# Oregon State Library
## Governor's Balanced Budget
## House Bill 5022

A Presentation to the General Government Subcommittee of the Ways and Means Committee
MaryKay Dahlgreen, State Librarian
March 14 & 18, 2013

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# Oregon State Library Presentation

| Day 1 |
|-------|
| • Current Services |

| Day 2 |
|-------|
| • Oregon State Library Draft Reorganization Framework and Timeline |

1905     Established as the Oregon Library Commission
1905     Began to develop public library services in Oregon
1913     Began providing reference services to Oregon state government
1969     Began Talking Book and Braille Services at the State Library

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# State Library Board of Trustees

## State Librarian

## Administrative Services

**Government Research Services**

**Library Development Services**

**Talking Book and Braille Services**

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# The mission of the State Library is:

- to provide quality information services to Oregon state government;
- to provide reading materials to blind and print-disabled Oregonians;
- and to provide leadership, grants, and other assistance to improve library service for all Oregonians.

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| Long Range Goals | Key Performance Measures |
|---|---|
| Improve library services to state government, increase usage and maintain user satisfaction. | a. # of research assistance transactions for state employees <br><br> b. % of state employees registered to use SEIC <br><br> c. Cost per state employee contact |
| Improve permanent public access to Oregon state documents and other unique holdings of the State Library. | a. Average daily visits to the search engine for Oregon.gov |
| Improve, adapt, and market Talking Book and Braille services while maintaining user satisfaction for eligible Oregonians. | a. Number of individuals registered to receive TBABS <br> b. % of eligible users who are registered for TBABS <br> c. # of audio books and Braille books checked out per year <br> d. Cost per circulation |

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| Long Range Goals | Key Performance Measures |
|---|---|
| Lead libraries to achieve excellence in services to children and teens. | a. % of public library grantees incorporating best practices in their services to children. |
| Take a leadership role in developing comprehensive statewide library resource sharing services. | a. Average daily visits to Library-funded databases.<br>b. Average daily visits to the Library-funded Oregon School Library Information System.<br>c. Average daily visits to the Library-funded L-net e-reference site. |
| Encourage and assist local communities to develop school and public library services for unserved and underserved Oregonians. | |

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## Library Development Services provides leadership, grants and other assistance to improve library service for all Oregonians

## What?

- Early literacy and summer reading program funding for local public libraries (Ready to Read Grant)
- K-12 student access to online journals and reference materials (Oregon School Library Information System)
- Build and host websites for small and medium public libraries to encourage use of federally funded online resources (Plinkit)
- Provide access to federally funded library resources to Oregonians without access to tax-supported library service (Libraries of Oregon)
- Collect and report data on all Oregon public libraries
- Administer $2.1 million in federal Library Services and Technology Act funds from the Institute of Museum and Library Services for the improvement of library services in Oregon.

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# Library Development Services

**Who?**

- 128 Public Libraries
- 56 Academic Libraries
- 321,000 K-12 Students
- 9 Tribal Libraries
- Community leaders
- Library staff

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# Library Development Services
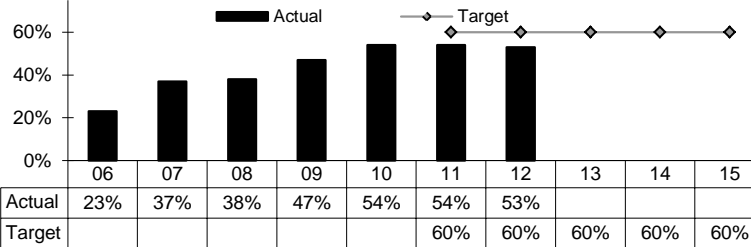
## How?

- Web tools: Plinkit, OSLIS, Libraries of Oregon, online databases
- Consulting in person, electronically & via phone
- Information sharing via e-mail lists
- Training in person and electronically
- Convening work groups to solve problems
- Working with the Oregon library community to meet the priorities and purposes of the Library Services and Technology Act with an annual grant of $2.1 million.
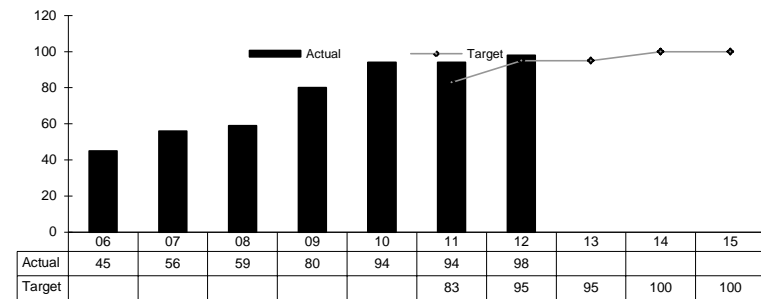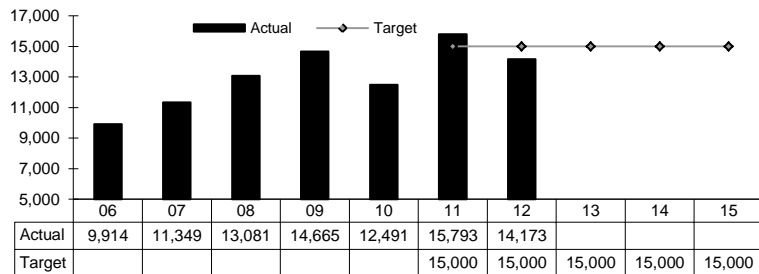
# Library Development Services

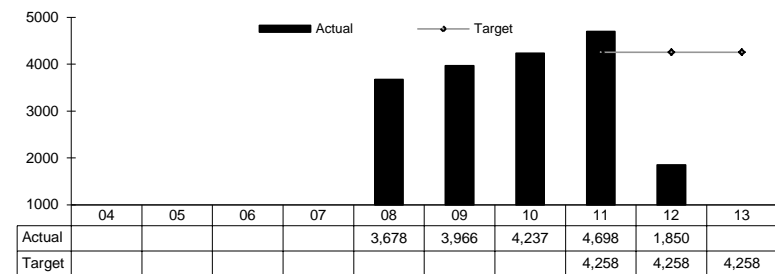**Percent of Public Library Grantees Incorporating Best Practices in their Services to Children.**



| | 06 | 07 | 08 | 09 | 10 | 11 | 12 | 13 | 14 | 15 |
|---|---|---|---|---|---|---|---|---|---|---|
| Actual | 23% | 37% | 38% | 47% | 54% | 54% | 53% | | | |
| Target | | | | | | 60% | 60% | 60% | 60% | 60% |

**Average Daily Visits to the Library-funded L-net E-reference Website.**



| | 06 | 07 | 08 | 09 | 10 | 11 | 12 | 13 | 14 | 15 |
|---|---|---|---|---|---|---|---|---|---|---|
| Actual | 45 | 56 | 59 | 80 | 94 | 94 | 98 | | | |
| Target | | | | | | 83 | 95 | 95 | 100 | 100 |

**Average Daily Visits to Library-funded Databases.**



| | 06 | 07 | 08 | 09 | 10 | 11 | 12 | 13 | 14 | 15 |
|---|---|---|---|---|---|---|---|---|---|---|
| Actual | 9,914 | 11,349 | 13,081 | 14,665 | 12,491 | 15,793 | 14,173 | | | |
| Target | | | | | | 15,000 | 15,000 | 15,000 | 15,000 | 15,000 |

**Average Daily Visits to the Library-funded Oregon School Library Information System**



| | 04 | 05 | 06 | 07 | 08 | 09 | 10 | 11 | 12 | 13 |
|---|---|---|---|---|---|---|---|---|---|---|
| Actual | | | | | 3,678 | 3,966 | 4,237 | 4,698 | 1,850 | |
| Target | | | | | | | | 4,258 | 4,258 | 4,258 |

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# Ready to Read Grant Program 2012-2013

**St. Helens Public Library**($1,641); Early literacy education and book bundles for community partners and summer reading program.

**Oregon Trail Library District** ($2,803) Early literacy program and coordinator. Summer reading program.

**Washington County Cooperative Library Services** ($31,912) Early Literacy Week celebration, puppet shows, summer reading program promotion.
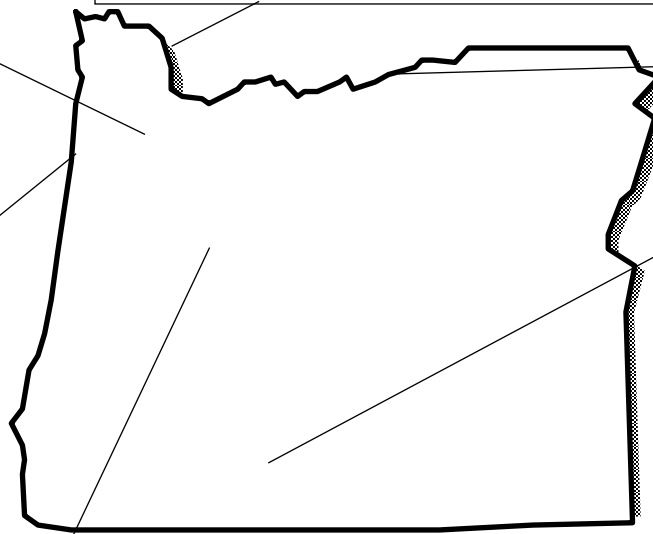
**Klamath County Library** ($11,291)Early literacy storytime and early literacy kits for parents and child care providers. Summer reading program.

**Lincoln City Public Library**($1,000) Books to Babies project

**Eugene Public Library** ($16,873) Bilingual early literacy assistant, sensory storytime, giveaway books and early literacy training.

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Talking Book and Braille Services provides reading materials to blind and print disabled Oregonians.

- What?
- Audio books and magazines
- Braille books and magazines
- Downloadable audio books
- National and Oregon newspapers
- Descriptive videos

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# Talking Book and Braille Services

## Why?

- For Oregonians who cannot read conventional text or hold conventional books.
- To remove the issue of ADA compliance for local public libraries.

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# Talking Book and Braille Services

How?

- Players and digital books are sent via U.S. Mail to eligible Oregonians and returned to TBABS under the provisions of *Free Matter for the Blind* (Domestic Mail Manual E040)

- Via computer. Eligible Oregonians who have access to high speed internet can download materials directly from *Braille and Audio Reading Download (BARD)*
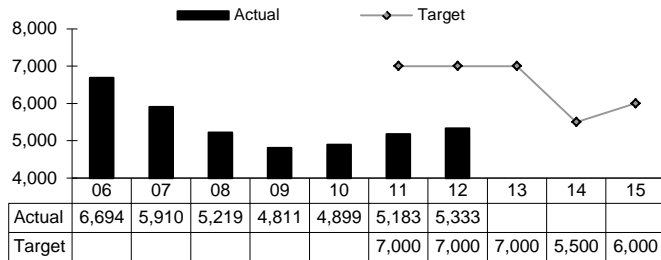
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# Talking Book and Braille Services

- Who?

| Age | TBABS Borrowers |
|-----|-----------------|
| 0-18 | 225 (4%) |
| 19-40 | 374 (7%) |
| 41-60 | 890 (17%) |
| 61-80 | 1576 (30%) |
| Over 80 | 2,118 (41%) |

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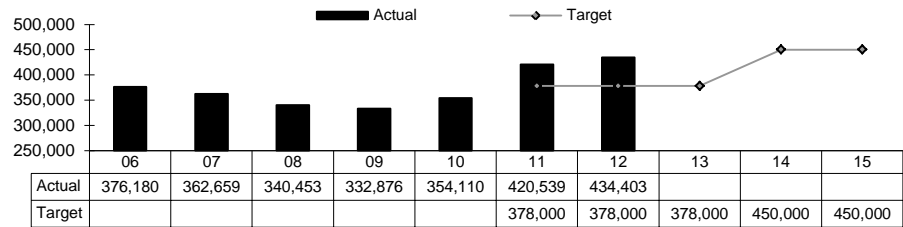
# Talking Book and Braille Services

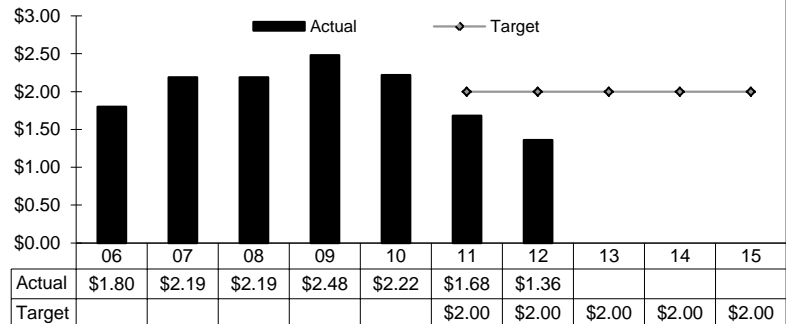**Number of Individuals Registered to Receive Talking Book and Braille Services**

Actual ■ / Target ◆

| | 06 | 07 | 08 | 09 | 10 | 11 | 12 | 13 | 14 | 15 |
|---|---|---|---|---|---|---|---|---|---|---|
| Actual | 6,694 | 5,910 | 5,219 | 4,811 | 4,899 | 5,183 | 5,333 | | | |
| Target | | | | | | 7,000 | 7,000 | 7,000 | 5,500 | 6,000 |

**Number of Talking Books and Braille Books Checked Out Per Year**

Actual ■ / Target ◆

| | 06 | 07 | 08 | 09 | 10 | 11 | 12 | 13 | 14 | 15 |
|---|---|---|---|---|---|---|---|---|---|---|
| Actual | 376,180 | 362,659 | 340,453 | 332,876 | 354,110 | 420,539 | 434,403 | | | |
| Target | | | | | | 378,000 | 378,000 | 378,000 | 450,000 | 450,000 |

**Percent of Eligible Users who are Registered for Talking Book and Braille Services**

Actual ■ / Target ◆

| | 06 | 07 | 08 | 09 | 10 | 11 | 12 | 13 | 14 | 15 |
|---|---|---|---|---|---|---|---|---|---|---|
| Actual | 13% | 11% | 9% | 9% | 9% | 9% | 9% | | | |
| Target | | | | | | 12% | 12% | 12% | 12% | 12% |
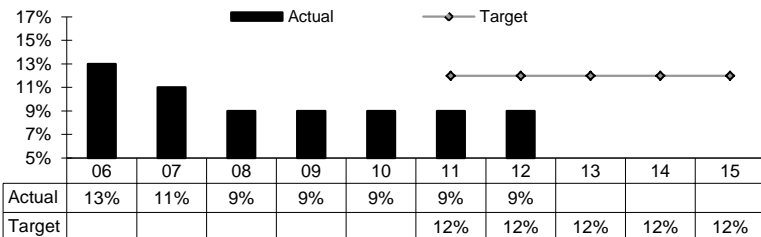
**Cost per Circulation of Talking Books and Braille Books**

Actual ■ / Target ◆

| | 06 | 07 | 08 | 09 | 10 | 11 | 12 | 13 | 14 | 15 |
|---|---|---|---|---|---|---|---|---|---|---|
| Actual | $1.80 | $2.19 | $2.19 | $2.48 | $2.22 | $1.68 | $1.36 | | | |
| Target | | | | | | $2.00 | $2.00 | $2.00 | $2.00 | $2.00 |

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# How Talking Book and Braille Services is changing...



Chart showing percentage distribution of Talking Book and Braille Services from Jul-09 to Feb-13. Categories: Cassette Books, Digital Books, and Computer Download (BARD).

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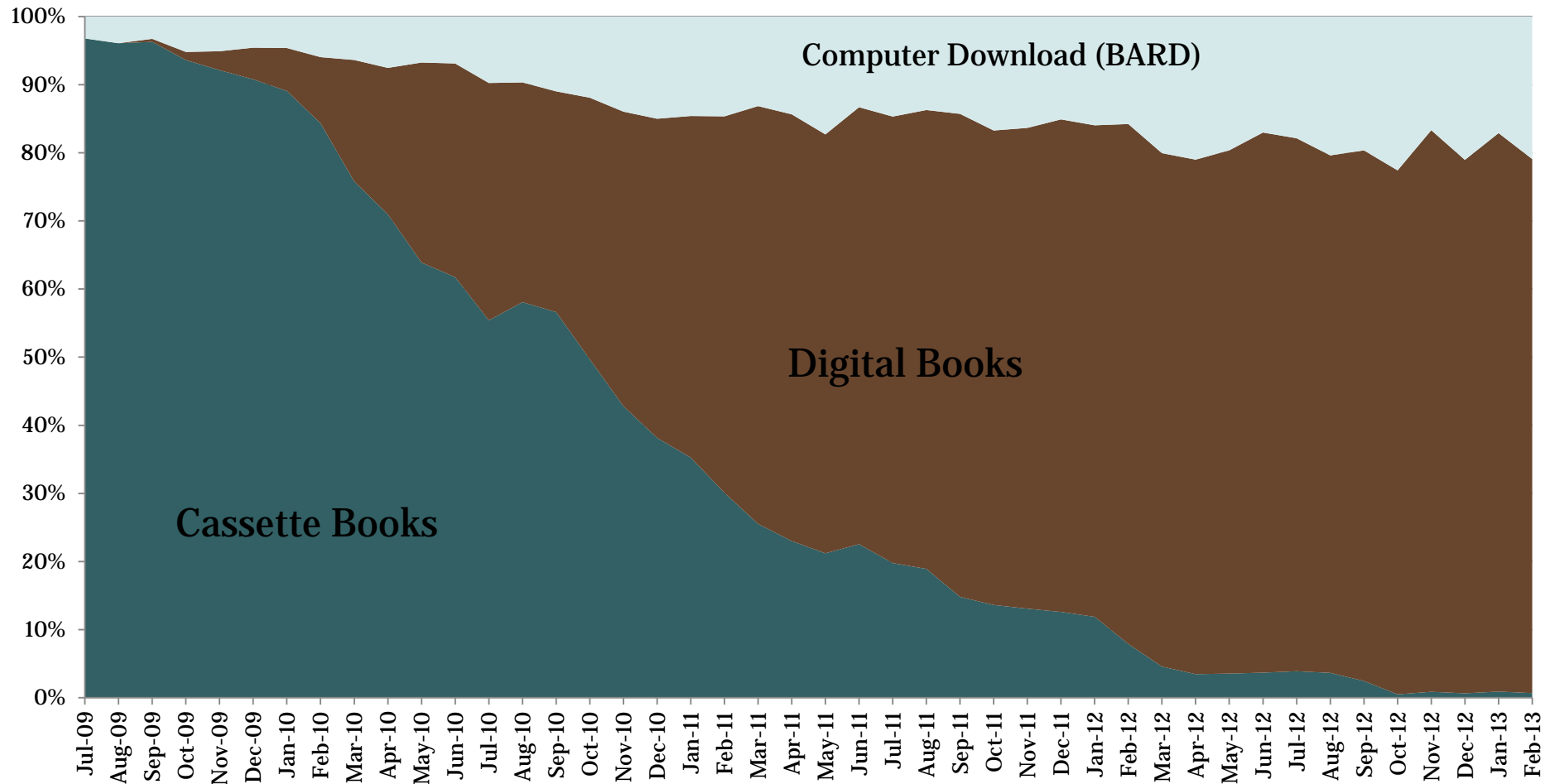


## Recent History of Talking Book Technology

### Cassette Talking Book Player

1970s – Last one manufactured in 2001

### Digital Talking Book Player

2009 - Today

### Victor Reader Stream 1st Generation

2009- Today

It is available commercially for $370.00 each

### Mobile device

Federal program, National Library Service, has contracted with a 3 party to develop an app for a variety of mobile devices.

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# Government Research Services provides quality information services to state government

## What?

- Peer reviewed journal articles
- Scientific reports and journals
- Historic publications
- State and federal publications
- Subject specific books and journals
- Reference and research assistance
- Training in using resources and materials
- Current issue tracking

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# Government Research Services

Why?

- Provide information resources to assist state agency staff with informed decision making.
- Provide state agency staff with access to evidence based information for program improvement and success.
- Take advantage of economies of scale in database procurement.

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# Government Research Services

## How?

- Librarians and trained paraprofessionals assist state agency staff with information requests.
- Develop, maintain, and provide access to pertinent information collections.
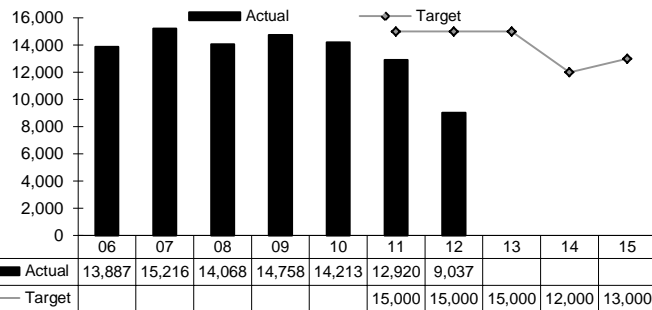- Borrow items from other libraries in Oregon and the U.S.

## Where?

- At the State Library
- At state agency offices
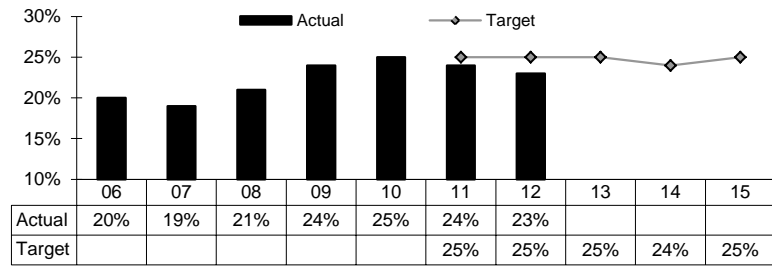- On the State Employee Information Center (SEIC) Portal

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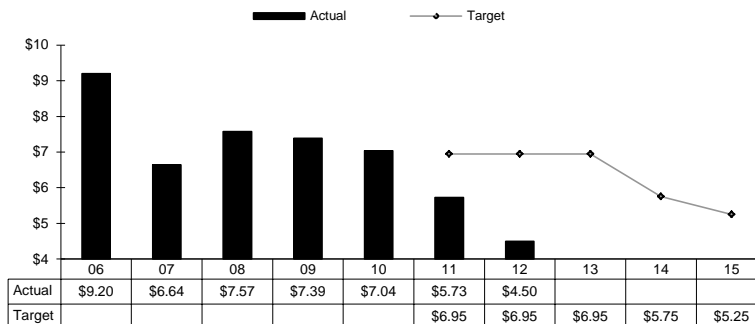# Government Research Services
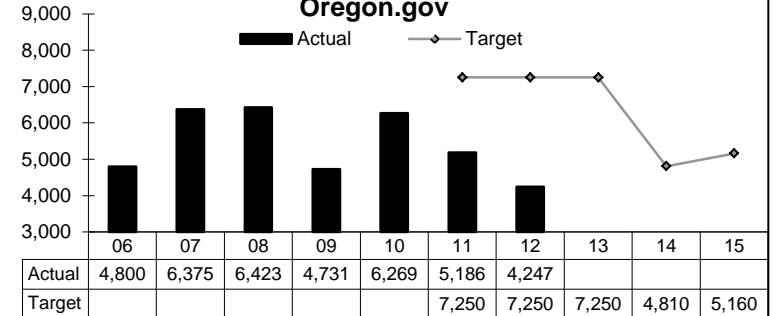
**Number of Research Assistance Transactions for State Employees**

| | 06 | 07 | 08 | 09 | 10 | 11 | 12 | 13 | 14 | 15 |
|---|---|---|---|---|---|---|---|---|---|---|
| Actual | 13,887 | 15,216 | 14,068 | 14,758 | 14,213 | 12,920 | 9,037 | | | |
| Target | | | | | | 15,000 | 15,000 | 15,000 | 12,000 | 13,000 |

**Percent of State Employees Registered to Use the State Employee Information Center**

| | 06 | 07 | 08 | 09 | 10 | 11 | 12 | 13 | 14 | 15 |
|---|---|---|---|---|---|---|---|---|---|---|
| Actual | 20% | 19% | 21% | 24% | 25% | 24% | 23% | | | |
| Target | | | | | | 25% | 25% | 25% | 24% | 25% |

**Cost per State Employee Contact**

| | 06 | 07 | 08 | 09 | 10 | 11 | 12 | 13 | 14 | 15 |
|---|---|---|---|---|---|---|---|---|---|---|
| Actual | $9.20 | $6.64 | $7.57 | $7.39 | $7.04 | $5.73 | $4.50 | | | |
| Target | | | | | | $6.95 | $6.95 | $6.95 | $5.75 | $5.25 |

**Average Daily Visits to the Search Engine for Oregon.gov**

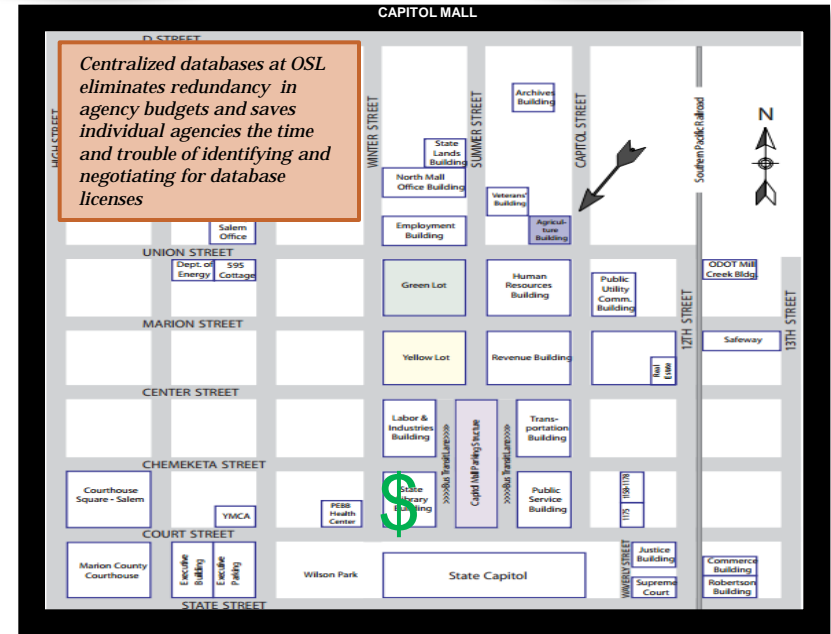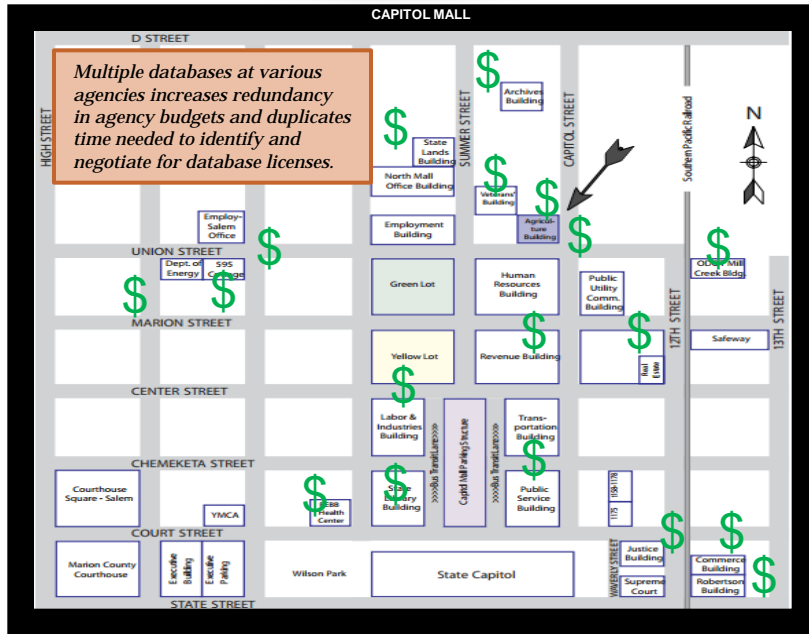| | 06 | 07 | 08 | 09 | 10 | 11 | 12 | 13 | 14 | 15 |
|---|---|---|---|---|---|---|---|---|---|---|
| Actual | 4,800 | 6,375 | 6,423 | 4,731 | 6,269 | 5,186 | 4,247 | | | |
| Target | | | | | | 7,250 | 7,250 | 7,250 | 4,810 | 5,160 |

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# Government Research Services

Books 24x7 provides online state agency access to 17,301 books in a number of workplace related subjects. At the market rate of $30 per book, access to Books 24X7 totaled $101,880. At market rate the value of Books 24x7 is $519,030

Assuming a low market rate $20 per article, GRS' two largest subscription databases provided $300,260 worth of article access to agency employees.

This biennium, OSL partnered with SOLL and ODOT on subscription services saving OSL over $61,000.

*Multiple databases at various agencies increases redundancy in agency budgets and duplicates time needed to identify and negotiate for database licenses.*

*Centralized databases at OSL eliminates redundancy in agency budgets and saves individual agencies the time and trouble of identifying and negotiating for database licenses*

*"I find that having access to the State Libraries resources such as the online general & specialized databases or being able to order, borrow, renew &/or have delivered those documents, books, videos or reports that I would otherwise not have access to has in a very measureable way increased my efficiency & productivity in doing my work for the State, which in the long run not only saves time but money!"*    ---Archaeologist

*"Books24x7 provides an invaluable source of up to date information for my job. It's especially helpful when I have programming tasks because I have access to a wide range of current books. It saves me time and the state money that would have otherwise been spent on the hard copy version of the materials. Given the quickly changing nature of computer programs it's often not worth buying reference books."*    ---Information Services

*Workgroup Report submitted to the Legislative Assembly in February 2012.

*Accepted by Ways and Means Subcommittee on General Government and 2nd year OSL funding unscheduled.

*Heard by Legislative Workgroup on Government Efficiency, request to move forward on recommendations approved.

The workgroup shall make specific recommendations on the following:

- Consolidation of state archives services;

- Increased utilization of digital resources;

- Elimination of library facility costs;

- Consolidation of services of the State Library, Higher Education libraries, and the State Law Library;

- Development of public/private partnerships for library, law library, and archives services;

- Development of a more cost-effective delivery of the Talking Books and Braille Services;

- Leveraging additional federal grant funding for libraries and library services.

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# Agency Customer Satisfaction

## Percent rating service good or excellent

| | Overall | Timeliness | Accuracy | Helpfulness | Expertise | Availability of Information |
|---|---|---|---|---|---|---|
| ■2011 | 96% | 94% | 93% | 95% | 94% | 91% |
| □2012 | 96% | 96% | 92% | 96% | 95% | 92% |
| ●2011-13 Target | 98% | 98% | 98% | 98% | 98% | 98% |

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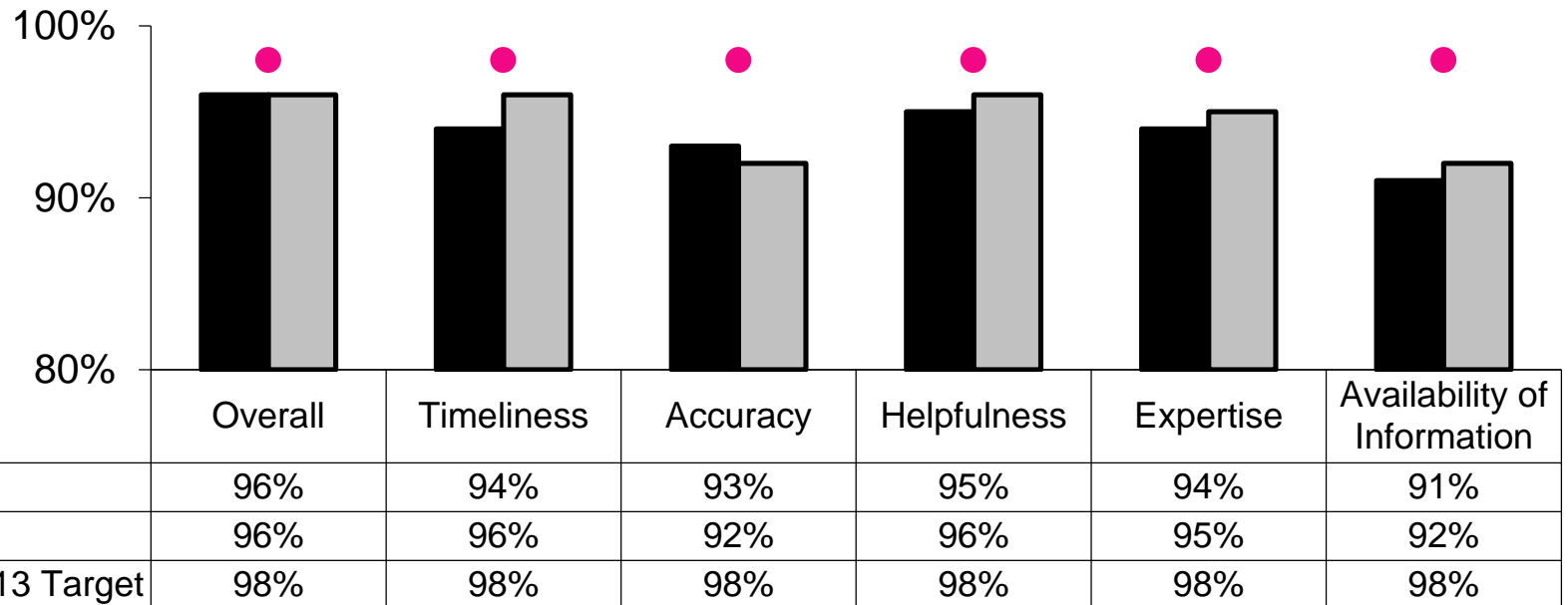
# Agency Staffing Changes 2011-2013

| Change | Result |
|---|---|
| Eliminated two management positions<br><br>Current ratio of managers to non-managers: 1:11.7 | Library Development and Talking Book and Braille Services share a manager |
| IT staff being managed by Business Manager | More even distribution of staff and alignment of IT with administrative functions |
| Vacant librarian position in GRS | Salary savings |
| Librarian position moved from GRS to LD | More efficient and effective use of staff |

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# New Hires 2011-2013

| Position | Salary Range | Step |
|---|---|---|
| Administrative Spec 2 | 19 | 03* (level of experience) |
| State Library Specialist 1 | 12 | 01 |
| State Library Specialist 1 | 12 | 01 |
| State Library Specialist 1 | 12 | 01 |
| Princ Exec Mgr  D | X7006 | 07* (match current salary) |

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# Budget Drivers

- Rapid pace of change in library technology.
- Reduction in local library budgets and increasing use of local libraries.
- Changes in the use of library materials and library spaces.
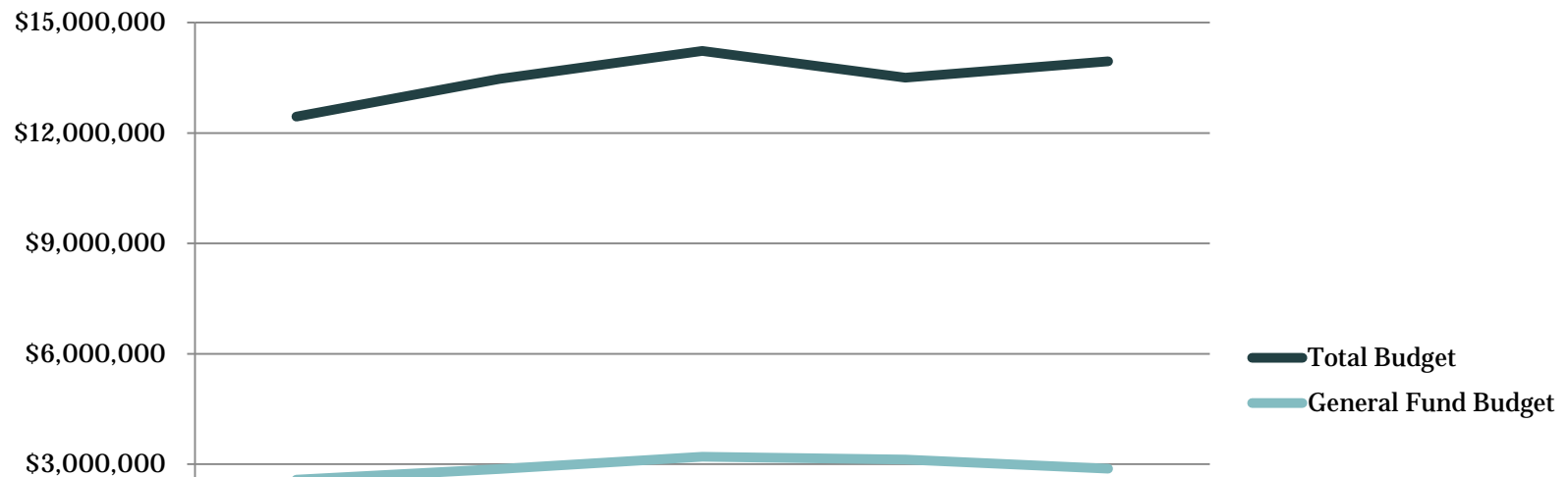- State service charges.

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# Environmental Factors

- **Donation fund and interest on endowment fund are running low.**
- **Increasing expectations of rapid change to accommodate new technologies.**
- **Sophisticated information needs of state agency staff.**
- **Aging population**

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# Budget History

## State Library Budget Since 2003



| | 2003-05 Actual | 2005-07 Actual | 2007-09 Actual | 2009-11 Actuals | 2011-13 Leg. Approved |
|---|---|---|---|---|---|
| Total Budget | $12,448,909 | $13,473,727 | $14,230,320 | $13,508,429 | $13,948,535 |
| General Fund Budget | $2,584,772 | $2,870,571 | $3,207,437 | $3,128,064 | $2,875,308 |

Legend: Total Budget, General Fund Budget

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# Notable Improvements 2011-2013

- Rebuilding the Oregon School Library Information System Portal for increased stability and security.
- Intentional participation in the Governor's education initiatives.
- Reducing the physical collection of outdated cassette audio books & machines to promote the use of digital options.
- Collaboration with Printing and Distribution to print TBABS audio book mail cards.
- Volunteer book mending teams were created and trained. 375 items were repaired in 2012 as opposed to 79 in 2010.
- *Book a Librarian* service created to offer agency-specific training on use of library resources.

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# Major Challenges 2013-2015

- Continuing to adequately staff Talking Book and Braille Services using dwindling donation funds.
- Reorganization implementation.
- Loss of management position.
- Moving to enterprise wide solutions.
- Continued affordability of enterprise human resource services.

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# Day 2: Oregon State Library Draft Reorganization Framework and Timeline

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# Components of the Draft Framework

- Assumptions
- Current Responsibilities
- Reorganization Steering Committee Activity and Recommendations
- Timeline

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# Assumptions

- The State Library will be reorganized.
- Some services will be consolidated with other agencies.
- New state funding will not be available but resources may be shifted.
- Services will be more efficiently administered and add more value for recipients.
- The resulting plan will advance improvements in state government administration aligned with the 10-Year Plan.
- Employees, key stakeholders, and policy leaders will be engaged and consulted throughout the process.
- Any transition of employees will be carried out in accordance with both the spirit and letter of Public Employee Collective Bargaining Act rules.
- New service delivery models may mean that some long-standing programs will no longer be offered and existing programs that continue may see changes.
- OSL Board of Trustees will be integral to the reorganization process.

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# Core Responsibilities

- Timely and accurate information is essential to Oregon state employees and the Legislature in serving Oregonians. OSL is the enterprise-wide information resource.

- The State of Oregon, in cooperation with the National Library Service for the Blind and Physically Handicapped, can and should provide library services to print disabled Oregonians.

- The Oregon State Library, in cooperation with the Institute of Museum and Library Services, can and should provide grants, support and leadership for local libraries.

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# Essential Services

- *Connect Oregon state government to quality information to support informed decision-making on behalf of all Oregonians.*

- *Connect print-disabled Oregonians to reading materials and other information to improve their quality of life.*

- *Connect Oregonians to library services by providing leadership, grants (including federal Library Services and Technology Act funds and state Ready to Read funds), and other support to public, school, academic, and tribal libraries.*

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# Where we are/Where we are heading

| From | To |
|------|-----|
| Full service research assistance | Self-service research access to centralized, curated information resources. |
| Manual and mail distribution of TBABS materials | Adapting delivery models to new technologies |
| Ad hoc support of early learning | Intentionally included in educational reform |
| State government documents at OSL | State government documents at Archives |
| Broad current services | Focused essential services |
| Dispersed impact | Collective impact |
| Paper-based/physical | Digital/virtual |
| Ad hoc multiple collections | Coordinated collection management |
| Confusion on definitions/responsibilities for publications and public records | Agreed upon clarity of purpose |
| You come to the library | We get it to you |
| Just in case | Just in time |
| Traditional image | Modern reality |

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# Reorganization Timeline

| March 2013 | April 2013 | May 2013 | June 2013 | July 2013 | August 2013 | Sept. 2013 | Oct. 2013 | Nov. 2013 | Dec. 2013 |
|---|---|---|---|---|---|---|---|---|---|
| Reorganization Framework Draft Distributed | | | | | | | | | |
| | Reorganization Framework Refined | | | | | | | | |
| | | Implementation Oversight Committee Formed and Working | | | | | | | |
| | | | | Implementation Plan Details: Project Plan Primary Services & New Structures Statutory and Rule Changes | | | | | |
| | | | | | | Check in With Legislature | . | | |