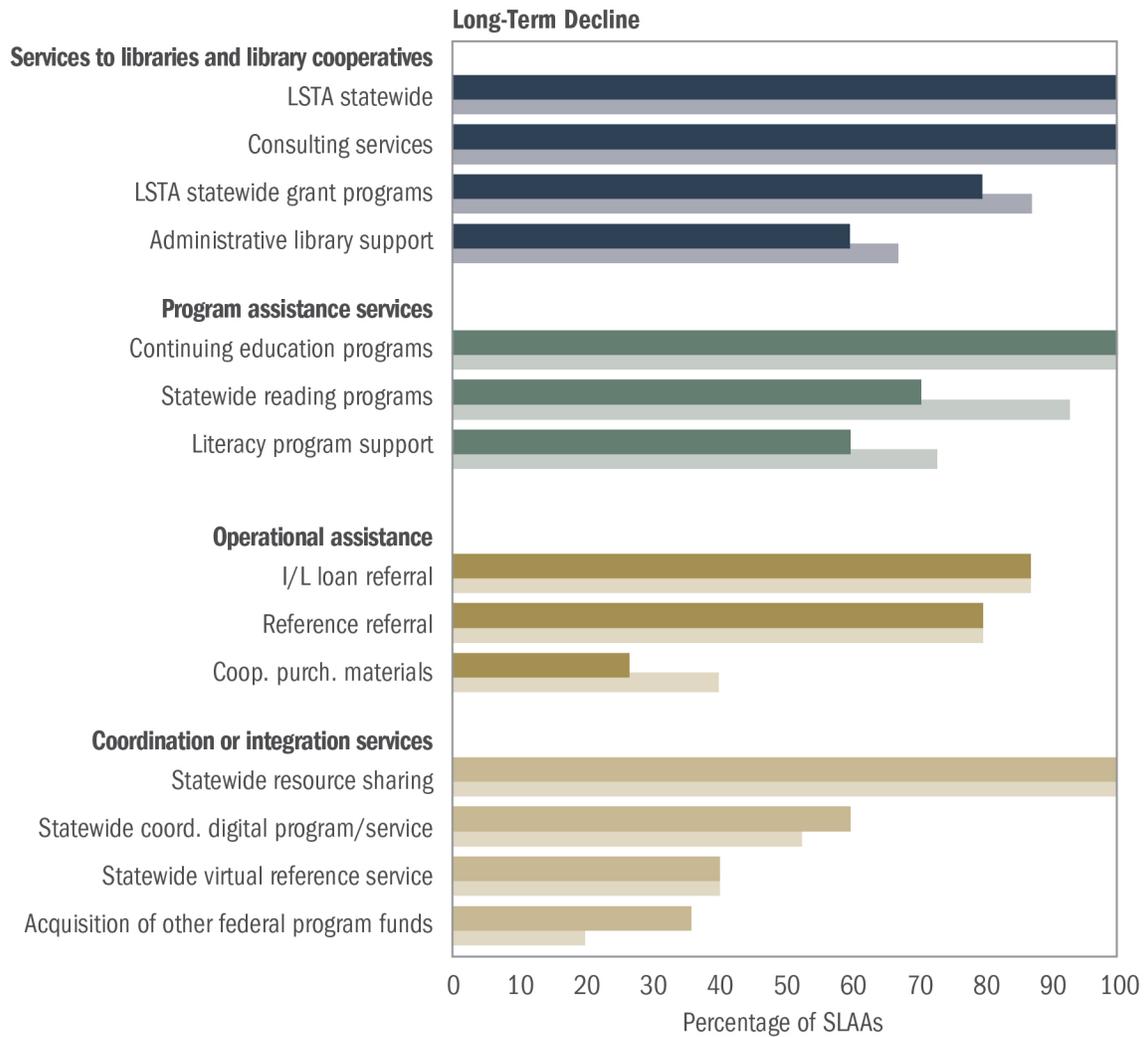
Source: State Library Administrative Agencies Survey, FY 2014 and FY 2016; Institute of Museum and Library Services.

Note: Numbers are summed across the various types of libraries (public, academic, and school; special; and library cooperatives).

4.4 Administrative Structure: Services

4.4.1 Administrative Structure: Snapshot of Services, FY 2016

This section focuses on comparing the services offered by SLAAs by their administrative structure. Table 10 presents the percentage of SLAAs nationally as well as by each administrative structure category that provide selected types of services within the four broad service areas.

Table 10. Percentage of SLAAs Providing Selected Types of Support, by Administrative Structure: FY 2016

Supports for libraries and library cooperatives	National (*N* = 51)	Independent and Legislative (*N* = 17)	Department of Education (*N* = 15)	Department of State or Administration (*N* = 27)	Part of Another Agency (*N* = 8)
	Percentage	Percentage	Percentage	Percentage	Percentage
Services					
Consulting services	96	88	100	100	100
Administrative library support	65	76	67	64	38
LSTA state program grants	88	88	93	82	88
LSTA statewide services	100	100	100	100	100
Operational Assistance					
Cooperative purchasing of library materials	53	59	40	55	63
Interlibrary loan referral services	84	82	87	82	88
Reference referral services	82	82	93	64	88
Coordination or Integration					
Statewide coordinated digital program or service	55	53	73	55	25
Statewide virtual reference service	33	29	27	36	50
Acquisition of other federal program funds	29	29	33	27	25
Statewide resource sharing	100	100	100	100	100
Program Assistance					
Continuing education programs	98	94	100	100	100
Literacy program support	69	82	53	64	75
Statewide reading programs	86	94	80	73	100

Source: State Library Administrative Agencies Survey, FY 2016; Institute of Museum and Library Services.

Note: Numbers are summed across the various types of libraries (public, academic, and school; special; and library cooperatives).

Services to libraries and library cooperatives. Administrative library support showed great variation by administrative structure. While all SLAAs in *departments of state or administration* and about two-thirds of SLAAs in the *Independent* agencies and those in *departments of education* provided this service, no SLAAs in *other agencies* provided that service.

Coordination or integration services. Some differences were also found in coordination or integration services. SLAAs in *departments of state or administration* did not provide services for the acquisition of other federal program funds, but about one-quarter of SLAAs that were *independent* and those that were *part of another agency* provided that service. SLAAs housed in the *department of education* provided that service.

Operational assistance. Cooperative purchasing of materials was provided by 25 percent of SLAAs in *departments of state or administration*, much lower than the other categories. Fewer SLAAs in *departments of state or administration* offered reference referral services and cooperative purchasing of materials compared to the other categories of SLAAs.

Program assistance. In some cases, program assistance services also differed by administrative structure. Fifty percent of SLAAs in *departments of state or administration* provided literacy program supports, while the majority of SLAAs in other categories did so. However, nearly all SLAAs nationwide provided continuing education programs.

Literacy program supports and statewide reading campaigns. As shown in Table 11, very few SLAAs that were *part of another agency* provided numerical literacy program supports, but at least half of SLAAs in all other categories did so.

Table 11. Percentage of SLAAs Providing Selected Types of Statewide Literacy Services, by Administrative Structure: FY 2016

Type of literacy service provided	National (*N* = 35) Percentage	Independent and Legislative (*N* = 14) Percentage	Department of Education (*N* = 8) Percentage	Department of State or Administration (*N* = 7) Percentage	Part of Another Agency (*N* = 6) Percentage
Language	83	86	75	71	100
Numerical	57	64	50	86	17
Information	83	86	88	71	83
Digital	94	100	100	86	83
Financial	60	64	50	71	50
Health	71	79	75	71	50
Family/intergenerational	80	79	88	71	83

Source: State Library Administrative Agencies Survey, FY 2016; Institute of Museum and Library Services.

Note: Numbers are summed across the various types of libraries (public, academic, and school; special; and library cooperatives).

Statewide reading promotion campaigns. As shown in Table 9, a greater number of SLAAs housed in *Departments of Education* provided services across all age groups compared to the other administrative structures.

Table 12. Percentage of SLAAs Providing Statewide Reading Promotion Campaigns to Various Target Audiences, by Administrative Structure: FY 2016

Target audience	National (*N* = 51)	Independent and Legislative (*N* = 17)	Department of Education (*N* = 15)	Department of State or Administration (*N* = 11)	Part of Another Agency (*N* = 8)
	Percentage	Percentage	Percentage	Percentage	Percentage
Early childhood	77	69	92	63	88
Middle childhood	77	75	92	63	75
Young adults	68	56	83	63	75
Adults	52	56	58	50	38
Older adults	39	38	50	25	38

Source: State Library Administrative Agencies Survey, FY 2016; Institute of Museum and Library Services.

Note: Numbers are summed across the various types of libraries (public, academic, and school; special; and library cooperatives).

4.4.2 Administrative Structure: Trends in Services, FY 2014–16

As shown in Figure 19, SLAAs in all administrative structure categories increasingly provided statewide reading programs. However, these increases were most marked for *Independent Agencies* and those that were *Part of Another Agency.* Fewer SLAAs in *Independent* agencies and in *Departments of State or Administration* provided services on the acquisition of federal program funds, but a greater number of SLAAs in the other categories provided that service in FY 2014 compared to FY 2016.

Figure 19a. Two-Year Trends in Percentage of SLAAs Providing Various Types of Services by Administrative Structure: FY 2014–16

Independent Agencies

Services to libraries and library cooperatives
- LSTA statewide
- Consulting services
- LSTA statewide grant programs
- Administrative library support

Program assistance services
- Continuing education programs
- Statewide reading programs
- Literacy program support

Operational assistance
- I/L loan referral
- Reference referral
- Coop. purch. materials

Coordination or integration services
- Statewide resource sharing
- Statewide coord. digital program/service
- Statewide virtual reference service
- Acquisition of other federal program funds

Percentage of SLAAs
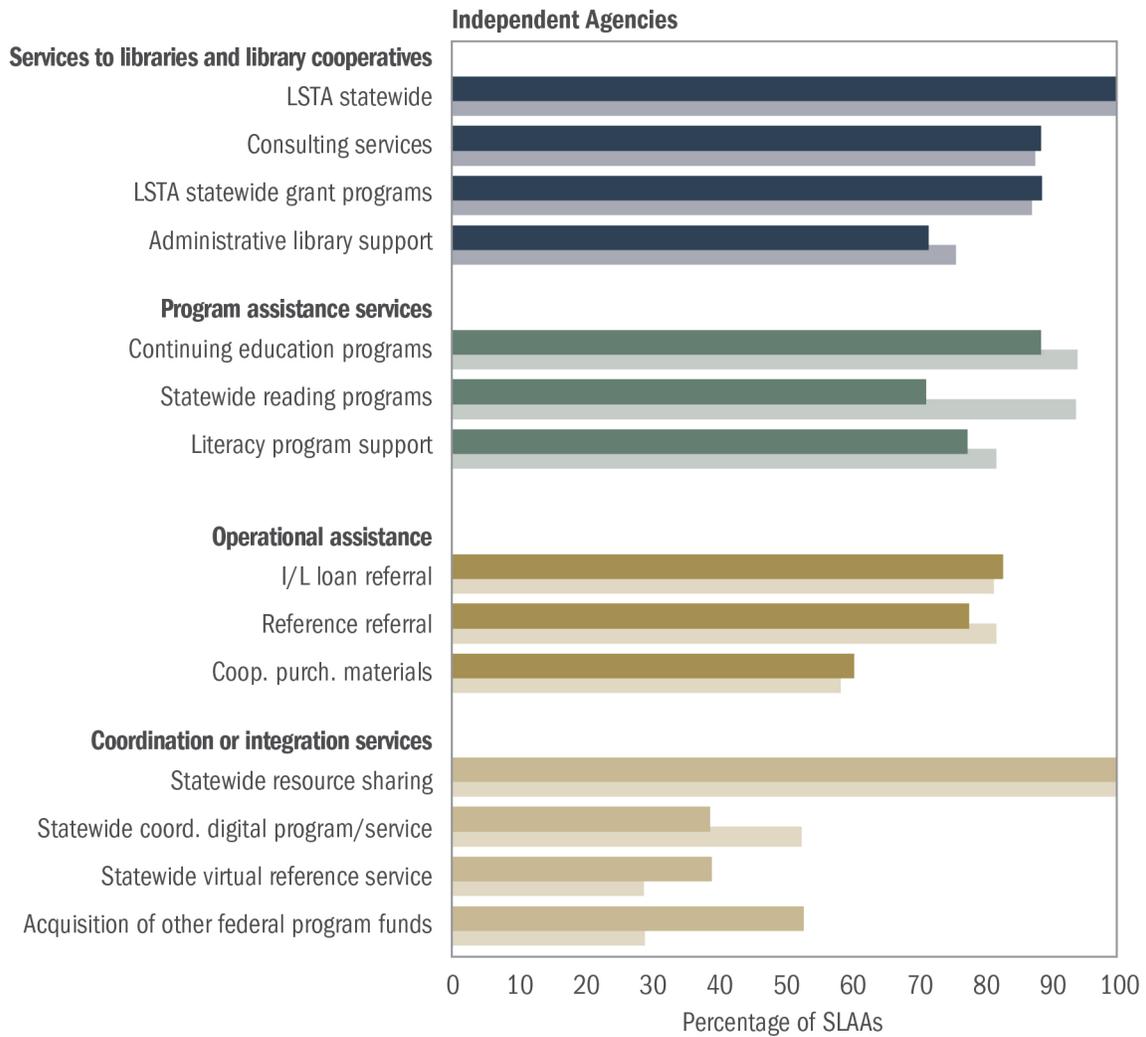
*Source*: State Library Administrative Agencies Survey, FY 2014 and FY 2016; Institute of Museum and Library Services.
Note: Numbers are summed across the various types of libraries (public, academic, and school; special; and library cooperatives).

Figure 19b. Two-Year Trends in Percentage of SLAAs Providing Various Types of Services by Administrative Structure: FY 2014–16

Department of Education

Services to libraries and library cooperatives
- LSTA statewide
- Consulting services
- LSTA statewide grant programs
- Administrative library support

Program assistance services
- Continuing education programs
- Statewide reading programs
- Literacy program support

Operational assistance
- I/L loan referral
- Reference referral
- Coop. purch. materials

Coordination or integration services
- Statewide resource sharing
- Statewide coord. digital program/service
- Statewide virtual reference service
- Acquisition of other federal program funds

Percentage of SLAAs
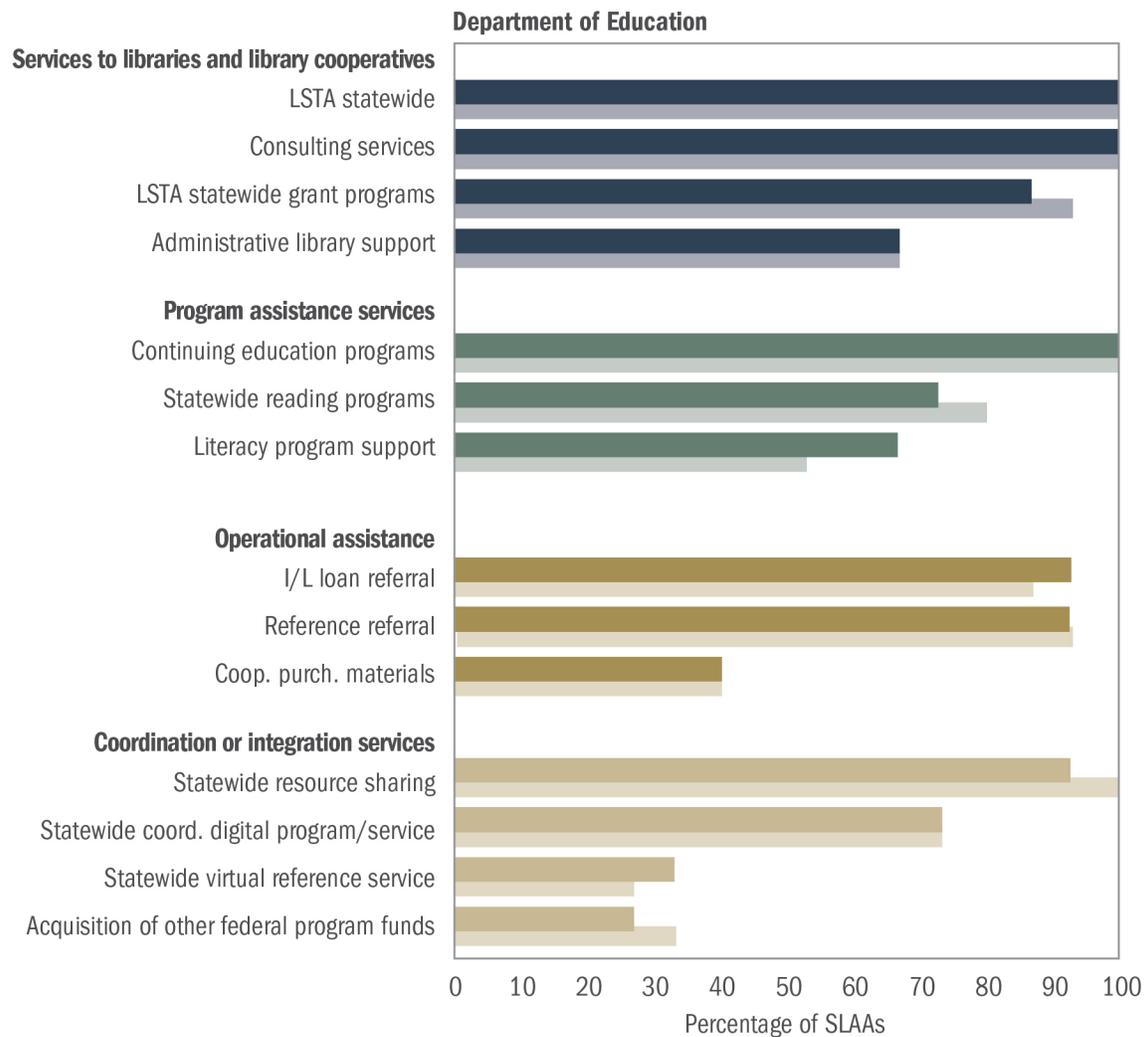
Source: State Library Administrative Agencies Survey, FY 2014 and FY 2016; Institute of Museum and Library Services.

Note: Numbers are summed across the various types of libraries (public, academic, and school; special; and library cooperatives).

Figure 19c. Two-Year Trends in Percentage of SLAAs Providing Various Types of Services by Administrative Structure: FY 2014–16

Department of State or Administration
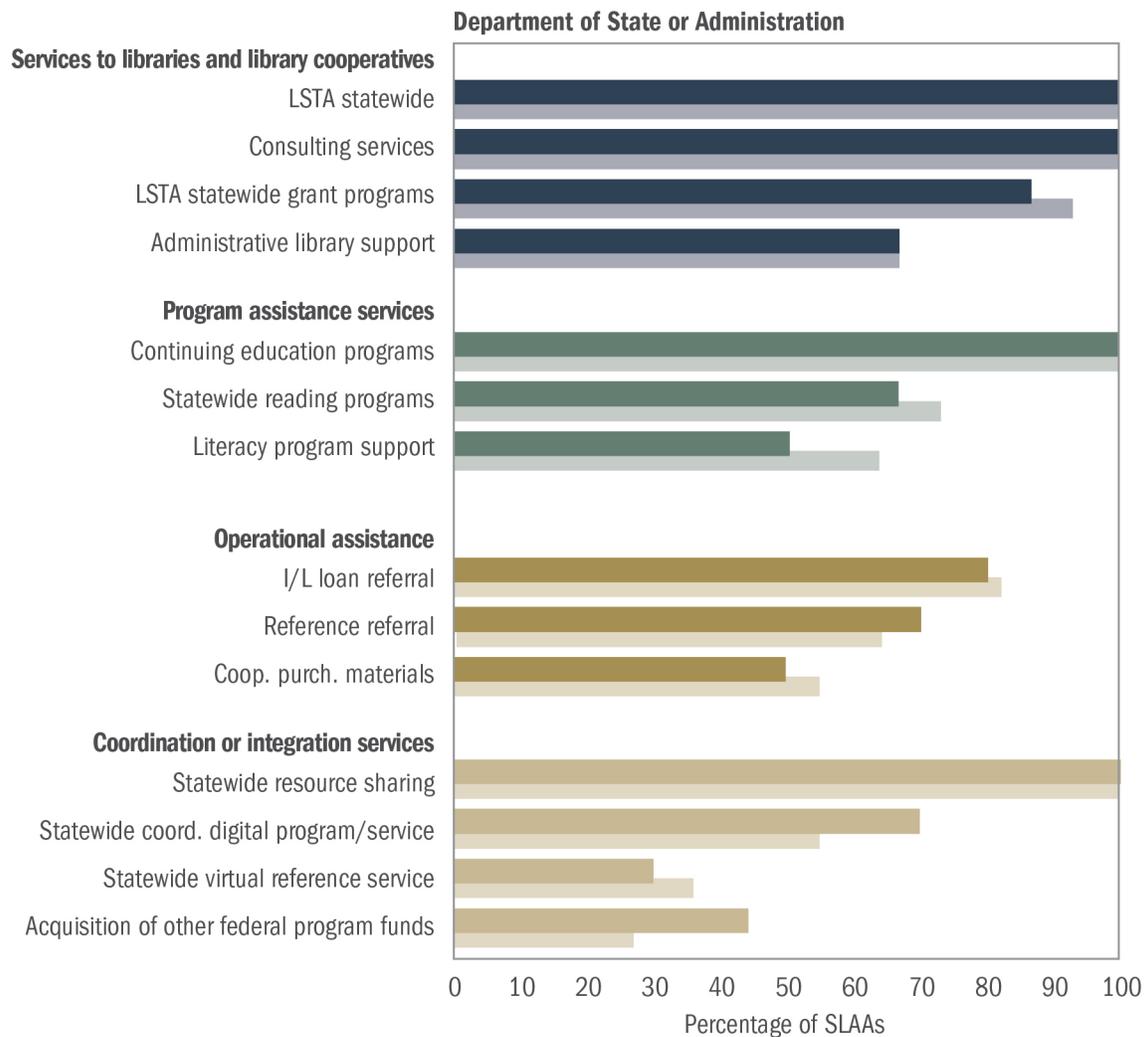
Source: State Library Administrative Agencies Survey, FY 2014 and FY 2016; Institute of Museum and Library Services.

Note: Numbers are summed across the various types of libraries (public, academic, and school; special; and library cooperatives).

Figure 19d. Two-Year Trends in Percentage of SLAAs Providing Various Types of Services by Administrative Structure: FY 2014–16

Part of Another Agency
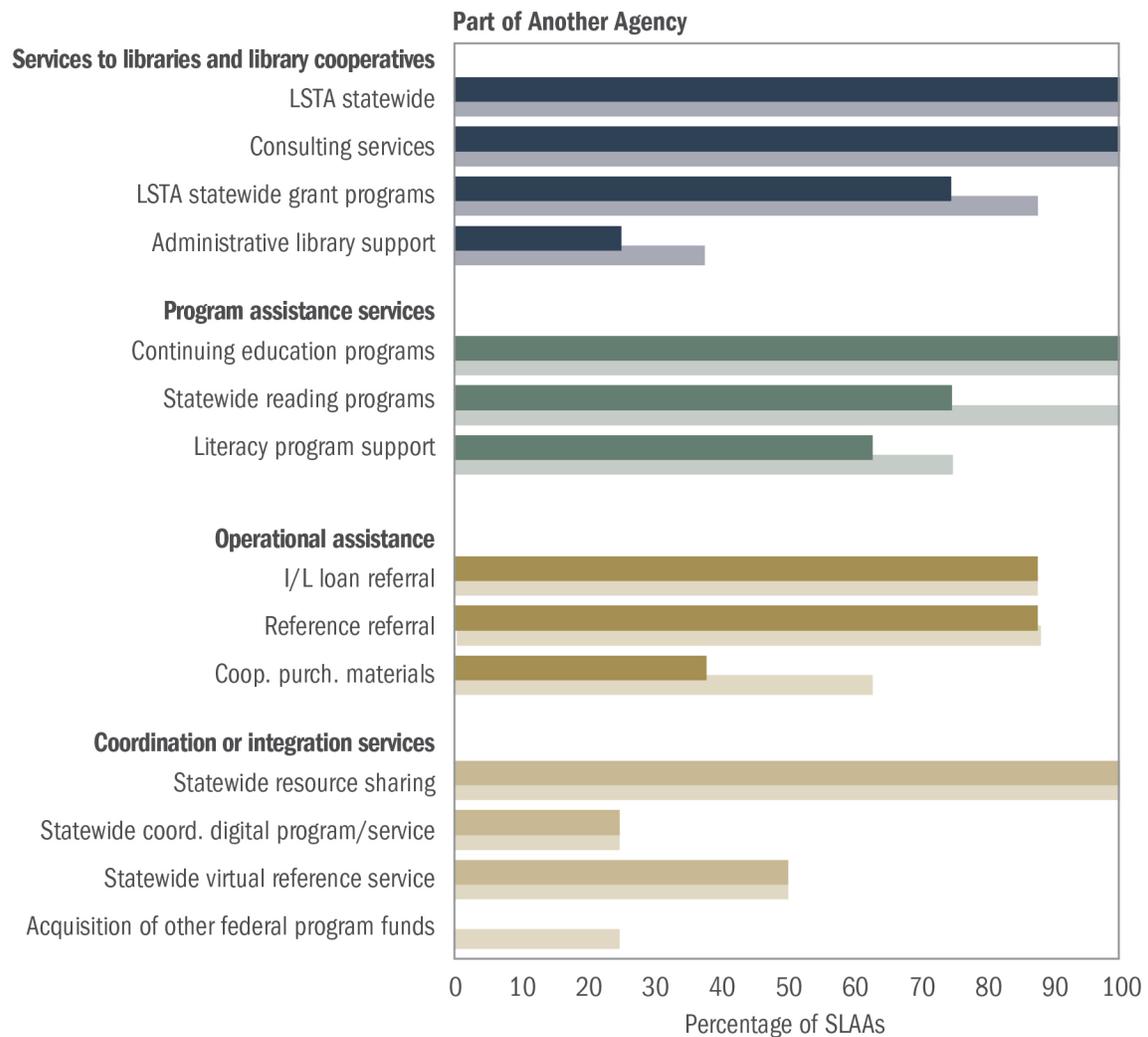
Source: State Library Administrative Agencies Survey, FY 2014 and FY 2016; Institute of Museum and Library Services.

Note: Numbers are summed across the various types of libraries (public, academic, and school; special; and library cooperatives).

4.5 Summary of Indicator 3: SLAA Services

SLAAs provide a wealth of services to their libraries, including services to libraries and library cooperatives, operational assistance, coordination or integration of services, and program assistance. Eight of the 14 services described in this chapter were provided by 80 percent or more of SLAAs.

Few changes in the nationwide proportion of SLAAs providing services were found, although a larger number of SLAAs provided statewide reading programs in FY 2016 compared to FY 2014. Additional changes over time in the proportion of SLAAs providing services were found, although no clear patterns emerged.

A comparison of the SLAA-provided services by the three SLAA clusters demonstrated some variability. For example, whereas about three-quarters of SLAAs in the *Post-Recession Decline* and *Long-Term Decline* clusters provided literacy program supports, only 44 percent of SLAAs in the *Some Recovery* cluster did so.

Differences across administrative structure were observed as well, but no clear patterns were found. Sometimes SLAAs in one particular administrative structure were more likely to provide one service but least likely to provide another service, compared to all other states. For example, SLAAs in *Departments of Education* were most likely to provide statewide coordinated digital programs and services but least likely to provide statewide virtual reference services.

V. Discussion and Summary

The findings from this survey highlight the contributions that SLAAs make in the development of library services across the country. They consequently provide a national view on the condition and activities of SLAAs in FY 2016. The cluster analysis and administrative structure categorizations provide additional context with which to understand the indicators described in this report.

Financial Indicators

Over the past 12 years, SLAA revenues peaked in FY 2007 at $1.36 billion.[22] During the Great Recession of December 2007 through June 2009, SLAAs experienced a marked decline in revenues, reaching a low point of $1.05 billion in FY 2012. The short-term evidence since FY 2012 suggests that the precipitous decline between FY 2007 and FY 2012 may have ended, but that recovery varies across SLAAs. Revenues for the 51 SLAAs, however, were still 21 percent lower in FY 2016 than they were in FY 2004.

Expenditures closely tracked revenues over the 12-year period, showing an overall decline of 22 percent. The majority of reported expenditures were financial assistance to libraries, yet the proportion of SLAA expenditures classified as such decreased by about 7 percent from FY 2007, when 69 percent of expenditures went to financial assistance to libraries.

The federal government provided SLAAs with $154.3 million in FY 2016, representing about 15 percent of SLAAs' total revenues. Almost all of these funds (98 percent) came from the LSTA Grants-to-States awards. States varied in the extent to which the state and other sources provided revenues for the SLAAs' operations, ranging from 54 percent in New Hampshire to 98 percent in the District of Columbia.

The cluster analysis, similar to the analysis provided in the FY 2014 report, provides the reader with a more nuanced view of how different groups of SLAAs weathered the recession and recovery. One cluster of states had nearly flat revenues and expenditures from FY 2004 through FY 2012, with a slight recent increase in revenues and expenditures from FY 2012 through FY 2016. Two other clusters of states, however, experienced declines in revenues and expenditures from FY 2004 to FY 2016. One of these clusters experienced a decline beginning in FY 2008, while the other experienced a decline beginning prior to the recession.

In addition to the cluster analysis, the administrative structure of SLAAs was used to provide some context on the financial indicators in illustrating diverse responses across groups of states. This analysis showed that the declines in per capita revenue and expenditures was most pronounced for SLAAs housed in *Departments of State or Administration* compared to *Independent Agencies*, *Departments of Education,* and all *Other* administrative structures. In addition, per capita revenues and expenditures in SLAAs housed in the *Department of Education* were nearly twice as large as other SLAAs across the 12-year period.

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[22] As in the body of this report, all revenues and expenditures are adjusted for inflation and are presented in 2016 dollars.

SLAA Workforce

Matching general trends in financial indicators, the overall size of the SLAA workforce across the 51 SLAAs has declined by 22 percent from FY 2006 to FY 2016, with SLAAs reporting 2,633 full-time employee positions in FY 2016. The proportion of FTEs across different functional areas remained relatively steady; however, the proportion of FTEs in administrative positions decreased from FY 2010 to FY 2012, while the proportion of FTEs in library development and other services increased during that period.

From FY 2006 to FY 2016, all clusters showed declines in FTEs. However, the *Some Recovery* cluster experienced the smallest decline in workforce (14 percent), followed by the *Post-Recession Decline* cluster (28 percent), and the *Long-Term Decline* cluster (36 percent).

SLAAs in different administrative structures experienced different rates of decline in workforce as well. While agencies housed in *Departments of Education* had the largest number of FTEs per million residents from FY 2006 through FY 2008, they also showed the sharpest decline (40 percent) in FTEs per million residents during the 10-year period of FY 2006 to FY 2016. While agencies in *Departments of State or Administration* experienced the smallest decline in workforce (9 percent) over the 10-year period, *Independent Agencies* and *Other Agencies* experienced major declines (34 percent and 15 percent, respectively).

Services Provided by SLAAs

This report contains very little longitudinal data about services because of a substantial change in the SLAA questionnaire in FY 2014. As such, caution must be exercised in examining the two-year trend reported here.

SLAAs provide a variety of services to libraries and, sometimes, the general public. In FY 2016, all SLAAs provided LSTA statewide services and statewide resource sharing while relatively few (29 percent) provided services around the acquisition of other federal program funds. The proportion of SLAAs providing services to libraries and library cooperatives has not changed substantially since FY 2014.

In FY 2016, some differences emerged by cluster, but no clear patterns emerged. For example, SLAAs in the *Some Recovery* cluster were least likely to provide consulting services and LSTA state program grants, but they were most likely to provide interlibrary loan referral services and statewide coordinated digital programs or services.

Similarly, few patterns in SLAA services emerged by administrative structure in FY 2016. SLAAs in *Other Agencies,* for example, were least likely to provide administrative library support but were most likely to provide interlibrary loan referral services.

Opportunities for Future Research

The focus of this report was to present the three major indicators measured in the SLAA survey in the context of the trends in financial indicators—the clusters—as well as the governance of the SLAA—the administrative structure. Additional research can provide more information on how these indicators and groupings interact with one another.

First, each indicator was kept largely separate from one another in this report. Trends in financial indicators were described, followed by workforce and then services. However, as one can infer from the cluster analysis in Chapters III and IV, financial indicators are related to both workforce and, perhaps, the services provided. Examining these indicators together can help policymakers better understand the impact of the recession on SLAAs. For example, per capita revenues varied widely by state. One might be able to compare the SLAAs with higher revenues to those with lower revenues to examine relationships to staffing and services provided. Perhaps the SLAAs with higher revenue are reallocating services, while the SLAAs with lower revenue are cutting services.

Second, the comparisons across cluster and administrative structure were separated in this report. Although few patterns are observed between the cluster and administrative structure categories (see Table 13), examining the larger cells—such as the 11 SLAAs in *independent agencies* that are also in the *Post-Recession Decline* cluster—may be important in understanding the financial, workforce, and service indicators.

Finally, we might expect that SLAAs that maintain collections might have additional revenues and expenditures, a larger workforce, and provide more services. Understanding the impact of having collections could put the results in context.

Table 13. Number of SLAAs in Each Cluster and Administrative Structure Category: FY 2016

	Independent Agencies/ Legislative Branch	Department of Education	Department of State/ Administration	Part of Another Agency	Total
Some Recovery	2	6	1	0	9
Post-Recession Decline	11	7	5	4	27
Long-Term Decline	4	2	5	4	15
Total	17	15	11	8	51

Source: State Library Administrative Agencies Survey, FY 2016; Institute of Museum and Library Services.

Appendices

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Appendix A. Technical Notes

This report contains data on SLAAs in the 50 states and the District of Columbia for FY 2016 and previous 12 fiscal years (2004–14). The data were collected through the SLAA Survey, which is sponsored by IMLS. AIR is the data collection agent for IMLS. SLAAs are the reporting unit for the survey.

Survey Background and Purpose

Legislative Authorization. IMLS collects these data under the mandate in the Museum and Library Services Act of 2010 (P.L. 111-340) as stated in Section 210 (20 U.S.C. § 9108, Policy Research, Analysis, Data Collection, and Dissemination).

Sec. 9108. Policy Research, Analysis, Data Collection, and Dissemination

(a) In general
- The Director shall annually conduct policy research, analysis, and data collection to extend and improve the Nation's museum, library, and information services.

(b) Requirements
- The policy research, analysis, and data collection shall be conducted in ongoing collaboration (as determined appropriate by the Director), and in consultation, with
  (1) SLAAs;
  (2) National, State, and regional library and museum organizations; and
  (3) Other relevant agencies and organizations.

(c) Objectives
- The policy research, analysis, and data collection shall be used to
  (1) Identify national needs for and trends in museum, library, and information services;
  (2) Measure and report on the impact and effectiveness of museum, library, and information services throughout the United States, including the impact of federal programs authorized under this Act;
  (3) Identify best practices; and
  (4) Develop plans to improve museum, library, and information services of the United States and to strengthen national, State, local, regional, and international communications and cooperative networks.

IMLS library research activities are conducted in ongoing collaboration with SLAAs and other relevant agencies and organizations to extend and improve the nation's library and information services. The SLAA Survey is designed to provide consistent, reliable, complete, and accurate indicators of the status and trends of state and public libraries; and to report timely, useful, and high-quality data to the U.S. Congress, the states, other education policymakers, practitioners, data users, and the general public.

Survey Methodology

Survey Universe

The survey universe comprises the SLAAs in the 50 states and the District of Columbia (51 total).

The respondents ("keyholders") for the SLAA FY 2016 Survey were employed by states at each of the SLAAs. Chief Officers of each of the SLAAs assigned respondents to provide data for the survey. Data were entered by the respondents and certified by the Chief Officers.

Web-Based Data Collection Tool and Questionnaire

The SLAA FY 2016 Survey data were collected in English over the Internet using a Web-based reporting system. The Web application included a user's guide and tutorial that explained its features and operation, the survey questionnaire, and a data edit check tool designed to alert respondents to anomalies or inconsistencies in their data entries. The Web application was designed to minimize response burden, improve data quality and timeliness, and ensure that minimal or no follow-up would be required with state agencies to resolve data problems.

The FY 2016 survey collected data on 395 items.[1] The survey is made up of 13 parts (Table A-1). Data items and definitions are provided in the survey questionnaire and the instructions for completing survey items. Additional information on the questionnaire is in Appendix C.

Table A-1. Organization of FY 2016 SLAA Survey: Parts A Through M

Part	Name
Part A	State Library Administrative Agency Identification
Part B	Governance
Part C	Allied Operations, State Resource or Reference/Information Service Center, and State Center for the Book
Part D	Services to Libraries and Library Cooperatives
Part E	Public Service Hours, Outlets, and User Groups
Part F	Collections
Part G	Library Service Transactions
Part H	Library Development Transactions
Part I	Staff
Part J	Revenue
Part K	Expenditures
Part L	LSTA State Program Expenditures
Part M	Electronic Services and Information

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[1] All subtotals and totals in the survey were automatically generated from the detail and thus are not included in this number.

Survey Response Rate

Unit Response. The SLAA FY 2016 Survey achieved a 100 percent unit response rate.[2] A response is considered complete if it includes responses for at least three of the following five items: total staff, total revenues, total expenditures, total book and serial volumes, and total circulation transactions.

Item Response. Item response rates were calculated by dividing the total number of SLAAs reporting data for an item by the total number of SLAAs in the survey universe. Item-level response rates ranged from 96 to 100 percent.

Data Collection and Processing

Data Collection. The SLAA FY 2016 Survey was opened for data entry to SLAAs using the Web-based tool beginning on January 17, 2017. The survey data collection was closed on April 4, 2017. AIR was the data processing agent for the survey and administered the Web application, provided technical support to respondents, performed edit and nonresponse follow-up, and produced the data files and tabulations.

Data Processing. To ensure accuracy, data were checked during data collection and postprocessing. In addition, data were imputed for missing values.

Postedit Processing. After respondents locked their data, AIR performed additional edit checks or posted processing on the data (e.g., a comparison of the sum of the reported detail to a reported total). If an SLAA's data failed any postedit tests, AIR delivered an edit report to the respondent for further data editing and cleaning. Respondents were asked either to correct the data or verify the data as correct, and then they were asked to return the report to AIR. AIR analysts incorporated the edited data into each respondent's data file and reran all postedit tests, working in an iterative fashion until all postedit data checks were resolved.

State comparisons should be made with caution because states vary in their fiscal year reporting periods and may vary in their interpretation of the survey items. Similarly, the District of Columbia, although not a state, is included in the survey. Caution should be used in comparing data for a city with data for a state.

Adjusting for Inflation

For financial trends that report dollar amounts over time, such as 12-year revenue trends, metrics are presented in constant dollars. Constant dollars are an adjusted value of currency that accounts for inflation. We use this adjustment to compare monetary values from one period to another. For the present analyses, inflation was accounted for using a gross domestic product (GDP) deflator as shown in Equation 1.

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[2] The American Association for Public Opinion Research. (2016). *Standard definitions: Final dispositions of case codes and outcome rates for surveys* (9th ed.). Oakbrook Terrace, IL: AAPOR.

Equation 1: GDP Deflator

$$\text{GDP Deflator} = \frac{\textit{Nominal GDP}}{\textit{Real GDP}}$$

In general, a real value is one in which the effects of inflation have been taken into account, and a nominal value is one in which the effects have not. Thus, the real GDP is the value of all the goods and services produced in the United States expressed relative to some base year, and the nominal GDP is the value of the same goods and services expressed in current prices.

To calculate the value in constant dollars for a target year, multiply a value from a base year by a ratio of the GDP deflators from the base year and the target year. For example, to calculate the amount of revenues from the year 2004 in 2016 constant dollars, multiply the original value of revenues in 2004 by the ratio of the deflators from year 2016 to 2004 (see Equation 2).

Equation 2: Adjustment for Inflation to Constant Dollars

$$\textit{Value}_{\text{constant 2016}} = \textit{Value}_{2004} = \textit{Value}_{\text{nominal 2016}} \times \frac{\textit{GDP Deflator 2016}}{\textit{GDP Deflator 2004}}$$

For the purposes of calculating the adjustments for inflation, we used the constant dollars for July 2015–June 2016. These adjusted financial data are reported in the tables and graphs in this report.

Cluster Methodology

We conducted a cluster analysis based on the percentage of change in total revenues and total expenditures for each state from FY 2004 through FY 2016 (in two-year increments).

Prior to conducting the cluster analysis, we calculated the average percentage change in total revenues and total expenditures for the seven data points, or years, used in this analysis. The following table illustrates each of the year pairings where percentage differences were calculated. There were 21 pairs produced separately for total revenues and total expenditures, for a total of 42 pairs for each state. All financial trends reported are adjusted for inflation using a GDP deflator.

Table A-2. Year Pairings for Which Percentages Were Calculated

Year pairs	2004	2006	2008	2010	2012	2014
2006	2004/2006					
2008	2004/2008	2006/2008				
2010	2004/2010	2006/2010	2008/2010			
2012	2004/2012	2006/2012	2008/2012	2010/2012		
2014	2004/2014	2006/2014	2008/2014	2010/2014	2012/2014	
2016	2004/2016	2006/2016	2008/2016	2010/2016	2012/2016	2014/2016

We then calculated the average of these paired differences for each state and ran the cluster analysis procedure based on the average change in expenditures and revenues. The algorithm clustered states into three groups based on the average change in revenues and expenditures (Figure A-1). The algorithm identifies groups by placing states nearest to their cluster's mean as possible and minimizing the sum of the squared distances of each state to its cluster's mean.

Figure A-1. Dispersion of States Within Each Cluster
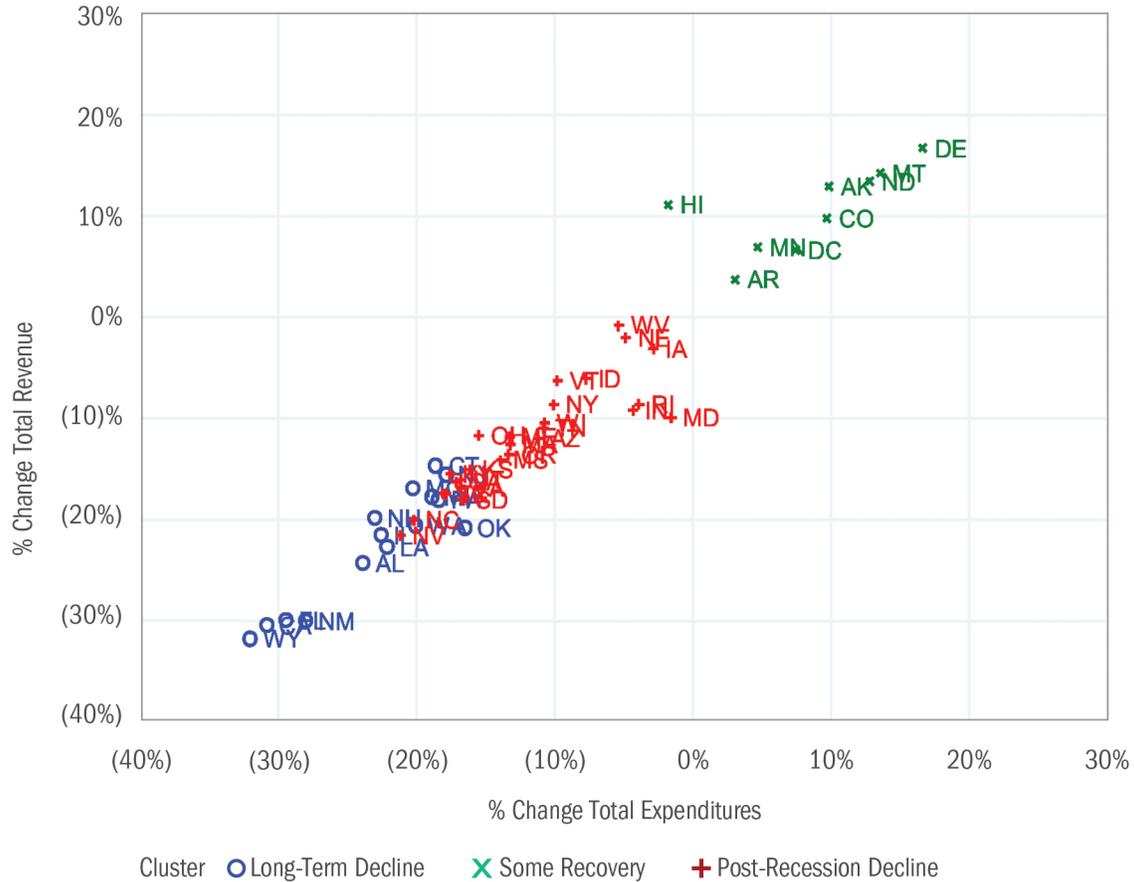
Data and Analyses Limitations

The data presented in this report are reported by a representative of the SLAA through the SLAA Survey questionnaire. Chief Officers of each SLAA certified the data provided.

The SLAA Survey began in FY 1984 as an annual survey and was shifted to a biennial frequency in 2010. Necessary changes to survey questionnaire series in 2006 (workforce) and 2014 (services provided) created discontinuities in the data that limit their use in trend analyses.

Reporting Period

The SLAA FY 2016 Survey requested that respondents report data for each state in FY 2016. For the items in Part B (Governance) and Part I (Staff), respondents were requested to report data as of October 1, 2016. The fiscal year for most states was July 1, 2015, to June 30, 2016. Six SLAAs had fiscal years with different start and end dates. The exceptions were

- New York (April 1, 2015, to March 31, 2016)

- Texas (September 1, 2015, to August 31, 2016)

- Alabama, the District of Columbia, Maryland, and Michigan (October 1, 2015, to September 30, 2016)

State comparisons should be made with caution because states vary in their fiscal year reporting periods and may vary in their interpretation of the survey items. Similarly, the District of Columbia, although not a state, is included in the survey. Caution should be used in comparing data for a city with data for a state.

Changes to the FY 2016 Questionnaire

The following changes to the questionnaire were implemented between the FY 2014 and FY 2016 data collections. The numbers included in the brackets indicate the item line number in the SLAA FY 2016 Survey questionnaire.

Line numbers were updated:

The line numbers were changed from a numeric format (e.g., 172) to an alphanumeric format including the section letter and a numeric indicator (e.g., J-150). The survey instrument in Appendix E contains a crosswalk of the old (pre-FY 2014) and new (FY 2016) line numbers.

Several items were re-ordered:

Other expenditures for SLAA and allied operations only [187,188] were moved before financial assistance to libraries and library cooperatives [179-186].

The following questions were clarified:

LSTA Grants to States Program [154]
Other federal revenue [155]
LSTA administration [192]

The following questions were added:

LSTA state program expenditures by use [194, 195, 196, 197, 198]
Online Computer Library Center (OCLC) Group Access Capability (GAC) [60]
Retrospective conversion of bibliographic records [63]
Union list development [69]

The following questions were replaced or clarified:

Literacy program support [59]

Administration of LSTA grants [49] was replaced with two questions that specifically clarify the two types of administration, which are LSTA state program grants [75] and LSTA statewide services [76].

The following questions were added:

Administration of library system support [71]

Involvement in the acquisition of other federal program funds [72]

If yes [72.1], which federal agencies other than IMLS do you apply for funding from?

Statewide reading programs [73]

If yes [73.1], do you support the following target populations for statewide reading promotion campaigns?

Statewide resource sharing [74]

Follow-up questions were added to existing questions:

These questions appeared to the respondent only if the respondent answered affirmatively to question 53 or 59:

53.1. Which of the following consulting services do you provide?

59.1. Which of the following types of literacy programs do you support? Specify program(s), (title(s), and funding amount for each source of revenue if other federal revenue is reported

Appendix B. SLAA Applicants to Universal Service

(E-Rate Discount) Program

Arizona State Library, Archives and Public Records

Colorado State Library

Connecticut State Library

Delaware Division of Libraries

Georgia Public Library Service

Hawaii State Public Library System

Illinois State Library

Indiana State Library

State Library of Iowa

State Library of Louisiana

Maine State Library

Mississippi Library Commission

Missouri State Library

Nebraska Library Commission

New Mexico State Library

State Library of Ohio

South Carolina State Library

Tennessee State Library and Archives

Vermont Department of Libraries

The Library of Virginia

Washington State Library

West Virginia Library Commission

Appendix C. SLAA Responses to "Other" Consulting Services Provided Open-Ended Question: FY 2016

SLAA	Description of Other Consulting Services Provided
Alabama	Trustee Training, Advocacy
Arizona	Tribal Libraries
California	Early Learning; Volunteer Management; Preservation & Digitization
Colorado	Library Boards, K-12 Schools, Institutions
Connecticut	Library Statistics
Florida	Library Data Analysis
Idaho	Law
Indiana	Budget, New Directors, Trustee Training
Massachusetts	Preservation And Disaster Recovery
Maine	Stem
Minnesota	Digital Literacy
Mississippi	Legal Issues
Nebraska	Library Laws, Operations
New Jersey	Multiple consultant services provided, please see www.Njstatelib.Org
New Mexico	Tribal Library Services
Nevada	Workforce Development
New York	Outreach To Special Populations/Disaster Response Cons/Pres/Early Literacy
Ohio	Space Planning
South Dakota	Summer And Literacy Programs
Wisconsin	Use Of Library Data

Appendix D. States Receiving Other Federal Revenue With Program Titles and Amounts: FY 2016

State	Program Title	Program Amount
Alaska	Vista Support Grant	$2,318
Arizona	NHPRC	$24,054
Arkansas	Letters about Literature	$900
Colorado	National Leadership Grant/ Supporting Parents In Early Literacy through Libraries	$173,093
Connecticut	Snap Grant -Nat'l Archives Conservation Connection	$10,827
	IMLS Digital Newspaper Project -Nat'l Endowment For the Humanities	$124,884
Georgia	LSTA National Leadership Grant (B-4)	$80,872
Hawaii	Regional Medical Library for the National Network	$22,306
Idaho	Let's Talk about It, NEH Grant	$12,500
	Routes to Reading, National Leadership Grant	$4,500
Illinois	NLG Library Research Planning	$53,638
	Laura Bush 21st Century Librarian	$99,553
Indiana	National Endowment For The Humanities	$76,951
Kentucky	NHPRC	$1,815
	Laura Bush	$28,653
Maine	LSTA National Leadership Grant --STEM	$493,770
Mississippi	Laura Bush 21st Century Librarian Grant	$48,889
Montana	CFDA 10.902 Department of Ag-Soil & Water	$44,052
	CFDA 15.808 Dept of Interior	$11,268
	CFDA 11.549 Dept of Commerce	$7,429
	US Army Corps of Engineers	$11,611
Nebraska	FINRA	$22
Nevada	National Publications & Records Commission	$4,616
New Jersey	IMLS Connecting To Collections Grant	$13,965
	Dept of Transportation Pass-Through Funds	$214,386
New Mexico	Letters about Literature	$900
Ohio	IMLS -Connecting to Collections	$1,045
Oklahoma	TANF	$514,449
	NHPRC	$12,490
Tennessee	NHPRC -Tennessee Board Programming Grant	$33,474
Texas	National Historical Publications & Records Commission	$7,916
Utah	Library of Congress	$942,100
Virginia	NEH Newspaper Project	$211,360
	NHPRC Montgomery County	$3,545
Wisconsin	Title II	$84,714

Source: State Library Administrative Agencies Survey, FY 2016; Institute of Museum and Library Services.

Appendix E. FY 2016 SLAA Survey[1]

State Library Administrative Agency Survey, FY 2016

Survey Instrument

Part A: State Library Administrative Agency Identification

A-010 (001) SLAA Name _____

Physical location address:

A-020 (002) Street _____

A-030 (003) City _____

A-040 (004) State _____ A-050 (005) ZIP _____ A-060 (006) ZIP+4 _____

Mailing Address:

A-070 (007) Street _____

A-080 (008) City _____

A-090 (009) State _____ A-100 (010a) ZIP _____ A-110 (010b) ZIP+4 _____

A-120 (011) Web address http:// _____

Chief Officer of State Library Administrative Agency:

A-130 (012) Name _____

A-140 (013) Title _____

A-150 (014) Telephone _____

A-160 (015) Fax _____

A-170 (016) Email address _____

Survey Respondent:

A-180 (017) Name _____

A-190 (018) Title _____

A-200 (019) Telephone _____

A-210 (020) Fax _____

A-220 (021) Email address _____

Reporting Period, Report data for State fiscal year 2015-2016 (except parts B&I)

A-230 (022) FY Starting date (mm/dd/yyyy) _____

A-240 (023) FY Ending date (mm/dd/yyyy) _____

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[1] New line numbers implemented for FY 2016 appear in red. For reference, old line numbers appear in parentheses. The Web Tool includes only new line numbers.

Part B: Governance

5. **What is the SLAA's location in State government as of October 1, 2016? 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:

B-010 (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:

B-020 (026) ☐ Governor-Skip to question 2.

☐ Board/commission – Specify selection method:

B-030 (027) ☐ Appointed by Governor

B-040 (028) ☐ Appointed by other official

   B. Part of larger agency – Specify:

B-050 (029) ☐ Department of education

☐ Department of cultural resources

☐ Department of state

☐ Other agency

☐ Specify:

B-060 (030) _____

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

B-070 (031) ☐ Yes – Specify the Board/commission selection method:

B-080 (032) ☐ Appointed by Governor

B-090 (033) ☐ Appointed by other official

☐ No

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

6. 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.

C-010 (040) ☐ Yes ☐ No State archives

C-020 (041) ☐ Yes ☐ No Primary State legislative research organization

C-030 (042) ☐ Yes ☐ No State history museum/art gallery

C-040 (043) ☐ Yes ☐ No State records management service

C-050 (044) ☐ Yes ☐ No Other allied operation

C-060 (045) Specify _____

7. 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.

C-070 (046) ☐ Yes ☐ No

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

C-080 (047) ☐ Yes ☐ No

Part D: Services to Libraries and Library Cooperatives

9. **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 of 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.

	Types of Services	Type of Library				
		Public (a)	Academic (b)	School (c)	Special (d)	Library cooperatives (e)
Services to libraries and library cooperatives						
D_SV-010 (48)	Accreditation of libraries					
D_SV-020 (50)	Administration of State aid					
D_SV-030 (51)	Certification of librarians					
D_SV-040 (52)	Collection of library statistics					
D_SV-050 (53)	Consulting services					
D_SV-060 (57)	Library legislation preparation/review					
D_SV-070 (64)	State standards/guidelines					
D_SV-080 (71)	Administration of library system support					
D_SV-090 (75)	LSTA state program grants					
D_SV-100 (76)	LSTA statewide services					
Operational Assistance						
D_OA-010 (55)	Cooperative purchasing of library materials					
D_OA-020 (56)	Interlibrary loan referral services					
D_OA-030 (62)	Reference referral services					
Coordination/Integration						
D_CI-010 (65)	Statewide coordinated digital program or service					
D_CI-020 (66)	Statewide public relations/library promotion campaigns					
D_CI-030 (67)	Statewide virtual reference service					
D_CI-040 (70)	Universal Service Program (review and approval of technology plans)					
D_CI-050 (74)	Statewide resource sharing					
D_CI-060 (72)	Involvement in the acquisition of other federal program funds					
Program Assistance						
D_PA-010 (54)	Continuing education programs					
D_PA-020 (58)	Library planning/evaluation/research					
D_PA-030 (59)	Literacy programs					
D_PA-040 (61)	Preservation/conservation services					
D_PA-050 (68)	Summer reading programs					
D_PA-060 (73)	Statewide reading programs					

Follow-up Questions

D_SV-050.1 (53.1.) **Which of the following consulting services do you provide? Please answer each of the questions below by selecting one of the choices provided.**

	Consulting Service			
D_SV-050.1.1 (53.1.1)	Construction	○ yes	○ no	○ don't know
D_SV-050.1.2 (53.1.2)	Library management/organizational development	○ yes	○ no	○ don't know
D_SV-050.1.3 (53.1.3)	Continuing Education	○ yes	○ no	○ don't know
D_SV-050.1.4 (53.1.4)	Technology/Connectivity	○ yes	○ no	○ don't know
D_SV-050.1.5 (53.1.5)	Marketing/Communications	○ yes	○ no	○ don't know
D_SV-050.1.6 (53.1.6)	E-Rate	○ yes	○ no	○ don't know
D_SV-050.1.7 (53.1.7)	Adult literacy	○ yes	○ no	○ don't know
D_SV-050.1.8 (53.1.8)	Youth services	○ yes	○ no	○ don't know
D_SV-050.1.9 (53.1.9)	D_SV-050.1.10 Other: _____	write in (250 characters max)		

D_CI-060.1 (72.1.) **Which federal agencies other than IMLS do you apply for funding from? Please answer each of the questions below by selecting one of the choices provided.**

	Federal agency			
D_CI-060.1.1 (72.1.1)	Department of Education	○ yes	○ no	○ don't know
D_CI-060.1.2 (72.1.2)	Department of Agriculture	○ yes	○ no	○ don't know
D_CI-060.1.3 (72.1.3)	Federal Communication Commission/ Universal Service Administrative Company	○ yes	○ no	○ don't know
D_CI-060.1.4 (72.1.4)	Department of Labor	○ yes	○ no	○ don't know
D_CI-060.1.5 (72.1.5)	D_CI-060.1.6 Other:_____	write in (250 characters max)		

D_PA-030.1 (59.1.) **Which of the following types of literacy programs do you support? Please answer each of the questions below by selecting one of the choices provided.**

	Type of Literacy Programs			
D_PA-030.1.1 (59.1.1)	Language literacy	○ yes	○ no	○ don't know
D_PA-030.1.2 (59.1.2)	Numerical literacy	○ yes	○ no	○ don't know
D_PA-030.1.3 (59.1.3)	Information literacy	○ yes	○ no	○ don't know
D_PA-030.1.4 (59.1.4)	Digital literacy	○ yes	○ no	○ don't know
D_PA-030.1.5 (59.1.5)	Financial literacy	○ yes	○ no	○ don't know
D_PA-030.1.6 (59.1.6)	Health literacy	○ yes	○ no	○ don't know
D_PA-030.1.7 (59.1.7)	Family/Intergenerational literacy	○ yes	○ no	○ don't know

D_PA-060.1 (73.1)	**Do you support the following statewide reading programs for target populations listed below? Please mark those that apply.**			
D_PA-060.1.1 (73.1.1)	Early Childhood/ Preschool (0–5 years old)	○ yes	○ no	○ don't know
D_PA-060.1.2 (73.1.2)	Middle Childhood (6–12 years old)	○ yes	○ no	○ don't know
D_PA-060.1.3 (73.1.3)	Young Adults/High School (13–18 years)	○ yes	○ no	○ don't know
D_PA-060.1.4 (73.1.4)	Adults (19–65 years)	○ yes	○ no	○ don't know
D_PA-060.1.5 (73.1.5)	Older Adults (65+ years)	○ yes	○ no	○ don't know

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

10. **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
E-010 (077a)	Total hours/week (all SLAA outlets, regardless of whom they serve)	

11. **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
E-020 (077b)	Total hours/week (main or central outlet)	
E-030 (078)	Monday-Friday after 5:00 p.m. (main or central outlet)	
E-040 (079)	Saturday and Sunday (main or central outlet)	

12. **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.**

E-050 (082)	Main or central outlet	_____
E-060 (083)	Other outlets, excluding bookmobiles	_____
E-070 (084)	Bookmobiles	_____
E-080 (085)	TOTAL OUTLETS	_____

13. **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)
E-090 (086)	Blind/physically handicapped individuals				
E-100 (087)	Residents of state correctional institutions				
E-110 (088)	Residents of other state institutions				
E-120 (089)	State government employees (executive, legislative, or judicial)				
E-130 (090)	General public				

Part F: Collections

14. **Enter the total number of volumes or physical units in the following selected formats in all SLAA outlets (main or central, bookmobiles, and other outlets) that serve the general public and/or state government employees.**

	Selected formats	Number
F-010 (091)	Book and serial volumes (exclude microforms) (exclude collections of braille books owned by the National Library Service for the Blind and Physically Handicapped, Library of Congress)	
F-020 (092)	Audio materials (exclude collections of talking books owned by the National Library Service for the Blind and Physically Handicapped, Library of Congress)	
F-030 (094)	Video materials	
F-040 (095)	Current serial subscriptions (titles, not individual issues) (include print subscriptions only) (exclude microform, electronic, and digital subscriptions)	
F-050 (096)	Government documents (include only government documents not accessible through the library catalog and not reported elsewhere)	

15. **Is the SLAA designated as a Federal or State depository library for government documents? Specify Yes or No for each item.**

F-060 (106) ☐ Yes ☐ No State depository library

F-070 (107) ☐ Yes ☐ No Federal depository library-Specify Yes or No for each item:

  F-080 (108) ☐ Yes ☐ No Regional

  F-090 (109) ☐ Yes ☐ No Selective

Part G: Library Service Transactions

16. **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.**

	Service transactions	Number
G-010 (110)	Circulation (Exclude items checked out to another library)	
	Interlibrary loan/document delivery:	
G-020 (111)	Provided to other libraries	
G-030 (112)	Received from other libraries and document delivery services	
G-040 (113)	Reference transactions	
G-050 (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
H-010 (115)	LSTA and State grants: Grants awarded	
H-020 (117)	Continuing education programs: Number of events	
H-030 (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, 2016, 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
I-010 (119)	Administration					
I-020 (120)	Library development					
I-030 (121)	Library services					
I-040 (122)	Other services					
I-050 (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 2016. If no state funds are reported in Part K in items K_FA-010(b) (179(b)) or K_FA-020(b) (180(b)), the answer should be No.

J-010 (152) ☐ Yes ☐ No

16. Does 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 year2016. If no state funds are reported in Part K in items K_FA-010(b) (179(b)) to K_FA-050(b) (183(b)) or K_FA-070(b) (185(b)), the answer should be No.

J-020 (153a) ☐ Yes ☐ No Academic libraries
J-030 (153b) ☐ Yes ☐ No School library media centers
J-040 (153c) ☐ Yes ☐ No Special libraries
J-050 (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. Specify other sources of federal revenue and the amount of funding received for each of the other sources.

	Federal revenue	Amount
J-070 (154)	LSTA (Library Services and Technology Act) Grants to States Programs (Report the funds drawn down from the federal government from the LSTA Grants to States Program during state fiscal year 2016, whether drawn from one or more federal fiscal year allotments. Do not include IMLS Discretionary funds such as National Leadership Grants, Laura Bush 21st Century Librarian Program, or Sparks! Ignition—report these grants in item J-080 (155) (Other Federal revenue).)	
J-080 (155)	Other Federal revenue: (If the SLAA received federal revenue other than LSTA Grants to States funds (e.g., National Endowment for the Humanities grants, National Historical Publications and Records Commission grants, LSTA National Leadership Grants, Laura Bush 21st Century Librarian grants, etc.), report that revenue in this item. If your state acts as the fiscal agent for a multi-state grant, report only the funds designated for your state.)	
J-080.1– J-080.10	Specify program(s), title(s), and funding amount for each source of revenue if other federal revenue is reported in item J-080 (155). Program and Title: _____	
J-090 (157)	TOTAL FEDERAL REVENUE	

	State and other revenue	Amount
	State Revenue	
J-100 (167)	SLAA operation	
J-110 (168)	State aid to libraries	
J-120 (169)	Other State revenue	
J-130 (170)	TOTAL STATE REVENUE	
J-140 (171)	Other revenue	
J-150 (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 K_AO-010 (173) to K_AO-060 (178) items 173 to 178)	Amount by source			
	Federal (a)	State (b)	Other (c)	TOTAL (d)
K_AO-010 (173) Salaries and wages				
K_AO-020 (174) Employee benefits				
K_AO-030 (175) TOTAL STAFF EXPENDITURES				
K_AO-040 (176) Collection expenditures				
K_AO-050 (177) Other operating expenditures				
K_AO-060 (178) TOTAL OPERATING EXPENDITURES				
Other expenditures for SLAA and allied operations only				
K_OE-010 (187) Capital outlay				
K_OE-020 (188) Other expenditures				
Financial assistance to libraries and library cooperatives (include all funds distributed to libraries and library cooperatives if the funds are administered by the SLAA)				
K_FA-010 (179) Individual public libraries				
K_FA-020 (180) Library cooperatives serving public libraries only				
K_FA-030 (181) Other individual libraries				
K_FA-040 (182) Library cooperatives serving more than one type of library				
K_FA-050 (183) Single agency or library providing statewide service				
K_FA-060 (184) Library construction				
K_FA-070 (185) Other assistance				
K_FA-080 (186) TOTAL FINANCIAL ASSISTANCE				
K_TE-010 (189) TOTAL EXPENDITURES				

Part L: LSTA State Program Expenditures

19. Enter total SLAA 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
L-010 (190)	Statewide service (exclude sub-grants to single libraries or agencies providing statewide services)	
L-020 (191)	Grants (include sub-grants to single libraries or agencies providing statewide services)	
L-030 (192)	LSTA administration. Expenditures of LSTA funds for administrative costs in connection with programs and services carried out under this Act. **Note:** These are the costs associated with the SLAA's management, oversight, and administration of the IMLS LSTA Grants to States program and are costs that would be considered administrative costs and subject to the 4% cap.	
L-040 (193)	TOTAL LSTA EXPENDITURES	

Part M: Electronic Services and Information (a)

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

M-010 (206) ☐ Yes ☐ No   Electronic network planning or monitoring

M-020 (207) ☐ Yes ☐ No   Electronic network operation

Database development:

M-030 (208) ☐ Yes ☐ No   Bibliographic databases

M-040 (209) ☐ Yes ☐ No   Full text or data files

21. 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.

M-050 (210a) ☐ Yes ☐ No   For the SLAA itself

M-060 (210b) ☐ Yes ☐ No   Via grants or contracts to other state agencies

M-070 (210c) ☐ Yes ☐ No   Via grants or contracts to other libraries or library cooperatives

22. 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:

M-080 (211a) ☐ Yes ☐ No   Library staff (state and local)

M-090 (211b) ☐ Yes ☐ No   State library end users

M-100 (212) ☐ Yes ☐ No   Providing direct funding for Internet access

M-110 (213) ☐ Yes ☐ No   Providing equipment

M-120 (214) ☐ Yes ☐ No   Providing access to directories, databases, or online catalogs via the Internet

M-130 (215) ☐ Yes ☐ No   Managing a Web site, file server, bulletin boards, or electronic mailing lists

23. **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
M-140 (220a)	**Library-owned** 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.)	
M-150 (220b)	**All other** 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)

24. **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)
M-160 (223)	Statewide database licensing				

25. **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.**

M-170 (224)	☐ Yes	☐ No	Public libraries
M-180 (225)	☐ Yes	☐ No	Academic libraries
M-190 (226)	☐ Yes	☐ No	School library media centers
M-200 (227)	☐ Yes	☐ No	Special libraries
M-210 (228)	☐ Yes	☐ No	Library cooperatives
M-220 (229)	☐ Yes	☐ No	Other state agencies
M-230 (230)	☐ Yes	☐ No	Remote users

26. **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.**

M-240 (234)	☐ Yes	☐ No	Web-based union catalog (international, national, statewide, multistate, regional)
M-250 (236)	☐ Yes	☐ No	Other type of electronic access
M-260 (237)	☐ Yes	☐ No	Specify _____

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

M-270 (238)	☐ Yes	☐ No

Appendix F. FY 2016 SLAA Survey Instructions for Completing Survey Items

State Library Administrative Agency Survey, FY 2016

Instructions for Completing Survey Items

A State Library Administrative Agency (SLAA) is the official agency of a State charged by law of that State with the extension and development of public library services throughout the State, which has adequate authority under law of the State to administer State plans in accordance with the provisions of the Library Services and Technology Act (LSTA). State Library Administrative Agency is abbreviated throughout this survey as SLAA.

GENERAL INSTRUCTIONS

1.   Respond to each item in this survey. Read the definitions and/or instructions for the item before responding to it.

2.   Before responding to any items in a question, read the note (if any) following the question in the survey instructions.

3.   All data in this survey, INCLUDING federal fiscal data, are to be reported on the basis of State fiscal year 2016, as specified in items A-230 and A-240. EXCEPTION: Data in Part B and Part I are requested as of October 1, 2016.

4.   In responding to items, include data for all outlets of the SLAA, unless otherwise directed. EXCLUDE data for a local public or academic library serving as a State resource center or State reference/information service center under contract with the SLAA.

5.   For data items requiring numerical answers, please respond as follows:

(a) A value greater than 0 if appropriate. If exact data do not exist, and a good estimate can be given, please do so;

(b) 0 (zero) if the answer is zero or none; or

(c) 1 if your SLAA has the item but does not collect data on the item, or if you don't know the answer.

SPECIFIC INSTRUCTIONS

Part A: State Library Administrative Agency Identification

A-010   SLAA name. Enter the full official name of the SLAA.

Physical Location Address

A-020 – A-060 Enter the address of the physical location of the SLAA. Include the street address, city, State, Zip Code, and Zip+4.

Mailing Address

A-070 – A-110 Enter the mailing address of the SLAA. Include the street address or post office box, city, State, Zip code, and Zip+4.

A-120   Web address. Enter the Web address of the SLAA. The Web address is the Uniform Resource Locator (URL) of the World Wide Web home page of the SLAA.

Chief Officer of SLAA

A-130 – A-170 Enter the name, title, telephone number, fax number, and email address of the chief officer of the SLAA.

A-180 – A-220   Enter the name, title, telephone number, fax number, and email address of the respondent to this survey.

Reporting Period

A-230 – A-240   Fiscal year starting and ending dates. Enter the starting and ending dates for State fiscal year 2016, which is the period for which data in this report are requested (except Part B and Part I data). Enter the month and day in two digits each, and the year in four digits. For example: June 30, 2016 would be entered as 06/30/2016.

Part B: Governance

1.   Specify the SLAA's location in State government as of October 1, 2016.

B-010   Branch of government. Specify the branch of government in which the SLAA is located.

B-020 – B-090   Type of executive branch agency. If the SLAA is located in the Executive branch, specify whether the SLAA is an independent agency or part of a larger agency. If the SLAA is part of a larger agency that is not listed in item B-050, enter the name of the agency in item B-060.

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

2.   Enter Yes or No for each item to indicate whether the SLAA is combined with any of the allied operations listed below. Do not report a Library for the Blind and Physically Handicapped, a State Center for the Book, or a contract with another library or other entity to provide a service on behalf of the SLAA.

   Note: An allied operation is an office, bureau, division, center, or other organizational unit or service within an SLAA with staff, mission, and resources to provide service not ordinarily considered a State Library Administrative Agency function. It is characterized by having:

   (a) a specific mission, which may be a part of the SLAA's overall mission statement;

   (b) staff assigned for that mission; that staff usually includes professionals other than librarians (such as historians, archivists, curators, etc.) appropriate to its mission;

   (c) a high-level manager or supervisor who reports to the SLAA chief officer or to a deputy designated by the chief officer;

   (d) Financial resources clearly identified and managed for the operation.

   Note: Do not report the following as allied operations: a Library for the Blind and Physically Handicapped, a State Center for the Book, a law library, or a contract with another library or other entity to provide a service on behalf of the SLAA.

C-010	State archives. This operation is responsible for preserving and servicing noncurrent official records of State organizations and institutions that are of continuing value (1) to the legal and administrative functioning of State government, (2) for the verification and protection of the rights of individuals, and (3) for historical and other research. It usually includes records of antecedent colonial and territorial governments. Materials are stored, arranged, and described so that needed records can be found readily.
C-020	Primary State legislative research organization. This operation conducts research and gathers, digests, and analyzes information in a close and confidential relationship with members of the State legislature and their staff.
	Note: As an allied service, the organization is distinguished from specialized reference service which a State Library Administrative Agency may provide to government and other users by responding to reference questions from legislative personnel, providing information service, furnishing bibliographic and net search results, and instructing and guiding users in conducting their research. At the federal level, the parallel might be the difference between parts of the Library of Congress: (1) the Congressional Research Service, and (2) various reference services and subject divisions of the Library.
C-030	State history museum/art gallery. This operation collects, preserves, and displays cultural artifacts and/or works of art related to the State's political, social, economic, and cultural history.
C-040	State records management service. This operation manages the life cycle of the State's own records and records of local government from creation to disposition. Disposition includes the preservation of certain records as well as the disposal of nonessential records.
C-050	Other allied operation. If any other operations are allied with the SLAA, enter Yes for this item.
C-060	Specify. If any other operations are allied with the SLAA, enter the name of the operation in this item.
3.	Enter Yes or No to indicate whether the SLAA contracts with a local public library or academic library to serve as a State resource center or State reference/information service center.
C-070	State resource center or State reference/information service center. This is an operation outside the SLAA, administered by a local public library or academic library, which provides library materials and information services to libraries and individuals throughout the state. It is administratively separate from the SLAA but receives grant or contract funds from the SLAA for providing services.

4. Enter Yes or No to indicate whether the SLAA is the host institution for, or provides any funding to, a State Center for the Book.

C-080 State Center for the Book. The State Center for the Book is part of the Center for the Book program sponsored by the Library of Congress which promotes books, reading, and literacy, and is hosted or funded by the State.

Part D: Services to Libraries and Library Cooperatives

5. Indicate which of the specified services are provided directly or by contract by the SLAA to different types of 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.

Type of Library

Academic Library. A library forming an integral part of a college, university, or other academic institution for postsecondary education, organized and administered to meet the needs of students, faculty, and affiliated staff of the institution.

Public Library. A library that serves all residents of a given community, district, or region, and (typically) receives its financial support, in whole or part, from public funds.

School Library Media Center. A library that is an integral part of the educational program of an elementary or secondary school with materials and services that meet the curricular, information, and recreational needs of students, teachers, and administrators.

Special Library. A library in a business firm, professional association, government agency, or other organized group; a library that is maintained by a parent organization to serve a specialized clientele; or an independent library that may provide materials or services, or both, to the public, a segment of the public, or to other libraries. Scope of collections and services are limited to the subject interests of the host or parent institution. Includes libraries in State institutions.

Library Cooperative. A Library Cooperative is an organization that has its own budget and staff and provides library and information services for the mutual benefit of participating or member libraries. The organization's participants or members are primarily libraries, which are not under the organization's administrative control. The organization may also be termed a network, system, district, or consortium. A Library Cooperative may serve single-type or multi-type libraries.

Services to Libraries and Library Cooperatives

D_SV-010   Accreditation of libraries. The SLAA may endorse or approve officially libraries which meet criteria specified by the State.

D_SV-020   Administration of State aid. Includes determining compliance with eligibility criteria and performance standards, overseeing processes through which grant recipients are determined, announcing grant recipients and disbursing funds, monitoring and receiving reports from grant recipients, and other activities involved in the management of financial assistance provided by the State to libraries.

D_SV-030   Certification of librarians. The SLAA may credential library staff with the rank or title of librarian by attesting officially to their qualifications. These qualifications may include a master's degree from a graduate program accredited by the American Library Association, another level or type of educational attainment, confirmation of participation in continuing education activities, and/or residency in the State for a specified period.

D_SV-040   Collection of library statistics. Every SLAA collects statistics on public libraries and participates in the Federal-State Cooperative System (FSCS) for Public Library Data (the name of FSCS was changed in December of 2007 to the Public Library Statistics Cooperative (PLSC). Many SLAAs collect statistics on institutional and other special libraries. Some SLAAs assist in the collection of academic library statistics. A few SLAAs collect statistics on school library media centers. These data collections usually involve the design and administration of survey instruments as well as data entry and processing and report design and dissemination.

D_SV-050   Consulting services. Individual or small-group contacts to help libraries to attain goals and objectives and to deal with specific needs and problems. Consultants provide guidance on problems of concern to local personnel, assistance in identifying problems not clearly recognized, and identification of opportunities for increased or improved performance.

D_SV-050.1   Types of consulting services provided.

D_SV-050.1.1   Construction. Includes new buildings and structures, as well as additions, alterations, conversions, expansions, reconstruction, renovations, rehabilitations, and major replacements.

D_SV-050.1.2   Library Management/Organizational Development. Includes helping libraries to attain goals and objectives and to deal with specific needs and problems of specific groups, such as issues of concern to local personnel, assistance in identifying problems not clearly recognized, and identification of opportunities for increased or improved performance.

D_SV-050.1.3   Continuing education. Learning activities to increase skills and knowledge of the library workforce.

D_SV-050.1.4   Technology/Connectivity. Includes computing, networking, broadband and related topics.

D_SV-050.1.5   Marketing/Communications. Includes promoting and communicating the value of libraries and library services and programs.

D_SV-050.1.6   E-Rate. Universal Service Discount Program for libraries and schools.

D_SV-050.1.7   Adult literacy. Basic reading and writing skills for adults.

D_SV-050.1.8   Youth services. Services and programs to engage young persons (under 18) in library programs and services.

D_SV-050.1.9   Other. Specify the type of the other consulting service provided.

D_SV-060   Library legislation preparation/review. Minimally, addresses the governance and financing of the SLAA, public library service, and library service to blind and physically handicapped persons and residents of State institutions. It usually permits the types of public library structures, such as municipal, countywide, regional, federated, cooperative, and contractual agreements. It may also provide mandates for SLAA functions, other types of libraries (e.g., academic, school), and multi-type cooperation.

D_SV-070   State standards/guidelines. The SLAA may promulgate standards or guidelines that define adequacy, equity, and/or excellence in library service. Standards or guidelines may be quantitative, qualitative, or both. Maintaining standards or following guidelines may be a requirement for receiving State aid and/or LSTA grants.

D_SV-080   Administration of library system support. Includes determining compliance with eligibility criteria and performance standards, overseeing processes through which funds are disbursed, monitoring and receiving reports, and other activities involved in the management of financial assistance provided by the State. Library systems are defined here as cooperatives established under state law and supported by public funding. Systems may be single-or multi-type cooperatives.

D_SV-090   LSTA state program grants. Funds distributed by the SLAA to recipients who meet eligibility criteria specified by LSTA and the State. Such funds are awarded for the purposes specified in successful grant proposals. Such grants may be awarded competitively or on a formula basis. Include sub-grants made to libraries or outside agencies to provide or assist in providing such services.

D_SV-100   LSTA statewide services. Statewide services supported by the SLAA using LSTA funds.

Operational Assistance

D_OA-010   Cooperative purchasing of library materials. Two or more independent libraries of any type engaging in joint activities related to purchasing materials, together with the maintenance of the necessary records of these additions. Also included are joint activities related to the identification and verification of titles, fund accounting, processing payments, and claims.

D_OA-020   Interlibrary loan referral services. Activities involving bibliographic service centers or utilities, regional systems (federations or cooperatives), consortia, and resource centers, such as identifying libraries believed to own requested materials and/or transmitting interlibrary loan requests in accordance with established protocols or prevailing practices.

D_OA-030   Reference referral services. Provision of information about or from groups or organizations. A reference referral transaction involves the provision of information about a group or organization and its activities, services or agencies, and calendar. Such a transaction typically requires the determination of the user's need and the appropriate group or organization to meet the need. Such a transaction may require directing the user to persons or organizations external to the library for an answer to a question.

Coordination/Integration

D_CI-010   Statewide coordinated digital program or service. Activities providing for the digitization of documents, publications, or sets of records or realia to be made available for public use (for example, digitization of a series of city reports, local newspapers, or genealogical records).

D_CI-020   Statewide public relations/library promotion campaigns. A concerted public relations program usually organized around a particular theme or issue, with specific objectives, and using a variety of techniques in concert (e.g., press releases, events, publications, exhibits).

D_CI-030   Statewide virtual reference service. Reference service supported by chat-based Web technology that provides access for all or a significant portion of the residents of the state through libraries or remotely, typically on a 24-hours-per-day/7-days-a-week basis.

D_CI-040   Universal Service Program (review and approval of technology plans). The State Library Administrative Agency reviews and approves technology plans for libraries or library cooperatives applying for universal service discounts (also known as E-rate discounts) under the Universal Service Program, established by the Federal Communications Commission (FCC) under the Telecommunications Act of 1996.

D_CI-050   Statewide resource sharing. Organized efforts that enable and support the sharing of services and materials through coordination and collaboration (e.g. databases, e-books, ILL, cataloging).

D_CI-060   Involvement in the acquisition of other federal program funds. Providing technical assistance to receive federal assistance funds. Involvement in the acquisition of technical assistance funds includes determining compliance with eligibility criteria and performance standards, overseeing processes through which funds are disbursed, monitoring and receiving reports, and other activities involved in the management of financial assistance provided by the federal government from an agency other than the Institute of Museum and Library Services.

D_CI-060.1   Federal agencies SLAA applies for funds other than IMLS

D_CI-060.1.1   Department of Education. Funding received from the Department of Education. Examples include Vocational Educational National Programs, and Recreational Programs.

D_CI-060.1.2   Department of Agriculture. Funding received from the Department of Agriculture. Examples include: USDA's Rural Development Community Facilities Grant Program, Community Facilities Program, and Rural Utility Service

D_CI-060.1.3   Federal Communication Commission/Universal Service Administration Company. Funding or discounted services received or provided from the Federal Communication Commission or the Universal Service Administrative Company. Examples include Schools and Library Program (e-rate).

D_CI-060.1.4   Department of Labor. Funding received from the Department of Labor. Examples include: Labor Literacy Innovations Grant, and Project Compass.

D_CI-060.1.5   Other. Funding received from some other Federal agency. Specify name of other Federal agency.

                Program Assistance

D_PA-010   Continuing education programs. Includes staff development events for library personnel at all levels as well as training events for trustees and other State and local government officials who have authority over or responsibility for libraries.

D_PA-020   Library planning/evaluation/research. Activities involved in designing and assessing library programs and services and studying issues facing libraries. Examples: The Public Library Association (PLA) planning for results process for public libraries and the outcome based evaluation process.

D_PA-030   Literacy program support. A statewide program to assist individuals with limited skills to develop skills that enable them to function in society without assistance from others.

D_PA-030.1   Types of literacy programs

D_PA-030.1.1   Language literacy. Programs that promote the ability to read and write.

D_PA-030.1.2   Numerical literacy. Programs that promote the ability to use, understand, and apply numerical concepts and techniques.

D_PA-030.1.3   Information literacy. Programs that promote the ability to recognize the need for information and the ability to find, evaluate, and use information.

D_PA-030.1.4   Digital literacy. Programs that promote the ability to effectively find, evaluate, and create information using digital technology.

D_PA-030.1.5   Financial literacy. Programs that promote the ability to understand personal financial matters.

D_PA-030.1.6   Health literacy. Programs that promote the ability to understand basic health information and builds the capacity to make appropriate health decisions based on this information.

D_PA-030.1.7   Family/Intergenerational literacy. Programs that promote the incorporation of spoken and written word into meaningful activities with the family unit.

D_PA-040   Preservation/conservation services. Specific measures undertaken for the repair, maintenance, restoration, or protection of library materials, including but not limited to binding and rebinding, materials conversion (to microform for example), deacidification, and lamination.

D_PA-050   Summer Reading Programs. A statewide reading promotion campaign typically implemented between school years to encourage children and young adults to maintain or improve their reading skills.

D_PA-060   Statewide reading programs. A statewide coordinated program to support, maintain, or improve reading skills.

D_PA-060.1   Target populations for statewide reading promotion campaigns

D_PA-060.1.1   Early Childhood/ Preschool (0 – 5 years old)

D_PA-060.1.2   Middle Childhood (6 – 12 years old)

D_PA-060.1.3   Young Adults/High School (13 – 18 years)

D_PA-060.1.4   Adults (19 – 65 years)

D_PA-060.1.5   Older Adults (65+ years)

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

6.   Enter in the spaces provided the total hours open in a typical week for all SLAA outlets (main or central, bookmobiles, and other outlets), regardless of whom they serve. Do no 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).

Note: Main or central outlet, bookmobiles, and other outlets (excluding bookmobiles) are defined in the instructions to question 8. Report total hours open in a typical week for all SLAA outlets, regardless of whom they serve, and regardless of whether they are open on a walk-in or referral basis. Exclude data for a local public or academic library serving as a State resource center or State reference/information service center under contract with the SLAA. Do not report data for non-SLAA outlets, even though the SLAA may provide funding or services to such outlets.

A "typical week" is a time that is neither unusually busy nor unusually slow. Avoid holidays, vacation periods, and days when unusual events are taking place in the community or in the library. Choose a week in which the library is open its regular hours. Include seven consecutive calendar days from Sunday through Saturday or whenever the library is usually open.

E-010   Total hours/week (all SLAA outlets, regardless of whom they serve). Sum of hours open during a typical week for all SLAA outlets (main or central, bookmobiles, and other outlets), regardless of whom them serve. Do no report an allied operations outlet as an SLAA outlet.

7.   Enter in the spaces provided 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 specified categories. Only one outlet may be designated as the main or central outlet.

Note: Main or central outlet is defined in the instructions to question 8. Report public service hours for the main or central SLAA outlet, regardless of whether the outlet is open on a walk-in or referral basis. Exclude data for a local public or academic library serving as a State resource center or State reference/information service center under contract with the SLAA. Exclude service hours if the outlet only serves blind and physically handicapped individuals through the National Library Service for the Blind and Physically Handicapped, Library of Congress. Also exclude service hours if the outlet only serves residents of State correctional institutions or residents of other State institutions, unless the outlet is administered and staffed by the SLAA. Do not report data for a non-SLAA outlet, even though the SLAA may provide funding or services to such an outlet.

E-020 | Total hours/week (main or central outlet). Sum of hours open during a typical week for the main or central outlet.

E-030 | Monday–Friday after 5:00 p.m. (main or central outlet). Sum of hours open after 5:00 p.m. Monday through Friday during a typical week for the main or central outlet.

E-040 | Saturday and Sunday (main or central outlet). Sum of hours open on Saturday and Sunday during a typical week for the main or central outlet.

8. | Enter in the spaces provided the total number of SLAA outlets, by type of outlet, 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.

Note: An SLAA outlet has regular hours of service in which SLAA staff are present to serve its users. The staff and all service costs are paid by the SLAA as part of its regular operation. A loan of books or total collections (whether permanent or short-term) to another agency, library, or school does not constitute an SLAA outlet inasmuch as it is not administered and staffed by the SLAA.

E-050 | Main or central outlet. A single unit library or the unit where the principal collections are located and handled.

Note: An SLAA administrative center which is separate from the principal collections and is not open to users should not be included as an outlet. Only one outlet may be designated as the main or central outlet. When two or more outlets are considered main or central outlets, one outlet should be designated as the central outlet and the others should be designated as "other outlets (excluding bookmobiles)".

E-060 | Other outlets (excluding bookmobiles). Units that have all of the following: (1) separate quarters; (2) a permanent basic collection of books and/or other materials; (3) a permanent paid staff; and (4) a regular schedule of hours open to users.

E-070 | Bookmobiles. Trucks or vans specially equipped to carry books and other library materials. They serve as traveling branch libraries. Count vehicles in use, rather than the number of stops each vehicle makes.

E-080 | Total outlets. Sum of items E-050, E-060, and E-070.

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

Note: Main or central outlet, bookmobiles, and other outlets (excluding bookmobiles) are defined in the instructions to question 8.

E-090   Blind and physically handicapped individuals. Outlets serving this user group may contain talking books on discs and tapes and books in Braille made available from the National Library Service for the Blind and Physically Handicapped, Library of Congress. In addition, such outlets may contain large print books for the visually handicapped and captioned films for the deaf. These outlets provide such library materials and library services to blind or physically handicapped residents who have been certified by competent authority as unable to read or to use conventional printed materials as a result of physical limitations.

E-100   Residents of State correctional institutions. Outlets serving this user group provide books, other library materials, and access to other information resources as well as other library services to residents of prisons, reformatories, and other correctional institutions operated or substantially supported by the State.

E-110   Residents of other State institutions. Outlets serving this user group provide books, other library materials, and access to other information resources as well as other library services to patients or residents of residential training schools, hospitals, nursing homes, and other general or special institutions operated or substantially supported by the State.

E-120   State government employees (executive, legislative, or judicial). Outlets serving this user group provide books, other library materials, and access to other information resources as well as other library services to employees of all branches of State government.

E-130   General public. Report all SLAA outlets that serve the general public, regardless of whether they are open on a walk-in or referral basis. Outlets serving this user group function as the State-level equivalent of a local public library, providing books, other library materials, and electronic access to locally mounted and remote information resources for all State residents.

Part F: Collections

10.   Enter in the spaces provided the total number of volumes or physical units in the specified formats in all SLAA outlets (main or central, bookmobiles, and other outlets) that serve the general public and/or State government employees.

     Note: Main or central outlet, bookmobiles, and other outlets (excluding bookmobiles) are defined in the instructions to question 8. Report collections for all SLAA outlets that serve the general public, regardless of whether they are open on a walk-in or referral basis. Exclude data for a local public or academic library serving as a State resource center or State reference/information service center under contract with the SLAA. Exclude collections of braille and talking books owned by the National Library

Service for the Blind and Physically Handicapped, Library of Congress. Also exclude collections that are specifically intended to only serve residents of State correctional institutions or residents of other State institutions, unless such outlets are administered and staffed by the SLAA.

F-010   Book and serial volumes (exclude microforms) (exclude collections of braille books owned by the National Library Service for the Blind and Physically Handicapped, Library of Congress). Books are non-periodical printed publications bound in hard or soft covers, or in loose-leaf format, of at least 49 pages, exclusive of the cover pages; or juvenile non-periodical publications of any length bound in hard or soft covers. Serials are publications issued in successive parts, usually at regular intervals, and as a rule, intended to be continued indefinitely. Serials include periodicals (magazines, newspapers, annuals reports, yearbooks, etc.) memoirs, proceedings, and transactions of societies. Except for the current volume, count unbounded serials as volumes when the library has at least half of the issues in a publisher's volume.

F-020   Audio materials (exclude collections of talking books owned by the National Library Service for the Blind and Physically Handicapped, Library of Congress). These are materials on which sounds (only) are stored (recorded) and that can be reproduced (played back) mechanically or electronically, or both. Included are records, audiocassettes, audio cartridges, audiodiscs, audioreels, talking books, and other sound recordings.

F-030   Video materials. These are materials on which pictures, sound, or both are recorded. Electronic playback reproduces pictures, sounds, or both using a television receiver or monitor.

F-040   Current serial subscriptions (titles, not individual issues) (include print subscriptions only) (exclude microform, electronic, and digital subscriptions). These include current subscriptions received, both purchased and gifts. This count does not include the number of individual issues, but rather each serial title. Report the total number of titles subscribed to, including duplicates. Do not report individual issues. Report print subscriptions only. Exclude microform, electronic, and digital subscriptions.

F-050   Government documents (include only government documents not accessible through the library catalog and not reported elsewhere). For government documents not accessible through the library catalog and not reported on other lines, report the number of volumes or physical units of such materials in all formats. A government document is a publication in any format bearing a government imprint. Includes publications of federal, State, local, and foreign governments and intergovernmental organizations to which governments belong and appoint representatives (e.g., United Nations, Organization of American States).

11.	Enter Yes or No for each item (F-060 – F-090) to indicate whether the SLAA is designated as a federal or State depository library for government documents, and whether it is a regional or selective federal depository.

Note: A government document is a publication in any format bearing a government imprint. Includes publications of federal, State, local, and foreign governments and intergovernmental organizations to which governments belong and appoint representatives (e.g., United Nations, Organization of American States).

F-060	State depository library. A library officially designated as a depository of publications bearing the imprint of the State government.

F-070	Federal depository library. A library officially designated as a depository of publications bearing the imprint of the federal government. These libraries receive publications issued by the executive, judicial, and the legislative branches at no charge in exchange for providing free public access. Enter Yes or No to items F-080 and F-109 to indicate if the SLAA is a regional or selective depository

F-080	Regional. Regional depositories receive one copy of all materials distributed by the federal government.

F-090	Selective. Selective depositories receive only those materials they select.

Part G: Library Service Transactions

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

Note: Main or central outlet, bookmobiles, and other outlets (excluding bookmobiles) are defined in the instructions to question 8. Report library service transactions for all SLAA outlets that serve the general public, regardless of whether they are open on a walk-in or referral basis. Exclude data for a local public or academic library serving as a State resource center or State reference/information service center under contract with the SLAA. Exclude service transactions for outlets or outlet service points that only serve blind and physically handicapped individuals through the National Library Service for the Blind and Physically Handicapped, Library of Congress. Also exclude service transactions for outlets that only serve residents of State correctional institutions or other State institutions, unless such outlets are administered and staffed by the SLAA.

G-010	Circulation (Exclude items checked out to another library). These are transactions that involve lending an item from the State Library collection or borrowed from another library for use generally, although not always, outside the library. This activity

includes charging materials manually or electronically. Also report each renewal as a circulation transaction. Exclude in-house use resulting from counting items in the collection as they are reshelved after use and without any formal tracking system. Exclude items checked out to another library.

Interlibrary Loan/Document Delivery

G-020   Provided to other libraries. These are library materials, or copies of materials, loaned from the SLAA collection to another library upon request. Do not include loans or copies of materials from one SLAA outlet to another SLAA outlet.

G-030   Received from other libraries and document delivery services. These are library materials, or copies of materials, borrowed by the SLAA from another library or obtained by the SLAA from a commercial document delivery service. Do not include loans or copies of materials from one SLAA outlet to another SLAA outlet.

G-040   Reference transactions. A reference transaction is an information contact which involves the knowledge, use, recommendations, interpretation or instruction in the use of one or more information sources by a member of the SLAA staff. The term includes information and referral service. Information sources include printed and non-printed materials, machine-readable databases (including computer-assisted instruction), catalogs and other records of holdings and through communication or referral, other libraries, and institutions and persons both inside and outside the library. When a staff member utilizes information gained from previous use of information sources to answer a question, report as a reference transaction even if the source is not consulted again during the transaction. If necessary, multiply a typical week by 52. Exclude directional transactions. (See definition of typical week in question 6.)

G-050   Library visits. This is the total number of persons per year entering SLAA outlets, including persons attending activities, meetings, and those persons requiring no staff services. If necessary, multiply a typical week by 52. A "typical week" is defined in the instructions to question 6.

Part H: Library Development Transactions

13.   Enter in the spaces provided ANNUAL totals for the specified types of library development transactions of the SLAA.

H-010   LSTA and State Grants

Grants awarded. Report the total annual number of LSTA and State grants awarded by the SLAA during state fiscal year 2016.

H-020   Continuing Education Programs

Number of events. Report the total number of continuing education events (workshops, training sessions, etc.) which (1) the SLAA sponsored and itself presented and (2) another agency presented with the help of SLAA funding and planning support. Do not count events for which the SLAA is only a nominal sponsor. Do not count events for an allied operation.

Where event is offered via video conferencing, consider presentation simulcast to multiple locations as one event. If presentation is offered multiple times, each offering should be counted as a separate event. Where delivery is via synchronous Web presentation and the number of concurrent participants is limited and they must sign up to participate, count each offering of the Web training as one event. Where delivery is via the Web with asynchronous participation and no limitation of participants, count Web event as one event.

H-030   Total attendance at events. Report the total annual attendance at continuing education events reported in item H-020. Attendance should include total number of participants in events regardless of delivery method. If Web event is delivered asynchronously, recommend counting only participants who complete the continuing education offering.

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, 2016, 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 Position

(a) Librarians with ALA-MLS Librarians with master's degrees from programs of library and information studies accredited by the American Library Association.

(b) Librarians other than ALA-MLS Librarians employed by the SLAA. This includes staff employed by the SLAA in the librarian occupational category who have Master's Degrees in Library Science from programs not accredited by ALA and librarians who do not have MLS degrees.

(c) These are professionals and non-professionals, employed by the SLAA, who are not in the librarian occupational category, regardless of degree or training, such as archivists, accountants, business managers, public relations, and human resources staff and other employees paid from the SLAA budget, including plant operations, security, and maintenance staff.

(d) Total Staff. Sum of items a – c.

Type of Service

I-010   Administration. Usually includes the chief officer of the SLAA and his or her immediate staff. May include officers responsible for the SLAA's fiscal affairs; public relations; and planning, evaluation, and research.

I-020   Library development. Usually includes staff responsible for the development of public library services. May include staff responsible for administering State and LSTA grant programs; providing consulting and continuing education services; and promoting resource sharing and other forms of interlibrary cooperation. (See instructions to question 5 for definitions of types of libraries.)

I-030   Library services. Staff responsible for providing library service from the SLAA. Includes public, technical, and other library services.

I-040   Other services. Includes staff not reported in items I-010, I-020, and I-030 such as staff in allied operations.

I-050   Total staff. Sum of items I-010 – I-040.

Part J: Revenue

15.   Enter Yes or No to indicate whether all public library funds from state sources are administered by the SLAA.

Note: Answer this question based on state funds distributed to individual public libraries and library cooperatives serving public libraries in state fiscal year 2016. If no state funds are reported in Part K in items K_FA-010(b) or K_FA-020(b), the answer should be No.

J-010   SLAA administration of all public library state funds

16.   Enter Yes or No to indicate whether any funds from state sources are administered by the SLAA for the following types of libraries.

Note: Answer this question based on state funds distributed to libraries and library cooperatives in state fiscal year 2016. If no state funds are reported in Part K in related items K_FA-010(b) – K_FA-050(b) or K_FA-070(b), the answer should be No.

J-020   Academic libraries (definition is provided in question 5).

J-030   School library media centers (definition is provided in question 5).

J-040   Special libraries (definition is provided in question 5).

J-050   Library cooperatives (definition is provided in question 5).

17.   Enter in the spaces provided total funds received as revenue by the SLAA during the reporting period specified in items A-230 and A-240. EXCLUDE carryover. Include revenue for allied operations only if the revenue is part of the SLAA budget. Include all funds distributed to libraries and library cooperatives if the funds are administered by the SLAA.

               Note: Exclude carryover when reporting revenue. Carryover means funds carried forward from the previous year, sometimes called an "opening balance" or "fund balance".

               Federal Revenue

J-070   LSTA (Library Services and Technology Act) Grants to State Programs

               Note: Report the funds drawn down from the federal government from the LSTA Grants to States Program during state fiscal year 2016, whether drawn from one or more federal fiscal year allotments. Do not include IMLS Discretionary funds such as National Leadership Grants, Laura Bush 21st Century Librarian Program, or Sparks! Ignition –report these grants in item J-080.1 – J-080.10 (Other Federal revenue).

J-080   Other Federal revenue

               Note: If the SLAA received federal revenue other than LSTA Grants to States funds (e.g., National Endowment for the Humanities grants, National Historical Publications and Records Commission grants, LSTA National Leadership Grants, Laura Bush 21st Century Librarian grants, etc.), report that revenue in this item. If your state acts as the fiscal agent for a multi-state grant, report only the funds designated for your state.

J-080.1 –   Specify program(s), title(s), and funding amount for each source of revenue if other
J-080.10   federal revenue is reported in item J-080. Up to 10 programs may be reported.

J-090   Total Federal revenue. Sum of items J-070 and J-080.

               State Revenue

J-100   SLAA operation. Report revenue received from the State to support operation and services of the SLAA. Do not include revenue received for major capital expenditures, contributions to endowments, or revenue passed through to another agency, or funds unspent in the previous fiscal year.

J-110   State aid to libraries. Report revenue received from the State for distribution to libraries, library cooperatives, and agencies. Include funds derived from State sources (exclusive of Federal funds) and appropriated by a State legislature to a State Library Administrative Agency for payment or transfer to an individual library; a group of libraries; or an agency or library, other than the SLAA, that provides a Statewide service to libraries or citizens. Exclude State funds used to administer the State Library Administrative Agency or to deliver Statewide services to libraries or citizens where the service is administered directly by the SLAA; State funds allocated for school library operations when the State Library Administrative Agency is under the State education agency; and federal funds.

J-120   Other State revenue. Report revenue received from the State for any other purpose, such as interagency transfers.

J-130   Total State revenue. Sum of items J-100, J-110, and J-120.

J-140   Other revenue. Include (1) any other revenue from public sources; (2) revenue received from private sources, such as foundations, corporations, Friends groups, and individuals; and (3) SLAA-generated revenue, such as fines and fees for services.

J-150   Total revenue. Sum of items J-090, J-130, and J-140.

Part K: Expenditures

18.   Enter in the spaces provided 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

               Note: These are the current and recurrent costs necessary to the provision of services by the SLAA. Include LSTA expenditures for statewide services (item L-010) conducted directly by the SLAA. Include LSTA expenditures for LSTA administration (item L-030). Exclude LSTA expenditures for grants (item L-020). Do not include funds distributed to libraries and library cooperatives; report them instead in items K_FA-010-K_FA-080.

K_AO-010   Salaries and wages. Salaries and wages for all SLAA staff, including plant operation, security and maintenance staff for the reporting year. Include salaries and wages before deductions, but exclude employee benefits.

K_AO-020   Employee benefits. Benefits outside of salaries and wages paid and accruing to employees, including plant operation, security and maintenance staff, regardless of whether the benefits or equivalent cash options are available to all employees. Include amounts spent by the SLAA for direct, paid employee benefits, including Social Security, retirement, medical insurance, life insurance, guaranteed disability income protection, unemployment compensation, worker's compensation, tuition, and housing benefits. Only that part of any employee benefits paid out of the SLAA budget should be reported.

K_AO-030   Total staff expenditures. Sum of items K_AO-010 and K_AO-020.

K_AO-040   Collection expenditures. Includes all expenditures for materials purchased or leased for use by SLAA users, including print materials, microforms, machine-readable materials, audiovisual materials, etc.

K_AO-050   Other operating expenditures. Includes all operating expenditures not reported in items K_AO-010, K_AO-020, and K_AO-040.

K_AO-060   Total operating expenditures. Sum of items K_AO-030, K_AO-040, and K_AO-050.

Other expenditures for SLAA and Allied Operations Only

K_OE-010   Capital outlay. Funds for the acquisition of or additions to fixed assets such as building sites, new buildings and building additions, new equipment (including major computer installations), initial book stock, furnishings for new or expanded buildings, and new vehicles. Exclude replacement and repair of existing furnishings and equipment, regular purchase of library materials, and investments for capital appreciation. Exclude the amount reported for this item from all other items except item K_TE-010. Include construction aid expended on the SLAA. Exclude construction aid expended on other libraries and library cooperatives. Include expenditures for allied operations only if the expenditures are from the SLAA budget.

Note: State accounting practices shall determine whether a specific item is a capital expense or an operating expense, regardless of the examples in this definition.

K_OE-020   Other expenditures. These are expenditures not reported elsewhere. Exclude construction aid. Include expenditures for allied operations only if the expenditures are from the SLAA budget.

Financial Assistance to Libraries and Library Cooperatives

Note: Include LSTA expenditures for grants (item L-020). Exclude LSTA expenditures for statewide services (item L-010) conducted directly by the SLAA and LSTA expenditures for LSTA administration (item L-030). Include all funds distributed to libraries and library cooperatives if the funds are administered by the SLAA.

K_FA-010   Individual public libraries. Financial assistance to individual public libraries for services to their population of legal service area. These are libraries that are governed exclusively by a single board or political subdivision. Municipal libraries, county libraries, consolidated multi-county libraries, and library districts are considered individual libraries if there is only one administrative entity. Exclude construction aid.

K_FA-020   Library cooperatives serving public libraries only. Financial assistance to library cooperatives serving public libraries only for services to their population of legal service area. Exclude construction aid.

K_FA-030   Other individual libraries. Financial assistance to other individual libraries for services to their population or constituency. These are libraries other than public libraries and school library media centers. Exclude grants to public libraries and to school library media centers. Report financial assistance to school library media centers in item K_FA-070. Exclude construction aid.

K_FA-040   Library cooperatives serving more than one type of library. Financial assistance to library cooperatives serving more than one type of library for services to their population of legal service area. Exclude construction aid.

K_FA-050   Single agency or library providing statewide service. Financial assistance to a single entity (agency, library, library cooperative, etc.) for services offered to all libraries in the state, or all state residents, or a significant portion of all libraries or state residents. Exclude funds administered directly by the SLAA to provide such services. Exclude construction aid.

K_FA-060   Library construction. Do not report data for this item in items K_FA-010-K_FA-050, K_FA-070, or K_OE-010. Includes construction of new buildings and acquisition, expansion, remodeling, and alteration of existing buildings, and the purchase, lease, and installation of equipment of any such buildings, or any combination of such activities (including architects' fees and the cost of acquisition of land). Equipment includes information and building technologies, video and telecommunications equipment, machinery, utilities, and built-in equipment and any necessary enclosures or structures to house them. Exclude construction aid expended on the SLAA.

K_FA-070   Other assistance. Expenditures for other assistance to libraries and library cooperatives not reported in items K_FA-010-K_FA-060, such as financial assistance to school library media centers. Exclude construction aid.

K_FA-080   Total financial assistance to libraries and library cooperatives. Sum of items K_FA-010-K_FA-070.

K_TE-010   Total expenditures. Sum of items K_AO-060, K_FA-080, K_OE-010, and K_OE-020.

Part L: LSTA State Program Expenditures

19.   Enter in the spaces provided 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.

L-010   Statewide services (exclude sub-grants to single libraries or agencies providing statewide services). Funds expended by the SLAA to provide services to libraries and individuals throughout the State. Include expenditures for statewide services conducted directly by the SLAA. Exclude sub-grants made to single libraries or other outside agencies to provide or assist in providing such services.

      Note: These expenditures should also be reported in Part K, under operating expenditures (items K_AO-010-K_AO-060); capital outlay (item K_OE-010); or other expenditures (item K_OE-020), as appropriate. DO NOT report them as financial assistance to libraries and library cooperatives (items K_FA-010-K_FA-080).

L-020   Grants (include sub-grants to single libraries or agencies providing statewide services). Funds distributed by the SLAA to recipients who meet eligibility criteria specified by LSTA and the State. Such funds are usually awarded for purposes specified in successful grant proposals. Such grants may be awarded competitively or on a formula basis. Include sub-grants made to single libraries or other outside agencies to provide or assist in providing statewide services.

      Note: These expenditures should also be reported in Part K, under financial assistance to libraries and library cooperatives (items K_FA-010-K_FA-080), as appropriate. DO NOT report them as SLAA operating expenditures (items K_AO-010-K_AO-060), capital outlay (item K_OE-010), or other expenditures (item K_OE-020).

L-030   LSTA administration. Expenditures of LSTA funds for administrative costs in connection with programs and services carried out under this Act.

      Note: These are the costs associated with the SLAA's management, oversight, and administration of the IMLS LSTA Grants to States program and are costs that would be considered administrative costs and subject to the 4% cap.

L-040   Total LSTA expenditures. Sum of items L-010, L-020, and L-030.

Part M: Electronic Services and Information (a)

21.   Enter Yes or No for each item to indicate whether the SLAA funds or facilitates the specified electronic networking functions at the State level.

Note: A State-level electronic information network involves the wide-area use of telecommunications to link libraries via microcomputers or terminals to automated library systems. The network may include online public access catalogs and other library applications; locally mounted or online databases (bibliographic, full text, or data); bibliographic utilities; and other information resources. Access to such networks may be via modem (i.e., dial access) or dedicated lines (i.e., hard-wired). Such a network may or may not be connected to the Internet.

M-010   Electronic network planning or monitoring. Includes drafting Statewide plans, requests for proposals, and contracts and monitoring contracts for network development.

M-020   Electronic network operation. Includes acquiring, maintaining, or replacing substantial technological equipment necessary to provide access to information in electronic and other formats made possible by new information and communication technologies. May include hosting or sharing a mainframe, minicomputer, or file server, or facilitating reciprocal borrowing agreements and document delivery systems necessary to fully exploit such a network. Such a network may or may not be connected to the Internet.

Database Development

Note: Activities may include creation of new databases or conversion of existing databases into electronic format. Includes bibliographic databases as well as full text or data files.

M-030   Bibliographic databases. Includes machine-readable catalog records, other electronic indexes, and other databases which contain only references to or condensed surrogates for original materials.

M-040   Full text or data files. Full text files are files in which the information consists of the content of one or more complete intellectual products initially expressed primarily through the written word. Data files report the content of one or more complete intellectual products expressed primarily with numbers.

22.   Enter Yes or No for each item to indicate whether the SLAA funds or facilitates digitization or digital programs or services in any of the following instances.

Note: Digitization or digital programs or services includes activities providing for the digitization of documents, publications or sets of records or realia to be made available for public use.

M-050	For the SLAA itself
M-060	Via grants or contracts to other state agencies
M-070	Via grants or contracts to other libraries or library cooperatives
23.	Enter Yes or No for each item to indicate whether the SLAA funds or facilitates library access to the Internet in the specified ways.

Note: The Internet is the global network of networks that, via a standardized addressing system and a common primary command structure, enables individuals and organizations to communicate via electronic mail, to access a host of online databases and other electronic information resources, and to transfer files electronically.

Training or consulting to facilitate access (items M-080 and M-090):

M-080	Library staff (state and local). Includes all activities that facilitate Internet awareness and use by library staff (state and local) and "training the trainer" activities.
M-090	State library end-users. Includes all activities that facilitate Internet awareness and use by actual or potential state library end-users.
M-100	Providing direct funding for Internet access. Includes any grants of State, federal, and/or other SLAA funds to libraries or related organizations that facilitate (1) establishing Internet accounts for library-related individuals or organizations; (2) acquiring computer hardware, software, or peripherals necessary for Internet access; and (3) training or consulting with actual and potential Internet users.
M-110	Providing equipment. Includes computer hardware, software, and peripherals necessary for Internet access. Critical types of equipment, beyond basic hardware and operating system software, include modems and telecommunications software.
M-120	Providing access to directories, databases, or online catalogs via the Internet. Includes bibliographic files, locator files, and/or full text databases produced or licensed by the State Library Administrative Agency and available via the Internet.

Note: This item focuses on content available via the Internet.

M-130	Managing a Web site, file server, bulletin boards, or electronic mailing lists. Includes the development and maintenance of Internet menu systems, operation of equipment that provides Internet access to multiple files, or posting of electronic messages via the Internet.

Note: This item focuses on the structure through which content is available via the Internet.

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

Note: Report data only for all SLAA outlets that serve the general public. Exclude data for: (a) a local public or academic library serving as a State resource center or State reference/ information service center under contract with the SLAA; (b) outlets that only serve blind and physically handicapped individuals through the National Library Service for the Blind and Physically Handicapped, Library of Congress; (c) outlets that only serve residents of State correctional institutions or residents of other State institutions; (d) outlets that only serve state government employees; and (e) non-SLAA outlets, even though the SLAA may provide funding or services to such outlets.

M-140 Number of library-owned 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.)

M-150 Number of all other 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. Enter in the spaces provided total SLAA expenditures for statewide database licensing, by source of revenue. These expenditures should also be reported in Part K.

M-160 Statewide database licensing. Statewide contracted rights for access to and use of database(s) by libraries that are parties to a licensing agreement.

26. Enter Yes or No for each item to indicate whether statewide database licenses, paid for by the funds reported in question 25, include access by the following:

M-170 Public libraries (definition is provided in question 5).

M-180 Academic libraries (definition is provided in question 5).

M-190 School library media centers (definition is provided in question 5).

M-200 Special libraries (definition is provided in question 5).

M-210 Library cooperatives (definition is provided in question 5).

M-220 Other state agencies

M-230   Remote users. Authorized users having access to and use of licensed database(s) from sites outside of a library building.

27.   Enter Yes or No to indicate whether the SLAA facilitates or subsidizes electronic access to the bibliographic records or holdings of other libraries in the state, by the specified categories.

M-240   Web-based union catalog (international, national, statewide, multistate, and regional). A Web-based union catalog makes the aggregated electronic holdings of libraries in a nation, region, a library cooperative serving more than one type of library, or a state available via the World Wide Web. Holdings and indexes for a Web-based union catalog are mounted on a server that is connected to the Internet. Access to the bibliographic information in a web-based union catalog is available to any user with an Internet connection and a standard Web browser. National union catalogs include The Library of Congress and OCLC. OCLC also provides the holdings of libraries outside the United States.

             Note: Report access to a Web-based union catalog via a Z39.50 gateway in this item, as it is a Web-based protocol.

M-250   Other type of electronic access. If the SLAA facilitates or subsidizes a type of electronic access to the holdings of other libraries in the state not covered in item M-240, enter Yes for this item.

M-260   Specify. If Yes was indicated for item M-250, enter the type of electronic access in this item.

28.   Enter Yes or No to indicate whether the SLAA is an applicant for the Universal Service Program (also known as the E-rate discount program).

M-270   Applicant for Universal Service Program. The Universal Service Program was established by the Federal Communications Commission (FCC) under the Telecommunications Act of 1996. To be considered an applicant, the SLAA must have an FCC Form 470 and Form 471 on file with the FCC.

Appendix G. Data Tables

Revenues and Expenditures

The tables and figures in this section examine trends in financial indicators within each cluster and administrative structure category. We present the trends in per capita revenues and expenditures—including per capita LSTA revenues and expenditures—and provide information on the change over time from the previous year and over the 12-year period. In addition, trends at the state level within each group are displayed in both revenues and expenditures.

Figure G-1 through Figure G-14 display the pattern for each state based on its changes in total revenues or expenditures within the time frame. The color-coded areas are the expenditure amounts reported by each state during the 12-year period, so that the overall amount reflected by the top line of the graph is the sum total of each state's expenditure.

Note that some changes may be hidden due to rounding. For example, the change in per capita LSTA revenues for the *Some Recovery* cluster was $0.7919 in 2007 and $0.78608 for 2008, a decline of 0.7%.

In addition, a small number of SLAAs experienced a change in administrative structure. In the state figures for each administrative structure category, some states—like West Virginia—are suddenly absent from the figure because of this change in categorization. See the Introduction for more details.

By Cluster

Some Recovery

Table G-1. Some Recovery Group: Revenues Trend Analysis: FY 2004–16

Fiscal year	Per Capita Revenues					
	Per Capita revenues			Per Capita LSTA revenues		
	Per Capita revenue	Percentage change from previous FY	Percentage change from FY 2004	Per Capita LSTA expenditures	Percentage change from previous FY	Percentage change from FY 2004
2004	$7.93	NA	NA	$0.75	NA	NA
2005	$7.90	0%	0%	$0.80	7%	7%
2006	$7.97	1%	1%	$0.87	9%	16%
2007	$8.76	10%	11%	$0.79	-9%	6%
2008	$8.60	-2%	8%	$0.79	-1%	5%
2009	$9.11	6%	15%	$0.75	-4%	1%
2010	$8.12	-11%	2%	$0.79	6%	7%
2012	$7.94	-2%	0%	$0.67	-15%	-10%
2014	$10.13	28%	28%	$0.76	13%	2%
2016	$9.17	-9%	16%	$0.65	-14%	-12%

Source: State Library Administrative Agencies Survey, FY 2004–10, 2012, 2014, and 2016; Institute of Museum and Library Services; National Center for Education Statistics.

Table G-2. Some Recovery Group: Expenditures Trend Analysis: FY 2004–16

Fiscal year	Per Capita Expenditures					
	Per Capita expenditures			Per Capita LSTA expenditures		
	Per Capita expenditures	Percentage change from previous FY	Percentage change from FY 2004	Per Capita LSTA expenditures	Percentage change from previous FY	Percentage change from FY 2004
2004	$7.51	NA	NA	$0.75	NA	NA
2005	$7.41	-1%	-1%	$0.83	11%	11%
2006	$7.93	7%	6%	$0.91	10%	22%
2007	$8.42	6%	12%	$0.86	-6%	15%
2008	$8.63	3%	15%	$0.79	-8%	5%
2009	$9.14	6%	22%	$0.81	3%	9%
2010	$8.14	-11%	8%	$0.88	8%	17%
2012	$7.93	-3%	6%	$0.71	-19%	-5%
2014	$9.28	17%	24%	$0.72	3%	-3%
2016	$8.50	-8%	13%	$0.63	-14%	-16%

Source: State Library Administrative Agencies Survey, FY 2004–10, 2012, 2014, and 2016; Institute of Museum and Library Services; National Center for Education Statistics.

Figure G-1. Trend in Per Capita Revenues for States in the Some Recovery Group: FY 2004–16
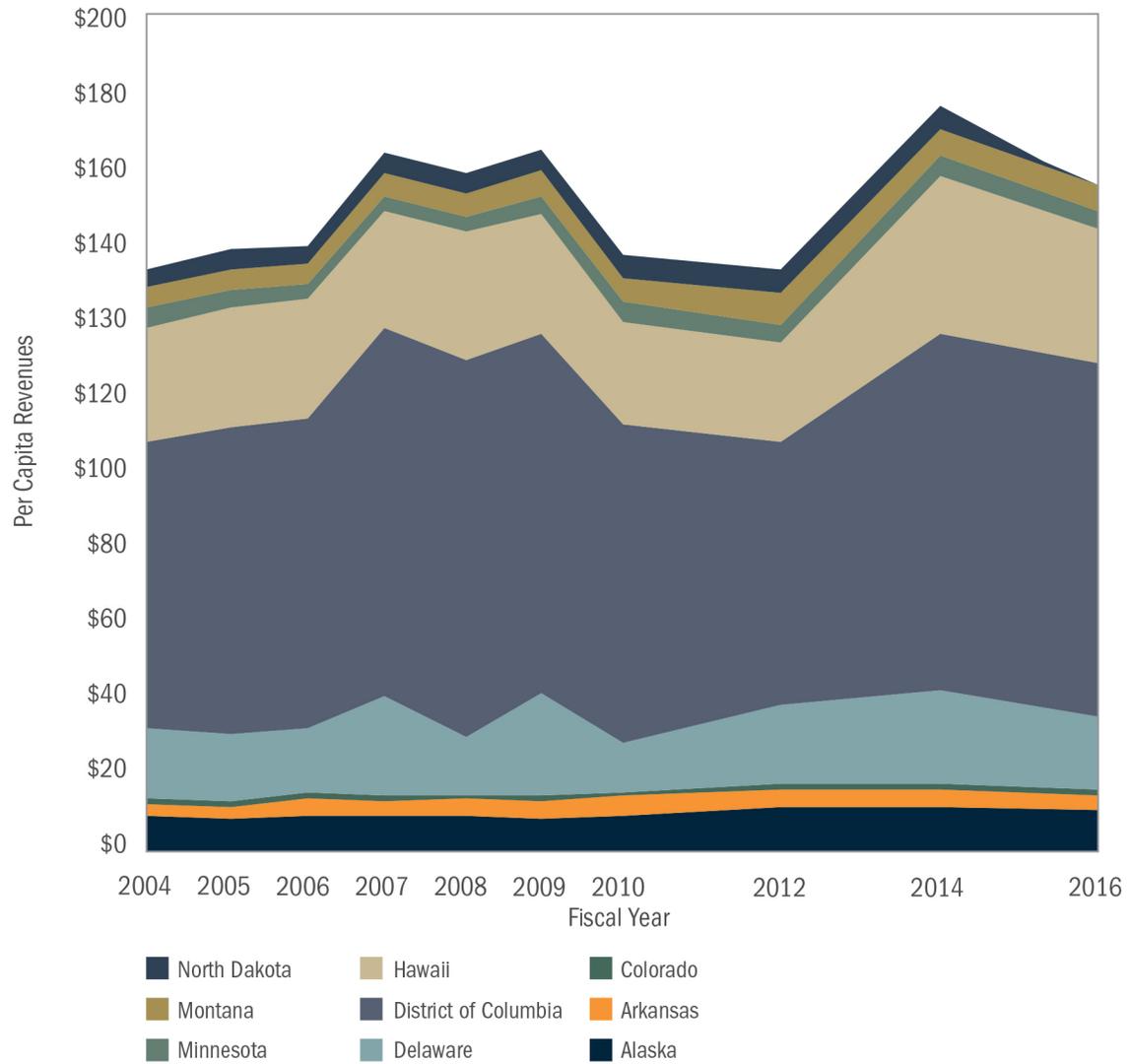
Source: State Library Administrative Agencies Survey, FY 2004–10, 2012, 2014, and 2016; Institute of Museum and Library Services; National Center for Education Statistics.

Figure G-2. Trend in Per Capita Expenditures for States in the Some Recovery Group: FY 2004–16
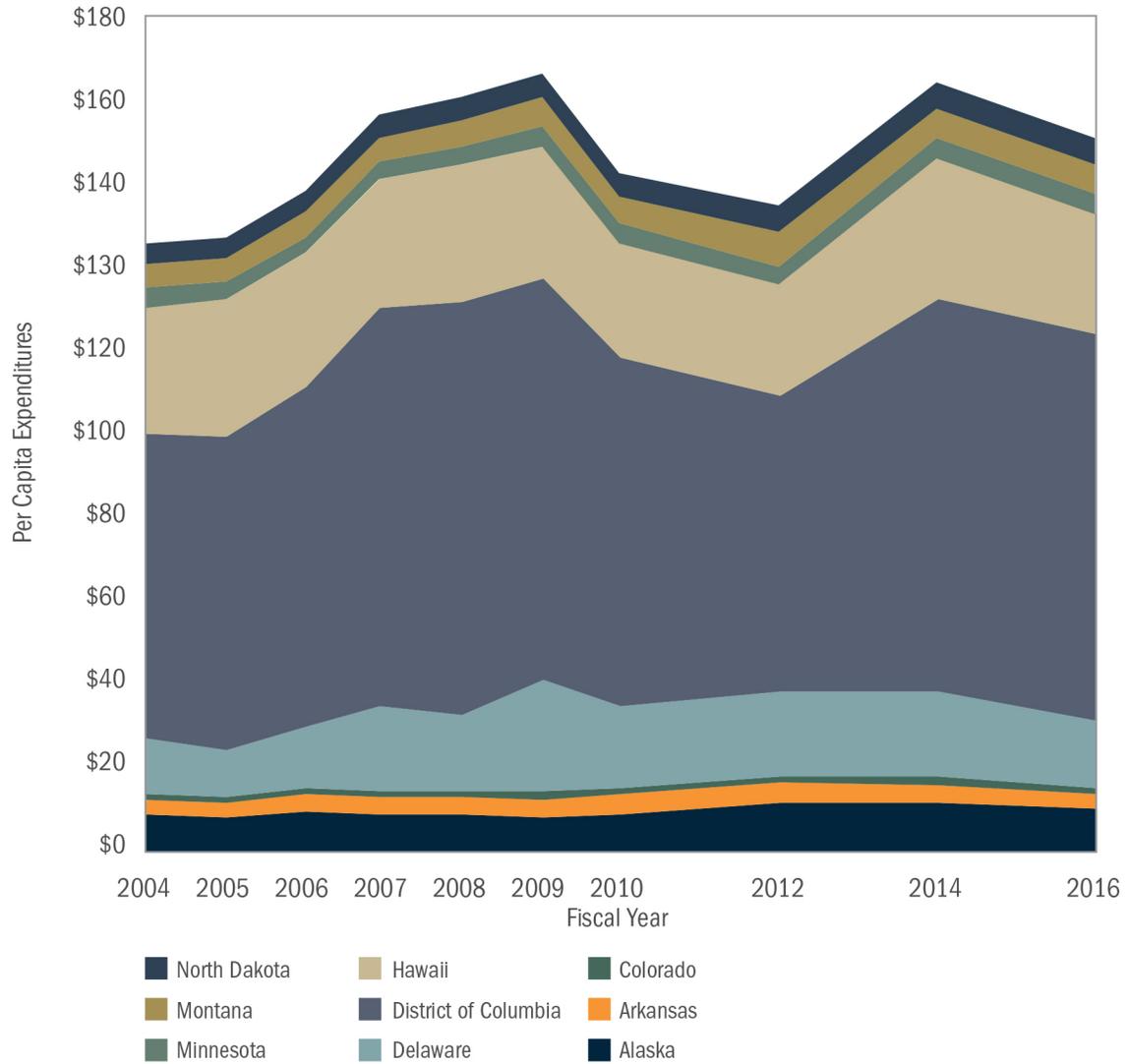
Source: State Library Administrative Agencies Survey, FY 2004–10, 2012, 2014, and 2016; Institute of Museum and Library Services; National Center for Education Statistics.

Post-Recession Decline

Table G-3. Post-Recession Decline Group: Revenues Trend Analysis: FY 2004–16

| Fiscal year	Revenues					
	Total revenues			Total LSTA revenues		
	Total revenues	Percentage change from previous FY	Percentage change from FY 2004	Total LSTA revenues	Percentage change from previous FY	Percentage change from FY 2004
2004	$4.64	NA	NA	$0.65	NA	NA
2005	$4.47	-4%	-4%	$0.61	-5%	-5%
2006	$4.44	-1%	-4%	$0.60	-2%	-7%
2007	$4.57	3%	-1%	$0.61	2%	-5%
2008	$4.57	0%	-2%	$0.58	-6%	-10%
2009	$4.39	-4%	-5%	$0.56	-3%	-13%
2010	$4.12	-6%	-11%	$0.60	7%	-7%
2012	$3.60	-12%	-22%	$0.55	-8%	-14%
2014	$3.49	-3%	-25%	$0.49	-11%	-24%
2016	$3.47	-1%	-25%	$0.48	-3%	-26%

Source: State Library Administrative Agencies Survey, FY 2004–10, 2012, 2014, and 2016; Institute of Museum and Library Services; National Center for Education Statistics.

Table G-4. Post-Recession Decline Group: Expenditures Trend Analysis: FY 2004–16

Fiscal year	Expenditures					
	Total expenditures			Total LSTA expenditures		
	Total expenditures	Percentage change from previous FY	Percentage change from FY 2004	Total LSTA expenditures	Percentage change from previous FY	Percentage change from FY 2004
2004	$4.61	NA	NA	$0.65	NA	NA
2005	$4.42	-4%	-4%	$0.61	-7%	-7%
2006	$4.40	0%	-5%	$0.62	2%	-5%
2007	$4.60	4%	0%	$0.63	1%	-4%
2008	$4.55	-1%	-1%	$0.59	-6%	-10%
2009	$4.38	-4%	-5%	$0.56	-6%	-15%
2010	$4.06	-7%	-12%	$0.57	3%	-13%
2012	$3.65	-10%	-21%	$0.54	-6%	-18%
2014	$3.49	-4%	-24%	$0.50	-6%	-23%
2016	$3.47	-1%	-25%	$0.47	-6%	-28%

Source: State Library Administrative Agencies Survey, FY 2004–10, 2012, 2014, and 2016; Institute of Museum and Library Services; National Center for Education Statistics.

Figure G-3. Trend in Per Capita Revenues for States in the Post-Recession Decline Group: FY 2004–16
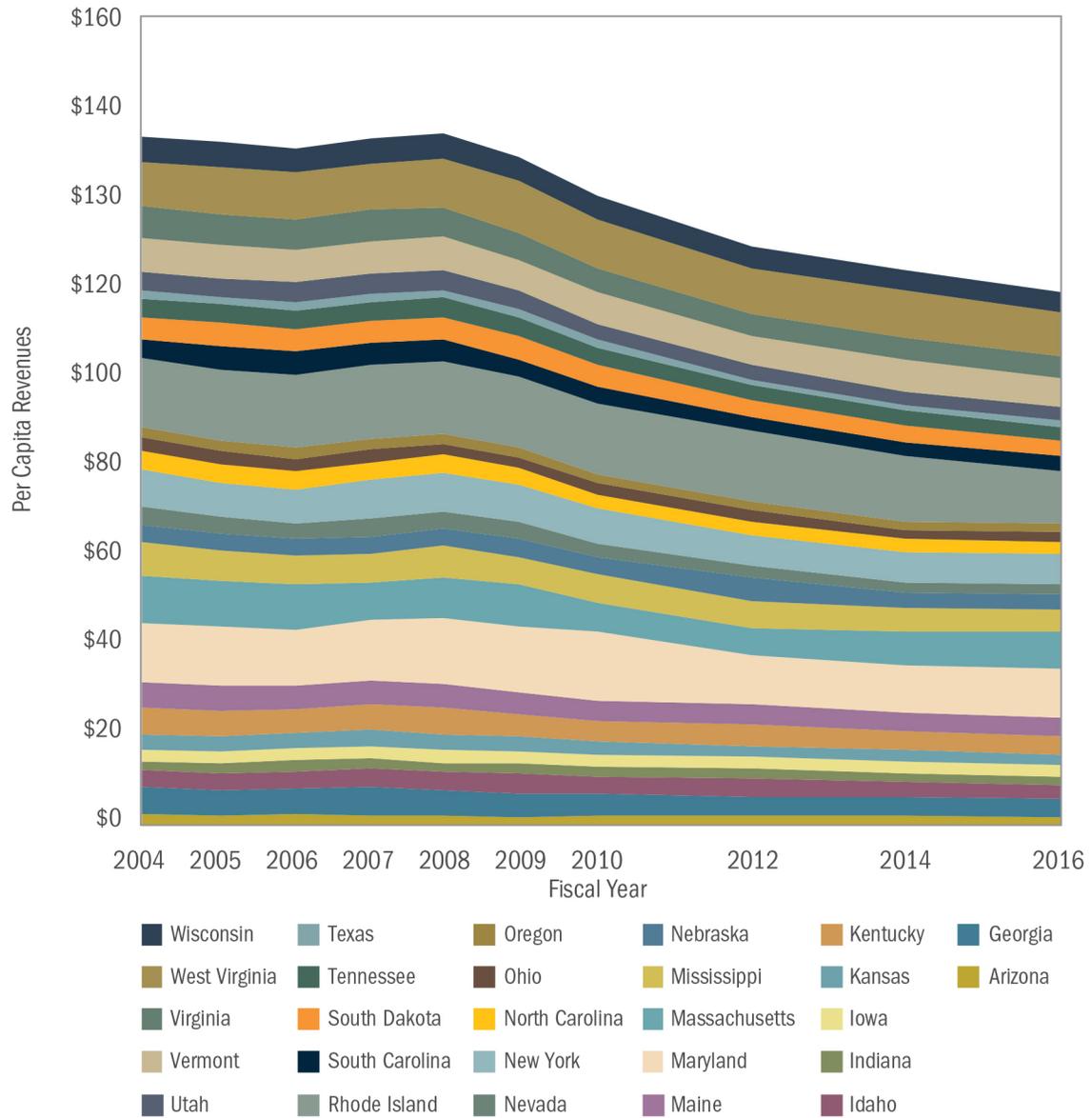
Legend:
Wisconsin, Texas, Oregon, Nebraska, Kentucky, Georgia, West Virginia, Tennessee, Ohio, Mississippi, Kansas, Arizona, Virginia, South Dakota, North Carolina, Massachusetts, Iowa, Vermont, South Carolina, New York, Maryland, Indiana, Utah, Rhode Island, Nevada, Maine, Idaho

Source: State Library Administrative Agencies Survey, FY 2004–10, 2012, 2014, and 2016; Institute of Museum and Library Services; National Center for Education Statistics.

Figure G-4. Trend in Per Capita Expenditures for States in the Post-Recession Decline Group: FY 2004–16
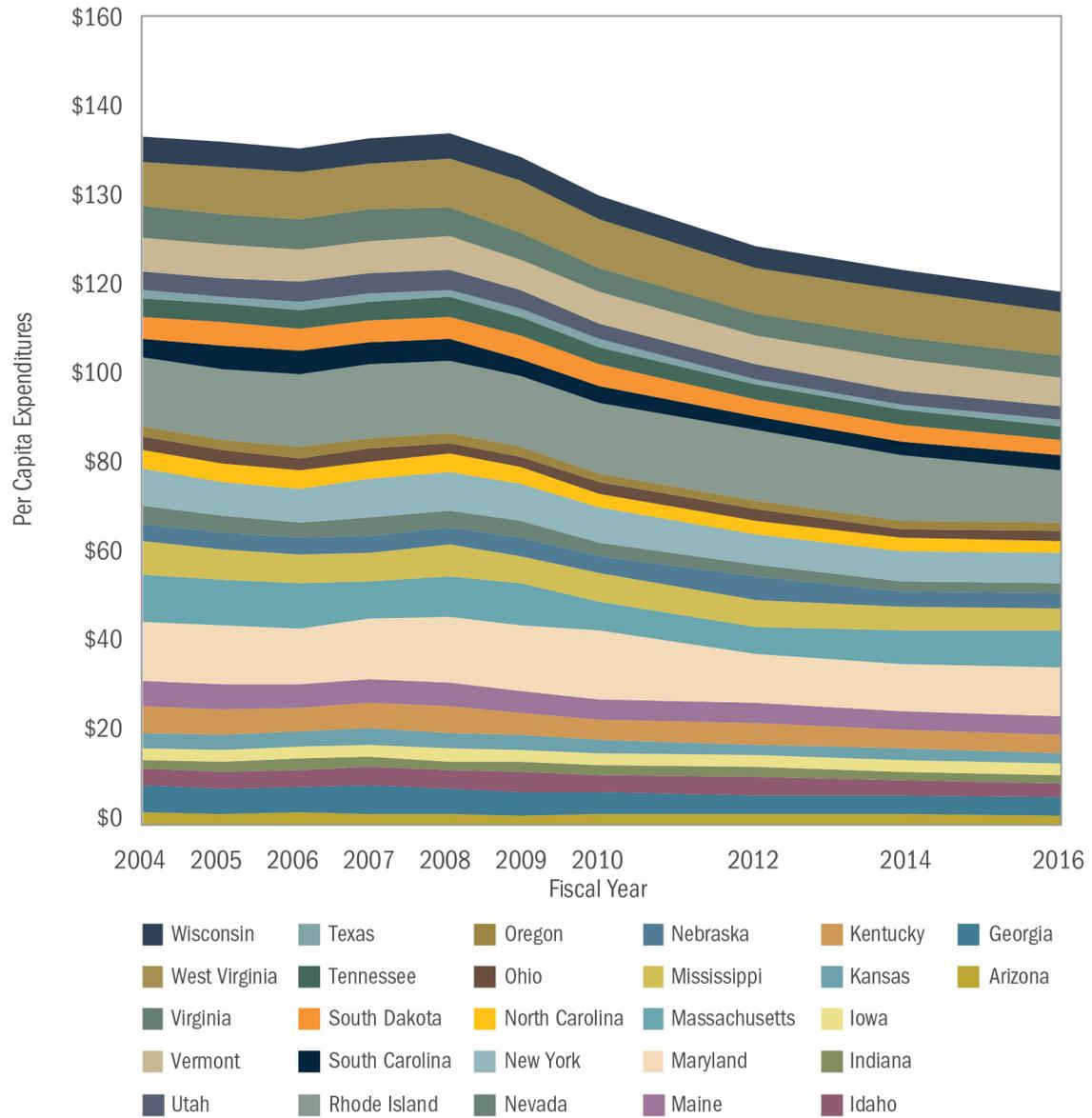

Source: State Library Administrative Agencies Survey, FY 2004–10, 2012, 2014, and 2016; Institute of Museum and Library Services; National Center for Education Statistics.

Long-Term Decline

Table G-5. Long-Term Decline Group: Revenues Trend Analysis: FY 2004–16

| Fiscal year	Revenues					
	Per Capita revenues			Per Capita LSTA revenues		
	Per Capita revenues	Percentage change from previous FY	Percentage change from FY 2004	Per Capita LSTA revenues	Percentage change from previous FY	Percentage change from FY 2004
2004	$3.91	NA	NA	$0.62	NA	NA
2005	$4.01	2%	2%	$0.63	1%	1%
2006	$3.76	-6%	-4%	$0.59	-6%	-5%
2007	$3.87	3%	-1%	$0.56	-4%	-9%
2008	$3.70	-4%	-5%	$0.55	-3%	-12%
2009	$3.40	-8%	-13%	$0.54	-1%	-13%
2010	$2.97	-13%	-24%	$0.53	-2%	-15%
2012	$2.41	-19%	-38%	$0.49	-8%	-21%
2014	$2.46	2%	-37%	$0.44	-10%	-29%
2016	$2.11	-14%	-46%	$0.43	-3%	-31%

Source: State Library Administrative Agencies Survey, FY 2004–10, 2012, 2014, and 2016; Institute of Museum and Library Services; National Center for Education Statistics.

Table G-6. Long-Term Decline Group: Expenditures Trend Analysis: FY 2004–16

Fiscal year	Per Capita Expenditures					
	Per Capita expenditures			Per Capita LSTA expenditures		
	Per Capita expenditures	Percentage change from previous FY	Percentage change from FY 2004	Per Capita LSTA expenditures	Percentage change from previous FY	Percentage change from FY 2004
2004	$3.91	NA	NA	$0.62	NA	NA
2005	$3.99	2%	2%	$0.62	0%	0%
2006	$3.77	-5%	-4%	$0.58	-6%	-6%
2007	$3.90	4%	0%	$0.56	-3%	-9%
2008	$3.68	-6%	-6%	$0.54	-3%	-12%
2009	$3.41	-7%	-13%	$0.53	-1%	-14%
2010	$2.96	-13%	-24%	$0.54	2%	-12%
2012	$2.40	-19%	-39%	$0.50	-9%	-20%
2014	$2.45	2%	-37%	$0.45	-10%	-27%
2016	$2.11	-14%	-46%	$0.44	-2%	-29%

Source: State Library Administrative Agencies Survey, FY 2004–10, 2012, 2014, and 2016; Institute of Museum and Library Services; National Center for Education Statistics.

Figure G-5. Trend in Per Capita Revenues for States in the Long-Term Decline Group: FY 2004–2016
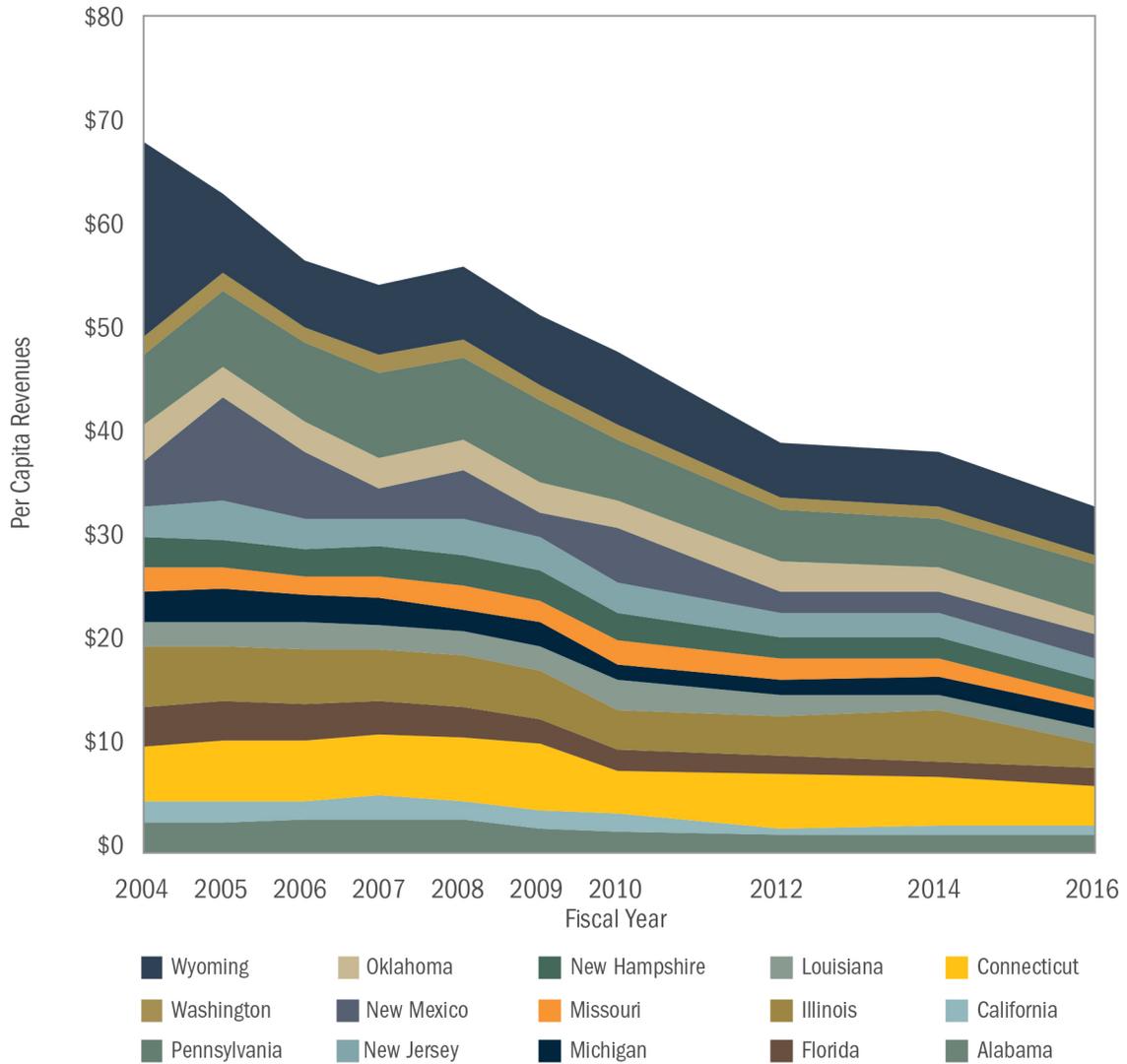
Legend:
- Wyoming
- Oklahoma
- New Hampshire
- Louisiana
- Connecticut
- Washington
- New Mexico
- Missouri
- Illinois
- California
- Pennsylvania
- New Jersey
- Michigan
- Florida
- Alabama

Source: State Library Administrative Agencies Survey, FY 2004–10, 2012, 2014, and 2016; Institute of Museum and Library Services; National Center for Education Statistics.

Figure G-6. Trend in Per Capita Expenditures for States in the Long-Term Decline Group: FY 2004–2016
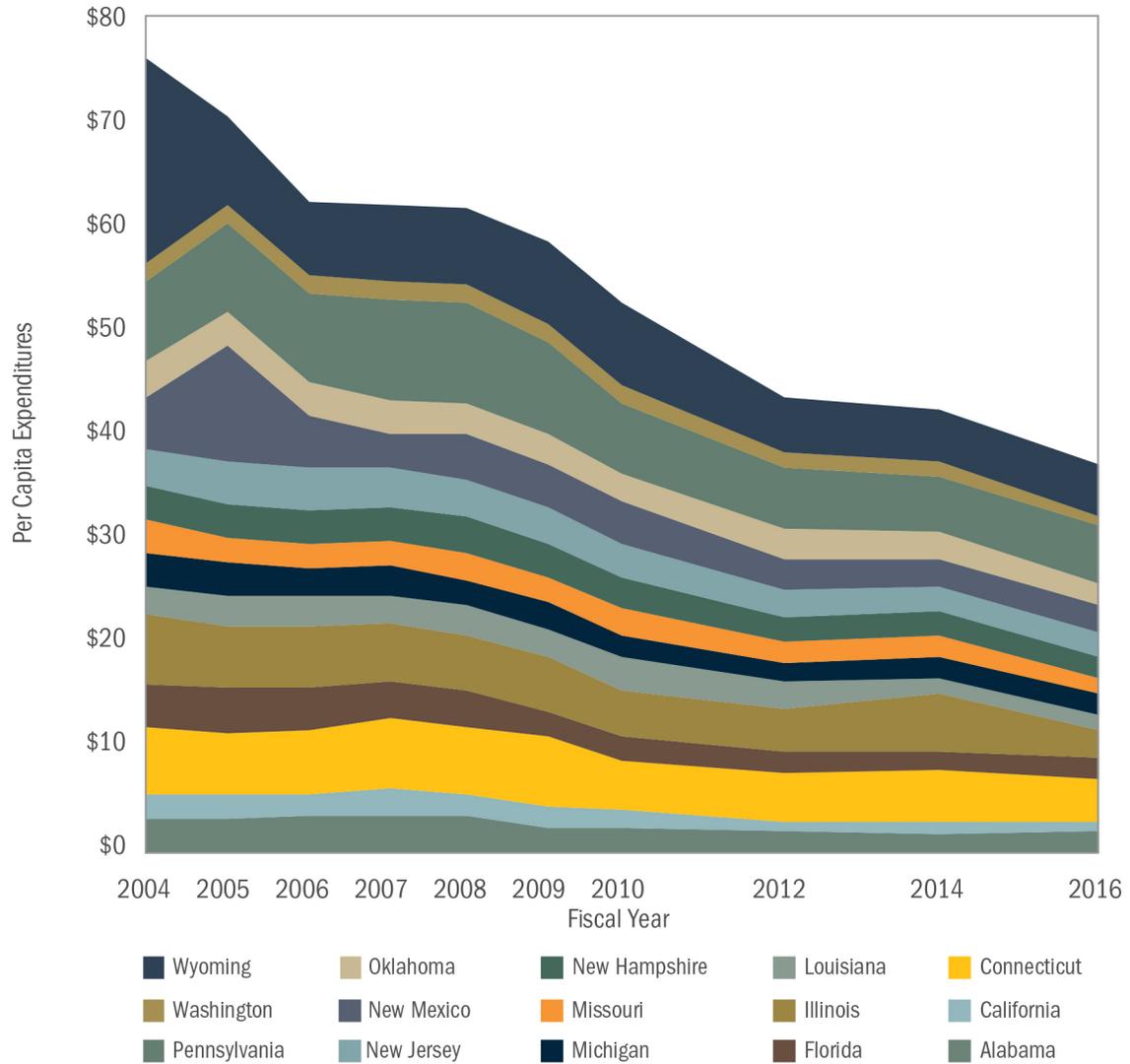
Legend:
- Wyoming
- Washington
- Pennsylvania
- Oklahoma
- New Mexico
- New Jersey
- New Hampshire
- Missouri
- Michigan
- Louisiana
- Illinois
- Florida
- Connecticut
- California
- Alabama

Source: State Library Administrative Agencies Survey, FY 2004–10, 2012, 2014, and 2016; Institute of Museum and Library Services; National Center for Education Statistics.

By Administrative Structure

Independent Agencies/Legislative Branch

Table G-7. Independent Agencies/Legislative Branch Category: Per Capita Revenues Trend Analysis

| Fiscal year	Per Capita Revenues					
	Per Capita revenues			Per Capita LSTA revenues		
	Per Capita revenues	Percentage change from previous FY	Percentage change from FY 2004	Per Capita LSTA revenues	Percentage change from previous FY	Percentage change from FY 2004
2004	$3.33	NA	NA	$0.63	NA	NA
2005	$3.35	1%	1%	$0.62	-3%	-3%
2006	$3.35	0%	1%	$0.59	-4%	-7%
2007	$3.43	2%	3%	$0.58	-2%	-8%
2008	$3.33	-3%	0%	$0.56	-4%	-12%
2009	$3.32	0%	-1%	$0.57	2%	-10%
2010	$2.94	-11%	-12%	$0.56	-1%	-11%
2012	$2.79	-5%	-16%	$0.54	-4%	-15%
2014	$2.47	-12%	-26%	$0.47	-13%	-26%
2016	$2.44	-1%	-27%	$0.46	-2%	-27%

Source: State Library Administrative Agencies Survey, FY 2004–10, 2012, 2014, and 2016; Institute of Museum and Library Services; National Center for Education Statistics.

Table G-8. Independent Agencies/Legislative Branch Category: Per Capita Expenditures Trend Analysis

Fiscal year	Per Capita Expenditures					
	Per Capita expenditures			Per Capita LSTA expenditures		
	Per Capita expenditures	Percentage change from previous FY	Percentage change from FY 2004	Per Capita LSTA expenditures	Percentage change from previous FY	Percentage change from FY 2004
2004	$3.28	NA	NA	$0.64	NA	NA
2005	$3.27	0%	0%	$0.61	-4%	-4%
2006	$3.29	1%	0%	$0.60	-1%	-5%
2007	$3.47	6%	6%	$0.58	-4%	-10%
2008	$3.25	-6%	-1%	$0.56	-3%	-12%
2009	$3.23	-1%	-2%	$0.55	-2%	-14%
2010	$2.91	-10%	-11%	$0.57	2%	-12%
2012	$2.74	-6%	-17%	$0.51	-10%	-20%
2014	$2.45	-11%	-25%	$0.46	-9%	-27%
2016	$2.40	-2%	-27%	$0.45	-3%	-30%

Source: State Library Administrative Agencies Survey, FY 2004–10, 2012, 2014, and 2016; Institute of Museum and Library Services; National Center for Education Statistics.

Figure G-7. Trend in Per Capita Revenues for States in Independent Agencies: FY 2004–16
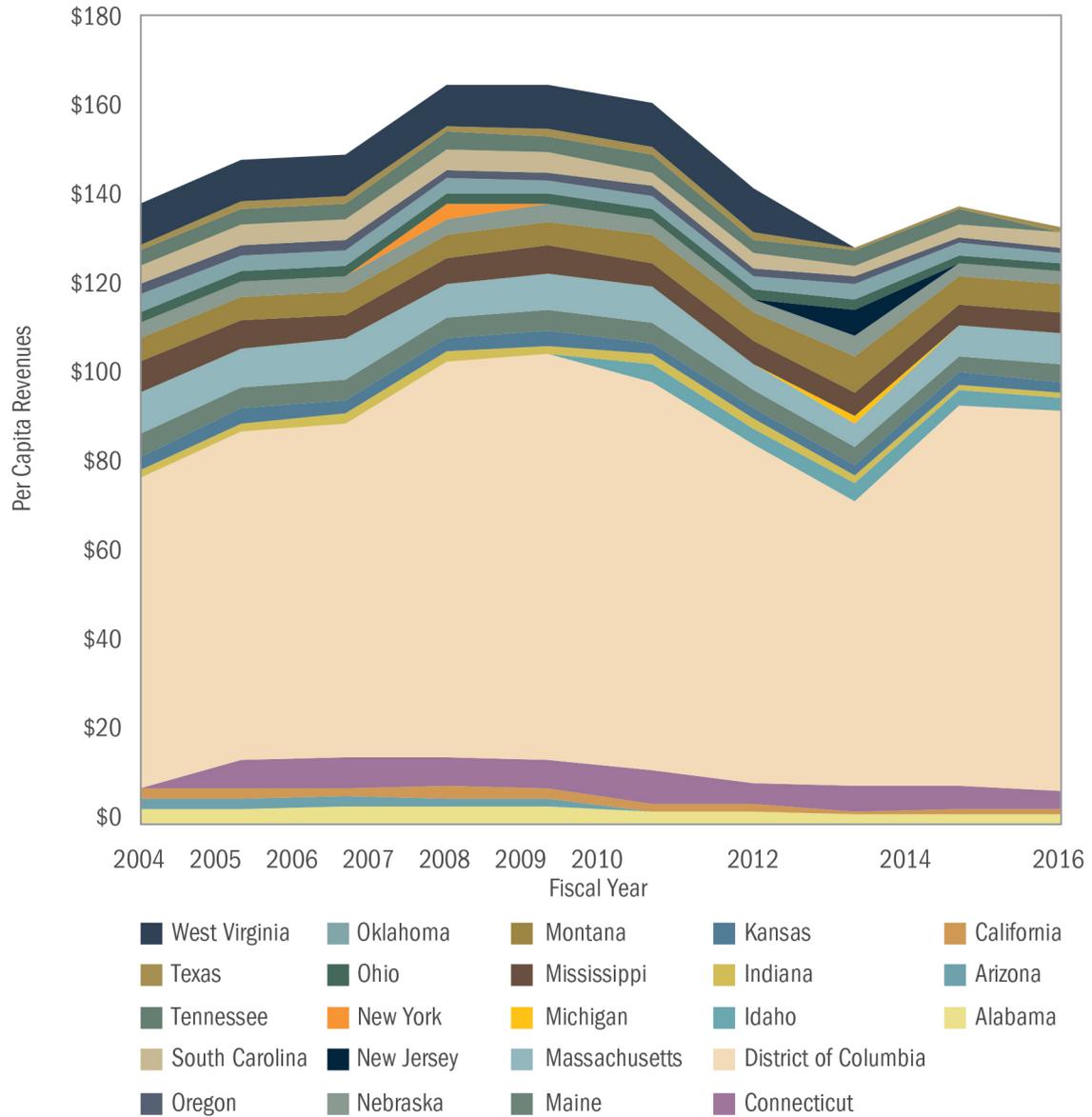
Source: State Library Administrative Agencies Survey, FY 2004–10, 2012, 2014, and 2016; Institute of Museum and Library Services; National Center for Education Statistics.

Figure G-8. Trend in Per Capita Expenditures for SLAAs Housed in Independent Agencies: FY 2004–16
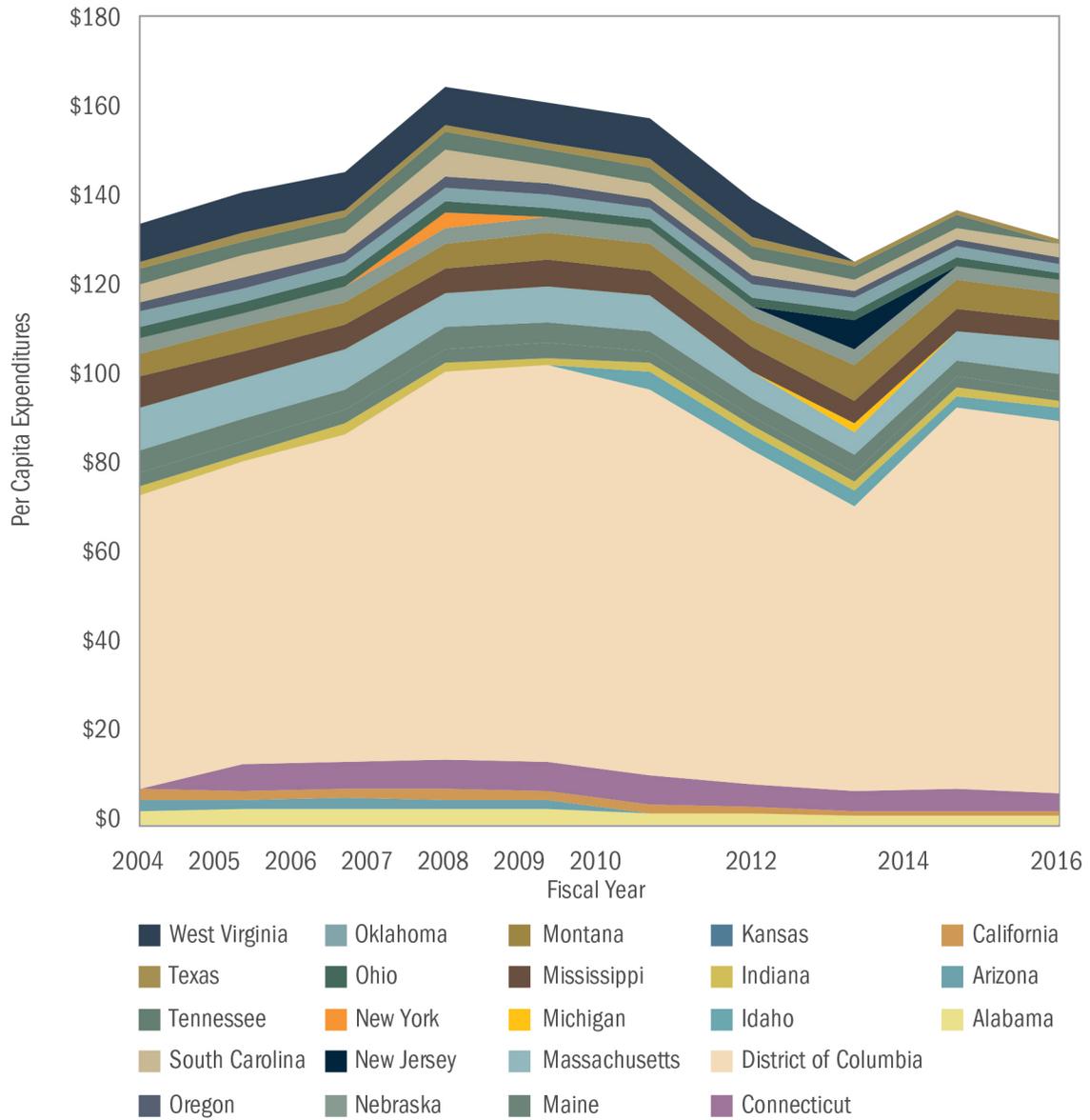

Source: State Library Administrative Agencies Survey, FY 2004–10, 2012, 2014, and 2016; Institute of Museum and Library Services; National Center for Education Statistics.

Department of Education

Table G-9. Department of Education Category: Per Capita Revenues Trend Analysis

| Fiscal year | Per Capita Revenues | | | | | |
| | Per Capita revenues | | | Per Capita LSTA revenues | | |
	Per Capita revenues	Percentage change from previous FY	Percentage change from FY 2004	Per Capita LSTA revenues	Percentage change from previous FY	Percentage change from FY 2004
2004	$6.58	NA	NA	$0.65	NA	NA
2005	$6.48	-1%	-1%	$0.65	0%	0%
2006	$6.43	-1%	-2%	$0.66	1%	1%
2007	$6.92	8%	5%	$0.64	-3%	-2%
2008	$7.01	1%	7%	$0.60	-6%	-8%
2009	$6.34	-9%	-4%	$0.55	-8%	-15%
2010	$5.80	-9%	-12%	$0.61	10%	-6%
2012	$5.31	-9%	-19%	$0.51	-16%	-21%
2014	$5.28	-1%	-20%	$0.51	-1%	-22%
2016	$5.13	-3%	-22%	$0.47	-7%	-28%

Source: State Library Administrative Agencies Survey, FY 2004–10, 2012, 2014, and 2016; Institute of Museum and Library Services; National Center for Education Statistics.

Table G-10. Department of Education Category: Per Capita Expenditures Trend Analysis

| Fiscal year | Per Capita Expenditures | | | | | |
| | Per Capita expenditures | | | Per Capita LSTA expenditures | | |
	Per Capita expenditures	Percentage change from previous FY	Percentage change from FY 2004	Per Capita LSTA expenditures	Percentage change from previous FY	Percentage change from FY 2004
2004	$6.55	NA	NA	$0.65	NA	NA
2005	$6.40	-2%	-2%	$0.64	-1%	-1%
2006	$6.49	1%	-1%	$0.69	6%	5%
2007	$6.95	7%	6%	$0.68	-1%	5%
2008	$7.11	2%	9%	$0.61	-10%	-6%
2009	$6.44	-9%	-2%	$0.56	-9%	-14%
2010	$5.74	-11%	-12%	$0.59	6%	-9%
2012	$5.62	-2%	-14%	$0.55	-8%	-16%
2014	$5.19	-8%	-21%	$0.53	-3%	-18%
2016	$5.10	-2%	-22%	$0.50	-7%	-24%

Source: State Library Administrative Agencies Survey, FY 2004–10, 2012, 2014, and 2016; Institute of Museum and Library Services; National Center for Education Statistics.

Figure G-9. Trend in Per Capita Revenues for SLAAs Housed in Departments of Education: FY 2004–16
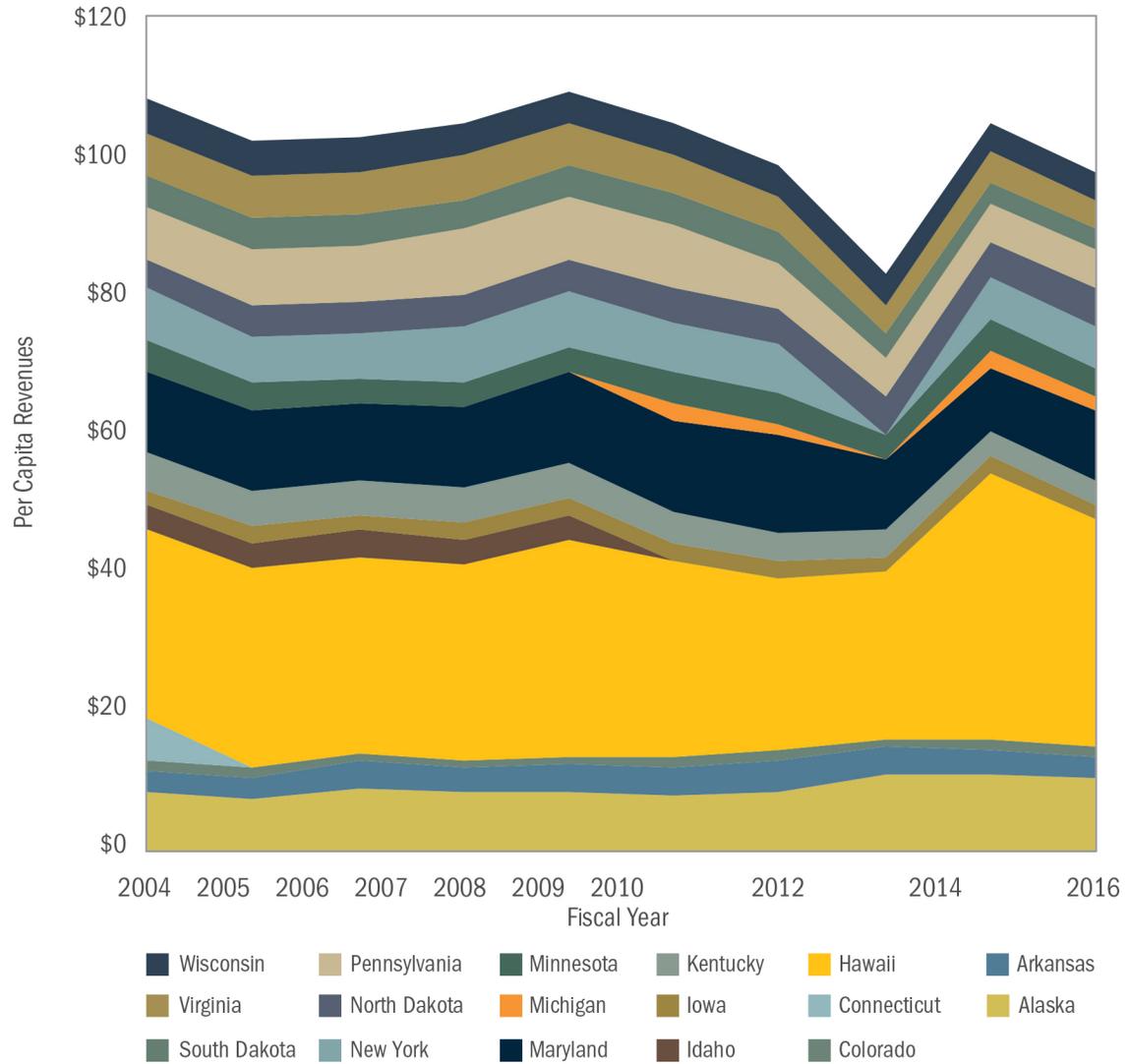
Source: State Library Administrative Agencies Survey, FY 2004–10, 2012, 2014, and 2016; Institute of Museum and Library Services; National Center for Education Statistics.

Figure G-10. Trend in Per Capita Expenditures for SLAAs Housed in Departments of Education: FY 2004–16
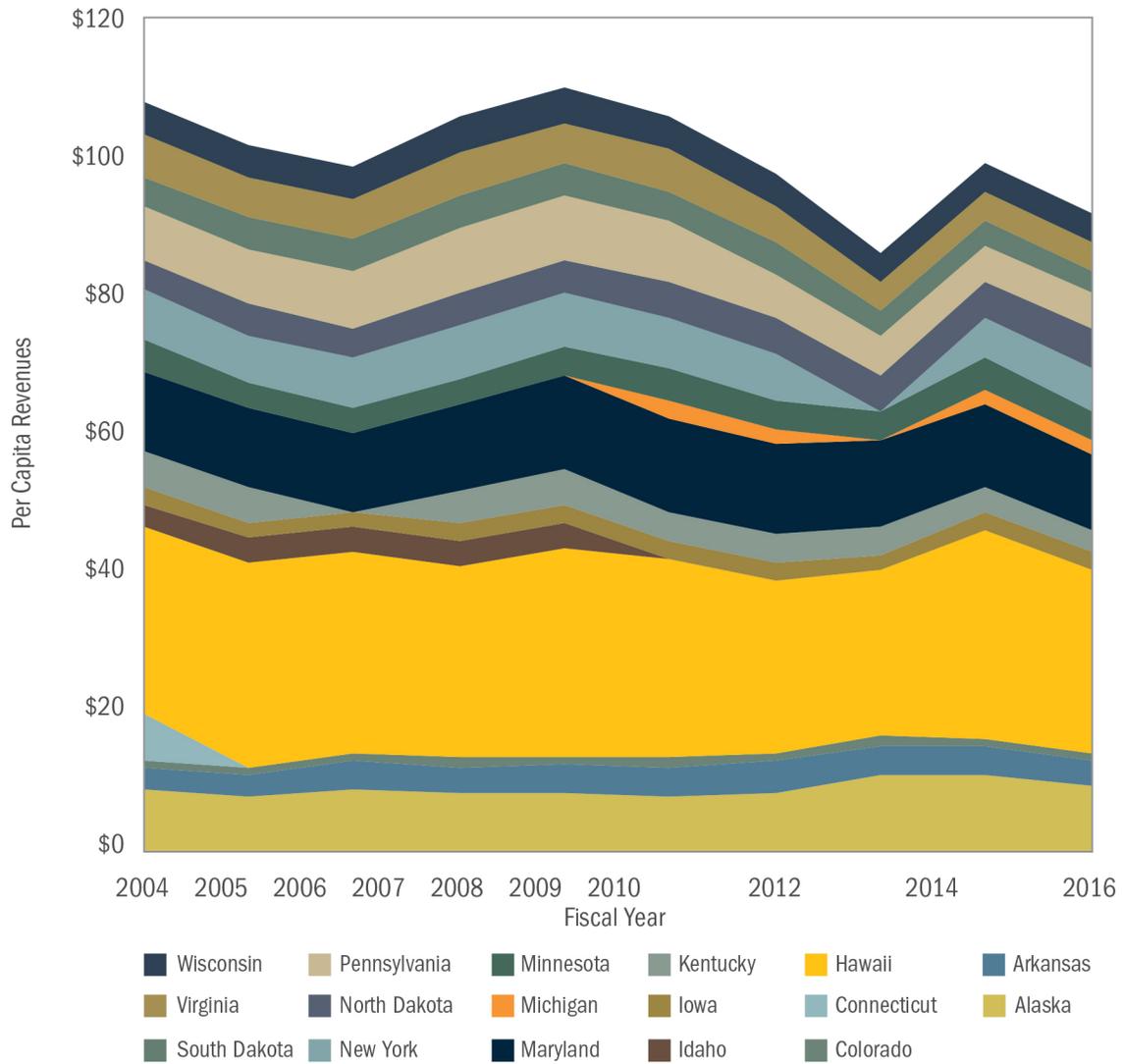
Source: State Library Administrative Agencies Survey, FY 2004–10, 2012, 2014, and 2016; Institute of Museum and Library Services; National Center for Education Statistics.

Departments of State and Administration

Table G-11. Department of State and Administration Category: Per Capita Revenues Trend Analysis

Fiscal year	Per Capita Revenues					
	Per Capita revenues			Per Capita LSTA revenues		
	Per Capita revenues	Percentage change from previous FY	Percentage change from FY 2004	Per Capita LSTA revenues	Percentage change from previous FY	Percentage change from FY 2004
2004	$4.98	NA	NA	$0.65	NA	NA
2005	$4.71	-5%	-5%	$0.63	-3%	-3%
2006	$4.46	-5%	-10%	$0.61	-3%	-6%
2007	$4.50	1%	-10%	$0.58	-5%	-11%
2008	$4.17	-7%	-16%	$0.61	5%	-7%
2009	$3.63	-13%	-27%	$0.57	-6%	-12%
2010	$3.21	-12%	-36%	$0.58	1%	-10%
2012	$3.04	-5%	-39%	$0.53	-9%	-19%
2014	$3.29	8%	-34%	$0.51	-4%	-22%
2016	$2.44	-26%	-51%	$0.47	-6%	-27%

Source: State Library Administrative Agencies Survey, FY 2004–10, 2012, 2014, and 2016; Institute of Museum and Library Services; National Center for Education Statistics.

Table G-12. Department of State and Administration Category: Per Capita Expenditures Trend Analysis

Fiscal year	Per Capita Expenditures					
	Per Capita expenditures			Per Capita LSTA expenditures		
	Per Capita expenditures	Percentage change from previous FY	Percentage change from FY 2004	Per Capita LSTA expenditures	Percentage change from previous FY	Percentage change from FY 2004
2004	$4.86	NA	NA	$0.62	NA	NA
2005	$4.61	-5%	-5%	$0.63	1%	1%
2006	$4.43	-4%	-9%	$0.63	0%	1%
2007	$4.39	-1%	-10%	$0.59	-6%	-5%
2008	$4.21	-4%	-13%	$0.61	3%	-3%
2009	$3.63	-14%	-25%	$0.58	-4%	-7%
2010	$3.27	-10%	-33%	$0.58	0%	-7%
2012	$2.97	-9%	-39%	$0.54	-8%	-14%
2014	$3.20	8%	-34%	$0.51	-6%	-19%
2016	$2.40	-25%	-51%	$0.46	-9%	-26%

Source: State Library Administrative Agencies Survey, FY 2004–10, 2012, 2014, and 2016; Institute of Museum and Library Services; National Center for Education Statistics.

Figure G-11. Trend in Per Capita Revenues for SLAAs Housed in Departments of State or Administration: FY 2004–16
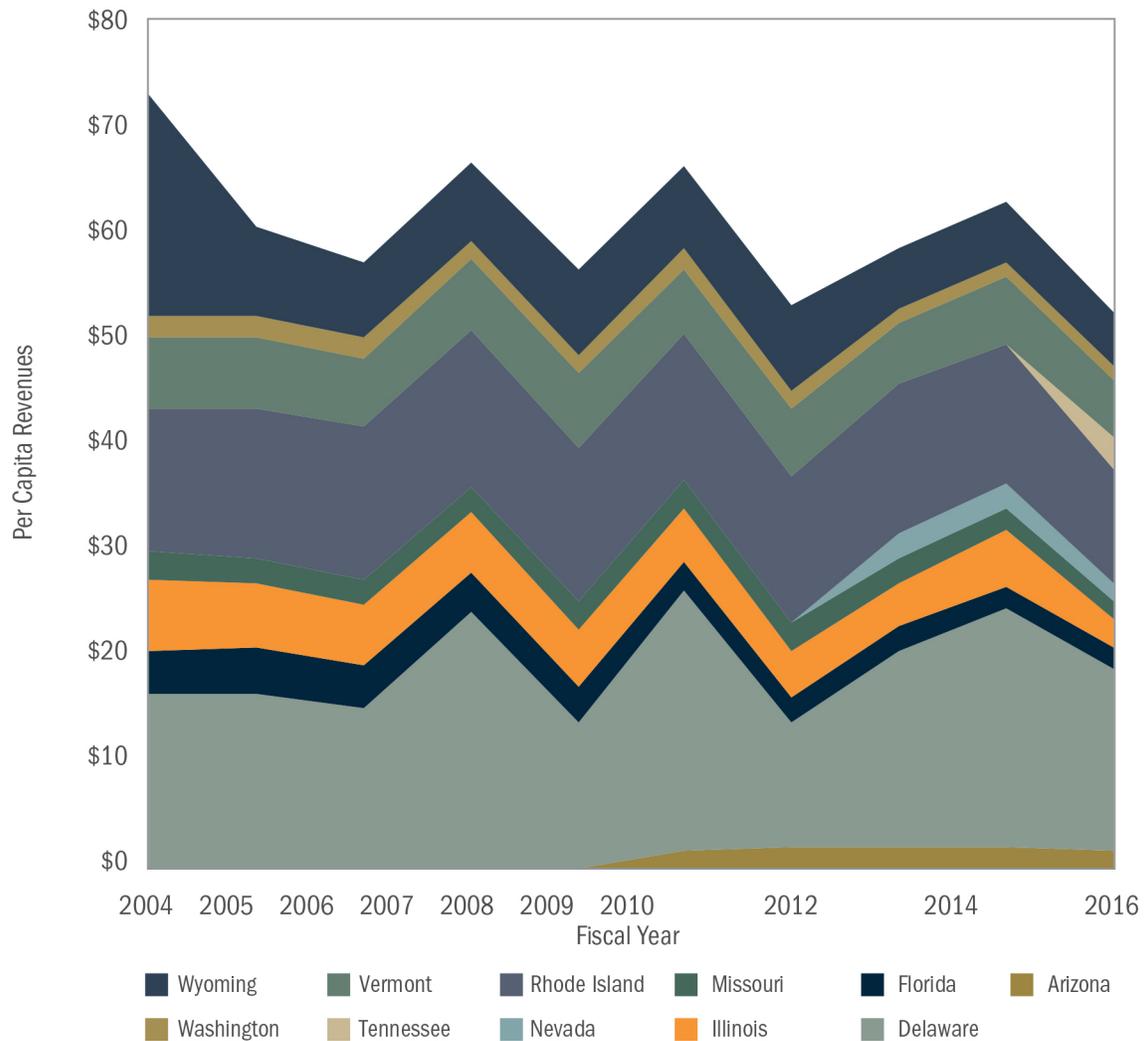
Source: State Library Administrative Agencies Survey, FY 2004–10, 2012, 2014, and 2016; Institute of Museum and Library Services; National Center for Education Statistics.

Figure G-12. Trend in Per Capita Expenditures for SLAAs Housed in Departments of State or Administration: FY 2004–16
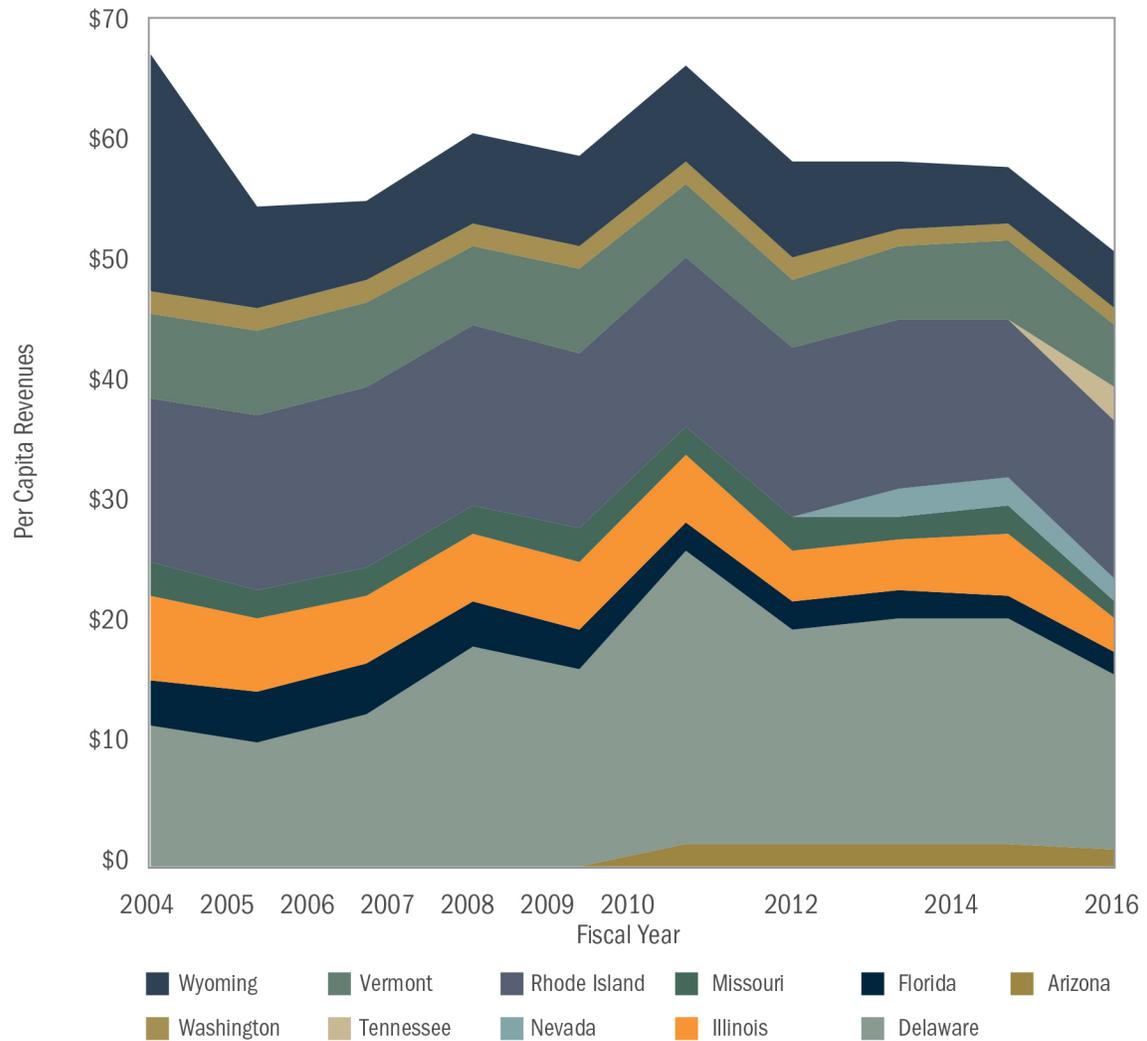
Source: State Library Administrative Agencies Survey, FY 2004–10, 2012, 2014, and 2016; Institute of Museum and Library Services; National Center for Education Statistics.

Part of Another Agency

Table G-13. Part of Another Agency Category: Per Capita Revenues Trend Analysis

| Fiscal year | Per Capita Revenues | | | | | |
| | Per Capita revenues | | | Per Capita LSTA revenues | | |
	Per Capita revenues	Percentage change from previous FY	Percentage change from FY 2004	Per Capita LSTA revenues	Percentage change from previous FY	Percentage change from FY 2004
2004	$3.72	NA	NA	$0.63	NA	NA
2005	$4.07	9%	9%	$0.65	2%	2%
2006	$3.68	-10%	-1%	$0.59	-9%	-7%
2007	$3.76	2%	1%	$0.63	7%	0%
2008	$3.62	-4%	-3%	$0.57	-9%	-9%
2009	$3.57	-2%	-4%	$0.56	-2%	-11%
2010	$3.54	-1%	-5%	$0.59	4%	-7%
2012	$3.21	-9%	-14%	$0.55	-6%	-13%
2014	$2.90	-10%	-22%	$0.47	-14%	-25%
2016	$2.87	-1%	-23%	$0.46	-2%	-27%

Source: State Library Administrative Agencies Survey, FY 2004–10, 2012, 2014, and 2016; Institute of Museum and Library Services; National Center for Education Statistics.

Table G-14. Part of Another Agency Category: Per Capita Expenditures Trend Analysis

| Fiscal year | Per Capita Expenditures | | | | | |
| | Per Capita expenditures | | | Per Capita LSTA expenditures | | |
	Per Capita expenditures	Percentage change from previous FY	Percentage change from FY 2004	Per Capita LSTA expenditures	Percentage change from previous FY	Percentage change from FY 2004
2004	$3.78	NA	NA	$0.66	NA	NA
2005	$4.10	9%	9%	$0.64	-4%	-4%
2006	$3.68	-10%	-3%	$0.56	-11%	-15%
2007	$3.73	1%	-1%	$0.63	11%	-5%
2008	$3.55	-5%	-6%	$0.56	-11%	-16%
2009	$3.62	2%	-4%	$0.57	1%	-15%
2010	$3.44	-5%	-9%	$0.57	0%	-15%
2012	$3.19	-7%	-15%	$0.57	1%	-13%
2014	$2.84	-11%	-25%	$0.48	-16%	-27%
2016	$2.83	-1%	-25%	$0.47	-3%	-29%

Source: State Library Administrative Agencies Survey, FY 2004–10, 2012, 2014, and 2016; Institute of Museum and Library Services; National Center for Education Statistics.

## Figure G-13. Trend in Per Capita Revenues for SLAAs Housed in Another Agency: FY 2004–16
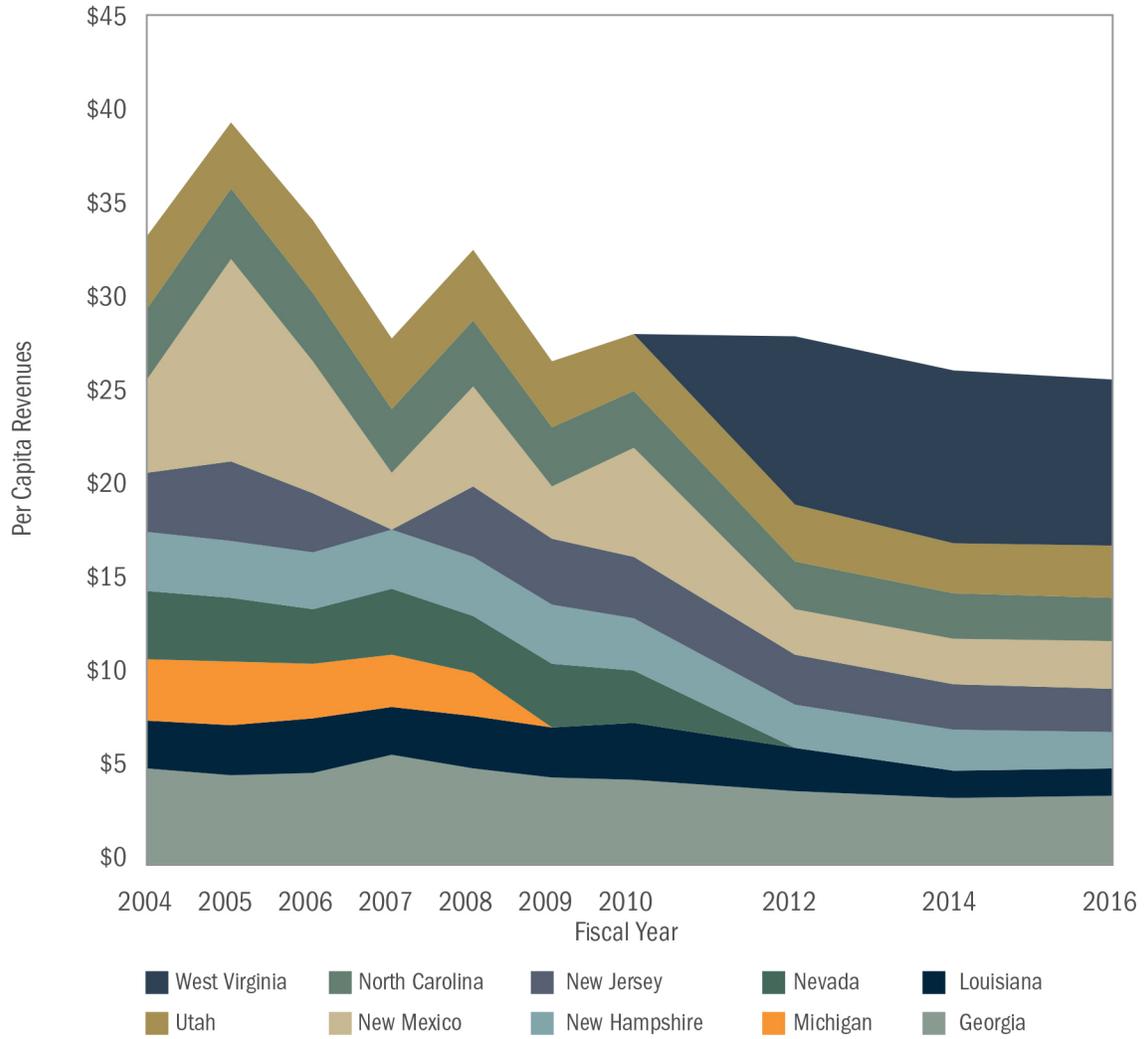
Source: State Library Administrative Agencies Survey, FY 2004–10, 2012, 2014, and 2016; Institute of Museum and Library Services; National Center for Education Statistics.

Figure G-14. Trend in Per Capita Expenditures for SLAAs Housed in Another Agency: FY 2004–16
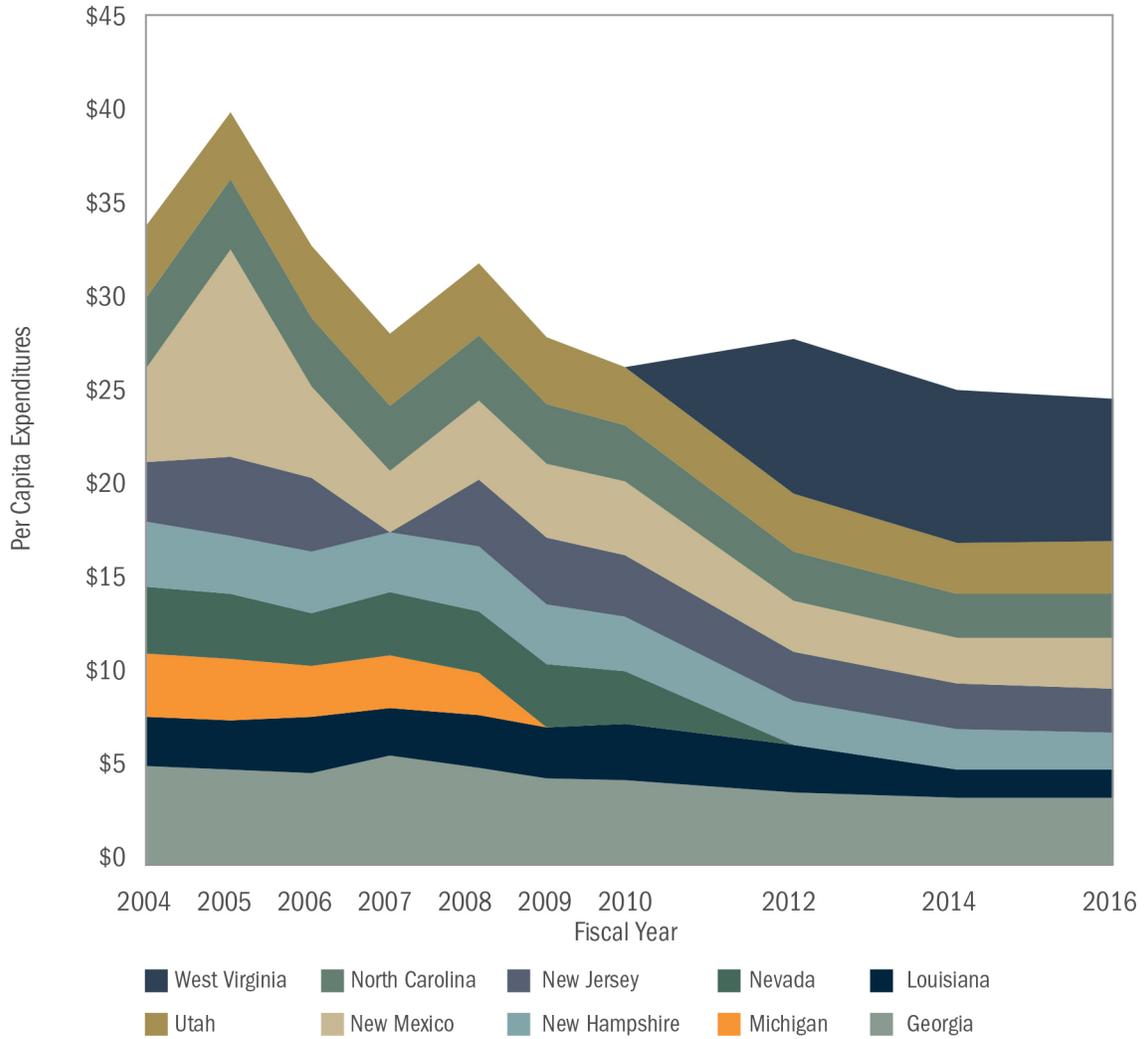
Source: State Library Administrative Agencies Survey, FY 2004–10, 2012, 2014, and 2016; Institute of Museum and Library Services; National Center for Education Statistics.

Workforce

In this section, we present the number of per capita FTE positions overall and then by type of FTE position, by cluster and then by administrative structure. In addition, we show the state-level trends in per capita FTEs within each grouping.

By Cluster

Table G-15. Number of Per Capita FTE Staff Positions, by Cluster: FY 2006–16

Fiscal Year	Some Recovery (N= 9)	Post-Recession Decline (N = 27)	Long-Term Decline (N = 15)	National (N = 51)
2006	13.95	13.14	9.47	11.59
2007	14.17	13.07	9.30	11.50
2008	13.94	12.66	9.07	11.19
2009	13.25	11.84	8.17	10.34
2010	12.78	10.98	7.56	9.61
2012	12.71	10.50	6.64	8.97
2014	12.11	9.89	6.25	8.45
2016	12.05	9.42	6.08	8.15

Source: State Library Administrative Agencies Survey, FY 2006–10, 2012, 2014, and 2016; Institute of Museum and Library Services.

Table G-16. Changes in Per Capita FTE Staff Positions, by Type of Service and Cluster: FY 2006–16

	Fiscal Year							
	2006	2007	2008	2009	2010	2012	2014	2016
Administration								
Some Recovery	2.84	2.94	3.03	2.64	2.42	2.30	2.37	2.40
Post-Recession Decline	1.60	1.61	1.53	1.47	1.39	1.22	1.26	1.24
Long-Term Decline	1.25	1.15	1.10	1.07	1.07	0.90	0.83	0.83
National	1.52	1.49	1.43	1.36	1.32	1.15	1.14	1.14
Library development								
Some Recovery	2.12	2.32	2.30	2.25	2.41	2.95	2.72	2.73
Post-Recession Decline	2.47	2.52	2.69	2.56	2.48	2.50	2.25	2.05
Long-Term Decline	1.71	1.68	1.63	1.41	1.33	1.24	1.10	1.04
National	2.12	2.14	2.21	2.04	1.98	1.98	1.78	1.66
Library services								
Some Recovery	7.43	7.54	7.31	7.08	7.03	6.11	5.74	6.43
Post-Recession Decline	6.74	6.57	6.17	5.71	5.21	4.78	4.69	4.26
Long-Term Decline	5.04	5.09	5.10	4.52	4.04	3.51	3.36	3.23
National	6.04	5.98	5.77	5.28	4.82	4.31	4.18	3.95
Other services								
Some Recovery	1.57	1.37	1.30	1.29	0.92	1.35	1.26	0.48
Post-Recession Decline	2.33	2.37	2.28	2.11	1.90	1.99	1.68	1.87
Long-Term Decline	1.46	1.37	1.24	1.17	1.11	0.99	0.96	0.97
National	1.91	1.88	1.77	1.66	1.50	1.52	1.35	1.40

Source: State Library Administrative Agencies Survey, FY 2006–10, 2012, 2014, and 2016; Institute of Museum and Library Services.

## State Trends in Per Capita FTEs, by Cluster

Figure G-15. Change in the Per Capita Positions for States in the Some Recovery Group: FY 2006–16
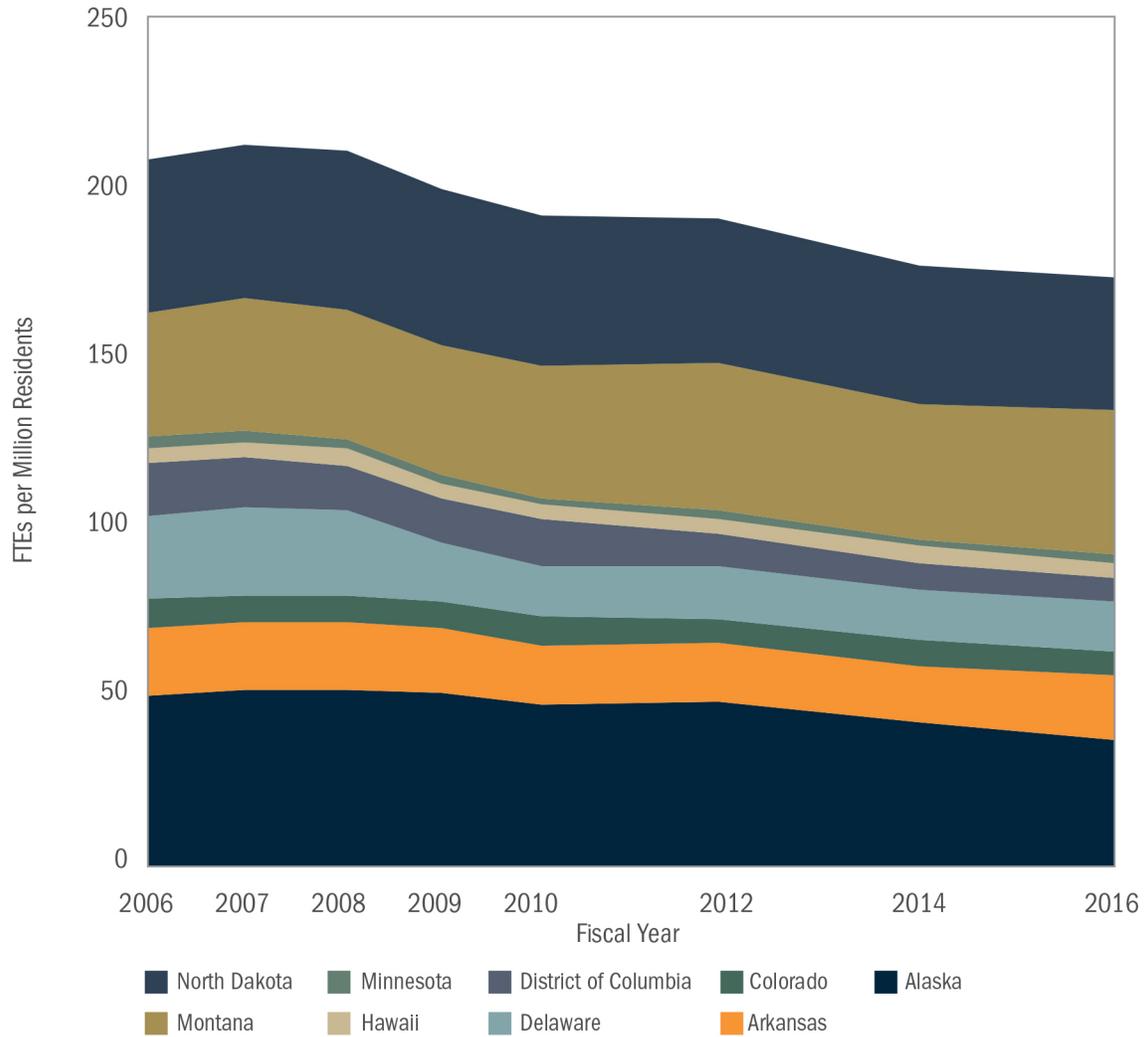
Legend: North Dakota, Minnesota, District of Columbia, Colorado, Alaska, Montana, Hawaii, Delaware, Arkansas

Source: State Library Administrative Agencies Survey, FY 2006–10, 2012, 2014, and 2016; Institute of Museum and Library Services.

Figure G-16. Change in the Per Capita Positions for States in the Post-Recession Decline Group: FY 2006–16

Legend:
Wisconsin, Tennessee, North Carolina, Maryland, Idaho, West Virginia, South Dakota, New York, Maine, Georgia, Virginia, South Carolina, Nevada, Kentucky, Arizona, Vermont, Rhode Island, Nebraska, Kansas, Utah, Oregon, Mississippi, Iowa, Texas, Ohio, Massachusetts, Indiana
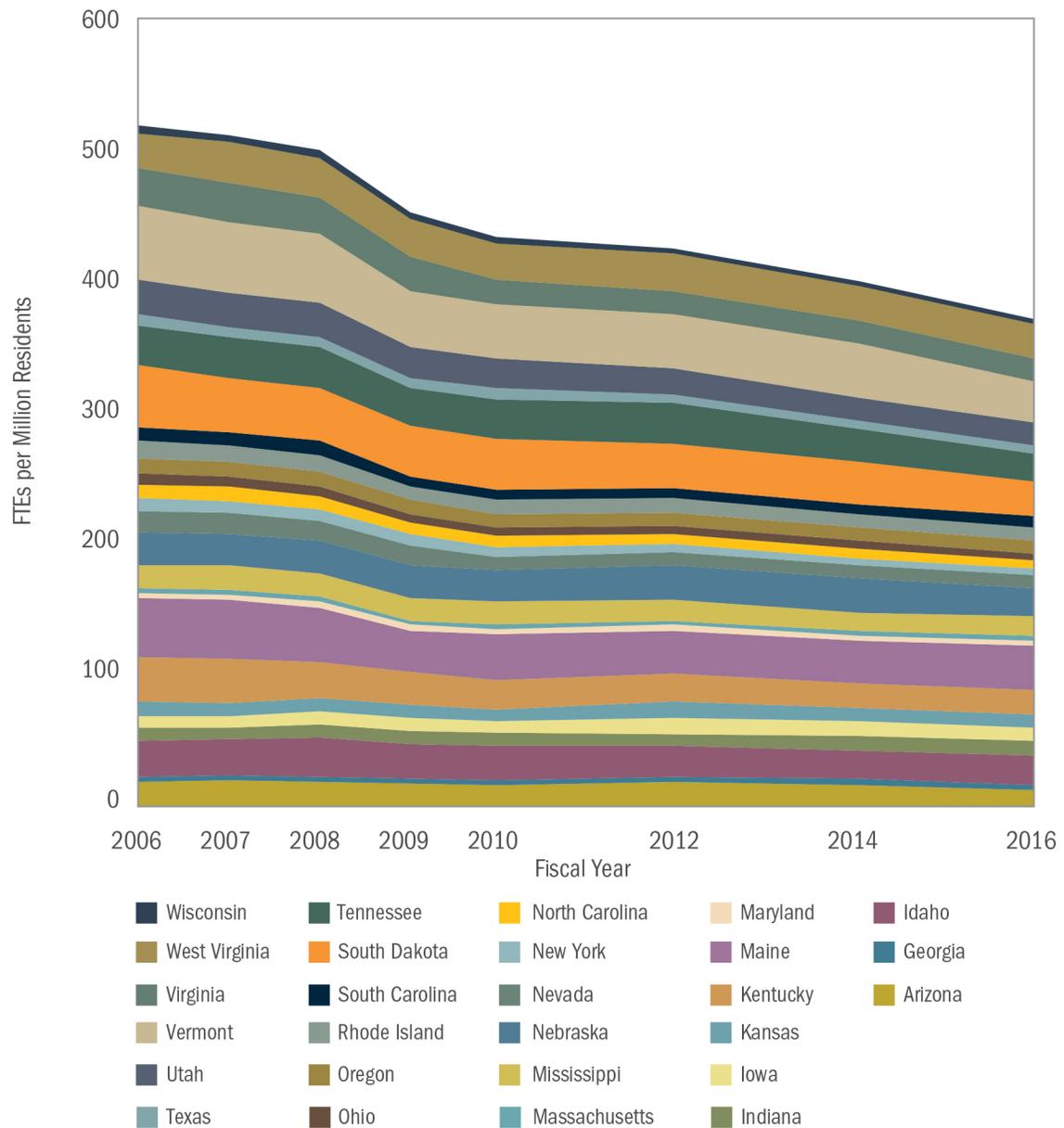
Source: State Library Administrative Agencies Survey, FY 2006–10, 2012, 2014, and 2016; Institute of Museum and Library Services.

Figure G-17. Change in the Per Capita Positions for States in the Long-Term Decline Group: FY 2006–16
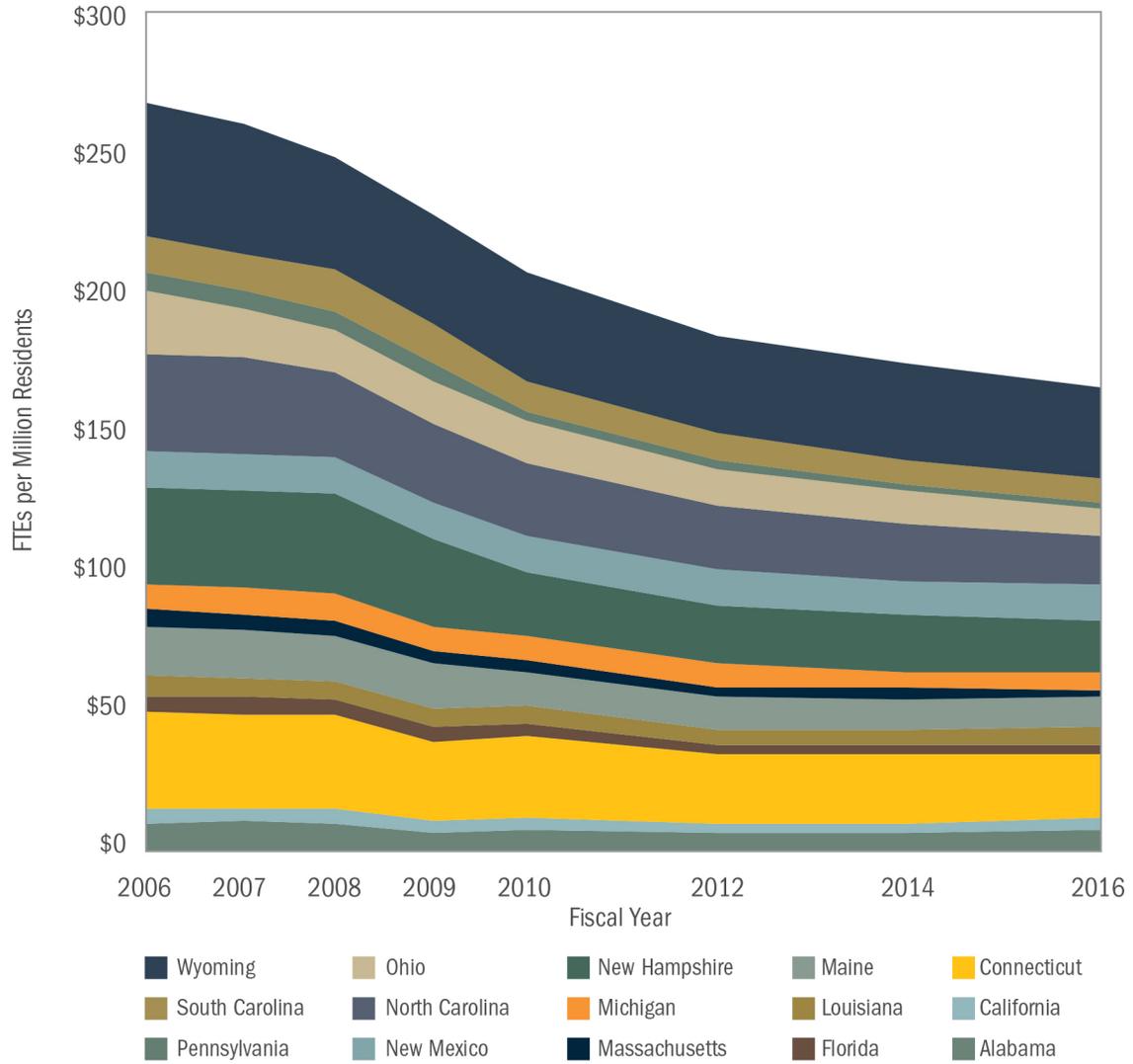
Source: State Library Administrative Agencies Survey, FY 2006–10, 2012, 2014, and 2016; Institute of Museum and Library Services.

By Administrative Structure

Table G-17. Number of Per Capita FTE Staff Positions, by Administrative Structure: FY 2006–16

Fiscal Year	Independent (*N* = 17)	Dept of Ed (*N* = 15)	State/Admin (*N*= 11)	Other (*N* = 8)	National (*N* = 51)
2006	11.55	12.78	9.23	12.06	11.59
2007	11.38	12.83	9.44	11.74	11.50
2008	11.06	12.21	9.43	11.58	11.19
2009	9.77	10.48	9.85	12.45	10.34
2010	10.02	8.66	8.95	11.19	9.61
2012	8.19	10	8.43	11.25	8.97
2014	8.5	7.83	7.69	10.69	8.45
2016	7.6	7.72	8.44	10.21	8.15

Source: State Library Administrative Agencies Survey, FY 2006–10, 2012, 2014, and 2016; Institute of Museum and Library Services.

Table G-18. Changes in Per Capita FTE Staff Positions, by Type of Service and Cluster: FY 2006–16

	Fiscal Year							
	2006	2007	2008	2009	2010	2012	2014	2016
Administration								
Independent	1.87	1.79	1.74	1.63	1.6	1.12	1.31	1.44
Dept of Ed.	1.4	1.39	1.33	1.11	1.03	1.29	0.98	1
Dept of State/Admin	0.8	0.73	0.77	0.99	0.9	0.93	0.89	0.6
Other	1.48	1.56	1.41	1.58	1.55	1.36	1.29	1.38
National	1.52	1.49	1.43	1.36	1.32	1.15	1.14	1.14
Library development								
Independent	2.22	2.24	2.3	2.39	2.3	1.95	2.06	1.53
Dept of Ed.	2.16	2.21	2.17	1.6	1.59	2.11	1.5	1.45
Dept of State/Admin	2.07	2.02	1.99	1.68	1.73	1.77	1.56	2.12
Other	1.82	1.82	2.23	2.38	2.12	2.25	1.83	1.78
National	2.12	2.14	2.21	2.04	1.98	1.98	1.78	1.66
Library services								
Independent	5.13	5.35	4.91	4.12	4.39	3.63	3.49	3.19
Dept of Ed.	7.44	7.33	7.03	6.35	5.07	5.33	4.79	4.29
Dept of State/Admin	4.37	4.46	4.67	4.57	4.04	3.57	3.14	3.57
Other	7.84	7.33	7.12	7.53	6.62	6.55	6.51	6.11
National	6.04	5.98	5.77	5.28	4.82	4.31	4.18	3.95
Other services								
Independent	2.33	2	2.11	1.63	1.73	1.49	1.64	1.45
Dept of Ed.	1.78	1.91	1.68	1.43	0.96	1.27	0.55	0.99
Dept of State/Admin	2	2.22	2	2.61	2.28	2.16	2.09	2.15
Other	0.91	1.04	0.82	0.96	0.89	1.09	1.06	0.94
National	1.91	1.88	1.77	1.66	1.5	1.52	1.35	1.4

Source: State Library Administrative Agencies Survey, FY 2006–10, 2012, 2014, and 2016; Institute of Museum and Library Services.

State Trends in Per Capita FTEs, by Administrative Structure

Figure G-18. Change in the Per Capita Positions for States in Independent Agencies and Legislative Branches: FY 2006–16
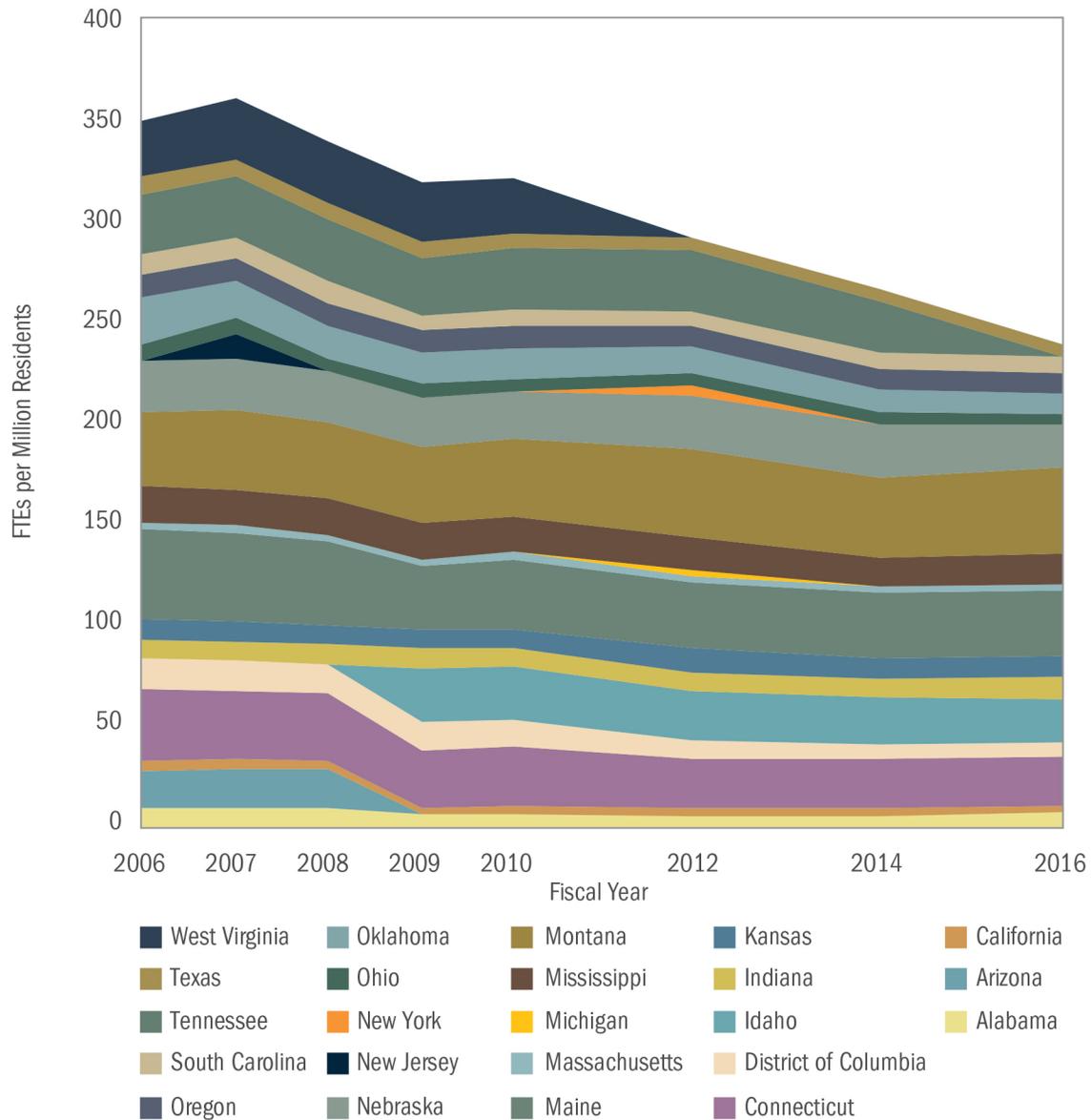
Source: State Library Administrative Agencies Survey, FY 2006–10, 2012, 2014, and 2016; Institute of Museum and Library Services.

Figure G-19. Change in the Per Capita Positions for States in Departments of Education: FY 2006–16
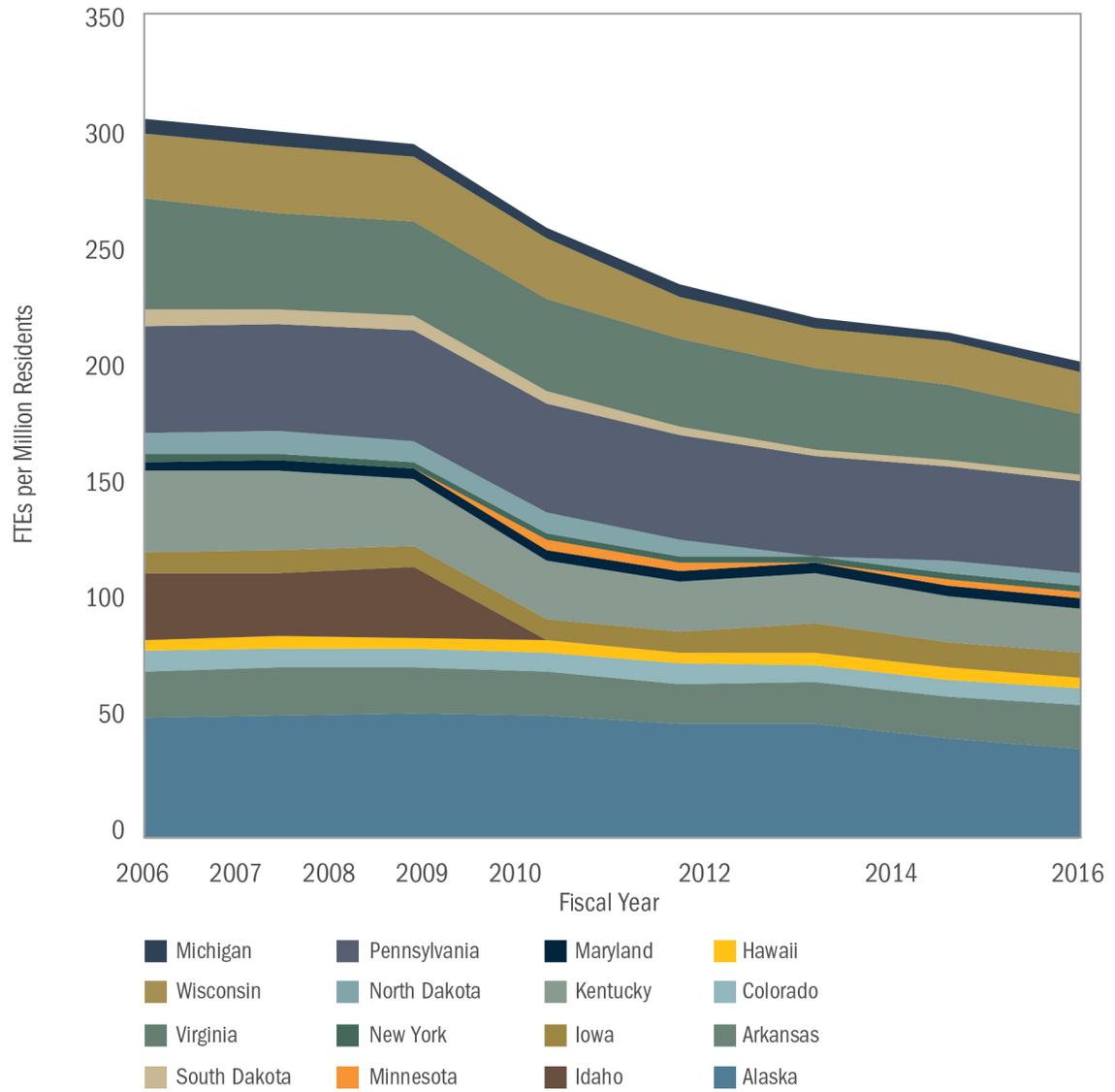
Source: State Library Administrative Agencies Survey, FY 2006–10, 2012, 2014, and 2016; Institute of Museum and Library Services.

Figure G-20. Change in the Per Capita Positions for States in Departments of State and Administration: FY 2006–16
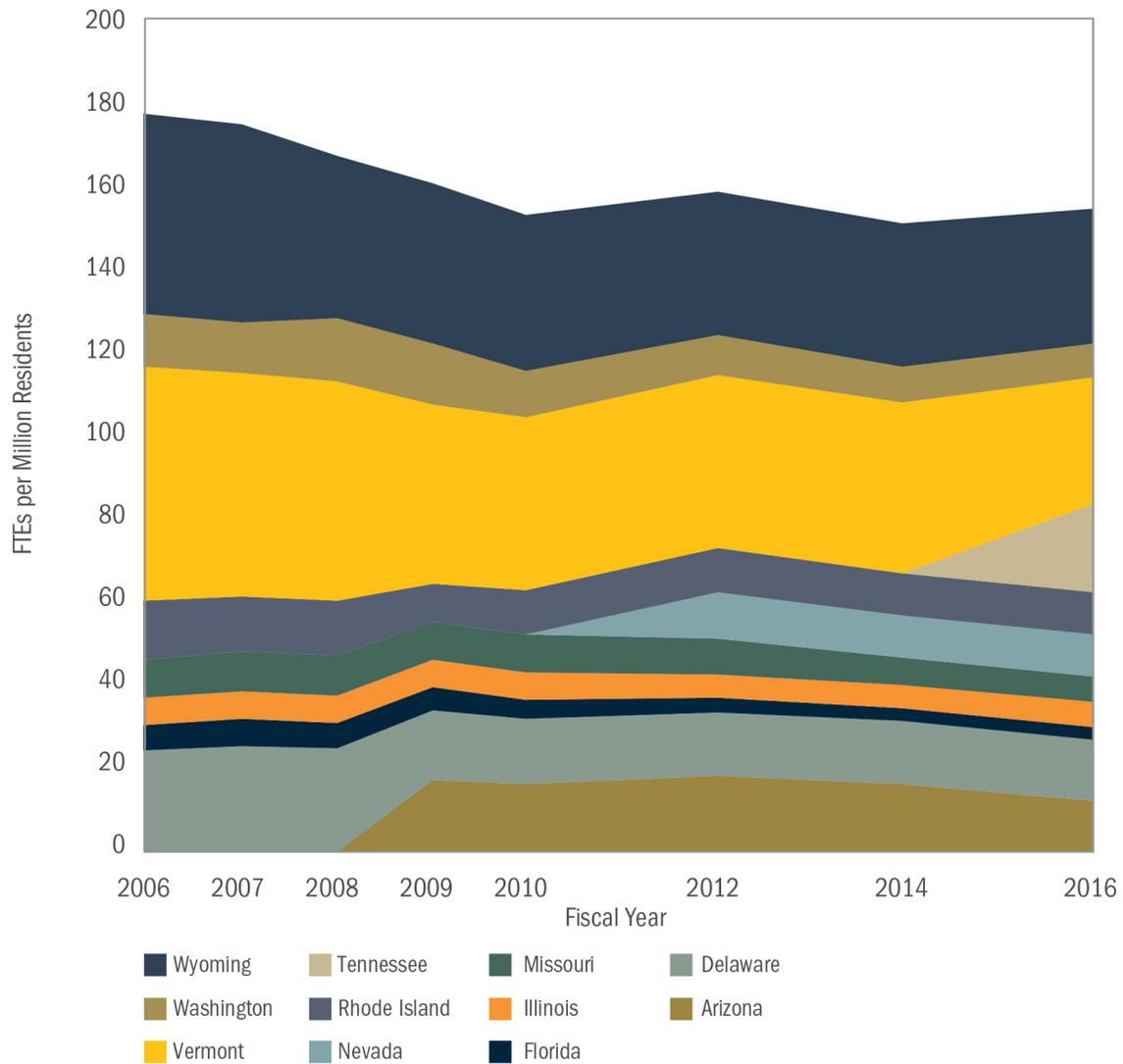
Source: State Library Administrative Agencies Survey, FY 2006–10, 2012, 2014, and 2016; Institute of Museum and Library Services.

Figure G-21. Change in the Per Capita Positions for State Library Agencies That Are Part of Another Agency: FY 2006–16
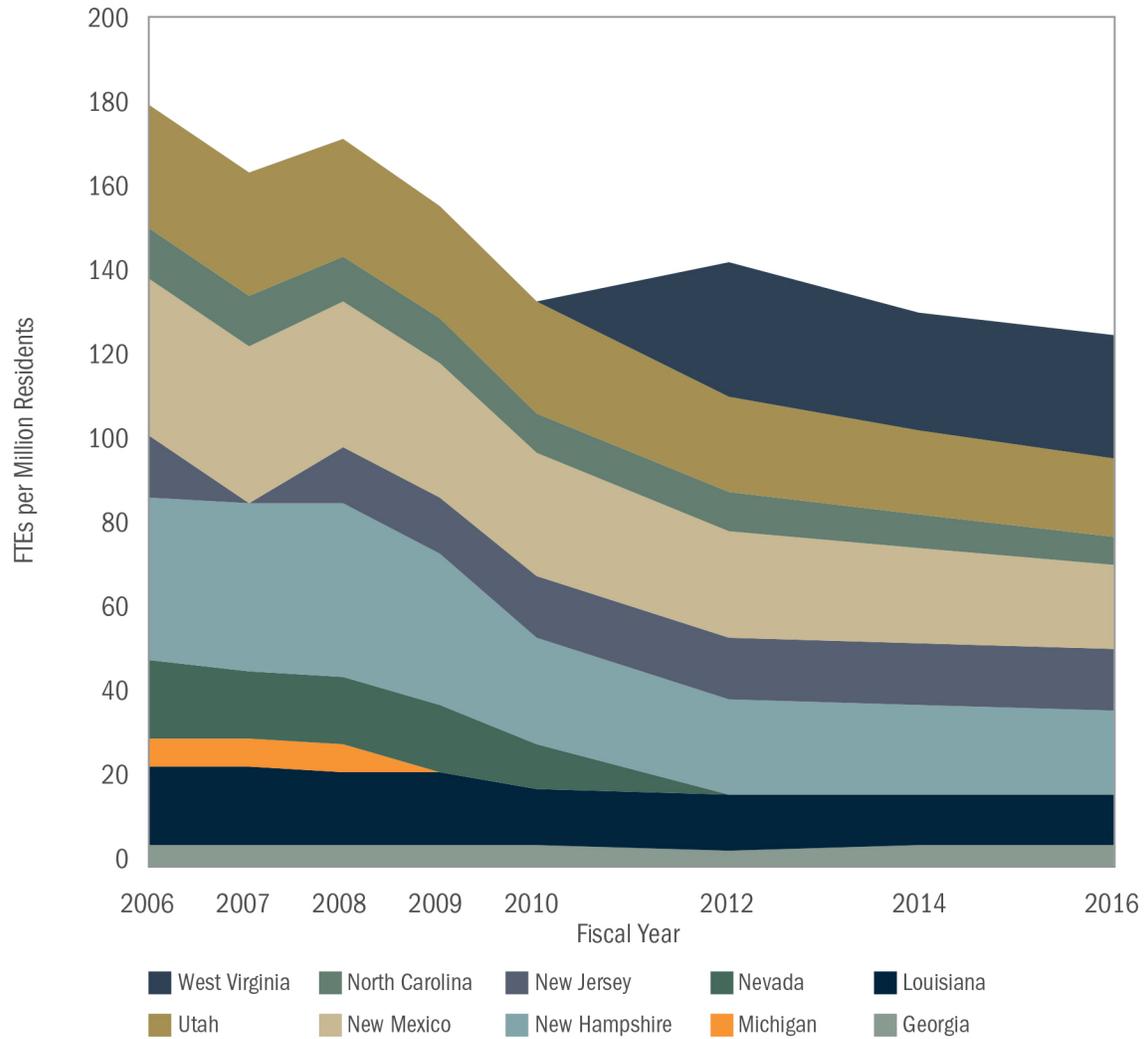
Source: State Library Administrative Agencies Survey, FY 2006–10, 2012, 2014, and 2016; Institute of Museum and Library Services.

Services

	Percent provided to any type of library	Percent provide to a specific type of library				
		Public library	Academic library	School library media center	Special library	Library cooperative
Services						
LSTA statewide services	100	100	75	71	65	61
Consulting services	96	96	53	61	57	69
LSTA statewide grant programs	88	88	55	51	45	55
Administrative library system support	65	55	12	16	10	41
Operational Assistance						
Interlibrary loan referral services	84	82	69	65	67	43
Reference referral services	82	82	69	63	67	47
Cooperative purchasing of materials	53	51	31	29	29	24
Coordination or Integration						
Statewide resource sharing	100	98	73	76	67	59
Statewide coordinated digital program or service	55	55	35	37	31	35
Statewide virtual reference service	33	31	27	25	25	18
Acquisition of other federal program funds	29	29	4	4	2	8
Program Assistance						
Continuing education programs	98	98	73	75	73	59
Statewide reading programs	86	86	8	35	16	29
Literacy program support	69	69	14	24	10	22

Source: State Library Administrative Agencies Survey, FY 2016; Institute of Museum and Library Services.