State Library

2025 Annual Performance Progress Report

KPM #	Approved Key Performance Measures (KPMs)
1	Patron Service Transactions - Number of reference queries, document delivery and interlibrary loan requests, and outreach/instruction sessions to state agency employees.
3	Talking Book and Braille Library Average Use by User - Total number of circulations per year divided by the number of registered users at the end of the fiscal year.
4	COST PER CIRCULATION - Cost per circulation of talking books and Braille books.
5	USE OF THE OREGON SCHOOL LIBRARY INFORMATION SYSTEM - Annual visits to the site.
7	CUSTOMER SATISFACTION - Percent of customers rating their satisfaction with the agency's customer service as "good" or "excellent": overall, timeliness, accuracy, helpfulness, expertise, availability of information.
8	Value of Talking Book and Braille Library - Percent of Talking Book users that strongly agree or agree that the Talking Book and Braille Library has added value to their life.
9	Ready to Read Participation - Ready to Read grant funding per year divided by total number of youth 0-14 years of age participating in a Ready to Read grant funded activity.
10	Value of Library Support Programs and Services - Percent of Oregon library staff that strongly agree or agree that the services and programs offered by Library Support help them provide better library service to their community.
11	Making State Documents Accessible - Percentage of the digital Oregon Government Publications fully cataloged.
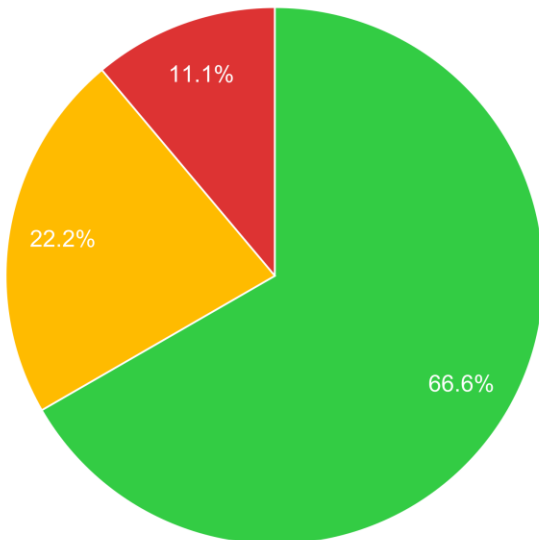
Performance Summary	Green	Yellow	Red
	= Target to -5%	= Target -5% to -15%	= Target > -15%
Summary Stats:	66.67%	22.22%	11.11%

KPM #1: Patron Service Transactions - Number of reference queries, document delivery and interlibrary loan requests, and outreach/instruction sessions to state agency employees.

* Upward Trend = positive result
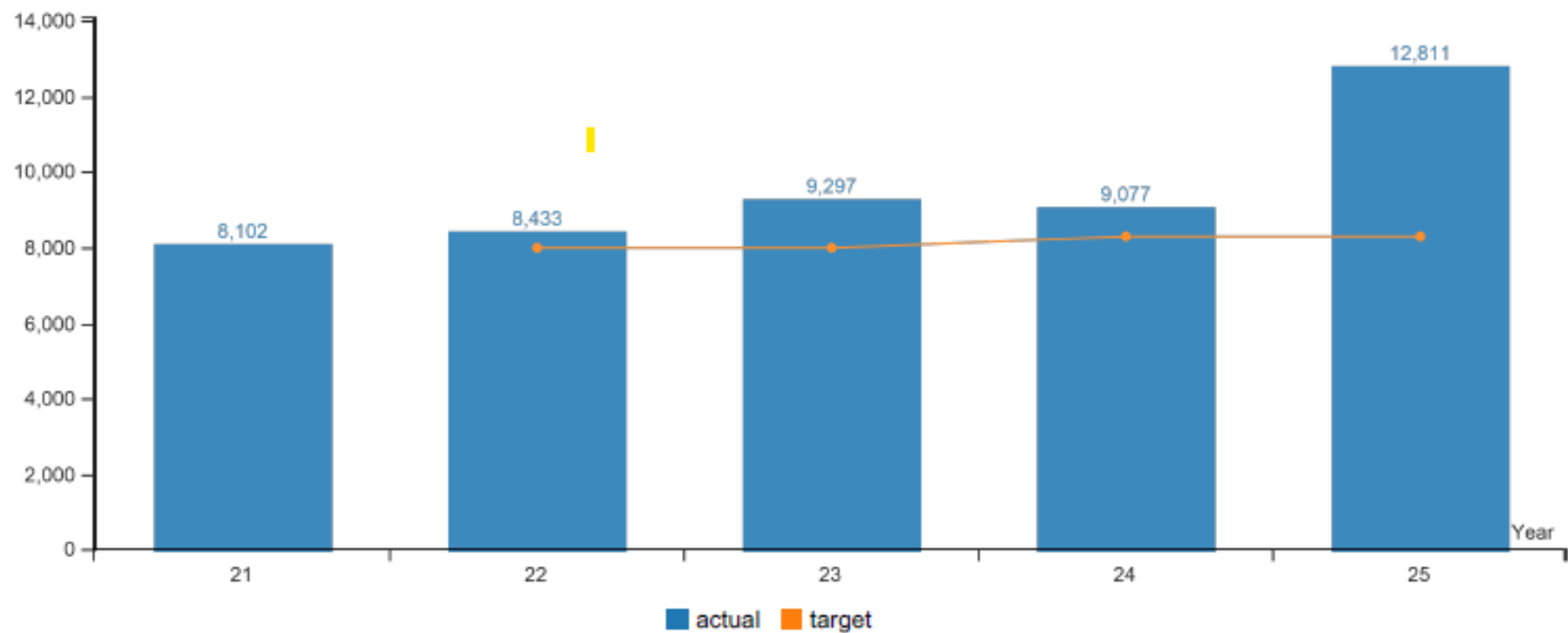
Report Year	2021	2022	2023	2024	2025
Patron Service Transactions					
Actual	8,102	8,433	9,297	9,077	12,811
Target		8,000	8,000	8,300	8,300

Data Collection Period: Jul 01 - Jun 30
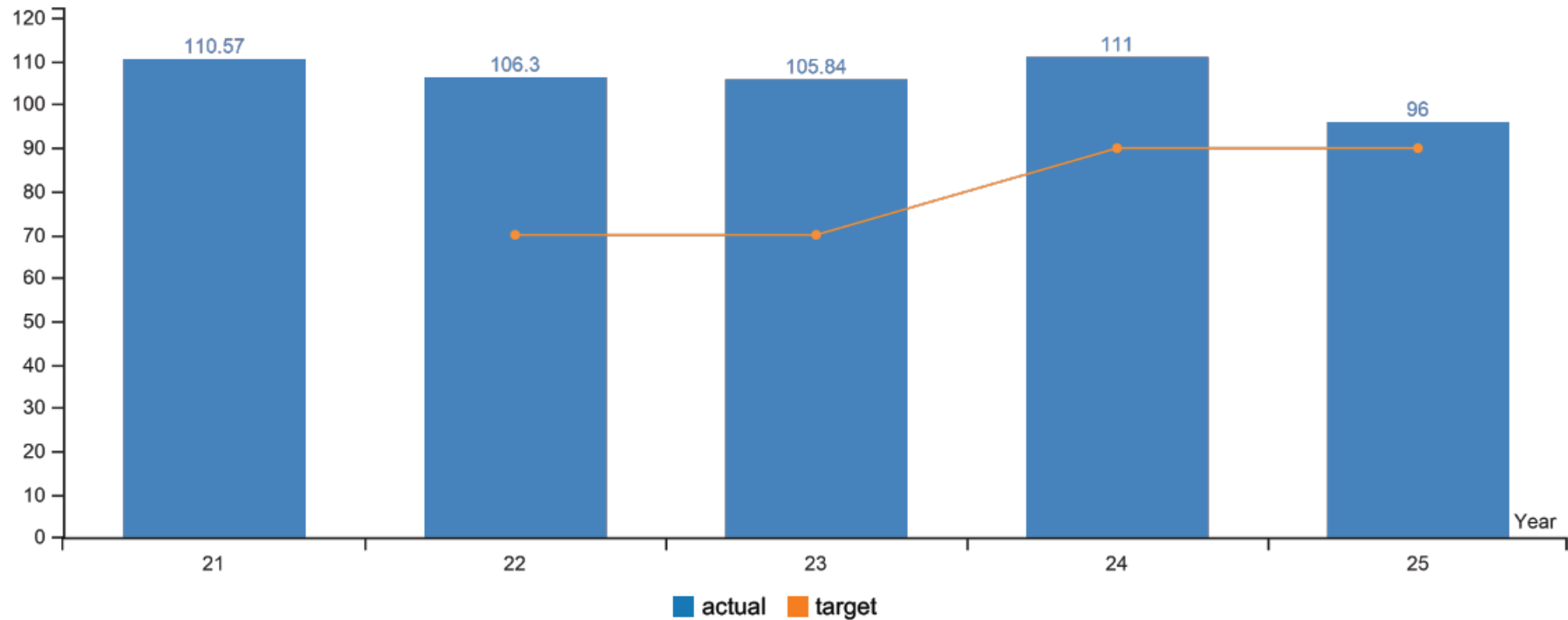
How Are We Doing

The total number of patron service transactions has increased 41% over the previous year due to an increase in each of the areas that contribute to this figure: reference queries, documents delivered, and instructional sessions for state employees.

Factors Affecting Results

In FY25, several service improvements were implemented under new leadership: including redefining roles through updated position descriptions, higher reliance on existing support staff, improved access to digital content, re-organizing agency assignments among librarians, and a more balanced approach to managing the division's public- and technical-facing services. The staff has gained greater awareness of the impact of their work and this is directly reflected in this key performance measure.

KPM #3: Talking Book and Braille Library Average Use by User - Total number of circulations per year divided by the number of registered users at the end of the fiscal year.

* Upward Trend = positive result

Report Year	2021	2022	2023	2024	2025
Talking Book and Braille Library Average Use by User					
Actual	110.57	106.30	105.84	111	96
Target		70	70	90	90

Data Collection Period: Jul 01 - Jun 30

How Are We Doing

Talking Books patron can check out items in two ways: downloading them from the BARD (Braille and Audo Reading Download) website and by mailed physical cartridges, sent from our library. The format for materials include digital eBraille (to be read on a refreshable Braille display), physical Braille, downloadable audiobook, audiobook on cartridge, and magazines in downloadable of cartridge formats. While the average books borrowed per user has decreased, it is still above the target.

Factors Affecting Results

While some patrons choose to download their own books, others have use send them personalized cartridges full of selected titles. Cartridges can hold 8-10 books, and the average length of an audiobook is 8 hours. This year, staff have made an effort to "right size" the number of books sent out to patrons, so users don't feel as overwhelmed trying to listen to 80 hours of books at a time. Based on feedback from patrons, the number of books sent to New Users on their first cartridge was reduced from 8 titles to 4 in July 2024.

Additionally, there's been a decline in the volume of eBraille books our users choose to download. Refreshable Braille displays (eReaders) can hold hundreds of books at a time, and patrons report they do not need to borrow books as often with that much storage available.

Because we now fulfill magazines on cartridge ourselves, instead of having items shipped across the country, those have seen a grown in circulation, while patrons have been checking out less of some other formats.

Data Collection Period: Jul 01 - Jun 30

KPM #4: COST PER CIRCULATION - Cost per circulation of talking books and Braille books.

* Upward Trend = negative result
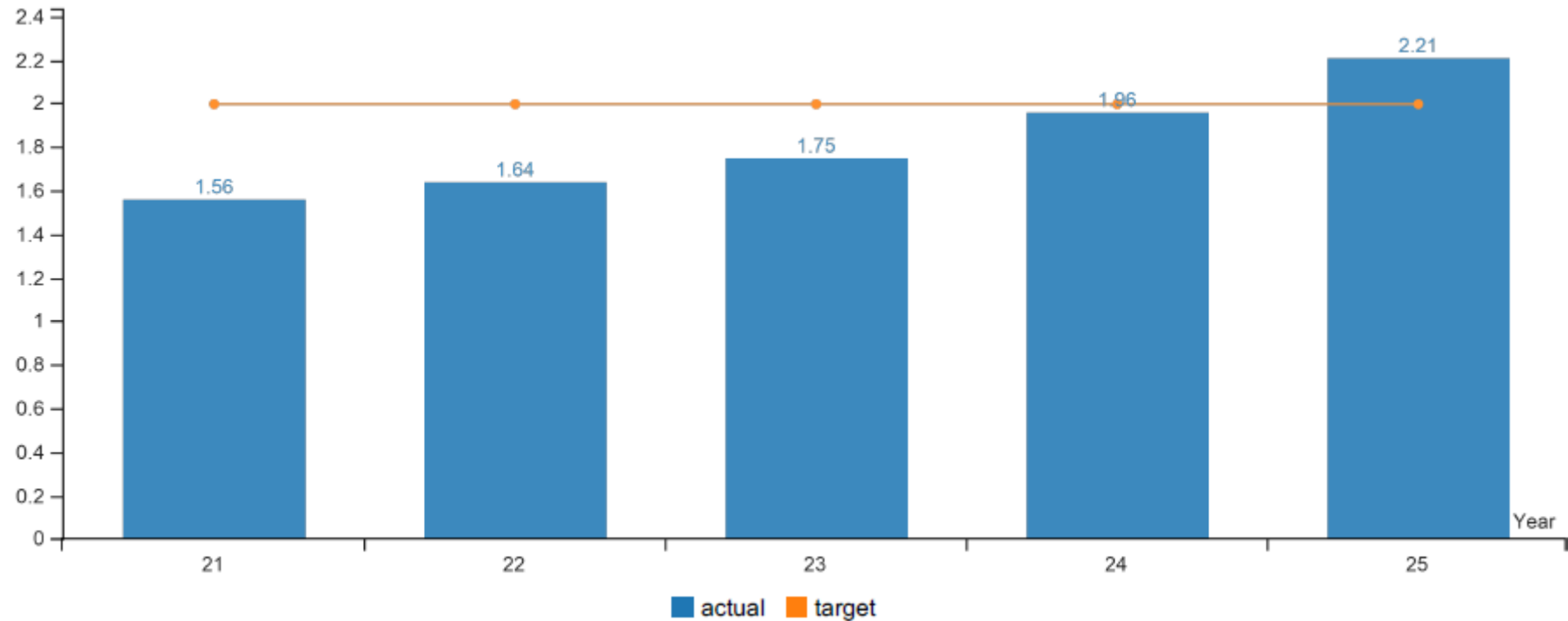
Report Year	2021	2022	2023	2024	2025
Cost per Circulation of Talking Books and Braille Books					
Actual	$1.56	$1.64	$1.75	$1.96	$2.21
Target	$2.00	$2.00	$2.00	$2.00	$2.00

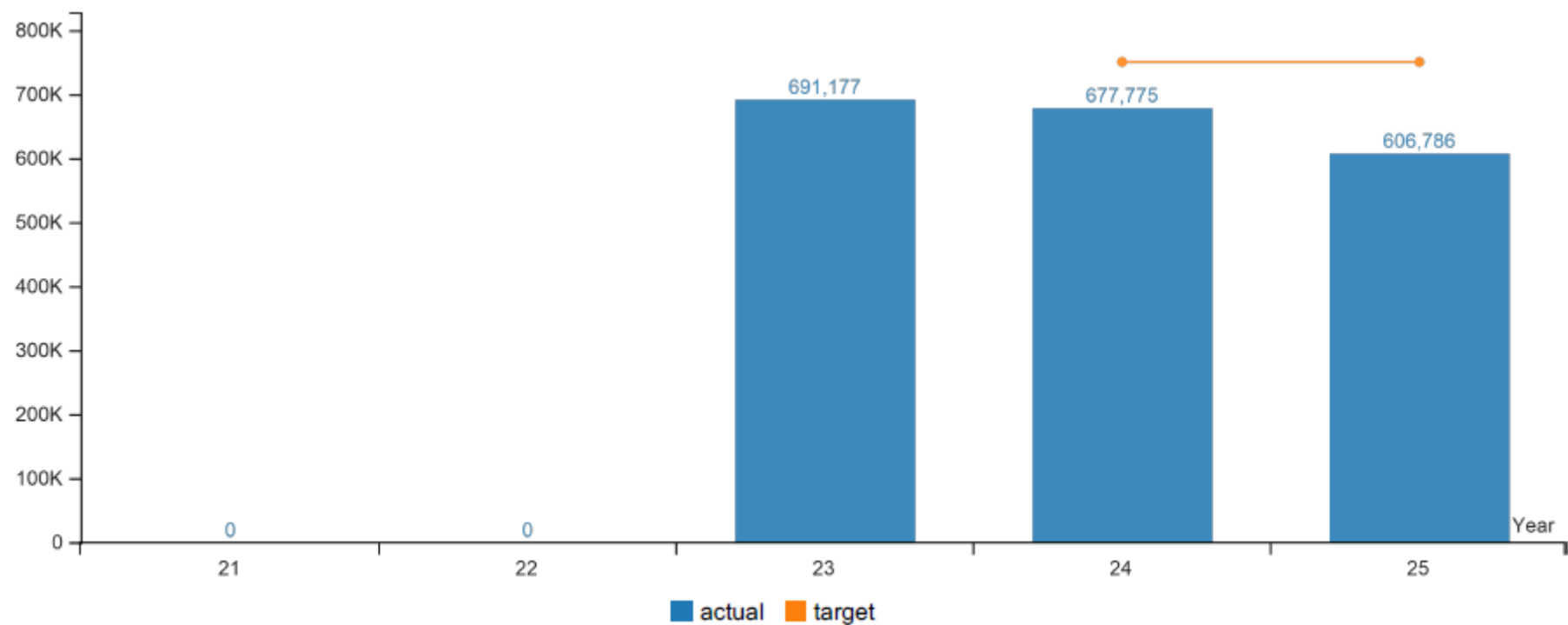Data Collection Period: Jul 01 - Jun 30

How Are We Doing

With changes in technology and the way we deliver our services, the cost per circulation is a more abstract measure for Talking Books. In traditional libraries where physical materials are handled individually, this number captures the cost to move a particular book from the shelf to the patron's hand. Since Talking Books materials are by and large digital, with multiple titles stored on each cartridge, it is not an equivalent comparison. We also move physical items like Talking Books Players and accessories like headphones, remote controls, and adaptive speakers but these are not included in the circulation numbers we report, so they are not captured in this KPM. The cost per circulation is now slightly above the target.

Factors Affecting Results

The largest impact on this figure is inflation. Sending materials to users is free due to the Federal Free Matter for the Blind program, but basic supplies like paper goods and printing have seen significant increases in the last twelve months. Personnel costs have risen overall. This number is still quite low when compared to cost per circulation in a public or academic library setting.

KPM #5: USE OF THE OREGON SCHOOL LIBRARY INFORMATION SYSTEM - Annual visits to the site.

* Upward Trend = positive result

Report Year	2021	2022	2023	2024	2025
USE OF THE OREGON SCHOOL LIBRARY INFORMATION SYSTEM					
Actual			691,177	677,775	606,786
Target				750,000	750,000

Data Collection Period: Jul 01 - Jun 30

How Are We Doing

The Oregon School Library Information System (OSLIS) is a tool for K-12 students and teachers that provides access to high-quality research databases, instruction, videos on how to conduct research, and lessons to teach information literacy skills. A previous key performance measure tracked average daily visits to OSLIS. That KPM was revised for the 2023-25 biennium to record total annual visits instead, hence the lack of previous data. Visits to the site have declined somewhat since 2023. Total annual visits for 2024-25 were 70,000 fewer than the previous year, and unfortunately we did not meet our target of 750,000 visits. Visits nonetheless are 200,000 above their historic low in 2020-21, when the COVID-19 pandemic temporarily changed educational priorities.

Factors Affecting Results

The continuing decades-long decline in licensed school librarians employed in Oregon's schools is likely the biggest contributor to the decrease in OSLIS usage. Unfortunately, budget cuts during the 2024-25 school year led to further reductions in licensed teacher-librarians in Oregon. Most school libraries are run by classified school library staff, who often lack formal library training and some of whom may not be aware of OSLIS and its benefits. If the library staff aren't aware of OSLIS, other teachers in the school are likely unaware too. In 2025-26, the agency will launch a professional learning community (PLC) specifically for classified school library staff. The PLC will provide an extra opportunity to promote OSLIS and provide other support to the people who staff the majority of school libraries in the state.

Two other factors may be at play in the decrease. An increasingly popular resource on OSLIS is the Learn to Research video tutorials. Time-strapped educators seek high-quality, pre-packaged content like OSLIS videos. The first videos were shared in the summer of 2016, with more added annually. In 2024-25, total lifetime video views surpassed 2 million. As educators discover and use the videos, some could be accessing them via their hosting platforms (YouTube and Vimeo) instead of OSLIS. Also, as technology changes, there are increased options to provide access to the statewide databases, for library staff who are aware of them. These include a free database page for individual schools, ability to add direct links on a library website, ability to include links in classroom management software, etc. Both the video and database scenarios could result in the use of OSLIS resources that is not recorded in the OSLIS website statistics.

Data Collection Period: Jul 01 - Jun 30

KPM #7: CUSTOMER SATISFACTION - Percent of customers rating their satisfaction with the agency's customer service as "good" or "excellent": overall, timeliness, accuracy, helpfulness, expertise, availability of information.
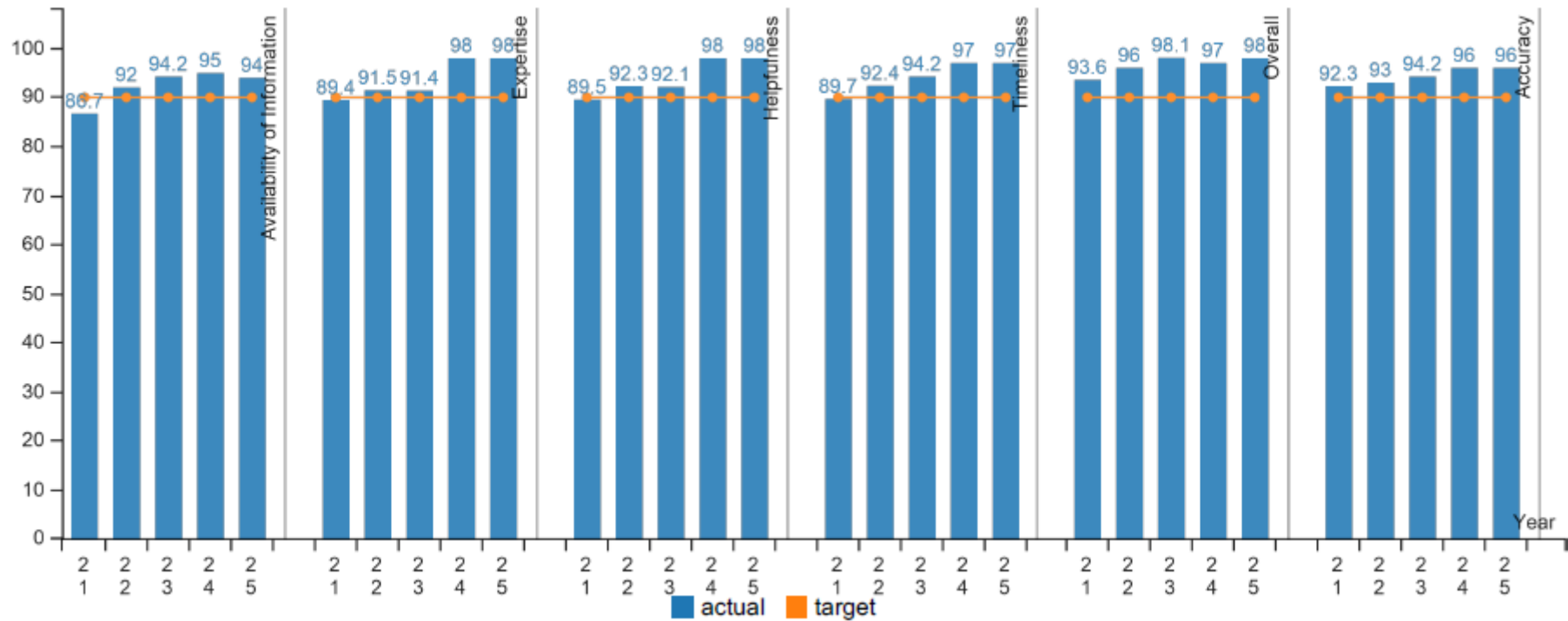
Report Year	2021	2022	2023	2024	2025
Availability of Information					
Actual	86.70%	92%	94.20%	95%	94%
Target	90%	90%	90%	90%	90%
Expertise					
Actual	89.40%	91.50%	91.40%	98%	98%
Target	90%	90%	90%	90%	90%
Helpfulness					

Data Collection Period: Jul 01 - Jun 30

Report Year	2021	2022	2023	2024	2025
Actual	89.50%	92.30%	92.10%	98%	98%
Target	90%	90%	90%	90%	90%
Timeliness					
Actual	89.70%	92.40%	94.20%	97%	97%
Target	90%	90%	90%	90%	90%
Overall					
Actual	93.60%	96%	98.10%	97%	98%
Target	90%	90%	90%	90%	90%
Accuracy					
Actual	92.30%	93%	94.20%	96%	96%
Target	90%	90%	90%	90%	90%

How Are We Doing

These customer satisfaction results are the average of the outward facing divisions of the State Library: Government Information and Library Services; Library Support and Development Services; and Talking Book and Braille Library. Taken individually or average together, the State Library is above the target in all categories. The agency's overall satisfaction has remained strong over the last five years.

For each division's percentage in each of the categories, please refer to the table below.

|	Timeliness	Accuracy	Helpfulness	Expertise	Availability	Overall
Government Information and Library Services	99%	96%	99%	99%	97%	98%
Library Development and Support Services	99%	100%	99%	99%	99%	100%
Talking Book and Braille Library	97%	96%	97%	97%	91%	98%

Factors Affecting Results

Data Collection Period: Jul 01 - Jun 30

The State Library staff are dedicated public servants. Both due diligence and responsiveness are the cornerstones of the State Library's customer service. Emails and voicemails are responded to in a timely manner. Input from the division's advisory councils help shape services and resources that are being made available to our users. Within Government Services, staff continuously works to make state government publications available to our users, both within state government and the public. Electronics resources are always being reviewed so the needs of state agency users of being met. The embedded librarians are meeting with their state agencies to better understand their needs and continue to educate state employees on the services being provided by the State Library. Library Support makes in-person visits to libraries across the state to learn firsthand the needs and concerns of these libraries. Library Support also provides grants to public libraries for early literacy and summer reading and provides focused federal grants to small and mid-size libraries. Technology advances in Talking Books, such as duplication on demand, has allowed the State Library to serve its users faster and more completely. Additional data gathering tools have been implemented and reviewing that data has allowed staff schedule changes that are more responsive to patrons.

Data Collection Period: Jul 01 - Jun 30

KPM #8: Value of Talking Book and Braille Library - Percent of Talking Book users that strongly agree or agree that the Talking Book and Braille Library has added value to their life.

* Upward Trend = positive result
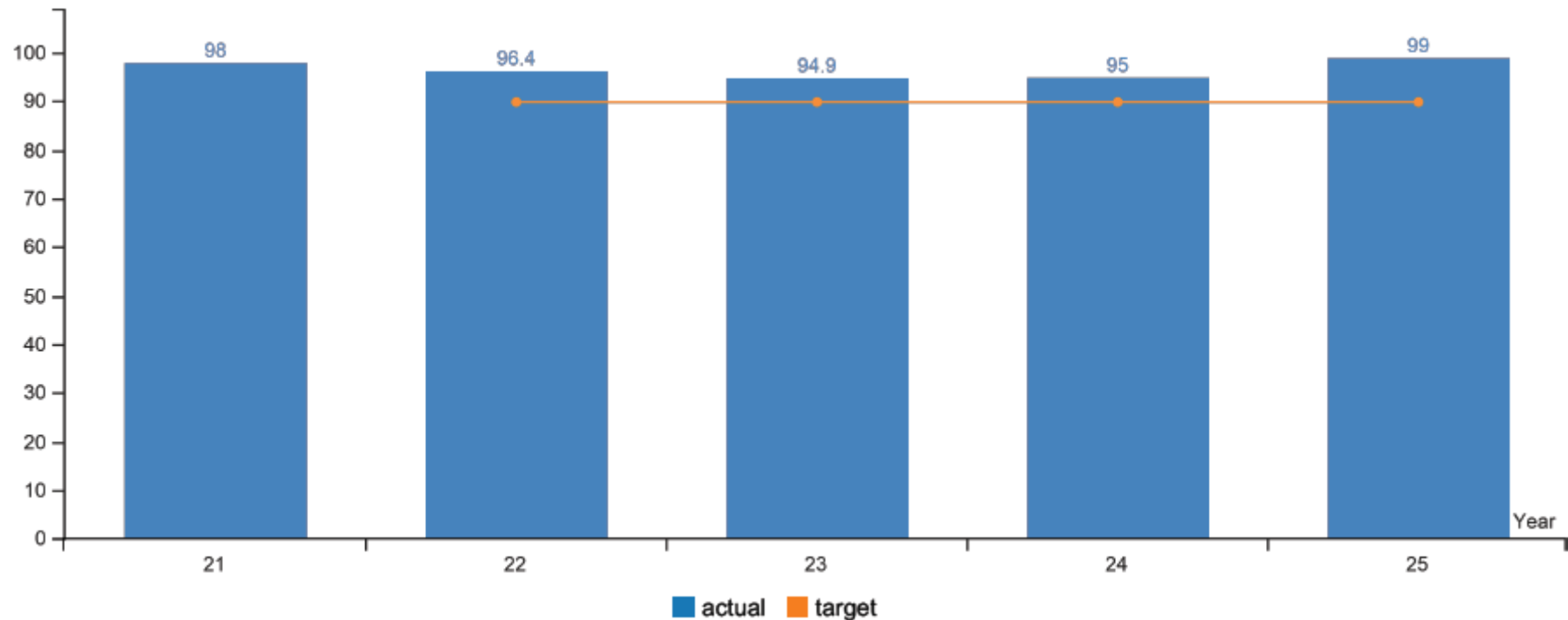
Report Year	2021	2022	2023	2024	2025
Percent strongly agree or agree Talking Books added value					
Actual	98%	96.40%	94.90%	95%	99%
Target		90%	90%	90%	90%

Data Collection Period: Jul 01 - Jun 30

How Are We Doing

Talking Books users are scattered throughout Oregon, with many living in rural and remote areas. Staff connect with patrons over the phone and email, and via postal mail. Despite the lack of face-to-face opportunities, Talking Books continues to elicit a high level of satisfaction from users, with a 4% increase from 2024 to 2025. In the Customer Satisfaction Survey, many patrons mentioned mental health benefits when explaining the value of Talking Books. Connections to stories, the larger world, and patron's own identities as readers are integral to feelings of wellness and inclusion. One user summed it up as My life has many limits. My talking books expand my limits A mother told us that Talking Books has made her daughter's world larger and more exciting and fulfilling and a wife wrote that her husband's dementia has isolated him, but that listening to books has kept him engaged with the world.

For many patrons, Talking Books is an essential part of their lives and offer resources not available or accessible anywhere else: I am low income and would not be able to enjoy books as I have low vision. I enjoy the readers and how they act out the story with their words.

Factors Affecting Results

Many incremental Customer Experience improvements made over the last year have had a cumulative effect. A plain language website and a streamlined registration process have made our library more useable. One user shared that Talking Books is consistently the most blind accessible library in all ways including patron support.

Connection is something deeply valued by users, and staff continue to work hard to serve over 4,400 patrons with a small number of staff. In our survey, on phone messages, and in hundreds of cards and letters sent to us each year, patrons praise staff's ability to connect them with books and in their helpfulness in responding to issues big and small.

Reaching eligible Oregonians with print disabilities that aren't related to sight has been a big initiative this year. Reading, developmental, and physical disabilities impact many readers and learning how best to serve them will continue to be a focus of this library. One patrons caregiver shared. My son is 35 and has a severe cognitive impairment along with blindness and other developmental disabilities. He only listens to children's books and the staff know that; they have, for all these years, send us children's books. There is much he cannot do, but he CAN sit on his couch and listen to stories being read to him. He has his own book in his lap so that he can turn pages as he listens. A recent college graduate with dyslexia told us that access to digital audiobooks made it possible for her to graduate from the University of Oregon last fall.

Data Collection Period: Jul 01 - Jun 30

KPM #9: Ready to Read Participation - Ready to Read grant funding per year divided by total number of youth 0-14 years of age participating in a Ready to Read grant funded activity.

* Upward Trend = positive result
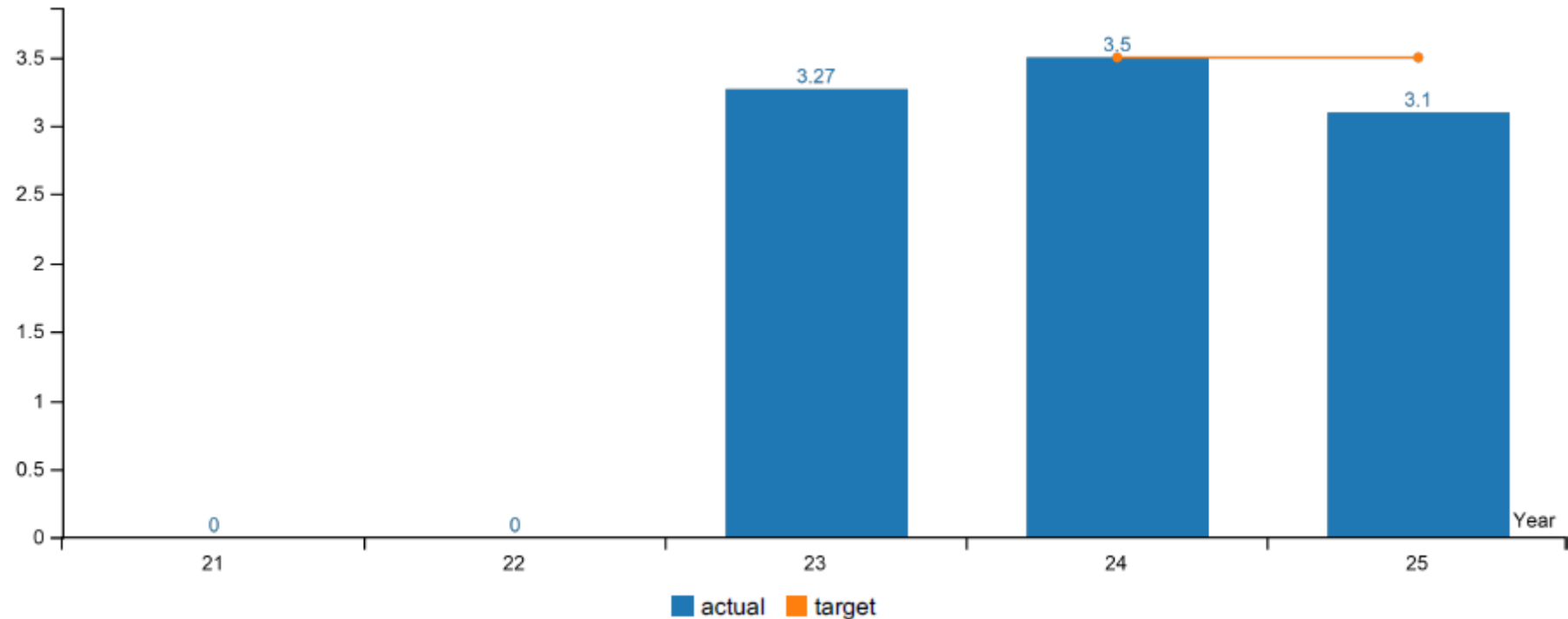
Report Year	2021	2022	2023	2024	2025
Ready to Read Participation					
Actual			$3.27	$3.50	$3.10
Target				$3.50	$3.50

Data Collection Period: Jul 01 - Jun 30

How Are We Doing

Annually, every legally established public library in the state is eligible to receive a Ready to Read grant. The grant may be used for early childhood literacy or summer reading activities. Libraries spend their grants between January and December. For the 2024 Ready to Read grant year, 264,237 youth participated in Ready to Read-funded programs at 139 public libraries around the state. Grants totaled $818,463, meaning that one youth was reached for every $3.10 in grant funds spent. Libraries reached more children per $1 of Ready to Read money spent than they did in 2023 or 2024. State Library Ready to Read grants in 2024 leveraged $3.25 million in local cash and in-kind contributions by local libraries, a four-to-one return.

Please note that a previous version of this key performance measure used a reversed ratio of participating youth divided by total grant funding, resulting in a number representing a fractional number of children reached. The KPM was changed to avoid any confusion this fraction may have caused.

Factors Affecting Results

Oregon's public libraries continue to provide exciting and innovative programs to attract children and their parents/caregivers to early literacy and summer reading programs. Standout programs during the 2024 Ready to Read grant year included early literacy backpacks and kits for parents/caregivers, special training for folks working with babies 0 to 12 months, outreach storytimes, youth summer camp experiences, and events at summer meal sites. These programs often were offered in tandem with community partners such as local and regional schools; nonprofits; early learning hubs; science, technology, engineering and math (STEM) hubs; tribal nations; food pantries; and more.

The increased participation in Ready to Read grant-funded programs tracks with a general rise in youth program participation at public libraries, following the lows during the COVID-19 pandemic. For instance, attendance at youth programs for children ages 0 to 11 increased 15% between 2022-23 and 2023-24, from 564,368 to 650,240. Those figures are reported in the annual Oregon Public Library Statistical Report Data.

Data Collection Period: Jul 01 - Jun 30

KPM #10: Value of Library Support Programs and Services - Percent of Oregon library staff that strongly agree or agree that the services and programs offered by Library Support help them provide better library service to their community.

* Upward Trend = positive result
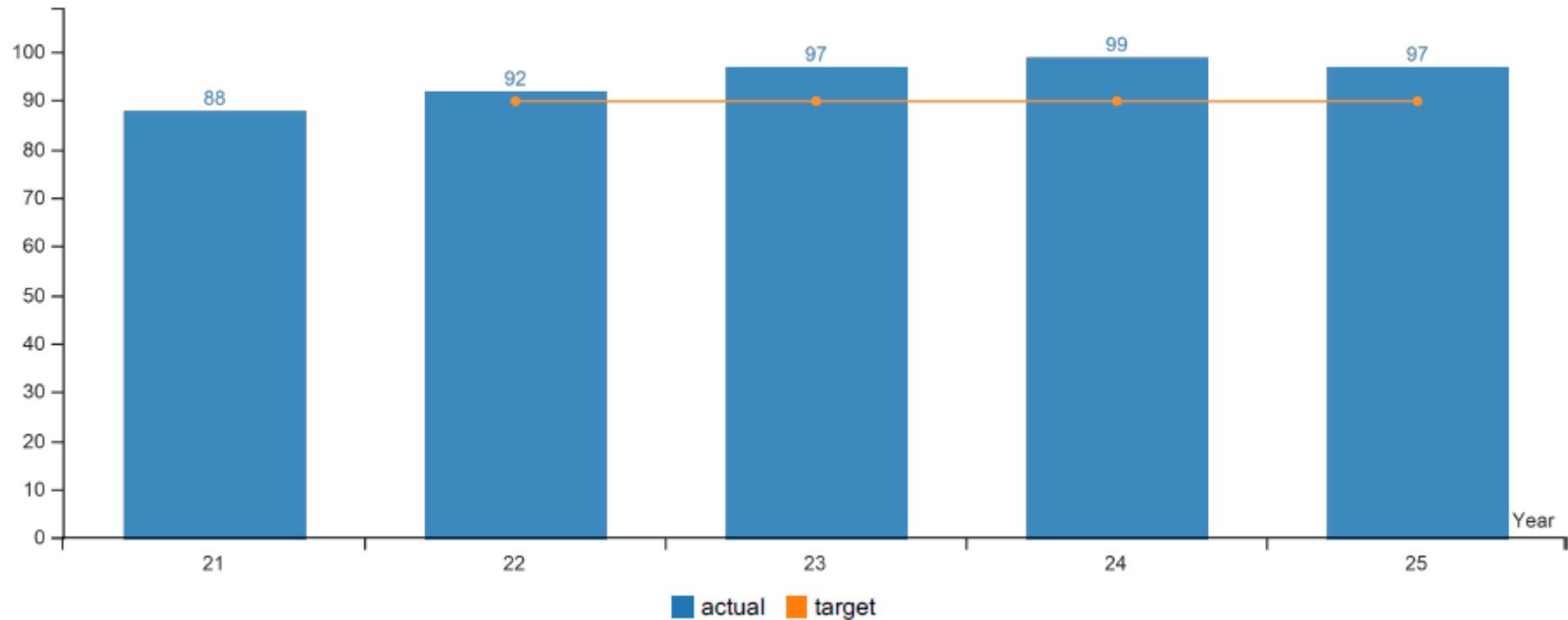
Report Year	2021	2022	2023	2024	2025
Percent strongly agree or agree					
Actual	88%	92%	97%	99%	97%
Target		90%	90%	90%	90%

Data Collection Period: Jul 01 - Jun 30

How Are We Doing

The Library Support and Development Services division at the State Library of Oregon provides grants, resources, leadership, and consulting services to 1,900 academic, public, school, special, and tribal libraries throughout Oregon. In the most recent satisfaction survey, sent to over 2,600 Oregon library staff and volunteers in March 2025, 97% of respondents agreed or strongly agreed that Library Support's services help them provide better services to their community, a decrease of two percentage points from 2024. Nonetheless, 97% is still well above the target of 90%. The division is proud that nearly all its customers value its services, especially when Oregon library staff share comments like this:

"The State Library of Oregon is just an amazingly thoughtful, compassionate, knowledgeable, generous and helpful group of people. We feel so fortunate they are a part of our community."

Factors Affecting Results

Library Support staff make concerted efforts to connect with Oregon libraries at a variety of events, including professional association conferences, trainings, virtual or in-person visits to libraries, and being available to answer questions. Oregon libraries rely on division staff for information about how to respond to intellectual freedom challenges, where to get resources and funding, and generally to be knowledgeable about a wide variety of library issues. The staff's consistent presence and involvement in the library community likely leads to the large amount of customer support the division enjoys.

While the division met its target of 90% for the last four years, there is still work to do. The Library Support division prioritizes better meeting Oregon libraries' changing needs, especially focusing on helping libraries better serve and engage with communities that are underserved and under-resourced. This work has been furthered by the recent hiring of a staff member focused on community engagement, who advises and supports libraries in Oregon.

Library Support distributed its 2025 satisfaction survey during a time of turmoil at the federal level. On March 14, 2025, the federal administration issued an executive order that would have eliminated the State Library's annual allocation of federal funds for libraries. These monies mainly fund Library Support division staffing, programs and services. Several survey respondents mentioned the funding threat in their comments. As of publication of this report, federal funding for the State Library's 2026-27 fiscal year remained uncertain.

Data Collection Period: Jul 01 - Jun 30

KPM #11: Making State Documents Accessible - Percentage of the digital Oregon Government Publications fully cataloged.

* Upward Trend = positive result
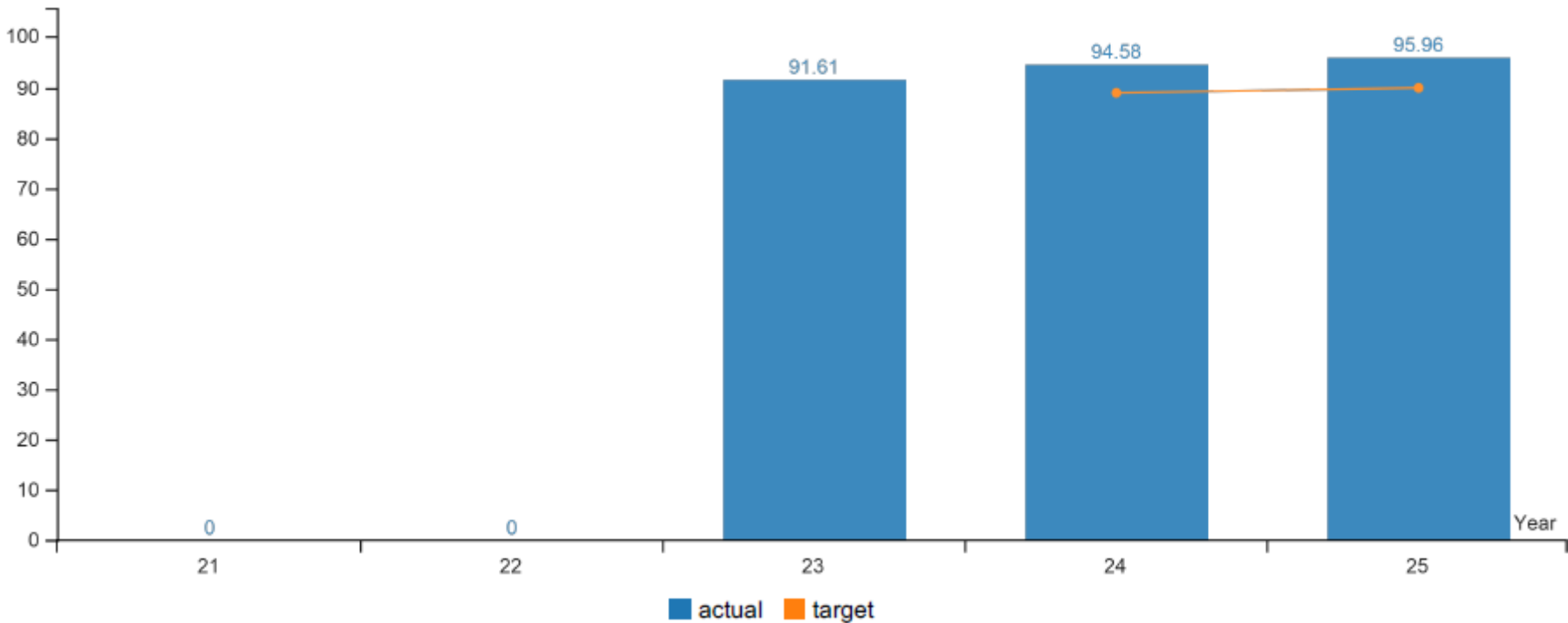
Report Year	2021	2022	2023	2024	2025
Making State Documents Accessible					
Actual			91.61%	94.58%	95.96%
Target				89%	90%

Data Collection Period: Jul 01 - Jun 30

How Are We Doing

This is the second year that this new KPM has been reported. Due to a clerical error, it was noted that incorrect figures had been reported previously. The figures entered in this report show the correct percentage of State Documents that are fully cataloged and available to access, rather than the average number previously shared. Overall, the actual is exceeding the proposed target and shows an increase over the previous year.

Factors Affecting Results

In 2024, the State Library was able to migrate its collection of over 175,000 complex documents. During the several months of migration, the stored documents could not be accessed or altered. Cataloging effectively halted while the system was migrating, data was checked and cleaned up, and the new system was brought online for public access. In 2025, cataloging processes were re-evaluated and adjusted for efficiencies. Currently, the cataloging team is nearly caught up with the uncatalogued materials paused during the system migration, while also processing all new materials and the percentage is showing a marked upward trend.

Data Collection Period: Jul 01 - Jun 30