

Accountability Report Transmittal Form

FY 2010-2011



Agency Name: South Carolina State Library

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Section I – Executive Summary

I.1. Mission, Vision and Values

VISION: The South Carolina State Library is a national model for innovation, collaboration, leadership and effectiveness. It is the keystone in South Carolina’s intellectual landscape.

MISSION: We optimize South Carolina’s investment in library and information services.

We do this by:

- Supporting good governance for South Carolinians through the provision of research and information services to elected officials and state government personnel.
- Providing equal access to information for all South Carolinians.
- Ensuring collaboration and cooperation among information providers and cultural institutions.
- Defining standards for libraries and librarianship that promote professionalism and excellence among library personnel statewide.
- Providing and promoting superior library and information services through research, development and implementation of leading edge practices.
- Advocating for innovation and learning in order to create a better informed and more highly skilled South Carolina citizenry.

VALUES: Values dictate the way we work with each other as we strive to meet our mission and pursue our vision. We strongly believe that our performance and behavior are guided as much by the spirit of the values as by the definition of the values.

- **Communication:** We believe communication is essential to performing our mission and pursuing our vision. Communication is vital to building organizational trust and is the hallmark of respect. Communication is a multifaceted, mutually beneficial process, and the transformation of ideas is crucial to organizational advancement. We believe the articulation of ideas by people engaged in an open-minded exchange results in new concepts, different perspectives and organizational excellence.
- **Professionalism:** We believe professionalism is an essential value and a well-trained and knowledgeable staff is our greatest asset. Integrity, respect and fairness guide our performance as we strive to exemplify professionalism in everything we do for the state of South Carolina.
- **Collaboration:** We believe the best possible results are achieved through partnerships and teamwork. When the ideas and actions of all interested parties are wisely considered the whole is always greater than the sum of the parts.
- **Leadership:** We believe that leadership is organizational and personal. At the center of leadership is accountability for the responsibilities we have been assigned. We believe that good leadership is characterized by the ability to make decisions, take risks, and manage failure. We believe great leadership creates an environment of inspiration.

- **Innovation:** We believe that change is the only constant and at the heart of the organization is people thinking outside the sphere of current norms and learning to live beyond their zone of comfort. Through the wise use of new concepts and technology we can define the intellectual landscape of South Carolina. Technology is only as good the concept that drives it.

I.2 Major Achievements

The State Library had an extremely productive year even with the critical decline in our overall budget. We have separated our major achievements into our core business plan objectives.

Workforce Development

- Coordinated a comprehensive Workforce Development outreach program, which brought public libraries together with employment services agencies throughout the State; introduced the “WORKSC.ORG” website. Hired a Workforce Development Trainer who travels statewide and provides assistance and training to service providers and citizens.
- Initiated an enhanced focus on rural library services and the importance of library assistance to small businesses, with presentations at two major library nationwide professional conferences (Public Library Association; Association of Small & Rural Libraries)

Library Support and Development

- Held informational session for Library Directors to assist them with applying for new USDA Rural Grants.
- Continued the vital work of orienting and training Library Directors and Library Boards of Trustees in the ongoing effort to improve leadership of public libraries statewide.
- Coordinated funding streams for public libraries, including Federal stimulus funds, enabling libraries to address potential gaps in service.
- Continued to offer consultant services statewide for regular topics such as customer service, succession planning and youth services, but expanded those offerings to include small business outreach, workforce development, and communications.
- Conducted two new DISCUS Database Management Workshops in March 2010. These workshops are designed to help library directors better utilize DISCUS resources at their own libraries.
- Created survey instrument and produced the report, *A Day in the Life of South Carolina’s Libraries* for South Carolina Common Cause, a coalition of state school, public and academic libraries.
- Presented twice at the American Library Association’s Annual Conference in Washington, D.C.: Three steps to using social media – at the ALA Chapter Relations Orientation: <http://www.slideshare.net/crr29061/three-steps-to-using-social-media-2010> (30 attendees)
- Social Media and Advocacy – at the AASL/ALSC conference session on Grassroots Advocacy 2.0: <http://www.slideshare.net/crr29061/social-media-and-advocacy> (75 attendees)
- Presented online for ALA Washington Office advocacy and social media webinar. 124 attendees. <http://www.vimeo.com/7347082>

I.2 Major Achievements (continued)

Family Literacy

- The themes for the summer reading program this year were “Get creative at your Library” and “Express Yourself at your Library”. Participation increased in 2009 bringing the total participation of children to 112,347 and 197,437 total children in attendance. See graph 7.3.3.
- Developed and distributed a Pre-K literacy calendar to give to parents which provides guidance in developing children’s skills to prepare them for kindergarten. The Literacy Calendar is tied to the South Carolina Curriculum standards. Distributed approximately 14,000 Family Literacy calendars free of charge to preschool children, families and teachers who reside in underserved areas with limited resources.
- Received national recognition for our South Carolina Day by Day Family Literacy calendar.
- Conducted sessions around South Carolina for librarians and preschool caregivers on the importance of early literacy preparation for young children.
- Reinforced the important concept of library services for teens with a statewide workshop on designing library “Teen Spaces”; a second workshop offered technology instruction to build teen attendance at the public library.
- Initiated a planning group of literacy providers and experts from all sectors to better coordinate statewide efforts and prepare for a significant literacy-focused event in the coming year.
- The Letters About Literature program, sponsored by the South Carolina Center for the Book and the Library of Congress, in partnership with Target Stores, is a national reading and writing promotion contest, which continues to receive strong reviews and remains a favorite venue for literacy advancement. Nine students from across the state were selected as winners of the 2009 South Carolina Letters About Literature writing contest. Approximately 69,000 young readers across the country participated in this year’s Letters About Literature competition. Promotion was provided by: SC Center for the Book in the Library of Congress, presented in partnership with Target and the South Carolina State Library Foundation. In South Carolina, 1,074 students competed across all three levels of competition. South Carolina finalists each receive a cash prize from the South Carolina State Library Foundation plus a \$50 Target gift card.
- The State Library opened membership to all residents of SC, making its special library resources more readily available to South Carolinians.
- Staffed the South Carolina booth at the National Book Festival in Washington, D.C. – had over 1500 booth visitors. As coordinator of the SC Center for the Book, we are supported by the Library of Congress’ Center for the Book.

Good Governance

- The SCSL went live on the new SC Enterprise Information Systems/SAP system for Human Resources and Payroll. We had a 0% error conversion rate. All documents converted properly and accurately.
- Collaborated with OHR to conduct training for their staff and rified employees as well as adding a DISCUS Career and Workforce search widget on their site.

I.2 Major Achievements (continued)

- Harvested and provided access to 500 edocs from state agencies including approximately 380 Certified Public Manager Project reports.
- Held the Notable State Documents Awards ceremony.
- Created Connecting State Government to Information Resources campaign; garnered support from B&C Board Public Affairs to help promote for month of August.
- Created and hosted organizational meeting of the SC Social Media in State Government Idea Exchange. (55 attendees.) This group has met quarterly and has received a lot of support from many other state government agencies.
- Co-hosted and presented for the quarterly SC State Government Improvement Network meeting re: OPAL/New Technology (50 state government attendees).

Cultural Heritage and Education

- Produced River of Words informational video to promote their international program in South Carolina. This video has been highlighted on the main River of Words web site. <http://www.riverofwords.org/> and <http://www.vimeo.com/6952682>

Consumer Health

- The SC Department of Health and Environmental Control (DHEC), in partnership with the Center for Disease Control (CDC) joined with the SCSL as part of the South Carolina Careful Antibiotic Use (CAUse) program. CAUse promotes the judicious use of antibiotics through educational messages to the parents of young children, the general public, and health care providers. To support the message of Antibiotic Awareness Week, SC DHEC distributed the children's book *The Little Elephant with the Big Earache* by Charlotte Cowan M.D. to all public libraries statewide along with other information such as posters, brochures and handouts about the Get Smart, Know When Antibiotics Work Campaign. The South Carolina State Library assisted in disseminating approximately 264 copies of the book and related materials, nearly doubling information distributed the previous year to public libraries in all counties, and collected information about its use and promotion.

Information Services

- In order to more effectively leverage both collection resources and investment in integrated library systems in SC public libraries, the State Library joined with nine public libraries to pool collections and increase the number of items patrons have available to them. The consortium, SC Lends (South Carolina Library Evergreen Network Delivery System), uses Evergreen, an open-source library system to provide access to more than two million items. Three additional libraries plan to join in the coming year.
- Developed the evaluation criteria for a federated search and IP geolocation authentication product. State Library staff worked together on the bid, evaluation and selection process for a product – selecting WebFeat as the tool that most clearly fulfilled the requirements.

I.2 Major Achievements (continued)

- After selection, began the process of implementing WebFeat, the accompanying IP geolocation technology and its integration into the existing DISCUS Website - successfully launching it (*SmartSearch*) on March 15th, 2010.
- Implemented the objectives outlined for the Workforce Development Databases project by conducting the evaluation, selection, implementation and training process for three new workforce development products – Ferguson’s Career Guidance Center, LearningExpress Library and the NetLibrary Career eBook Collection.
- Completed the annual DISCUS Update Project providing a strong and comprehensive effort to obtain the appropriate institutional information updates from all 280+ DISCUS-participating institutions so that information in the Access database could be as accurate as possible.
- Partnered in the BGTIME.org (Bridging Generations through Technology, Information, Media, and Engagement) project to get workstations for SCSL and to host senior citizens who are paired with college students to work online posting their stories.
- Presented online at the OPAEssence virtual conference on August 14th to approximately 150 attendees on Social Media and Web 2.0 in Libraries.
- Presented at Arts Conference on how the State Library uses Social Media – 30 attendees.
- Produced three interview videos on open source and systems librarianship, SC LENDS, and web development for SLIS 706 course which also promoted services of the SC State Library and informs customers of what we do using open source technology.
- Conducted follow up survey on Web 2.0 and Library PR/Marketing. (544 people completed the survey) This resulted in the report, *Social Media, Libraries, and Web 2.0: How American Libraries are Using New Tools for Public Relations and to Attract new Users - Second Survey November 2009* which received 864 hits on SlideShare in under 24 hours.
- Created a process for adding accompanying metadata to digitized state government documents, following the standards of the South Carolina Digital Library Guidelines. This is essential as the State Library moves forward in its effort to become an internet presence for South Carolina State Documents online.
- The Information Technology department (ITS) is moving forward by continually performing self-evaluations on its IT infrastructure and services, and making adjustments to increase public access, system uptime, reliability, and security. The agency’s network backup system will be re-designed and replaced to drastically improve probability of recovery following unforeseen infrastructure failures. Web server infrastructure will be upgraded to increase the speed, security, and stability of the SC State Library, DISCUS, and SC Center for the Book websites. Web portals will be developed to support new and continuing agency initiatives, including the web presence for early literacy, K-12 education, and workforce development projects. Keeping abreast and leveraging relevant new technologies to achieve agency goals will continue to be a core element of ITS approach.

I.2 Major Achievements (continued)

- ITS staff successfully developed StudySC www.studysc.org which is a site which provides online content to support South Carolina specific curriculum standards. StudySC was created by the SC State Library with a student-friendly environment arranged by grade level and by subject area where students can find the information they need fast.
- The ITS department also created a SC Family Friendly Standards website: www.scffs.org which uses the standards published by the SC Education Oversight Committee and the SC Department of Education. The standards are used to help families understand the South Carolina Academic Standards. These standards outline state requirements for children's learning and what students across the state should be able to do in certain subjects.
- The ITS department also took on a Digital Preservation Project this year. The State Library intends to be a contributor to library digitization projects throughout South Carolina. A first step in that process was to prepare a collection suitable for the SC Digital Library. The State Library has several collections of old photographs that show library service as it was in the early-to-mid part of the 20th century, which we brought together and digitized.

Talking Book Services

- Talking Book Services made a major leap forward as we moved our cassette media service to a digital transition. This is the first major equipment change for the department in about thirty years. SC's Talking Books Services (TBS) area received digital players; 472 players were assigned to Veterans, 94 players were assigned to Juveniles and 18 players were assigned to Centenarians.
- Formed a partnership with the Visual Impairment Program at USC Upstate, School of Education.
- Participated as a KLAS logistics Committee member – TBS will host the 2012 KLAS conference in Columbia, bringing business to the State.
- Coordinated efforts to form a partnership with Claflin University's broadcasting and communications program.
- The second annual Braille Challenge® was held at the SCSL Talking Book Services Library. Organized by the Braille Institute, the Braille Challenge® is an academic competition designed to motivate blind students to emphasize their study of Braille. The competition is open to 1st -12th grade students.
- The SCSL Talking Book Services Library hosted the Summer Reading Program Event for children with vision or physical disabilities. Children and family members from across the state participated in the Summer Reading Program. The Summer Reading Program is a collaborative summer library program for South Carolina and over 40 other states. Public libraries plan activities for children of all ages to encourage them to read and enjoy books over the summer. Twenty-nine participants read 246 books.
- The Talking Book Services area of the SCSL celebrated its third year of a student art gallery specifically created by students with visual or physical impairments. The gallery is a partnership of the South Carolina State Library's Talking Book Services, the South Carolina School for the Deaf and Blind, and the South Carolina Department of

Education. Art work will rotate through the gallery for a year; we are excited to have our third year material and the children are excited as well.

- We have an ongoing partnership with the South Carolina Commission for the Blind (SCCB) to engage interns. This year we were pleased to receive four interns from the SCCB. We continue to receive positive feedback from the SCCB on the impact of working at SCSL.

I.3. Key Strategic Goals

The following strategic goals and objectives are the focus of the Agency's FY 2011 budget request.

- 1. The State Library and SC Libraries, particularly public libraries, will be recognized as inherent and essential to workforce development in South Carolina.**
 - Continue to develop a network of partners interested in working together toward common workforce development goals.
 - Continue to develop a South Carolina virtual workforce development library that brings together electronic resources from libraries and other agencies for job seekers, employers and other customers.
- 2. The State Library will create an understanding among key constituents that libraries are educational institutions indispensable to South Carolina's intellectual landscape.**
 - Develop a network of partners interested in working together toward improving education.
 - Continue to add content to Study SC for school age children to access information about South Carolina.
 - Explore enhanced services to K-12 teachers and middle school media centers.
 - Explore relationship with SC Memory Project and Native Pathways.
 - Research project on literacy gains made by students using DISCUS.
- 3. The State Library will demonstrate that SC libraries are essential to the health and well-being of SC Citizens in general and to citizens in rural areas in particular.**
 - Develop a network of partners interested in working together toward a comprehensive approach to consumer health education and health literacy.
 - Create health-related content for children.
- 4. The State Library will demonstrate that SC libraries are essential to the intellectual health of SC Citizens in general and children in particular.**
 - Develop a network of partners committed to improving literacy rates in our state.
 - Develop and produce pre-K Literacy Calendar website, based on curriculum standards.
 - Increase the number of children participating in the Summer Reading Program who are registered Talking Book Services users.
 - Examine literacy needs of institutional libraries, especially those serving children.

5. **The State Library will demonstrate that a modern State Library facilitates and enhances governance through the provision of 21st century information services.**
 - Develop a network of partners that will assist SCSL in enhancing its services to the General Assembly, state government agencies, and state government employees.
 - Reassess the SCSL collection and service priorities to better serve the citizens of South Carolina.
 - Continue development of a virtual library for state government.
 - Further develop a SC digital documents program for state government agencies.

6. **The State Library has re-engineered our approach to management to insure optimization of South Carolina's investment in libraries and information services**
 - Evaluate effectiveness and usefulness of all internal State Library statistics.
 - Develop customer feedback collection methods for all programs and services.
 - Develop an advocacy plan with APLA.
 - Educate all staff on problem solving and process improvement.
 - Implement a 360 degree program of evaluation for all leaders in the organization.

I.4 Key Strategic Challenges

The biggest strategic challenge that we face is financial. The State Library operates on less than 1.5% of the \$8,284,263 appropriation received. Of the \$8,284,263 state general funds received, \$4,653,933 represents pass through funds used to support state aid to county libraries, \$1,543,146 is essentially pass through funds used to support the DISCUS program (and does not pay for the DISCUS program in its entirety). The cost for rent and utilities is \$881,057, \$1,092,927 is personnel cost (49% of our staff are paid with federal grant money), which leaves us with approximately \$113,200 to operate our Agency. We continue to improvise and find ways to operate within our budget – we are a highly fiscally responsible Agency, but the budget cuts that we received last fiscal year and are expecting this year, are placing our Agency in serious jeopardy of being able to perform the mandates set by the State of South Carolina. We have continued to accomplish a great deal with decreasing resources.

Currently, no state funds are being provided for staffing any portion of the Talking Book Services Program (TBS) program. The agency's total reliance on federal funding for staffing this vital program is a precarious situation that must be changed. The work of the TBS support staff is essential for program excellence. Currently, the program is operating below the required minimum technical/support staffing level recommended for an individual [National Library Service for the Blind and Physically Handicapped \(NLS\)](#) network library.

SCSL remains in need of recurring funding to cover annual database license renewal costs and to provide for continual enhancement of DISCUS content. In fiscal year 2009, the agency had to cut several databases from DISCUS due to budget constraints. Funds from the Library Services and Technology Act (LSTA) were used to supplement the DISCUS program, more heavily in fiscal year 2010. However, this continual and gradual reversal to use more federal funds for database purchases is eroding the amount of available LSTA dollars the Agency is able to offer public libraries seeking additional support. The budget cuts suffered in FY10 and expected for

FY11, impact the DISCUS program significantly and impact the educational resources of our state.

The SC State Library is invoiced annually for energy “surcharges” and each year the charges become more and more oppressive. SCSL must maintain adequate 24/7 environmental controls to ensure preservation of collections and to protect critical network equipment housed in both buildings. Already functioning with an operating budget of less than 1.5% of the Agency’s overall budget, SCSL cannot possibly pay the recurring annual energy “surcharge” imposed on state agencies by the General Services Division of the SC Budget and Control Board. We will be unable to pay these charges again this year.

I.5. The Accountability Report

The accountability report is used as a tool which assists our Agency in making data driven decisions. The accountability report assists our Agency in prioritizing budget needs and critical areas of interest for our customers and constituents. The accountability report assists us during our strategic and business planning to coordinate and align our Agency’s mission, vision and goals. We have been able to use the accountability report to develop strategies for improvement, and combine projects and resources. The accountability report also encourages us to measure, evaluate, monitor and document our accomplishments and determine how they are made, what we accomplish and how we accomplish it.

Section II – Organizational Profile

II.1 Main Products/Services (Table II.1)

Products	Services
<ul style="list-style-type: none"> ▪ Workforce Development ▪ Children’s Literacy ▪ Consumer Health ▪ Cultural Heritage ▪ Collections (general/special) ▪ Specialized playback equipment ▪ State and federal documents ▪ Federal depository ▪ 24/7 Online Library Catalog ▪ Bibliographic and electronic databases ▪ Career resources for state employees ▪ South Carolina collection ▪ DISCUS – SC’s Virtual Library ▪ Public use equipment (Internet computers, accessible computer workstations, copiers, etc.) ▪ Facilities (meeting and computer training rooms, etc.) ▪ Talking Book Services 	<ul style="list-style-type: none"> ▪ Partnering with Agencies and Public Libraries on Workforce Development ▪ Children’s Literacy Projects which impact children across the State ▪ Lending services/borrowing privileges ▪ Braille services ▪ Reference and research services ▪ Interlibrary Loan (ILL); resource sharing ▪ E-Rate facilitation for public libraries ▪ Physical facilities ▪ Information skills training and other continuing education ▪ State Aid, federal grant and other aid to public libraries administration/guidance ▪ Coordination of state/federal reporting/library statistical data collection ▪ Consultation services (public and other library staffs) including: children/teen, legal issues, standards and guidelines, maintenance and preservation, statistics, Spanish resources, Tech Express, Lottery funds, technology planning and training ▪ Literacy initiatives ▪ Readers Advisory ▪ Disability services referrals ▪ CPM Program Assistance ▪ Freedom of Information resources ▪ Book recommendations ▪ Grants research ▪ Resources for starting a business ▪ Employment hubs for job seekers

Primary Delivery Methods

- Site visits to Public Libraries.
- Classes open to the Public.
- The SCSL is open from 8:30am to 5:00pm Monday through Friday to service our customers. Individual attention is given to each patron using our facility.
- 24/7 access to catalog, subscription databases and DISCUS.
- Liaison for facility rental.
- Access point for patrons wishing to utilize our public equipment.
- Interviews with patrons to determine their reference needs.
- Training given to customers and constituents.
- Guidance and consultation by professionally trained librarians.
- Visits to public libraries to assist and offer professional guidance.
- Electronic document delivery.
- “Ask Leo” virtual reference service used to assist patrons via the internet.
- Meetings with partners/stakeholders to work on statewide initiatives.
- Network infrastructure - SC Library Network; website; Internet; remote access/user authentication; virtual reference; online web-based programs, OPAL, wireless Internet access.

II.2 Key Customer Groups and Their Requirements/Expectations (Table 11.2)

Key Customer Groups	Key Requirements/Expectations
<ul style="list-style-type: none"> ▪ General Assembly ▪ Governor’s Office ▪ Other elected officials ▪ State government employees 	<ul style="list-style-type: none"> ▪ Broad range of up-to-date reference, research, and support materials (print and electronic) ▪ Superior personal service and timely response from knowledgeable information professionals ▪ Assistance with professional development through the use of available resources ▪ Accountability (required by all customer groups)
<ul style="list-style-type: none"> ▪ Public library administrators, staff, boards ▪ County officials and partner groups working directly with public library boards ▪ Other S.C. libraries (school, special, academic) ▪ Academic Libraries 	<ul style="list-style-type: none"> ▪ Statewide programs and consultant services that support delivery, improvement and expansion of local library services to citizens ▪ A centralized collection that supplements local resources and eliminates local purchasing of expensive specialized materials ▪ Access to a highly skilled research and technical staff for training and research assistance to support local delivery of information services ▪ Continuing education opportunities ▪ Responsible management of state, federal and other funding aid for the improvement of local library services ▪ Cooperation that facilitates effective use of funds to provide library and information services to all persons (above and beyond those that can be provided through one institution)

<ul style="list-style-type: none"> ▪ Citizens with Disabilities ▪ General Public (citizens of all ages, interests and abilities) ▪ Teachers ▪ Students ▪ K-12 community ▪ Parents of Students ▪ Job Seekers ▪ Small Business Owners ▪ 	<ul style="list-style-type: none"> ▪ 24/7 access to high quality information resources to meet their needs. ▪ Access through local public libraries to SCSL collections and its highly skilled research and technical staff ▪ Broad range of up-to-date reference, research, and other materials ▪ Superior personal service and timely response ▪ Statewide programs and services ▪ Improvement of local library services ▪ Homework assistance ▪ Assignment research ▪ Professional support and development ▪ Professional supplementation of classroom materials (books, resources, etc.) ▪ Quality resources available for citizens with visual and physical disabilities ▪ Accessible collections, resources and services that support information needs ▪ Personalized one-on-one service from skilled information professionals
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II.3 Key Stakeholder Groups

- Library professional community
- South Carolina families with young children
- SC citizens interested in starting a small business
- SC citizens seeking jobs
- State Agencies
- Education professional community
- Statewide disability consumer groups
- SCSL board and employees
- SCSL Foundation
- TBS advisory board
- Home School Students and Parents
- Public schools (media specialist especially)
- Virtual School Program Administrators
- State Government Employees
- General Assembly

II.4 Key Suppliers and Partners

<u>Key Partners</u>	<u>Key Suppliers</u>
<ul style="list-style-type: none"> ▪ National Federation of the Blind (NFB) & American Council (ACB) of SC ▪ SC Association of Public Library Administrators (SCAPLA) ▪ First Steps to School Readiness ▪ K-12 Technology Initiative Committee ▪ SC Literary Arts Partnership (The Humanities Council, SC and the Arts Commission, SC) ▪ Partnership Among SC's Academic Libraries 	<ul style="list-style-type: none"> ▪ National Library Service for the Blind & Physically Handicapped (NLS) ▪ SC Budget and Control Board (divisions/units such as Facilities Management, State CIO, Office of Materials Management, General Services, etc.) ▪ Institute of Museum and Library Services (IMLS)

<p>(PASCAL)</p> <ul style="list-style-type: none"> ▪ University of SC, School of Library and Information Science (USC-SLIS) ▪ SC Library Association (SCLA) ▪ Friends of SC Libraries (FOSCL) ▪ Archives & History, Department, SC ▪ Education, Department of, SC ▪ South Carolina Connection Academy ▪ Assistive Technology Advisory Committee (ATAC) ▪ Education Oversight Committee ▪ Connecting Adults Committee ▪ Distance Education, South Carolina Partnership for ▪ Educational Television, South Carolina (SCETV) ▪ South Carolina School for the Deaf and the Blind ▪ SC Lends resource sharing consortium ▪ SC Employment OneStops 	<ul style="list-style-type: none"> ▪ Library and information vendors for: Software/Hardware; Telecommunications/Networking; Cataloging/Materials Processing; Integrated Library Systems; Electronic databases, Print Materials; Online programming, etc. ▪ SC Employment OneStops
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II.5 Operating Locations - Columbia, SC

1430 Senate Street - Administration, Human Resources, Finance and Business Operations, Talking Book Services, (its collections and reading room), SC Center for the Book, Library Development Services and meeting facilities.

1500 Senate Street - Library Services, Collection Management Services, Information Technology Services, the DISCUS Program, SLENDS, collections and other information resources, public reading rooms with computer workstations, wireless Internet access and other equipment and a fully equipped computer training room.

II.6 Employees as of 6/30/09

Job Category	Number of Employees
00 – Agency Dir (Unclassified)	1
E 1 – Executives	2
E 2 – Professionals	20
E 3 – Technicians	1
E 5 – Paraprofessionals	9
E 6 – Secretarial/Clerical	4
E7- Skilled Craft	1
Total Positions - FTE	38
Vacancies – Total Positions	12
Total Agency Authorization	50

II.7 Regulatory Environment

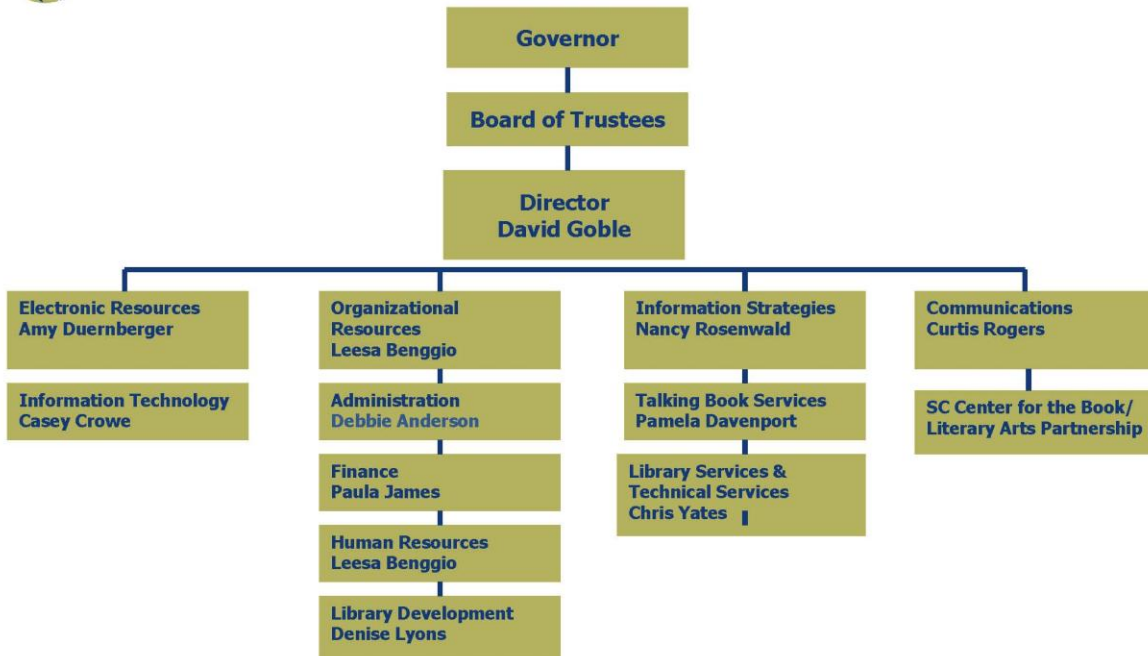
State and Federal Enabling Legislation
<ul style="list-style-type: none">▪ Code of Laws of SC – Section 60 (Title 60, Chapter 1 of the Code of Laws of South Carolina, provides statutory authority for the South Carolina State Library; Section 760-1-80(b), Chapter 75, Regulation 75-1 (Use of State Aid Funds)▪ Code of Laws of SC – Title 59, Section 59-150-250 (SC Education Lottery Act)▪ US Code of Laws, PL 89-522 (Pratt Smoot-National Library Service Governing Legislation), PL 104-197 (Chafee amendment), PL 105-128 (Museum and Library Services Act, amendments), PL-108-81 (Library Services and Technology Act) and PL 104-104, 110 Stat. 56 (Telecommunications Act)
State and Federal Government Reporting Requirements
<ul style="list-style-type: none">▪ Federal -- Institute of Museum and Library Services and Library of Congress, National Library for the Blind and Physically Handicapped and associated certifications▪ State -- Budget & Control Board, Comptroller General’s Office, Office of the State Treasurer, Legislative Audit Council, Office of Human Resources Management, etc.
<u>Other</u>
<ul style="list-style-type: none">▪ State Ethics, Governmental Accountability and Campaign Reform Act of 1991, Title 8, Public Officers and Employees, Article 7, Rules of Conduct▪ State of SC Office Human Resources regulations▪ SC Consolidated Procurement Code▪ Other applicable federal laws and regulations (e.g., HIPAA - Health Insurance Portability, Title VII - Civil Rights, Americans with Disabilities Act of 1990, CIPA – Children’s Internet Protection Act, etc.)▪ Occupational Safety and Health rules and regulations adopted by the S.C. Department of Labor, Licensing and Regulation▪ Other applicable State of SC laws (e.g., current Appropriations Act, Freedom of Information Act referenced in the SC Code of Laws [Section 30-4-30], As Amended, SC Human Affairs Law [Section 1-13-10] etc.)

II.8 Performance Improvement System(s)

The Employee Performance Management System (EPMS) is used to evaluate and guide employee performance and assist in accountability within our Agency. Rating categories describe desired performance levels and characteristics. The Agency’s mission, vision and values are incorporated into the EPMS system so that employees are evaluated on measures that were established as important to the Agency. The EPMS is used to assist our Agency in making data driven decisions and improve our service to our customers. Employees are encouraged and evaluated on ideas generated. We continued our Employee of the Quarter program which rewards selected (high achieving) employees with a \$50 bonus (only one recipient per quarter).

II.9 Organizational Structure

SCSL is an independent state agency¹ governed by a board of seven members appointed by the Governor, with one member from each Congressional District and one from the state at large. Members serve five-year terms and may be reappointed. The Director is appointed by and accountable to the Board. The chart below reflects the Agency's current organizational structure.



¹ Number of State Library Agencies, by location in state government: 50 states and the District of Columbia, Fall 2005 = 51; 17 are independent agencies. Source: US Dept of Ed., National Center for Education Statistics, State Library Agencies (STLA) Survey, FY 2005.

II.10 Expenditures/Appropriations

Accountability Report Appropriations/Expenditures Chart

Base Budget Expenditures and Appropriations

Major Budget Categories	FY 07-08 Actual Expenditures		FY 08-09 Actual Expenditures		FY 09-10 Appropriations Act	
	Total Funds	General Funds	Total Funds	General Funds	Total Funds	General Funds
Personal Service	\$1,925,388	\$1,139,712	\$ 1,674,279	\$ 917,433	\$1,547,426	\$835,684
Other Operating	\$1,684,318	\$1,101,172	\$ 4,307,045	\$ 3,191,043	\$4,495,463	\$2,999,837
Special Items	\$130,000	\$ -	\$ 140,000	\$ -	\$30,000	0
Permanent Improvements	\$ -	\$ -	\$ -	\$ -	0	0
Case Services	\$ -	\$ -	\$ -	\$ -	0	0
Distributions to Subdivisions	\$11,997,020	\$11,157,020	\$ 6,867,808	\$ 6,548,489	\$6,030,002	\$5,853,049
Fringe Benefits	\$665,475	\$391,439	\$547,247	\$276,556	\$524,410	\$275,006
Non-recurring	\$-	\$ -	\$ -	\$ -	\$1,685,045	0
Total	\$16,402,201	\$13,789,343	\$ 13,536,379	\$ 10,933,521	\$14,312,346	\$9,963,576

Other Expenditures

Sources of Funds	FY 08-09 Actual Expenditures	FY 09-10 Actual Expenditures
Supplemental Bills	\$ -	\$ -
Capital Reserve Funds	\$ -	\$ -
Bonds	\$ -	\$ -

II. 11 Major Programs Area Chart

Chart 2.11

Major Program Areas				
Program Number and Title	Major Program Area Purpose (Brief)	FY 08-09 Budget Expenditures	FY 09-10 Budget Expenditures	Key Cross References for Financial Results*
I Administration	Management of all Agency operations: budgeting, HR, facilities management, communications, administration of funding to County Libraries, coordinating, reporting activities and strategic planning.	State: 1,470,504.49 Federal: 0.00 Other: 15,000.00 Total: 1,470,504.49 11% of Total Budget	State:1,283,948.00 Federal:0 Other:5,000.00 Total:1,288,948.00 9% of Total Budget	Section III.7.3.1 Section III.7.3.2 Graph 7.3.1 Graph 7.3.2 Section III.7.5 & 7.6
II Talking Books Services	Provides free library and information services to citizens of all ages unable to use standard print due to blindness, dyslexia, visual and other temporary or permanent disabilities.	State: 0.00 Federal: 397,755.38 Other: 25,000.00 Total: 422,755.38 3 % of Total Budget	State:0 0.00 Federal:327156.00 Other:25,000.00 Total:352,156.00 2% of Total Budget	Section III.7.1 & III.7.2
III Information Technology and Library Services	Technical guidance to public libraries; SC Lib Network; coordinates E-Rate; remote access to E-resources; advises administration on IT; develops technology plans; supports Agency IT needs, Research Services to key customers' (state govt, Legislature, Gov's Office, other elected officials); interlibrary loan; research training to State govt; State/Fed Documents; collection development	State: 2,381,235.81 Federal: 1,460,798.87 Other: 0.00 Total: 3,842,034.68 28 % of Total Budget	State:2,137,514.00 Federal:1,530,046.00 Other:0 Total:3,667,560.00 26% of Total Budget	Section III.7.1 & 7.2 DISCUS Section III.7.1 & 7.2 Library Services Section III.7.1 & 7.2 Info Technology
IV Library Development	Provides varied consultant services to public library staffs & trustees; coordinates statewide continuing education programs; Children/Youth services.	State: 434,187.56 Federal: 333,612.49 Other: 100,000.00 Total: 867,800.05 6 % of Total Budget	State:415,575.00 Federal:383,634.00 Other:0 Total:799,209.00 6% of Total Budget	Section III.7.1 & 7.2 Library Development Graph 7.3.3
v Pass Through	State Aid and other funds for local libraries.	State: 6,647,593.14 Federal: 270,691.26 Other: 0.00 Total: 6,918,284.40 51 % of Total Budget	State:5,85,3049.00 Federal:176,953.00 Other:1,685,045.00 Total:7,715047.00 54% of Total Budget	Section III.7.3

Below: List any programs not included above and show the remainder of expenditures by source of funds.

Remainder of Expenditures:	State:	State:\$273,490.00		
	Federal:	Federal:\$215,936.00		
	Other:	Other:\$38,440.00		
	Total:	0.00	Total:\$527,866.00	0.00
	% of Total Budget:		4% of Total Budget:	

* Key Cross-References are a link to the Category 7 - Business Results.

Section III – Elements of Malcolm Baldrige Criteria

Category 1 – Senior Leadership, Governance and Social Responsibility

III.1.1 Two-Way Communication

Two-way communication receives expedient priority in our Agency because of our Agency Director’s positive focus on leadership and bottom-up decision making practices. We continue to move towards a data driven decision and mutual sharing of information culture where each employee is equally vested in our success.

- III.1a. Short and Long Term Organizational Direction and Organizational Priorities: The SCSL Senior Leadership Team consisting of the Agency Director and two Division Directors develop the strategic and annual business plan for the Agency and meet with the Leadership Team of the SCSL to present the plans. At that time the Leadership Team offers suggestions and changes; the strategic and annual business plans are then presented to staff for suggestions and changes. This presentation takes place through several avenues: email, intranet, staff meetings and one-on-one conversations. Every employee is encouraged to talk with any member of management including the Agency Director about their ideas, concerns and suggestions. After an established deadline has passed the Senior Leadership Team meets to finalize both plans.
- III.1b. Performance Expectations: Members of the management team are expected to give continuous feedback (both positive and negative) to employees throughout the review period (entire year). The EPMS documents encompass an Employee Feedback form which each employee must complete, giving them an opportunity to plan their own objectives for the coming year. Members of the management team hold regular staff meetings with their teams; the Agency Director holds monthly staff meetings to communicate performance expectations, goals and strategies.
- III.1c. Organizational Values: Our mission, vision and values closely resemble the direction of our Agency. Our organizational values have been communicated with each staff member through meetings, emails, written materials and incorporation in the EPMS.
- III.1d. Ethical Behavior: The Agency’s mission and values provide the ethical framework for its operation. The Senior Leadership Team and Leadership Team set the

standard for ethical performance and are expected to model that behavior every day in every circumstance.

III.1.2 Customer and Stakeholder Focus

We have a strong customer focus written into our mission, vision and values because it is extremely important for our success, impact and viability. Customer focus is continually promoted to staff in our everyday operations and decision making. When starting a new project, planning or revising a project, we ensure that the needs of our customers are being addressed. During FY11 we will continue to ask our customers through email, surveys and verbal communication what we do well and what we can improve on in our services. This information will further assist us when developing our strategic and business plans in the coming years.

III.1.3 Impact on the Public of Products, Programs, Services, Facilities, etc.

The Agency works closely with both federal and state officials and the Agency's governing Board to assess and anticipate program impact and to properly manage risks. The Agency also meets with its community partners to establish relevant products and programs. Other methods include:

- Solicitation of customer feedback through surveys, focus groups, etc.
- Compilation and monitoring of customer use data and other feedback
- Data analysis to determine program/service effectiveness
- Use of advisory committees/stakeholders for input on customer needs
- Agency-sponsored events that provide opportunities for key stakeholders/customers to network and discuss common management, customer service, program and policy issues

III.1.4 Fiscal, Legal and Regulatory Accountability

The Agency Director, Division Directors and Finance Director regularly meet to review the budget and planning needed surrounding the budget. The Agency Director has final approval over all budgetary proposals and spending, and maintains strict adherence to all state and federal enabling legislation as well as applicable state administrative and fiscal policies, regulations and guidelines. The Federal Grant Manager attends all related federal program meetings, interprets and provides guidance to Agency and public library staff on all related federal regulations and guidelines, maintains compliance oversight, initiates contacts with the IMLS federal program officer and collaborates with the finance director to ensure adherence to related fiscal compliance. The Finance Director provides continuous review of budget accounts and expenditures, maintains data integrity, and provides support to administration for participation and cooperation in formal State Government audits of agency operations. ITS staff recommends and implements technology improvements that facilitate fiscal and regulatory activities.

III.1.5 Key Performance Measures

Senior leaders regularly compile, monitor and analyze key performance measures such as use and volume of products as well as comments from customers to inform of needed action. We are

also astute at researching the market to determine what measures we should be using to gauge performance.

III.1.6 Organizational Performance Impacts Leadership

Senior leaders use findings to develop and prioritize annual business plan goals, objectives and action steps. They also meet with staff to share findings and to obtain feedback on follow up strategies for improvement of weak areas and enhancement of those programs and services yielding desired results. Senior leaders are expected to model the appropriate organizational behavior and to seek strategies for organizational goal attainment that support and mirror Agency values. We had hoped to implement a Leadership 360 degree program in FY10, but we were not able to due to budget restrictions. We will attempt to implement the Leadership 360 degree program in FY11, which will further give leaders insight into areas of strengths and weaknesses.

III.1.7 Succession Planning

A large portion of our staff is retirement eligible within the next 3 to 5 years – succession planning is a must for the SCSL. We are focusing on succession planning, knowledge transfer and cross training of staff.

III.1.8 Performance Improvement Environment

Senior leaders create an environment for performance improvement and excellence as well as accomplishment of strategic objectives through open communication. Senior leaders encourage employees, provide feedback on performance, assist in goal setting, allow flexible scheduling, staff development and training that delivers skills and knowledge an employee can put to immediate use. Senior leaders are expected to nurture creativity and innovation in their teams and with their employees.

III.1.9 Organizational Workforce Learning

Senior leaders encourage and schedule opportunities for staff to cross train within the organization and at partner organizations. Employees are encouraged to attend training sessions which improve and add to their existing skill sets. Employees are encouraged to research topics that are industry specific and take advantage of learning opportunities.

III.1.10 Communicate, Engage, Empower and Motivate Workforce

Senior Leaders regularly meet and talk with the entire Agency through open discussion and staff meetings to communicate and strategize about products, programs and the future direction of the Agency. We have continued our Employee of the Quarter program which rewards employees with a bonus and recognition. An additional employee program was introduced as well – “Paws on the Back” that acknowledges excellent behavior or ideas. We did still participate in our Employee Appreciation Day off-site at the Riverbanks Zoo. The Employee Appreciation Day was a tremendous success and employees expressed a revived sense of purpose and dedication. We also had our second annual 4th of July cook-out for staff this year.

III.1.11 Strengthening the Community

Several Agency programs and services impact local communities: summer reading, talking books, sponsorship of statewide literacy programs, etc. Employee voluntary involvement in agency charitable efforts such as Community Health Charities and United Way is encouraged. Several members of the Senior Leadership Team and the Leadership Team serve on various boards such as: First Steps and Rolling Readers. During business hours, employees may actively promote and collect voluntary donations for reputable/known charitable causes. Related notifications received from state government entities are shared with staff via email.

Additionally, this year our Agency participated in four food drives, donating a large amount of food and money to Harvest Hope food bank to help meet the need, in the summer in particular when children were out of school. The Agency also participates in annual holiday activities by adopting a family and providing for them during the holiday season. Additionally, we were named a PaceSetter by the United Way this year – the first time in the Agency’s history.

Category 2 – Strategic Planning

III.2.1 Agency Strategic Planning Process

The 2010-2011 strategic planning was initiated and handled by the Senior Leadership Team of the Library. After the Senior Leadership Team developed a strategic plan, it was presented to the Leadership Team. The Leadership Team was able to make changes, additions and deletions to the plan and the document was presented to general staff who were able to make suggestions and changes. The planning process took into account the goals, strengths and weaknesses of the Library and planned accordingly to minimize threats and realize opportunities. Financial, regulations and technology changes were all discussed when planning occurred. Workforce capabilities are decided based on future goals and strategies for the Agency. The revised Strategic Plan was presented to and approved by the State Library Board.

III.2.2 Strategic Objectives Address Strategic Challenges

The strategic challenges identified in the Executive Summary ([See Section 1, Question 4](#)) were primarily financial challenges in nature. We sought to identify goals for our strategic plan that were cost effective and generally used either or both funds that we currently have or the creativity of our current employees. Again, we believe that we were able to accomplish much with limited resources.

III.2.3 Develop and Track Action Plans

The Leadership Team and departmental staff meetings are used to assess progress and to carefully review strategic goals for alignment with objectives. Outcome and output results for key performance measures are reviewed and compiled monthly by departmental directors and designated staff. Actions are declared either accomplished, in need of revision or elimination and timelines are adjusted as needed. When strategies for implementation of specific actions are found lacking, adjustments are made. To ensure accomplishment of the remaining action steps, tasks are reassigned as necessary; lead departments may change and additional staff (and even partner organizations) necessary for accomplishment of action items are identified to maximize human, technological and budgetary resources.

III.2.4 Communication and Deployment of Strategic Objectives

Communication and deployment of strategic objectives, action plans and performance measures is accomplished internally and externally through:

- Meetings and discussions (library associations, public library trustee boards, advisory committees, internal staff, Leadership Team and task force meetings, etc.)
- Newsletters and web sites (both of the agency and partner organizations)
- Intranet postings (e.g., departmental monthly activity/accomplishment/upcoming events reports) to keep staff informed
- Agency reports, electronic discussion boards, etc.
- Informal contacts with internal and external customers
- Daily interactions of departmental managers with staff

III.2.5 Measuring Progress of Action Plans

The Leadership Team and departmental staff meetings are used to assess progress and to carefully review strategic goals for alignment with objectives. Outcome and output results for key performance measures are reviewed and compiled monthly by departmental directors and designated staff. Actions are declared either accomplished, in need of revision or elimination and timelines are adjusted as needed. When strategies for implementation of specific actions are found lacking, adjustments are made. To ensure accomplishment of the remaining action steps, tasks are reassigned as necessary; lead departments may change and additional staff (and even partner organizations) necessary for accomplishment of action items are identified to maximize human, technological and budgetary resources.

III.2.6 Evaluating and Improving Strategic Planning Process

Steps taken to evaluate and improve the agency's strategic planning process are conducted by: monitoring progress by senior leaders; seeking solutions for identified issues impeding progress, assessment of key measures to determine departmental and organizational effectiveness and use of findings to adjust planning process as warranted and departmental, leadership team and other staff meetings are used to assess progress and to formulate alternative strategies when necessary.

III.2.7 Website address for SCSL Strategic Plan

The strategic plan can be found at <http://www.statelibrary.sc.gov>

Goal Number & Title	Supported Agency Strategic Planning Goal/Objective	Key Action Plan/Initiative(s)
I - Workforce Development	The State Library and SC Libraries, particularly public libraries, will be recognized as inherent and essential constructs within the workforce development environment of South Carolina.	Department of Commerce – Determine services that will compliment and add value to Commerce’s SC Business One Stop and implement at least one statewide service. Public Libraries – Assess Public Library capabilities regarding employment services (resumes, market research, application support, etc.); develop a long-term program to support SC’s workforce and businesses.
II - Education	The State Library will create an understanding among key constituents that libraries are educational institutions and will also develop seamless collaboration efforts with our K-12 and Higher education partners.	Talking Book Services (TBS): Create and implement an enhanced approach to children’s TBS services. Create Education Network: Identify partners who can advance the work of the State Library and begin the process of developing/strengthening collaborative partnerships. Hold at least one meeting to discuss programmatic possibilities. TBS: Move to digital format – Develop plan for move and complete appropriate tasks. Pass plan by TBS Consumer Advisory Council for comment. State Department of Education: partner with on future programs. Enhance access to information. Cultural Heritage: Define SCSL relationship to SC Memory Project and explore Native Pathways possibilities. Continuing Education: Develop standards for online teaching. DISCUS: Offer resources for research. Workforce Development: Assist with increasing knowledge concerning technical skills, resume writing and job resource sharing.
III – Public Health	Create health literacy programs that demonstrate that SC libraries are essential to the health of SC Citizens in general and in rural areas in particular. Enter into partnerships and collaborations that will enable SC citizens to access quality health information and be better users of health information they access.	Public Health network – Identify partners who can advance the work of the State Library and begin the process of developing/strengthening collaborative partnerships. Hold at least one meeting to discuss programmatic possibilities.
IV – Family Literacy	Create family literacy programs that demonstrate that SC libraries are essential to the intellectual health of SC citizens in general and children in particular. Enter into partnerships and collaborations that will enhance and multiply the effectiveness of SC literacy	Family Literacy Network – Identify partners who can advance the work of the State Library and begin the process of developing/strengthening collaborative partnerships. Hold at least one meeting to discuss programmatic possibilities. K-4 literacy calendar – Roll out calendar based on curriculum standards in print, Braille, and web versions. Pre K-4 calendar- Explore potential for pre-k-4 calendar in terms of text and health literacy. Children’s TBS Summer Reading Program – Expand the existing summer reading program and plan for additional events throughout the year.

	organizations and interested individuals and organizations (public and private) in the spread of literacy throughout South Carolina.	Institutional Libraries – Assess the current literacy programs in detention facilities (library, literacy, educational) and develop a report on the need and potential for such programs.
V – State Government	Provide proactive 21 st century services to South Carolina State Government employees and agencies that are valued and perceived as essential to good governance.	<p>State Information Network/Advisory Council - Identify partners who can advance the work of the State Library and begin the process of developing/strengthening collaborative partnerships. Hold at least one meeting to discuss programmatic possibilities.</p> <p>Virtual library for state government – Market the use of Safari and perform a needs assessment among state agencies.</p> <p>Services to State Government:</p> <ul style="list-style-type: none"> • Continue using OPAL as a web conferencing services for state government • Develop a feasibility study of a “What’s Hot/Hot topics” service • Explore Database Brokerage possibilities <p>SC digital documents program - (scanned/born digital) Assess priority of in-house documents and develop a plan that will enable web access to these documents in an orderly and priority based way.</p> <p>SCSL collection (print/online) Determine purpose of collections and develop plan to move the collection in that direction.</p>

Category 3 – Customer Focus

III.3.1 Determining Customers

Key customers are identified through interpretation of the Agency's mission and authorizing legislation. Several key customer requirements are statutorily determined. Our Agency belief is that everyone who comes in contact with the SCSL is our customer including our internal workforce and peer groups.

South Carolina Code of Laws, Title 60 - Libraries, Archives, Museums and Arts	
SECTION 60-1-70	State Library to provide research services to General Assembly and others
SECTION 60-1-80	State Library to provide assistance to public libraries and county governments
SECTION 60-1-90	Administration of state and federal grants to public libraries; eligibility for grants
SECTION 60-1-100	Services of libraries open to public; fees for certain services; provision for penalties (The services and resources of the South Carolina State Library and any public library receiving state and federal funds administered by the State Library are free for use by all persons living within South Carolina or the county or region served.)
SECTION 60-1-110	State Library to assist libraries of state institutions
SECTION 60-1-120	Library services to be rendered to blind and physically handicapped readers

SECTION 60-1-130	State Library to promote cooperation among governmental bodies and libraries for the sharing of resources
SECTION 60-1-140	State Library to establish statewide library network
SECTION 60-2-20	State library as official state depository of all state publications
SECTION 60-2-30	State agencies, departments and state-supported institutions to provide copies of state publications

Additionally we conduct online and written surveys, formal and informal focus group sessions, staff observations and other formal and informal methods to obtain customer feedback and expectations.

III.3.2. Listening and Learning Methods

As new technology tools become available, they are evaluated and if feasible are implemented to assist the Agency in determining customer needs. Our staff is encouraged and rewarded for continuously learning about changes in their field. We continue to strive to update and adapt to changes in the industry and customer expectations. Keeping technology updated is imperative to accomplish this goal.

III.3.3 Key Customer Access Mechanisms

Our key customers use the computer and technology including the phone to access our collection, programs, and services and to seek assistance. Use of the computer allows our customers to access information stored in databases and portals (DISCUS, etc.). Our TBS patrons use the telephone and on-line to request new books or to seek guidance on recommended books. Additionally, we travel across the state bringing our workforce development services to citizens and public libraries.

III.3.4 & III. 3.5 Customer Feedback and Use of Feedback

Customer feedback is used to improve our services, and facilitate decision making and long range planning concerning programs and products. Feedback is used to determine effectiveness of programs and services, and organizational improvement. Customer feedback is measured through:

- One-on-one contact with customers/stakeholders
- Monitoring relevant library publications
- Evaluating customer usage statistics and survey/needs assessment results
- Cultivating informal networks and professional affiliations
- Assessing the impact of promotional efforts (e.g., increased customer usage)
- Use of online survey mechanisms
- Tracking of customer participation in agency sponsored training and other events
- Surveying for customer satisfaction data
- Solicitation of stakeholder feedback (formal and informal)
- Periodic use of targeted focus groups for more in-depth evaluative (outcomes based) customer satisfaction/program utilization data

III.3.6 Building Positive Relationships with Customers and Stakeholders

We believe that building relationships is imperative to the success of any organization or agency. We build relationships through:

- Fostering positive, customer focused communication
- One-on-one customer/employee interactions that are service focused
- Responsiveness to service needs and immediate appropriate addressing of concerns
- Site visits that allow in-depth consultation sessions
- Attendance of events such as groundbreaking ceremonies, open house events, library staff development days, etc.
- Proactive engagement in collaborative opportunities
- Support of statewide activities of disability consumer groups and events sponsored by key disability service providers
- Support of statewide activities for students, teachers and parents which will increase the intellectual abilities of our citizens
- Statewide marketing and promotional activities

Category 4 – Measurement, Analysis and Knowledge Management

III.4.1 Key Factors for Determining Operations, Processes and Systems to Measure:

Determining which processes, systems and operations to measure for tracking purposes depends on several factors which may include some or all of the following:

- Cost associated with the product, system or process
- Productivity of the system or product
- Customer expectations
- Strategic planning and goal relativity
- Stakeholder expectations
- Productivity product customer expectations
- Alignment with key priorities
- Daily operational items imperative to the operations of the Agency
- Alignment with data collection standards used by libraries nationwide (the Agency is represented on advisory committees to National Center for Educational Statistics, the National Commission for Libraries and Information Science, Federal State Cooperative System for Public Library Data)
- Changes in national data collection trends; availability of standards
- State and federal compliance with regulations and statutory requirements
- Performance improvement opportunity
- Industry necessitated

III.4.2 Analysis of Data to Provide Effective Support for Decision Making:

Data is selected based on the key factors identified for the customers and service expectations of our Agency – our primary business functions and goals. We collect data by statistical tracking,

customer surveys and product analysis. We analyze industry trends in conjunction with Agency trends to determine a comparative result. We use projections to determine future goals, standards and objectives. Analysis of data assists our Agency not only in strategic planning, but also in performance planning for individual employees. Analysis of data drives service adjustments, training needs, marketing objectives, budget planning and long range Agency planning.

III.4.3 Key Measures

The Senior Leadership Team and Leadership Team are committed to making data driven decision for products, programs, services, and systems. We regularly assess measurements being used to evaluate specific business areas. All employees are involved in daily evaluation of products and services related to their specific areas as different areas have contact with different customers. Measures are updated as often as necessary and as finances permit. Key measures for selection, collection, alignment, integration and analysis of data are:

- Traditional library measures (number of customers, use of library resources, collections data [e.g., media added, withdrawn], customer transactions, etc.)
- Efficiency of business processes (e.g., EPMS data, staff development participation, employee feedback, etc.)
- DISCUS data (usage, cost avoidance for libraries and schools, training, retrievals, etc.)
- Consulting services activity (site visits, phone contacts, etc.)
- Statistical (numerical) data on all agency programs, services, facilities, and staff
- Customer satisfaction
- Volunteer service (time contributed and cost equivalent)
- Fiscal performance (e.g., effectiveness of federal grant programs (dollars requested vs. dollars awarded, etc.), efficiency of pass through processes for public libraries, vendor payment processing, etc.)
- Promotional/marketing statistics (relationship to increase in customer usage, etc.)
- IT networking activity (server availability, upgrades, etc.)
- Training/continuing education (sessions, participants, satisfaction, etc.)
- Web statistics (page views, unique visitors, average visit length, visits, etc.)
- Literacy results (e.g., statewide summer reading participation)
- Cost effectiveness of programs/services

III.4.4 Selecting and Using Comparative Data

State comparative and published national data based on national standards and indicators are used for selecting and comparing data. The Annual Statistical Summary of comparative public library data is used by the Agency and other libraries to facilitate informed decision making on budgets, personnel management and programming for local communities. Public library data from sources such as Hennen's American Public Library Rating (HAPLR) Index afford comparisons between South Carolina's public libraries and those of other states. NCES Comparative Data on State Library Agencies and information from the COSLA organization (Chief Officers of State Library Agencies) is also referenced. Human Resource data is compared using national and regional data through Society for Human Resource Management (SHRM) and

National Association for Government Professionals (NAGP). The National Survey of Public Library Funding and Technology Access is funded by the American Library Association and the Bill & Melinda Gates Foundation, and is part of a larger study managed by the American Library Association. More information on the overall study is available at <http://www.ala.org/plinternetfunding>. A data comparison tool provided by the Library Research Center FSCS is also used when comparing library data. Additional business resources are used to assist with strategic planning and development.

Data is compared by monitoring regional, specific industry trends and is used to assist in determining appropriate professional development, strategic direction of the Agency and its services, future goals and expectations of employees and the Agency, and assessing the effectiveness of current business practices and products.

III.4.5 Data Integrity, Reliability, Timeliness, Accuracy, Security and Availability

Data integrity, reliability, timeliness, and accuracy of results are imperative to understanding our customer needs and administering an effective Agency. We ensure integrity, timeliness and accuracy through:

- Reliance on systematic data entry processes, use of electronic data checks and other manual reviews
- Systematic collection of data (monthly, annually and at other intervals per state/federal requirements)
- Emphasis on timely submission of reports and statistical data reflecting key measures
- Consistent and reliable back up of electronic data with maintenance of manual reports/files
- Provision of necessary skills training to designated staff (e.g., use of survey software)
- Established technology measures (with oversight by the IT Director) that ensure network stability, security and backup of critical data
- Established procedures to ensure confidentiality (security/password protections)
- Established procedures for determination of accuracy of financial data
- Analysis of vendor statistics
- Compliance with state mandated internal audits also determines accuracy of Agency financial data
- Active participation in the Federal and State Cooperative System for Public Library Data; adherence to required standards for data collection and reporting
- Consultants contact public libraries when their submitted data fail established edit checks or manifest other problems
- Data are reported to the National Center for Education Statistics for analysis and publication by U.S. libraries
- Consistent publication schedule for the Annual Statistical Summary (ranks SC's public libraries) and the Annual Report that compiles SC library statistics in one source
- Disaster Preparedness Plan that addresses protection of essential business data and library collections

III.4.6 Organizational Performance Review Findings

Business priorities and opportunities for improvement are determined through analysis and review of current products, services and systems, and employee performance. Continuing education and staff training are developed to address any shortcomings of staff. Communication processes are reviewed to ensure information continuously flows through the Agency at all levels. Action plans are developed to accomplish the goals and objectives of the Agency and are shared with all staff. New measures of data selection and processes are developed. Customer satisfaction data is used to measure the effectiveness of programs and is used to determine new products and services. Long range strategic planning is modified to meet the needs of our customers, financial climate and available resources.

III.4.7 Collect, Transfer and Maintain Organizational and Employee Knowledge

Collection and transfer of employee and organizational knowledge is a current goal for the Agency. The shrinking budget dollars, force all employees to be as efficient as possible and to become experts in many fields related to the Agency. We accomplish knowledge transfer through some or all of the following methods:

- Cross training of employees
- Specific training conducted by our internal staff
- Open, honest sharing of information daily
- Staff and departmental meetings
- Succession planning
- Staff participation in professional associations
- Agency collaborative efforts and interactions with staffs from libraries in and out-of-state
- New hire orientation process that engages new employees in one-on-one sessions where senior leaders share knowledge about all phases of their departmental operations
- State Library web site, Agency intranet, departmental blogs / wikis, etc., to facilitate knowledge sharing
- Utilization of retention procedures and policies and to ensure availability of essential organizational historical knowledge
- Maintenance of Agency subscriptions to professional library journals and business journals
- Agency membership and participation of staff in professional associations (e.g., SC State Government Improvement Network [SCSGIN])
- External staff development and training
- Hiring of employees with multiple levels of knowledge on a variety of topics

Category 5 – Workforce Focus

III.5.1 Organization and Management of Work to Enable Workforce

Management strives to utilize every employee's specific strengths and talents to assist the Agency and employees in achieving their full potential. We believe in empowering employees and encouraging decision making at the lowest level. Employees who are empowered and trust

in the Agency are more effective and more productive than those who don't. The EPMS document assists management in coaching and guiding employees in professional growth and development. During FY10 we continued with the disbursement of task forces to address ongoing problems and concerns at our Agency. The task forces were comprised of employees who volunteered to tackle an issue and determine multiple solutions as well as a final course of action suited for all parties. This type of decision making promotes teamwork and empowers employees in our Agency. Staff were motivated in their ability to impact the operation of the Agency. We continuously support staff training and development to include peer-to-peer training. We further foster an innovative and supportive team environment through open and frequent communication. We involve all staff in strategic planning and decision making and encourage idea sharing.

III.5.2 Effective Communication and Knowledge/Skill/Best Practice Sharing

We accomplish effective communication and knowledge/skill/best practice sharing across departments, jobs and locations through staff meetings, informal meetings, emails, posting of written material and our internal intranet.

III.5.3 Recruit, Hire, Place and Retain New Employees

Employees are our greatest resource; thus recruiting the right employee is essential to our success. We recruit using the NeoGov system and job advertisements on reputable, industry relative sites. We attempt to promote employees from within before hiring outside of the Agency if possible. We offer employees training and skill development so that they can grow both professionally and personally encouraging promotion to the next level. This strategy has deepened employees' commitment (and retention) to the Agency and capacity for idea generation. Recruitment of minorities and males is a major obstacle for our Agency. Statistically, applicants interested in our vacancies are primarily Caucasian females. Industry specific statistics also support this barrier.

III.5.4 Assessing Workforce Capability and Capacity Needs

We assess our workforce capability and capacity needs including skills, competencies and staffing levels by recruiting, hiring, and retaining our employees. With every hiring decision, we ensure that our workforce represents the diverse ideas, cultures and thinking to represent the Agency well. We manage and organize our workforce to accomplish the work of our Agency to capitalize on our Agency's core competencies, reinforcing our customer and business focus and exceeding performance expectations. We prepare the workforce for changing capability and capacity needs through training and development as well as internal discussions. We manage the workforce, and organizational needs to ensure continuity, and to prevent workforce reductions.

III.5.5 Workforce Performance Management System

The Agency EPMS system clearly outlines expectations of individual employee performance. The EPMS document details measurable job functions and success criteria to align with Agency action plans. Regular meetings between managers and staff continue communication regarding

expectations and attainment of goals. Our Agency strategic and business plans clearly outline our expectations for the Agency. The Senior Leadership Team and the Leadership Team regularly meet to determine our placement and progress in regards to our strategic and business plans. Our Agency is in constant conversation and action concerning performance of the Agency in order to adjust as necessary.

III.5.6 Development and Learning System for Leaders

The Agency's goal is to develop leaders who truly inspire, develop and grow their employees. The Leadership Team frequently reads and discusses books, articles and journals together which mirror great leaders. Organizational knowledge is developed through peer-to-peer discussion and training along with review of historical documents and data. Ethical practices are outlined to new employees and modeled by existing employees. We were unable to implement a Leadership 360 degree program in FY10 due to budget cuts, however we have plans pending funding to implement the program in FY11, which will further assist in developing our leaders.

III.5.7 Key Developmental Training Needs

Skill surveys and employee requests are used to determine the type of training needed by staff. Evaluation of the effectiveness of training is accomplished by surveying employees upon completion of an event and, depending on the type of training, post-evaluative surveying (6 months to 1 year later) may be done. Implementation of action steps included in annual business plans necessitates and guides training activities, ensuring immediate use of skills and knowledge obtained. Informally, training needs become known to managers through daily interaction with employees during the course of carrying out duties and responsibilities. The EPMS document is also used to determine the types of training employees need individually. We have allocated a staff member to assist with continuing education of employees during the FY11 year.

III.5.8 On the Job Use of New Knowledge and Skills

On the job use of new knowledge and skills is encouraged through the use of a computer training lab, the intranet, and interactions with other staff members, customers and peer groups along with cross training of staff. Additionally, participation in discussion groups is highly productive.

III.5.9 Employee Training Contribution

Employee training contributes to an increase in workforce knowledge which helps to propel our Agency into the future and meet the needs of our customers and stakeholders. An upgrade in knowledge assists our Agency in meeting our goals and realizing our action plans. One of our primary goals is to increase the intellectual landscape of South Carolina. We must be well versed in order to accomplish this goal.

III.5.10 Effectiveness of Workforce and Leader Training

Training is evaluated using several strategies and devices to include:

- Analysis of training return on investment
- New product development

- Increase in employee knowledge and skill set
- Increase in productivity

III.5.11 Motivating Employees

A motivated and engaged employee is much more valuable to any Agency than one who is not. We motivate and develop our employees so that they can achieve their fullest potential. We do this through the use of:

- EPMS document
- Conversations and informal planning meetings for individual yearly development plans
- Recognition, rewards of specific staff contributions
- Employee Appreciation Day annually
- The employee newsletter titled “The Lion’s Roar”
- Establishment of the Employee of the Quarter designation and bonus
- Establishment of the “Paw on the Back” program acknowledging excellent behavior and participation
- Internal promotions
- Inclusion in decision making
- Formation of Employee Task Forces
- Agency funded professional development
- Well maintained and up to date work spaces
- Open communication

III.5.12. Formal & Informal Assessment of Employee Well-Being and Satisfaction

As noted previously, employees are our greatest resource and their well-being, satisfaction and motivation are extremely important to the leadership of our Agency. Formal assessment methods used to determine employees’ well-being, satisfaction and motivation are:

- EPMS instrument
- Training evaluation form
- Staff development and training report form
- Exit interviews with departing staff
- EPMS employee self-evaluation form
- Staff surveys
- Open communication encouraged

Informal assessment methods include meetings with staff, managers and peer groups. Our Agency did not have any grievances filed during FY10. Retention information is used to assess the overall Agency and specific departments if warranted.

III.5.13 Effective Career Progression

We offer and/or encourage our employees to take advantage of training opportunities and career development opportunities that exist both internally and externally when available. We believe in assisting our employees in meeting their full potential and promoting from within when possible. Succession planning for our Agency is accomplished through cross-training and job sharing of duties and responsibilities.

III.5.14 Maintaining a Safe, Secure and Healthy Work Environment

Expectations for a safe and secure work environment are posted for employees to view and are regularly discussed. Both of our buildings (1430 and 1500 Senate Street) must be accessed from the rear using a four digit security code. Employees are to report any suspicious looking person or activity to a member of management. We have multiple cameras in both buildings which record the rear exits of the building. The Emergency Preparedness/Safety Team (staff from various departments) reviews and updates the Agency's Emergency Preparedness and Safety Manual. Updates are posted to the Agency's Intranet. Prior to scheduled state government evacuation drills, the team meets to review procedures and staff are reminded (via email) to review evacuation procedures posted on the Intranet. On site Red Cross CPR/First Aid certification renewal training was conducted in FY10. Volunteer staff members serve as the Agency's first responders for medical emergencies. Mini-safety training sessions (e.g., "First Aid Overview") are made available during general staff meetings. Compliance with occupational safety and health rules and regulations adopted by the SC Department of Labor, Licensing and Regulation are followed. Inclusions of safety awareness such as building tours, exit locations, evacuation procedures, etc., are included in the new employee orientation process. Strict enforcement of the Agency's policies and procedures concerning employee safety and security was observed. We also notify staff of free health screenings, wellness walks, etc., and encourage participation.

Category 6 - Process Management

III.6.1 Determining Core Competencies

State legislation assists the Agency in determining the core competencies of the organization. Additionally, our customer and stakeholder needs assist the organization in the strategic and business planning for the Agency. Our mission, vision, and action plans all center around our defined core competencies. These core competencies help us decide the direction of the Agency and its services. Our core competencies are as follows:

- Workforce Development
- Library Services (including reference, research, etc.) to:
 - Students
 - Teachers
 - State Employees
 - Families
 - Legislature

- Talking Book Services to Patrons with disabilities
- Interlibrary Loans to Public Libraries
- DISCUS Program Administration
- Consultation Services to Public Libraries
- Library Collection Acquisition
- Technology Assessment for Citizen Needs at the Library
- State and Federal Document Depository
- Coordinate library services of the State with other educational agencies and services to increase effectiveness and reduce duplication
- Collect, compile and publish statistics and information concerning the operation of libraries in the state
- Specialized Library Services not generally appropriate, economical, or available in other libraries
- To meet the research needs of the General Assembly, state officers and agencies, and state government employees

III.6.2 Key Work Processes that Produce, Create or Add Value

Key work processes are determined by customer needs, industry standards and core competencies of the Agency. Planning sessions with the entire Agency or specific staff are used to determine work processes. Relevant journals and industry specific data is used to assist in determining the appropriate and accurate work process to be used. Assurances that work processes are followed are handled by team members, employees and management.

III.6.3 Incorporating Organizational Knowledge, New Technology, etc.

Organizational knowledge, new technology, cost controls, and industry standards are imperative to the strategic and business planning process. Each of these items must be reviewed before, during and after the planning process to ensure that we have met the needs of our customers and that we are accurately measuring data for efficiency and effectiveness. Deadlines associated with the State and Federal requirements must be calculated into the equation when planning for the Agency. Cycle time is dictated by the Agency's regulatory environment, as are factors such as cost controls, which are directly impacted by state procurement regulations. Other factors are: changing customer needs, and project schedules of key suppliers. A limited operating budget mandates cost control vigilance. New technology is driven by the ever-changing technology environment as well as our customer expectations.

III.6.4 Daily Operation to Ensure

The day-to-day operation of key processes must be met to ensure meeting performance requirements and support processes which are detailed in Table 6.6. Daily implementation of the processes facilitates delivery of services, resources and programs to key customers and is essential to achieving the goals and objectives of the Agency. The processes, their requirements and measurements all align with the key goals of the Agency.

III.6.5 Evaluation and Improvement of Key Product and Processes

Input gathered from surveys, discussions with customers, stakeholders and staff, as well as changes in legislature and industry standards, are used when evaluating existing processes and participating in strategic planning. Processes are improved through incorporation of new technologies and through changes made in response to staff input and transfer of organizational knowledge.

III.6.6 Key Support Processes

The key support processes for our Agency are in Information Technology Services, Administration, Library Development – Grant Management, and Marketing. Each process is consistently reviewed for improvement and streamlined to more effectively assist our customer. The key support processes are listed in the table below. Our Agency determines the resources needed through the strategic planning process, review of current resources with current workload and goals as well as projected planning.

Table 6.6	Processes	Requirements
Information Technology Services	<ul style="list-style-type: none"> ○ Agency-wide technical and communications support ○ Technology planning ○ Facilitate resource sharing ○ Web portal administration ○ Integrated Library System, Virtual Library and other e-database support ○ Network infrastructure management ○ E-Rate facilitation and technical consulting to public library staffs ○ Facilitating resource sharing 	<ul style="list-style-type: none"> ○ WAN/LAN ○ Up-to-date hardware/software ○ Remote access technology ○ SC Library Network ○ Skilled technical and professional staff ○ Continual staff training and professional development
Administrative Services	<ul style="list-style-type: none"> ○ Oversight of all operations ○ Strategic guidance ○ Policy development ○ Developing partnerships ○ Advocating for statewide library development ○ Communicating with the General Assembly ○ Planning and implementing programs/services; monitoring/evaluating progress ○ Marketing ○ Financial Management (payment processing, budgeting, procurement, fulfill accounting requirements, supplier relationships etc.) ○ Facilities/property management ○ HR management/employee relations/staff development ○ Data collection 	<ul style="list-style-type: none"> ○ Technology support ○ Responsible management; Managerial leadership ○ Knowledgeable professionals ○ Human Resources Information System (HRIS) ○ Financial Accounting Systems ○ Governmental Accounting, Auditing, and Financial Reporting Procedures (GAAFR) ○ Adequate financial resources ○ Data and information availability ○ Strategic and business plans ○ Financial/business operations support personnel

	<ul style="list-style-type: none"> ○ Coordinating state and federal reporting & compliance ○ Disaster preparedness planning 	
Library Development -Grants Administration	<ul style="list-style-type: none"> ○ Interpretation of regulations ○ Reporting ○ Data collection; record keeping ○ Planning ○ Awarding grants ○ Liaisons with federal program staff ○ Attendance at national meetings ○ Interacting with library development consultants ○ Responding to sub-grantees 	<ul style="list-style-type: none"> ○ Guidance documents ○ Web sites ○ Personnel with knowledge of related federal regulations and program guidelines/procedures ○ Technology resources ○ Support from Finance & Business Operations Dept. ○ IT support ○ Customer input
Public Relations and Marketing	<ul style="list-style-type: none"> ○ Developing promotion strategies ○ Internal assessment ○ Planning; Goal setting ○ Customer analysis ○ Library marketing on the web 	<ul style="list-style-type: none"> ○ Knowledge of craft, agency mission, customers, services ○ Budgetary & IT support ○ Support from senior leaders ○ Marketing plan

Key support and value creation processes are intertwined. Improving and updating both are often done in tandem and involve:

- Review and introduction of new technologies
- Continual assessment of processes in relationship to the agency's progress in meeting its goals and objectives
- Staff monitoring of processes to identify procedural deficiencies; tracking of process turnaround times
- Monitoring of technology systems/resources
- Continual staff/supervisor communication to facilitate improvement in value creation processes
- Identification and replication of best practices that can be directly connected to existing programs/services and the processes that support them

III.6.7 Resources Needed for Projected Budget

We determine the resources needed for current and future financial obligations through researching business products and services needed to reach the goals that we have outlined in our business plan.

Category 7 - Results

III.7.1 & 7.2 Performance Levels and Trends for Key Measures for Product Performance and Customer Satisfaction

Both quantitative and qualitative measures describing SCSL performance levels for accomplishment to our customers are reported by program/service areas in the pages that follow. Primary comparative data sources used were the latest editions of:

- Library Resources for the Blind and Physically Handicapped: A Directory with Budget, Staff and Collections Information and FY 2005 Statistics on Readership and Circulation. Published by Library of Congress, National Library Service for the Blind and Physically Handicapped (NLS), 2006
- U.S. Department of Education, National Center for Education Statistics (NCES), State Library Agencies (StLA) Survey, fiscal year 2005
- Normative Data Project (NDP), FY 2003, State Rank Order Tables.

Talking Book Services (TBS) – Key Results

The SCSL administers a free library program that loans audio materials with playback equipment to eligible South Carolinians.² Resources are delivered to borrowers statewide by postage-free mail. The SCSL is a member of the National Library Service for the Blind and Physically Handicapped (NLS), Library of Congress nationwide network of cooperating libraries.

A nationwide transition from recorded cassettes to digital flash memory cards began in 2010; the transition will take approximately four years to complete. With the transition the gradual phase-out of cassette technology for production and distribution of digital talking books and players will occur. TBS has planned its transition activities to align with those of NLS, including continuing to circulate and repair cassette players until the digital transition is complete.

Personalized readers advisory service continues to be the hallmark of the program. FTE reader advisors and professional librarians make contacts with customers by phone, email, correspondence and in-person. The number of registered talking book customers decreased slightly this year from 6,448 to 6,009. This decrease is due to the deaths of patrons and to the aging population who can no longer use the service because of their physical decline. The total number of materials available has increased from 359,694 to 379,704.

This year, TBS experienced a grand opening of the Art gallery featuring artwork from visually impaired children. The event was covered by several local news stations. The grand opening was attended by the artists, their families and guests.

² Eligible borrowers are SC residents of all ages unable to use standard print due to blindness, reading disabilities (e.g., dyslexia), visual impairments, or temporary and permanent conditions that make holding books or turning pages difficult or impossible.

Customer Feedback: Nationwide, older people and those with multiple disabilities are a large part of the talking book user population. The same is true of the registered readership of the TBS program with approximately 54% of its readership over age 65, 33% ages 25-65 and 13% under age 25 (of this age group, children 9-12 are 1%).

Several of our patrons contribute to the TBS donation account monthly or through a trust. During FY 2010 these funds provided supplemental support for additions to collections (described movies and large print books) and provided for the purchase of incentive awards for children to encourage participation in TBS summer reading program activities.

DISCUS PROGRAM - Key Results

DISCUS is one of our best known products, as most South Carolinians have used DISCUS at some point during their college career. DISCUS is SC's Virtual Library which stands for Digital Information for SC Users. DISCUS targets the state's entire population and provides residents, K-12 SCISA and SACS³-accredited private and public schools, colleges (public and private), and public and academic libraries with 24/7 free access (from home or workplace Internet computers) to subscription electronic databases and high quality learning resources.

FY 2005 NCES survey results revealed the following about State Library Agencies and database offerings/programs equivalent to DISCUS:

- Most State Library Agencies (SLAs) (47 states and the District of Columbia) planned or monitored the development of electronic networks. SLAs in 41 states and the District of Columbia (D.C.) operated electronic networks. SLAs in 47 states and the D.C. supported the development of bibliographic databases via electronic networks, and State Library Agencies in 45 states and the D.C. supported the development of full-text or data files via electronic networks. SC was among the number for all categories.
- Forty-eight (48) SLAs reported combined expenditures of \$61 million for statewide database licensing. New Jersey had the highest expenditure (\$7.9 million) among reporting states, while two states (North Dakota and Rhode Island) spent less than \$15,000 and one state (Colorado) spent less than \$100,000. All SLAs with such expenditures provided statewide database licensing services to public libraries in their states and at least two-thirds provided statewide database licensing services to these user groups: academic, school, and special libraries and other state agencies. At the close of FY 2007, SC is providing services to all groups.

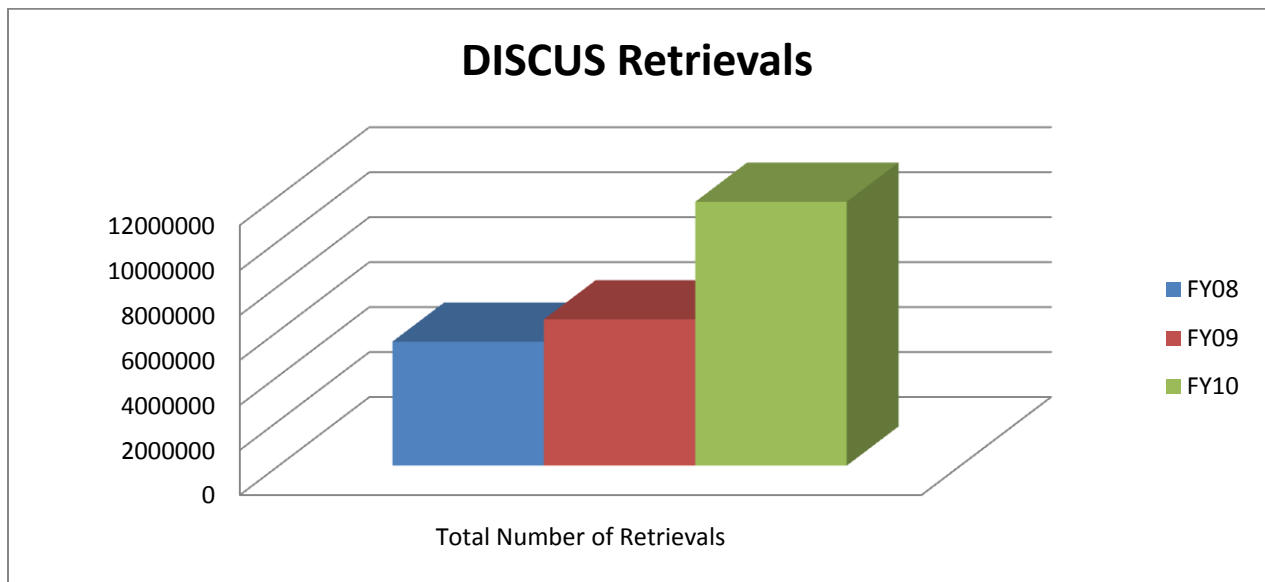
This information will be reviewed again with the next survey.

To enhance the usefulness of DISCUS databases to the K-12 community, DISCUS staff work with database vendors to obtain the latest features of subscription databases. We added Ferguson's Career Guidance Center, Learning Express, and NetLibrary Career eBook Collection to enhance our Workforce Development project and assist people in finding work, honing their skills, etc.

3 South Carolina Independent School Association (SCISA) and Southern Association of Colleges and Schools (SCACS).

Items retrieved from the DISCUS website for the K-12 community increased significantly from 6,501,557 last fiscal year to 11,734,168 this fiscal year.

DISCUS training schedules were promoted through web site postings and mass mailings to public school media specialists and private schools as well as other participating institutions. “What’s New in DISCUS” quarterly fliers and web postings continued this year. We also created and implemented the DISCUS Monitor electronic newsletter as an additional communication tool with DISCUS institutions and supporters. Training for the K-12 community was slightly lower this year due to budget restraints and restrictions on travel.



DISCUS staff provides consultation and guidance via email, regular mail, phone, etc. to customers from public libraries, schools, colleges, etc. DISCUS also has online tutorials available for use which can be accessed at any time.

LIBRARY DEVELOPMENT SERVICES (LDS) – KEY RESULTS

Everything Library Development Services offers is in support of public libraries, librarians, and the community of library users throughout South Carolina. We constantly strive to improve the quality of library resources and services to better suit and meet the needs of the public. For instance, our continuing education programs aim to equip librarians with skills in customer service, specific library operational techniques, and motivate them to provide quality service internally and to the public. We implement statewide programs that will target some of the greatest needs of the citizenry. With staggering illiteracy rates in South Carolina and many children unprepared for school, Library Development focuses many of its efforts on Family Literacy, supporting the child, the adult, and the child and adult together. We strive to make all of the funding streams for which we bear responsibility as efficient and straightforward as

possible so that resources get where they are needed without delay. We administered state (State Aid) and federal (SFSF) funds totaling more than \$9 million in Fiscal Year 2009. Overall, Library Development Services continued in 2009 to deliver targeted, effective services where most needed, resulting in improvements in library services in all regions of the state.

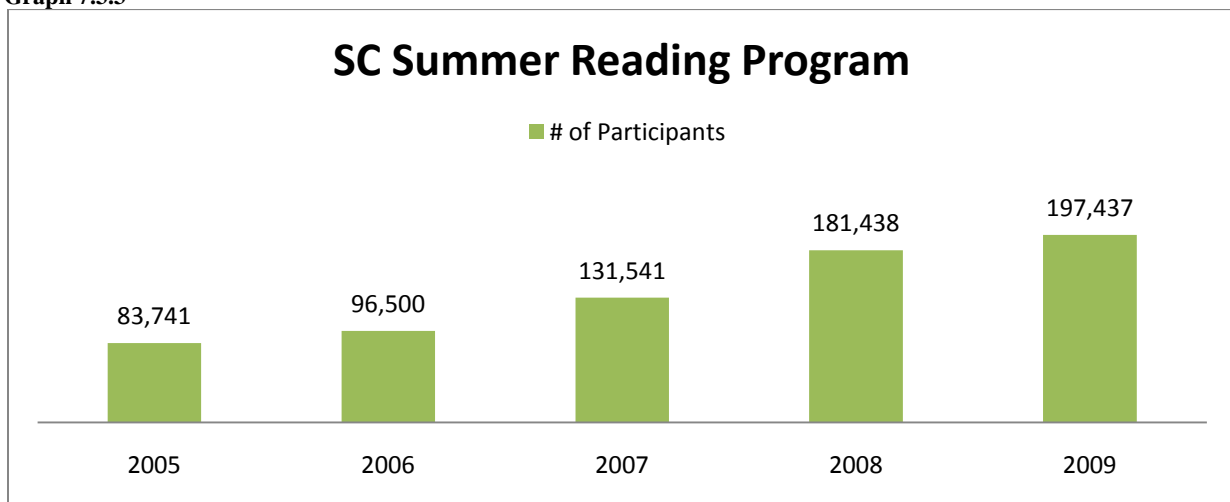
- SC families, children and young adults: The State Library provided exchanges, training, and financial support for Summer Reading Programs around the state through LSTA funding. Summer reading is a vital library service for families to insure that reading comprehension skills do not regress during the summer months. A Wrap Up meeting was held so libraries can begin their preparation for the following year early and to share best practices among library staff. In addition, the State Library provided approximately 14,000 Family Literacy activity calendars statewide free-of-charge to parents, childcare center staff, preschool teachers, librarians and those who work with young children to emphasize the need to build pre-reading skills and help prepare children to be ready for school. The calendar provides one-on-one guidance for parents on how to work with their children or teachers to use in the classroom. In addition, an Early Literacy Specialist was brought to South Carolina to host literacy training sessions for both librarians and childcare center staff on the 6 basic early literacy skills and how to provide teachable moments for parents and caregivers during story times and programs. This was our first year doing outreach to childcare centers and providing their staff (and our librarians, some who also work in schools) the chance to take our classes for the State Department of Social Services' Continuing Education credit.
- Summer Reading Program: The South Carolina State Library takes part in the Collaborative Summer Library Program (CSLP), a grassroots consortium of states working together to provide high-quality summer reading program materials for children at the lowest cost possible for their public libraries. Reading is the key to individual success in learning due to reading being the foundation for success in all subject areas. Building an appreciation for reading and learning today will help children be successful in school and more likely to become lifelong readers and learners. An ongoing SCSL statewide initiative is the annual vacation (May – July) summer reading program. 96% of State Library Agencies (49 states) provide a statewide reading promotion campaign (program support for public libraries) that is typically implemented between school years to encourage children and young adults to maintain or improve their reading skills. Summer learning research confirms that recreational reading is highly effective in promoting growth in literacy.⁴ Participation in the summer reading program increased significantly in 2009, bringing the total participation of children to 197,437. See graph 7.3.3.
- Exchanges & Workshops: Annual Exchanges provide continuing education opportunities for library staff and offer a formal meeting to exchange ideas and to evaluate and share best practices in services and programming for all the different age groups (children, adults, etc.) as well as learn new information and skills. Public libraries are charged with providing an environment where learning and reading is encouraged – the SC State

⁴ Krashen, Stephen and Fay Shin. "Summer Reading and the Potential Contribution of the Public Library in Improving Reading for Children of Poverty," [pdf file] Public Library Quarterly, Vol. 23 (3/4), 2004.

Library trains these staff members with skills and techniques so that our citizens have quality services and the state can improve literacy levels.

- **Workforce & Business:** To assist with the economic recession and the burden of high unemployment, the State Library created a comprehensive Workforce Development program. This includes a full time Workforce Trainer who can bring a mobile laptop lab for use throughout the state in libraries that cannot afford a training center, and for those whose patrons or staff need assistance to assist citizens who are looking for work. A set of databases for skill building, test preparation and other online resources was purchased to assist the public libraries and citizens looking to better their skills free of charge in the public libraries to help to improve our unemployment rate and citizens' job preparation level. A new website was created to house all resources pertaining to workforce, job preparation, skill building, and small business outreach called WorkSC.org.
- **Grants:** The State Library makes Federal funds available in the form of Library Services and Technology Act (LSTA) sub grants, to enable public libraries to improve library services to citizens. Grant funding for libraries filled a number of pressing needs throughout the public library community such as a Teen Librarian/teen services in Horry County, GrandFamily Resource Centers and services to grandparents raising grandchildren in 11 counties (12 collections), AWE Early Learning Workstations in 9 low-income counties and related early literacy materials, and laptops for learning centers in Dorchester, Laurens, and Lancaster counties. Other projects funded through sub grants in 2009 included digitization projects that make accessible to the general public, records and manuscripts that are used by genealogists and historians; SC Center for the Book was able to help sponsor the SC Book Festival a celebration of the literary arts for all citizens to enjoy, and grants to attend conferences and tuition assistance to library staff members to obtain the Masters in Library Science to improve skills for serving the citizens in the state with their information and knowledge needs. We awarded fifty-nine grants during FY10 for a total of \$447,803 in LSTA funds.

Graph 7.3.3



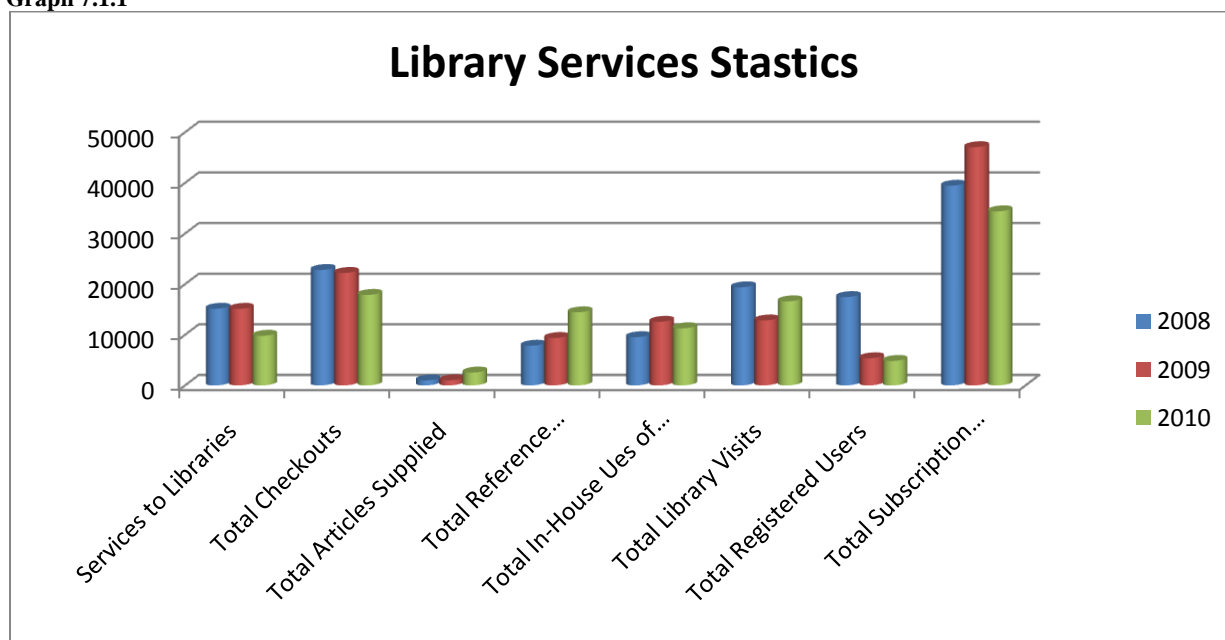
Library Services – Key Results

The Library Services department maintains library materials that supplement collections of the state’s public libraries and that serve the research and information needs of key customer groups. Library Services administers the State and Federal Documents Depository Programs and develops general and specialized collections. Library Services provides reference services and information skills training services to key customer groups, statewide reference and interlibrary loan (ILL) services to public library staffs working to meet the needs of the state’s citizens and oversees all circulation functions that place materials in the hands of customers.

The Collection Management Services department orders and subscribes to library resources, catalogs all print and electronic materials, serials processing and materials preservation, and maintains the physical integrity of the collection. The department also collaborates with agency ITS staff to maintain the collection database/online catalog, provides collection management consultation to public libraries, and works to coordinate and implement digitization activities.

Statistical data is listed below; overall the Agency saw an increase in the number of reference transactions, in-house use of materials, total checkouts. During especially lean years, libraries become even more important to patrons as they use the library to assist them in applying for jobs, updating resumes and internet service for communication. The apparent decrease in the number of registered patrons is due to the purging of long inactive patrons from the database.

Graph 7.1.1



The Collection Management Services department remains a necessary function. CMS has been transitioning to include and enhance digital/electronic collection. Reallocation of SCSL budgetary resources from the purchase of traditional library materials to electronic resources was enacted in FY 2009. Our database retrievals more than doubled from FY09.

SC is consistently ranked among the top 20 states with a high level of per capita public library reference transactions, indicating that, on a local level, communities continue to perceive the state's public libraries as information agencies.

INFORMATION TECHNOLOGY SERVICES (ITS) – KEY RESULTS

ITS staff provides oversight, management and coordination of all agency technology services and processes and advises administration on planning and budgeting for technology operations and implementation of major statewide IT projects. The department is charged with developing the Agency's technology plan, providing web administration for all agency programs and services and for providing the unique technology support required for the Talking Book Services (TBS) program.

ITS staff provides SC's public libraries varied technical and communications support and guidance (primarily via phone or electronic means with occasional on-site assistance). Other support included but was not limited to:

- Oversight of E-Rate participation; the SCSL is the official E-Rate certifier of public library technology plans,
- Operation and maintenance of the South Carolina Library Network, which facilitates sharing of State Library collections,
- Planning and convening annual public library system managers exchanges and webmaster exchanges to share best practices and to keep staffs updated on critical technology issues, and
- Serving as the direct liaison with the state's Division of State Information Technology (DSIT). (All SC public libraries receive their Internet access through DSIT, who also files for E-Rate discounts for Internet access on behalf of all public libraries.)

The SC State Library has been able to obtain meaningful involvement in both the K-12 Technology Initiative Committee, a collaboration of the State Department of Education, SC ETV, and private telecommunications providers; the SC Government Webmasters Association (SCGW); the Assistive Technology Advisory Committee (ATAC); and the SC Information Technology Director's Association (SCITDA).

The State Library has been a leader in implementing open source solutions, reducing or eliminating licensing fees for many of their applications. ITS staff manages the open source integrated library system Evergreen test server for SC Lends consortium. They implemented and manage the electronic helpdesk for SC Lends.

ITS staff successfully developed several meaningful websites this year: StudySC www.studysc.org is a site which provides online content to support South Carolina specific curriculum standards. StudySC was created by the SC State Library with a student-friendly environment arranged by grade level and by subject area where students can find the information they need fast. The ITS department also created a SC Family Friendly Standards website: www.scffs.org which uses the standards published by the SC Education Oversight Committee

and the SC Department of Education. The standards are used to help families understand the South Carolina Academic Standards. These standards outline state requirements for children's learning and what students across the state should be able to do in certain subjects. The ITS department also took on a Digital Preservation Project this year. The State Library wants to be a contributor to library digitization projects throughout South Carolina. A first step in that process was to prepare a collection suitable for the SC Digital Library. The State Library has several collections of old photographs that show library service as it was in the early-to-mid part of the 20th century, which we brought together and digitized.

Statewide Projects – KEY RESULTS

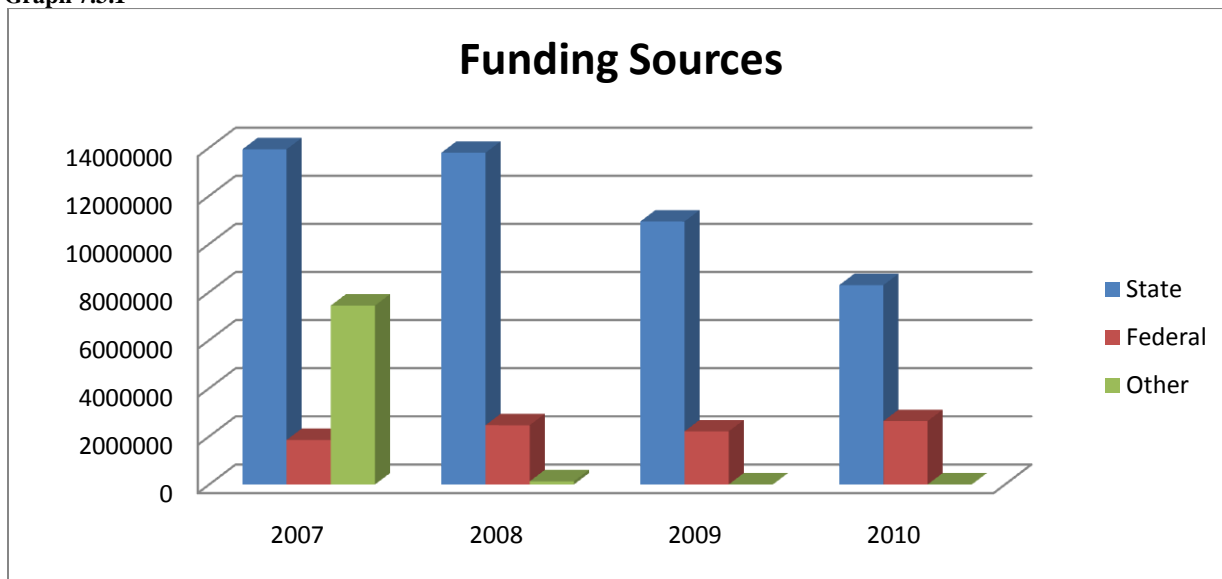
The SCLENDS consortium agreement includes ten libraries around the state sharing resources. The SCLENDS project maximizes South Carolina libraries’ investment in integrated library systems by providing a shared, open-source library system that promotes resource sharing among member libraries. Three new libraries will be joining the SCLENDS consortium in FY11.

We continue to look for ways to do consortia purchasing to save the State money.

III.7.3 Financial Performance Results

The state appropriated budget available for Agency operations remains grossly disproportionate to that appropriated for pass-through to public libraries. The imbalance is a consistent barrier to innovation and implementation of SCSL goals and objectives.

Graph 7.3.1

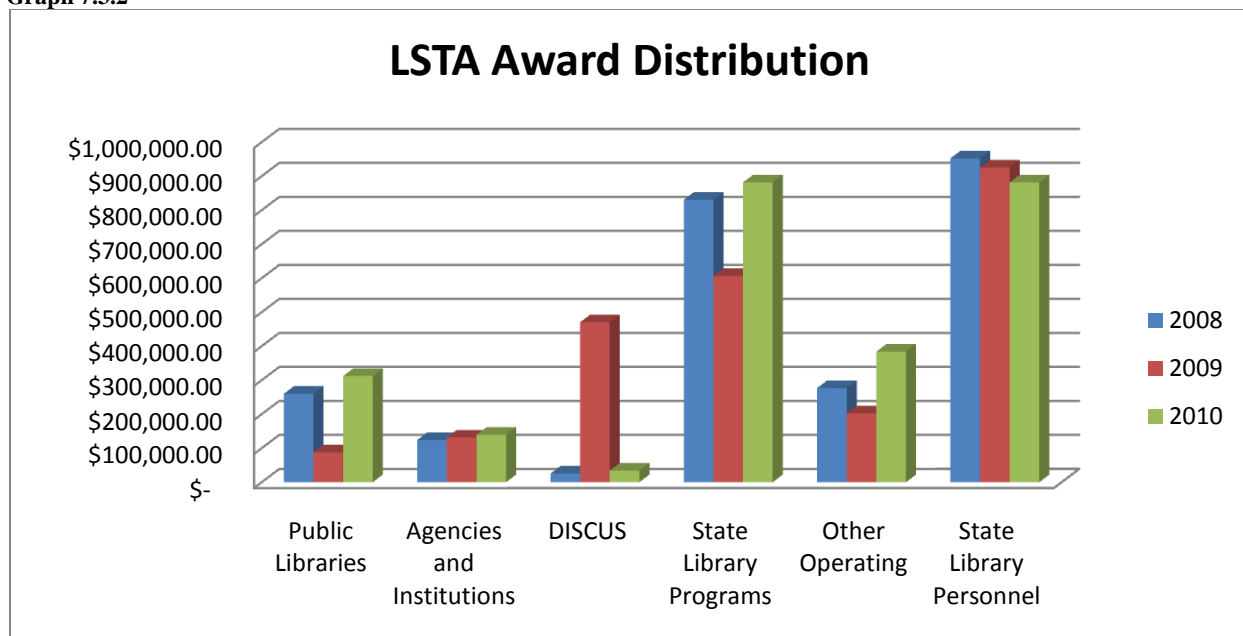


SC State Library Overall Financial Performance				
	State	Federal	Other	Total
2006-2007	\$ 13,931,649.00	\$ 1,848,739.00	\$ 7,436,704.00	\$ 23,217,092.00
2007-2008	\$ 13,789,343.00	\$ 2,462,858.00	\$ 130,000.00	\$ 16,382,201.00
2008-2009	\$ 10,929,220.00	\$ 2,204,958.00	\$ 0	\$ 13,136,187.00
2009-2010	\$ 8,284,263.00	\$ 2,633,725.00	\$ 0	\$ 10,917,988.00

Pass-through funds to public libraries represent 56% of the Agency’s General Fund’s budget. The State Library is functioning on less than 1.5% of the total appropriation. The budget cuts that our Agency has taken over the last two years total 41.6% of our general appropriation, which had a tremendous impact on the Library. We took these cuts in DISCUS databases, temporary services, and state aid to public libraries, operating, administration, furlough for all staff and not filling vacancies.

The Federal Library Services and Technology Act (LSTA) sub grant funds are provided to public libraries through a competitive grant process. The number of sub grants paid out in FY 2010 was increased to \$447,803 with 59 recipients receiving funds across the State. We also provided sub grants to our partner organizations through the cooperative agreement process. We provided sub grants to the SC Book Festival, the SC State Library awarded the SC Humanities Council a sub grant, provided letters of support for their other grant applications, participated on the SC Book Festival Committee, arranged for private sponsorship of the Book Festival’s “Brunching with the Authors” program and assisted with staffing of the SC booth.

Graph 7.3.2



LSTA funds also support major statewide programs such as library services to citizens with blindness and other disabilities and statewide literacy initiatives such as SC's summer reading program for children and teens. Provision of the statewide summer reading program allows the state's public libraries to use their local dollars to develop and implement adjunct programming.

19% of General Fund expenditures supported DISCUS – SC's Virtual Library. DISCUS 2010 license renewal totaled \$2,492,506.08. The General Assembly is supportive of DISCUS and provided recurring funds (\$1,987,978 for FY 2010) that were used to purchase license agreements for database content and provide statewide access for key customers. Earmarked state funds do not fully provide for 100% of the total cost of renewal of DISCUS database contracts and provide no funding for content enhancement. Library Services and Technology Act (LSTA) funds supplement the state funds deficit (\$504,528.08 for FY 2010) for annual licensing increases, statewide training services to K-12 teachers and librarians, and support of the DISCUS program's promotion/public education activities. The DISCUS Director's service on both the PASCAL Executive and Consortia Purchasing Committees not only assists the Agency in staying informed about the information needs of the academic community but also positions the SCSL to take advantage of opportunities for collaborative database content purchases. The SCSL's administration of DISCUS provided FY 2010 cost avoidance for SC institutions of approximately \$54,387,040, demonstrating effective and efficient use of all funding sources.

Other state funded budget expenditures include 8.2% for rents paid to the Office of General Services and just over 13% for salaries and fringes. Less than 1.5% of the state funded budget remains for ALL other agency operating expenses.

III.7.4 Performance Measures for Workforce Engagement and Satisfaction

The workforce climate and culture is driven by the leadership principles of Mr. David Goble. Mr. Goble focuses his leadership style on collaboration, innovation and service to customers in South Carolina. We currently have a 22% vacancy rate due to natural attrition, and are unable to hire our vacancies due to the previous two year's budget cuts. Employees have been asked to share the burden of additional work left by these vacancies and have done so valiantly. Staff are encouraged to attend training opportunities sponsored by other agencies/organizations, and participate in professional associations (e.g., SC State Government Improvement Network, Executive Institute Alumni Association, Certified Public Manager Society, National Institute of Governmental Purchasing, etc). An employee appreciation day was held again in May at the Riverbanks Zoo and Botanical Gardens with all participants ranking the event as either good or excellent. Employees have been asked and expected to more fully participate in the planning and accountability for the Agency, resulting in renewed passion, innovation and service.

III.7.5 Performance Levels and Trends for Key Measures of Operational Efficiency

All grant tracking is occurring by each grant funded and grant year allocated to include categories where grant money was spent. This allows us to more effectively project finances for the grant and to plan for projects. The cost recovery program that we implemented has assisted us in offsetting the costs associated with maintaining the building.

III.7.6 Performance Levels for Regulatory/Legal Compliance

Established policies and procedures have been developed to reflect key regulatory requirements and to serve as guiding documents for Agency operations. Assigned personnel complete required legal, regulatory and other reporting.

All federal guidelines governing the Talking Book Services (TBS) program are strictly observed. Administration of Library Services and Technology Act (LSTA) funds is done in accordance with established federal regulations and guidelines. Fiscal accountability is subject to relevant state and federal laws, with compliance monitoring accomplished through requisite audits of agency operations. Management of State Aid is similarly audited and its administration is accomplished with observance of state regulations.

During FY 2008, the 2008-2012 five year plan was approved by the Institute of Museums and Library Services (IMLS). The document establishes the basis for the Agency's continued receipt of annual federal funding that averages just over \$2 million. State government reporting is also completed per requirements (e.g., Quarterly Employment Security Commission Report; TERI Contribution Payout Quarterly Report Certification; Unemployment Quarterly Report; Minority Business Report; Dept of Labor reports, etc.).

Additionally, all audits this year were considered acceptable.