

LFO Revised Budget Form #107BF04c

STATE LIBRARY
Annual Performance Progress Report (APPR)
for Fiscal Year 2016-17

Original Submission Date: October 07, 2016

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STATE LIBRARY

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

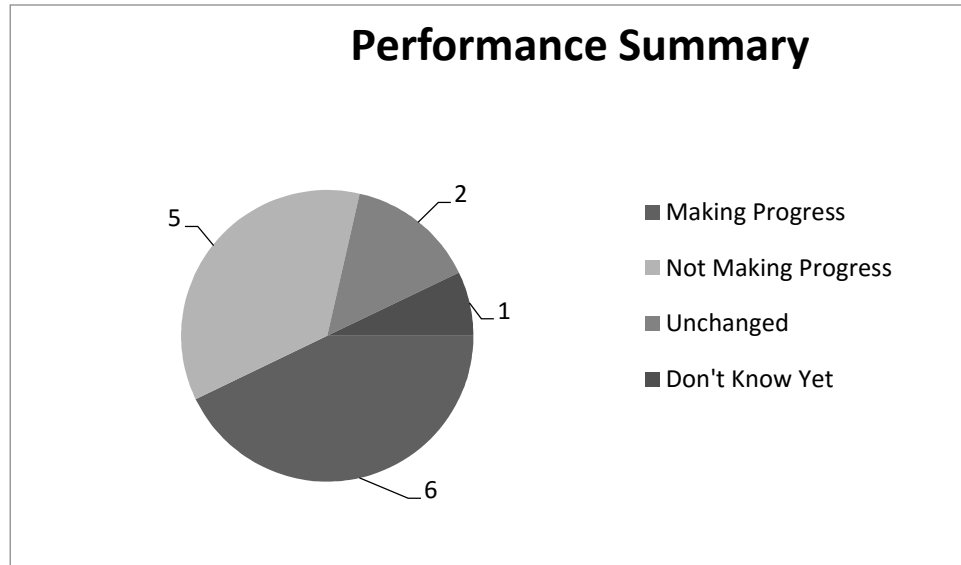
1. SCOPE OF REPORT

The scope of this report includes all State Library program units providing service to external customers: Government information and Library Services, Library Support and Development, and Talking Book and Braille Library (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.



3. PERFORMANCE SUMMARY

As the chart above shows the State Library made progress on five Key Performance Measures in 2015-16. Our cost per talking book circulation is down and Talking Book Users are up. We also improved in Use of Library funded databases and Oregon School Library Information System. Use of the search engine has improved. Cost per state employee contact and state employees registered to use the SEIC are both improved. We did not make progress on six KPMs. The number of research transactions as well as Number of talking books checked out per year is down slightly from last year. Use of Answerland is down from last year. We lost ground in all areas of customer service. The KPM’s for percent of eligible users registered for Talking Book services and State Library Board use of best practices were unchanged. Use of best practices in services to children will be reported in January.

4. CHALLENGES

STATE LIBRARY

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.

<i>Mission</i>	<i>Challenges</i>
Provide quality information services to Oregon state government.	<ul style="list-style-type: none"> • Our ability to provide information services to nearly 40,000 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.
Provide reading materials to blind and print-disabled Oregonians.	<ul style="list-style-type: none"> • There needs to be greater public awareness about the availability of the Talking Book and Braille Library services. • The State Library needs to continue to work on ensuring stable and adequate funding for Talking Book and Braille Library.
Provide leadership, grants, and other assistance to improve library services for all Oregonians.	<ul style="list-style-type: none"> • 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 digitization of historical items and collections in the state has been done in a disjointed manner. Efforts are being made to identify historical collections and digitization the collections in an orderly fashion.

5. RESOURCES USED AND EFFICIENCY

The State Library’s budget for the 2015-17 biennium totals \$15,189,059 including Emergency Board adjustments. 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 2015 cost per state employee contact was lower than 2015 (see p. 6). We were below our target and improved compared to 2015 for cost per circulation of talking books and Braille books. 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 Information and Library Services staff.	
Owner	Government Information and Library Services, Shawn Range, 503-378-3870.	

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. Current targets are based on trends in actual usage, while still emphasizing the need for continuing growth.

3. **HOW WE ARE DOING**

Performance for the past two years has been steady with a slight decrease in performance both 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”.

5. **FACTORS AFFECTING RESULTS**

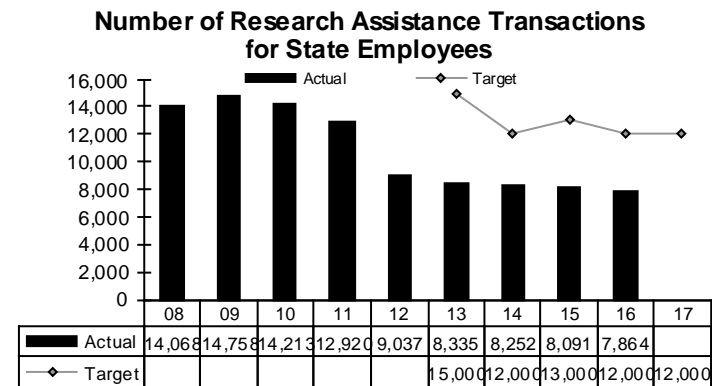
This performance measure counts the times an individual calls us and/or uses one of our services. This measure does not capture all services. The agency has been working with patrons to better understand their needs and teach them how to better interact with our services. As patrons learn how to better use our services and we make our services more accessible for our patrons there will be less need for interaction between the librarian and the patron directly.

6. **WHAT NEEDS TO BE DONE**

We need to continue to assess service needs and service levels; develop and expand partnerships; increase and focus the marketing and promotion of library services with guidance from feedback collected from planning sessions and customer satisfaction surveys; work more closely with agencies/legislature (embedded librarians), and continue to pursue ideas from the Government Information and Library Services Advisory Council on ways to improve our products, our quality, and our outreach. To better capture this work we need to adjust this measure to be average daily visits to Government Information and Library Services electronic resources.

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.



STATE LIBRARY

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 Information and Library Services divided by an adjusted count of state employees obtained from DAS HRSD.	
Owner	Government Information and Library Services, Shawn Range, 503-378-3870.	

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. This measure is intended to measure State Library market penetration for library services in executive branch and legislative branch agencies. Current targets are based on trends in actual usage while still emphasizing the need for continuing growth.

3. HOW WE ARE DOING

This measure has held relatively steady for several years.

4. HOW WE COMPARE

The Library can find no comparable measurement used by other libraries or government agencies.

5. FACTORS AFFECTING RESULTS

Government Information and Library Services staff continues to assess and develop outreach and training services, thereby finding and employing new ways to promote library resources and reach employees throughout the state. Primary factors attributing to an increase or decrease in 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 decrease in registered users in 2015 is a result of a database cleanup. The Library migrated to a new Integrated Library System in 2015 which resulted in a cleanup of outdated patron records.

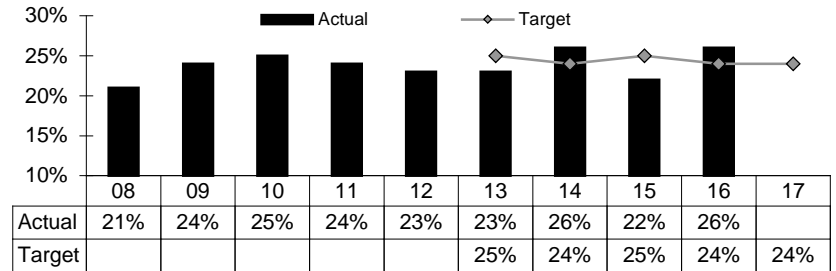
6. WHAT NEEDS TO BE DONE

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. Continue to build relationships with agencies that will help raise awareness and increase registration. This measure does not accurately measure the work of the agency and is proposed for deletion in the 2017-19 biennium. The number of registered users would remain an internal performance measure to gauge outreach efforts and continue to improve utilization of State Library services.

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, Chief Human Resources Office Division.

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



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 Information and Library Services divided by the internal count of customer contacts.	
Owner	Government Information and Library Services, Shawn Range, 503-378-3870.	

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. Current targets are based on a lower budget and an increase in contacts with state employees.

3. **HOW WE ARE DOING**

The Library continues exceeded the target. This is largely due to an increase in contacts with state employees. Compared to 2015, there was a significant increase in the number of current awareness items delivered and as well as an increase in the number of reference transactions.

4. **HOW WE COMPARE**

The library can find no comparable measurement used by other libraries or government agencies.

5. **FACTORS AFFECTING RESULTS**

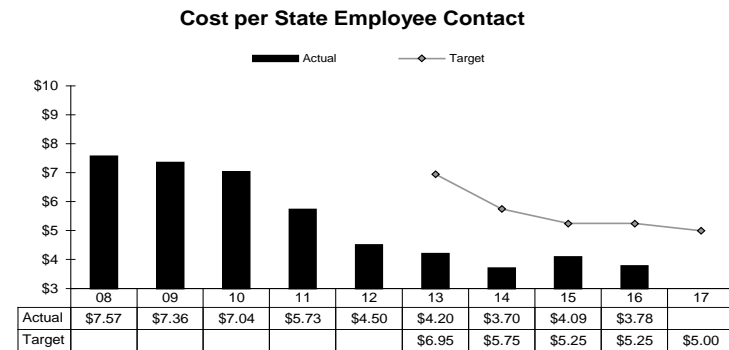
The continuing increase in contacts coupled with decreased expenditures due to budget cuts resulted in another significant decrease in this measure.

6. **WHAT NEEDS TO BE DONE**

Promote Government Information and Library Services widely, explore new marketing and registration approaches, and assess services and service levels to more efficiently and effectively serve our customers.

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. This measure is proposed for deletion in the 2017-19 biennium. Customer contacts doesn't accurately reflect the work of the agency. The library will continue to track outreach activities that feed into this measure internally.



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 LIBRARY USERS Number of individuals registered to receive Talking Book and Braille Library services.	Measure since: 1997
Goal	GOAL 2: Improve, adapt, and market Talking Book and Braille Library 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 Library automated library system software.	
Owner	Talking Book and Braille Library, 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 overall increase in patron registration and retention. We saw a small increase from the previous year.

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 Library served 13% of the eligible population in Oregon as compared to an average of 14% for five comparable state programs (AZ, CO, IA, WA and WI). We are exploring avenues to have more current comparison data.

5. **FACTORS AFFECTING RESULTS**

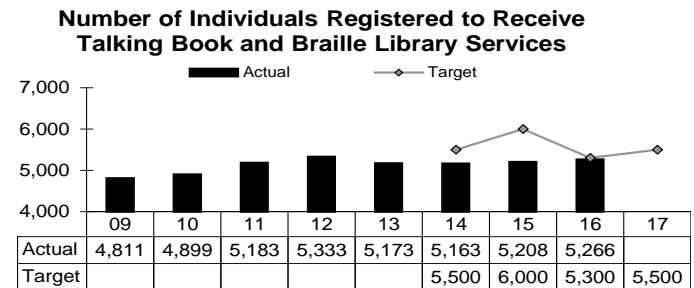
Factors affecting results is an increase in outreach to enhance our public awareness. People are now able to download books to their iOS and Android devices as well as to their computer, which assists in recruitment and retention.

6. **WHAT NEEDS TO BE DONE**

Talking Book and Braille Library 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. This measure if an output measure that is proposed for deletion in the 2017-19 biennium. This measure will remain an internal performance measure to gauge outreach efforts and continue to improve utilization of State Library services.

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.



STATE LIBRARY

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 Library services.	Measure since: 2000
Goal	GOAL 2: Improve, adapt, and market Talking Book and Braille Library 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 Library 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 Library, Susan Westin, 503-378-435.	

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 the service. 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.

3. HOW WE ARE DOING

Talking Books stayed steady compared to the previous year. We continue to add patrons to the program; however, the number of eligible Oregonians outpaces the number of registered users.

4. HOW WE COMPARE

There are no standards for the performance measure. The most recent national data from 2010 indicates that Talking Books served 13% of the eligible population in Oregon as compared to an average of 14% for 5 comparable state programs (AZ, CO,IA,WA and WI) based on the federal formula. We are exploring avenues to have more current comparison data.

5. FACTORS AFFECTING RESULTS

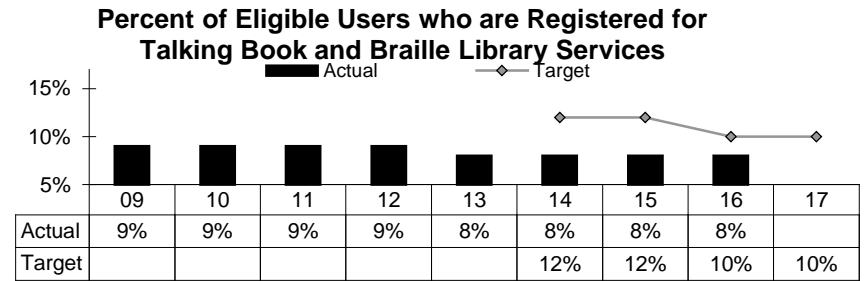
Factors affecting results is an increase in outreach to enhance our public awareness. With the new technology, we are seeing an increasing in patron retention. There is an increase in the older population in the State, which is the main demographic.

6. WHAT NEEDS TO BE DONE

Talking Book and Braille Library 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. This measure is proposed for deletion in the 2017-19 biennium.

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

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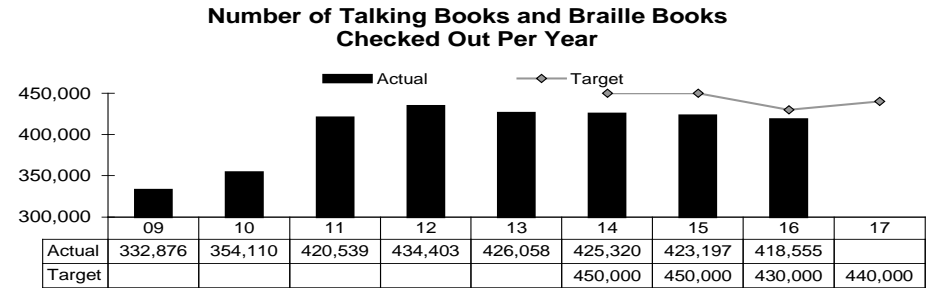
KPM #6	TALKING BOOK AND BRAILLE BOOK CIRCULATION Number of talking books and Braille books checked out per year.	Measure since: 2000
Goal	GOAL 2: Improve, adapt, and market Talking Book and Braille Library to a growing population of eligible Oregonians.	
Oregon Context	HLO 2: Oregonians with print-related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

There is a slight decrease in the amount circulated from the previous year and we are below our target of 430,000.

4. **HOW WE COMPARE**

There are no standards for the performance measure. The most recent national data from 2010 indicates that Oregon Talking Book and Braille Library circulated 45 books per registered user as compared to an average of 33 for five comparable state programs (AZ, CO, IA, WA and WI). We are exploring avenues to have more current comparison data.

5. **FACTORS AFFECTING RESULTS**

Registered users and retention of current users has leveled. With the digital format, patrons are not only able to borrow books from Talking Books, but also download books from BARD (Braille and Audio Reading Download) on demand for either their digital player, iOS device, or Android device.

6. **WHAT NEEDS TO BE DONE**

Talking Book and Braille Library 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. This measure is proposed for deletion in the 2017-19 biennium. The measure will continue to be tracked internally and continue to be used as part of the calculation for KPM#7.

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.

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 Library 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 Library divided by the automated count of circulation.	
Owner	Talking Book and Braille Library, 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 targets for 2016 and 2017 were 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 Oregon Talking Books cost per circulation was \$2.22 as compared to an average of \$4.18 for five comparable state programs (AZ, CO, IA, WA and WI).

5. **FACTORS AFFECTING RESULTS**

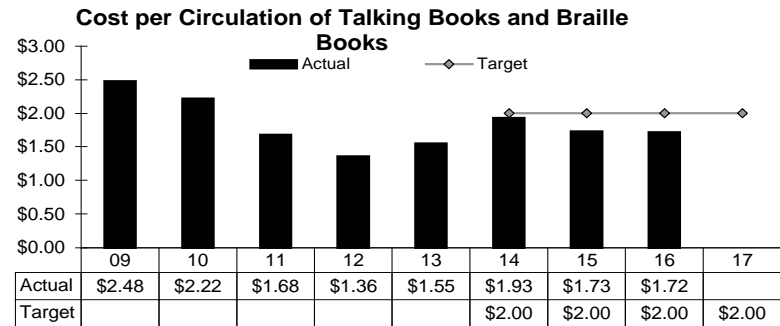
Registered users and retention of current users has increased. With the advent of the digital players, patrons are not only able to borrow books from Talking Books, but also download books from BARD (Braille and Audio Reading Download) on demand for their digital players, iOS or Android devices. We have 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 Library 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 KPM#6. Budget data are taken from the annual budget report of the agency.



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.

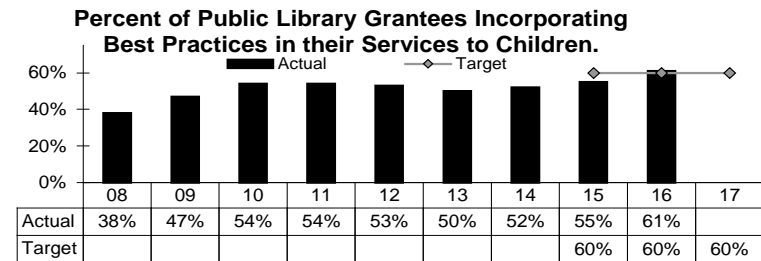
KPM #8	USE OF BEST PRACTICES IN SERVING CHILDREN Percent of public library grantees incorporating best practices in their services to children.	Measure since: 2006
Goal	GOAL 3: Lead public libraries to achieve excellence in services to children.	
Oregon Context	OBM 18: Percent of Oregon children entering school ready-to-learn.	
Data source	Annual survey of Ready to Read Grant recipients by the Library Support and Development division.	
Owner	Library Support and Development, 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 have exceeded the goal slightly and are up six percent over the previous year.

4. **HOW WE COMPARE**

The library can find no comparable measurement used by other libraries or government agencies

5. **FACTORS AFFECTING RESULTS**

In 2015 the Ready to Read grant provided libraries an estimated \$.94 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 story time. This has resulted in a leveling off in libraries providing direct early literacy training. 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 library must use Ready to Read Grand funding for basic services.

6. **WHAT NEEDS TO BE DONE**

Restore the Ready to Read Grant to \$1.00 per child to enable more libraries to provide all three best practices. Implement recommendations of the reimagining ready to read workgroup.

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. This key performance measure is proposed for deletion in the 2017-19 biennium. This measure only reports on a small piece of what public libraries provide and the State Library consults on. The library proposes this measure be replaced with Percent of public libraries meeting essential and enhanced level of applicable Oregon Library Association standards for public libraries.

III. USING PERFORMANCE DATA

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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 Information and Library Services, Shawn Range, 503-378-3870.	

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**

Current targets are set based on past performance.

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, and additional search engine on the main Oregon.gov website has had an impact on the service.

4. **HOW WE COMPARE**

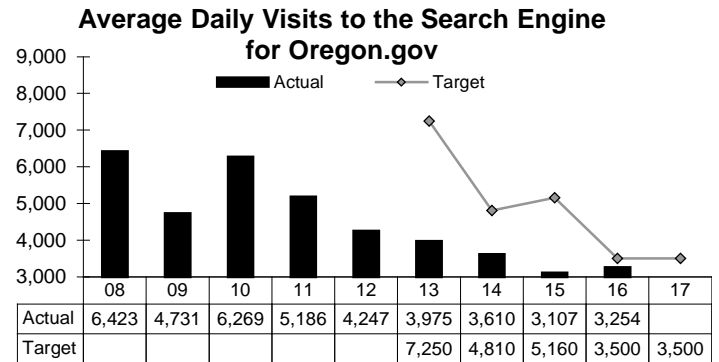
The Library can find no comparable measurement used by other libraries or government agencies.

5. **FACTORS AFFECTING RESULTS**

The Oregon.gov website was redesigned and a new website was launched in April 2014. The search engine on the main page of the website does not use the Google CSE that the State Library hosts. The State Library’s Google CSE continues to function on individual state agency websites; however, as agencies transition to the new Oregon.gov platform the search engine will no longer be assessable. There was a significant decrease in performance several months after the new Oregon.gov search engine was launched. This Key Performance Measure is proposed for deletion in the 2017-19 biennium.

6. **WHAT NEEDS TO BE DONE**

Significant changes in the E-government environment over the last few years have particularly impacted this measure. A new search engine, managed by NICUSA, is now being used on the main Oregon.gov webpage, and the Library’s search engine will eventually be obsolete. 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. The State Library will work with DAS and NICUSA to transition the search engine over to DAS.



STATE LIBRARY

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 #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 Support and Development, 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

We had a decrease from the previous years and we are below the target.

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 vendor is going through a process of refining and redefining the capturing of statistical data.

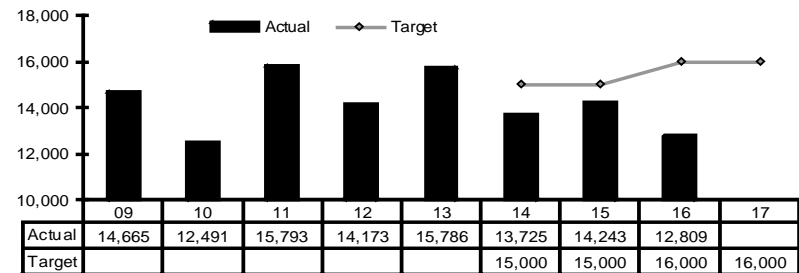
6. WHAT NEEDS TO BE DONE

We will continue to promote the use of the databases and offer trainings as needed.

7. ABOUT THE DATA

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. This Key Performance measure is proposed for deletion in the 2017-19 biennium. The average daily visits to library-funded databases would remain an internal performance measure to gauge outreach efforts and continue to improve utilization of State Library services.

Average Daily Visits to Library-funded Databases.



III. USING PERFORMANCE DATA

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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 IT Unit.	
Owner	Library Support and Development, 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**

We are below the target; however, we are above last's years results.

4. **HOW WE COMPARE**

The Library can find no comparable measurement used by other libraries or government agencies.

5. **FACTORS AFFECTING RESULTS**

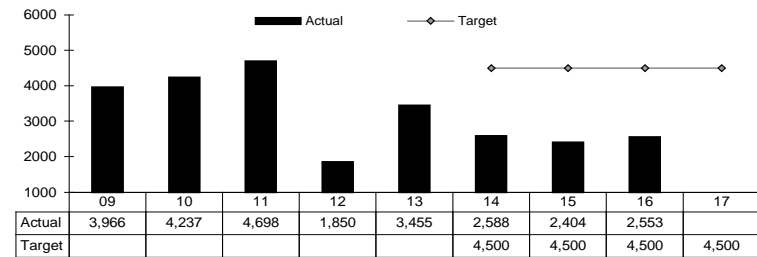
The current platform is providing a stable environment for students to access the databases and other materials. However, a decline in the number of certified school librarians is impacting the average daily visits.

6. **WHAT NEEDS TO BE DONE**

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**

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



STATE LIBRARY

III. USING PERFORMANCE DATA

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Data are reported on the Oregon fiscal year and are obtained by our IT Unit, who uses Google Analytics for data gathering. This Key Performance measure is proposed for deletion in the 2017-19 biennium. The average daily visits to Oregon School Library Information System would remain an internal performance measure to gauge outreach efforts and continue to improve utilization of State Library services.

KPM #12	USE OF ANSWERLAND Average daily visits to the Library-funded Answerland 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 Answerland service under contract to the State Library.	
Owner	Library Support and Development, 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 Answerland 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 decrease from 2015 to 2016.

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

Answerland services are provided 24/7 by Oregon librarians in 45 different K-12, public, academic, and law libraries, and by OCLC QuestionPoint service. Approximately 450 people in libraries around Oregon are involved in helping the service operate. During the fiscal year the State Library was in the process of transferring service from an open source software to OCLC QuestionPoint.

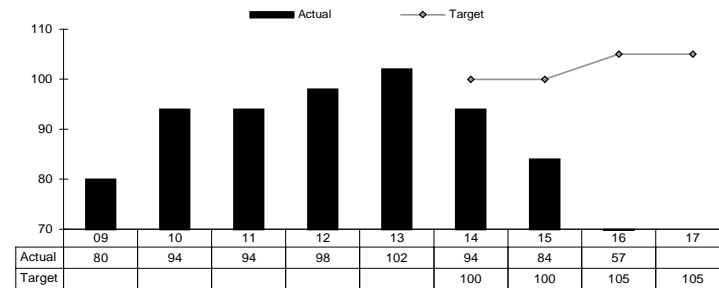
6. WHAT NEEDS TO BE DONE

The Answerland Advisory Board and Coordinator have implemented text messaging reference service and have set goals that will include increased visibility and usage of Answerland 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 Answerland service under contract to the

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



STATE LIBRARY

III. USING PERFORMANCE DATA

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State Library. This Key Performance measure is proposed for deletion in the 2017-19 biennium. The average daily visits to Answerland would remain an internal performance measure to gauge outreach efforts and continue to improve utilization of State Library services.

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 are 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

Current targets are the same as the previous two 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 Support and Development Services, Talking Book and Braille Library, and Government Information and Library Services. In 2016, the Library received lower ratings in all categories compared to 2015.

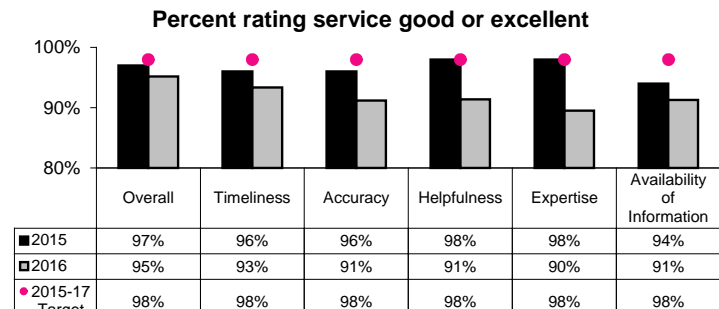
4. HOW WE COMPARE

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

Library Development Services had a lower percentage of customers rating it “excellent” or “good” than the other program 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



STATE LIBRARY

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.

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 Information and Library Services and Library Support and Development surveys. Library Support and Development 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

<i>Survey Name</i>	<i>Surveyor</i>	<i>Date Conducted</i>	<i>Population</i>	<i>Sampling Frame</i>	<i>Sampling Procedure</i>	<i>Sample Characteristics</i>	<i>Weighing</i>
Government Services User Satisfaction Survey	Margie Harrison	June 2016	Registered state employee users of Government Information and Library Service	Database of state employee users	All registered users.	9,747 registered users were surveyed via email distribution; 585 surveys were completed.	N/A
Library Support and Development Survey	Susan Westin	April 2016	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, Statewide Database Licensing Advisory Council, and LSTA Grantees	Directory information maintained by Library Support and Development	An email with the survey attached was sent to the groups listed under Population.	503 customers were sent an email survey; 142 surveys were returned and usable.	N/A
Talking Book and Braille Library Survey	Susan Westin	April 2016	Talking Books Patrons	All active patrons (approximately 5260)	Surveys were sent to all active uses by print, online or call	525 total responses; 215 print, 223online, and 84 call responses	N/A

III. USING PERFORMANCE DATA

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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 target continues to be 100% for the 2015-17 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 August 26, 2016 meeting. All 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.

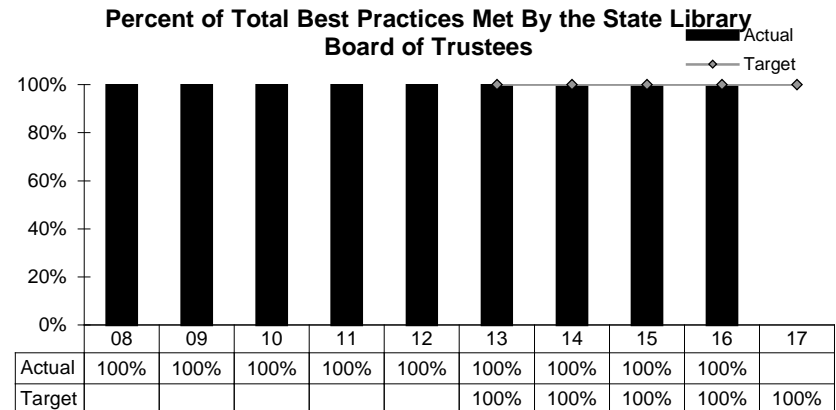
4. **HOW WE COMPARE**

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**

The results of the Board member survey show that most members agree that the Board is doing what it is supposed to be doing. There was some confusion by the board in understanding the questions were a few questions where marked with the answer “not sure.” One question had a “disagree” regarding training sessions.

6. **WHAT NEEDS TO BE DONE**



STATE LIBRARY

III. USING PERFORMANCE DATA

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The board is discussing opportunities for training that may help them better understand the questions as well as their role.

7. ABOUT THE DATA

Developed at a public meeting of the State Library Board of Trustees on August 26, 2016.

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.

<p>I. INCLUSIVITY Describe the involvement of the following groups in the development of the agency's performance measures.</p>	<ul style="list-style-type: none">• Staff: The State Library is a service-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 2015-17 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 Library 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 Information and Library Services Advisory Council, made up of nine state agency representatives.
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STATE LIBRARY

III. USING PERFORMANCE DATA

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<p>2. MANAGING FOR RESULTS How are performance measures used for management of the agency? What changes have been made in the past year?</p>	<p>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 2015-16 are:</p> <ul style="list-style-type: none"> • Government Information and Library Services staff have been redeployed to work more closely with agencies as embedded librarians (KPM #1-3) • Tier 5 has been vacated. Staff completed a stacks reconfiguration project that included weeding, shifting, relocating, and re-distributing materials in order to allow a shift in focus to electronic resources for state agency staff (KPM #1-3) • We migrated the integrated library system to SirsiDynix in partnership with Chemeketa Cooperative Regional Library Service (KPM #1-3) • The administration of the Orgon.gov search engine is being transitioned to DAS. (KPM #9) • Continued promotion of BARD (Braille and Audio Reading Download). Approximately 24% of the TBABL patronage has registered to use BARD. (KPM #4-7) • We created a project that will identify libraries that 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) • 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 two years of our general reference database contract. A new contract was signed for 2015-17. (KPM #10) • Signed a contract with OCLC for a new virtual reference system for Answerland (KPM #12) • The Technology Consultant within Library Support and Development is focusing on the Edge Initiative, which is a management and leadership tool, helps libraries create a path for the continuous growth and development of their public technology services.
<p>3. STAFF TRAINING What training has staff had in the past year on the practical value and use of performance measures?</p>	<p>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.</p>
<p>4. COMMUNICATING RESULTS How does the agency communicate performance results to each of the following audiences and for what purpose?</p>	<ul style="list-style-type: none"> • 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.