

# Oregon State Library Draft Reorganization Framework and Timeline

March 14, 2013

In Governor Kitzhaber's Balanced Budget for 2013-2015 the Oregon State Library (OSL) was directed to reorganize in order to create a service delivery model that will minimize fragmentation and duplication of services in state government. A framework and timeline have been created and a detailed implementation process will be put in place by the end of the 2011-2013 biennium. An implementation progress report will be provided to the Legislature in February of 2014. Upon acceptance of that report it is anticipated OSL will receive the second year of biennial funding. The reorganization will be complete by the beginning of the 2015-2017 biennium.

This document outlines the draft framework and timeline. It contains the following elements:

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

## Assumptions

The reorganization of the Oregon State Library is part of a larger ten-year state government transformation agenda articulated in Governor Kitzhaber's Balanced Budget. There are certain assumptions about processes and deliverables that have guided the current work and will guide the implementation process.

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

### **Current Responsibilities**

- A. Timely and accurate information is essential to Oregon state employees and the Legislature in serving Oregonians. OSL is the enterprise-wide information resource.
- B. The State of Oregon, in cooperation with the National Library Service for the Blind and Physically Handicapped, can and should provide library services to print disabled Oregonians.
- C. The Oregon State Library, in cooperation with the Institute of Museum and Library Services, can and should provide grants, support and leadership for local libraries.

### **Reorganization Steering Committee Activity and Recommendations**

As its main task, the Reorganization Steering Committee reviewed the current services of the State Library in depth and determined essential services, as follows:

- *Connect Oregon state government to quality information to support informed decision-making on behalf of all Oregonians.*
- *Connect print-disabled Oregonians to reading materials and other information to improve their quality of life.*
- *Connect Oregonians to library services by providing leadership, grants (including federal Library Services and Technology Act funds and state Ready to Read funds), and other support to public, school, academic, and tribal libraries.*

In developing these three essential services the Reorganization Steering Committee reviewed all current services of the State Library. This review included examining resources required, statutory requirements, and the audiences served (both who and how many).

In addition to the work of the Reorganization Steering Committee, OSL staff conducted surveys of their specific stakeholders to gather feedback about the use and value of current services. State Library staff also participated in focus groups to gather their perspectives on use and value of current services.

The Reorganization Steering Committee agreed that the State Library should continue to deliver its current responsibilities as outlined above. However, delivery mechanisms, level of individualized service, and other services may change in the reorganization structure.

In the next several months the Reorganization Steering Committee will be reviewing the State Library services that were not deemed essential to meet those three core responsibilities and refine the draft reorganization framework to address those services during the implementation phase.

#### Members of the Reorganization Steering Committee

Sam Hall	Chair, State Library Board of Trustees
MaryKay Dahlgreen	State Librarian
Barry Pack	Office of the COO
Jeannine Beatrice	Office of the COO
Margie Harrison	Program Manager, State Library
Shawn Range	Business Manager, State Library
Susan Westin	Program Manager, State Library
Joel Henderson	Talking Book and Braille Services (TBABS) staff
Heather Pitts	Government Research Services (GRS) staff
Mary Beth Herkert	State Archivist
Julie Curtis	GRS Advisory Council
Christopher Rumbaugh	Library Services and Technology Act Advisory Council
Bob Disher	TBABS Advisory Council
Jessica Rondema	Executive Assistant, State Library

### OSL Reorganization Steering Committee Recommendations

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

**Timeline**

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