

House  
Legislative  
Oversight  
Committee



Full Study Report:  
**South Carolina State Library**

October 2022



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# AGENCY OVERVIEW

## Agency Mission

“ We serve the people of South Carolina by supporting state government and libraries to provide opportunities for learning in a changing environment. ”

## History and Resources (FY 22-23)

### History

- 1929** – South Carolina State Library Board was created
- 1943** – General Assembly began funding the South Carolina State Library Board
- 1969** – By order of the General Assembly, the South Carolina State Library Board was officially reorganized and became the South Carolina State Library
- 2004** – DISCUS launched a billboard campaign to promote databases for children
- 2017** – The inclusive Services Center created to provide services relating to diversity and inclusion

### Organizational Units

- Administration
- Finance
- Statewide Development
- Library Development
- Info Technology
- Communications
- Talking Book Services
- Library Services and Resources
- Library Collections and Services
- Electronic Resources

### Funding



**\$22,546,266**  
appropriated and authorized

### Employees



**53**

Filled FTE positions at the start of the year

## Successes and Challenges

Identified by the agency

### Successes

- Leaders in addressing statewide equity issues relating to broadband connectivity
- National participation in library service
- Digitizing state documents

### Challenges

#### Current

- Retaining qualified staff
- Lacking funding to procure and sustain necessary resources
- Lacking proper parking in the surrounding capital complex area

#### Emerging

- Lacking authorization to hire staff
- Lacking appropriate parking
- Digitizing documents

# COMMITTEE OVERVIEW

## Subcommittee Membership

### Education and Cultural Affairs Subcommittee

The Honorable Jeffrey E. “Jeff” Johnson (**chair**)  
 The Honorable Kambrell H. Garvin

The Honorable Max T. Hyde, Jr.  
 The Honorable Michael F. Rivers, Sr.

## Oversight Purpose and Methods

### Purpose

- are being implemented and carried out in accordance with the intent of the General Assembly; and
- should be continued, curtailed, or eliminated.

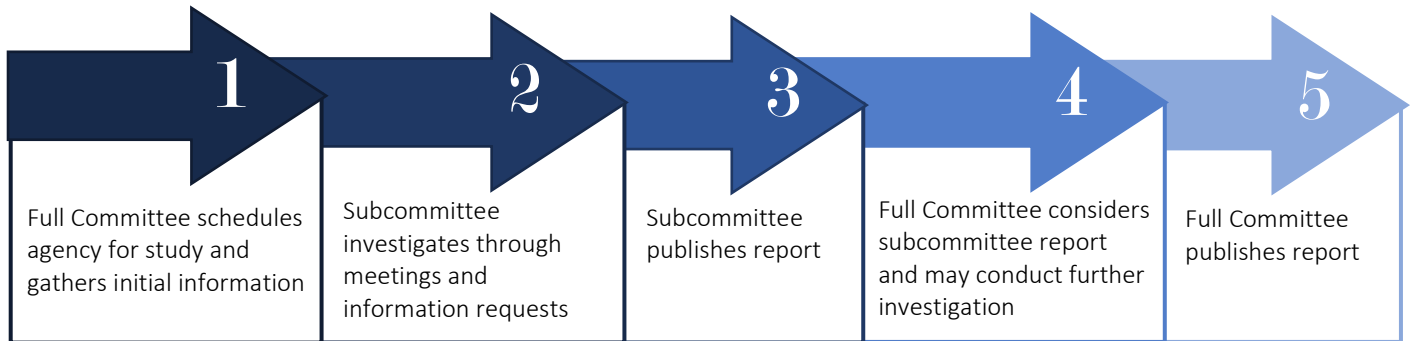
### Methods

The Committee and Subcommittee evaluate:

- the application, administration, execution, and effectiveness of the agency’s laws and programs;
- the organization and operation of the agency; and
- any conditions or circumstances that may indicate the necessity or desirability of enacting new or additional legislation pertaining to the agency.

S.C. Code Ann. § 2-2-20(B) and (C)

## Study Process



## Public Input



**48** | Responses to an online public survey



**93** | Online comments received



**7** | Constituents testified

## Study Milestones

### Meetings

Subcommittee	Full Committee
1/26/22	12/9/19
06/06/22	04/09/21
06/27/22	
09/20/22	

### Agency Reports

March 2015	Seven-Year Plan Report
March 2020	Program Evaluation Report
September 2020	FY 2018-19 Accountability Report
September 2021	FY 2019-20 Accountability Report

# FINDINGS

During the study of the State Library (agency), the Education and Cultural Affairs Subcommittee adopts **seven findings**.

Findings note information a member of the public, or General Assembly, may seek to know or on which they may desire to act.

## FINDING #1

The State Library budget experienced cuts, in FY2008-09, to State Aid allocations designated for county public library systems. Funding levels did not return to FY2008-09 levels until FY2019-20.

The State Library is tasked with distributing state aid to public (i.e., county) libraries.<sup>1</sup> Figure 1 notes how public libraries are allowed to use state aid.<sup>2</sup>

During the study, agency staff testified state aid is calculated on a per capita (i.e., for each person) basis.<sup>3</sup>

As illustrated in Figure 2, state aid dropped precipitously from FY2008-2011.<sup>4</sup>

Recommendations #1 and #6 address this finding.

**County libraries are permitted to utilize State Aid funding for the following purposes:**

- 01 To employ professional and preprofessional librarians who meet the South Carolina State Library certification requirements
- 02 To provide training and continuing education opportunities for employees and trustees of the library consistent with South Carolina Public Library Standards published by the South Carolina State Library
- 03 To secure services of outside expertise in areas of library operations and services
- 04 To purchase or lease library materials and resources in all formats for service to the public
- 05 To purchase or lease library and office equipment and services
- 06 To purchase a new bookmobile and other vehicles for public service use and pay for their operations. Vehicles may not be assigned to individuals for personal use
- 07 To provide an annual audit of the financial records of the library prepared by a certified public accountant provided such audit is not part of the general county audit paid for by the county

Figure 1. How county libraries are allowed to use state aid

## Aid to County Libraries (General Funds)

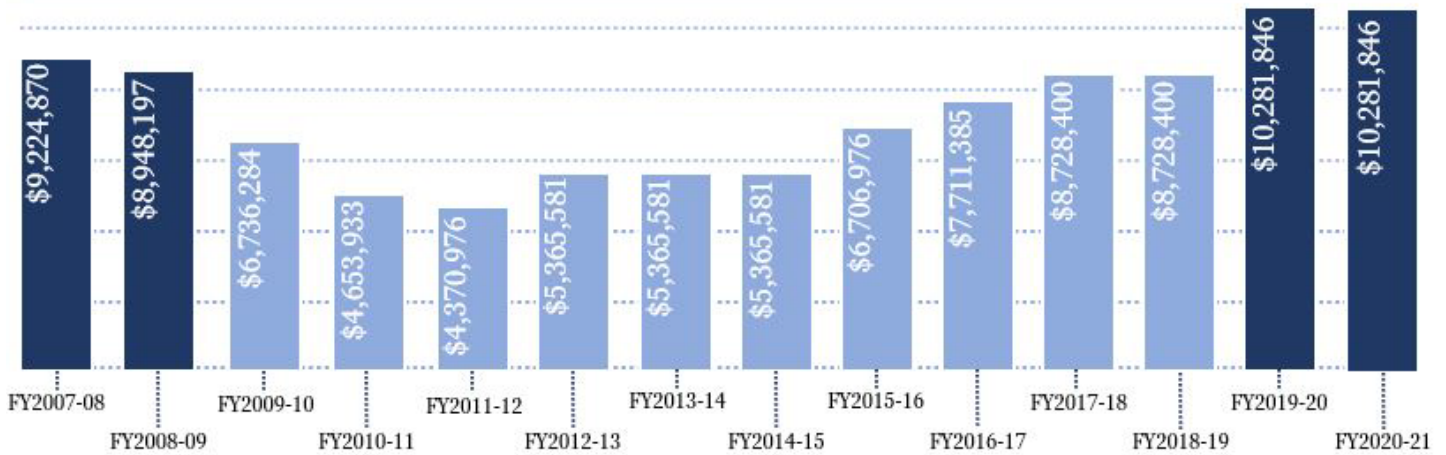


Figure 2. State aid to county libraries FY2007-2020

## FINDING #2

Recruitment and retention of employees is an issue with the State Library as it is with many other state agencies. Contributing factors may include lack of salary competitiveness, labor competition, and reallocation of vacant position salary dollars to support existing staff salaries.

A benefit of the House Legislative Oversight Committee's process is the ability for members to observe issues that affect multiple state agencies. Overcoming barriers to employee recruitment and retention is a challenge expressed by many state agency leaders during the House's oversight review process.<sup>5</sup>

A frequent barrier mentioned during reviews is competitive employee compensation. Notably, the FY2022-2023 General Appropriations Act included a three percent raise for state employees, the largest pay raise in six years, a \$1,500 bonus; and fully covered state employee health and dental insurance increase.<sup>6</sup>

During the study, agency leadership specifically testified as to how the State Library has been challenged to find qualified staff willing to accept the compensation offered by the agency. Agency leadership shared within the last two years, they missed opportunities to hire four qualified candidates due to an inability to meet salary requirements.<sup>7</sup> Also, the agency has been unable to hire experienced staff due to their uncompetitive compensation packages.<sup>8</sup> Staff noted the agency's offer to an experienced librarian was \$23,000 less than the candidate's current salary.<sup>9</sup>

**“Within the last two years, they missed opportunities to hire four qualified candidates due to an inability to meet salary requirements.”**

Hiring less skilled staff, who will accept lower compensation, negatively impacts the agency due to the additional cost of training, either internally or through conferences funded by the agency, and reduced productivity, which increases cost on the backend.<sup>10</sup>

Recommendations #7 and #8 address this finding.

## FINDING #3

While the State Library's services are accessible to all, they serve as the public library for the blind and visually impaired.

The State Library is the public library for the state's visual, physical, or print disabled residents.<sup>11</sup> For this community, the State Library provides services like those available at county libraries (e.g., patrons can check out books, etc.). In addition to this unique constituency, the State Library's primary customers include state employees and agencies, institutional libraries (e.g., Department of Mental Health and Department of Corrections facilities), and public (i.e., county) libraries.

Residents of the state with a visual, physical, or print disability preventing them from holding or reading normal print books have free access to the State Library's Talking Book Services.<sup>12</sup> Example services include access to digital talking-book players and braille books.<sup>13</sup> These items are mailed to patrons.<sup>14</sup> Costs associated with mailing and postage are paid by the federal government.<sup>15</sup> Also, residents who apply for services have the option of downloading books and magazines to their personal devices (e.g., audio format).<sup>16</sup>

Recommendations #2 and #11 address this finding.



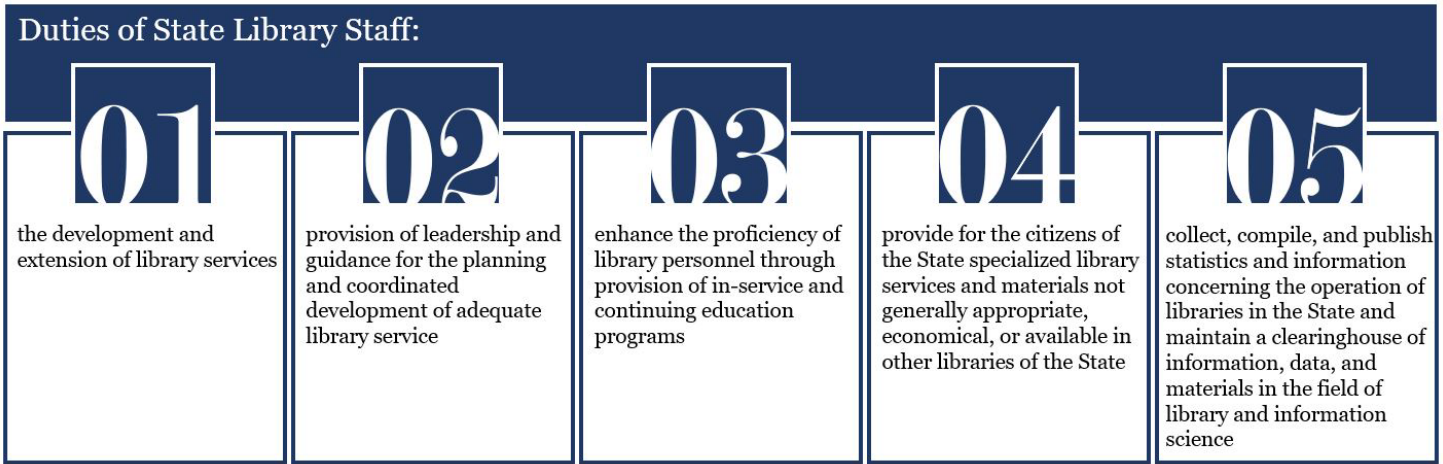


Figure 3. Duties of State Library staff

**FINDING #4**

The agency offers differing programs and services to South Carolina libraries. According to the agency director’s testimony during the study, “if it happens in a library, we consult on it.” This includes providing access to training on controversial topics and issues (e.g., drag queen story hour, etc.) of interest to the public.

S.C. Code Section 60-1-60 lists responsibilities specific to the type of services, and associated expertise, required of the State Library staff.<sup>17</sup> Figure 3 lists the statutory duties of State Library staff.<sup>18</sup>

Agency leadership identified consulting service responsibilities as the primary driver of agency conference participation and training.<sup>19</sup> However, the agency does not track the number and type of consultations provided by county. Agency personnel are “in the process of revising how [they] collect and record statistical data.”<sup>20</sup>

Figure 4 shows total agency expenses just shy of \$400,000 for domestic and international (Poland and Greece) travel for FY2017-2020.<sup>21</sup> As the consultant for all 46 county library systems, agency leadership opined the necessity to be experts on anything that is happening in a library (e.g., emerging trends, etc.).<sup>22</sup> State Library staff advise

and consult public (i.e., county) libraries, but they do not advocate for individual libraries, groups, materials, or programs. Each county’s public library board is responsible for setting policy and practice of its libraries.<sup>23</sup>

State Library consulting staff develop subject guides to assist the library community, state government, and the public. These guides provide resources and information on a wide variety of subjects and topics (e.g., Continuing Education; Genealogy Resource Center, etc.) that are accessible via the agency website.<sup>24</sup>

Recommendations #17 addresses this finding.

**FINDING #5**

State Library staff, as approved by the agency director, have participated in agency funded travel for county library site visits, national conferences (e.g., Washington, DC; Illinois; California; Montana; etc.) and international conferences (e.g., Greece and Poland) at a cost of \$398,430 from FY 2017-20. Currently, no approval beyond an agency head is required for international travel by state employees.

The State Library “is the primary administrator of federal and state support for the state's libraries.”<sup>25</sup> As discussed in Finding #3, agency leadership assert the development and extension

of library services, by provision of consulting services, are the principal purposes of the agency.<sup>26</sup> To effectively provide these services, agency staff attend conferences and trainings to further their knowledge and understanding of library operations and services (e.g., human resources, children’s services, etc.).<sup>27</sup> Agency travel, specifically conference participation, is not explicitly approved with the intent of improving internal agency operations.<sup>28</sup> Information received and skills, learned or refined, through participation in conferences are primarily intended to develop staff for the purpose of providing consultative services to county libraries in South Carolina. However, as discussed in Finding #4 and Recommendation #17, the agency does not track the number and type of consultations provided by county. Agency personnel are “in the process of revising how [they] collect and record statistical data.”<sup>29</sup>

The agency’s director is responsible for approving all staff travel, both domestic and foreign.<sup>30</sup> Figure 4 shows total agency expenses just shy of \$400,000 for domestic and international (Poland and Greece) travel for FY2017-2020.<sup>31</sup> While the Comptroller General’s Office requires certain administrative processes occur to account for foreign travel, the office does not verify or scrutinize the need or return on investment.<sup>32</sup> Agency staff, from FY2017-2020, were approved for 410 agency funded

travel activities and events (e.g., conferences, in-state library site visits, etc.).<sup>33</sup> One agency employee, over the course of this period, was approved for \$58,694 in domestic travel and \$6,958 in foreign travel.<sup>34</sup> The approved foreign travel locations were Poland and Greece for International Federation of Library Association and Institutions conferences.<sup>35</sup>

Recommendations #1, #6, and #17 address this finding.

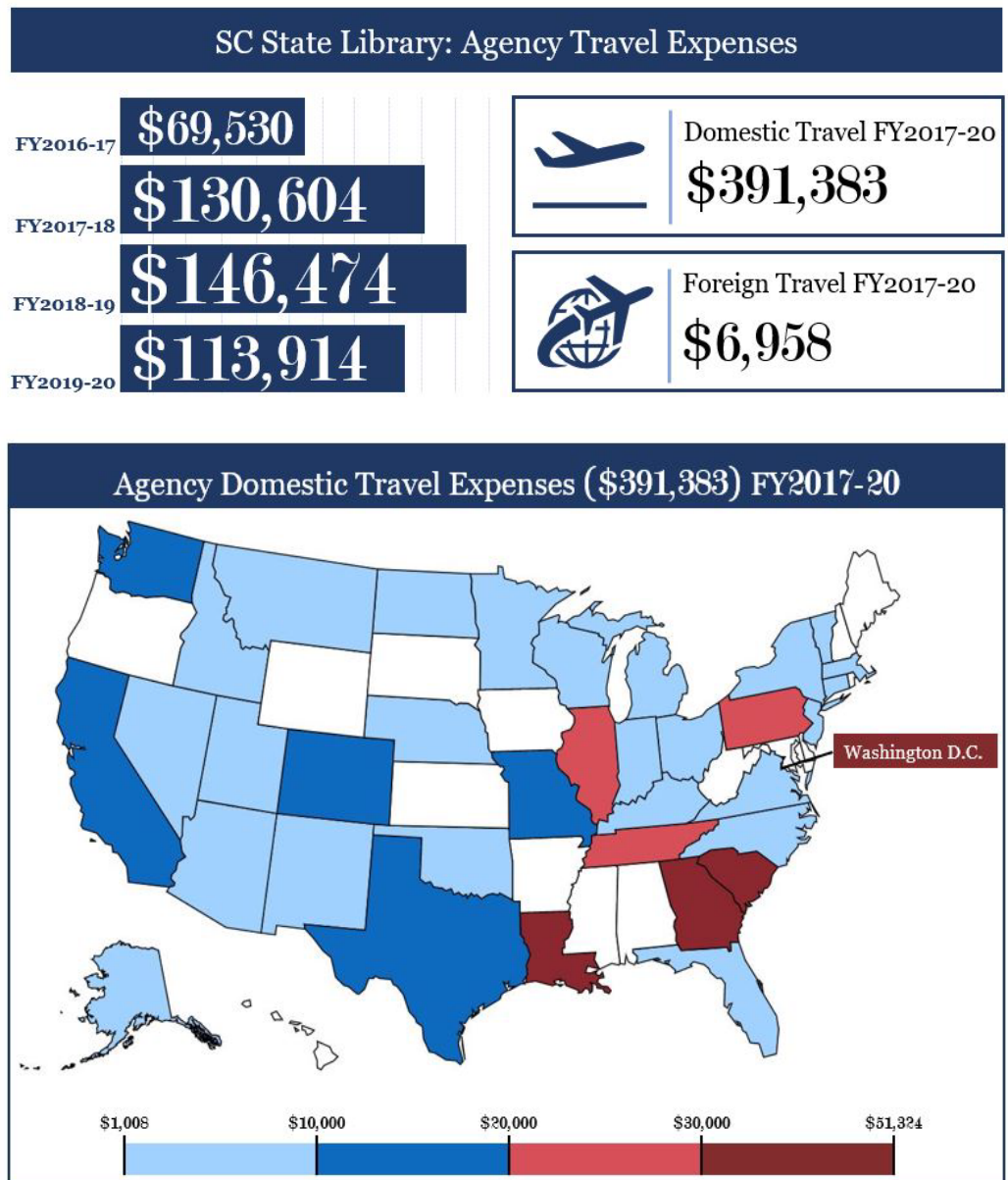


Figure 4. Agency travel expenses, domestic and international (Poland and Greece), FY2017-20

**FINDING #6**

According to the State Library’s survey of public libraries, 38 respondents indicated they needed new libraries to meet the needs of the population.

S.C. Code Section 60-1-60 directs the State Library to provide leadership and guidance for the planning and coordinated development of adequate library service for the people of South Carolina<sup>36</sup> The number of libraries available to provide these services directly correlates to the adequacy of library services, and the State Library has a statutory responsibility to ensure the development of these services.

In September 2021, the State Library surveyed public (i.e., county) libraries regarding renovations to existing public libraries and the need for new construction of libraries. Agency staff received total of 38 responses representing 42 counties; all respondents indicated they needed new libraries to meet the needs of the population.<sup>37</sup> Figure 5 shows the results of the survey.

Agency staff testified that public libraries use several metrics, which are shown in Figure 6, to determine if a new library is needed.<sup>38</sup> The State Library does not dictate the location of county libraries or require the construction of

facilities, but the agency may provide information to support these efforts.<sup>39</sup> Agency leadership, based on their assessment of existing physical library locations, does not believe there are enough libraries to adequately support the state’s population.<sup>40</sup>

Recommendations #15, #16, and #18 address this finding.

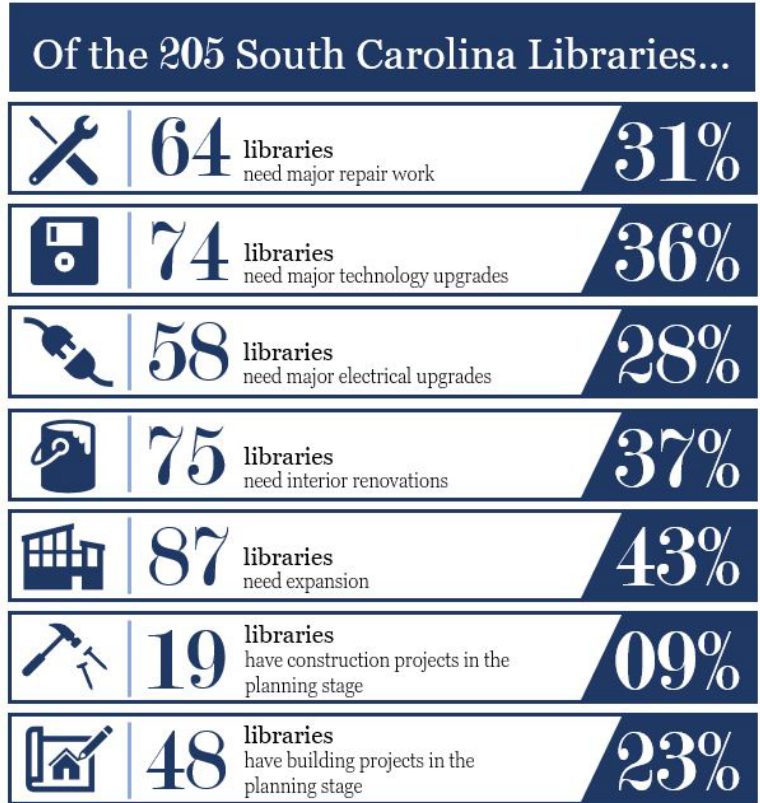


Figure 5. Needs of public (i.e., county) libraries reflected in data from a

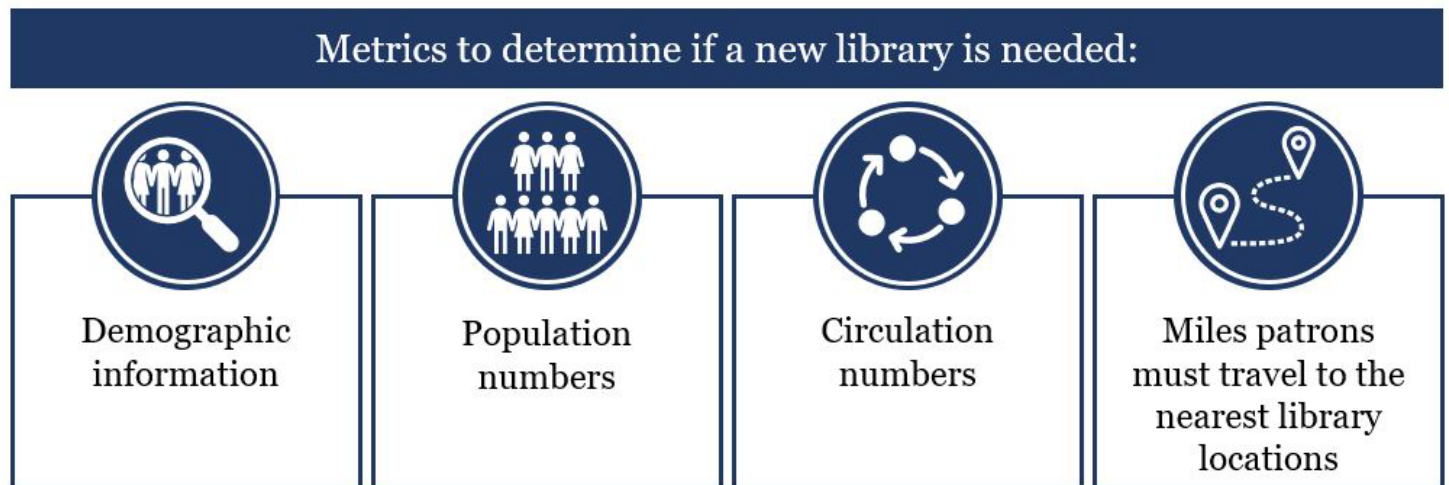


Figure 6. Metrics to determine if a new library is needed

## FINDING #7

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Collaboration among the various state agencies and their stakeholders (e.g., utilizing common information and entering into intra-agency agreements) is imperative to increase efficiencies in state government operations.

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As noted in other studies, agencies focus on their own individual operations when purchasing technology.<sup>41</sup> While understandable, this siloed focus facilitates duplication of efforts across multiple agencies using the same information.

As another example of duplication, the State Library and the Department of Archives and History both provide access to Ancestry.com for the purposes of genealogical research. The State Library, which is responsible for the development and advancement of library services, does not have a specific statutory directive to provide genealogy resources. The Department of Archives and History is statutorily directed to stimulate the research, study, and other activity in the fields of South Carolina history, genealogy, and archaeology.<sup>42</sup>

Collaboration with the Department of Archives and History about usage of this resource may benefit the State Library and public.<sup>43</sup> The Department of Archives and History receives free access to

Ancestry.com as part of a contractual agreement, which includes the agency selling genealogical data in return for access to the company's genealogical records.<sup>44</sup> Extension of this agreement, to include the State Library and/or state depository institutions, would increase accessibility of this resource to state residents. If this collaboration is realized, the State Library could save the annual subscription cost (\$1,225.73) and allocate those resources to other priorities.<sup>45</sup>

Considering two agencies provide Ancestry.com as a service to their customers, similar duplication may exist across other state agencies.<sup>46</sup> Accordingly, it may be advantageous to the state for individual agencies to collaborate with other state entities that may potentially utilize identical or similar systems. If the General Assembly desires increased efficiency across all of state government operations, it will need to create incentives or provide consequences to change current agency purchasing practices.

# RECOMMENDATIONS

During the study of the State Library (agency), the Education and Cultural Affairs Subcommittee (Subcommittee) of the House Legislative Oversight Committee (Committee) adopts **18 recommendations directed to the General Assembly, the State Library Board, and the State Library.**

With any study, the Committee recognizes **these recommendations (e.g., continue, curtail, improve areas potentially, and/or eliminate agency programs, etc.) will not satisfy everyone nor address every issue or potential area of improvement at the agency.** These recommendations are based on the agency’s self-analysis requested by the Committee, discussions with agency personnel during multiple meetings, and analysis of the information obtained by the Committee. This information, including, but not limited to, the Program Evaluation Report, Accountability Report, Restructuring Report, and videos of meetings with agency personnel, is available on the Committee’s website.

## To the General Assembly

**RECOMMENDATION #1** \_\_\_\_\_  
 Consider review and approval of any foreign travel of agency employees regardless of the source of funds financing such travel.

As discussed in Finding #5, an agency head certifies if any foreign travel is necessary.<sup>47</sup> Figure 7 shows foreign travel information from the Comptroller General’s Office for FY2017-2020.<sup>48</sup> As also mentioned in Finding #5, while the Comptroller General’s Office requires certain administrative processes occur to account for foreign travel, the office does not verify or scrutinize the need or return on investment.<sup>49</sup>

Public confidence in state government may be increased if foreign travel

requests for state employees receive additional scrutiny (e.g., review by a neutral party outside the agency; review by an agency’s governing body; etc.). Designating an authorizing agent to review and approve any foreign travel by state agencies, regardless of the source of funds financing the travel, is a practice the General Assembly may wish to consider.



Figure 7. State agency foreign travel expenses for FY2017-2020

## RECOMMENDATION #2

Consider updating language to reflect modern descriptive forms and terms of speech, by amending S.C. Code Sections 60-1-80, 60-1-120, and 60-1-170.

Recommendation #2 seeks to modernize statutory language describing customers (e.g., socioeconomic status and disability). According to agency personnel, language used in statute is antiquated and does not reflect the terminology used today. Draft language provided by agency personnel to modernize these provisions is included in Table 1.

Table 1. Agency personnel's recommendations to modernize statutory language describing customers

60-1-80(e)	<b>(e) plan and coordinate the provision of library services to groups with special needs, including but not limited to <u>people who are the elderly, the physically handicapped, people with temporary or permanent low vision, blindness, or a physical disability that prevents them from reading or holding a printed page, the unemployed, the underemployed, the poor, people with low income, the functionally illiterate, and those persons people who have cultural, social, or educational disadvantages that prevent them from using library services designed for persons without the disadvantages.</u></b>
60-1-120	The South Carolina State Library shall provide library service to the <del>blind and physically handicapped readers</del> <u>people with temporary or permanent low vision, blindness, or a physical disability that prevents them from reading or holding a printed page</u> in cooperation with the United States Library of Congress. The State Library shall provide books and other reading matter in recorded form, in braille, in large type, or any other medium of

	reading used by the <del>blind and physically handicapped</del> <u>people with temporary or permanent low vision, blindness, or a physical disability that prevents them from reading or holding a printed page.</u> To this end, the State Library is authorized to contract with the appropriate federal agency or any library for the <del>blind and physically handicapped</del> <u>people with temporary or permanent low vision, blindness, or a physical disability that prevents them from reading or holding a printed page.</u> Services must be rendered in accordance with applicable federal regulations and consistent with the current standards and guidelines for service for the Library of Congress National Library Service for the Blind and <del>Physically Handicapped</del> <u>Print Disabled.</u>
60-1-170	The director of the South Carolina State Library is authorized to do all things necessary and proper to fully cooperate with the United States Department of Education or any other federal agency in the administering of any funds appropriated for the payment of salaries, books, periodicals, library supplies, or equipment, for the construction of library buildings, for the maintenance of the expense of public library services, for interlibrary cooperation, for library services to state institutions, and for library services to the blind and <del>physically handicapped</del> <u>print disabled.</u>

**RECOMMENDATION #3**

Consider eliminating outdated requirements related to the agency’s duty to encourage, advise, and assist with the establishment, operation, and coordination of libraries of state institutions standards by amending S.C. Code Section 60-1-110.

As discussed in Finding #2, the State Library is required to assist state agencies’ libraries by providing consulting and advisory services, administering grants, and establishing minimum library standards. During the study, agency leadership noted they do not have a mechanism to enforce existing language (i.e., determine qualification for staff at another agency or mandate another agency’s budgetary support for their own libraries).<sup>50</sup> Notably, many state agencies no longer curate libraries. Draft language provided by agency personnel to reflect current practice is included in Table 2.

Table 2. Agency personnel’s recommendations to modernize statutory language to reflect current interactions with other state agencies’ libraries

60-1-110(c)	(c) establish minimum standards for library service which take into account the type of institution, the number of people served by the institution, the availability of library services to the institutional population, <del>the qualification of personnel for staffing of a library, and the institution's commitment to annual budgetary support for library services.</del>
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**RECOMMENDATION #4**

Consider updating language to reflect library network technological advancements, by amending S.C. Code Sections 60-1-140.

Recommendation #4 seeks to modernize statutory language describing technology. According to agency personnel, language used in statute is antiquated and does not reflect the technology utilized at the agency. Draft language provided by agency personnel to modernize these provisions is included in Table 3.

Table 3. Agency personnel’s recommendations to modernize statutory language describing technology

60-1-140(d)	<b>(d) establish and operate a network computer system and telecommunication systems which will expedite for interlibrary loan, reference, and referral;</b>
60-1-140(e)	(e) acquire or create <del>computer programs and data bases</del> <u>electronic resources</u> and make them available to libraries of the network;

# To State Library Board

## ACCOUNTABILITY

The Subcommittee makes 2 recommendations to the State Library Board related to accountability.

### RECOMMENDATION #5

Require onboarding and annual training for board members.

Board training, specifically structured to ensure members are well equipped to govern, is essential to an agency’s effectiveness. New State Library Board members receive a handbook; Figure 8 notes information included in this resource. Also, agency staff provide a facility tour.

As noted in other studies, onboarding and annual training may assist both new and tenured board members with awareness of their duties and general responsibilities regarding the agency.<sup>51</sup> Considering the absence of ongoing annual training, the State Library Board should develop a training program to support the efficient governance of the agency. The training should

include the following: (1) review of statutory duties, (2) strategic planning processes and procedures, (3) library funding sources, and (4) legislative processes and procedures.

### RECOMMENDATION #6

Implement a policy requiring agency foreign travel requests approved by the director, be vetted for final approval by the board.

To mitigate any perception foreign travel is unnecessary or misused (e.g., benefit for certain employees, etc.), the agency’s governing board should vet and provide final approval of foreign travel requests recommended by the agency head.

As discussed in Findings #4 and #5, from FY 2017-2020 agency personnel were approved for 410 agency funded activities and events (e.g., conferences, in-state library site visits, etc.).<sup>52</sup> Over this period, one agency employee was approved for more than \$65,000 in travel expenses (i.e. \$58,694 domestic and \$6,958 foreign).<sup>53</sup> The approved foreign locations were Poland in FY2018 and Greece in FY2020 for International Federation of Library Associations and Institutions (IFLA) conferences.<sup>54</sup> According to agency leadership, the IFLA recognized the agency for its work and extended an invitation to attend the conferences.<sup>55</sup>

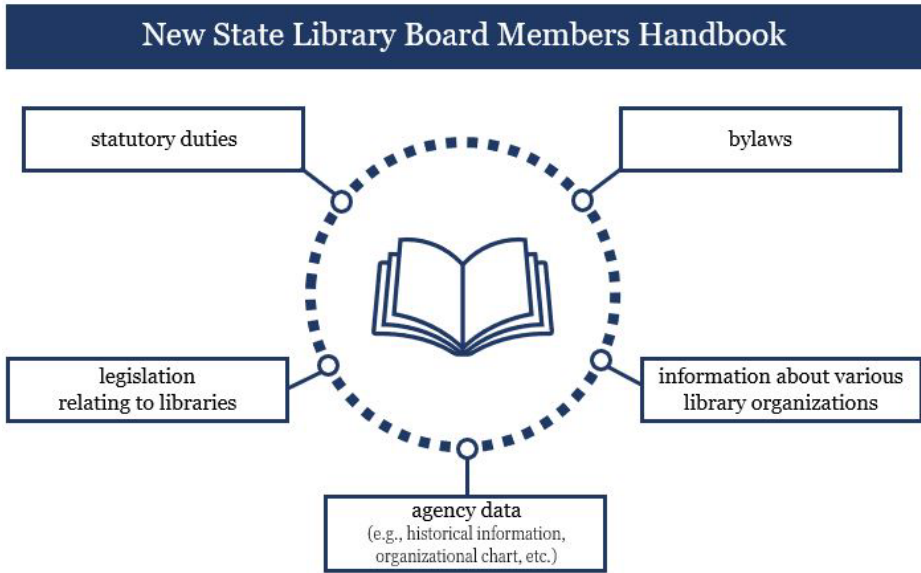


Figure 8. Information included in handbook for new agency employees



## To State Library

### ACCOUNTABILITY

The Subcommittee makes two recommendations to the State Library related to accountability.

#### RECOMMENDATION #7

Request the Office of the State Inspector General conduct an employee satisfaction survey upon approval of the Committee report. Agency leadership must report survey findings to the Committee and present an action plan to address identified opportunities for improvement.

This recommendation requests the agency utilize the experience and expertise of the State Inspector General's Office (SIG) to survey employee morale.<sup>56</sup> The SIG office has partnered with the Committee in prior studies to provide this human resource information at no cost to the participating agency.<sup>57</sup>

The agency should avail itself of the survey expertise of the SIG office. The SIG office's independence, as a third party, may mitigate any employee concern regarding the anonymous nature of the survey and its results. Agency leadership is disadvantaged if unaware of challenges or systemic issues within the agency.

As discussed in detail in Finding #2, agency leadership testified about the challenge of hiring and retaining qualified staff. Additionally, the agency director identified compensation as a challenge for hiring staff and noted employees are more likely to leave their job due to poor management as opposed to salary.<sup>58</sup> The use of empirical data (i.e., survey results), as opposed to anecdotal evidence, which agency personnel cited during testimony, should be incorporated as a standard practice to evaluate employee satisfaction within the agency.

#### RECOMMENDATION #8

Conduct annual employee satisfaction surveys, develop a corresponding action plan, and submit

the survey results and action plan to the agency's governing board for review.

Currently, the State Library is not utilizing employee satisfaction surveys to assess staff attitudes and perceptions of their work environment. The agency director, who has been with the agency for 15 years, stated the agency has periodically conducted employee satisfaction surveys.<sup>59</sup>

As discussed in Finding #2, the competition for qualified and experienced workers has been challenging for the State Library due to the inability to meet salary requirements made by prospective candidates.<sup>60</sup> Generally, these candidates accept comparable positions at county libraries offering higher salaries.<sup>61</sup>

The agency is challenged to provide a career advancement path for staff.<sup>62</sup> Limited advancement opportunities have led to tenured staff leaving the agency for new opportunities within the library services arena.<sup>63</sup>

Given the salary and career path development disadvantages, leadership must maximize levers within their control to mitigate staff turnover.<sup>64</sup> The agency director should annually survey employees to ensure leadership, including the board, are aware of issues that might lead to staff turnover. Such surveys should seek to gauge employee's perception of management effectiveness, understanding of the mission and vision of the organization, training and growth opportunities, empowerment by management, communication transparency and effectiveness, and coworker interaction and relationships.

## EFFECTIVENESS

The Subcommittee makes five recommendations to the State Library related to effectiveness.

### RECOMMENDATION #9

Develop a marketing plan and strategy designed to promote development and extension of library services throughout the State; inform stakeholders (e.g., the General Assembly, state officers and agencies, and state government employees); and improve general knowledge of State Library services, programs, and offerings.

As discussed in Finding #3, the State Library's primary customers include state employees, state agencies, institutional libraries, the blind and print disabled, public (i.e., county) libraries, and other members of the public.<sup>65</sup> Agency leadership testimony identified recognition of its target audience for programs and services as a significant challenge to marketing agency deliverables.<sup>66</sup> Accordingly, a marketing plan, with defined goals and objective metrics, may provide a path for agency personnel to promote and evaluate programs and services and measure patron awareness of agency offerings. The implementation of this strategy may provide agency personnel an opportunity to determine if certain programs and services are outside the scope of what is required in statute.

To maximize finite resources, agency offerings that compete against the agency's statutory mandate should be avoided. Additionally, underutilized or ineffective programs and services should be eliminated. The agency has held 879 programs and trainings since FY2015-2016.<sup>67</sup> A functional evaluation process should inform agency staff as to the value of these programs and trainings. As the agency develops its marketing strategy, staff should be able to identify the intended audience and define objective metrics to evaluate the efficacy of programming and whether such programming should be continued, curtailed, or eliminated.

### RECOMMENDATION #10

Develop a written process for the agency's existing practice of identifying literary works, art, historical items (e.g., music, traditions, stories, etc.) and other such elements, for purposes of conservation, preservation, and perpetuation.

The State Library is in the final year of its South Carolina State Library Strategic Plan 2019-2022. The plan includes four strategic direction initiatives. One of the strategic initiatives focuses on the utilization of programs and resources to demonstrate the state's cultural assets.<sup>68</sup> However, agency personnel have not clearly defined the parameters by which they determine or define these assets.<sup>69</sup> While this has not prevented agency staff from identifying literary works, art, historical items (e.g., music, traditions, stories, etc.) and other such elements, it appears to be a subjective process as opposed to an objective one with specific elements that key in on factors that can be referenced and reproduced consistently across future library administrations.<sup>70</sup>

Agency personnel should develop a written process for the agency's existing practices, including referencing statutes specific to agency mandates, to ensure conservation and preservation efforts are within the expectation of laws governing the agency.

### RECOMMENDATION #11

Develop a Talking Books Services (TBS) philanthropic donations strategy to effectively identify donors/sponsors and raise funds for approved TBS programming and services.

As mentioned in Finding #3, Talking Book Services (TBS) are free to anyone who has a visual, physical, or print disability preventing them from holding or reading normal print books.<sup>71</sup> Of interest, South

Carolina TBS functions as a regional library of the National Library for the Blind and Print Disabled.<sup>72</sup>

The agency receives unsolicited monthly donations from patrons to support TBS programs and services.<sup>73</sup> Contributions to the State Library for the TBS program vary as the agency has received large bequests and \$5 checks.<sup>74</sup> Staff testified the agency receives approximately \$26,000 in donations annually.<sup>75</sup> There is not a campaign managed by the agency to drive philanthropic giving.<sup>76</sup> The donations received for TBS can only be used for programs and services specific to TBS.<sup>77</sup>

Agency leadership should develop a strategy to drive philanthropic giving in support of the TBS program. This strategy should include a giving goal, associated metrics, and ways to recognize donors who give significant donations to the agency. As most TBS financial contributions come from TBS customers, or those touched in some way by the program, agency personnel should seek to broaden support for the program through goals specifically targeting the non-TBS community.

### RECOMMENDATION #12

Conduct an annual survey to evaluate K-12 schools, public libraries, and academic institutions knowledge of Digital Information for South Carolina Users (Discus), South Carolina's Virtual Library, and its available online resources.

Discus (i.e., South Carolina's virtual library) is managed and maintained by the agency's electronic resources department.<sup>78</sup> This service provides residents with access to 73 diverse databases (e.g., Academic Research Primer, etc.). Notably, the state experiences over \$32 million in

cost avoidance each year by negotiating and purchasing these electronic resources as a statewide purchase and making them available to all South Carolinians.<sup>79</sup> By leveraging these resources through the State Library, the state's public schools, colleges, and public libraries can allocate financial resources to other priorities. Discus primarily supports K-12 schools and public libraries but does offer databases that support the state's higher education institutions.<sup>80</sup>

**“The state experiences over \$32 million in cost avoidance each year by negotiating and purchasing these electronic resources as a statewide purchase and making them available to all South Carolinians.”**

Marketing Discus resources has been a challenge for staff, but unlike some agency resources, staff provide targeted trainings to the K-12 education community.<sup>81</sup> In 2019, these trainings provided 5,800 school district employees information regarding resources specific to educators and students.<sup>82</sup>

Discus resources can be enhanced to better serve customers. In addition to collaboration with the Department of Education, agency leadership should directly communicate with school districts to (1) evaluate knowledge of Discus resources, and (2) gain additional understanding of the type of information and services schools need but may not be available through existing Discus databases. Conducting an annual survey may provide agency personnel information to better serve K-12 schools, public libraries, and academic institutions.

### RECOMMENDATION #13

Create a strategic plan to increase awareness and utilization of Tutor.com.

The State Library pays an annual \$175,000 statewide subscription fee for open access to Tutor.com.<sup>83</sup> The agency invested in this resource

in response to the Covid-19 pandemic. With students engaged in remote learning and not in a traditional school environment, agency staff realized online tutoring assistance would be valuable resource to include in Discus.<sup>84</sup>

Figure 9 notes the real-time tutoring and coaching services offered by Tutor.com.<sup>85</sup>

Also, Figure 9 provides session hour and usage data about Tutor.com for FY2021-2022. However, the absence of key metrics, to benchmark and track resource utilization, prevents agency personnel from adjusting methods and strategies designed to promote and market this product. The South Carolina Department of Education reported a 180-day active headcount of 777,292 PK-12 students enrolled in public schools during the 2021-2022 academic year.<sup>86</sup> Considering the total number of students active in state schools, Tutor.com is underutilized. Additionally, when factoring in the public and college and university students, utilization of this service is stark.

Tutor.com is only one service provided by the agency and should be incorporated into the broader strategy implemented by agency leadership to better promote its subscription free databases.

### Real-time tutoring and coaching services offered by Tutor.com



### Tutor.com Hours Data (FY2021-22)



### Tutor.com Session Data

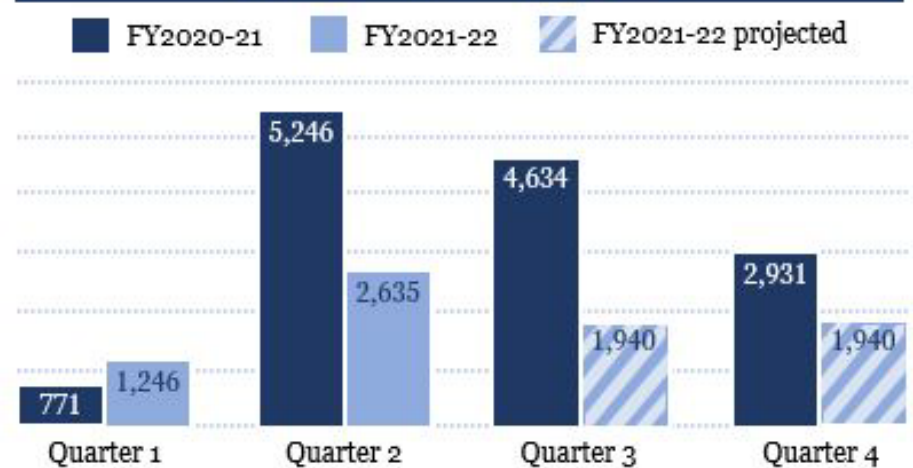


Figure 9. Tutor.com utilization data

Note: Tutor.com changed the metric used to track utilization of its service from sessions to hours in FY2021-22. Converting session data to the hour's metric is not possible. Hour's data was not reported in Quarter 1 of FY2021-22. FY2021-22 session data was annualized based on two quarters of data. The annualized number was divided and used as projections for Q3 and Q4.

## EFFICIENCY

The Subcommittee makes three recommendations to the State Library related to efficiency.

### RECOMMENDATION #14

Develop a recruitment and marketing strategy designed to increase the number of community volunteers in support of agency programs and services (e.g., Talking Book Services, etc.).

Identifying creative ways to mitigate the impact of recruitment challenges should be a priority for the agency. As discussed in Finding #2 and Recommendations #7 and #8, fully staffing the agency has been a challenge due to competition from state agencies and organizations that can provide better compensation and benefit packages.<sup>87</sup> To augment existing staff, the agency utilizes volunteers to provide additional manpower in support of the Talking Book Services (TBS) program.<sup>88</sup> Consideration should be made for the further expansion of volunteer services to assist with general tasks and responsibilities not requiring specialized librarian skills.

The TBS program, for example, offers the following volunteer opportunities: narrator, monitor, reviewer, patron assistant, outreach volunteer, production assistant, and book inspector.<sup>89</sup> Interested persons can apply for these positions by completing an online volunteer application.<sup>90</sup> During FY2016-2021, 52 individuals, an average of nine volunteers per year, submitted applications for opportunities in TBS. The application numbers potentially point to the lack of an effective marketing and recruitment strategy to inform prospective volunteers of available opportunities. Agency leadership should include in its recruitment plan, metrics, and goals specific to the implementation and growth of volunteer positions as part of its broader recruitment strategy.

### RECOMMENDATION #15

Develop a baseline Megabits per second (Mbps) standard, for public libraries, and include it in the

South Carolina Public Library Standards and Guidelines document.

As discussed in Finding #4 and Recommendation #3, S.C. Code Section 60-1-110 authorizes the agency to establish minimum standards for library services. Accordingly, agency staff developed the Standards for South Carolina Public Libraries guidelines, which provides information about library governance, staffing, materials and collections, services, facilities, and planning for future infrastructure needs.<sup>91</sup>

The State Library's information technology department participated in the upgrade of 87 public library broadband networks across the state to increase the speed of these networks to 100 Mbps.<sup>92</sup> The speed of a libraries broadband network impacts activities such as online browsing, file downloading, video streaming, cloud computing, and server hosting. As the purpose of libraries change to fit the technological needs of local communities, adequate broadband capability is needed.<sup>93</sup>

The current (i.e., 2012) iteration of the South Carolina Public Library Standards and Guidelines document does not provide a recommended baseline for broadband speed.<sup>94</sup> According to agency leadership, staff visited 30 of the state's 46 counties to assist with technology and associated infrastructure.<sup>95</sup> The following counties had libraries with broadband speeds equal to or less than 20 Mbps: Darlington, Dillon, and Greenville.<sup>96</sup> Each of the affected libraries are currently operating at 100 Mbps.<sup>97</sup>

Agency leadership should establish a baseline broadband speed, while considering the type of institution and the number of people served by the institution. This additional guidance should be included in the South Carolina Public Library

Standards and Guidelines document. This standard will assist county library administration as they communicate with county leadership regarding the needs of local library systems.

**RECOMMENDATION #16** \_\_\_\_\_  
Update the South Carolina Public Library Standards on a regular basis (e.g., at least every five years).

The current iteration of the South Carolina Public Library Standards document was approved by the South Carolina State Library Board in 2012.<sup>98</sup> The purpose of these standards is to provide a generally accepted means for assessing the quality and effectiveness of library services.<sup>99</sup> While compliance with the guidance is voluntary, public

(i.e., county) libraries are encouraged to adhere to the standards in assessing their performance and effectiveness.<sup>100</sup>

Between 1955 and 2012, South Carolina Public Library Standards were updated on average every eight years.<sup>101</sup> However, it has been ten years since the last revisions were made. Updates to the standards should occur on a more frequent basis (e.g., at least every five years). As technology advances, and the role of libraries evolve, public (i.e., county) library leaders will need timely guidance regarding resources, management, and infrastructure.<sup>102</sup> Providing new information and guidance on a more regular basis will allow county libraries and their leadership to make more informed decisions.<sup>103</sup>

## TRANSPARENCY

The Subcommittee makes two recommendations to the State Library related to transparency.

**RECOMMENDATION #17** \_\_\_\_\_  
Create systems to track the number and type of consultative services requested by individual county libraries (i.e., services to children and young adults; library management and administration; advocacy; public relations and marketing; facilities and planning; etc.); and State library service utilization by customer type (e.g., public, teachers, county libraries, etc.).

Libraries across the state turn to agency staff for their expertise in library operations and services.<sup>104</sup> Figure 10 shows aggregate consultations for

FY2020 and FY2021.<sup>105</sup> Agency staff identified several examples of consult requests provided by libraries (e.g., accessibility, youth services, infrastructure, board training, etc.).<sup>106</sup> Any service provided by the agency, in support of county libraries, should be tracked for the purpose of identifying trends, recognizing resource needs, and communicating with county leadership and elected officials. As discussed in Finding #5, agency leadership stated they do not track the number and type of individual library consultations by county.<sup>107</sup> Since consulting, per agency personnel

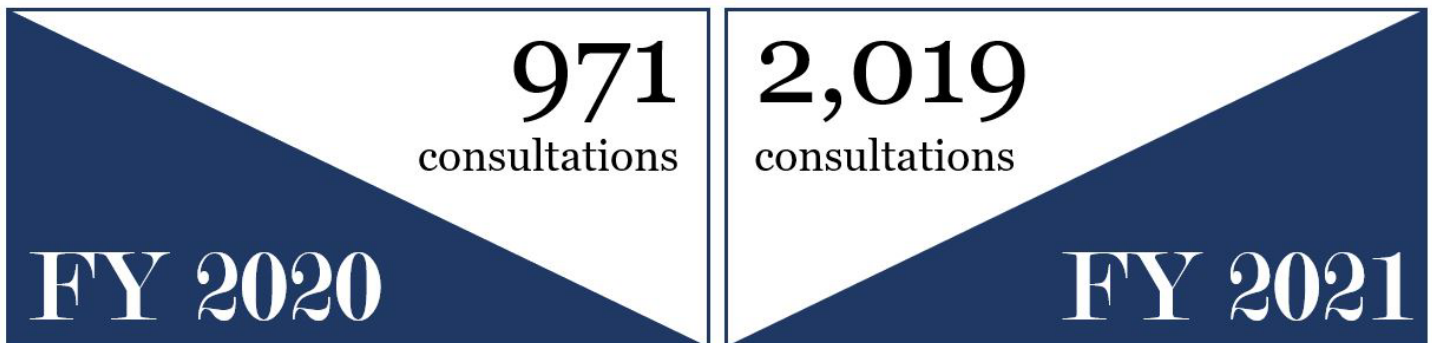


Figure 10. Agency personnel's aggregate consultations for FY2020 and FY2021

testimony, is a core function and represents the bulk of the agency’s operations, effective tracking and documentation of services provided to county libraries is a needed standard practice.<sup>108</sup>

Agency leadership provide staff opportunities to attend conferences to develop and enhance skills to provide consultative services to libraries across the state.<sup>109</sup> Between FY2017-2020, the State Library spent \$398,430 on conferences and agency travel.<sup>110</sup> Given the financial investment, the agency should maximize its data collection efforts by expanding the type of information tracked with the intent to more effectively allocate agency resources and address the needs of libraries in the state.

**RECOMMENDATION #18**

Evaluate the efficacy of developing an interactive map to identify county library locations and incorporate a system to identify areas of the state in need of additional library facilities based on per capita population.

As discussed in Finding #4 and Recommendations #3 and #15, State Library personnel advise and assist public (i.e., county) libraries, library boards, and county governments in matters concerning the establishment, support, operation, improvement, and coordination of library services.<sup>111</sup> In accordance with statute, agency staff surveyed county libraries regarding their infrastructure needs. Figure 5 shows the many needs of public libraries identified in survey results.

Given the agency’s statutory responsibility to bring awareness to the needs of the state’s libraries, agency leadership should develop an interactive map to illustrate library locations and identify areas where library services are deficient due to inadequate infrastructure investment. According to agency leadership, there are not enough libraries in the state.<sup>112</sup> Figure 11 shows the location of public (i.e., county) libraries and county population.<sup>113</sup> The State Library is not typically involved in the selection of new library locations but may provide data which identifies a certain geographical area of need.<sup>114</sup>

The development of an interactive map designed to illustrate the location of existing libraries, population trends, future library locations, and underserved areas with respect to physical library locations may serve as an asset for the State Library staff as they collaborate with county governments and communicate the need of library service to the legislature.

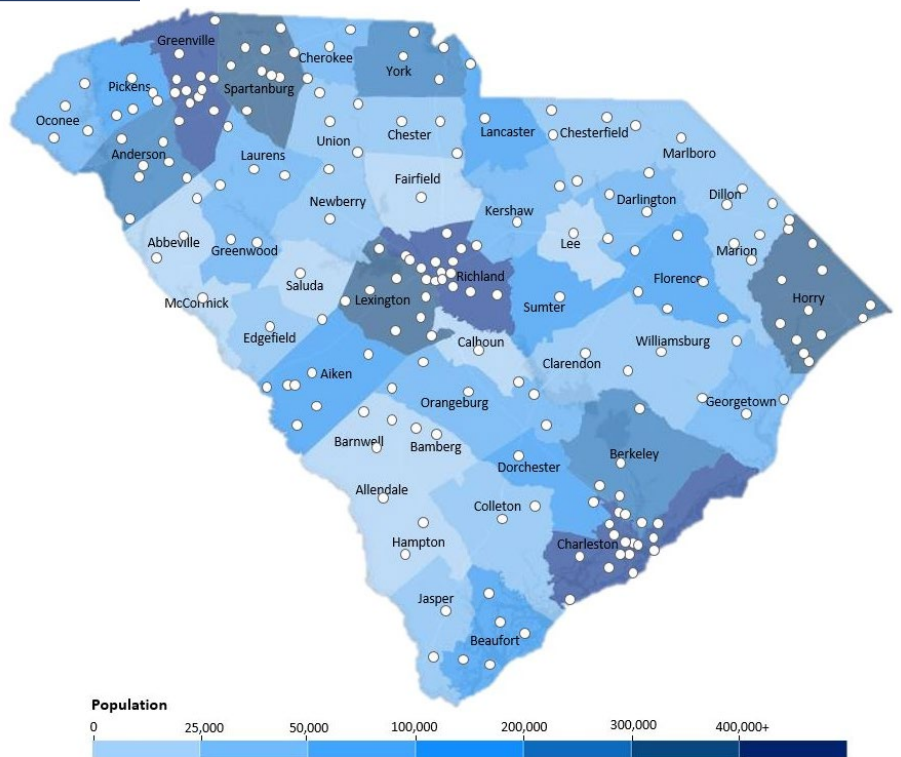


Figure 11. Location of public (i.e., county) libraries and county population

## SELECTED AGENCY INFORMATION

**State Library. “Program Evaluation Report, 2020.”**

[https://www.scstatehouse.gov/CommitteeInfo/HouseLegislativeOversightCommittee/AgencyWebpages/StateLibrary/StateLibraryPER\(Word\).pdf](https://www.scstatehouse.gov/CommitteeInfo/HouseLegislativeOversightCommittee/AgencyWebpages/StateLibrary/StateLibraryPER(Word).pdf) (accessed October 9, 2022).

**State Library. “Restructuring and Seven-Year Plan Report, 2015.”**

<https://www.scstatehouse.gov/CommitteeInfo/HouseLegislativeOversightCommittee/AgencyWebpages/StateLibrary/Library%20-%202015%20Restructuring%20and%20Seven-Year%20Plan%20Report.pdf> (accessed October 9, 2022).

**State Library. “Agency Accountability Report, 2020-2021.”**

<https://www.scstatehouse.gov/CommitteeInfo/HouseLegislativeOversightCommittee/aar2021/H870.pdf> (accessed October 9, 2022).

**S.C. House of Representatives, Legislative Oversight Committee. “State Library, S.C. Study Materials.”**

<https://www.scstatehouse.gov/CommitteeInfo/HouseLegislativeOversightCommittee/AgencyPHPFiles/StateLibrary.php> (accessed October 9, 2022).

## REPORT ACTIONS

FULL COMMITTEE OPTIONS STANDARD PRACTICE 12.4	FULL COMMITTEE ACTION(S)	DATE(S) OF FULL COMMITTEE ACTION(S)
(1) Refer the study and investigation back to the Subcommittee or an ad hoc committee for further evaluation; (2) Approve the Subcommittee’s study; or (3) Further evaluate the agency as a full Committee, utilizing any of the available tools of legislative oversight.	Subcommittee study report available for consideration  Subcommittee study presentation and discussion  Approval of the Subcommittee’s study	10/24/2022



## ENDNOTES

<sup>1</sup> S.C. Code of Laws Section 60-1-80.

<sup>2</sup> State Library, ‘State Aid to South Carolina Public Libraries; State Aid,’ <https://guides.statelibrary.sc.gov/state-aid-sc-public-libraries> (accessed October 6, 2022).

<sup>3</sup> S.C. House of Representatives, House Legislative Oversight Committee, ‘Agency Correspondence to Subcommittee (May 10, 2022),’ under ‘Committee Postings and Reports,’ under ‘House Legislative Oversight Committee,’ under ‘Library, State,’ and under ‘Correspondence,’ <https://www.scstatehouse.gov/CommitteeInfo/HouseLegislativeOversightCommittee/AgencyWebpages/StateLibrary/Meeting%20%20-%20Follow%20Up%20Responses%206.14.22.pdf> (accessed October 6, 2022). See response to question #39. Hereinafter ‘Agency Correspondence to Subcommittee (May 10, 2022).’

Note: While the Subcommittee received the correspondence on May 10, 2022, the date on the actual letter is April 6, 2022.

<sup>4</sup> Agency Correspondence to Subcommittee (May 10, 2022). See response to question #39.

<sup>5</sup> Note: Discussion about issues with employee retention and recruitment and occurred with agency personnel with the Attorney General’s Office; Department of Corrections; Department of Disabilities and Special Needs; Human Affairs Commission; Department of Health and Human Services; Department of Mental Health; Department of Motor Vehicles; Department of Public Safety; Department of Social Services; and State Housing Finance and Development Authority.

The General Assembly, in 2015, included a proviso in the General Appropriations Act directing the Department of Administration, Human Resources Division to ‘enter into a contract to conduct an in-depth study of the state’s classification and compensation system.’ The study was published on January 4, 2016, and may be accessed [admin.sc.gov/sites/default/files/state\\_hr/Final%20Report%20-%20State%20Classification%20and%20Compensation%20System%20Study%20Project%20Report.pdf](http://admin.sc.gov/sites/default/files/state_hr/Final%20Report%20-%20State%20Classification%20and%20Compensation%20System%20Study%20Project%20Report.pdf) (accessed October 6, 2022). A second part of the proviso created the Classification and Compensation System Study Committee to examine the findings and recommendations submitted by the Department of Administration, Human Resources Division on the state’s classification and compensation system. The committee was not formed.

<sup>6</sup> 2022 Act No. 239.

See also, S.C. House of Representatives, House Ways and Means Committee, ‘FY22-23 Budget Briefing,’ [https://www.scstatehouse.gov/CommitteeInfo/Ways&MeansBudgetDocuments/FY2022-23/FY%202223%20Budget%20Briefing%20\(WM%20Version\).pdf](https://www.scstatehouse.gov/CommitteeInfo/Ways&MeansBudgetDocuments/FY2022-23/FY%202223%20Budget%20Briefing%20(WM%20Version).pdf) (accessed September 13, 2022).

<sup>7</sup> S.C. House of Representatives, House Legislative Oversight Committee, ‘Meeting Minutes (June 6, 2022),’ under ‘Committee Postings and Reports,’ under ‘House Legislative Oversight Committee,’ under ‘Library, State,’ and under ‘Meetings’ <https://www.scstatehouse.gov/CommitteeInfo/HouseLegislativeOversightCommittee/AgencyWebpages/StateLibrary/6.6.22%20Minutes.pdf> (accessed October 6, 2022). A video of the meeting is available at <https://www.scstatehouse.gov/video/archives.php?key=12413&part=1>. See video 03:09:28 – 03:09:38. Hereinafter, ‘Meeting Minutes and Video (June 6, 2022).’

<sup>8</sup> S.C. House of Representatives, House Legislative Oversight Committee, ‘Meeting Minutes (September 20, 2022),’ under ‘Committee Postings and Reports,’ under ‘House Legislative Oversight Committee,’ under ‘Library, State,’ and under ‘Meetings’ (minutes will be posted when approved by the subcommittee). A video of the meeting is available at <https://www.scstatehouse.gov/video/archives.php?key=12503&part=1>. See video 03:13:25 – 03:13:43. Hereinafter, ‘Meeting Minutes and Video (September 20, 2022).’

<sup>9</sup> Meeting Minutes and Video (September 20, 2022). See video at 03:14:22 – 03:14:29.

Note: The candidate’s current salary was \$65,000, and the agency’s salary offer was only \$42,000.

<sup>10</sup> Meeting Minutes and Video (September 20, 2022). See video at 03:15:30 – 03:15:46.

<sup>11</sup> Meeting Minutes and Video (June 6, 2022). See video at 00:57:45 – 00:57:58.

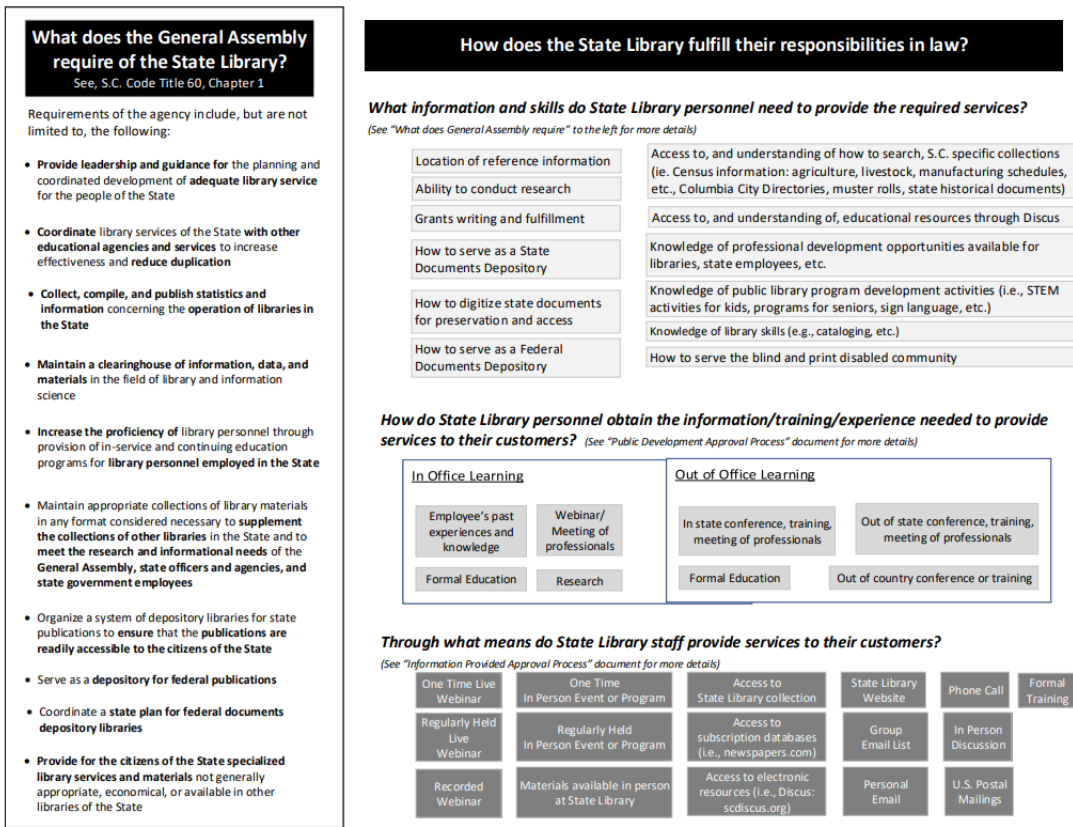
<sup>12</sup> South Carolina Talking Book Services, <https://www.sctalkingbook.org/about>, (accessed October 6, 2022). Hereinafter, “South Carolina Talking Book Services website.”

<sup>13</sup> South Carolina Talking Book Services website.

<sup>14</sup> South Carolina Talking Book Services website.

<sup>15</sup> Meeting Minutes and Video (June 6, 2022). See video at 00:58:17 -00:58:22.

<sup>16</sup> South Carolina Talking Book Services website.



17

Endnote Figure 1. What does the General Assembly require of the State Library? How does the State Library fulfill their responsibilities in law? Note: This figure was developed by committee staff in consultation with agency personnel at the direction of the Education and Cultural Affairs Subcommittee. A larger version of this figure is available online at <https://www.scstatehouse.gov/CommitteeInfo/HouseLegislativeOversightCommittee/Statutory%20Responsibilities.pdf> (accessed October 6, 2022).

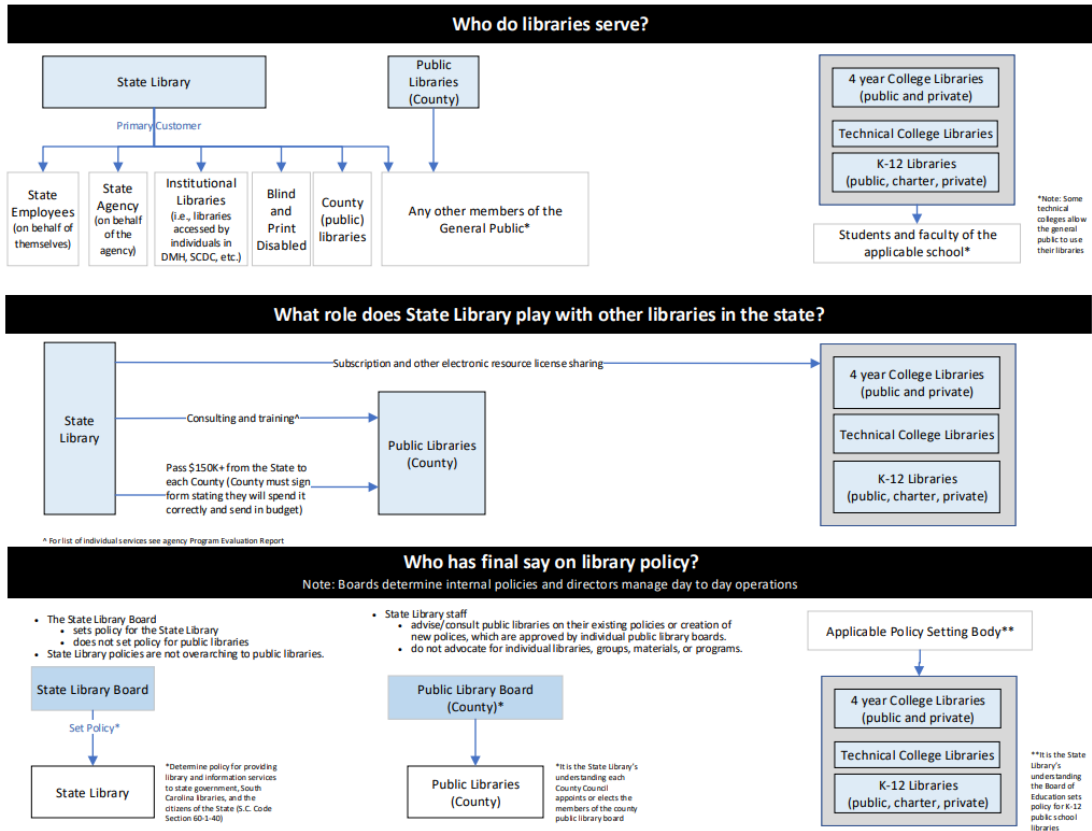
<sup>18</sup> S.C. Code Section 60-1-60.

<sup>19</sup> Meeting Minutes and Video (June 6, 2022). See video at 00:07:27 – 00:07:57.

<sup>20</sup> Agency Correspondence to Subcommittee (May 10, 2022). See response to question #18.

<sup>21</sup> Agency Correspondence to Subcommittee (May 10, 2022). See response to question #4; see also, pages 30 -41.

<sup>22</sup> Meeting Minutes and Video (June 6, 2022). See video at 00:07:48 – 00:08:07.

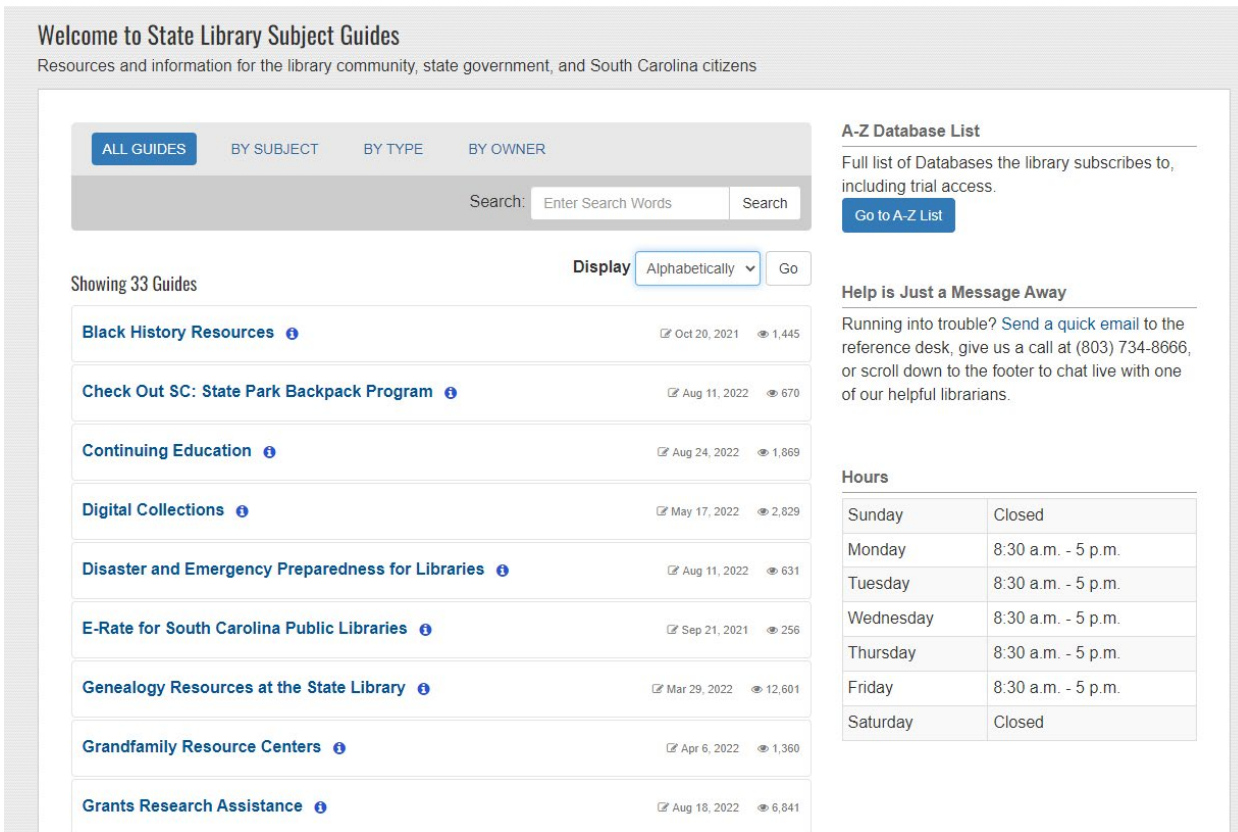


23

Endnote Figure 2. Who do libraries serve? What role does the State Library play with other libraries in the state? Who has the final say on library policy?

Note: This figure was developed by committee staff in consultation with agency personnel at the direction of the Education and Cultural Affairs Subcommittee. A larger version of this figure is available online at <https://www.scstatehouse.gov/CommitteeInfo/HouseLegislativeOversightCommittee/Who%20do%20libraries%20serve.pdf> (accessed October 6, 2022).

<sup>24</sup> Note: This portion of the agency website has updated as of drafting of the report. Endnote Figure 3 includes a screen shot of this portion of the agency's website as of October 6, 2022.



Endnote Figure 3. Screenshot of a portion of the agency’s subject guides taken on October 6, 2022.

<sup>25</sup> State Library, “About Us,” <https://www.statelibrary.sc.gov/about-us> (accessed October 6, 2022).

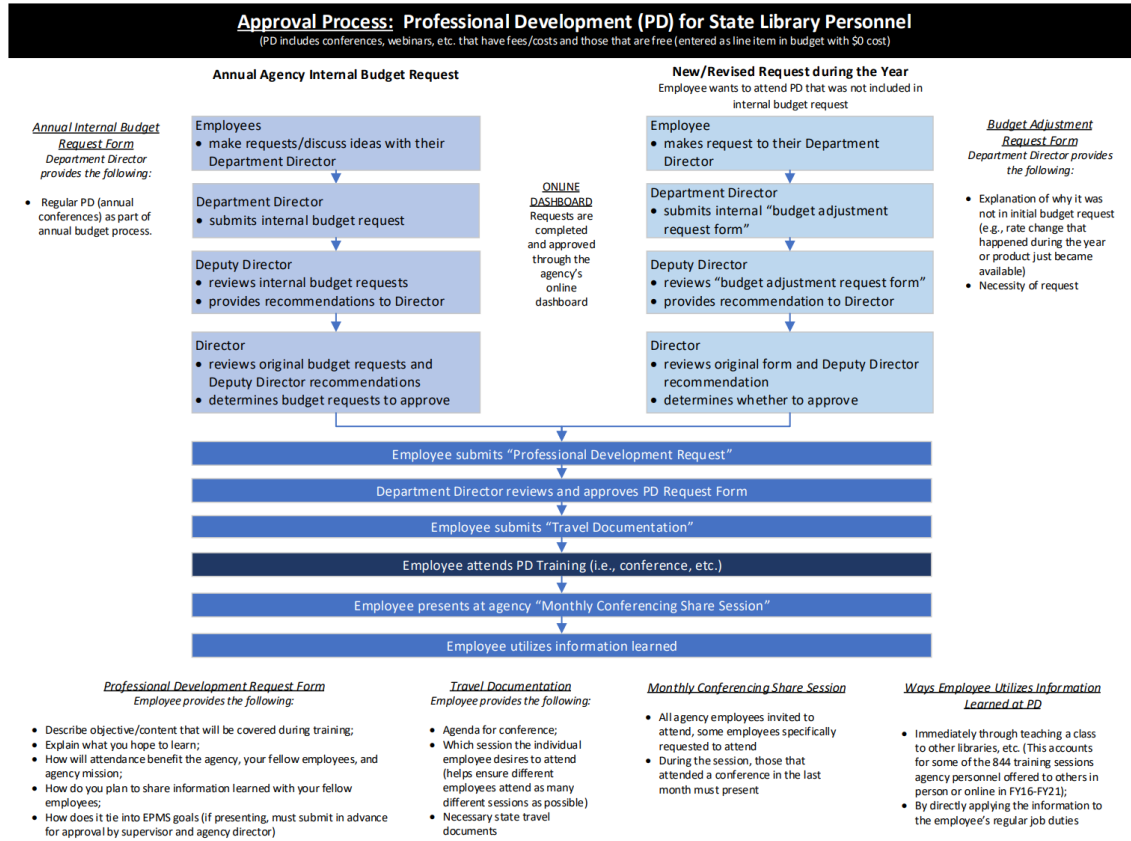
<sup>26</sup> S.C. House of Representatives, House Legislative Oversight Committee, “Meeting Minutes (January 26, 2022)”, under “Committee Postings and Reports,” under “House Legislative Oversight Committee,” under “Library, State,” and under “Meetings” <https://www.scstatehouse.gov/CommitteeInfo/HouseLegislativeOversightCommittee/AgencyWebpages/StateLibrary/10.25.21%20Minutes.pdf> (accessed October 6, 2022). A video of the meeting is available at <https://www.scstatehouse.gov/video/archives.php?key=11671&part=1>. See video at 00:06:59 -00:07:23. The agency’s presentation is available at <https://www.scstatehouse.gov/CommitteeInfo/HouseLegislativeOversightCommittee/AgencyWebpages/StateLibrary/State%20Library%201.26.22.pdf> (accessed October 6, 2022). Hereinafter, “Meeting Minutes, Video, and Agency Presentation (January 26, 2022).”

<sup>27</sup> Meeting Minutes and Video (June 6, 2022). See video at 00:07:48 – 00:08:06.

<sup>28</sup> Meeting Minutes and Video (June 6, 2022). See video at 00:07:27 – 00:07:57.

<sup>29</sup> Agency Correspondence to Subcommittee (May 10, 2022). See response to question #18.

<sup>30</sup> Meeting Minutes and Video (June 6, 2022). See video at 00:06:57 – 00:07:11.



Endnote Figure 4. Approval process for agency personnel professional development

Note: This figure was developed by committee staff in consultation with agency personnel at the direction of the Education and Cultural Affairs Subcommittee. A larger version of this figure is available online at <https://www.scstatehouse.gov/CommitteeInfo/HouseLegislativeOversightCommittee/Approval%20Process%20-%20Professional%20Development.pdf> (accessed October 9, 2022).

<sup>31</sup> Agency Correspondence to Subcommittee (May 10, 2022). See response to question #4; see also, pages 30 -41.

<sup>32</sup> Comptroller General's Office, "State of South Carolina Comptroller General's Office Approval of Foreign Travel," [https://cg.sc.gov/sites/cg/files/Documents/Guidance%20and%20Forms%20for%20State%20Agencies/Travel%20Forms%20and%20Millage%20Rate/ForeignTravelApprovalForm\\_09032019.pdf](https://cg.sc.gov/sites/cg/files/Documents/Guidance%20and%20Forms%20for%20State%20Agencies/Travel%20Forms%20and%20Millage%20Rate/ForeignTravelApprovalForm_09032019.pdf) (accessed October 6, 2022).

**State of South Carolina  
Comptroller General's Office  
Approval of Foreign Travel**

Any foreign travel by State personnel must have prior approval of the Comptroller General's Office. Please complete this form and return to Ronnie Head ([rhead@cg.sc.gov](mailto:rhead@cg.sc.gov)) or Jennifer Hairston ([jhairston@cg.sc.gov](mailto:jhairston@cg.sc.gov)) **prior to incurring any expenditures** and at least 14 calendar days **prior** to travel.

Traveler must arrange the **most economical mode of travel** and exercise the same care in incurring lodging, meal, and other allowable expenses that a prudent person would exercise if traveling.

Once travel is complete, please attach a **copy of this approval to any relevant Travel Support Document**.

Traveler's Name \_\_\_\_\_ ZEMP # \_\_\_\_\_\* Personnel # \_\_\_\_\_\*

Traveler's Agency Number \_\_\_\_\_\*

	<u>Location</u>	<u>Date</u>
<b>Depart From:</b>		
<b>To:</b>		
<b>Return From:</b>		
<b>To:</b>		

*Please attach an explanation for the purpose of the travel and its planned benefit to the State. Also attach any relevant documentation such as an agenda or itinerary.*

**Requested by:**

\_\_\_\_\_  
Traveler's Printed Name                      Traveler's Signature                      Date

**I approve this travel and certify that it is necessary for the traveler named above to make this trip on official State business:**

\_\_\_\_\_  
Agency Head Printed Name                      Agency Head Signature                      Date

**CGO approval:**

\_\_\_\_\_  
CGO Printed Name and Title                      CGO Signature                      Date

\*Obtain this information from Agency HR Office

Endnote Figure 5. Screenshot of form taken on October 6, 2022.

<sup>33</sup> Agency Correspondence to Subcommittee (May 10, 2022). See response to question #4; see also, pages 30 -41.

<sup>34</sup> Agency Correspondence to Subcommittee (May 10, 2022). See response to question #4; see also, pages 30 -41.

<sup>35</sup> Agency Correspondence to Subcommittee (May 10, 2022). See response to question #4; see also, pages 30 -41.

<sup>36</sup> S.C. Code Section 60-1-60.

<sup>37</sup> Agency Correspondence to Subcommittee (May 10, 2022). See response to question #15.

<sup>38</sup> Agency Correspondence to Subcommittee (May 10, 2022). See response to question #15.

<sup>39</sup> Agency Correspondence to Subcommittee (May 10, 2022). See response to question #27.

<sup>40</sup> Agency Correspondence to Subcommittee (May 10, 2022). See response to question #37.

<sup>41</sup> Note: This issue has been discussed in prior agency studies including, but not limited to, the Attorney General’s Office; Commission of Indigent Defense; Commission on Prosecution Coordination Commission; Department of Corrections; and Department of Probation, Parole and Pardon Services.

<sup>42</sup> S.C. Code of Laws Section 60-11-30(5).

<sup>43</sup> Steve Tuttle, Director of Archives and Records Management for the Department of Archives and History interview by House Legislative Oversight Committee Research Analyst/Auditor Lewis Cater and Legal Counsel Charles L. Appleby, IV, August 30, 2022. Hereinafter, “August 30, 2022, Interview with Director of Archives and Records Management for the Department of Archives and History.”

<sup>44</sup> August 30, 2022, Interview with Director of Archives and Records Management for the Department of Archives and History.

<sup>45</sup> Breanne Smith, Executive Assistant for State Library’s email message to House Legislative Oversight Committee Research Analyst/Auditor, Lewis Carter September 6, 2022.

<sup>46</sup> S.C. Code of Laws Section 60-11-30.

<sup>47</sup> Note: As discussed in Finding #5 and referenced in Endnote #28, the foreign travel paperwork required by the Comptroller General’s Office reflects the agency head certifies the travel is necessary.

Act No. 121 of 2014 abolished the State Budget and Control Board (the Board). Notably, regulations promulgated by the Board in 1993 established travel requirements for state employees, which included an approval process for foreign travel.

Any foreign travel of a State employee will require prior approval of the Budget and Control Board regardless of the source of funds financing such travel. Specific to this regulation, foreign travel is defined as any destination outside the continental limits of the United States except Alaska, Hawaii, Canada, Puerto Rico, or the Virgin Islands. S.C. Code Regulation 19-101.17.

<sup>48</sup> Allison R. Williams, Administrative Services Manager for Comptroller General’s Office email message to House Legislative Oversight Committee Director of Research, Jennifer L. Dobson May 26, 2022.

Note: There is a discrepancy between information received from the Comptroller General’s Office and from the State Library. The State Library reported higher amounts.

<sup>49</sup> Comptroller General’s Office, “State of South Carolina Comptroller General’s Office Approval of Foreign Travel,” [https://cg.sc.gov/sites/cg/files/Documents/Guidance%20and%20Forms%20for%20State%20Agencies/Travel%20Forms%20and%20Millage%20Rate/ForeignTravelApprovalForm\\_09032019.pdf](https://cg.sc.gov/sites/cg/files/Documents/Guidance%20and%20Forms%20for%20State%20Agencies/Travel%20Forms%20and%20Millage%20Rate/ForeignTravelApprovalForm_09032019.pdf) (accessed October 6, 2022).

**State of South Carolina  
Comptroller General's Office  
Approval of Foreign Travel**

Any foreign travel by State personnel must have prior approval of the Comptroller General's Office. Please complete this form and return to Ronnie Head ([rhead@cg.sc.gov](mailto:rhead@cg.sc.gov)) or Jennifer Hairston ([jhairston@cg.sc.gov](mailto:jhairston@cg.sc.gov)) **prior to incurring any expenditures** and at least 14 calendar days **prior** to travel.

Traveler must arrange the **most economical mode of travel** and exercise the same care in incurring lodging, meal, and other allowable expenses that a prudent person would exercise if traveling.

Once travel is complete, please attach a **copy of this approval to any relevant Travel Support Document**.

Traveler's Name \_\_\_\_\_ ZEMP # \_\_\_\_\_\* Personnel # \_\_\_\_\_\*

Traveler's Agency Number \_\_\_\_\_\*

	<u>Location</u>	<u>Date</u>
<b>Depart From:</b>		
<b>To:</b>		
<b>Return From:</b>		
<b>To:</b>		

*Please attach an explanation for the purpose of the travel and its planned benefit to the State. Also attach any relevant documentation such as an agenda or itinerary.*

**Requested by:**

\_\_\_\_\_  
Traveler's Printed Name                      Traveler's Signature                      Date

**I approve this travel and certify that it is necessary for the traveler named above to make this trip on official State business:**

\_\_\_\_\_  
Agency Head Printed Name                      Agency Head Signature                      Date

**CGO approval:**

\_\_\_\_\_  
CGO Printed Name and Title                      CGO Signature                      Date

\*Obtain this information from Agency HR Office

Endnote Figure 6. Screenshot of form taken on October 6, 2022.

<sup>50</sup> Meeting Minutes and Video (September 20, 2022). See video at 02:58:39 – 02:59:12.

<sup>51</sup> Note: The Committee has recommended onboarding and annual training for agency governing bodies in other studies, including but not limited to, the Commission on Indigent Defense; Commission on Prosecution Coordination; Department of Disabilities and Special Needs; Department of Labor, Licensing and Regulation; Department of Probation, Parole and Pardon Services; and Wil Lou Gray Opportunity School.

<sup>52</sup> Agency Correspondence to Subcommittee (May 10, 2022). See response to question #4; see also, pages 30 -41.



<sup>53</sup> Agency Correspondence to Subcommittee (May 10, 2022). See response to question #4; see also, pages 30 -41.

<sup>54</sup> Agency Correspondence to Subcommittee (May 10, 2022). See response to question #4; see also, pages 30 -41.

<sup>55</sup> Meeting Minutes and Video (June 6, 2022). See video at 00:08:38 – 00:08:55 and at 00:12:27 – 00:12:33.

<sup>56</sup> Note: The State Inspector General’s Office statutory mission is to investigate and address allegations of "fraud, waste, abuse, mismanagement, misconduct, and wrongdoing" within the executive branch of state government. No such claims of impropriety have been alleged against the State Library.

<sup>57</sup> Note: The State Inspector General has assisted in surveying employees at agencies under study, including the Department of Public Safety and SC Housing.

<sup>58</sup> Meeting Minutes and Video (June 6, 2022). See video at 03:08:19 – 03:08:35.

<sup>59</sup> Meeting Minutes and Video (June 6, 2022). See video at 03:12:03 – 03:12:11.

Note: The deputy director, who has been with the agency for approximately 21 years, testified that the agency did not conduct such surveys. See Meeting Minutes and Video (June 6, 2022). See video at 01:19:47 – 01:19:58.

<sup>60</sup> Meeting Minutes and Video (June 6, 2022). See video at 03:09:12 – 03:09:38.

<sup>61</sup> Meeting Minutes and Video (June 6, 2022). See video at 03:09:12 – 03:09:38.

<sup>62</sup> Meeting Minutes and Video (June 6, 2022). See video at 03:07:48 – 03:08:09.

<sup>63</sup> Meeting Minutes and Video (June 6, 2022). See video at 03:07:48 – 03:08:09.

<sup>64</sup> Meeting Minutes and Video (June 6, 2022). See video at 03:09:59 – 03:10:43.

<sup>65</sup> Meeting Minutes and Video (June 6, 2022). See video at 01:14:43 – 01:15:21.

<sup>66</sup> Meeting Minutes and Video (June 6, 2022). See video at 01:14:43—1:15:38.

<sup>67</sup> S.C. House of Representatives, House Legislative Oversight Committee, "Agency Correspondence to Subcommittee (August 4, 2022)," under "Committee Postings and Reports," under "House Legislative Oversight Committee," under "Library, State," and under "Correspondence," <https://www.scstatehouse.gov/CommitteeInfo/HouseLegislativeOversightCommittee/AgencyWebpages/StateLibrary/State%20Library%20Follow%20Up%20Letter%20-%208.4.22.pdf> (accessed October 12, 2022). Hereinafter "Agency Correspondence to Subcommittee (August 4, 2022)."

Note: While the Subcommittee received the correspondence on August 4, 2022, the date on the actual letter is August 1, 2022.

<sup>68</sup> Meeting Minutes, Video, and Agency Presentation (January 26, 2022). See agency presentation.

<sup>69</sup> Meeting Minutes, Video, and Agency Presentation (January 26, 2022). See video at 00:45:04 – 00:45:45.

<sup>70</sup> Meeting Minutes, Video, and Agency Presentation (January 26, 2022). See video at 00:45:04 – 00:45:45.

<sup>71</sup> South Carolina Talking Book Services website.

<sup>72</sup> South Carolina Talking Book Services website.

<sup>73</sup> Meeting Minutes and Video (June 6, 2022). See video at 01:13:10 -01:13:26.

<sup>74</sup> Meeting Minutes and Video (June 6, 2022). See video at 01:13:10 – 01:13:26.

<sup>75</sup> Meeting Minutes and Video (June 6, 2022). See video at 01:13:31 – 01:13:37.

<sup>76</sup> Meeting Minutes and Video (June 6, 2022). See video at 01:16:15 – 01:16:29.:

<sup>77</sup> Meeting Minutes and Video (June 6, 2022). See video at 01:16:34 – 01:16:59.

<sup>78</sup> Meeting Minutes and Video (June 6, 2022). See video at 01:39:40 – 01:39:45.

<sup>79</sup> Meeting Minutes and Video (June 6, 2022). See video at 02:58:50 – 02:59:08.

<sup>80</sup> Meeting Minutes and Video (June 6, 2022). See video at 01:39:30 -01:39:40.

<sup>81</sup> Meeting Minutes and Video (September 20, 2022). See video at 00:36:38 – 00:36:58.

<sup>82</sup> Meeting Minutes and Video (September 20, 2022). See video at 00:36:38 – 00:36:58.

<sup>83</sup> Agency Correspondence to Subcommittee (August 4, 2022).

<sup>84</sup> Meeting Minutes and Video (June 6, 2022). See video at 02:55:29 – 02:55:56.

<sup>85</sup> State Library, “Discus – South Carolina’s Virtual Library,” <https://www.scdiscus.org/> (accessed October 7, 2022).

<sup>86</sup> Department of Education, “District Headcount by Grade,” <https://view.officeapps.live.com/op/view.aspx?src=https%3A%2F%2Fed.sc.gov%2Fdata%2Fother%2Fstudent-counts%2Factive-student-headcounts%2F2021-22-active-student-headcounts%2F180-day-district-headcount-by-grade-2021-22%2F&wdOrigin=BROWSELINK> (accessed October 9, 2022).

<sup>87</sup> Meeting Minutes and Video (June 6, 2022). See video at 03:09:26 – 03:09:49.

<sup>88</sup> Meeting Minutes and Video (June 6, 2022). See video at 01:12:19 – 01:12:26.

<sup>89</sup> South Carolina Talking Book Services website.

<sup>90</sup> Meeting Minutes and Video (June 6, 2022). See video at 01:11:34 – 01:11:52.

<sup>91</sup> State Library, “Standards for South Carolina Public Libraries 2012 Revision,” [https://guides.statelibrary.sc.gov/ld.php?content\\_id=2852017](https://guides.statelibrary.sc.gov/ld.php?content_id=2852017) (accessed October 6, 2022). Hereinafter, “Standards for South Carolina Public Libraries 2012 Revision.”

<sup>92</sup> Meeting Minutes and Video (June 6, 2022). See video at 01:34:13 – 01:34:34.

<sup>93</sup> S.C. House of Representatives, House Legislative Oversight Committee, “Agency Correspondence to Subcommittee (March 3, 2022),” under “Committee Postings and Reports,” under “House Legislative Oversight Committee,” under “Library, State,” and under “Correspondence,” <https://www.scstatehouse.gov/CommitteeInfo/HouseLegislativeOversightCommittee/AgencyWebpages/StateLibrary/Meeting%201%20-%20Follow%20Up%20Responses.pdf> (accessed October 6, 2022). See response to question #3. Hereinafter “Agency Correspondence to Subcommittee (March 3, 2022).”

Note: While the Subcommittee received the correspondence on March 3, 2022, the date on the letter is February 1, 2022.

<sup>94</sup> Standards for South Carolina Public Libraries 2012 Revision.

<sup>95</sup> Meeting Minutes and Video (June 6, 2022). See video at 03:33:22 -03:33:27.

<sup>96</sup> Meeting Minutes and Video (June 6, 2022). See video at 03:33:22 -03:33:29.

<sup>97</sup> Meeting Minutes and Video (June 6, 2022). See video at 03:33:29 -03:33:50.

<sup>98</sup> Standards for South Carolina Public Libraries 2012 Revision.

<sup>99</sup> Standards for South Carolina Public Libraries 2012 Revision.

<sup>100</sup> Standards for South Carolina Public Libraries 2012 Revision.

<sup>101</sup> Note: Prior to 1998, standards for South Carolina public libraries were developed by the Public Library Section of the South Carolina Library Association and were subsequently adopted by the South Carolina State Library Board. Prior to 1998, earlier editions were published in 1955, 1964, 1969, 1975, 1981, and 1986.

<sup>102</sup> Agency Correspondence to Subcommittee (March 3, 2022). See response to question #2.

<sup>103</sup> Agency Correspondence to Subcommittee (March 3, 2022). See response to question #2.

<sup>104</sup> Meeting Minutes and Video (June 6, 2022). See video at 00:07:48 – 00:08:07.

See also, Agency Correspondence to Subcommittee (March 3, 2022). See response to question #7.

<sup>105</sup> Agency Correspondence to Subcommittee (March 3, 2022). See response to question #7.

<sup>106</sup> Agency Correspondence to Subcommittee (March 3, 2022). See response to question #7.

<sup>107</sup> Agency Correspondence to Subcommittee (March 3, 2022). See response to question #7.

<sup>108</sup> Meeting Minutes and Video (June 6, 2022). See video at 00:07:27 – 00:07:57.

<sup>109</sup> Meeting Minutes and Video (June 6, 2022). See video at 00:07:41 – 00:08:28.

<sup>110</sup> Agency Correspondence to Subcommittee (May 10, 2022). See response to question #4; see also, pages 30 -41.

<sup>111</sup> S.C. Code Section 60-1-60.

<sup>112</sup> Agency Correspondence to Subcommittee (May 10, 2022). See response to question #37.

<sup>113</sup> Note: The graphic was developed using the addresses of public (i.e., county) libraries.

<sup>114</sup> Agency Correspondence to Subcommittee (May 10, 2022). See response to question #27.