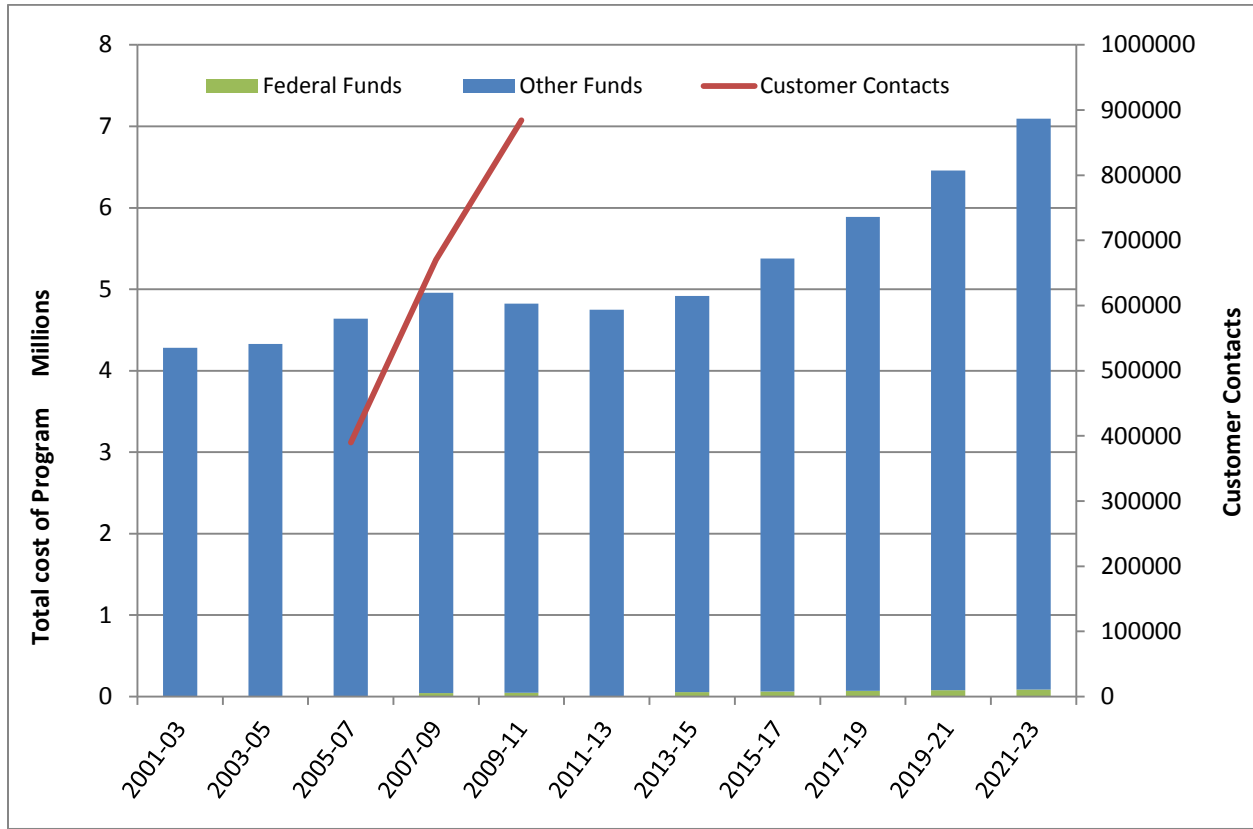# Oregon State Library: Government Research Services

Primary Outcome Area: Improving Government
Secondary Outcome Area:
Program Contact: Arlene Weible, Acting Program Manager, 503-378-5030

* Customer contacts include responses to research requests, delivery of current awareness data, and usage of outreach and training services.

Executive Summary
Government Research Services provides quality research and information services to Oregon state employees and provides permanent public access to Oregon government information.

Program Description
Government Research Services (GRS) provides research and information services to Oregon state employees, including legislators and legislative staff, in all regions of the state. These centralized services ensure that government policy decisions are made efficiently and are based on timely and accurate information. These services include:

- State of the art delivery of information resources, including desktop access to commercial research databases and delivery of research materials. Online resources are available 24 hours, 7 days a week;

- Current awareness tracking services that enable monitoring of current news, trends, and best practices in policy areas of interest;
- Personalized consultation on research projects from expert information professionals;
- Email distribution lists, a cost-effective tool for connecting state employees to their client base or other state employees with similar interests and needs; and
- Individualized or group training by information professionals on emerging research tools and resources.

GRS also provides information services that connect Oregon citizens to state government information and services, assuring government policies and services remain transparent. These services include:

- Collecting, maintaining, and providing permanent public access to government publications in digital and tangible formats through the Oregon Documents Depository Program (ORS 357.090);
- Disseminating and promoting access to Oregon government publications through partner libraries throughout the state;
- Facilitating and improving citizen access to web-based government information through management of the Oregon.gov search engine; and
- Providing research assistance to Oregonians in the areas of state and federal government information, Oregon history and genealogy, and census information.

GRS services are increasingly delivered though remote tools and methods. Our users primarily access services via phone, email, online chat, and the Internet, and prefer these convenient and timelier methods of delivery. Costs for commercial research databases and resources, such as e-books and online journal articles, continue to increase at a rate higher than the average rate of inflation.

Program Justification and Link to 10-Year Outcome

Provide Referral List of Assistance and Service Resources to Agencies
GRS staff answer questions about government information and services from state agencies and citizens, and collect and manage state agency information resources every day. This unique expertise in Oregon government information organization and delivery is used to improve information discovery tools like the Oregon.gov search engine.

Invest in Operational Efficiency Initiatives and Enhance Overall Online Service Delivery
GRS provides an infrastructure for centralized acquisition of research databases and materials. It uses library-based purchasing groups and expertise in contract negotiation to bring down the overall cost of these services across Oregon government. The increasing costs associated with these commercial services make it too expensive for agencies to acquire them individually. These costs can be mitigated by increasing centralization and collaboration among state agencies in the purchase of these services. (Attachment 1: Recommendation 9)

Digital conversion of print collections facilitates improved and cost-effective delivery and preservation of materials; however, the costs associated with conversion will have a short-term

negative impact on program resources. GRS is increasing collaboration and sharing resources with the State Archives and other partners to assure use of cost-effective tools and services to convert, manage, and improve access to collections. These efforts will bring down the short-term costs associated with digital conversions and work toward building a unified system for preservation and a single access portal for information assets of both agencies. (Attachment 1: Recommendation 4, 6, 16, 17)

The Workgroup on Libraries & Archives in Oregon State Government Feb 2012 Report addresses the feasibility of consolidation of the State Library, Archives, and Law Library and does not recommend this action at this time. (Attachment 1: p. 1, 3)

Develop Flexible Service Delivery Models
GRS staff provide research assistance to a wide array of state agency staff. They are well-suited to identify trends in information needs, policy, and practices. They prepare resource guides for agency staff that provide the best information on topics of general interest, such as diversity, training, management and best practices. GRS is expanding efforts to develop information aggregation tools that will allow agency staff to more quickly and efficiently access timely and relevant information. These tools will increase the flexibility of research services while driving down the cost of customer contacts, and without compromising quality. (Attachment 1: Recommendation 15)

Program Performance
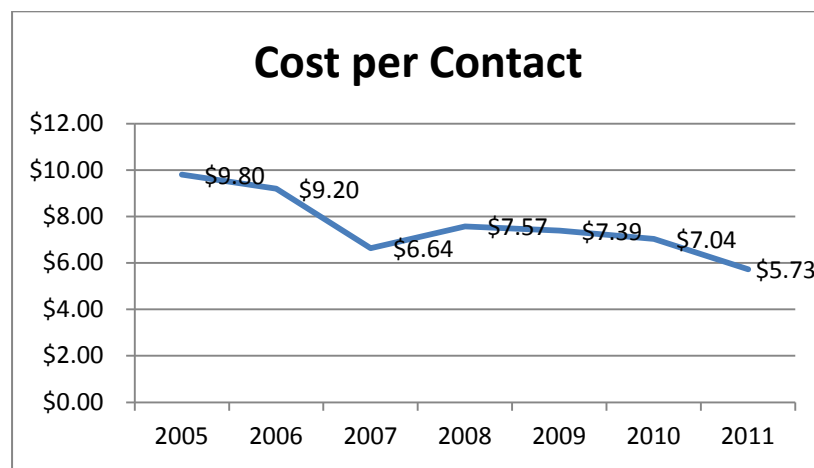
Contacts are growing as GRS expands outreach and services. The launch of the current awareness news service eClips in FY2006 is an example of how service has expanded, yet the costs of delivering services trend downward due to the efficiencies of online delivery.

In FY2011, GRS provided 79 training sessions reaching 1,084 state employees. GRS is currently conducting strategic planning to improve the efficiency and effectiveness of its training program.

GRS Document Delivery services are able to deliver requested articles from library collections within 1.75 days, based on a 5 year average (approximately 13,278 requests). Continuing efforts to increase online delivery of research materials will improve the timeliness of our services.

Customer Satisfaction

GRS continues to provide high quality services, with over 95% of customers rating the overall services Excellent or Good. This data is a key performance measure based on the annual customer service survey directed by the Oregon Legislature.

In FY2011, GRS archived 13,384 Oregon government publications in print and online formats. GRS is working in collaboration with the State Archives to build a unified system for preservation and access of government information which will reduce the costs of archiving and improve state agency and citizen access to this information. (Attachment 1: Recommendation 1)

Enabling Legislation/Program Authorization
Government Research Services carries out the State Library duties as outlined in ORS 357.005 2(c)(j), 3. It also is responsible for the Oregon Depository Program, which is outlined in ORS 357.090-357.105

Funding Streams
The operating budget of Government Research Services for services to state agencies is assessed against all state agencies except the Oregon University System. (ORS 357.203).

Significant Proposed Program Changes from 2011-13
None

Oregon State Library: Library Development

Primary Outcome Area: Education
Secondary Outcome Area: N/A
Program Contact: MaryKay Dahlgreen, 503-378-4367
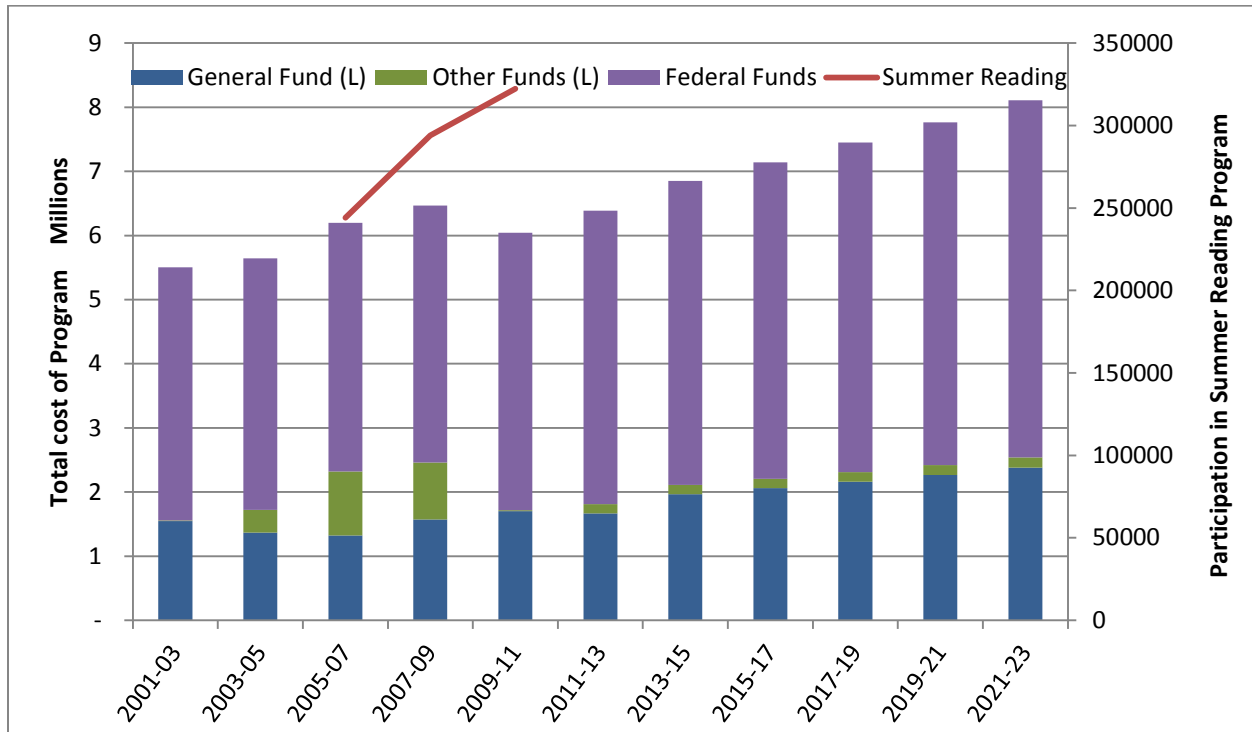
Executive Summary

Library Development Services provides leadership, grants, and other assistance to public, academic, school, and tribal libraries and community leaders to improve library service for all Oregonians.

Program Description

Library Development Services provides a variety of services to public, school, academic, and tribal libraries throughout Oregon. Those include professional consulting with local libraries on youth services in libraries, school library services, library technology, and statistical analysis. Grants to improve library services for children, specifically to provide early literacy services and summer reading programs, are available to every legally-established public library in Oregon. The federal Library Services and Technology Act (LSTA) Grants to States Program funds must be distributed through a State Library Administrative Agency (SLAA). Those dollars are used to provide statewide services and competitive grants to libraries. The federally-funded statewide programs include consulting as described above; online access for every Oregonian to

magazines, research journals, and a chat reference service; a content management system that provides even the smallest public libraries a web presence; and a web portal for K-12 students that provides research resources, information literacy lessons, and a bibliography creation tool.

Program Justification and Link to 10-Year Outcome

Libraries in schools, community colleges, universities, and local communities are an integral part of the education system and provide learning opportunities for every Oregon citizen. Library Development Services uses all three strategies described in the Education Policy Vision to achieve the outcome that Oregonians are prepared for lifelong learning, rewarding work, and engaged citizenship.

The Ready to Read Grant general funds that are distributed through the State Library focus state investment directly in evidence-based programs and practices that ensure all children are ready for school and do not suffer summer learning loss. The grants are available to any legally-established public library in Oregon and must be used to provide early literacy services to families and care providers and/or summer reading programs for youth. In addition to funding that goes directly to local libraries, the youth services consultant in Library Development provides training, consulting, and resources about youth services in libraries to local library staff. In our efforts to promote research-based best practices, a key performance measure of the program is the number of libraries that adopt all three best practices in library service to children as identified by the State Library. Those three best practices are library summer reading programs, library outreach to childcare providers, and early literacy training for parents and caregivers.

All libraries in Oregon benefit from the programs and resources available from federal LSTA funds in the effort to contribute to a coordinated public education system from P-20. Library Development Services uses federal funds to purchase access to online resources that are available to all Oregonians, including students from P-20. Competitive grants that deliver innovative library services to preschoolers, K-12 students, and students in higher education have included providing multi-lingual services to communities through the library, explorations into providing homework help remotely, examination of the specific needs of Black kindergarteners, and software development that allows all Oregonians to connect to electronic resources.

The Ready to Read Grant program and LSTA funds provide Library Development Services with the flexibility to help build systemwide standards, guidance, and support. Each library that receives a grant from the State Library is required to report results, and the Library Development staff share and disseminate those results across the state. The primary focus of the Library Development Services team is consulting, collaborating, and supporting all libraries in Oregon so that all Oregonians are prepared for and continue to enjoy lifelong learning, rewarding work, and engaged citizenship.
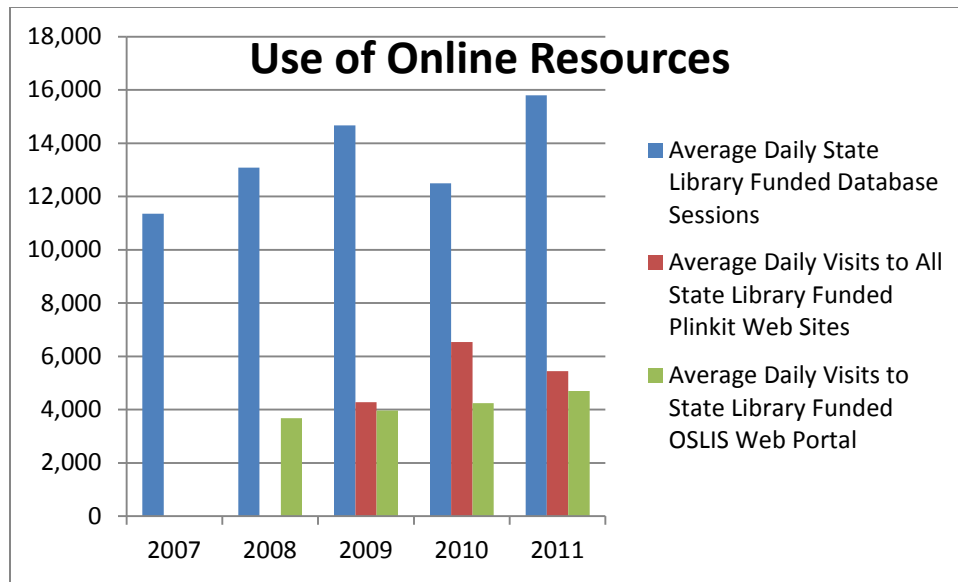
Program Performance

Library Development Services has been educating about and promoting the use of Ready to Read Grant funds to implement public library best practices. The chart below highlights the increase in

use of the funds for both summer reading programs and library outreach to children and families. Early literacy training is much more staff and funding intensive, and we have been partnering with other organizations to develop library capacity in that area. Note that this chart does not reflect best practices being implemented by libraries with local funds.

Use of Ready to Read Funding
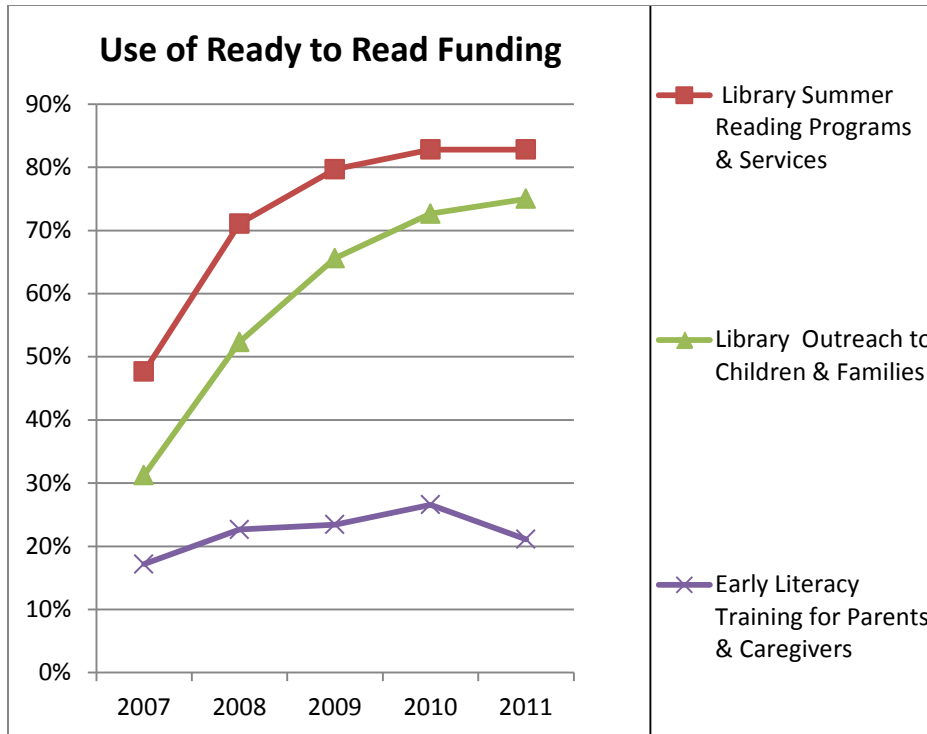
Library Development Services provides, both in libraries and remotely, a variety of online resources to all citizens of Oregon. This includes a suite of general periodicals databases for informational and recreational use and a specialty database that allows students and others to practice for a variety of vocational and academic tests and take e-courses to develop reading, writing, math, technology, and job-seeking skills. On the chart on the next page, the 2010 decline in usage was due to a change in database vendors that was difficult for library staff to adapt to. With time and training, the usage has increased.

Plinkit web sites are provided free of charge to small public libraries that are not able to provide a web presence due to cost or lack of staff with web-development skills. Plinkit has experienced technical difficulty in the last year and so use has declined. We have discovered solutions and are working to resolve the issues.

Use of Online Resources

Legend:
- Average Daily State Library Funded Database Sessions
- Average Daily Visits to All State Library Funded Plinkit Web Sites
- Average Daily Visits to State Library Funded OSLIS Web Portal

Enabling Legislation/Program Authorization

US Code Title 20 Chapter 72 Museum and Library Services Act of 2010
ORS 357   Oregon State Library
ORS 357.206-212   Financial Assistance to Public, School, Tribal, and Academic Libraries
ORS 357.740-780   Financial Assistance for Public Library Services to Children
OAR 543   Oregon State Library
OAR 543-040   Ready to Read Grant Program
OAR 543-060   Oregon Statewide Reference Assistance Program

Funding Streams

Library Development Services is funded with state general funds and federal funds. The federal funds are from the Library Services and Technology Act (LSTA) Grants to States Program and require both an annual match of 34% from the general fund and maintenance of effort (MOE). The LSTA funds must be distributed through the SLAA, and the match and MOE must be expended for the purposes and priorities of the Act. LSTA allows 4% of the funds to be used for administration. Since we are currently able to fully subsidize the statewide databases, we collect less in "other funds" than we did earlier in the decade.

Significant Proposed Program Changes from 2011-13

 The Oregon State Library is proposing to expand the Ready to Read program to include Oregon's 15 to 17 year old population at the current $0.80 per child rate. We believe this more closely aligns with the state's 40-40-20 plan. This package results in a $228,708 General fund increase to the Ready to Read Program.

Oregon State Library: Talking Book and Braille Services

Primary Outcome Area: Healthy People
Secondary Outcome Area:
Program Contact: Susan Westin, (503) 378-5435
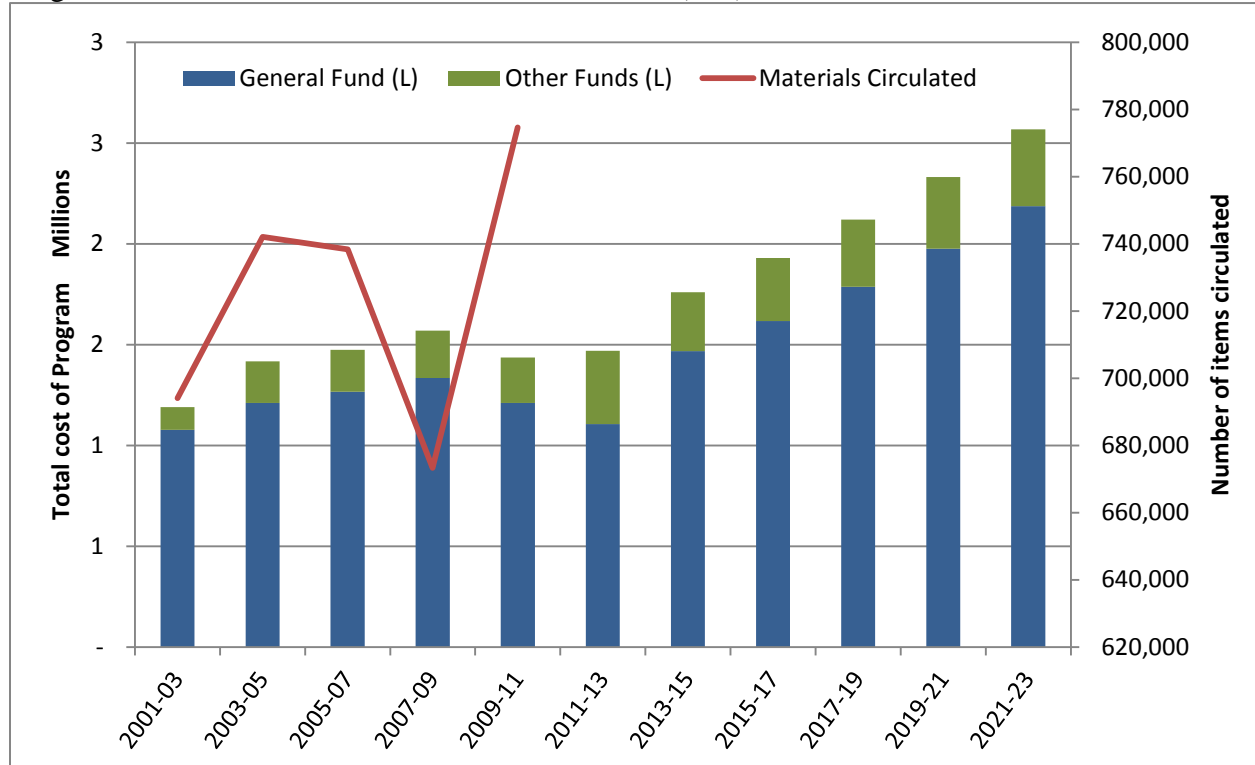
Executive Summary

This program, through a state and federal partnership, provides free audio and Braille books to eligible Oregonians who are blind, visually disabled, or have other physical or reading disabilities that prevent them from using conventional printed materials.

Program Description

Talking Book and Braille Services provides free audio and Braille books to eligible Oregonians who are blind, visually disabled, or have other physical or reading disabilities that prevent them from using conventional printed materials. The first category includes people who are legally blind. These people's best corrected visual acuity is 20/200 or less. The second category includes people who are visually disabled to the degree that they need aids other than regular glasses for reading standard print. People in this category have macular degeneration, glaucoma, retinitis-pigmentosa, or other eye related conditions. The third category includes people who are physically handicapped to the degree that their impairment makes it difficult or impossible for them to hold a book, turn the pages, or read standard print. The causes of this type of physical handicap may include stroke, cerebral palsy, multiple sclerosis, Parkinson's disease, or other physical limitations that prevent them for holding printed items. The last category includes people who are reading disabled resulting from an organic dysfunction. The causes of reading

disability in this category may include traumatic brain injury, autism, dyslexia, or any other medical condition that prevents them from comprehending the written word.

Currently Talking Book and Braille Services has over 5,300 registered patrons and 324 institutions. This is 11% of the total number of people who are eligible in Oregon. A snapshot of the age breakdown of Talking Books' patrons is as follows:

0-18	229	4%
19-40	365	7%
41-60	872	16%
61-80	1,635	31%
Over 80	2,207	42%

Talking Book and Braille Services is the only program in the state that provides free audio books, Braille materials, and playback equipment for blind and print-impaired readers in Oregon. The State of Oregon has been providing this program for 80 years in partnership with the National Library for the Blind and Physically Handicapped (NLS) of the Library of Congress. The Library of Congress provides the Braille books, the audio books, and the specialized players to play the audio books. Reading materials and playback equipment are sent to borrowers and returned to Talking Books by postage-free mail. The State Library provides the staff to administer the program, the technology to manage the library catalog and book circulation, and the facility to house the books and equipment. Talking Book and Braille Service has access to over 25,000 audio books and the collection continues to grow by 2,000 books every year.

During the work week thirteen to fifteen hundred books per day are sent directly to the readers' homes by mail. Talking Books' patrons also have access to download any book in the collection "on-demand" through BARD (Braille and Audio Reading Download). BARD is accessible via the internet 24 hours a day, 7 days a week. The books available on BARD have no due dates and there are no limits to how many books can be borrowed. The cost drivers for this program are registration and circulation.

Program Justification and Link to 10-Year Outcome
The purpose of this program is to provide free access to accessible reading materials for print-impaired Oregonians. People enroll in the program because they do not have options for reading standard print. Many of our patrons have been lifelong readers and due to visual or physical disabilities can no longer enjoy reading. For print-impaired people, reading is not just as simple as going to the library and browsing the shelves, or going to the bookstore to purchase commercially recorded audio books. Public libraries have limited collections of audio books and print-impaired patrons must compete for them with other library patrons and deal with transportation to and from their library. Commercially recorded audio books are costly, and for 70% of our patrons, living on fixed incomes, purchasing these books in quantities to satisfy reading needs is not an option.

The desired outcome of the Healthy People Policy Vision of the 10-Year Plan for Oregon Project is that *Oregonians are healthy and have the best possible quality of life at all ages*. Talking Book and Braille Services is part of this overarching outcome by encouraging and supporting life-long

reading habits that improve the quality of life of print-impaired Oregonians of all ages through the management and distribution of federally-funded free audio and Braille books and magazines. For patrons of Talking Books, the reasons for using the program are just as varied as the ages and abilities of the users. For younger readers, access to audio and Braille books starts them on a path to life-long learning—they learn to read, become literate, and develop critical thinking skills. Reaching, attracting and retaining the younger population is being done by working with the Educational Service Districts. Additional options we are exploring include shifting administration of Oregon Media and Textbook Center to the Oregon State Library, working with the Department of Education to highlight Talking Books in students' Individual Education Plan, and continuing to support National Library Service efforts to allow smart devices to play NLS audio books. For adult readers, audio and Braille books can re-energize lifelong learning, enrich their lives, and provide entertainment. For older readers, free, simplified access to reading materials is as important as it is for the youngest readers. The partnerships Talking Books has with Oregon Commission for the Blind and the many retirement facilities across the state help Talking Books reach and retain our older readers. When older adults are able to continue to read, many of them can continue to remain engaged members of society; they participate in book groups, their minds are engaged, and they feel informed and connected instead of isolated. On a regular basis, Talking Books' patrons share the effects of the program on their quality of life:

"I have been an avid reader all my life, so when I began to lose my sight, I was devastated. How could I do without my beloved books? …Applause, please, for these dedicated folks who allow me and other sight-impaired people to continue to read."

Registration and circulation levels are the key indicators of how people are connecting with and using this program to improve their quality of life. Our registration numbers indicate how many people are signing up for new accounts, or returning to the program, and our circulation statistics show how active our users are; indicating to what degree our program is used.

Program Performance
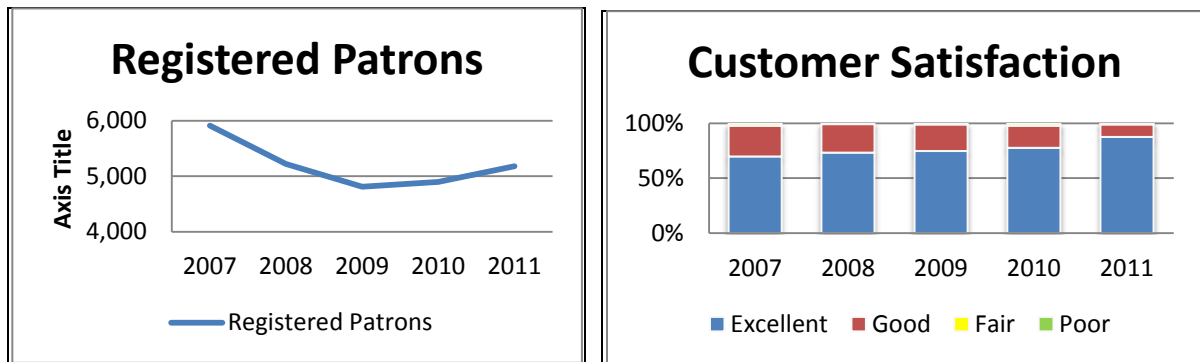
As indicated in the chart on page 1, circulation and registration numbers go hand-in-hand for this program. Talking Book and Braille Services experienced a record biennium in 2009-11 in both circulation and registration of new patrons. One of the main reasons for the resurgence in both is the transition from analog to digital technology. Prior to 2009 Talking Books was using cassette technology that patrons found outdated and difficult to use—consequently, many users left the program. With the advent of the digital player and media in 2009, patrons are joining the Talking

Books in higher numbers, checking out more books, and, most importantly, staying with the program.

Over the years, patrons have given high marks to Talking Books for customer service. The timeliness of service provided is one part of the overall success of Talking Book and Braille Services. Talking Books has a one to two day turnaround period from the time that a book is checked in to when a replacement book is sent out to the same patron. Current staffing levels must be maintained to continue giving the same service level.

<u>Enabling Legislation/Program Authorization</u>
Talking Book and Braille Services is governed by Oregon Revised Statue 357.005 (g). This statute provides library services to people who are blind or print disabled in cooperation with the Library of Congress, National Library Service for the Blind and Physically Handicapped.

Pratt-Smoot Act of March, 1931, U.S. code 2, section 135a
Lending Agency Service Agreement (NLS and Oregon State Library)
Memorandum of Understanding (NLS and Oregon State Library)
Matter for Blind and Other Handicapped Persons, U.S. code 39, section 3403

<u>Funding Streams</u>
The 2011-13 Legislatively Adopted Budget consists of General Funds comprising 75% of the Talking Book and Braille Services budget and Other Funds (donations) comprising 25% of the budget. In 2009-11, Other Funds comprised 21% of the Talking Books budget.

<u>Significant Proposed Program Changes from 2011-13</u>-Not recommended in GBB
~~Transfer the funding source for the State Library Specialist and certain operational charges to General Funds. The State Library Specialist position and approximately $44,000 in services and supplies (contracts with Utah State Library for Braille book service and Keystone Library System collection management software) funding were moved to Other Funds (donations) in previous biennia. However, donation fund interest has been depleted and ongoing donations that are currently being received will not sustain support for staff and operations charges currently funded with donation funds. The donation funds will continue to support customer service enhancements, including the large print calendar, recording Oregon books, and the NFB-Newsline. Donation funds are also used for solicitation costs, outreach activities, and volunteer expenses.~~

Oregon State Library (54300)
Organization Chart
2011-2013

Positions = 41
Full-Time Equivalent (FTE) = 39.26

Board of Trustees
(7 members)

State Librarian

Principal Exec Mgr G
(Agency Director)
Admin Spec 2 (AA Rep)

Talking Book and Braille Services Team

Principal Exec Mgr D (.5)
Librarian
Admin Spec 2
State Library Spec 2
State Library Spec 2
State Library Spec 2
State Library Spec 1
State Library Spec 1
Student Office Wrkr (.42)

Library Administrative Services Team

Fiscal Analyst 3
Accountant 2
Program Analyst 1
Info Syst Spec 5
Info Syst Spec 4
Info Syst Spec 4

Library Development Services Team

Principal Exec Mgr D (.5)
Librarian
Librarian
Librarian
Librarian
Program Analyst 2
Admin Spec 2

Government Research Services Team

Principal Exec Mgr D

Librarian	Admin Spec 2	State Library Spec 2
Librarian	Admin Spec 2	State Library Spec 2
Librarian	State Library Spec 1	State Library Spec 2
Librarian	State Library Spec 2	Student Office Wrkr (.42)
Librarian	State Library Spec 2	Student Office Wrkr (.42)
Librarian	State Library Spec 2	

LFO Revised Budget Form #107BF04c

STATE LIBRARY
Annual Performance Progress Report (APPR)
for Fiscal Year 2011-12

Original Submission Date*: September 30, 2012 Revised January 30, 2013*

2011-13 KPM#	2011-13 Key Performance Measures (KPMs)	Page #
1	RESEARCH TRANSACTIONS – Number of research assistance transactions for state employees.	4
2	STATE EMPLOYEE INFORMATION CENTER USERS – Percent of state employees registered to use the State Employee Information Center website.	5
3	COST PER CONTACT – Cost per state employee contact.	6
4	TALKING BOOK AND BRAILLE SERVICES USERS – Number of individuals registered to receive Talking Book and Braille Services.	7
5	PERCENT OF ELIGIBLE USERS – Percent of eligible users who are registered for Talking Book and Braille Services.	8
6	TALKING BOOK AND BRAILLE BOOK CIRCULATION– Number of talking books and Braille books checked out per year.	9
7	COST PER CIRCULATION – Cost per circulation of talking books and Braille books.	10
8	USE OF BEST PRACTICES IN SERVING CHILDREN – Percent of public library grantees incorporating best practices in their services to children.	11
9	USE OF THE OREGON.GOV SEARCH ENGINE – Average daily visits to the search engine for Oregon.gov.	12
10	USE OF LIBRARY DATABASES – Average daily visits to Library-funded databases.	13
11	USE OF THE OREGON SCHOOL LIBRARY INFORMATION SYSTEM – Average daily visits to the Library-funded Oregon School Library Information System.	14
12	USE OF L-NET – Average daily visits to the Library-funded L-net e-reference website.	15
13	CUSTOMER SATISFACTION – Percent of customers rating their satisfaction with agency's customer service as "good" or "excellent": overall customer service, timeliness, accuracy, helpfulness, expertise and availability of information	16
14	BEST PRACTICES – Percent of total best practices met by the State Library Board of Trustees	18

I. EXECUTIVE SUMMARY

Agency Mission: The mission of the Oregon State Library is to provide quality information services to Oregon state government, provide quality library services to blind and print-disabled Oregonians, and provide leadership, grants, and other assistance to improve library services for all Oregonians.

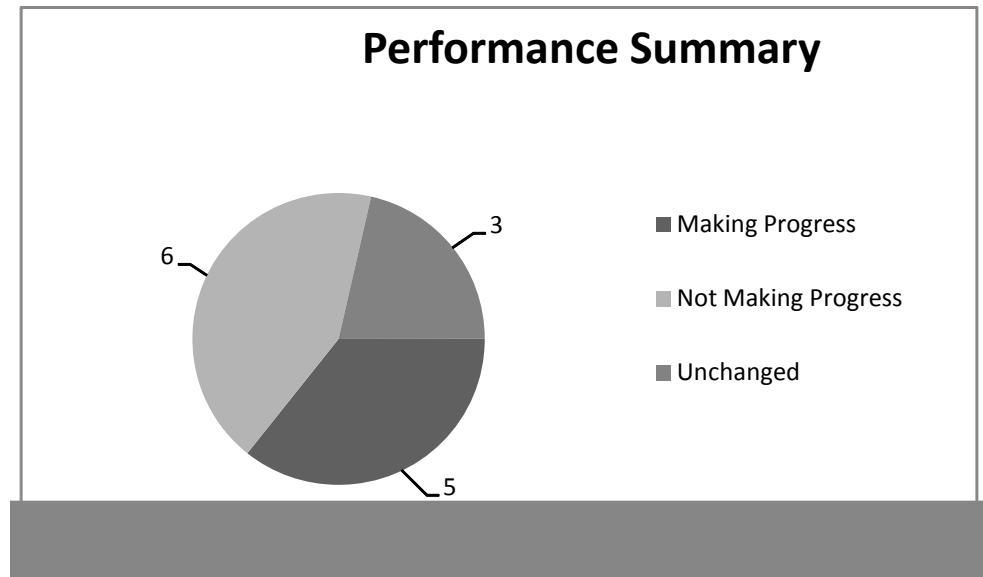| Contact: MaryKay Dahlgreen, State Librarian	Phone: 503-378-4367
Alternate: Shawn Range, Business Manager	Phone: 503-378-3870

1. SCOPE OF REPORT

   The scope of this report includes all State Library program units providing service to external customers: Government Research Services, Library Development Services and Talking Book and Braille Services (corresponding to the three-part agency mission above).

2. THE OREGON CONTEXT

   The State Library's mission addresses two Oregon Benchmarks and four High Level Outcomes adopted by the State Library Board of Trustees:

   - OBM #38   Percent of Oregonians served by a public library that meets minimum service criteria.

   - OBM #18   Percent of Oregon children entering school ready-to-learn.

   - HLO #1   Oregon state government employees use information from the State Library for planning, decision-making, and service delivery.

   - HLO #2   Oregonians with print-related disabilities have the same access to library reading materials as other Oregonians.

   - HLO #3   Oregonians make use of Oregon.gov to obtain information about their state government and use government services.

   - HLO #4   Oregonians make use of the digital library information and services provided by their local library.

Performance Summary

Legend: ■ Making Progress ■ Not Making Progress ■ Unchanged

Values shown: 3, 6, 5

3. PERFORMANCE SUMMARY

As the chart above shows the State Library made progress on five Key Performance Measures in 2011-12. Our cost per state employee contact hit an all-time low. Key Performance Measures continue to improve in Talking Books as we continue to transition to the new digital talking book technology. Both individuals registered and number of books checked out are up and cost per circulation is down. Average daily visits to the Library-funded L-net e-reference service was up over last year. We did not make progress on five KPMs. Average daily visits to both Library-funded databases and the Library-funded Oregon School Library Information System was down from the prior year. Research assistance for state employees decreased from FY2011 and the percent of state employees registered for services is down slightly. Use of the Library-managed search box for the Oregon.gov website was down from the prior year. Use of best practices in services to children is down from last year. The KPM's for Percent of eligible users who are registered for Talking Book and Braille Services, Customer satisfaction, and State Library Board use of best practices were unchanged.

I. EXECUTIVE SUMMARY

Agency Mission: The mission of the Oregon State Library is to provide quality information services to Oregon state government, provide quality library services to blind and print-disabled Oregonians, and provide leadership, grants, and other assistance to improve library services for all Oregonians.

4. CHALLENGES

Mission	*Challenges*
Provide quality information services to Oregon state government.	• Our ability to provide information services to over 30,000 state employees with limited staff depends on our ability to employ the latest web-based library technology, enabling a high degree of self-service to access information resources. • We need to build greater awareness among state employees about the extent to which the State Library can assist them to be more efficient and productive. • Our ability to continue to deliver quality search results for users of Oregon.gov depends on maintaining effective partnerships with the Department of Administrative Services, E-government staff and agency staff involved with E-government efforts.
Provide reading materials to blind and print-disabled Oregonians.	• There needs to be greater public awareness about the availability of Talking Book and Braille Services. • The State Library needs to continue to work on ensuring stable and adequate funding for Talking Book and Braille Services.
Provide leadership, grants, and other assistance to improve library services for all Oregonians.	• Small and rural public libraries need to develop websites in order to be able to provide Library-funded databases and e-reference services to their communities. • The continued development of the Library-funded Oregon School Library Information System depends on maintaining a strong partnership with the Oregon Association of School Libraries. • The State Library has committed significant amounts of Federal Library Services and Technology Act funds to addressing Oregon Benchmark #38, but has seen a very limited return on this investment. New strategies have been adopted by the State Library Board and implementation began in 2010-2011 and will be ongoing.

5. RESOURCES USED AND EFFICIENCY

The State Library's budget for the 2011-13 biennium totals $13,941,530 including Emegency Board reductions. We have two efficiency measures. KPM #3 (p. 6) tracks the cost per state employee contact, and KPM #7 (p. 10) tracks the cost per circulation of talking books and Braille books. Our 2012 cost per state employee contact was lower than 2011 and below target (see p. 6). We were also below our target and lower than 2011 for cost per circulation of talking books and Braille books due to increased circulation numbers with the transition to the digital format. We have a lower cost per circulation for Talking Book and Braille Services when compared to the average cost in seven comparable states, based on the latest national data (see p. 10).

III. USING PERFORMANCE DATA

Agency Mission: The mission of the Oregon State Library is to provide quality information services to Oregon state government, provide reading materials to blind and print-disabled Oregonians, and provides leadership, grants, and other assistance to improve library services for all Oregonians.

KPM #1	RESEARCH TRANSACTIONS Number of research assistance transactions for state employees.	Measure since: 1997
Goal	GOAL 1: Improve library services to state government; increase usage and maintain user satisfaction.	
Oregon Context	HLO 1: Oregon state government employees use information from the State Library for planning, decision-making, and service delivery.	
Data source	Internal count recorded by Government Research Services staff.	
Owner	Government Research Services.	

1. **OUR STRATEGY**
   a. Increase and improve marketing to and training of customers in the use of library products and services.
   b. Improve development and delivery of electronic information services to state government.

2. **ABOUT THE TARGETS**
   This measure reflects multiple research services provided to state employees by library staff, including reference and document delivery requests. Targets for the 2011 – 2013 biennium were established by Legislative Fiscal Office and the Legislative Assembly. Current targets are based on trends in actual usage, while still emphasizing the need for continuing growth.

3. **HOW WE ARE DOING**
   Performance in 2012 was below target and down significantly from previous years.

4. **HOW WE COMPARE**
   There is no standard for this performance measure. The Association Research Libraries (ARL)
   average number of reference transactions (15,517) from their 2006 member survey. The primary challenge in comparing this statistic arises from the significant variation in population served by each "research library".

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

5. **FACTORS AFFECTING RESULTS**
   - The primary barrier to increasing this measure is the level of awareness of library services among state employees. In the last year, budget cuts led to a significant reduction in the number of databases available to state employees, and this may have negatively impacted the perception of the availability of research services. To facilitate continuous improvement, the Library will address this challenge by refining its program of outreach and training to state employees to emphasize the continued availability and relevance of existing services. Starting in FY 2013 library staff will be developing and implementing an outreach plan to address these concerns.

6. **WHAT NEEDS TO BE DONE**
   Increase and focus the marketing and promotion of library services with guidance from feedback collected in the 2012 customer satisfaction survey; continue to pursue ideas from the Government Research Services Advisory Council on ways to improve our products, our quality, and our outreach.

7. **ABOUT THE DATA**
   Data are reported on the Oregon fiscal year. Internal reporting is done on a quarterly basis and checked for accuracy and consistency.
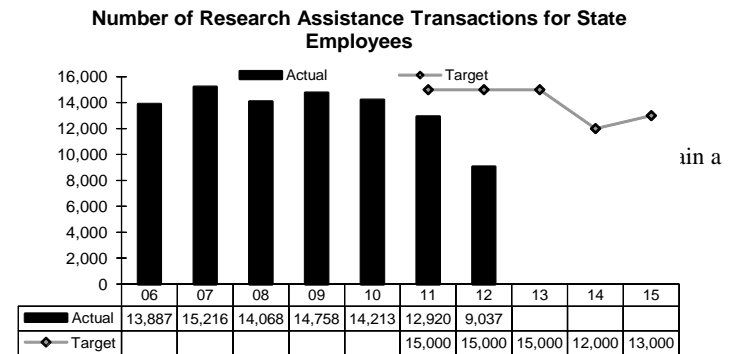
III. USING PERFORMANCE DATA

Agency Mission: The mission of the Oregon State Library is to provide quality information services to Oregon state government, provide reading materials to blind and print-disabled Oregonians, and provides leadership, grants, and other assistance to improve library services for all Oregonians.

KPM #2	STATE EMPLOYEE INFORMATION CENTER USERS Percent of state employees registered to use the State Employee Information Center website.	Measure since: 1997
Goal	GOAL 1: Improve library services to state government; increase usage and maintain user satisfaction.	
Oregon Context	HLO 1: Oregon state government employees use information from the State Library for planning, decision-making, and service delivery.	
Data source	Internal count recorded by Government Research Services divided by an adjusted count of state employees obtained from DAS HRSD.	
Owner	Government Research Services.	

1. **OUR STRATEGY**
   a. Increase and improve marketing to and training of customers in the use of library products and services.
   b. Improve development and delivery of electronic information services to state government.

2. **ABOUT THE TARGETS**
   The goal of this measure is to maintain or slightly increase the percent of state employees served. Targets for the 2011 – 2013 biennium were established by Legislative Fiscal Office and the Legislative Assembly.

3. **HOW WE ARE DOING**
   This measure has held relatively steady over the past three years, with a slight decrease this year due to significant changes in state government employment and in house data cleanup projects.

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%

4. **HOW WE COMPARE**
   The Library can find no comparable measurement used by other libraries or government agencies.

5. **FACTORS AFFECTING RESULTS**
   The primary barriers to increasing this measure are (1) the variability in the number of state employees from quarter to quarter and (2) the unknown plateau of state employees whose job duties would benefit from research services. The Library conducted significant data cleanup projects in FY2011-FY2012 that removed a number of patrons no longer in state service from the database.

6. **WHAT NEEDS TO BE DONE**
   The trends are acceptable, given current fluctuations in the number of state employee and efforts to have more accurate registration data. The Library will need to watch for a plateau in registered users and continue to provide services that have broad-based applicability to state employee work. Our FY2013 Outreach Plan should help raise awareness and increase registration in the coming year.

7. **ABOUT THE DATA**
   Data are reported on the Oregon fiscal year. The list of registered users is reviewed regularly to remove registrants no longer employed by the state. The count of total employees is obtained quarterly from the Department of Administrative Services, Human Resources Services Division.
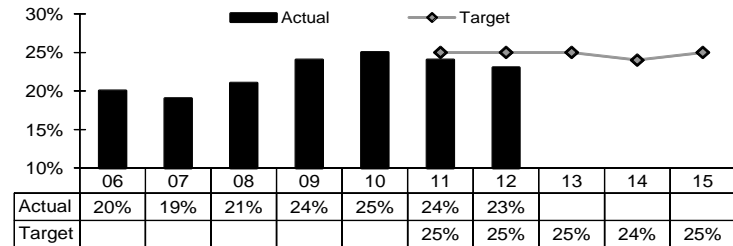
III. USING PERFORMANCE DATA

Agency Mission: The mission of the Oregon State Library is to provide quality information services to Oregon state government, provide reading materials to blind and print-disabled Oregonians, and provides leadership, grants, and other assistance to improve library services for all Oregonians.

KPM #3	**COST PER CONTACT** Cost per state employee contact.	**Measure since:** **2006**
Goal	GOAL 1: Improve library services to state government; increase usage and maintain user satisfaction.	
Oregon Context	HLO 1: Oregon state government employees use information from the State Library for planning, decision-making, and service delivery.	
Data source	Annual expenditures of the Government Research Services department divided by the internal count of customer contacts.	
Owner	Government Research Services.	

1. **OUR STRATEGY**
   a. Increase and improve marketing to and training of customers in the use of library products and services.
   b. Improve development and delivery of electronic information services to state government.

2. **ABOUT THE TARGETS**
   The baseline for this measure was set in 2006 using the two preceding biennia. Targets for the 2011 – 2013 biennium were established by Legislative Fiscal Office and the Legislative Assembly.

3. **HOW WE ARE DOING**
   This is the second year that performance beat the target. This is largely due to a significant increase in contacts with state employees, especially in the use of the eClips current awareness service.

4. **HOW WE COMPARE**
   The library can find no comparable measurement used by other libraries or government agencies.

5. **FACTORS AFFECTING RESULTS**
   The primary factor affecting this measure in previous years was that inflation rates and personal services increases went up more rapidly than the number of contacts. This year the continuing increase in contacts coupled with decreased expenditures due to budget cuts resulted in another significant decrease in this measure.
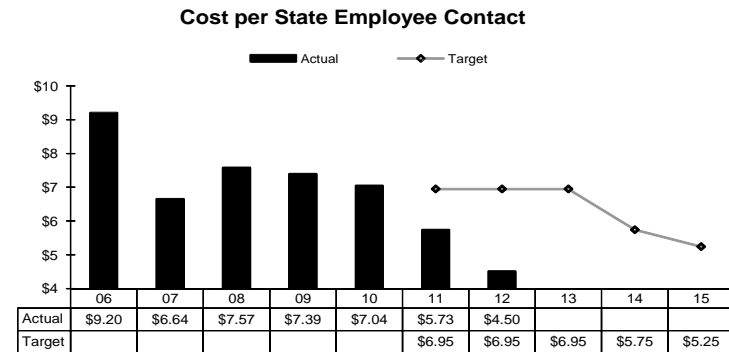
6. **WHAT NEEDS TO BE DONE**
   The primary factor affecting this measure in previous years was that inflation rates and personal services increases went up more rapidly than the number of contacts. This year the continuing increase in contacts coupled with decreased expenditures due to budget cuts resulted in another significant decrease in this measure.

7. **ABOUT THE DATA**
   Data are reported on the Oregon fiscal year. Various contact data are compiled at least quarterly and checked for accuracy and consistency. Budget data are taken from the annual budget report of the agency.

Cost per State Employee Contact

Legend: Actual (bar), Target (line)

	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

III. USING PERFORMANCE DATA

Agency Mission: The mission of the Oregon State Library is to provide quality information services to Oregon state government, provide reading materials to blind and print-disabled Oregonians, and provides leadership, grants, and other assistance to improve library services for all Oregonians.

KPM #4	**TALKING BOOK AND BRAILLE SERVICES USERS** **Number of individuals registered to receive Talking Book and Braille Services.**	**Measure since:** **1997**
Goal	GOAL 2: Improve, adapt, and market Talking Book and Braille Services to a growing population of eligible Oregonians.	
Oregon Context	HLO 2: Oregonians with print-related disabilities have the same access to library reading materials as other Oregonians.	
Data source	Counted by Talking Book and Braille Services automated library system software.	
Owner	Talking Book and Braille Services, Susan Westin, 503-378-5435.	

1. **OUR STRATEGY**
   a. Increase the number of registered borrowers through marketing, service enhancements, and new talking book technologies.
   b. Develop and nurture partnerships to improve services to patrons.

2. **ABOUT THE TARGETS**
   This measure reflects the number of people registered to use the service. The goal is to increase the number to reach stated targets.

3. **HOW WE ARE DOING**
   With the advent of the digital talking book players and digital talking books we are seeing an increase in patron registration and patron retention.

Number of Individuals Registered to Receive Talking Book and Braille Services

	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

4. **HOW WE COMPARE**
   There are no standards for the performance measure. The most recent national data from 2010 indicates that Talking Book and Braille Services served 13% of the eligible population in Oregon as compared to an average of 14% for six comparable state programs (AZ, CO, IA, OR, WA and WI).

5. **FACTORS AFFECTING RESULTS**
   Factors affecting results is an increase in outreach to enhance our public awareness. Also with the move from cassette to digital patrons are able to download their own books and the new players are smaller, lighter and much easier to use, which both factor into patron satisfaction and retention.

6. **WHAT NEEDS TO BE DONE**
   Talking Book and Braille Services needs to continue promoting its services to eligible Oregonians and to institutions that serve eligible Oregonians through marketing and outreach activities and continue to be proactive about retaining our current patrons.

7. **ABOUT THE DATA**
   Data are reported on the Oregon fiscal year. The data is gathered from our library automated system database. Internal reporting is done on a quarterly basis and checked for accuracy and consistency.
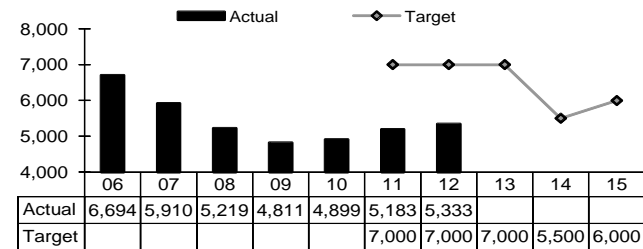
III. USING PERFORMANCE DATA

Agency Mission: The mission of the Oregon State Library is to provide quality information services to Oregon state government, provide reading materials to blind and print-disabled Oregonians, and provides leadership, grants, and other assistance to improve library services for all Oregonians.

KPM #5	**PERCENT OF ELIGIBLE USERS** Percent of eligible users who are registered for Talking Book and Braille Services.	**Measure since:** 2000
Goal	GOAL 2: Improve, adapt, and market Talking Book and Braille Services to a growing population of eligible Oregonians.	
Oregon Context	HLO 2: Oregonians with print-related disabilities have the same access to library reading materials as other Oregonians.	
Data source	Users counted by Talking Book and Braille Services automated library system software: estimated eligible users based on methodology from the National Library Service for the Blind and Physically Handicapped, Library of Congress.	
Owner	Talking Book and Braille Services, Susan Westin, 503-378-5435.	

1. **OUR STRATEGY**
   a. Increase the number of registered borrowers through marketing, service enhancements, and new talking book technologies.
   b. Develop and nurture partnerships to improve services to patrons.

2. **ABOUT THE TARGETS**
   This target measures the percentage of estimated eligible Oregonians who are registered for Talking Book and Braille Services. The eligibility estimate is based on a formula provided by the National Library Service for the Blind and Physically Handicapped (NLS). The goal is to increase the percent of eligible Oregonians served.

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

	06	07	08	09	10	11	12	13	14	15
Actual	13%	11%	9%	9%	9%	9%	9%			
Target						12%	12%	12%	12%	12%

3. **HOW WE ARE DOING**
   Talking Books is holding neutral. We are increasing the number of people enrolled in the Talking Book program; however, the number of eligible Oregonians keep increasing.

4. **HOW WE COMPARE**
   There are no standards for the performance measure. The most recent national data from 2010 indicates that Talking Book and Braille Services served 13% of the eligible population in Oregon as compared to an average of 14% for six comparable state programs (AZ, CO, IA, OR, WA and WI).

5. **FACTORS AFFECTING RESULTS**
   Factors affecting results is an increase in outreach to enhance our public awareness. Also with the move from cassette to digital patrons are able to download their own books and the new players are smaller, lighter and much easier to use, which both factor into patron satisfaction and retention.

6. **WHAT NEEDS TO BE DONE**
   Talking Book and Braille Services needs to continue promoting its services to the eligible Oregonians and to institutions that serve eligible Oregonians through marketing and outreach activities and continue to be proactive about retaining our current patrons.

7. **ABOUT THE DATA**
   Data are reported on the Oregon Fiscal Year. The percentage is calculated using the U.S. Census Bureau Population Estimates and an estimation formula provided by the National Library Service for the Blind and Physically Handicapped, Library of Congress.
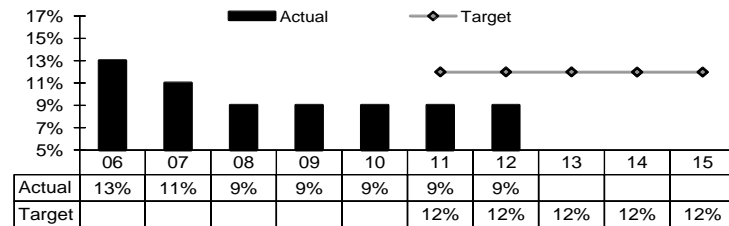
III. USING PERFORMANCE DATA

Agency Mission: The mission of the Oregon State Library is to provide quality information services to Oregon state government, provide reading materials to blind and print-disabled Oregonians, and provides leadership, grants, and other assistance to improve library services for all Oregonians.

KPM #6	TALKING BOOK AND BRAILLE BOOK CIRCULATION Number of talking books and Braille books checked out per year.	Measure since: 2000
Goal	GOAL 2: Improve, adapt, and market Talking Book and Braille Services to a growing population of eligible Oregonians.	
Oregon Context	HLO 2: Oregonians with print-related disabilities have the same access to library reading materials as other Oregonians.	
Data source	Counted by Talking Book and Braille Services automated library system software.	
Owner	Talking Book and Braille Services, Susan Westin, 503-378-5435.	

1. **OUR STRATEGY**
   a. Increase the number of registered borrowers through marketing, service enhancements, and new talking book technologies.
   b. Develop and nurture partnerships to improve services to patrons.
   c. Increase circulation through improved customer service initiatives.

2. **ABOUT THE TARGETS**
   This target measures the number of books (audio, Braille and downloadable formats), magazines, and videos circulated in the fiscal year. The goal is to increase circulation.
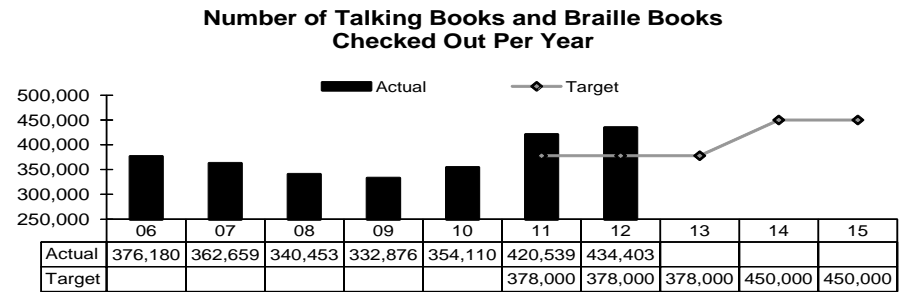
3. **HOW WE ARE DOING**
   Circulation is up three percent from the prior year and we are above our 2012 target of 378,000.

4. **HOW WE COMPARE**
   There are no standards for the performance measure. The most recent national data from 2010 indicates that Talking Book and Braille Services circulated 45 books per registered user as compared to an average of 33 for six comparable state programs (AZ, CO, IA, OR, WA and WI).

5. **FACTORS AFFECTING RESULTS**
   Registered users and retention of current users has increased. With the advent of the digital players, patrons are not only able to borrow books from Talking Book and Braille Services, but also download books from BARD (Braille and Audio Reading Download) on demand.

6. **WHAT NEEDS TO BE DONE**
   Talking Book and Braille Services needs to continue promoting its services to the eligible Oregonians and to institutions that serve the eligible Oregonians through marketing and outreach activities and continue to be proactive about retaining our current patrons.

7. **ABOUT THE DATA**
   Data are reported on the Oregon fiscal year. The data is gathered from library automated system database, Utah State Library (Braille), and BARD (Braille and Audio Reading Download). Internal reporting is done on a quarterly basis and checked for accuracy and consistency.

Number of Talking Books and Braille Books Checked Out Per Year

Legend: Actual (bar), Target (line)

	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

III. USING PERFORMANCE DATA

Agency Mission: The mission of the Oregon State Library is to provide quality information services to Oregon state government, provide reading materials to blind and print-disabled Oregonians, and provides leadership, grants, and other assistance to improve library services for all Oregonians.

KPM #7	**COST PER CIRCULATION** **Cost per circulation of talking books and Braille books.**	**Measure since:** **1993**
Goal	GOAL 2: Improve, adapt, and market Talking Book and Braille Services to a growing population of eligible Oregonians.	
Oregon Context	HLO 2: Oregonians with print-related disabilities have the same access to library reading materials as other Oregonians.	
Data source	Annual core expenditures of the Talking Book and Braille Services department divided by the automated count of circulation.	
Owner	Talking Book and Braille Services, Susan Westin, 503-378-5435	

1. **OUR STRATEGY**
   a. Increase the number of registered borrowers through marketing, service enhancements, and new talking book technologies.
   b. Develop and nurture partnerships to improve services to patrons.
   c. Increase circulation through improved customer service initiatives.

2. **ABOUT THE TARGETS**
   The target for 2011 was established by analyzing data over the last six years. The goal for this measure is to maintain unit costs at or below the rate of inflation.

3. **HOW WE ARE DOING**
   We are below the target.

4. **HOW WE COMPARE**
   There are no standards for the performance measure. The most recent national data for 2010 indicates that Talking Book and Braille Services cost per circulation was $2.22 as compared to an average of $4.18 for six comparable state programs (AZ, CO, IA, OR, WA and WI).
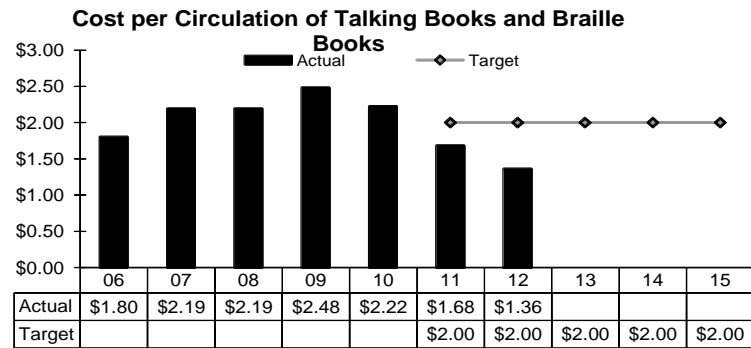
5. **FACTORS AFFECTING RESULTS**
   Registered users and retention of current users has increased. With the advent of the digital players, patrons are not only able to borrow books from Talking Book and Braille Services, but also download books from BARD (Braille and Audio Reading Download) on demand. We have managed to keep our costs down by increasing staff productivity while increasing circulation of books.

6. **WHAT NEEDS TO BE DONE**
   Talking Book and Braille Services needs to continue promoting its services to the eligible Oregonians and to institutions that serve the eligible Oregonians through marketing and outreach activities and be proactive about retaining our current patrons.   Continue promotion and education about BARD.

7. **ABOUT THE DATA**
   Data are reported on the Oregon fiscal year. The data is gathered from library automated system database, Utah State Library (Braille), and BARD (Braille and Audio Reading Download).   Internal reporting is done on a quarterly basis and checked for accuracy and consistency. Budget data are taken from the annual budget report of the agency.

Cost per Circulation of Talking Books and Braille Books

	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

III. USING PERFORMANCE DATA

Agency Mission: The mission of the Oregon State Library is to provide quality information services to Oregon state government, provide reading materials to blind and print-disabled Oregonians, and provides leadership, grants, and other assistance to improve library services for all Oregonians.

KPM #8	USE OF BEST PRACTICES IN SERVING CHILDREN Percent of public library grantees incorporating best practices in their services to children.	Measure since: 2006
Goal	GOAL 3: Lead public libraries to achieve excellence in services to children.	
Oregon Context	OBM 18: Percent of Oregon children entering school ready-to-learn.	
Data source	Annual survey of Ready to Read Grant recipients by the Library Development Services department.	
Owner	Library Development Services, Susan Westin, 503-378-5435.	

1. **OUR STRATEGY**
   a. Continue basic youth services training and efforts to educate on best practices
   b. Improve information literacy tools and services for all K-12 students.

2. **ABOUT THE TARGETS**
   This measure tracks the use of three best practices in library service to children: conducting summer reading programs, outreach to underserved children, and providing early literacy training for parents and caregivers. Libraries meeting the target provide all three best practices.

3. **HOW WE ARE DOING**
   We did not meet our goal of 60%; however for the last 3 years we have been maintaining in the mid 50% range

4. **HOW WE COMPARE**
   The library can find no comparable measurement used by other libraries or government agencies.
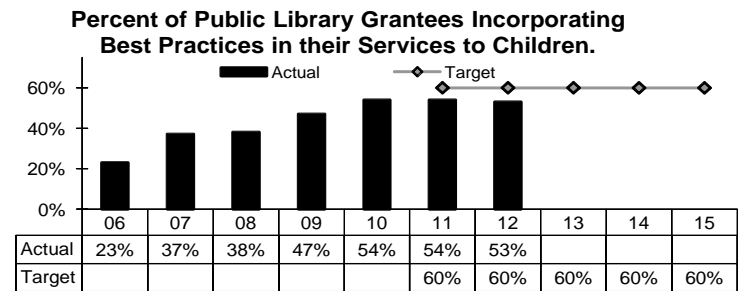
5. **FACTORS AFFECTING RESULTS**
   In 2012 the Ready to Read Grant provided libraries an estimated $.86 per child. One factor that is affecting results is that libraries are not explicitly providing early literacy training to families, but are integrating concepts from the curriculum into basic services such as storytimes. This has resulted in a leveling off in libraries providing direct early literacy training. The Oregon Library Association's *Standards for Oregon Public Libraries* state that summer reading programs are a threshold or basic level service and outreach in an adequate level service. Early literacy training for parents and caregivers is not specifically mentioned in the standards, but is commonly considered an excellent level service within the library community. We encourage libraries to use Ready to Read Grant funds for services above and beyond basic services, which we hope are funded at the local level, but we realize that many libraries must use Ready to Read Grant funding for basic services.

6. **WHAT NEEDS TO BE DONE**
   a. Restore the Ready to Read Grant to $1 per child to enable more libraries to provide all three best practices
   b. Work with the Oregon Library Association to add early literacy training for parents and caregivers to the *Standards for Oregon Public Libraries* as a standard for excellent level services

7. **ABOUT THE DATA**
   Data is reported to the State Library by individual Oregon public libraries for their most recent fiscal year. The deadline for reporting is October 1st of each year which causes a delay in reporting for the Annual Performance Progress Report on this Key Performance Measure.

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%

III. USING PERFORMANCE DATA

Agency Mission: The mission of the Oregon State Library is to provide quality information services to Oregon state government, provide reading materials to blind and print-disabled Oregonians, and provides leadership, grants, and other assistance to improve library services for all Oregonians.

KPM #9	USE OF THE OREGON.GOV SEARCH ENGINE Average daily visits to the search engine for Oregon.gov.	Measure since: 2004
Goal	GOAL 4: Take a leadership role in developing a comprehensive statewide library resource sharing network, including improved citizen access to government information.	
Oregon Context	HLO 3: Oregonians make use of Oregon.gov to obtain information about their state government and use government services.	
Data source	Counted by the Oregon.gov search engine software.	
Owner	Government Research Services.	

1. **OUR STRATEGY**
   a. Increase citizen access to state government information on *Oregon.gov*.
   b. Preserve, digitize, or otherwise secure the State Library's government information collections, including continued development of the Oregon Documents Repository.

2. **ABOUT THE TARGETS**
   Targets for the 2011 /2013 biennium were established by Legislative Fiscal Office and the Legislative Assembly. Current targets are set based on past performance and anticipation of a re-design for Oregon.gov the enables easier search on mobile devices.

3. **HOW WE ARE DOING**
   Performance on this measure continues to decrease, but outside factors such as the transition to a new E-government platform has had a significant impact on the service.
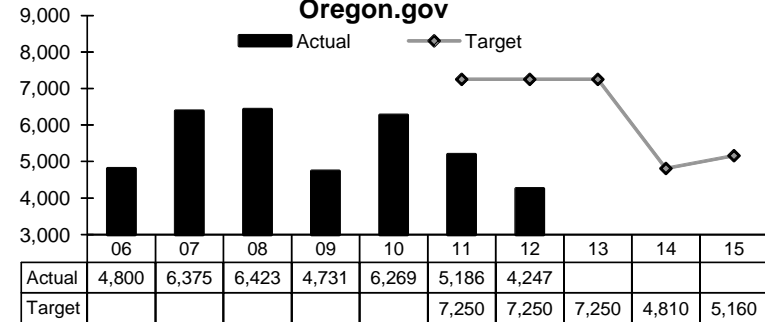
4. **HOW WE COMPARE**
   The Library can find no comparable measurement used by other libraries or government agencies.

5. **FACTORS AFFECTING RESULTS**
   Mobile device visits are an increasing portion of Oregon.gov visits reaching 11% of all visits through August of 2012. The Oregon.gov Search Engine is difficult to view on many mobile device screens and this may decrease some use. Average Daily Visits to Oregon.gov have decreased from their peak in 2010 by 15% and Visits to the Search Engine are following that pattern.

6. **WHAT NEEDS TO BE DONE**

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

III. USING PERFORMANCE DATA

Agency Mission: The mission of the Oregon State Library is to provide quality information services to Oregon state government, provide reading materials to blind and print-disabled Oregonians, and provides leadership, grants, and other assistance to improve library services for all Oregonians.

Significant changes in the E-government environment over the last two years have particularly impacted this measure. This performance measure should be reassessed to determine if it continues to be a useful measure. The State Library will continue to work with the E-government program to ensure that user experiences with Oregon.gov are productive and meet expectations.

7. **ABOUT THE DATA**
   Data are reported on the Oregon fiscal year. Searches are counted and averaged by month and quarter.

KPM #10	USE OF LIBRARY DATABASES Average daily visits to Library-funded databases.	Measure since: 2006
Goal	GOAL 4: Take a leadership role in developing a comprehensive statewide library resource sharing network, including improved citizen access to government information.	
Oregon Context	HLO 4: Oregonians make use of the digital library information resources and services provided by their local library.	
Data source	Reported to the State Library by the licensed library database vendors.	
Owner	Library Development Services, Susan Westin, 503-378-5435.	

1. **OUR STRATEGY**
   a. Increase training of library staff in the use and marketing of statewide licensed databases.
   b. Provide assistance for regional or peer library implementation of open source integrated library systems.

2. **ABOUT THE TARGETS**
   This measure reflects the use of State Library funded databases by all types of library users. The goal is steady, gradual increase in average daily visits.

3. **HOW WE ARE DOING**
   After an increase in 2011, the average daily visits to databases have decreased slightly in 2012 and we are slightly under our target.

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

4. **HOW WE COMPARE**
   The Library can find no comparable measurement used by other libraries or government agencies.

5. **FACTORS AFFECTING RESULTS**
   We continue to market and deliver training on the databases offered by the vendor. We also added a practice test/ computer skills database that is available in all libraries in the state. The slight decrease may be attributed to the competition within academic libraries as they do offer other vendors databases.

6. **WHAT NEEDS TO BE DONE**
   We will continue to promote the use of the databases and offer trainings as needed.

7. **ABOUT THE DATA**
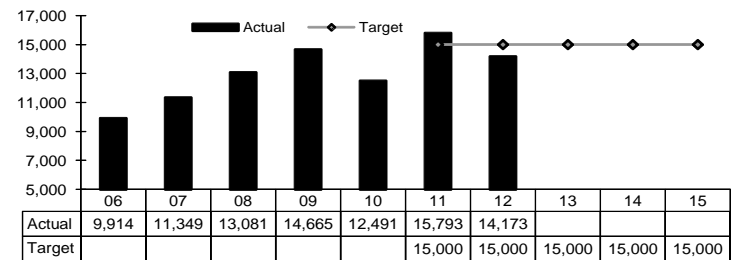
III. USING PERFORMANCE DATA

Agency Mission: The mission of the Oregon State Library is to provide quality information services to Oregon state government, provide reading materials to blind and print-disabled Oregonians, and provides leadership, grants, and other assistance to improve library services for all Oregonians.

Data are reported on the Oregon fiscal year. Library database suppliers provide us with data on database use by public, K-12 school, tribal and academic libraries.

KPM #11	USE OF THE OREGON SCHOOL LIBRARY INFORMATION SYSTEM **Average daily visits to the Library-funded Oregon School Library Information System.**	**Measure since:** **2006**
Goal	GOAL 4: Take a leadership role in developing a comprehensive statewide library resource sharing network, including improved citizen access to government information.	
Oregon Context	HLO 4: Oregonians make use of the digital library information resources and services provided by their local library.	
Data source	Counted using Google Analytics by OSL Automated Services Unit.	
Owner	Library Development Services, Susan Westin, 503-378-5435.	

1. **OUR STRATEGY**
   a. Increase training of library staff in the use and marketing of statewide licensed databases.
   b. Provide assistance for regional or peer library implementation of open source integrated library systems.

2. **ABOUT THE TARGETS**
   The measure reflects the number of visits (visitor sessions) to the Oregon School Library Information System (oslis.org) which provides students with a wealth of online information and instructional resources. Targets and usage are anticipated to continue increasing.

3. **HOW WE ARE DOING**
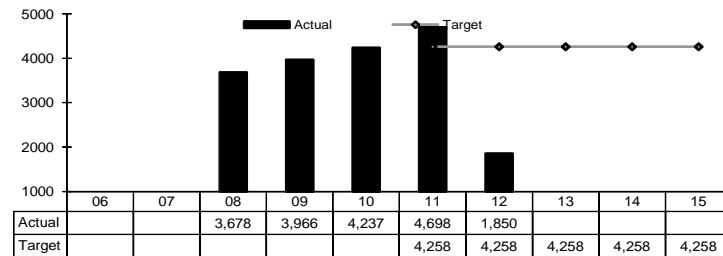   Average We are severely off the target.

4. **HOW WE COMPARE**
   The Library can find no comparable measurement used by other libraries or government agencies.

5. **FACTORS AFFECTING RESULTS**
   The server that hosted OSLIS failed in October, 2011. Steps were taken to create workarounds to access those databases; however, we feel that there was a lack of confidence in the workaround. Another factor affecting the average daily visits is the decline in the number of certified school librarians.

6. **WHAT NEEDS TO BE DONE**

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

	06	07	08	09	10	11	12	13	14	15
Actual			3,678	3,966	4,237	4,698	1,850			
Target						4,258	4,258	4,258	4,258	4,258

III. USING PERFORMANCE DATA

Agency Mission: The mission of the Oregon State Library is to provide quality information services to Oregon state government, provide reading materials to blind and print-disabled Oregonians, and provides leadership, grants, and other assistance to improve library services for all Oregonians.

The rebuilt OSLIS went live in July, 2012. The Oregon Association of School Libraries (OASL) and the State Library will continue to promote and provide training about OSLIS to school staff. The OSLIS Committee of OASL, with OSL staff, will continue to improve the website and its tools.

7. **ABOUT THE DATA**
   Data are reported on the Oregon fiscal year and are obtained by our Automated Services Unit, who uses Google Analytics for data gathering.

KPM #12	USE OF L-NET Average daily visits to the Library-funded L-net e-reference website.	Measure since: 2006
Goal	GOAL 4: Take a leadership role in developing a comprehensive statewide library resource sharing network, including improved citizen access to government information.	
Oregon Context	HLO 4: Oregonians make use of the digital library information resources and services provided by their local library.	
Data source	Reported to the State Library by the Multnomah County Library, which provides the L-net service under contract to the State Library.	
Owner	Library Development Services, Susan Westin, 503-378-5435.	

1. **OUR STRATEGY**
   a. Increase training of library staff in the use and marketing of statewide licensed databases.
   b. Provide assistance for regional or peer library implementation of open source integrated library systems.

2. **ABOUT THE TARGETS**
   The measure reflects all visitors asking questions on the L-net website (oregonlibraries.net). Our goal is to increase the number of visitors gradually while maintaining high quality reference service using the latest Web technologies and a collaborative network of librarians.

3. **HOW WE ARE DOING**
   There was a 4% increase in average daily visits from 2011 to 2012.

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

4. **HOW WE COMPARE**
   In an informal survey done by the Montana State Library in 2009, Oregon compares favorably in annual usage with other states who provide e-reference services statewide. Oregon has also had the largest growth in the use of their e-reference service of the states that participated in the 2009 survey.

5. **FACTORS AFFECTING RESULTS**
   L-net services are provided 24/7 by Oregon librarians in 37 different K-12, public, academic, and law libraries, and by librarians in Ohio using a common open source technology platform. Approximately 380 people in libraries around Oregon are involved in helping the service operate. We are making available the open source software to allow local Oregon libraries to provide e-reference services to their own communities. During the past year, L-net reached out to community colleges so now there are currently eighteen libraries that are using the software.
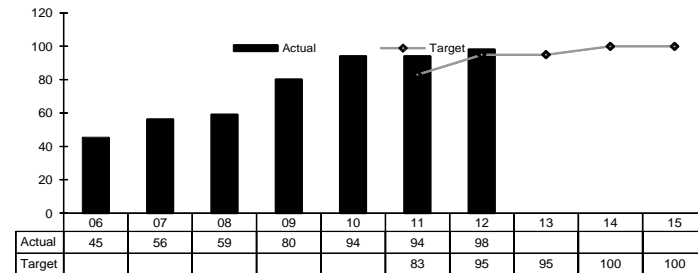
III. USING PERFORMANCE DATA

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6. **WHAT NEEDS TO BE DONE**
   The L-net Advisory Board and Coordinator have implemented text messaging reference service and have set goals that will include increased visibility and usage of L-net by Oregonians.

7. **ABOUT THE DATA**
   Data are reported on the Oregon fiscal year to the State Library by Multnomah County Library, which provides the L-net service under contract to the State Library
   .

KPM #13	CUSTOMER SERVICE : Percent of customers rating their satisfaction with the agency's customer service as "good" or "excellent": overall, timeliness, accuracy, helpfulness, expertise, availability of information (Revised 1-22-06)	Measure since: 2006
Goal	ALL GOALS: 1-6	
Oregon Context	This measure aligns with all high level outcomes and Oregon Benchmarks.	
Data source	Customer service surveys of customers of all three State Library program units were conducted and analyzed each year.	
Owner	State Librarian, MaryKay Dahlgreen, 503-378-4367	

1. **OUR STRATEGY**
   The State Library strives to deliver the highest levels of customer service to all of its external and internal customers, including the Oregon library community (public, academic, school, tribal, and other libraries), Talking Book and Braille Services customers, and all state employees.

2. **ABOUT THE TARGETS**
   The Legislature has set the targets for the 2011-13 biennium.

3. **HOW WE ARE DOING**
   The results represent an unweighted average of the results of surveys taken by customers of our three external program units: Library Development Services, Talking Book and Braille Services, and Government Research Services. In 2012, the Library met or improved upon all 2011 ratings with the exception of one.

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%

4. **HOW WE COMPARE**
   In August, 2010, we queried the Chief Officers of State Library Agencies in other states about whether they did similar customer service surveys, but failed to learn of any comparable efforts in other states. Several states do survey their Talking Book and Braille services customers. We obtained 2008 survey results from Colorado that showed they were achieving results similar to ours in the areas of "timeliness" and "helpfulness."

5. **FACTORS AFFECTING RESULTS**
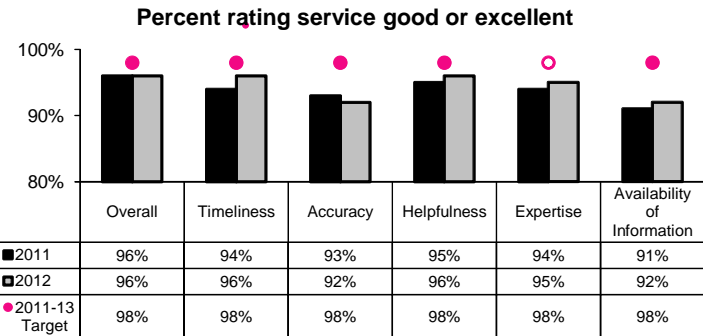
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Library Development Services had a lower percentage of customers rating it "excellent" or "good" than the other two programs mostly because they allowed respondents to indicate "don't know." This brought down the overall averages in all areas, as a significant number of respondents chose this response.

6. **WHAT NEEDS TO BE DONE**
We need to maintain our high level of customer service in all program units. Where results for individual program units fall significantly below the norm for the agency we need to look for ways to improve our customer service. We need to continue work to improve the response rate for the Government Research Services and Library Development Services surveys. Library Development Services needs to do a better job of reminding its customers about the services it provides to reduce the number of "don't know" responses.

7. **ABOUT OUR CUSTOMER SERVICE SURVEY**

Survey Name	Surveyor	Date Conducted	Population	Sampling Frame	Sampling Procedure	Sample Characteristics	Weighing
Library Development Services Survey	Susan Westin	May 2012	Public, Academic, and Tribal Library Directors, Oregon Association of School Libraries Board members (school librarians), Children's Librarians, Oregon Library Association (OLA) Executive Board Members, OLA Intellectual Freedom Committee Members, Plinkit Libraries and LSTA Grantees	Directory information maintained by Library Development Services	We surveyed all library directors, Oregon Association of School Libraries Board members, Children's Librarians, OLA Executive Board Members, OLA Intellectual Freedom committee Members, Plinkit Libraries and LSTA Grantees	459 customers were sent an email survey; 149 surveys were returned and usable.	N/A
Talking Book and Braille Services Survey	Susan Westin	April 2012	Talking Books Patrons	Active patrons, service started before 11/9/2011	Randomly selected by proportion according to patron population per city and male/female ratio	386 customers from the random sample of 710 were reached and surveyed by phone.	N/A
Government Research Services Survey	Arlene Weible	May 2012	Registered state employee users of Government Research Services; small sample of Reference Room users.	Database of registered state employee users; walk in users of Reference Room over a two week	All registered users; walk in users of Reference Room over a two week period.	8,555 registered users were surveyed via email distribution; 28 walk in	N/A

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					period.		Reference Room users were given paper surveys; 464 surveys were returned.	

KPM #14	BEST PRACTICES Percent of total best practices met by the State Library Board of Trustees	Measure since: 2008
Goal	ALL GOALS 1-6	
Oregon Context	This measure aligns with all high level outcomes and Oregon Benchmarks.	
Data source	Self-assessment by the State Library Board of Trustees.	
Owner	State Librarian, MaryKay Dahlgreen, 503-378-4367.	

1. **OUR STRATEGY**
   The State Library Board of Trustees strives to adhere to all best practices for Boards and Commissions in the State of Oregon.

2. **ABOUT THE TARGETS**
   The Legislature has set the targets for the 2011-13 biennium.

3. **HOW WE ARE DOING**
   The State Library Board completed a self-assessment of their practices as compared to 15 standard best practices at their June 15, 2012 meeting. Five Board members completed an individual assessment prior to the meeting and at the meeting the Board discussed a compilation of their self-assessments. They then passed a motion to indicate that the Board believes they adhere to all 15 best practices. The Motion passed on a 7-0 vote.

4. **HOW WE COMPARE**
   The State Library Board is hoping to be able to compare their results to those for other State Boards and Commissions.

5. **FACTORS AFFECTING RESULTS**
   In the assessment made by five individual board members, each of the five either "agreed" or "strongly agreed" that the Board was adhering to all 15 best practices.

Percent of Total Best Practices Met By the State Library Board of Trustees
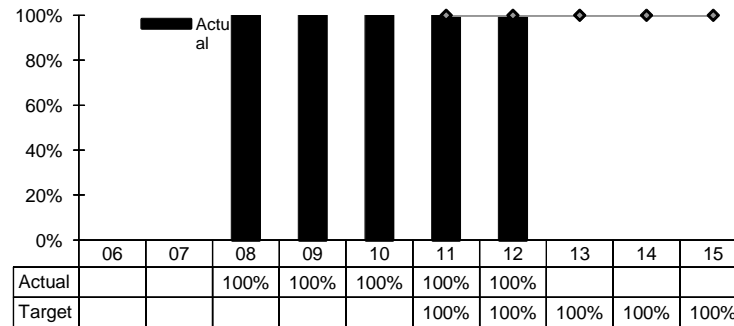
	06	07	08	09	10	11	12	13	14	15
Actual			100%	100%	100%	100%	100%			
Target						100%	100%	100%	100%	100%

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6. **WHAT NEEDS TO BE DONE**
   As resources might permit in the future, the Board would like to take the suggestion of one Board member to hire a consultant and spend more time exploring how the Board might be able to improve their practices.

7. **ABOUT THE DATA**
   Developed at a public meeting of the State Library Board of Trustees on June 15, 2012.

Contact: MaryKay Dahlgreen, State Librarian	Phone: 503-378-4367
Alternate: Shawn Range, Business Manager	Phone: 503-378-3870

The following questions indicate how performance measures and data are used for management and accountability purposes.

1. INCLUSIVITY Describe the involvement of the following groups in the development of the agency's performance measures.	• Staff: The State Library is a team-based organization that involves staff at all levels in decision-making. Managers and classified staff are represented on the State Library Board Budget Committee that develops our performance measures. • Elected Officials: Performance measures for 2011-13 were approved by the Legislative Assembly and the Governor. • Stakeholders: The Oregon Library Association and the Oregon Association of School Libraries are asked for their feedback about agency performance. • Citizens: The Talking Book and Braille Services Advisory Council and the Library Services and Technology Act Advisory Council are two citizens groups that advise the State Library Board about performance measures and other matters. We also get valuable advice about our services to state employees from the Government Research Services Advisory Council, made up of nine state agency representatives.

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2. MANAGING FOR RESULTS How are performance measures used for management of the agency? What changes have been made in the past year?	Performance measures are reviewed by the State Library Board of Trustees and the State Library staff on a quarterly basis and discussions are held about ways in which performance can be improved. Some examples of improvements made in 2011-12 are: • Staff used the results of the recent customer satisfaction survey to design a focused FY 2013 outreach plan that will emphasize targeted outreach to state employees most likely to use research services. (KPM #1) • Staff continued cleanup of state employee registrations to ensure accurate information about current users. (KPM #2) • Despite budget constraints and reduced resources, the number of contacts made with state employees in FY 2012 rose, reducing the overall cost per contact. (KPM #3) • Staff launched a new quarterly newsletter that promotes online services available to state employees. Increased usage of web site and other services have been noted after the distribution of each issue. (KPM #1-3) • Continued promotion of BARD (Braille and Audio Reading Download). We had an 39% increase in membership compared to the previous year. (KPM #4-7) • Created a Facebook page which allows staff to communicate in real time with our patrons. (KPM #4-7) • Weeded over 33,000 audio books in the cassette collection, which allows for expansion of the digital collection. (KPM #4-7) • Forged a partnership with the Department of Administrative Services, Publishing and Printing to print our mail cards daily. The benefit for the State Library is that we do not need to own, operate and provide upkeep on another piece of equipment, P&D has built in redundancies so there will be no down time, the cards are delivered to us ready to insert into the books, which saves staff time, and the cost saving of not purchasing a specialized printer and supplies is approximately $4,000 per year. (KPM #4-7) • We created a project that will identify libraries who are "Best Practice" libraries and share their successes with other libraries around the state to encourage use of best practices in library service to children and families. (KPM#8) • Staff actively worked with E-government program staff to address transition issues associated with the transfer to a new platform. (KPM #9) • Working with the Statewide Database Licensing Advisory Committee, we licensed databases of interest and importance to all types of libraries and negotiated additional content and a price freeze for the remaining three years of our general reference database contract. (KPM #10) • Rebuilt Oregon School Library Information System onto a stable platform. (KPM #11) • Our L-net contractor, Multnomah County has implemented L-net Local in 18 libraries which allows local librarians to answer their local patron's questions when they are available. (KPM #12)

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3. STAFF TRAINING What training has staff had in the past year on the practical value and use of performance measures?	All new staff receives training, during their orientation, on the use and importance of the State Library's performance measures. In addition, each State Library team reviews their performance measures on at least a quarterly basis at team meetings and discusses ways in which performance and performance measurement can be improved.
4. COMMUNICATING RESULTS How does the agency communicate performance results to each of the following audiences and for what purpose?	• Staff: Quarterly and annual performance reports for the purpose of continuous quality improvement. • Elected Officials: Annual performance reports to be accountable and to share our successes. • Stakeholders: Annual performance reports posted on the State Library website to inspire and inform customer feedback. • Citizens: Annual performance reports posted on the State Library website to inspire and inform customer feedback.