



# Department of Libraries

**FY 2027 Budget Hearing Presentation**

**Submitted by: Natalie Currie, Executive Director, State Librarian, State Archivist, State Records Administrator**

# Natalie Currie

Executive Director, State  
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State Records Administrator



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- The Oklahoma Department of Libraries serves as the **State Library**, **State Archives**, and **Records Administrators** for Oklahoma state government. The agency is responsible for **Public Library Development**, including the legal establishment and promotion of public libraries, statewide resource sharing, and support of statewide programs such as **literacy initiatives**.
- ODL's origins began in **1890** when the first Legislative Assembly of the Territory of Oklahoma passed legislation to create the Territorial Library. After statehood, it was known as the State Library. In **1919**, the Oklahoma Library Commission was established. The Commission was merged with the State Library in **1953**.
- Established in its current form by the passage of the Oklahoma Library Code in **1967**, ODL now encompasses the following departments:
  - Public Library Development
  - Statewide Programs
  - Archives and Records Management
  - State Library
  - Information Technology
  - Administration and Public Information Office

# Agency Vision, Mission and Core Values

**Vision:** Oklahomans value and depend on library services and quality information to lead productive, healthy, and fulfilled lives

**Mission:** ODL works to ensure every Oklahoman has access to innovative, quality library and information resources and possesses the literacy skills needed to be successful in the global economy, to participate in democracy, and to accomplish individual life goals.

**Core Values:** We are impactful, engaged, accountable, creative, and courageous. We are devoted to quality. We are committed to our customers, colleagues, and partners. We are flexible and evolve as our customers' needs change.



# Accomplishments

## Top accomplishments for FY 2025 – FY 2026

### 1) Invest in a Sustainable Future

- Completed the design and contract bidding phases of Allen Wright Library renovation project with construction scheduled to begin December 2025. Return to building is scheduled for summer 2027. Archival collection capacity will be increased by over 130% and adequate preservation climate controls will be achieved for the first time ever.
- Reworked the federally funded Website Development program, reducing both financial costs and staff time to provide high quality websites for small, rural libraries by over 50%.

### 2) Enable Access to Information

- Oklahomans researched high quality information through statewide online resources administered by ODL 96,537,775 times in SFY25, an increase of 6.9% over last year.
- In FY2025, State Archives staff enhanced access to Oklahoma's history by adding 2,908 new documents and publications to the Oklahoma Digital Prairie, which received over 768,315 pageviews.

### 3) Strengthen Libraries

- In SFY 25, the Public Library Academy certified 174 library staff across Oklahoma (48% increase over last year), with 108 earning their certification for the first time (20% increase over last year).
- Oklahoma library staff earned 5,902 professional development hours through ODL programs, an increase of 74.6% over last year.

### 4) Help Build Thriving Communities

- Libraries that participated in the SFY24 Online High School project funded by a collaboration with OK Department of Commerce with Title I WIOA funds continue to report positive outcomes: In SFY25, 41 graduates received their high school diploma and reported life-changing outcomes, such as raises at work for advancing their education, inspiring family members to pursue their own education, and achieving their own higher education goals.
- Through Citizenship and Immigration grants provided to public libraries and community-based literacy programs, ODL supported 77 new citizens in completing the legal immigration process.



# Analysis of Agency Challenges

	<b>Challenge Description</b>	<b>Current Actions</b> (Briefly describe how the agency is currently addressing the challenge.)	<b>Planned Actions</b> (Briefly describe how the agency plans to address the challenge going forward.)
1	Challenges in attracting and retaining qualified talent to meet statutory obligations, driven by salaries that fall below 90% of market rates and the inability to implement performance-based pay.	ODL has implemented a process for one-time bonus payments based on performance using carryover when available.	ODL continues to pursue an investment from the legislature for increases to base pay based on performance. ODL continues to clarify job duties and provide professional development to build needed skills.
2	Protecting vital services for Oklahomans and their libraries by creating stability in the face of fluctuations	ODL has undergone extensive planning to plot pathways for navigating an end to funding for all federal projects.	Projects are being simplified and evaluated for cost reductions. ODL seeks to collaborate with the legislature to maintain core statewide services with state appropriations.
3	Building a culture of effective records management across state government to unlock major cost and efficiency benefits and ensuring the State Archives' collections are accessible, discoverable, and used.	ODL has secured buy in with the State CIO and OMES IT to implement a unified statewide strategy and shared workflows for routine digital records management and the preservation of permanent digital records. ODL has also reclassified positions to better align resources and staff capacity with this work.	Working closely with OMES, ODL will modernize records management through updated policies, procedures, training, and agency support. Early joint efforts with OMES IT will focus on improvements that produce fast, measurable savings. To advance long-term efficiency and access, ODL and OMES are assessing AI tools for collection processing that may require legislative investment.



# Savings & Efficiencies (Current or Planned)

Savings or Efficiency Name	Brief description of how savings were achieved	Savings in Unit of Measurement*	FY 2025 (Actual \$ Savings)	FY 2026 (Projected \$ Savings)	FY 2027 (Projected \$ Savings)
Returning outsourced tasks back to the agency	ODL has returned many previously outsourced financial and human resources tasks back to the agency from OMES Shared Services.	Reduced costs	\$46,368	\$15,000	\$15,000
File management	ODL has reduced its temporary digital file storage, which lowered the monthly cost for OMES ISD.	Reduced costs	\$6,659.40	\$0	\$0
Reduced operating expenses	ODL has reduced operating expenses due to the renovation of the Allen Wright Library. Many of these reductions are temporary.	Reduced costs	\$17,293.99	\$31,810.93	Uncertain

\* Hours, FTE, square feet, etc.



# Agency Goals and Key Performance Metrics

Goal		Metric	FY 25 Target	FY 25 Actuals	FY 26 Target
1a	<b>Invest in a Sustainable Future</b> Stabilize and streamline operations by implementing the results of the 2024 Classification, Compensation and Organizational Study	Reduce agency turnover to 10% or below	10%	14.7%	10%
1b	<b>Invest in a Sustainable Future</b> Activate ABCs to routinely manage their records	# of agencies, boards and commissions that have requested records destructions	New KPM	n/a	65
2a	<b>Enable access to information</b>	# of pageviews of the State Archives and State Library digital collections	<i>Calculation has been clarified</i>	768,315	806,731
2b	<b>Enable access to information</b>	# of Interlibrary Loan Requests processed by libraries participating in the ODL WorldShare ILL program	23,792	26,483	27,277
2c	<b>Enable access to information</b>	# of statewide online resource uses (EBSCO and Brainfuse)	93,614,376	96,622,761	100,002,008
3	<b>Strengthen Libraries</b>	Total number of professional development hours earned by Oklahoma public library staff through certifications and continuing education.	3,415	5,902	5,950
4	<b>Help build thriving communities</b>	# of engagements with health information and resources	12,826,093	11,783,175	12,594,544



# Projects for FY 2026

## 1) Invest in a Sustainable Future

Enhance long-term operational effectiveness and cost savings by **modernizing policies and processes**, building staff capacity through **documentation and cross-training**, leveraging technology, and filling key positions. Continue collaboration with OMES to complete the **Allen Wright Library Renovation**.

## 2) Enable Access to Information

Advance the State's digital records management capabilities to **preserve and provide access to government records** and local history. Collaborate with OMES to **finalize digital records management and archiving workflows**, **train agencies** to properly **dispose of or transfer digital records**, and partner with vendors to accelerate **digitization of the State Archives**.

## 3) Strengthen Libraries

Strengthen library services by **expanding staff professional development** throughout the state, leveraging technology to improve delivery, and using quality data to inform decisions. Conduct an RFP and engage a consulting firm to complete the **federally required LSTA program evaluation and five-year plan**.

## 4) Help Build Thriving Communities

Advance community well-being by championing **literacy development, lifelong learning, health and wellness, and civic engagement** across Oklahoma. Collaborate with the Oklahoma Broadband Office to connect public libraries with U.S. Treasury Capital Projects–funded opportunities that “**enable workforce engagement, education access, and healthcare monitoring**”. Support public libraries in leading statewide America250 community celebrations.



# Projects for FY 2027

## 1) Invest in a Sustainable Future

Complete the **Allen Wright Library renovation** and move collections, services, and staff back into the building; Work with the Legislature and Governor's office to complete **updates to the Oklahoma Administrative Code Title 67** Rules of the Archives and Records Commission; Develop the agency's next strategic plan for implementation in 2028.

## 2) Enable Access to Information

Strengthen the State's digital records management infrastructure to ensure **long-term preservation and access to government records**. Work with OMES to **implement** standardized digital records management and archiving **workflows, train agencies on digital disposition and transfer** and, engage vendors to expedite digitization of the State Archives.

## 3) Strengthen Libraries

Enhance **library staff knowledge and skills** through professional development opportunities. Leverage technology to improve services and use quality data to inform decision-making.

## 4) Help Build Thriving Communities

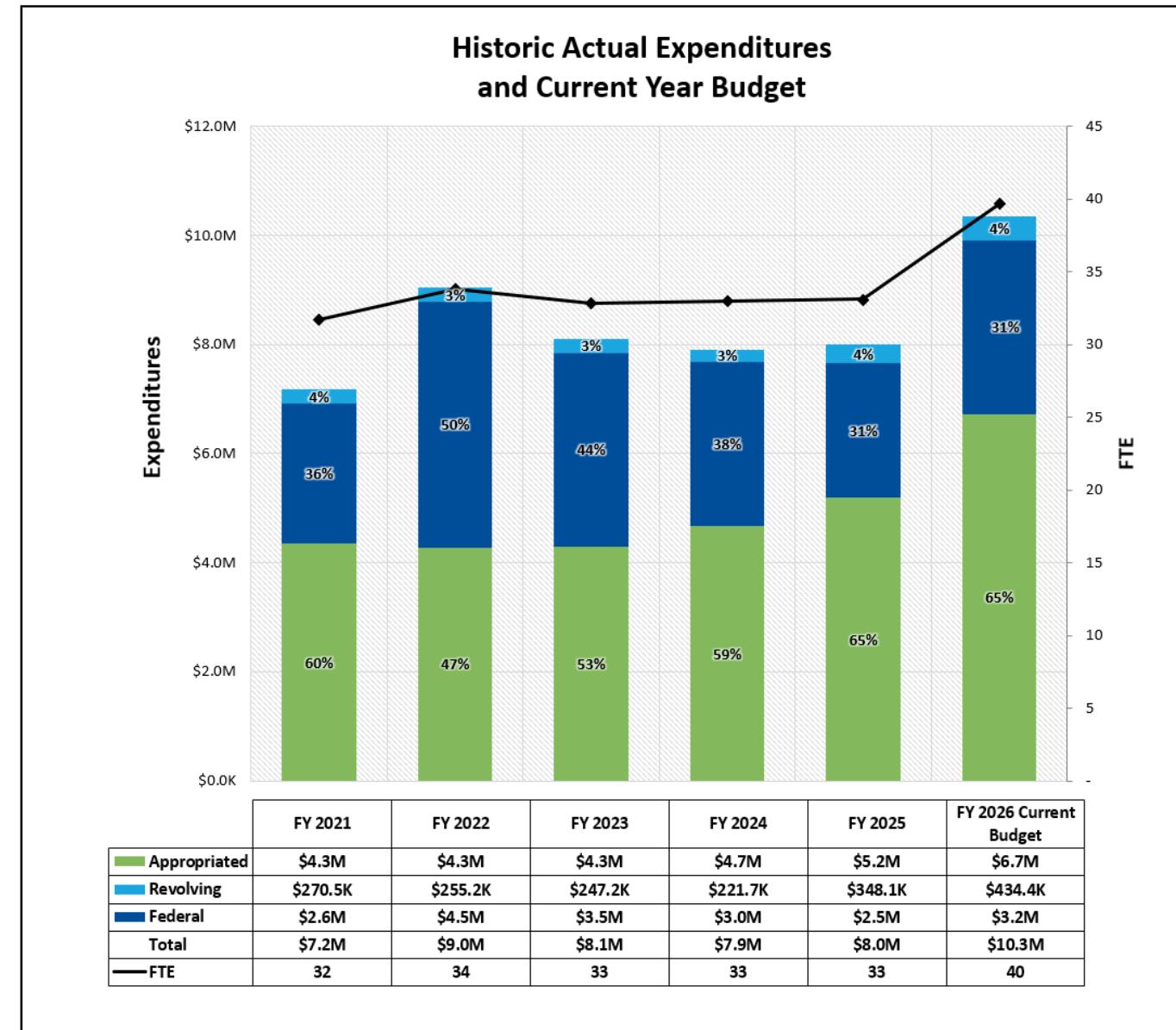
Facilitate the development of **literacy skills**, provide **lifelong learning** opportunities, promote **health and wellness**, and encourage good **citizenship** and community engagement.



# Total Historic Actual Expenditures (FY 2021-25) and Current Year Budget (FY 2026)

## Explanation of Changes and Trends

The agency distributed an additional \$2.8 million in federal ARPA funds between FY2022 and FY2024. We continue to realign existing resources to support needed positions and meet statutory obligations, but high turn over each year has created \$991,813 in carryover funding. Actual appropriations for FY2026 are \$5,728,358.



# Estimated Impact of Federal Funding Changes

<b>Program Name</b>	<b>Federal Agency</b>	<b>Description of expected change (s) (i.e. change in state match, admin costs, program requirements or client eligibility, etc.)</b>	<b>Actual FY 25 Total Federal Funding Received (\$)</b>	<b>Projected FY 26 Total Federal Funding To Be Received (\$)</b>	<b>Estimated FY 27 Total Federal Funding To Be Received (\$)</b>
LSTA – Library Services & Technology Act	IMLS – Institute of Museum and Library Services	The FFY26 Executive Budget proposes eliminating IMLS and the LSTA Grants to States program. As of 12/2/25, Congress agrees the program should remain fully funded.	\$2,364,609	\$2,769,760	\$2,769,760
State Board Programming Grants (NHPRC)	National Archives and Records Administration	The FFY26 Executive Budget proposes eliminating NHPRC. As of 12/2/25, Congress agrees NHPRC continue to be funded.	\$0	\$44,435	\$35,565

*\* Only list programs with federal funding that are expected to change. Refer to the agency's Federal Funds Schedule in the Budget Request document.*



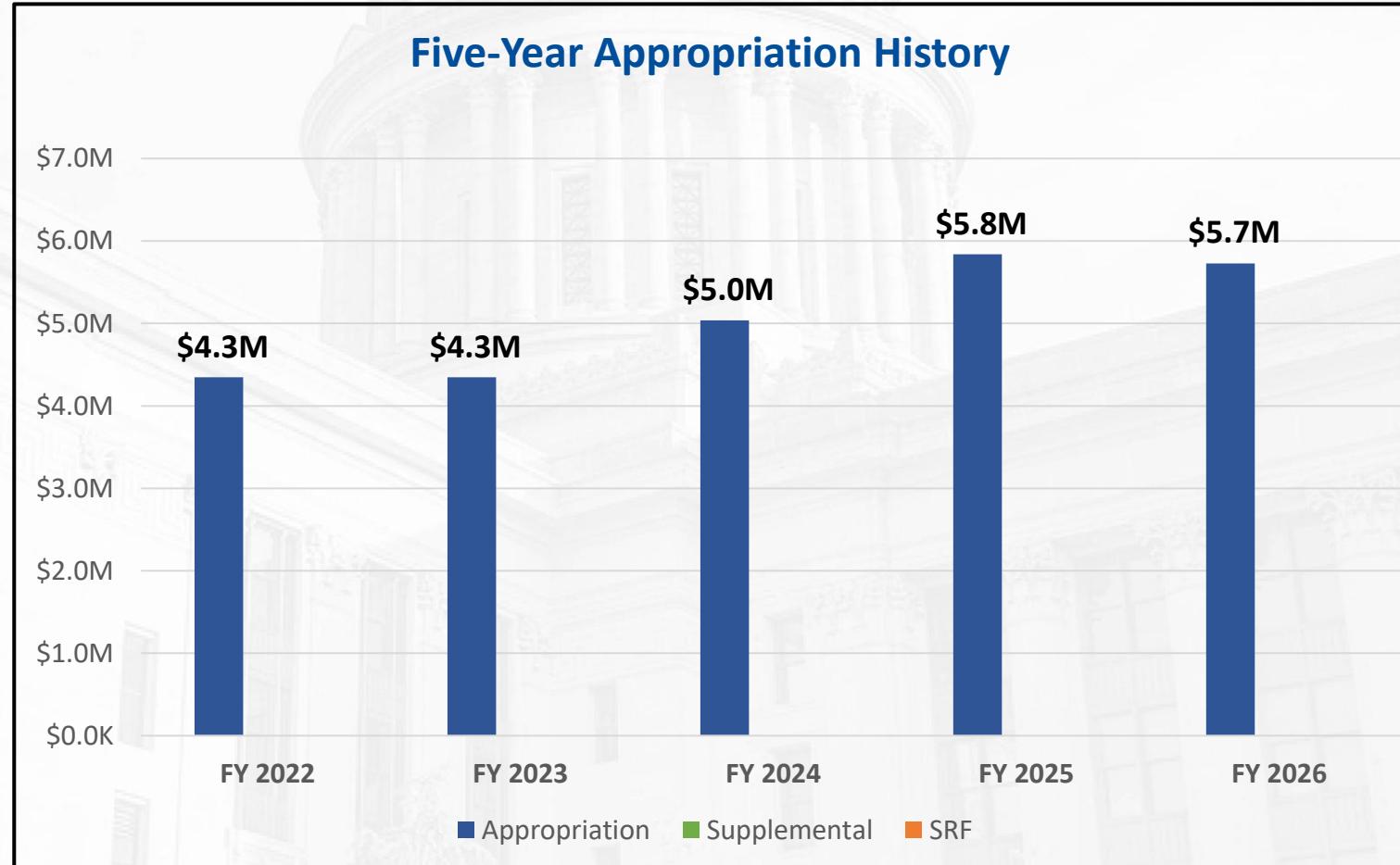
# FY 2026 Budgeted Full Time Equivalents (FTE)



FY 2026 Budgeted FTE	
<b>Total FTE</b>	39.7
<b>Supervisor FTE</b>	13
<b>Supervisors to Total FTE Ratio (%)</b>	33%
<b>Current Budgeted but Unfilled FTE</b>	4.78

# Appropriation History

Fiscal Year	Legislated Appropriation (\$) <i>(Includes supplements and SRF/ARPA.)</i>
FY 2022	\$4,346,315
FY 2023	\$4,536,315
FY 2024	\$5,036,315
FY 2025	\$5,838,863
FY 2026	\$5,738,358



*\*Includes Supplemental and Statewide Recovery Fund (ARPA) appropriations.*



# Financial Resource Analysis

Carryover	FY 2022	FY 2023	FY 2024	FY 2025
<b>Total appropriated carryover amount expended (\$)</b>	\$90,493	\$283,725	\$467,976	\$817,253.31
Historical Cash Balances	FY 2022	FY 2023	FY 2024	FY 2025
<b>Year End Revolving Fund Cash Balances (All Revolving Funds)</b>	\$129,599	\$153,463	\$90,551	\$158,858.33
Revolving Class Fund # (Unrestricted only)	Revolving Class Fund Name (Unrestricted only)	Current cash balance (\$)	Projected FY 2026 year-end cash balance (\$)	
#20000	Revolving	\$158,858.33	\$75,000	
#19102	One-time appropriated funds	\$157,135.40	\$0	
#19511	FY25 Carryover	\$1,222,884.45	\$500,000	
#		\$	\$	
#		\$	\$	
#		\$	\$	
<b>Total Unrestricted Revolving Fund Cash balance:</b>		\$1,538,878.18	\$575,000	



*Unrestricted funds are those that are not limited by state or federal law, rule, regulation, other legally binding method, or donor restriction.*

# FY 2024 – 2025 Appropriation Change Review

<i>Purpose of appropriation increase or decrease</i>	<i>Amount FY 2024</i>	<i>Amount FY 2025</i>	<i>Total amount received FY 2024 - 25</i>	<i>Total amount expended by 11/1/2025</i>	<i>Included in FY 2026 approp? (Yes/No)</i>	<i>If not expended fully, please explain.</i>
Materials for State Library	\$35,000	\$35,000	\$70,000	\$70,000	Y	
Professional Development	\$30,000	\$30,000	\$60,000	\$54,500	Y	FY23 carryover funds covered selected FY25 professional development expenses.
Contract Services (OMES)	\$25,000	\$25,000	\$50,000	\$50,000	Y	
Computer Leasing Compliance	\$60,000	\$60,000	\$120,000	\$31,906	Y	The request arose from misunderstanding the OMES lease program. In FY24, all staff moved to leased laptops costing \$19,000 annually, and remaining funds covered inflation-related cost increases.
Retirement Payouts	\$40,000	\$40,000	\$80,000	\$80,000	Y	
Pay rate increases to meet market rate	\$354,547	\$354,547	\$709,094	\$709,094	Y	
Records Management Software and Hardware	\$0	\$448,001	\$448,001	\$290,867	Y	Remaining one-time funds are designated for upgrading scanning technology and outsourcing digitization.
<b>Totals</b>	<b>\$544,547</b>	<b>\$992,548</b>	<b>\$1,537,095</b>	<b>\$1,286,367</b>		



# FY 2026 Appropriation Change Review

<i>Purpose of appropriation increase or decrease</i>	<i>Amount of increase or decrease (\$)</i>	<i>Does this need to be included in your FY 2027 appropriation? (Yes/No)</i>	<i>If yes, included in appropriation for same purpose? (Yes/No)</i>	<i>If not included for same purpose, please explain.</i>
Recurring expense of State Archives and Records Management technology	\$242,043	Yes	Yes	
One-time cost to set up new State Archives and Records Management technology	(\$352,548)	No	No	
	\$			
	\$			
	\$			
	\$			
	\$			
	\$			
<b>Total adjustment</b>	<b>(\$110,505)</b>			



*\*Do not include SRF / ARPA appropriation increases.*

# Incremental & Supplemental Request Summary

Request Name		FY 2027 Incremental Appropriation Request Amount (\$) <i>{or FY 2026 for Supplements}</i>	Type of Request: Recurring, One-time, or Supplemental
1	Contingent on loss of federal funds, state appropriations to sustain critical statewide services and grants to public libraries (May need to be supplemental)	\$2,527,240	Recurring
2	Outsource digitization and processing of State Archives to ensure records are accessible and discoverable for government transparency and accountability	\$500,000	One-time
3	Invest in small, rural libraries by increasing State Aid minimum payments from \$1,300 to \$4,000	\$178,005	Recurring
4	Implement Class, Comp and Org Study results: Implement pay for performance	\$126,050	Recurring
5	Invest in the State Correctional Institutions Library Program to reduce recidivism	\$50,000	Recurring



# (1) Incremental Budget Request

**Contingent on loss of federal funds, state appropriations to sustain critical statewide services and grants to public libraries**

Type: Recurring

Incremental Amount Requested for FY 2027: \$2,527,240

Federal support for public libraries has become less predictable in the last year. LSTA funding from IMLS underpins critical library services statewide, and instability at the federal level puts these services at risk. Of the request total, \$1,939,190 funds core library services at the state level, like research databases and interlibrary loan. The balance of \$588,050 would replace grant funding directed to public libraries for programming, technology, or collections.

To protect Oklahomans and maintain continuity of operations, the agency recommends adding a contingency clause to the General Appropriations bill to ensure these programs remain funded if federal library funding is eliminated.

Texas recently adopted a similar measure in its [SFY26–27 General Appropriations Act](#) guaranteeing continuity of statewide programs should federal funds be disrupted.



## (2) Incremental Budget Request

### Outsource digitization and processing of State Archives

Type: One-Time

Incremental Amount Requested for FY 2027: \$500,000

Only about 5% of the current State Archives physical collection has been digitized and made accessible online. This severely limits the ability of Oklahomans to achieve government transparency and accountability.

With an investment of \$500,000, we estimate 50% of the current State Archives collection could be digitized and processed so it can be added to the online digital collection.

We estimate based on the available per-cubic-foot rates, the low-cost scenario (\$40) for digitizing and processing the entire print-era State Archives for preservation and access totals approximately \$5.46 million, while the high-cost scenario (\$92.742) totals approximately \$12.66 million.



# (3) Incremental Budget Request

**Invest in small, rural libraries by increasing State Aid minimum payments from \$1,300 to \$4,000**

Type: Recurring

Incremental Amount Requested for FY 2027: \$178,005

The agency's main vehicle to grow public library capacity is the State Aid to Public Libraries program, which is currently budgeted at \$1,489,277. State Aid is distributed to public libraries and library systems that meet minimum standards for "adequate" library service, with the goal that all public libraries remain eligible each year. The complex distribution formula is calculated based on the number of libraries in each county, the city and county population, and the county mileage. The smallest independent libraries currently receive a minimum State Aid award of \$1,300 each year.

The agency recommends increasing the minimum State Aid award to \$4,000 to directly and immediately make transformative changes to the capacities of small, rural libraries. Based on reports from libraries on how they use State Aid, we expect the increase to be used for core services such as improving collections and replacing failing technology.



# (4) Incremental Budget Request

## Implement Class, Comp, and Org Study results – Implement pay for performance

Type: Recurring

Incremental Amount Requested for FY 2027: \$126,050

The agency completed a classification, compensation, and organizational study in September 2024. To address salaries currently below 90% of market rate and continued high turnover, a pay for performance model was recommended. Implementing pay-for-performance increases to base salary will create a results-driven culture, rewarding excellence and aligning individual performance with organizational goals, benefiting both ODL and its employees.

In SFY25, the agency implemented one-time bonus payments for staff based on PMP scores using one-time carryover funding when available.



# (5) Incremental Budget Request

## **Invest in the State Correctional Institutions Library Program to reduce recidivism**

Type: Recurring

Incremental Amount Requested for FY 2027: \$50,000

A long standing federal LSTA project that currently serves 22 adult, and 13 juvenile state operated correctional facilities by providing library materials for their onsite collections.

Access to educational and vocational reading materials equips incarcerated individuals with the tools they need to successfully re-enter society. Studies consistently show that literacy and education lower rates of repeat offenses, leading to safer communities. We request the legislature appropriate \$50,000 to increase the number of books in correctional facilities by nearly 4,000 copies statewide.

