

**Accountability Report Transmittal Form**

**FY 2005-2006**



**Agency Name:** South Carolina State Library

**Date of Submission:** September 15, 2006

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## Section I – Executive Summary

**(Table I.1.) Vision** -- To be a major leader in the planning and implementation of effective library and information services for the people of South Carolina and to be recognized as a vital component of the State's information and education infrastructure.

**Mission** -- The mission of the South Carolina State Library is to provide, advance and promote excellent library services and equal access to information for all South Carolinians. *(Approved by State Library Board 7/06)*

**Values** -- *Quality* - We endeavor to provide services of the highest quality; *Knowledge* - We believe that a well-trained and knowledgeable staff is our greatest asset; *Freedom of Information* - We believe in the fundamental freedoms inherent in a democratic society and support the Library Bill of Rights and the Freedom to Read Statement; *Access to Information* - We believe that all citizens, regardless of socioeconomic, geographic, cultural or educational status, deserve access to quality library and information services; *Equitable Treatment* - We believe information services should be delivered in a fair and unbiased manner.

### **(Table I.2.) Major Achievements from Past Year** *(See Section III, Category 7 – Business Results)*

- Patti J. Butcher of Lawrence, Kansas named Director, July 1, 2005.
- [“Every Child Ready to Read @ your library®”](#) literacy initiative sponsored the S.C. State Library Foundation & Psarsas Foundation of Columbia with a \$25,000 matching grant.
- [SC Center for the Book](#) opens at the State Library, February 2006.
- American Library Association (ALA) recognized State Senator Gerald Malloy for his contributions to South Carolina’s public libraries.
- New 21<sup>st</sup> century interactive agency web site launched leaving behind a ten year old static design
- Significant improvements to the agency’s network infrastructure resulted in improved efficiency.
- Extensively used online training technologies to deliver continuing education events.
- Former State Librarian James Johnson, the Friends of S.C. Libraries (FOSL) and [the SC Association of Public Library Administrators \(SC APLA\)](#) raised \$21,700 for renovation of the Children’s Resource Center Branch of the New Orleans Public Library.
- Charles Bierbauer, dean of the College of Mass Communications at the University of South Carolina (USC), author and USC professor, Dianne Johnson and Joyce Hansen, author served as volunteers for the Talking Book Services program.
- Staff served as the U.S. National Commission on Libraries and Information Science (NCLIS) state liaison to encourage SC libraries to participate in the NCLIS 2006 Health Information award competition; Winner [REACH 2010](#), Charleston and Georgetown Diabetes Coalition’s Library Partnership received \$20,000 and was recognized as America’s best library consumer health program (Partnership includes Charleston and Georgetown County Public Library Systems, the Medical University of S.C.’s College of Nursing and its Department of Library Science and Informatics).

### **I.3. Key Strategic Goals for Present and Future Years**

1. Provide information resources and services to meet the needs of the people of S.C.
2. Ensure that all South Carolinians receive excellent library services through their public library.
3. Market the value of libraries to the educational and economic development of communities all across S.C.
4. Encourage partnerships that enhance statewide delivery of library and information services.
5. Continuously improve State Library operations.

<b>(Table I.4-1) Opportunities</b>				
High-tech information climate; current and emerging new technologies, Web 2.0 and Librarian 2.0; rapid change	Online/virtual continuing education opportunities	DISCUS popularity; new content electronic databases	Lack of sophisticated networking infrastructure (statewide portal) for resource sharing.	Unrealized resource sharing potential among SC public libraries (SC ranks 49 <sup>th</sup> in interlibrary loans per capita)
Nearly half of all South Carolinians do not own a home computer or have home Internet access; over 2 million depend on public libraries	<a href="#">(FY 05) 7,211,531 SC citizens used 2,670 public Internet workstations in SC's public libraries</a>	Timing right to position agency as a leader in shaping the future of library services in SC	Knowledgeable staff—adaptable to change, able to share and implement ideas and strategies; long-term vs. short-term mindset	Succession planning—for knowledge transfer and leadership development; recruitment and retention of next generation librarians
Statewide initiatives that present new partnership opportunities; statewide literacy programs and projects	<a href="#">‘06 Public Agenda report indicates libraries are important 21<sup>st</sup> century resources and the public welcomes a greater role for them</a>	50% of South Carolinians hold library cards and nearly 14 million citizens visited their local libraries in 2005	Per the <a href="#">American Library Association</a> (ALA, 03/06) 68% of Americans support increased funding for libraries	The need to keep libraries high on the state’s agenda and at the hub of local communities; evidenced based decision making
The state’s goal of educational excellence; State government accountability	New Library Services and Technology Act (LSTA) 5-Year Plan due in 2007	FFY 07 increase of \$7.8 million for the Grants to States program - LSTA	Increased revenue for the state’s Lottery Expenditure Surplus Account	Gates Foundation public access computing sustainability grants for public libraries
Increasingly diverse customer population; evaluation of services and customer/stakeholder needs	Changing information needs and unmet service needs of agency key customers	Transformation of the agency’s strategic development process; user-centered planning	SC public libraries need for over 4 million sq ft of space over the next 20 years to meet the state’s 2025 projected population	Need for leadership in securing funding and providing guidance for a SC public library building/renovation program

<b>(Table I.4-2) Barriers</b>				
Limited library network infrastructure for statewide resource sharing; unavailability of up-to-date information on library holdings	No state funding for development of a high-tech modern statewide union catalog and resource sharing/interlibrary loan network infrastructure	Insufficient funds for new database products to enhance statewide educational and research offerings	High cost of print and electronic materials; absence of DISCUS recurring funding/provisions for annual database contract cost increases	High cost of technology innovation; No formal strategy for innovation

Absence of recurring inclusion of SC's public libraries in allocation of the state's Education Lottery surplus account	Insufficient local funding for public libraries, particularly in the state's poorest, least populated and majority rural counties	No recurring per capita increase in State Aid for public libraries	Aging public library buildings with inadequate space requirements to meet the needs of local communities	Absence of an ongoing comprehensive state funded public library construction program
Ever increasing fixed costs from the Budget and Control Board	Exorbitant B&CB energy surcharge (impacts ability to maintain proper environmental levels for protection of the state's collections)	No unrestricted carryover funds	Possible reductions for an already inadequate operating budget	Inadequate financial resources; unfunded FTE positions
Non-competitive state salary structure for compensation of professional librarians	No formal methods to track employee satisfaction	Lack of updated workforce succession plan	Lack of diversity among managerial/professional staff (employee diversity=diversity of thought)	Resistance to change; lack of planning

**I.5. How the accountability report is used to improve organizational performance**

The report is used to:

- Focus the Management Team on critical needs
- Maintain awareness of Baldrige performance excellence criteria
- Coordinate and align strategic planning
- Monitor/document progress
- Develop/align improvement strategies
- Disseminate information
- Foster and facilitate collaboration
- Identify and target task force missions
- Identify and prioritize budgetary needs
- Facilitate consensus building
- Identify measurement and evaluation needs
- Document and communicate progress
- Formulate budget requests

**Section II – Organizational Profile**

<i>(Table II.1) Products/Services</i>	Delivery Methods
<ul style="list-style-type: none"> <li>▪ Collections (general and special)</li> <li>▪ Borrowing privileges</li> <li>▪ Reference and research services</li> <li>▪ Interlibrary Loan (ILL); resource sharing</li> <li>▪ SC State Documents Depository System</li> <li>▪ Professionally trained librarians</li> </ul>	Service hours; In person/direct service; Reference interviews/assistance; Interagency Mail Service; Electronic document delivery; SC Library Network (basic computer based communications system); Telephone; Public libraries; On-site collections; Voice-messaging; Referrals to agencies/organizations; Email
<ul style="list-style-type: none"> <li>▪ Web site</li> <li>▪ 24/7 Online Library Catalog</li> <li>▪ Bibliographic databases</li> <li>▪ E-Rate facilitation for public libraries</li> </ul>	Internet; Network infrastructure; User authentication; Direct consultation to public library technology staffs; Online resources; database user training

<ul style="list-style-type: none"> <li>▪ Meeting, computer training and reading/reference rooms</li> <li>▪ Other physical facilities; visitor parking</li> <li>▪ Public computers with Internet Access</li> <li>▪ Other equipment for public use</li> </ul>	<p>Accessible operating hours; Staff liaison for reservation of meeting facilities; Liberal user/customer access policies</p>
<ul style="list-style-type: none"> <li>▪ Access to electronic resources</li> <li>▪ DISCUS – SC’s Virtual Library</li> <li>▪ Content databases</li> </ul>	<p>Remote access via the Internet; Electronic resources skills training; Web site enhancements for improved usability; User authentication</p>
<ul style="list-style-type: none"> <li>▪ Staff development/information skills training</li> <li>▪ Orientation to State Library resources/services</li> <li>▪ Online/web-based programs</li> <li>▪ Facilitated meeting/programming</li> </ul>	<p>Off-site at organizations/libraries/agencies; management/supervisory and library skills media; virtual reference tools; computer training lab; College of DuPage Press Library Learning Network, OPAL – Online Programming for All Libraries and other facilitated online training</p>
<ul style="list-style-type: none"> <li>▪ State and federal grants administration</li> <li>▪ Administration of other funding to public libraries</li> <li>▪ Coordination of state/federal reporting</li> </ul>	<p>Telephone; Email; Consultation site visits to public libraries; Meetings with partners; Grants guidance via the agency’s web site and consulting staff; Grants materials</p>
<ul style="list-style-type: none"> <li>▪ Consultant services (human resources, marketing, children/youth services, adult services, public relations extension services, budgets, planning, construction, IT, cataloging, preservation, etc.)</li> </ul>	<p>Telephone; Email; Site visits to public libraries; Meetings with public library staffs/trustee boards; Data collection; Training</p>
<ul style="list-style-type: none"> <li>▪ Statewide summer reading program for children/teens</li> </ul>	<p>Public libraries; Multi-state collaborative; local community groups; Partner agencies (e.g., First Steps)</p>
<ul style="list-style-type: none"> <li>▪ State Center for the Books</li> </ul>	<p>Services/initiatives via partnership ventures</p>
<ul style="list-style-type: none"> <li>▪ Partnerships/Collaboration</li> <li>▪ Statewide library marketing/advocacy</li> </ul>	<p>Meetings; Networking; collaborative Projects/programs; Designated agency liaisons</p>
<ul style="list-style-type: none"> <li>▪ Recorded, Braille, large print, playback equipment and related online resources</li> <li>▪ Lending services/borrowing privileges</li> <li>▪ Readers’ Advisory</li> <li>▪ Disability services referrals</li> <li>▪ Accessible public computer workstations</li> </ul>	<p>Postage free delivery of materials/equipment; Toll-free telephone access; Email; accessible operating hours; public reading room; professional librarians; accessible web site; online catalog; reading room</p>

<i>(Table II.2) Key Customers</i>	Key Requirements/Expectations
<ul style="list-style-type: none"> <li>▪ S.C. General Assembly</li> <li>▪ Governor’s Office,</li> <li>▪ Other elected officials</li> <li>▪ State government employees</li> </ul>	<ul style="list-style-type: none"> <li>▪ Broad range of up-to-date reference, research, and support materials (print and electronic) relevant to key statewide issues</li> <li>▪ Superior personal service and timely response from knowledgeable information professionals</li> <li>▪ Accountability; Responsiveness (required by all customer groups)</li> </ul>
<ul style="list-style-type: none"> <li>▪ S.C. public library administrators</li> <li>▪ S.C. public library staffs</li> <li>▪ S.C. Public library boards</li> <li>▪ County officials working directly with public library boards</li> </ul>	<ul style="list-style-type: none"> <li>▪ Statewide programs and consultant services that support delivery, improvement and expansion of local library services to citizens</li> <li>▪ A centralized collection that supplements local resources and eliminates local purchasing of expensive specialized materials</li> <li>▪ Access to a highly skilled research and technical staff for training and research assistance to support local delivery of information services</li> <li>▪ Continuing education opportunities</li> <li>▪ Responsible management of state, federal and other grant/funding programs for the improvement of local library services</li> </ul>

<ul style="list-style-type: none"> <li>▪ Other S.C. libraries (school, special, academic)</li> </ul>	<ul style="list-style-type: none"> <li>▪ 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)</li> </ul>
<ul style="list-style-type: none"> <li>▪ S.C. citizens with disabilities</li> </ul>	<ul style="list-style-type: none"> <li>▪ Accessible collections and services that support information needs</li> <li>▪ Personalized one-on-one service from skilled information professionals</li> </ul>
<ul style="list-style-type: none"> <li>▪ S.C. citizens of all ages and interests</li> </ul>	<ul style="list-style-type: none"> <li>▪ Access through local public libraries to State Library collections and its highly skilled research and technical staff</li> <li>▪ Broad range of up-to-date reference, research, and other materials</li> <li>▪ Superior personal service and timely response</li> <li>▪ Statewide programs and services</li> <li>▪ Responsible management of state and federal grants programs for the improvement of local library services and the continual training of local library staffs</li> <li>▪ Cooperation that facilitates effective use of state, federal and other funds to provide library and informational services to all South Carolinians</li> </ul>

**(Table II.3) Key Stakeholders**

Key Customers	State Library Board, SC
State Library Employees	State Library Foundation, SC
SC Center for Children’s Books and Literacy	Association of Public Library Administrators (SC APLA)
Center for the Book, SC	The Humanities Council, S.C.
Statewide Disability Consumer Groups (National Federation of the Blind (NFB) of S.C., American Council of the Blind (ACB) of S.C., and others)	Friends of SC Libraries (FOSCL)
Association of School Librarians (SC ASL)	Partnership Among SC’s Academic Libraries (PASCAL)

**(Table II.4-1) Key Partners**

First Steps to School Readiness	K-12 Technology Committee
Psaras Foundation (Every Child Ready to Read)	Reach Out and Read SC
University of SC, School of Library and Information Science (USC-SLIS)	SC Educational Television
SC Partnership for Distance Education	SC Library Association (SCLA)
Special Libraries Association, SC Chapter	Archives & History, Department, SC
Cultural Visions Council	Education, Department of, SC
Recording for the Blind & Dyslexic, SC	Reforma, Carolina Chapter
Assistive Technology Advisory Committee (SC ATAC)	Arts Commission, SC
School for the Deaf and Blind, SC	Commission for the Blind, SC
Palmetto Archives Libraries and Museums Council on Preservation (PALMCOP)	

**(Table II.4-2) Key Suppliers**

Institute of Museum and Library Services	Library of Congress, national Library Service for the Blind & Physically Handicapped
SC Budget and Control Board (divisions/units such as	Bill and Melinda Gates Foundation

Facilities Management, State CIO, Office of Materials Management, General Services, etc.)

Vendors (such as Keystone Systems, Inc., Sirsi/Dynix, Baker & Taylor, Telex Communications, Thomson Gale™, U.S. Government Printing Office, etc.) for: Software/Hardware; Telecommunications/Networking; Cataloging/Materials Processing; Integrated Library Systems; Electronic databases, etc.; Print Materials; Online programming

(Table II.6) Job Category	Number of Employees
<b>As of 6/30/06</b>	
00 – Agency Dir ( <i>Unclassified</i> )	1
E 1 – Executives	2
E 2 – Professionals	23
E 3 – Technicians	1
E 5 – Paraprofessionals	11
E 6 – Secretarial/Clerical	6
<b>Total Classified – FTE</b>	<b>43</b>
<b>All Total - FTE</b>	<b>44</b>
<b>Vacancies – FTE - Classified</b>	<b>6</b>
<b>Total Agency Authorization</b>	<b>50</b>
<b>Part-Time Temporary (DISCUS &amp; Talking Book Services)</b>	<b>2</b>
<b>Number of FTE Employees by Department</b>	
<b>Administration</b>	<b>3</b>
<b>Finance and Business Operations</b>	<b>4</b>
<b>Information Technology Services</b>	<b>5</b>
<b>DISCUS Program</b>	<b>2</b>
<b>Information Services</b>	<b>6</b>
<b>Talking Book Services</b>	<b>12</b>
<b>Library Development Services</b>	<b>4</b>
<b>Collection Management Services</b>	<b>9</b>

## II.5 Operation Locations

- **1430 Senate Street, Columbia, S.C.** - Houses Administration, Finance and Business Operations, Talking Book Services (its collections and reading room with assistive computer workstations), Library Development Services and meeting facilities (available to other library organizations and state government agencies).
- **1500 Senate Street, Columbia, SC** - Houses Information Services, Collection Management Services, Information Technology Services, the DISCUS Program, collections and other information resources, public reading rooms with computer workstations and other equipment and a fully equipped computer training room.

(Table II.7) Regulatory Environment

### State and Federal Enabling Legislation

- 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)



Federal and State Government Reporting Requirements
<ul style="list-style-type: none"> <li>▪ Federal -- Institute of Museum and Library Services and Library of Congress, National Library for the Blind and Physically Handicapped</li> <li>▪ State -- Budget &amp; Control Board, Comptroller General's Office, Office of the State Treasurer, Legislative Audit Council, Office of Human Resources Management, etc.</li> </ul>
Other
<ul style="list-style-type: none"> <li>▪ State Ethics, Governmental Accountability and Campaign Reform Act of 1991, Title 8, Public Officers and Employees, Article 7, Rules of Conduct</li> <li>▪ State of SC Office Human Resources regulations</li> <li>▪ SC Consolidated Procurement Code</li> <li>▪ 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.)</li> <li>▪ Occupational Safety and Health rules and regulations adopted by the S.C. Department of Labor, Licensing and Regulation</li> <li>▪ 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.)</li> </ul>

(Table II.8) Key Strategic Challenges <i>(See Section I, I.4, Opportunities and Barriers)</i>
1. Insufficient budgetary resources for operational, programmatic, service and innovation objectives
2. High-tech, fast-paced information climate, emerging and current functionalities and technologies [e.g., wikis, blogs, IM (instant messaging), RSS (really simple syndication), social networking, etc.]
3. Increasingly diverse customer population; ever shifting customer information needs; consistent evaluation of services; obtaining customer feedback; and proper planning
4. Needs of South Carolina public libraries (facilities, resource sharing, technology infrastructure/computing sustainability)
5. Resistance to change

## II.9 Agency Performance Improvement System(s)

(See Categories [1, 1.8, and 7, 7.4](#)) The Employee Performance Management System (EPMS) is used to identify and praise employee accomplishments and to pinpoint improvement areas. Organizational learning ([See Category 5](#)) is accomplished through both informal (co-workers daily sharing knowledge and skills) and formal methods (budgeting for and encouraging staff development participation, networking through professional associations, cross-training, etc.).

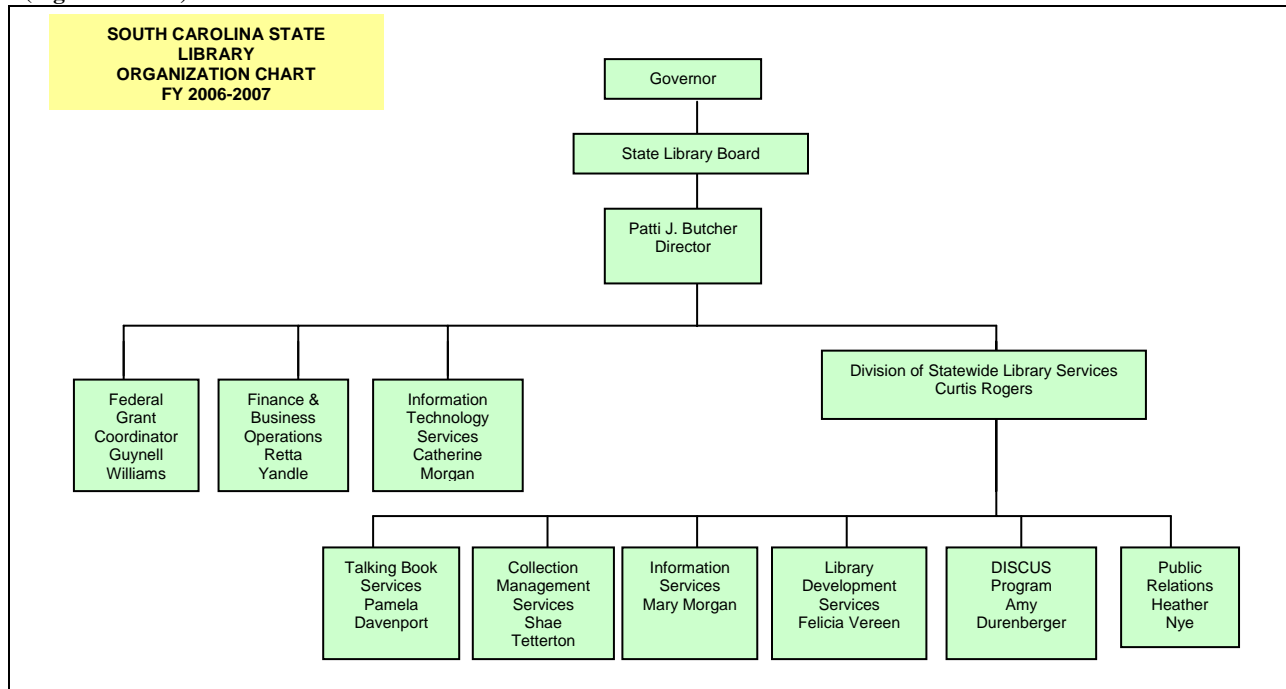
Formulating new goals and objectives through the agency's strategic planning process ([See Category 2, 2.1](#)) compels managers to assess organizational and staff performance, facilitates progress, provides for sharing of best practices and the systematic evaluation of key processes ([See Category 6](#)). Monitoring of these processes ([See Category 4](#)) and analyzing customer/stakeholder ([See Category 3](#)) feedback helps identify areas for improvement, which are then addressed through methods such as use of task force groups ([See Category 1, 1.1.d](#)) and realignment of job functions.

## II.10 Agency Organizational Structure

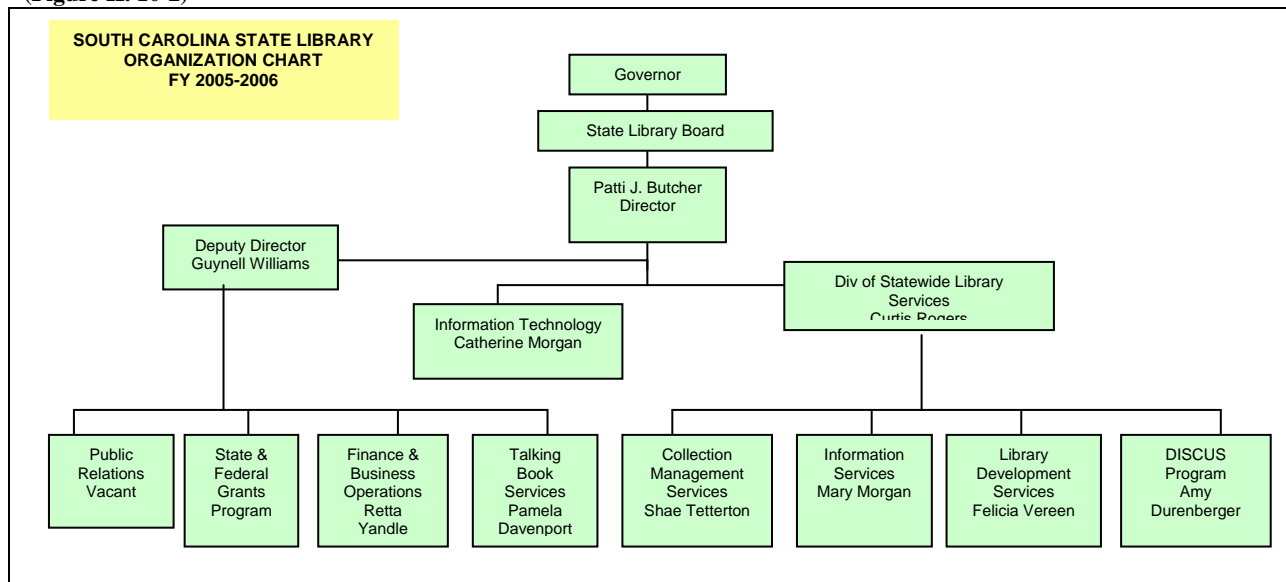
**Note:** The [State Library Board](#) approved reorganization of the agency in June 2006, eliminating the position of deputy director. Effective July 1, 2006, all programmatic/service functions were placed under the Division of Statewide Library Services with all other functions reporting directly to the agency head.



(Figure II. 10-1)



(Figure II. 10-2)



The S.C. State Library is an independent state agency 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 Division of Statewide Library Services Director coordinates and monitors programmatic functions, which are supervised by department heads. The Federal Grant Coordinator is responsible for assisting the Director with special projects and planning. All constitute the agency's Management Team.

**II.11 and II. 12 Expenditures/Appropriations and Major Programs Area Charts (See attachment)**

## Section III – Elements of Malcolm Baldrige Award Criteria

### **III - Category 1 – Leadership**

#### **1.1. How do senior leaders set, deploy and ensure two-way communication for:**

**1.1a. Short and Long Term Direction and Organizational Priorities** - The Management Team develops a three-year strategic and a fiscal year business plan. Each provides guidance to managers and staff and informs stakeholders organizational priorities. Both plans are posted on the agency's intranet. The strategic plan is posted on the web site. During regularly scheduled departmental meetings, supervisors and their staffs evaluate progress, identify problems that are impeding or may have the potential to impede progress and follow up with recommendations to the Management Team. The Team meets regularly to review progress.

**1.1b. Performance Expectations** - Managers link performance appraisal criteria to both plans. Managers or staff may initiate performance review meetings. A task force revamped the agency's EPMS instrument (implemented 07/06) to facilitate active participation by employees. Ratings categories were revised to more accurately describe performance levels.

**1.1c. Organizational Values** (*See Section I.1 – Executive Summary*) Staff appreciation days highlight achievements of those exemplifying agency values through their daily efforts work. The Director regularly communicates her expectation that managers will create and sustain a work environment where employees can survive, thrive and feel invested in agency goals. Also, through her advocacy for libraries and activities with collaborative partners, she regularly communicates the agency's values.

#### **1.1d. Empowerment and Innovation** (*See Section III, Category 1, 1.1a – 1.1b*)

- Staff development days facilitate inclusion of staff at all levels.
- Staff is encouraged to share ideas and is praised for work efforts.
- Supervisors share staff input with administration.
- The Director's monthly "open door day" (implemented 07/05) allows any staff member to have a personal one-on-one confidential session. Staff at all levels takes advantage of this opportunity.
- Work teams were replaced with both temporary (e.g., the EPMS, Interview, etc.) and permanent (Disaster Preparedness/Safety, the Home Page, etc.) task force groups, which are representative of staff at all levels. They provide critical feedback for evaluation of existing programs and services.
- As time permits, the director participates in task force and departmental meetings and frequently holds brainstorming sessions to address programmatic/service issues.
- The team interview concept was expanded to empower staff at all levels (formerly consisted primarily of managerial staff). The Director, with input from the departmental manager under which a vacancy exists, selects the task force.
- Staff was provided the opportunity to meet, for the first time, State Library Board members through an informal reception held at the library.

#### **1.1e. Organizational and Employee Learning**

(*See Table I.1.1, Core Values*) There is a formal orientation program for new employees. Staff is encouraged to communicate job related continuing education (CE) needs. Supervisors provide ongoing task-specific training and are encouraged to identify CE needs in advance of budget preparation work. (*See Category 7, 7.2 [CE] and 7.4*). Teleconferences, webinars, self-paced multi-media packages and other online programming and learning tools are now regularly

offered to staff. The agency’s CE Coordinator communicates training opportunities and assists administration in determining staff development day training topics. Survey forms are used to solicit input on usefulness of training, recommendations for future sessions, and how skills obtained will be used in the performance of job responsibilities.

**1.1f. Ethical Behavior**

The agency’s mission and values provide the ethical framework for its operation. The agency has adopted the Ethical Principles for S.C. State Government Service (integrity, honesty, respect for others, fairness, and accountability) and the American Library Association’s Code of Ethics. The agency Director sets the standard for ethical performance. Managers, supervisors and other staff are expected to model the same ethical behavior. Staff is expected to adhere to State Ethics, Governmental Accountability and Campaign Reform Act of 1991, Title 8, Public Officers and Employees, Article 7, Rules of Conduct.

**1.2. How do senior leaders establish and promote a focus on customers and other stakeholders?**

<b>(Table 1.2) Ways Senior Leaders Establish and Promote Customer/Stakeholder Focus</b>	
<b>A customer-focused strategic plan</b>	<b>Acknowledgement of staff who go above and beyond to meet customer needs</b>
<b>Addressing customer needs and concerns whenever and wherever needed</b>	<b>Formal user online survey instruments that solicit customer input</b>
<b>Focus groups with stakeholder advisory committees (e.g., Talking Book Services Advisory Committee, DISCUS Database Assessment Committee, etc.) and other) for evaluation of the success of programs and services</b>	<b>Communication through newsletters, meetings, correspondence, direct contact, etc.</b>
<b>Agency-sponsored opportunities (e.g., CE Exchanges) for key stakeholders/customers to network and discuss common management, customer service, program and policy issues</b>	<b>Library development staff and agency director attendance at public library board meetings</b>
<b>Values that emphasize individualized customer service and quality service</b>	<b>Timely follow-up to customer contacts</b>
<b>Use of customer survey data to plan programs, services and agency sponsored training</b>	<b>Meetings with collaborative partners to determine long term goals and objectives</b>
<b>Data analysis to determine program/service effectiveness</b>	<b>Compilation and monitoring of customer use data and other feedback with particular emphasis on any expressed areas of discontent, dissatisfaction or disappointment</b>
<b>Use of public library site visits, electronic discussion lists, etc. to obtain customer feedback</b>	<b>Adjustment of the strategic and annual business plans as warranted</b>
<b>Continued development of effective working relationships with key stakeholder groups</b>	<b>Informal feedback (staff interact with customers daily and professional staff have numerous contact opportunities through attendance at statewide meetings and programs)</b>

**1.3 How does the organization address the current and potential impact on the public of its products, programs, services, facilities and operations, including risks?**

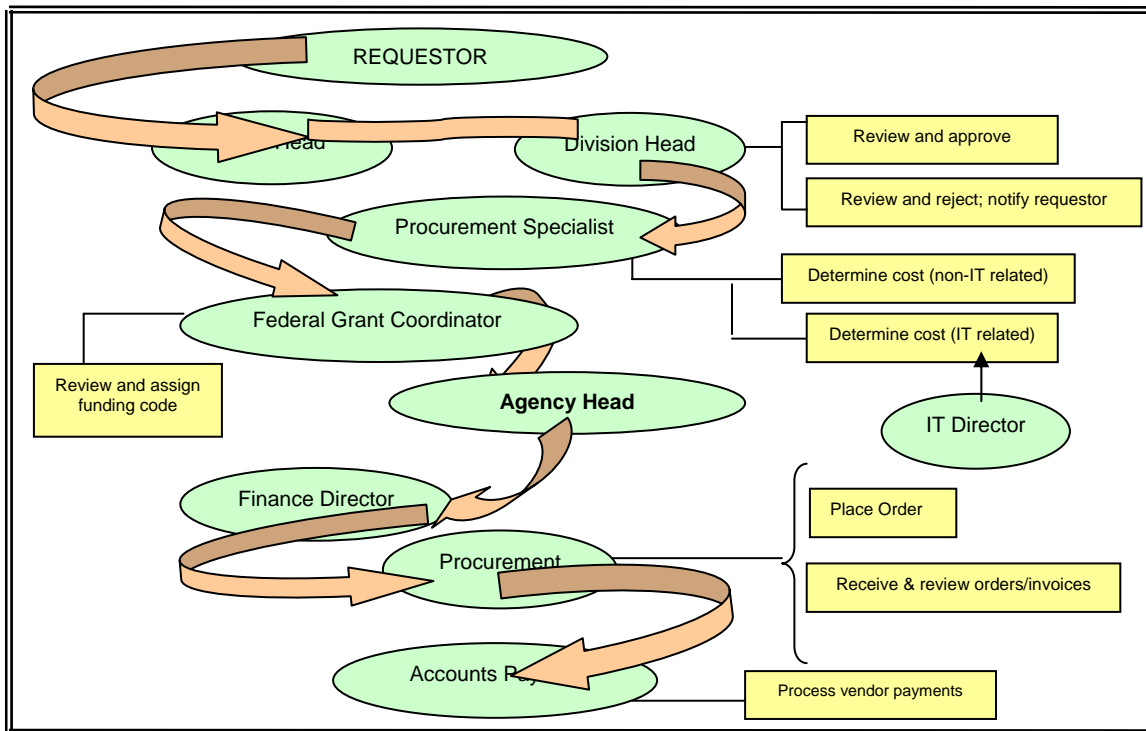
The agency works closely with both federal and state officials and the agency’s governing Board to assess and anticipate program impact and to properly manage risks. Staff is assigned to cooperate with officials, as needed. For example, both the Information Services and the Collection Management Services directors were called upon to meet with inspectors from the S.C. Insurance Reserve Fund to provide a tour of facilities housing collections, specific statistics

and other data and, the IT staff worked closely with General Services and the Division of the State Chief Information Officer (CIO) to provide HVAC monitoring.

**1.4 How do senior leaders maintain fiscal, legal, and regulatory accountability?**

(Table 1.4) This is accomplished through the following methods:	
Director leads all budget planning discussions (formal and informal), maintains final approval over all budgetary proposals/spending and maintains strict adherence to all state and federal enabling legislation and applicable state administrative/fiscal policies, regulations and guidelines	Federal grant coordinator attends all required federal meetings, interprets and provides guidance to agency and public library staffs on all related federal regulations, maintains compliance oversight, initiates contacts with the agency’s federal program officer and assists the finance director with maintaining fiscal compliance
Administration and other associated managers meet all federal and state reporting requirements	Agency director initiates, as warranted, consultations with the Attorney General’s Office, the agency’s Budget Analyst, the Office of Human Resources and other appropriate State Government officials
Finance and Business Operations staff provide continuous review of budget accounts and expenditures, strive for timely processing of vendor payments and disbursements to public libraries, maintain data integrity, and provide support to administration to participation and cooperation in formal State Government audits of agency operations	Use of IT staff for implementation of technology improvements that facilitate fiscal and regulatory activities.
Finance and Business Operations staff monitor agency records retention activities for compliance with state and other relevant retention schedules	Use of a procurement work flow process to guarantee internal accountability

Figure 1.4 – Procurement Workflow Process



**1.5 What key performance measures are regularly reviewed by your senior leaders? (Actual results are to be reported in Category 7)**

Registered customers	Customer contacts and transactions (phone, email, on-site, etc.)	Materials usage (circulation, web site activity, electronic database use, interlibrary loans, etc.)	Collections data (media added, withdrawn, etc.)	Customer satisfaction survey data
Site visits to public libraries; other contacts and consultations with public library staffs	Program participation and effectiveness (e.g., Summer Reading, Talking Book Services, DISCUS, CE, etc.)	Effectives of networking and IT activities (e.g., Web site activity)	Promotional and marketing activities	Volunteer program effectiveness
Cost effectiveness of programs/services	Staffing (actual vs. authorized FTE)	Staff performance (e.g., EPMS data, staff development participation, employee feedback, etc.)	Fiscal performance (e.g., effectiveness of federal grant programs, efficiency of pass through processes for public libraries, vendor payment processing, etc.)	Input is sought from front-line employees who are knowledgeable about essential operational processes

**1.6 How do senior leaders use organizational performance review findings and employee feedback to improve their own leadership...and the effectiveness of management...**

([See Section III, Category 1, 1.1f](#)) Identified organizational performance shortcomings provide the impetus for senior leaders to adjust their own management styles so that improvement challenges to staff can be communicated in a positive manner. Senior leaders are expected to model the behavior sought from their employees and to focus on strategies that support high quality service and opportunities for continued employee learning.

**1.7. How do senior leaders promote...participate in succession planning...**

The impact of the agency's lack of a viable succession plan during the past several years of retirements of veteran staff—culminating in the 2005 retirement of its director—has been more than evident. The agency has two employees currently enrolled in the TERI program and ten employees with twenty or more years of state service—involving both senior managers and professional librarian positions. To avoid the organizational and administrative confusion experienced during the agency's first major wave of veteran staff retirements, future succession planning efforts must result in new strategies for knowledge transfer and for calculated replacement of veteran staff. ([See Section III, Category 4, 4.7](#)) Currently, staff promoted or recruited as new departmental managers are trained through OHR supervisory APM (Associate Public Manager) classes and other agency financed training. Moreover, lack of diversity among the agency's managerial staff is an area that also requires attention.

**1.8. How do senior leaders create an environment for performance improvement...**

Departmental managers are encouraged by the director to adopt a management style of openness, which in turn encourages employees to freely express their ideas. Staff is encouraged to participate in professional organizations. Flexible scheduling and professional leave are used to facilitate participation. Through contacts with colleagues in and out-of-state, innovation is nurtured. Staff return from national conferences energized and ready to share new ideas with co-

workers. Brown bag lunch sessions have been held with conference attendance recaps. These informal sessions foster free-flowing discussions that inevitably lead to new action strategies.

**1.9 How does senior leadership actively support and strengthen the communities ...**

Many agency programs, services and activities impact local communities throughout the state. For instance, funding allocated for the statewide summer reading program reaches local communities and improves literacy among children and teens, fosters intergenerational reading activities that build healthy families and provides the impetus for local and private funders to enhance federally funded summer reading resources and programs with local activities and incentive rewards. Another example is the planning that is underway for a FY 2007 *“Every Child Ready to Read Initiative,”* which has the potential to impact the lives of many of the state’s youngest citizens. Also, the Talking Book Services program provides a community connection with public education delivered via presentations and exhibits to local churches, civic groups, senior centers and the like. Similarly, the agency director frequently attends local groundbreaking ceremonies, library open houses and other events to help local community leaders publicize the value of libraries. Many agency partnership and collaborative ventures also support and strengthen communities (*See Category 7.7.1*). Senior leaders actively support these efforts by budgeting for related expenses and by using flexible work scheduling. Employee involvement in charitable efforts is encouraged but not mandated. During work hours employees may actively promote and collect donations for charitable causes.

<b>(Table 1.9) FY 06 Community Support</b>				
<b>Annual United Way campaign</b>	<b>Community Health Charities</b>	<b>Vets with a Mission (coordinated by the church of a staff member)</b>	<b>Eyeglasses Mission Project (coordinated by the church of a staff member)</b>	<b>Hurricane Katrina Water Relief (staff delivered to 300 bottles of water to Harvest Hope Food Bank about</b>
To aid citizens, agencies, organizations and others trying to meet the needs of the relocated victims of Hurricane Katrina, a page with links to assistance available in SC was added to the State Library’s web site	A statewide Hurricane Katrina fund raising project, coordinated by the agency’s former director, raised \$21,700 to rebuild the New Orleans Public Library (NOPL) Children’s Resource Center	Books for SC Prisons Project (provided withdrawn State Library reading materials to the General Education Dept., SC Dept. of Corrections, for review and selective dispersal to prisons across the state)	SC International Personnel Management Association (SCIPMA) Project to Support SC Troops (chaired by a State Library staff member, the project raised funds to provide calling cards for troops to use during the Holiday season)	America Supports You - Operation Shoebox Campaign (coordinated by a State Library staff member with a son in Iraq, the project filled 16 "shoeboxes" and 2 larger boxes for general distribution to troops in the "Sandbox" - Iraq and Afghanistan)
<p><b>Personal community involvement among individual staff included:</b></p> <ul style="list-style-type: none"> <li>▪ SC Army national Guard Service (Bronze Star Award)</li> <li>▪ Local and regional boards of Jewish women’s organizations</li> <li>▪ Jewish Cultural Arts Board Meals March for Lexington County (Staff member received monetary donations) <ul style="list-style-type: none"> <li>▪ Charitable giving and mission involvement via membership in local area churches</li> </ul> </li> </ul>				

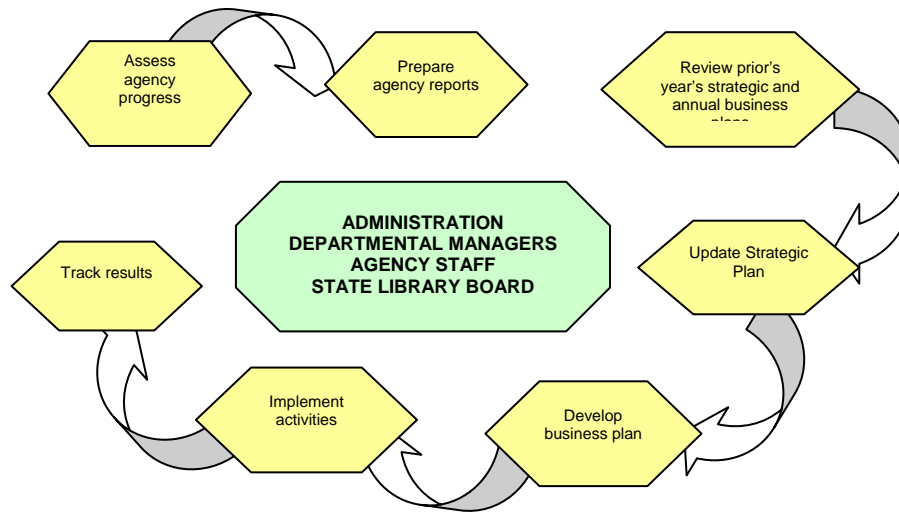
**III. - Category 2 – Strategic Planning**

**2.1. What is your Strategic Planning process, including KEY participants, and how does it address: a) organization’s strengths, weaknesses, opportunities and threats; b) financial, regulatory, societal and other potential risks; c) Shifts in technology or the regulatory environment;**

d) human resource capabilities and needs; e) opportunities and barriers described in the Executive Summary; f) business continuity in emergencies; g) business continuity in emergencies; h) ability to execute the strategic plan?

(See Section I, I.3, Section III, Category 1, 1.1a and Table I, I.4) Final assessments made through use and preparation of the FY reports are key processes that set the stage for the agency's strategic and annual business planning activities. Key participants are shown in Figure III.2.1. The opportunities and barriers cited previously (See Section II, Table II.7 and II.8) are consideration. Goals and objectives are crafted based on an awareness of both known and potential risks. For an agency such as the State Library, societal risks are very narrowly defined, e.g., all facets of statewide library and information services must now be viewed in the context of rapidly changing technology and its continued impact on the way individuals seek and use information. Because these type societal risks can have a major impact upon resource allocation and the types of technologies pursued, assessment of implications is an essential component of the agency's planning process. Partnerships that can help the agency accomplish goals and objectives that cannot be realized independently are considered. After a series of Management Team meetings, an annual business plan with action steps, a quarterly timeline and departmental assignments (singularly and collaboratively) is implemented. Maintaining business continuity in emergencies is addressed. The Disaster Preparedness and Safety Task Force recently updated the agency's disaster preparedness plan and posted it to the agency's intranet. The agency's regulatory environment has experienced no major changes; these known constraints are taken into consideration during the planning process. The Director presents the Strategic Plan to the State Library Board for approval and the business plan for informational purposes.

(Figure 2.1) SC State Library Strategic Planning Process





**2.2 and 2.3 What are your key strategic objectives, and what are your key action plans/initiatives?** (See *Strategic Planning Chart and Section I, 1.3*)

**2.4 How do you develop and track action plans that address your key strategic objectives...**(See *Section III, Category 1, 1.1a – 1.1d and Category 2, 2.1*)

This is accomplished through:

- Management Team and departmental staff meetings where strategic goals are carefully reviewed for alignment with objectives. Actions are declared either accomplished, in need of revision or elimination and timelines are adjusted as needed.
- Identification of weak areas of strategy implementation with reassignment of tasks.
- Vendor identification and assessment of the past performance of known vendors to avoid hindrances by unreliable vendors and suppliers.
- Assignment of lead departments, other staff necessary for accomplishment of action items and identification of partner departments for maximum use of human resources.
- Tactical allocation of budgetary and technological resources to ensure that action steps are accomplished and that strategic goals remain the focus of budgetary planning.
- Collaboration between IT and departmental directors for technology planning.
- Use of the planning process to align staff and customer expectations.
- Monitoring of progress.
- Presentation of progress reports during general staff and agency Board meetings.

**2.5 How do you communicate and deploy your strategic objectives, action plans and performance measures?** (See *Section III, Category 1, 1.1a*)

This is accomplished through:

- Departmental managers seeking staff during daily communications
- Newsletters and web sites (agency and partner organizations); intranet postings
- Meetings (library associations, public library trustee boards, advisory committees, etc.)
- New employee orientation sessions
- Director led planning and brainstorming sessions with staff
- Published reports
- Memoranda, listservs, etc.
- Informal contacts with internal and external customers
- Formal written monthly departmental reports
- Task force groups tracking and reporting on progress of assigned projects

**2.6 If the agency's strategic plan is available to the public through the agency's Internet homepage, please provide an [address for that plan on the website.](#)**

[http://www.statelibrary.sc.gov/index.php?option=com\\_docman&task=cat\\_view&gid=209&Itemid=449](http://www.statelibrary.sc.gov/index.php?option=com_docman&task=cat_view&gid=209&Itemid=449)

### **Category 3 – Customer Focus**

**3.1.1. How do you determine who your customers are and what their key requirements are?**

Key customers are identified through interpretation of the agency's mission and authorizing legislation (See *Table II.2*) and *Category 7, 7.1*). The agency's primary key customer is any citizen of the state, which extends to visitors to a region served by a S.C. public library. Key customer groups spawn secondary customer groups, e.g., public libraries exist within the context of library boards and county governments. Strategic planning is approached within the context of key and secondary customers. Several key customer requirements are statutorily determined

such as a statewide library network to facilitate resource sharing, special format reading materials for the blind, administration of state and federal funds for public libraries, research services to General Assembly, etc. Key requirements are also determined through online and written surveys, formal and informal focus group sessions, staff observations, etc. (*See Category 1, 1.2, 1.3 and 1.5*). Stakeholders communicate customer requirements through their participation in agency boards and committees.

**3.2. How do you keep your listening and learning methods current with changing...needs...**

As new technological tools become available, they are evaluated and if feasible are implemented to assist the agency in determining customer needs. For instance, the agency made use of SurveyMonkey, an intelligent survey software tool, to assess information research skills training needs of state government employees and those of collection managers in the state’s public libraries and to determine the usefulness of the agency’s SConnects @ the Library web site, etc. (*See Category 7, 7.2 [CE] and 7.2 [State Government]*). As customer needs continue to change, the agency strives to update and adapt its listening and learning methods.

**3.3 How do you use information from customers/stakeholders to keep services or programs relevant and provide for continuous improvement?**

<b>(Table 3.3) Customer and stakeholder feedback is used to:</b>				
Facilitate decision making	Pinpoint service areas needing improvement, redesign or elimination	Establish program and budget priorities	Make personal contacts, where appropriate, to address dissatisfactions	Target employee training and training dollars
Understand and anticipate customer expectations	Select library materials that meet user needs	Target consultation services needed by public libraries	Target federal Library Services and Technology Act sub-grant funds	Improve agency sponsored training programs/events
Facilitate long-range planning	Facilitate improvement of operational processes that impact customer satisfaction, e.g., administration of pass-through funds to public libraries	Pinpoint research for public assistance grants that can fund technology needs of SC’s public libraries, e.g., Gates Foundation grants	Establish the basis for agency budget development/justification	Establish marketing and promotional goals

**3.4. How do you measure customer/stakeholder satisfaction and dissatisfaction and use this information to improve?**

<b>(Table 3.4) Customer satisfaction and dissatisfaction is determined through:</b>				
Public services staff personal contact with customers	Monitoring relevant library publications	Evaluating customer usage statistics and survey/needs assessments results	Informal networks and professional affiliations	Assessing the impact of promotional efforts (e.g., increased customer usage)
Periodic use of targeted focus groups	Solicitation of stakeholder feedback (formal and informal)	User surveys that solicit customer satisfaction/needs data	Tracking of customer participation in and response to agency sponsored training and other events	Use of online survey mechanisms

When feasible, customer suggestions are incorporated into procedural and other improvements. Marketing dollars are often targeted to promote service areas that customer feedback identified

as important, such as literacy, expanded database offerings, etc. (See [Category 3](#), 3.1, [Category 4](#) and [Category 7](#), Results)

**3.5. How do you build positive relationships with customers and stakeholders? Indicate any key distinctions between different customer groups.**

Customer Group	(Table 3.5) Relationship Building Method
All	Maintaining a focus on mission accomplishment
	One-on-one customer/employee interactions that include customer friendly service, responsiveness to service needs and immediate and appropriate follow-up to concerns
	Statewide marketing and promotional activities that educate citizens about the availability of information services, resources and programs
Public Library Staffs	Site visits that allow in-depth one-on-one consultation sessions than cannot otherwise be accomplished
Public Library Staffs and Citizens	Director and/or her designee(s) regularly attend formal and informal public library events such as groundbreaking ceremonies, open house events, library staff development days, etc.
Partners/Stakeholders	Director and/or her designee(s) accept invitations to events such as those held by the SC School for the Deaf and Blind, the University of SC's School of Library and Information Science, First Steps to School Readiness, etc.
	Staff serve as agency liaisons/representatives to groups such as Cultural Visions Council, Reach Out and Read SC, Partnership Among SC Academic Libraries, etc.
	Proactive engagement in collaborative opportunities, such as those established with the Recording for the Blind and Dyslexic, SC Office
Citizens with Disabilities	Support of statewide activities of disability consumer groups such as the National Federation of the Blind of SC and the American Council of the Blind of SC
State Agencies; Partners/Stakeholders	State Library meeting room facilities are made available for use through reservations

**Category 4 – Measurement, Analysis and Knowledge Management**

**4.1. How do you decide which operations, processes and systems to measure for tracking financial and operational performance, including progress relative to objectives and action plans?**

(Table 4.1) Key determining factors are:	
Alignment with key priorities, customers and services identified through the strategic planning process	Factors critical for daily operations
Interpretation of the agency's mission	Relevance to measurement and evaluation of customer satisfaction
Efficiency, relevancy and feasibility of data collection to key operational processes (See Category 4, 4.3)	Alignment with data collection standards used by libraries nationwide (the agency is represented on advisory committees to National Center for Educational Statistics and 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	Data not covered in national reports but that reflect improvement of local level library services, e.g., public library financial data
State/federal compliance regulations/statutory requirements	Correlation of the agency's strategic plan and with budgetary resources
Ability to perform the analysis within a realistic time frame (relevant to the annual business plan activities)	Usefulness of measures for performance improvement

**4.2. How do you use data/information analysis to provide effective support for decision making throughout your organization?**

<p>(Table 4.2) Data information is used to:</p>	Determine service adjustments	Identify and address training needs	Develop promotional/marketing objectives	Determine selection of library materials needs
	Target spending	Develop FY budget requests	Assess the quality and effectiveness of local library services	Develop a varied calendar of continuing education training events for customers
	Address agency staff development and training needs	Facilitate development and revision of policy and procedures	Improve/adjust internal operations (staffing reassignments, procurement approval requirements, facilities enhancements, etc.)	Determine areas for improvement; use as a basis for long range planning

**4.3 What are your key measures, and how do you review them, and how do you keep them current with business needs and direction?** (See Section III, [Category 1, 1.5](#), [Category 3, 3.4](#), [Category 5](#), and [Category 7](#))

<p>(Table 4.3) Key Measures See Section III, <a href="#">Category 1, 1.5</a></p>	Traditional library measures (number of customers, use of library resources, collections data, etc.)	Financial performance (pass through processing efficiency, data accuracy, payment processing rate, etc.)	DISCUS data (usage, cost avoidance for libraries and schools, databases, training, retrievals, etc.)	Consulting services activity (site visits, phone contacts, etc.)
	Numerical data on all agency programs, services, facilities, and staff	Customer transactions (e.g., reference questions researched)	Volunteer service (time contributed and cost equivalent)	Federal grants activity (dollars requested vs. awarded, successful programs, etc.)
	Promotional statistics (relationship to increase in customer usage, etc.)	IT Networking activity (server availability, upgrades, etc.)	Training/Continuing Education (sessions, participants, satisfaction, etc.)	Percentage of state dollars provided to public libraries
	Web statistics (site hits, unique visitors, average visit length, etc.)	Human resources (EPMS activity, salary data, FTEs, diversity, salary, recruitment and other data)	Literacy results (e.g., statewide summer reading participation)	

Key measures are reviewed during strategic planning meetings. Departmental managers also regularly assess measurements being used to evaluate their areas ([See Section III, Category 2, 2.5 and Table 4.1](#)). Key measures are updated as needed. For example, the IT director, in consultation with the agency’s web administrator changed key measures for tracking the agency’s web site activity by expanding the measures to include top visited pages and unique visitors. Managers now have reliable data that can be used to improve web site content.

**4.4. How do you select and use comparative data and information to support operational and strategic decision making and innovation?** ([See Category 4, 4.3](#))

State comparative and published national data are based on national standards and indicators (*See 4.5*) are used. The [Annual Statistical Summary](#) of comparative public library data is used by the agency and other libraries to facilitate informed decision making on issues such as budget and personnel management and programming for local communities. Public library data from the [National Center for Education Statistics \(NCES\)](#) and 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.

<b>(Table 4.4) Agency Uses of Comparative Data</b>				
Make decisions, e.g., budget and other resources allocation, justification of innovative change	Assess professional development progress among public library staffs	Pinpoint new areas for consultation services	Assist public libraries with the development of local programs and services	Support/justify and develop budget requests
Monitor and identify regional trends	Project future needs and prioritize planning for new services and programs	Aid with the analysis of current and development of new improvement processes	Assist with strategic planning	Assess the effectiveness of pass-through dollars

**4.5. How do you ensure data integrity, timeliness...** (*See Category 7, [7.2 IT Services](#) and [7.3](#)*)

<b>(Table 4.5) Agency Methods for Ensuring Data Integrity...</b>				
Reliance on systematic data entry processes, use of electronic data checks and other review of staff data input	Systematic collection of data (monthly, annually and at other intervals per state/federal requirements and per schedules established by senior leaders or special project coordinators)	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 as warranted	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) e.g., human resources and other agency confidential data are maintained in secure areas; certain electronic data are (e.g., procurement credit card data) password protected with limited access as determined by the agency and/or finance directors	Established procedures for determination of accuracy of financial data (e.g., detailed checks of all formal financial reports such as audits submitted by sub-grantees,	Compliance with state mandated internal audits also determine accuracy of agency financial data	Identified problem financial data are personally reviewed and evaluated by the finance director
Established procedures that ensure programmatic and financial compliance	Active participation in the Federal and State Cooperative System for Public Library Data with one a staff member serving as the FSCS data coordinator; 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	Publication of the Annual Statistical Summary (ranks SC's public libraries) and the Annual Report that compiles SC library statistics in one source

**4.6 How... translate organizational performance...findings into priorities for...improvement?**

<p>(Table 4.6) Organizational performance review findings are used to:</p>	<p>Develop continuing education and staff development strategies to reflect long-term strategic initiatives and short-term objectives</p>	<p>Review of communication processes to ensure that information flows throughout the agency (top/down and bottom/up) so that staff have access to information needed to improve performance</p>	<p>Develop action steps for the accomplishment of agency goals and objectives</p>	<p>Adjust staff positions/responsibilities to address findings</p>
	<p>Identify of new or elimination of unneeded measures</p>	<p>Develop processes to integrate more targeted input from stakeholders and customers</p>	<p>Address customer satisfaction data</p>	<p>Align priorities with resources (financial and human)</p>
	<p>Reinforce partnership support of priorities</p>	<p>Assist in decision making</p>	<p>Brainstorm for innovation</p>	<p>Modify strategic and/or annual business plans</p>

**4.7. How do you collect, transfer and maintain organizational and employee knowledge...How do you identify and share best practices?** (See [Category 1, 1.e](#) and [1.7](#); [Category 3, 3.2](#))

<p>(Table 4.7) Identifying, sharing, collecting, maintaining, and transferring best practices and organizational and employee knowledge is accomplished through:</p>	<p>Staff participation in professional associations (See Section III, 1.8)</p>	<p>Agency collaborative efforts and interactions with staffs from libraries in and out-of-state</p>	<p>Everyday informal sharing of management issues by departmental directors</p>	<p>Formal meetings (Management Team, staff, departmental) where staff share success stories on a host of topics</p>
	<p>New hire orientation process (new supervisors engage in depth one-on-one sessions where managers e knowledge about all phases of their departmental operations)</p>	<p>Systematic orientation process for new hire support staff for transfer of essential organizational knowledge for quick integration into routine agency procedures</p>	<p>Retention of key employees and the pairing of recently promoted managers with same</p>	<p>Re-hire of TERI staff (in part-time temp) for transfer of knowledge (e.g., previous finance director worked with the new finance director; former library development consultant worked with new library development director)</p>
	<p>Development, revision and maintenance of agency manuals, handbooks, training guides, policies and procedures</p>	<p>State Library web site and agency intranet</p>	<p>Agency records retention procedures and policies</p>	<p>Agency subscriptions to professional library journals in the areas of IT, administration and management, PR, grants, etc. and routing of such to professional and technical staff to keep current with business needs and trends</p>



	Agency membership in professional associations (e.g., SC State Government Improvement Network [SCSGIN])	Provision of up-to-date basic computer workstations with Internet access for all staff and higher-level software and hardware for designated staff	Disaster Preparedness Plan that addresses protection of essential business data and library collections	Emphasis on staff development and training (See Categories <a href="#">5</a> and <a href="#">7, 7.4</a> )
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### **Category 5 – Human Resources**

**5.1. How do you organize and manage work: to enable employees to develop and utilize their full potential, aligned with the organization’s objectives, strategies and action plans; and to promote cooperation, initiative...**(See Section III, [Category 1, 1.1, 1.6](#); [Category 2, 2.1d](#))

<p>(Table 5.1) Organization and management of work to develop potential, align tasks with organizational objectives, nurture empowerment, create a desired organizational culture, etc. is accomplished through:</p>	Supporting staff development and training participation with flexible scheduling, professional leave and budgetary resources	Using peer-to-peer on-the-job training (e.g., when staff are assigned duties outside their departments, they are trained by peer staff of those departments)	Hosting staff appreciation events (in a relaxed atmosphere of camaraderie with themed events, games, etc. ) to recognize staff service and accomplishments	Fostering a supportive work environment through a business casual dress code, open door policies, responsiveness to leave requests, well-equipped and comfortable workspaces, etc
	Making staff listserves available to inform staff of personal and professional accomplishments of colleagues, solicit involvement in charitable causes, etc	Involving staff in strategic planning and decision making through meetings between staffs and their departmental managers and participation as task force group members	An agency Director who makes resources available to support staff appreciation events, encourages CE participation, schedules a monthly open-door day for to express concerns (positive or negative)	EPMS process that communicates priorities and coaches employees toward meeting goals and objectives
	Facilitating empowerment through the use of task force groups (representative of staff at all levels) to carry out organizational action plans	New hire orientation process, that ensures an understanding of essential operational processes within the first several days of work	Facilitating business information sharing through email, quarterly staff meetings, agency intranet, listserv, online calendar, etc.	Regularly reviewing and updating position descriptions to align employee job functions and responsibilities with organizational objectives

The agency’s organizational culture continues to be redefined. Staff development sessions have been used to assist in this process ([See Category 7, 7.4](#)). Senior leaders must develop more effective ways of helping employees understand how their positions support organizational goals and objectives. The pathway to promotions has to be more clearly defined with updated policies on compensation and other reward factors that are critical to facilitating innovation.

**5.2 How do you evaluate and improve your organization’s human resource related processes?** (See Section III, [Category 1, 1.1, 1.1b, 1.1d, 1.6,1.8](#) and [Category 2, 2.5](#))



With the agency under new leadership, human resources (HR) processes have received some much-needed scrutiny. Strategic planning in this area will last well into FY 07 and possibly beyond. The effort is being led by the agency Director. Direct supervision of routine day-to-day agency HR processes was returned to the F&BO Director, while all major HR processes and related decisions were shifted from the deputy director to the agency Director.

Although no formal assessment of the agency’s recruitment and hiring processes has taken place, real time trial and error efforts revealed deficiencies that have been addressed through the use of expanded online job vacancy postings, targeted advertising in professional library journals, networking (in and out-of-state contacts), hiring range increases and an expansion of the team interview concept so as to include staff at all levels. ([See Section III, Category 1, 1.1d](#))

A task force was charged with revamping the agency’s EPMS instrument ([See Section III, Category 1, 1.1b](#)). Staff input was sought. One department pilot tested the new supervisor evaluation tool. Findings allowed the Management Team to adopt an instrument reflective of the concerns of employees. The new EPMS tool, approved by OHR, was implemented on 07/01/06.

**5.3. How do you identify and address key developmental and training needs, including job skills...performance excellence...diversity...management/leadership development...(See [Category 5](#) and [Category 7, 7.4](#))**

(Table 5.3) Process	Results
Informal communication day-to-day communication between staff, supervisors and senior leaders	The desire of a staff member to attend library school for a Master’s in Library Science (brought to the attention of administration by the employee’s supervisor) demonstrated a need for the agency to develop a tuition reimbursement plan to address not only public library staffs, but also its own.
Strategic and annual business planning	Annual business plan action steps frequently direct training activities, e.g., with the implementation of a new acquisitions module for Collection Management Services, staff received technical training Actual on the job use of new skills resulting from job related/task specific training is virtually guaranteed
Continuing Education Coordinator oversees arrangements for employee enrichment and skill building sessions held in-house	Effectiveness of training opportunities is assessed through the use of a staff development evaluation report form and through one-on-one follow up with participants and supervisors
Use of a variety of training delivery methods	Formal orientation for new hires; employee handbook, agency policy manuals, etc. are made available via an intranet Teleconferences, online programming and other learning tools are made available to all staff (e.g., a license agreement with the College of DuPage Press Library Learning Network allowed staff to participate in several brown-bag lunch teleconference sessions, such as Library Management Hot Topics
Agency director advocates CE participation	Opportunities are provided for attendance at professional conferences New supervisors are enrolled in state OHR training Members hip in the SCSGIN, Executive Alumni Institute, and Certified Public Manager Society provide notification of new training opportunities throughout the year Departmental managers survey staff to develop lists of desired training/conference attendance prior to budget request preparation Diversity training, now much broader than just race and gender, is beginning to receive attention at the agency; a speaker was contracted to do a conflict management workshop on negotiating different personality types; another was contracted for a half-day workshop on teamwork that focused on different work; plans are underway for a FY 07 sexual harassment workshop

**5.4. How does your employee performance management system...support high performance...(See [Section II, II.9](#); [Section III, Category 1, 1.6](#))**

Because the EPMS document is used to outline measurable job functions with success criteria, supervisors are able to structure all to align with agency action plans. The agency recognizes employees with a record of consistent superior performance through the use of “Exceeds” and “Substantially Exceeds” ratings. Ratings are discussed with employees during evaluation meetings. Those receiving “Meets” ratings are praised for their efforts and are encouraged to seek higher achievement levels. Those with a below meets rating are given ample opportunity to discuss shortcomings and to develop mutually agreed upon strategies for improvement. The agency’s new EPMS tool incorporates an optional employee self-evaluation tool, designed to increase the employee’s role in the process. *Below Meets, Meets, Exceeds* and other performance levels were revised and are now referenced as *Unsatisfactory, Needs Improvement, Effective, Commendable and Outstanding*. Two core job functions were added for managers— one is *Promotes Implementation of the Strategic Plan*.

Although both employees and administration would prefer regular bonuses, raises or other monetary rewards for superior performance, budgetary constraints continue to make such unlikely. Priority continues to be placed on identifying promotional avenues or additional age cy goal related duties that can be accompanied by salary adjustments for high achieving personnel.

**5.5. How do you motivate your employees to develop and utilize their full potential?**

EPMS (for individual employee development plans)	Inclusion in decision-making and planning	Open and facilitated top-down/bottom-down communication
Staff recognition, rewards, appreciation days, internal promotions, salary adjustments	Agency funded Continuing Education (CE)/professional development opportunities	Leadership that encourages development of a hospitable and supportive work environment
Temporary and permanent task force groups to facilitate innovation/empowerment	Comfortable work office/work areas (physical facilities well-maintained with up-to-date technology and other essential equipment/supplies)	Inclusion of all staff in State Library sponsored marketing events, such as grand opening of SC Center for the Book, summer reading party for blind children, awards ceremonies for Letters About Literature and Notable State Documents
Opportunity to meet and talk with State Library Board members	Opportunities to learn about job tasks in other departments, e.g., tours were given of Talking Books Services’ digital recording studio and the Center for Children’s Books and Literacy and cross training sessions were offered for other departments	Preliminary planning discussions on job redesign and rotation, increasing opportunities for staff (at all levels) to interact with customers and providing CE opportunities to aid in preparation of high achieving staff for promotions (succession planning)

**5.6. What formal and/or informal assessment methods and measures do you use to determine employee well being, satisfaction, and motivation...(See [Section III, Category 1, 1.1b](#) and items [5.2](#) and [5.4](#) of this section)**

Formal assessment methods are a) EPMS instrument; b) CE evaluation form; c) Staff development and training report form; d) Exit interviews (voluntary) with departing staff. The new EPMS tool’s optional employee self-evaluation instrument asks four key questions (major accomplishments, areas for improvement, problems encountered on the job and suggestions for solutions, desired training opportunities and comments). Nurturing the agency’s knowledge base

is a primary factor in decisions related to staff development and realignment of job duties. CE survey forms provide immediate feedback on the effectiveness of the training. Results are used to help determine training priorities, but no formal method is used to track long-term effectiveness. Similarly, there are no formal methods to assess the effects of administrative changes, workload and grievance resolution procedures on employee satisfaction and motivation. Employee retention data is tracked through the state's Human Resources Information System (HRIS).

The agency director in consultation with the HR coordinator addresses employee concerns as they manifest. Responses are dictated by the specific grievance but may include meeting with supervisors or one-on-one counseling sessions with the employee. Every effort is made to prevent escalation to the level of a formal employee grievance. The agency's OHR consultant maintains grievance data. There were no formal FY 06 grievance filings. Development of formal systematic employee satisfaction assessment methods is an area that needs attention. ([See Category 7, 7.4](#))

<b>(Table 5.6) Informal assessment methods previously noted in this report</b>		
<b>Managerial open door policy that allows supervisors to determine satisfaction levels of individual employees; Director's "Open Door Day" provides an immediate mechanism for her to assess individual employee well being and satisfaction, for those individuals comfortable with the method</b>	<b>Direct communication from managers to the agency head that inform her of staff concerns about salary levels, distribution of work, promotional opportunities and the like</b>	<b>A designated agency facilities contact allows immediate assessment of staff satisfaction with work areas and other building facilities/amenities as all are quite comfortable communicating deficiencies (this facilitates workplace safety and security)</b>
<b>Quarterly staff meetings that allow administration to gauge (anecdotally) the collective level of satisfaction with announced procedural and other changes.</b>	<b>Completion of annual business plan actions provides a measure of employee motivation and productivity</b>	<b>Task Force groups, depending on the assigned project, are a source of information about employee satisfaction and strategies for improvement</b>
<b>Ready access to the agency's HR Coordinator for guidance on benefits, employee relations, etc. allows for early involvement of the agency director, when needed, to mediate and mitigate problems, thereby fostering employee satisfaction</b>		

**5.6. How do you maintain a safe, secure and healthy work environment? (...workplace preparedness...)**

A reorganized Emergency Preparedness/Safety Task Force (staff from various departments) reviewed disaster preparedness procedures and produced a new *Emergency Preparedness and Safety Manual* that is posted to the agency intranet. Topics covered are:

- |                                     |                              |                        |
|-------------------------------------|------------------------------|------------------------|
| Emergency notification              | Collection damage assessment | Medical emergencies    |
| Building evacuation                 | Sheltering in place          | Technical hazards      |
| Building floor plans                | Supply inventories           | Pandemic influenza     |
| Team positions and responsibilities | Insurance coverage           | Workplace violence     |
|                                     |                              | Emergency procurements |

Planning is underway for a FY 07 half-day emergency preparedness and safety-training workshop for all staff. Eight staff members volunteered to serve as the agency's first responders for medical emergencies. On site 08/06 Red Cross CPR/First Aid training is scheduled for them. Other steps taken to enhance safety included: replacement of employee entrance key pads, were lock down of agency PCs to deter theft, installation of an employee entrance door with a security window, and investigation of the cost of installing security cameras at main exits.

<p>(Table 5.6) Other methods used to maintain a safe, secure and healthy work environment include:</p>	<p>Compliance with occupational safety and health rules and regulations adopted by the SC Department of Labor, Licensing and Regulation</p>	<p>Arranging for periodic safety audits of both buildings by the Safety Support Unit of the Office of General Services;</p>	<p>Inclusion of safety awareness in the new employee orientation process (building walk through with exit locations, evacuation procedures, and the like)</p>
	<p>Enforcement of the agency's smoke-free workplace policy</p>	<p>CPR/First Aid trained staff for service as medical emergencies first responders</p>	<p>A designated agency General Services liaison for correction of building maintenance problems</p>
	<p>Notifying staff of free health screenings, wellness walks, etc. and allowing staff to participate without using personal leave time</p>	<p>One-on-one guidance from the HR coordinator to staff with eligible Worker's Compensation claims</p>	<p>Taking immediate corrective action (as the budget allows) to eliminate deficiencies</p>

**Category 6 - Process Management (Address only the most critical requirements...)**

**6.1 What are your key processes that produce, create or add value for your customers and your organization? How do you ensure that these processes are used? ([See Table II, II.1-II.4](#))**

Senior managers are responsible for using these processes and for monitoring related staff performance.

Table 6.1	Processes	Requirements	Measures
Information Services	<ul style="list-style-type: none"> <li>○ In-depth research Materials retrieval and circulation</li> <li>○ Collaborative liaisons</li> <li>○ Collection development</li> <li>○ Borrower registration</li> <li>○ Interlibrary loan</li> <li>○ Information referrals</li> <li>○ Information skills training</li> <li>○ State Library orientation</li> <li>○ On site personal assistance</li> <li>○ Delivery of materials</li> <li>○ Data collection</li> <li>○ Online catalog searching</li> <li>○ Internet access</li> </ul>	<ul style="list-style-type: none"> <li>○ Web site</li> <li>○ Voice messaging</li> <li>○ State-wide toll free access</li> <li>○ Timely response</li> <li>○ Knowledgeable and friendly professionals ; skilled technical staff</li> <li>○ Up-to-date reference/research collections</li> <li>○ Collections (print, multi-media, electronic, general, specialized)</li> <li>○ Interagency Mail Services (IMS)</li> <li>○ Building facilities (accessible service hours; visitor parking, Internet accessible computer workstations, etc.)</li> <li>○ 24/7 Online library catalog (WebLion)</li> <li>○ Virtual reference tools</li> <li>○ Marketing/PR</li> <li>○ Use of new technologies; integrated library system</li> <li>○ IT support; reliable network infrastructure</li> <li>○ Customer feedback</li> <li>○ Proper scheduling of staff for phone/desk coverage</li> </ul>	<p><a href="#">See Category 7, 7.2 – Customer Services – State Government and Citizens</a></p>

Talking Books Services	<ul style="list-style-type: none"> <li>○ Readers Advisory; information research</li> <li>○ Identification of special format materials</li> <li>○ Interlibrary loan</li> <li>○ Disability services referrals</li> <li>○ On site personal assistance</li> <li>○ Delivery of materials</li> <li>○ Audio book production</li> <li>○ Tape duplication</li> <li>○ Scheduling/hosting Consumer Advisory Committee</li> <li>○ Borrower registration</li> <li>○ Assistive technology guidance</li> </ul>	<ul style="list-style-type: none"> <li>○ Accessible services, resources and facilities</li> <li>○ Delivery van</li> <li>○ Customer feedback</li> <li>○ Special format materials</li> <li>○ Playback equipment</li> <li>○ Voice messaging</li> <li>○ IT support; accessible web site</li> <li>○ State-wide toll free access</li> <li>○ Federal support</li> <li>○ Specialized integrated library system</li> <li>○ Professional/friendly librarians</li> <li>○ Support staff</li> <li>○ Digital recording facilities</li> <li>○ Audio duplication equipment</li> <li>○ Assistive technology</li> <li>○ Proper scheduling of staff for phone/desk coverage</li> <li>○ Marketing/PR</li> </ul>	<p style="text-align: center;"><a href="#"><u>See Category 7, 7.2 – Customer Services – Citizens with Disabilities</u></a></p>
DISCUS Program	<ul style="list-style-type: none"> <li>○ DISCUS statewide database training</li> <li>○ Acquisition of new databases</li> <li>○ Program administration</li> <li>○ Technical support/guidance</li> <li>○ Consultant services</li> <li>○ Scheduling/hosting Advisory Committee meetings</li> </ul>	<ul style="list-style-type: none"> <li>○ 24/7 Remote access with excellent response time</li> <li>○ IT support</li> <li>○ Web site enhancements</li> <li>○ Knowledgeable professionals</li> <li>○ Meeting and training facilities</li> <li>○ Marketing/PR</li> <li>○ Incorporation of new technologies</li> <li>○ Training and technical documentation</li> <li>○ Reliable database vendors</li> <li>○ Program assessment; customer feedback</li> </ul>	<p style="text-align: center;"><a href="#"><u>See Category 7, 7.2 – Customer Services – DISCUS Program</u></a></p>
Library Development Services	<ul style="list-style-type: none"> <li>○ Consultant services to public libraries (guidance and assistance with budgets, automation, planning, buildings, administration, etc)</li> <li>○ Staff development &amp; training</li> <li>○ Site visits</li> <li>○ State Aid administration</li> <li>○ Data collection &amp; synthesis</li> <li>○ Statewide summer reading program coordination; distribution of related materials</li> <li>○ Supporting local library advocacy efforts</li> <li>○ Certification of public librarians</li> <li>○ Development of partnerships</li> </ul>	<ul style="list-style-type: none"> <li>○ Knowledgeable professionals</li> <li>○ Meeting and training facilities</li> <li>○ Agency vehicles and proper scheduling for use</li> <li>○ Flexible work scheduling</li> <li>○ Adequate budgets</li> <li>○ Attendance at public library board meetings</li> <li>○ Accurate/dependable advice/guidance</li> <li>○ Skillful partnership selection</li> <li>○ Customer input/feedback</li> <li>○ IT support</li> <li>○ Proper scheduling of professional staff for coverage of counties</li> <li>○ Effective communication mechanisms</li> </ul>	<p style="text-align: center;"><a href="#"><u>See Category 7, 7.2 – Customer Services – Children and Youth Services; Public Library Development</u></a></p>
Collection Management Services	<ul style="list-style-type: none"> <li>○ Acquire library materials</li> <li>○ Catalog library materials</li> <li>○ Maintain library materials</li> <li>○ Maintain library collection database</li> <li>○ Preserve library materials</li> </ul>	<ul style="list-style-type: none"> <li>○ Knowledgeable professionals</li> <li>○ Support staff</li> <li>○ Integrated library system</li> <li>○ Adequate budget</li> <li>○ Efficient materials processing</li> <li>○ Reliable vendors for print and electronic resources</li> <li>○ IT support</li> </ul>	<p style="text-align: center;"><a href="#"><u>See Category 7, 7.2 – Customer Services – Collection Management Services</u></a></p>

Continuing Education Services	<ul style="list-style-type: none"> <li>○ Data collection</li> <li>○ Staff development &amp; training</li> <li>○ Notification of CE opportunities</li> <li>○ Registering participants</li> </ul>	<ul style="list-style-type: none"> <li>○ Online programming</li> <li>○ CE Coordinator</li> <li>○ Marketing/PR</li> <li>○ IT Support</li> </ul>	<a href="#">See Category 7, 7.2 – Customer Services - Continuing Education and Other Training Services</a>
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**6.2 How do you incorporate organizational knowledge, new technology, changing customer and mission-related requirements, cost controls, and other efficiency and effectiveness factors...**

Many data collection processes are connected to deadlines established by state and federal requirements for reporting. Thus, to a certain extent, 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. Also, a limited operating budget mandates cost control vigilance. Other tried and true processes have experienced efficiency improvements through incorporation of new technologies, e.g., delivery of online training to employees and online surveying. IT staff provide the critical support necessary to ensure that technology is fully supportive of key processes, which are reviewed during strategic planning meetings.

Customer needs and requirements impact several value creation processes cited above ([See Table 6.1](#)). It is expected that several processes will experience changes in design and methods of delivery as a result of future strategic planning efforts.

**6.3. How does your...operation of these processes ensure meeting...performance requirements?**

Key value and support processes ([See Table 6.5](#)) are essential to achieving the goals and objectives of the agency ([See Section I, 1.3](#)) and to meeting its central legal mandate ([See Table II.7 and Category 7, 7.1](#)). No agency services can be delivered without daily implementation of these processes, which are also supportive of the agency’s mission. The processes, their requirements and measures all align with the key performance measures cited in [Table I.5](#).

**6.4. How do you systematically evaluate and improve your key product and service related processes?**

Input gathered from surveys, discussions with stakeholders and staff and other processes previously cited ([See Categories 3 and 4](#)) is used by senior managers when evaluating existing processes and participating in strategic planning. ([See Section III, Category 2](#)).

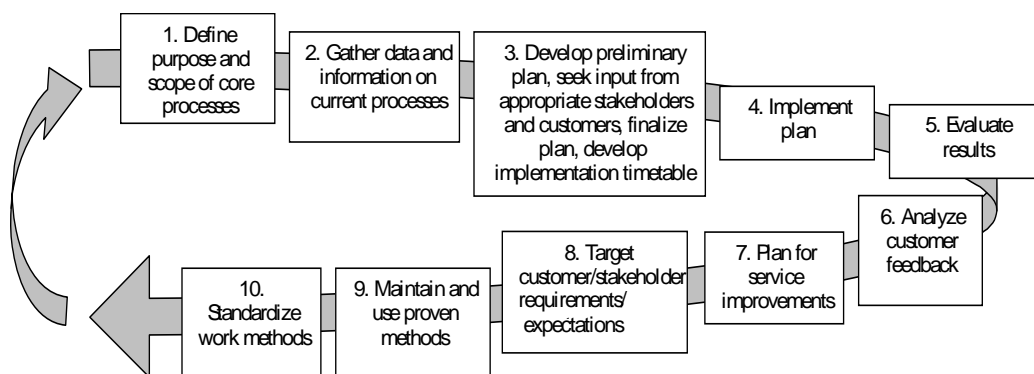


Figure 6.4

**6.5 What are your key support processes, and how do you improve and update these processes...(See Section, Tables II.6, II.7, II.8 and Section III, Category 2, 2.1a-d; Category 7, 7.2)**



Table 6.5	Processes	Requirements	Measures
<b>Information Technology Services</b>	<ul style="list-style-type: none"> <li>○ Technical and communications support (internal and external [public libraries])</li> <li>○ Technology planning</li> <li>○ Facilitate resource sharing</li> <li>○ Web administration</li> <li>○ ILS and collection database support</li> <li>○ Network infrastructure management</li> <li>○ E-Rate facilitation for public libraries</li> </ul>	<ul style="list-style-type: none"> <li>○ WAN/LAN</li> <li>○ Up-to-date hardware/software</li> <li>○ Remote access technology</li> <li>○ SC Library Network</li> <li>○ Skilled technical and professional staff</li> <li>○ Continual staff training and professional development</li> </ul>	<p style="text-align: center;"><a href="#">See Category 7, 7.2 – Customer Services – Information Technology Services</a></p>
<b>Administrative Services</b>	<ul style="list-style-type: none"> <li>○ Financial Management (payment processing, budgeting, procurement, fulfill accounting requirements, etc.)</li> <li>○ Facilities management</li> <li>○ Human resources management (fulfill personnel requirements)</li> <li>○ Data collection</li> <li>○ Sponsorship of statewide meetings</li> <li>○ Coordinating state/federal reporting activities</li> <li>○ Planning, monitoring and evaluating programs/services</li> <li>○ Facilitate and develop agency partnerships/collaborations</li> <li>○ Liaisons with state building and property services</li> <li>○ Disaster preparedness planning</li> <li>○ Meetings/contacts with key suppliers</li> </ul>	<ul style="list-style-type: none"> <li>○ Technology support</li> <li>○ Responsible management</li> <li>○ Knowledgeable professionals</li> <li>○ Human Resources Information System (HRIS)</li> <li>○ Basic Agency Reporting System (BARS)</li> <li>○ Governmental Accounting, Auditing, and Financial Reporting Procedures (GAAFR)</li> <li>○ Adequate financial resources</li> <li>○ Data and information availability</li> <li>○ Managerial leadership</li> <li>○ Strategic and business plans</li> </ul>	<p style="text-align: center;"><a href="#">See Category 7, 7.3 – Financial Performance; 7.4, Human Resources; 7.5, Regulatory/Legal Compliance</a></p>
<b>Grants Administration</b>	<ul style="list-style-type: none"> <li>○ Interpretation of regulations/guidelines</li> <li>○ Required reporting; completion of surveys</li> <li>○ Data collection; record keeping</li> <li>○ Planning</li> <li>○ Grant making</li> <li>○ Liaisons with federal program staff</li> <li>○ Attendance at related federal meetings</li> <li>○ Interacting with library development consultants</li> <li>○ Responding to sub-grantee concerns</li> </ul>	<ul style="list-style-type: none"> <li>○ Guidance documents</li> <li>○ Web sites</li> <li>○ Personnel with knowledge of related federal regulations and program guidelines/procedures</li> <li>○ Technology resources</li> <li>○ Support from Finance &amp; Business Operations Dept.</li> <li>○ IT support</li> <li>○ Customer input</li> </ul>	<p style="text-align: center;"><a href="#">See Category 7, 7.3 – Financial Performance</a></p>
<b>Public Relations and Marketing</b>	<ul style="list-style-type: none"> <li>○ Selecting promotion strategies</li> <li>○ Internal assessment</li> <li>○ Planning; Goal setting</li> <li>○ Customer analysis</li> <li>○ Library marketing on the web</li> </ul>	<ul style="list-style-type: none"> <li>○ Knowledge</li> <li>○ Understanding of mission, customers, and services</li> <li>○ Budgetary &amp; IT support</li> </ul>	<p style="text-align: center;"><a href="#">See Category 7, 7.1 – Mission Accomplishment; 7.2, Customer Satisfaction</a></p>



Key support and value creation processes are intertwined. Improving and updating them is often done in tandem and involves:

- Review and introduction of new technologies (e.g., use of web-based forms with data checks improved the accuracy and timeliness of data submitted by public libraries)
- Continual review of the agency’s progress in meeting its goals and objectives leads to either process improvement
- Staff monitoring of processes identifies deficiencies
- Data collection and reporting tracks turnaround times for key processes
- IT staff monitoring of automated systems identifies system improvement/upgrade needs
- Continual communication facilitates improvement in value creation processes and identifies best practices ([See Section III, Category 3, 3.5](#))

## Category 7 - Results

### 7.1 What are your performance levels and trends for the key measures of mission accomplishment... (See Section I, [Table I.1](#) and Section III, [Category 3,3.1](#))

(Table 7.1-1) The South Carolina State Library has met the requirements of all laws and regulations that govern its central legal mandate:	
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.

Performance levels for mission accomplishment and organizational effectiveness are documented by results that support agency effectiveness in: meeting the needs of the people of S.C., supporting public libraries, encouraging partnerships and marketing the value of libraries. Results for all follow.

### Encouraging Partnerships/Collaborations

- [Every Child Ready to Read @ your library®](#) -- Planning for this project began in FY 05. Through sponsorship of the S.C. State Library Foundation and the Psaras Foundation of Columbia, it was launched with great success. Using a workshop format devised by the Public Library Association (PLA) and the Association for Library Service to Children (ALSC), the State Library sponsored a workshop that drew children’s librarians from all across the state (60 attendees). Representatives from S.C. First Steps also attended.
- [Literary Arts Partnership](#) – This partnership (SC State Library, the SC Arts Commission, and The Humanities Council SC) continued its support of the popular and long running *Let’s Talk About It* statewide public library reading and book discussion program—designed around themes ranging from women's autobiography to the importance of heritage in S.C. literature. Comments from public libraries: “*We had no adult programming for a number of years. We obtained two of the LTAI programs within one fiscal year, and our adults loved the discussions,*” Kershaw County Library. “*The visiting scholars are wonderful and add so much to the book discussion!*” Berkeley County Library.

- [South Carolina Center for the Book](#) – A cooperative project of the S.C. State Library, the USC School of Library and Information Science, and the Humanities Council, S.C. A major accomplishment was the opening of the SC Center for the Book at the State Library, the establishment of an Advisory Board and the premier of the Center’s web presence. Its mission is to celebrate S.C.’s rich literary heritage and to bring public attention to the importance of books, writers and reading. The Center is the SC Affiliate of the Library of Congress (LC) Center for the Book. Among the Center’s projects is *Letters About Literature*, a reading and writing promotion program of the LC Center for the Book, in partnership with Target Stores and in cooperation with affiliate state centers. There are three competition levels: Level I for grades 4 - 6; Level II for grades 7 and 8, and Level III, grades 9 - 12. Winners receive cash awards at the national and state levels. S.C.’s 2006 first prize winners were from Prosperity (Level I), Beaufort (Level II), and Easley (Level III).
- [Carolina Reforma Chapter](#) -- Reforma is committed to the improvement of library and services for Spanish-speaking and Latino people in the U.S. The State Library facilitated a survey to determine interest among S.C. public library administrators in receiving staff training in delivery of services to Hispanics. 49% of respondents were from public libraries and 33% were public library administrators. Training interest topics (ordered by rank and noted as very desirable) were cultural awareness, basic Spanish for library staffs, collection development of Spanish language materials and basic community information for Spanish speakers (e.g., taxes and getting a drivers license). Survey results indicate a willingness among S.C. public library administrators to enhance services for this customer group.
- [S.C. Autism Society](#) -- A continuing partnership with this organization placed additional autism awareness materials in local public libraries across the state (68% of public library directors reported receiving positive feedback from customers on the materials).
- [University of SC, School of Library and Information Science \(SLIS\)](#) – Palmetto Pine Scholars (students from a scholarship program designed to recruit and educate the next generation of rural public librarians) from the USC and managers from S.C. public libraries attended the first S.C. Public Library Leadership Institute in May 2006 in Columbia. The Institute, jointly sponsored by APLA (the S.C. Association of Public Library Administrators), the S.C. State Library, and USC School of Library and Information Science, was funded by a federal grant. Sessions on managing from the middle, leadership core competencies, and mentoring new leaders in the library community were presented. Palmetto Pines Scholars enthusiastically endorsed the Institute for future Master’s of Library and Information Science (MLIS) students and potential leaders in the public library community. Plans are already underway for the 2007 Institute.

A follow up survey of public library administrators (facilitated by the SC State Library) on the usefulness of data that resulted from the successful [Economic Impact Study of S.C. Public Libraries](#), found that study results are still being used for presentations to key stakeholders and to garner support for increased funding. 55% of library directors had used the results in meetings with legislative delegations, 74% with city or county council members, 40% with fundraisers and 72 % with members of the press. The study concluded that the total economic impact of public libraries to the state is \$347 million while the actual cost of these services is \$77.5 million (\$4.48 return for every \$1 expended).

The agency’s partnership that houses the [University of South Carolina’s Center for Children’s Books and Literacy Center](#) at the State Library has afforded many collaborative

efforts, including one that exposes children from diverse backgrounds to library services for blind and physically disabled citizens. As tour groups of children from local Columbia area day care centers visit the Center, they also tour the Talking Book Services library.

**7.2. What are your performance levels and trends...key measures of customer satisfaction...(See Section III, [Table 1.4](#); [Category 3, 3.4](#); and Category 4, [Tables 4.2, 4.3 and 4.5](#))**

**CUSTOMER SERVICES**

▪ **Citizens with disabilities -- Key results: (TBS - Talking Book Services)**

S.C. continues to prepare for the 2008 roll out of the nationwide [digital talking books](#) program. Planning begun in FY 05 culminated with the successful migration, with technical support provided by the agency’s IT staff, of S.C.’s in-house recording program from analog to digital. The program is now fully equipped with operational state of the art digital recording equipment for production of fiction and non-fiction books by SC authors, books about the state and SC magazines. Departmental staff reorganization scheduled for FY 07 will return the volunteer coordinator position to an FTE status and is expected to result in the recruitment of more volunteer narrators and an increase in production—currently well below desired goals.

The role that [volunteers](#) play in the program continues to be significant—especially that of the [Telecom Pioneers](#). This group repaired and refurbished 968 cassette players. New and refurbished cassette players were loaned to 2,367 customers. Two teen volunteers from the SC Commission for the Blind assisted the program for three weeks (three mornings each week). At the close of FY 06, fifty (50) volunteers had contributed 2,132 hours of service for an estimated dollar value of \$38,462.

TBS migrated from an out-dated integrated library system (ILS) (vendor support ended in the late 1990s) to the [Keystone Library Automation System \(KLAS\)](#)—making it a KLAS Users Group member along with thirty other [National Library Service \(NLS\)](#) for the Blind libraries. The new system, implemented with support from the IT staff, provides increased functionality for both the TBS staff and its patrons and positions S.C. with a system that will be compatible with the NLS procedural changes implemented for the 2008 digital talking books program.

TBS staff participated in 36 events across the state, with a new focus on reaching potential customers in minority communities. (See *Category 1, [1.8](#) and [1.9](#)*)

(Table 7.2-1) Contacts were made with minority groups or representatives from:				
MUSC Office of Diversity, Charleston	Antioch Church, Cross, SC	Bibleway Church of Atlas Road in Columbia	SC State University in Orangeburg	Voorhees College, Denmark SC
Clafin College, Orangeburg	New Bethel AME Church, Lexington	Ebenezer AME Church, Charleston	Zion Missionary Baptist Church, Columbia	Native American Conference, Columbia

(Table 7.2-2) TBS Promotional Activities	
Exhibits	<ul style="list-style-type: none"> <li>• National Federation of the Blind of SC Annual Convention, Spartanburg</li> <li>• Annual Pee Dee Senior Life Expo, Florence</li> <li>• Tri-City Senior Expo, West Columbia</li> <li>• SC Association of Education Rehabilitation (AER) Conference, Myrtle Beach</li> </ul>
Tours	<ul style="list-style-type: none"> <li>• Students from Midlands Technical College, Columbia</li> <li>• SC Center for Children’s Books and Literacy tour groups</li> <li>• USC – SLIS students</li> <li>• New public library directors</li> </ul>
Distribution of TBS applications and information brochures	<ul style="list-style-type: none"> <li>• Palmetto Health Baptist Hospital, Columbia</li> <li>• Pickens High School</li> <li>• Lifecare Center, Charleston</li> <li>• Piedmont Living Center, Greer</li> <li>• Palmetto Eye Specialists, Hilton Head</li> <li>• Dorn Veterans Administration Hospital, Columbia</li> <li>• Clarendon High School</li> <li>• Lieber Correctional Institution, Columbia</li> </ul>

(Table 7.2-3) TALKING BOOK SERVICES COLLECTION STATISTICS				
Materials by Type	FY 05	FY 06	FY 05	FY 06
	Added	Added	Held	Held
Cassettes	22,563	20,787	307,257	396,987
Discs	22	0	6,396	0
Large Print Books	946	366	17,709	19,647
Described Videos	54	29	615	644
<b>TOTAL</b>	<b>23,585</b>	<b>21,182</b>	<b>331,977</b>	<b>417,278</b>

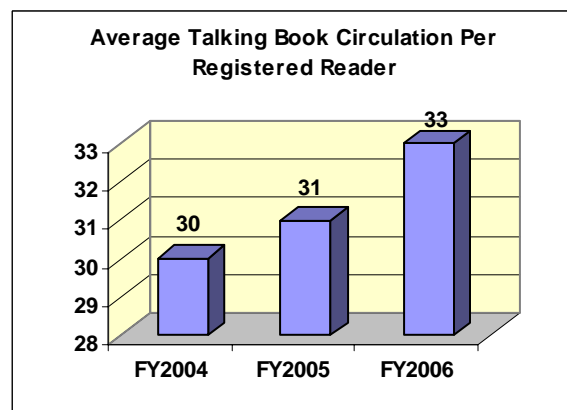
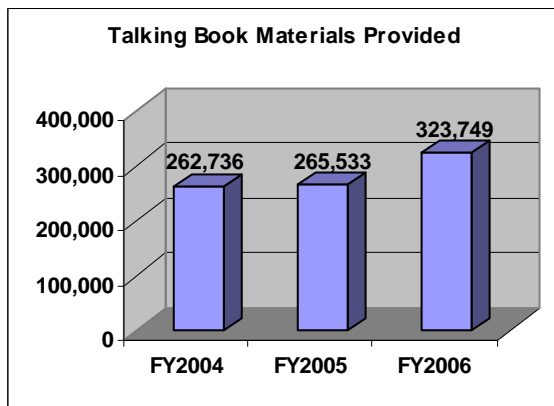
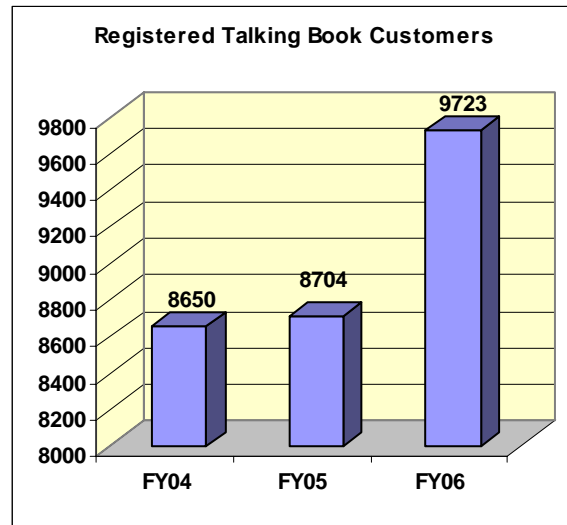
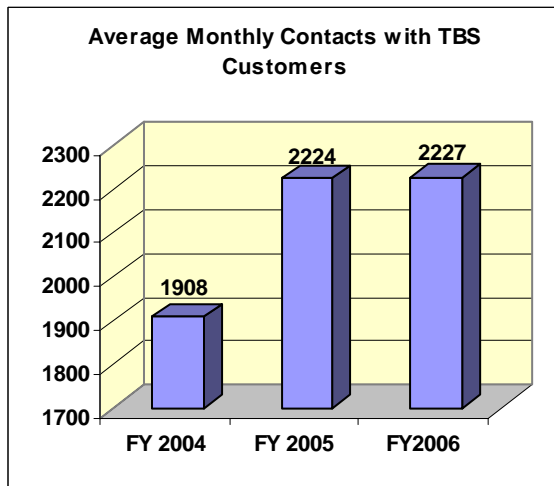
TBS services encompass more than just loaning talking books. TBS facilitates the participation of children with disabilities in the state’s annual vacation summer reading program. [\(See results, Children & Youth Services\)](#) It also experimented with OPAL (Online Programming for All Libraries) in an effort to deliver an interactive online book discussion program. Although this first effort proved disappointing,

exploration of ways to successfully integrate new technologies, and then aggressively market them to a targeted segment of the TBS customer base, will continue. A small percentage actively uses the Internet. 1,296 customer transactions were handled through email. The KLAS system allows customers to search the catalog on their own, make their own reading selections, and transmit their requests. The increase in circulation figures for FY 06 attests to the impact of these program improvements. TBS was included in the agency’s redesign of its web site [\(See IT Services results\)](#), which resulted in a new content structure and a navigation scheme. Development was based on analysis of survey results that provided feedback from users. Further enhancements are planned. The agency’s web administrator also prepared and submitted a Compliance Transition Plan to the Architecture Oversight Committee (Section 508, a federal statute on providing equitable access to information for citizens with disabilities).

919 new customers were registered. Coupled with approximately 100 service reactivations, service was initiated for 1,019 additional readers, a 7% increase over FY 05. The KLAS patron database maintained 9,723 active customer records, representing a 12% increase.

Personalized readers advisory service to customers continues to be the core service of the TBS program, with staff making contact by phone, email and correspondence and in person contact with library visitors. Telephone contacts totaled 19,983 and library visitor contacts totaled 345. The combined FY 06 total for all contacts (26,728) was statistically unchanged from FY 05.

Graphs 7.2-1 and 7.2-2 and Graph 7.2-3 and 7.2-4



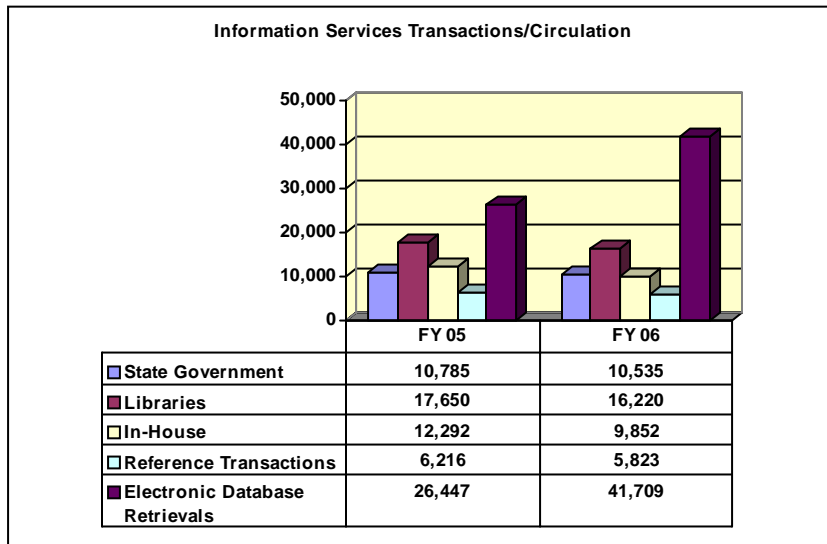
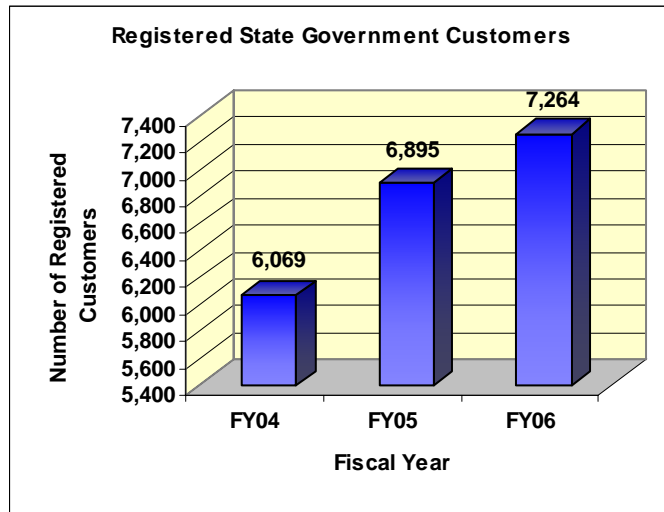
Materials provided increased by 22% over FY 05 and circulation per registered customer by 7%. Both can be attributed to the KLAS patron services module that provides a reliable automated matching of customer reading interests to materials and that alerts staff when patron service records become inactive. Also, the system's efficient circulation module improved the ability of the small mailroom staff to process more materials for delivery to customers. (Per the NLS, the average talking book reader borrows 30 recorded books and magazines a year.)

▪ **State government and Citizens -- Key results**

The number of registered State Government customers increased by 5% over FY 05. The traditional function of the Information Services (IS) department is to provide reference and circulation services to state government, public libraries and citizens. With more and more customers seeking immediate access to information, circulation of print and other traditional media continues to show a downward trend ([See Graph 7.2-6](#)), while use of electronic resources continues to increase (electronic database retrievals +58% over FY 05). ([Also see Collection Management Services](#)).

**Graph 7.2-5**

Customers were provided with online access to 74 electronic subscription resources including, 24 eBooks ([See DISCUS Services](#)). An expanded package of American newspapers was also made available, and online access to approximately 40 additional journal titles was provided through Electronic Journal



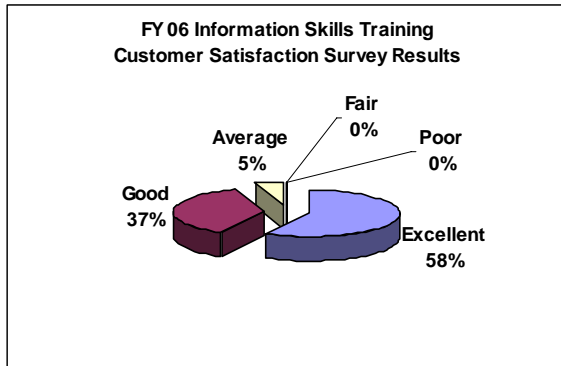
**Graph 7.2-6** (Only two years of data shown due to FY 05 revision of statistical reporting procedures.) Service.

Customers are able to download full text magazine, newspaper and encyclopedia articles, both remotely and within the library. IT Services staff facilitate this process. Additionally, the agency began collecting and preserving digital state documents and is providing them 24/7 access through the State Library's online catalog, [WebLION](#).

*Ask A Librarian* virtual reference service (customers use Internet “chat” features to receive real-time assistance) was offered during FY 06. Only 147 sessions were logged. An online pop-up survey was used to gauge customer satisfaction and yielded responses from just 27 users. This small number ranked their satisfaction with the service at 6.2 and helpfulness of the information at 5.5 (on a scale of 7 to 1). At the close of FY 06, the service was replaced with email virtual reference service—where customers receive an answer to questions within 24 hours (excluding weekends and holidays).



Graph 7.2-7



Information skills training is another service of the IS department. Training was delivered on site to staff of the Columbia Housing Authority, the Legislative Audit Council, the Criminal Justice Academy, the Certified Public Managers Society, the SC Departments of Education, Archives and History, Health and Environmental Control, Social Services, Parks, Recreation and Tourism, Mental Health, and to many other state agencies and affiliate groups during FY 06.

Research Methods	Using the State Library Efficiently	Grants Research	Just Google It	Search Engine Tips
Finding Federal Government Information	Orientation to the State Library	Advanced Online Database Searching	MEDLINE and Other Health	SC Legislative Information
Just Google It	FirstGov	Medical Research	I Saw It In the Newspaper	From First Gov to FedStats

To determine FY 07 information skills training needs of state government employees, an online survey was conducted. 65% of the 141 respondents had not taken a class at the State Library and 93% were interested in doing so. Survey results were used to plan and develop topics for FY 07 classes. Other questions included in the survey follow (*respondents were asked to check all that applied*):

Class at the State Library	78%	Live web-based training	41%
Class at my workplace	47%	Self-paced web training	52%
Which of the following classes would you be interested in taking? [Below are topics selected by 30% or more of the respondents]			
Advanced Online Database Searching	53%	Search Engine Tips and Tricks	48%
Finding South Carolina State Government Information (on the web)	48%	Finding Federal Government Information (on the web)	48%
Finding State and Federal Statistics (online)	47%	Grants Research	47%
Introduction to Searching Online Databases	46%	Finding South Carolina Legislative Information (online)	41%

### DISCUS PROGRAM - Key Results

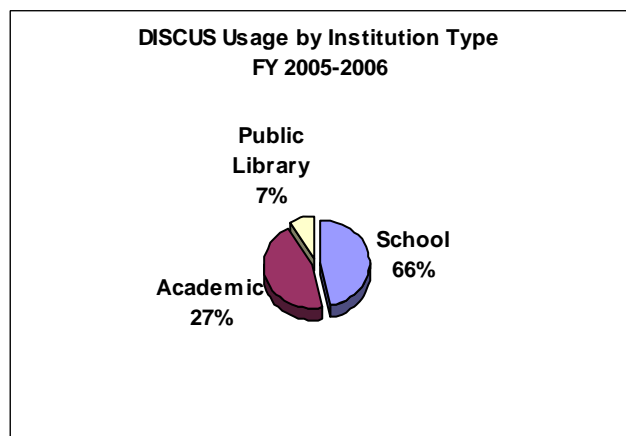
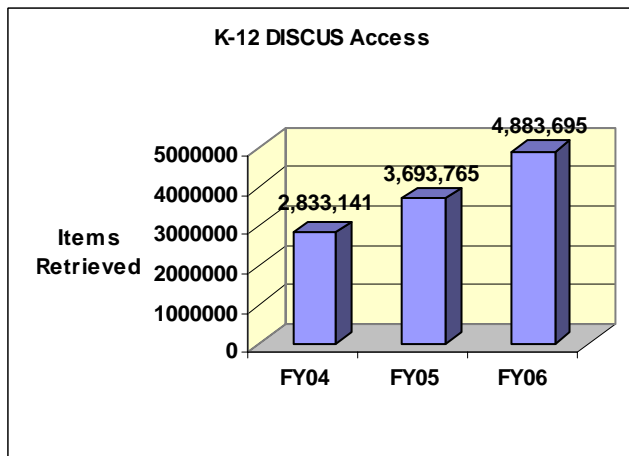
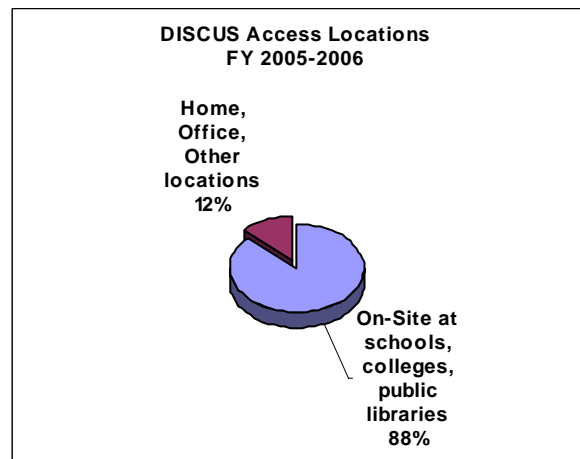
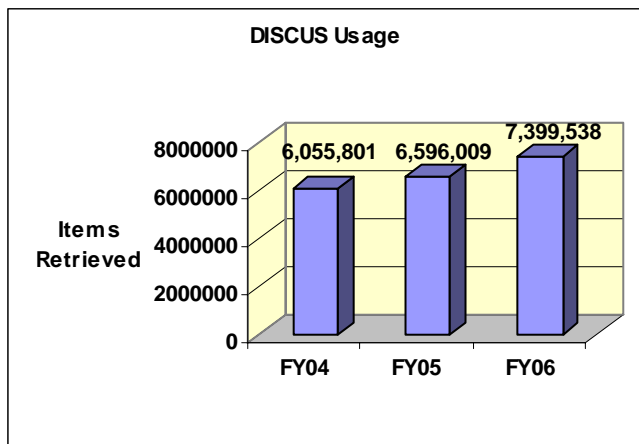
Public libraries along with K-12 school media centers and academic libraries receive direct benefit from [DISCUS](#), which is funded by the S.C. General Assembly with supplemental funding by the federal Library Services & Technology Act. ([See Category 7, 7.3](#)) and K-12



School Technology funding. DISCUS provides citizens served by small schools and libraries with the same high quality resources as those served by more prosperous institutions.

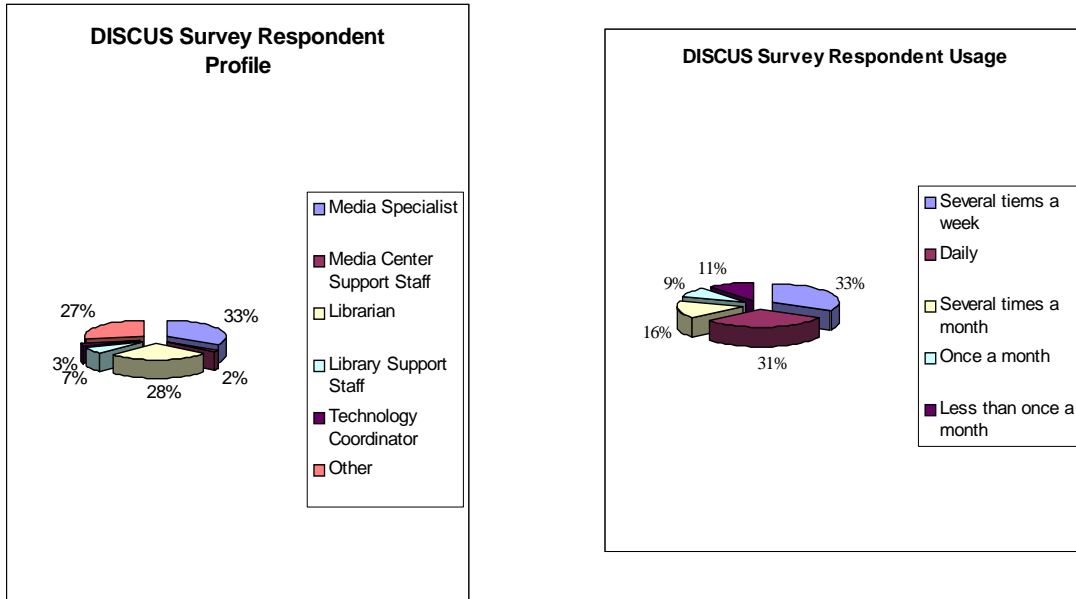
License renewal costs for the 2006 calendar year totaled \$2,379,618. Were each library to purchase access to DISCUS databases separately, the total cost would be \$31,188,020. The S.C. State Library’s administration of this valuable and popular statewide program provides a cost avoidance for S.C. institutions of over \$28 million dollars. DISCUS use by K-12 schools continues to far exceed that of academics—a trend that has been unabated for the last six years of DISCUS activity. Items retrieved by DISCUS K-12 users increased 32%.

Graphs 7.2-8, 7.2-9, 7.2-10 and 7.2-11



Users statewide have 24/7 office/home access to 22 DISCUS databases and 24 reference eBooks. Residents obtained over 7 million items through DISCUS, a 12% increase over FY 05. Usage access patterns showed an 18% increase for schools, no significant change for public libraries, and a 27% decrease for academics—which can be attributed to the development of [Collegiate DISCUS](#) — coordinated by the Partnership Among S.C. Academic Libraries (PASCAL), in cooperation with its members, one of which is the S.C. State Library. It is available only to academics and State Library cardholders. Through 19 databases, it provides access to thousands of core college/university e-resources. Collegiate DISCUS is only one part of the state’s Academic Library Portal (funded by the General Assembly, institutions and grants, including an LSTA grant from the SC State Library). The DISCUS program director actively participates on PASCAL’s Consortial Purchasing Committee and with developing Collegiate DISCUS content.

The DISCUS program director hired in FY 05 oversaw increased usage, a resumption of a full schedule of training classes, the addition of new databases and a reconstitution of the DISCUS Database Assessment Committee for completion of the first database assessment survey in three years. The survey provided invaluable data on database satisfaction and future content needs; 884 DISCUS users (teachers, students, media specialists, public librarians) responded. The top five desired content areas for databases were: current events, history, general reference, newspapers (local and regional) and geography/multi-cultural resources.



Graphs 7.2-12 and 7.2-13

New database content added in FY 06 included: **Literature Resource Center - For high school students and above** - Comprehensive periodical and reference resource for literature that includes more than 415,000 full-text journal articles and **Gale Virtual Reference Library (Thomson Gale) - For middle school students and above** - A selection of 24 cross-searchable reference e-books covering a variety of subject areas.

FY 05 staffing disruptions were resolved during FY 06 with two hires, an FTE training coordinator and a part-time administrative assistant, allowing the program to resume its training and promotional schedules. Events included DISCUS workshops, presentations to USC, School of Library and Information Sciences classes, exhibiting at school instructional fairs and technology forums, SC Independent Schools Association, DISCUS orientations, Education Through Technology Summer Institute and more. 857 participants (+74% over FY 05) attended 58 training sessions. Participants continue to rate training sessions as excellent or good.

(Table 7.2-6) FY 06 Summary of DISCUS Training Topics				
DISCUS Overview	Grolier Online	Gale Databases	OneFile	Effective Management...
SIRS Databases	Info Trac Databases	Effective Use of Newspaper Databases	Introduction to DISCUS	DISCUS is for Kids Too

(Table 7.2-7) A Sampling of DISCUS Testimonials	
“I can't imagine not having DISCUS in the schools. It is an invaluable tool and saves so much time researching... students get information that is current, correct and convenient.”	“I have been very pleased with DISCUS as a librarian and an individual user... The biggest issue I that have seen is an amazing amount of ignorance of DISCUS' existence, value, and resources among the public school teachers that I have served in my library as well as the parents of public school students...”
“DISCUS training needs to be required training in every school...”	“DISCUS has just gotten better and better since it began. Great staff. I have a difficult time getting teachers and students to use it!!!! They still want to Google...”
“K-12 Users implies this is only for students, when this is a wonderful resource for all SC residents.”	“DISCUS is such a wonderful tool that the state provides for us.”
“The ease of gathering articles and information sources helps not only my students, but the faculty who are taking college classes, also. Love it!!!”	“More and more, I hear students recommending DISCUS to their neighbor as they are doing research. The lack of flash and pop-ups helps keep them on task.”
“After introducing students to DISCUS, this is very frequently the first resource they turn to when doing online research. They are excited by the resources available. I would love to see more lower-level reading levels for primary students.”	“I work at a public library – our patrons use the resources daily, mostly as homework help starting point. During Black History Month, the Biography Resource Center was <u>GOLD</u> .”

## CHILDREN AND YOUTH SERVICES -- Key Results

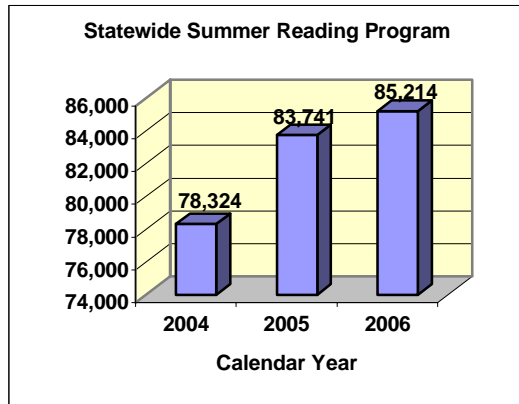
Partnerships continued in FY06. Activities included:

- Relationships with the USC-SLIS that afforded the opportunity for the youth services consultant to present a class on development of children’s collections in public libraries.
- Meeting with the SC Association of School Librarians to explore resurrection of the S.C. State Library *READ In* that brought together hundreds of school children from across the state for an annual march to the State House in celebration of reading.
- Planning and executing the statewide *Letters About Literature* contest and awards ([See 7.1](#)).
- Launching the statewide [Every Child Ready to Read @ your library®](#) initiative ([See 7.1](#)).

One of the agency’s major contributions to the improvement of literacy skills in the state is its coordination of the state’s annual vacation summer reading program, which runs May - July of each calendar year. The 2006 Summer Reading Program Theme, *Once Upon A Time*, gave children the opportunity to improve literacy skills while exploring the world of make believe. Teens were invited to experience a summer in an alternate world at the library by participating in *Xtreme*, the 2006 teen vacation reading theme. Both themes resulted from S.C.’s participation as a member of the summer reading cooperative that includes Alabama and Georgia Public Library Services, the Mississippi Library Commission and the Library of Virginia. This small cooperative is supported in whole or in part by federal LSTA funds.

An estimated 85,214 children (ages 3 to 11) participated in the FY 06 program. This participation represents a 2% increase over FY 05. (Exact FY 06 participation numbers will be finalized in October 2006.) Talking books readers ages pre-school to twelve were treated to a summer reading party at the State Library.

Graph 7.2-14



The close of FY 06 marked the end of S.C.'s affiliation with the four state cooperative and the beginning of its partnership with the [Collaborative Summer Library Program](#) (CSLP), a grassroots consortium of forty-one states working together to provide high-quality summer reading program materials for children at the lowest cost possible for their public libraries. Its guiding principle is librarians sharing ideas, expertise and costs. Its 2007 summer reading theme for children is *Get A Clue @ Your Library* and for teens it is *YNK – You Never Know @ Your Library*. Nationwide summer reading

program results have shown that children and teens who actively participate in these programs become more motivated to read, which can translate into better reading skills and improved school achievement. The state's new group affiliation expands programming possibilities for public libraries throughout S.C.

Table 7.2-8	Type of Consultation Service	Libraries
The agency's youth services consultant assisted children's librarians across the state with consultations involving:	Story hour training	Saluda Newberry Allendale-Hampton-Jasper Regional
	Orientation of new children's librarians	Ask Connor
	Literary programming	Kershaw Charleston
	Federal sub-grant projects for development of children's collection, the implementation of children's programming, and service to child care centers via bookmobile scheduling	Kershaw Dillon Chester Clarendon
	Staffing needs/planning for coverage at branches delivering children's services	Greenville Kershaw
	Training branch staff to do simple programming for children	Oconee
	Establishing relationships with area school library media centers	Lancaster
	Participation in a local area Hispanic Task Force meeting to examine service expansion and cooperation between the two county library systems	Richland Lexington
	Guidance on the children's book award process and how to participate in critical book discussion	Midlands and Pee Dee Children's Librarians
	Attending and observing library programming	Williamsburg Union Kershaw Charleston Richland
Facilitating a reader's advisory workshop	Spartanburg	

**PUBLIC LIBRARY DEVELOPMENT -- Key Results -**

Under the supervision of its new department head, the Library Development Services (LDS) program implemented new continuing education (CE) opportunities ([See Training Services results](#)), began oversight of the administration of a \$937,500 [Gates Foundation Public Access Computing Grant \(PAC HUG\)](#), a \$29,934 [WebJunction Rural Library Sustainability grant](#), and was assigned administrative oversight of State Aid funding to public libraries.

Staff provided orientation to public library directors on the requirements and procedures for PAC HUG participation. The grant ensures that S.C.'s public libraries will sustain the progress made possible by a FY 05 Gates *Staying Connected* grant. It is estimated that more than 750 public access computers in 146 public library locations will be replaced between July 2006 and December 2008. LDS staff completed planning for the State Library's first statewide Technology Institute for public library staffs, trustees, library school students and staffs of academic libraries. Remaining Gates *Staying Connected* training funds make the Institute possible. Prominent national figures in library technology will be featured.

In September 2005 WebJunction kicked off the Rural Library Sustainability project with a 'train-a-trainer' workshop for eleven trainers and coordinators from eight states. The LDS and Collection Services managers attended. WebJunction is partnering with all State Libraries to provide local workshops to empower rural library staff to better manage and sustain public access computing programs. Trainers must replicate workshops in areas throughout their states. S.C. workshops have been held in Columbia, Greenville and Moncks Corner. WebJunction statewide discussions on issues and challenges facing rural public libraries will be held in FY 07.

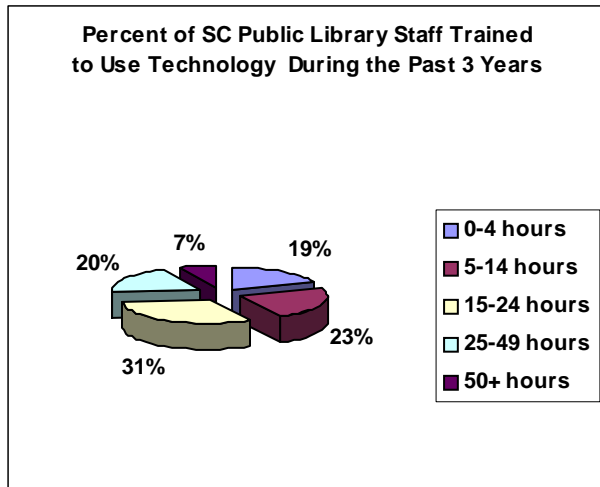
Staff completed an important salary study and published [Survey of SC Public Librarian Salaries](#). The study looked at FTE public library staffs holding master's degrees from ALA accredited programs. Respondents were asked to report the actual salary paid in each of six categories (see table below). Categories were based on the ALA, Office of Research and Statistics Survey. Findings substantiate that recruitment, retention and knowledge transfer issues must receive priority attention in strategic planning efforts.

<b>(Table 7.2-9) SC Public Librarian Salary Survey Summary Results</b>		
	<b>Categories</b>	<b>Percentages</b>
<b>22% of SC public librarians are eligible to retire within the next 5 years. This includes:</b>	Directors	45%
	Deputy Directors	44%
	Department Heads	25%
	Managers	12%
	Professional Staff w/no Supervisory Duties	13%

The LDS director also serves as the agency's automation consultant for public libraries and is assisted in this effort by the IT director who acts as the agency's [Universal Service Support Mechanism \(E-Rate\)](#) coordinator and serves as the liaison to the Division of the State Chief Information Officer (CIO). She assists them in obtaining public library networking information and ensures that public library administrators receive CIO project information that can impact local customer services, such as projects to upgrade the State's Internet backbone contracts to

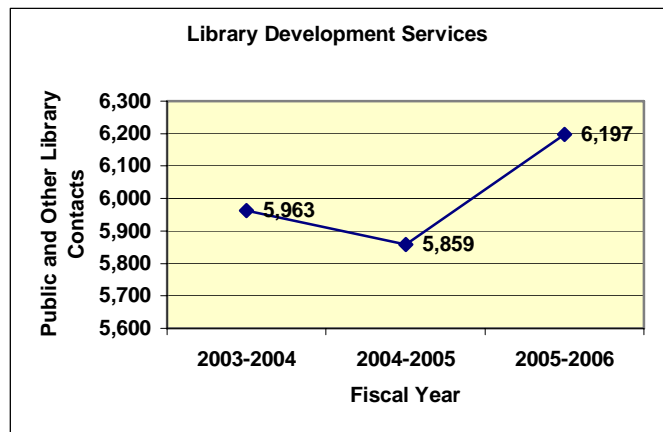
MPLS (multi-protocol label switching) and DIA (direct Internet access) to improve Quality of Service (QoS) for K-12 schools and public libraries.

Graph 7.2-15



Working with the CIO’s E-Rate coordinator for public schools and the State Department of Education, the IT director facilitated a survey to obtain public library data for completion of the Universal Service Administration Company’s (USAC) Selective Review Information Request (SRIR), which resulted from the CIO’s application for discounts for Internet access. One of the survey questions sought an estimate of the percent of library staff trained to use technology. South Carolina’s public libraries received commitments for \$288,649.63 in FY 06 E-Rate discounts.

Library development consultants primarily assist public library staffs, but also provide consultation services to other types of South Carolina libraries. FY 2006 contacts (consultations, site visits, telecommunications, attendance at board meetings, correspondence, etc.) to public, school, academic and institutional libraries and to other library-related groups increased by 6% over FY 2005. Site visits were made to almost all of the state’s county library systems.



Graph 7.2-16

(Table 7.2-10) FY 06 Consultation Services Were Provided In These and Other Areas

Strategic and long range planning	Policy development	Certification	Facilities/construction planning; community analysis	Position descriptions; performance appraisals
Wireless access; integration of emerging technologies	Online programming	Federal grants, State Aid, Gates grants, and lottery spending plans	Web site accessibility, design and development	Resource sharing; collection development
Financial management/reporting	Board meetings; advocacy, marketing	Patron services; community relations; bookmobile services	Recruitment, retention and compensation	Statistical data collection

Assistance was also provided through the updating of the agency’s public library certification files and the publication of two important publications, *Public Library Technology Standards* (the first comprehensive set of technology standards established for SC public libraries) and the *Trustee Manual*.



The majority of S.C.'s public libraries are in rural communities. Over the next twenty years public libraries in S.C. will need over 4 million square feet of space meet growing demands. The state's aging public library buildings are in need of replacement, repair and renovation.

Library Systems	(Table 7.2-11) FY 06 Facilities Planning and Construction Consultations
Orangeburg	Site visit to view a proposed building for conversion for use as the Holly Hill branch; assistance with layout samples for the branch; review of Springfield location
Marlboro	Building discussions for new headquarters
Greenwood	Headquarters building project
Lancaster	Indian Land branch project; architect selection; updating a space needs report
Clarendon	Facilities study for County Services
Fairfield	Preparation of request for qualifications (RFQ); architect selection
Florence	Olanta site selection; update of countywide branch facilities plan; space planning for Timmonsville branch
Union	Revision of floor plans and preparation of installation of automatic doors
Calhoun	Headquarters building project; request for qualifications (RFQ)
Allendale-Hampton-Jasper	Space needs
Richland	Branch building plan
Williamsburg	Building committee meeting; additions for Kingstree and Hemingway
Newberry	Site selection for new headquarters

### CONTINUING EDUCATION AND OTHER TRAINING SERVICES - Key Results

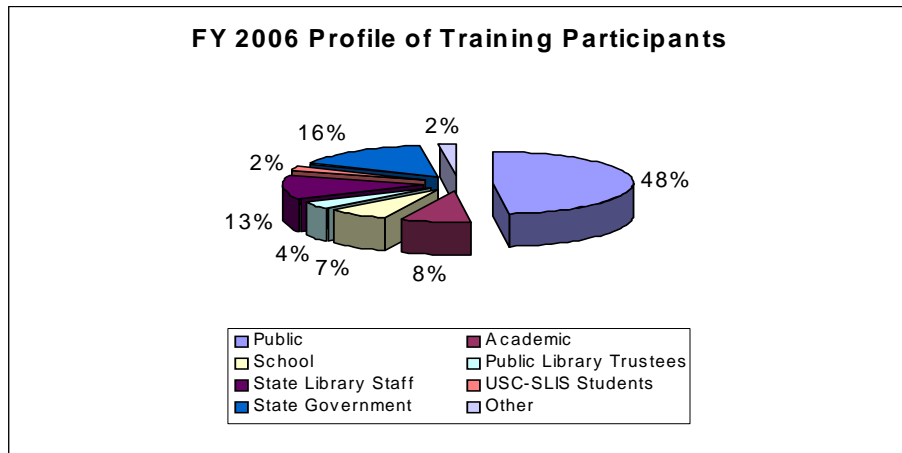
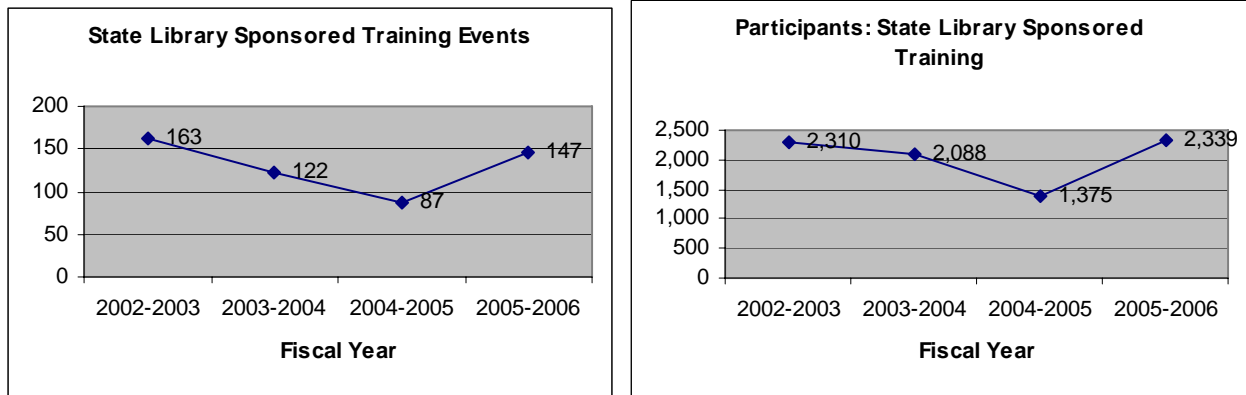
Use of Internet-delivered training for public library staffs was implemented and included:

- **Library Education @ Your Desktop online tutorials.** Customers were able to log in at anytime and complete a class. Classes purchased and offered in November 2005 were *Privacy & Confidentiality for Libraries*, *Managing Difficult Patrons ...* and *Copyright Basics*. By October, public library staffs had registered for 120 of the 150 seats purchased (State Library staff used remaining seats). Participant feedback was sought for spring classes: *Reaching Teenagers* (**Participant comment, "Overall, this was a very helpful method of instruction. Several staff members took this tutorial..."**); *Providing Excellent Customer Service In A Multicultural Environment* (83% indicated interest in taking another tutorial); and *Improving Co-Worker Relationships* (100% took the tutorial because of interest in the topic).
- **Membership in OPAL (Online Programming for All Libraries)**, a collaborative effort by libraries of all types to provide cooperative web-based programming and training. These live, online events are held in an online auditorium where participants can interact via voice-over-IP, text chatting, and synchronized browsing. An OPAL archive is included. The agency may develop and deliver online programming, which has been done with more planned.
- A statewide license for access to the **Library Learning Network**, which annually produces and delivers (by satellite downlink and webinar) development and policy programs. Any library in S.C. with satellite downlink capabilities may participate. Programs offered in FY 06 included *Information Literacy for the 21<sup>st</sup> Century Learner*, *Confronting the Crisis in Library Education*, *Examination of Library Practice and Patron Service*, *Google and Your Patrons* and *Serving Immigrant Populations*.
- A startup phase of an **IP video conferencing initiative** that was facilitated by the IT staff. Eight videoconferencing units (web based Polycoms) and one multimedia presenter were purchased. Seven units were distributed to libraries (Greenville, York, Florence, Georgetown, Charleston,

Beaufort and Barnwell) serving as aggregation points for surrounding counties. The initiative is expected to provide quality training and conferencing while decreasing the travel costs.

The agency sponsors CE events for its employees, school, college, and public library staffs and for state government employees. 114 individuals participated in its 8<sup>th</sup> *Annual Public Library Trustee Institute*, a 45% increase over FY 05, largely due to the efforts of LDS staff in persuading library administrators to seek increased trustee involvement. Other statewide sessions included best practices/information exchanges for reference, branch, technical services, children’s services and interlibrary loan managers, bookmobile and young adult librarians and strategic planning training.

Graphs 7.2-17 and 7.2-18



Graph 7.2-19

<b>(Chart 7.2-12) FY 06 Customer Evaluation of State Library Sponsored Training Events</b>						
	Strongly Agree	% Change over FY 05	Agree	Neither Agree nor Disagree	Disagree	Strongly Disagree
Improved my understanding of topic	60%	+2%	36%	3%	1	0
Gave me skills and information to use immediately	60%	+5%	35%	4%	0	0
Support materials helpful	53%	-3%	41%	5%	1%	0
Trainer Effective	69%	+3%	29%	2%	0	0
	<b>Excellent</b>		<b>Good</b>	<b>Average</b>	<b>Fair</b>	<b>Poor</b>
<b>Overall Evaluation</b>	67%		29%	3%	1%	0%

Planning is underway to showcase even more new State Library sponsored CE events in FY 2007, such as:

- A week of library teen services activities (to coincide with [Teen Read Week](#)) culminating in a one-day institute featuring a well known and national teen services figures.
- A series of mini-technology seminars ([Tech Express](#)) for state government employees. Planning was well underway at the close of FY 06, as were discussions on using OPAL to deliver the same to public library staffs.
- Use of Web Junction’s Spanish Language Outreach Program to facilitate local public library efforts at meeting customer needs of Hispanic and other minority populations.

Not all training is delivered as a statewide event. Consultants also provide training to public library staffs on site at their local libraries. In FY 06 these involved:

- Using Excel (Allendale-Hampton-Jasper Regional [AHJ])
- SWOT Analysis and Focus Group training (Chester)
- FISH Philosophy (Horry)
- Organizing a Friends of the Library group (AHJ Regional)
- Demo of OverDrive downloadable audio books program (York)
- Demo of URSA (interlibrary loan/resource sharing software) (Kershaw)
- Using DISCUS (Oconee)
- Staff Development (Beaufort and Georgetown)
- Management 101 (Florence, Charleston and Anderson)
- Reference Basics (Clarendon and AHJ)
- Supervisory Practices (Anderson)
- Customer Service (Richland, Barnwell, Marion, Hampton and Union)
- Teamwork (Kershaw)
- Trustee Training (Marion, York, Darlington)

Also, as new public library directors are named, one-day State Library orientation sessions are scheduled where new directors meet key agency staff and receive State Aid, federal grant and other funding guidance.

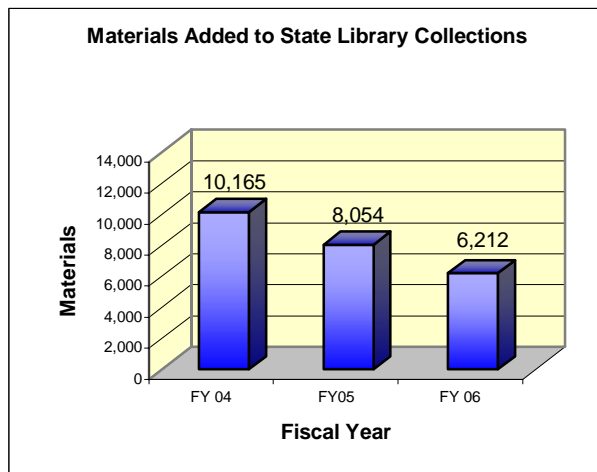
**COLLECTION MANAGEMENT SERVICES (CMS) – Key Results**

The agency is committed to maintaining appropriate collections of library materials to supplement the collections of the state’s public libraries and to meet the research and information needs of key customer groups.

<b>(Chart 7.2-13) S.C. STATE LIBRARY MATERIALS</b>				
By Type	Added FY 05	Added FY 06	Held FY 05	Held FY 06
General Collection	3,255	2,223	324,721	312,945
Federal Documents	1,097	1,398	281,370	270,603
State Documents	3,281	2,174	90,381	92,765
Audiovisual	18	16	4,490	4,506
Electronic	31	221	1,057	1,278
Microforms*	366	159	651,629	651,788
Periodical Subscriptions	6	19	2,112	2,123
*Last Copy Fiction Collection	140	359	32,085	33,754
<b>TOTAL</b>	<b>8194</b>	<b>6,569</b>	<b>1,387,845</b>	<b>1,369,762</b>
<i>*This collection provides citizens with interlibrary loan access to older fiction titles.</i>				

A large scale weeding project removed outdated materials and items in poor condition. Between December 2005 and June 2006, nearly 13,000 items were removed from the general collection and 11,455 from federal documents, decreasing total materials held by 2%.

Graph 7.2-20



Materials added decreased 22.9%. Many print resources (readily available electronically) have already been eliminated. Print materials added decreased 34%, while the total number of electronic records increased by 21%. 195 of the 221 electronic records processed were state documents. Further examination of the impact of existing public and academic library collections, as well as the development of a modern resource sharing network, is expected to result in a significant change in collection priorities and budget allocation for such.

Document preservation is an important activity. State agency documents posted to web sites often disappear. To preserve these valuable documents for future use, the S.C. State Library saves them as PDF documents, stores them on its server, builds URLs, posts them to records in its online catalog, and provides the URLs to state depository libraries. The libraries can then create their own catalog records to make documents accessible to for all citizens.

The CMS director serves as a consultant to public library technical services staffs that acquire, catalog and process library materials to make them available to citizens. A survey was conducted to determine their training needs. Survey results are used to develop annual training sessions. They revealed a high interest in technology, with 71% citing XML and authority control as a major training need. Other topics of interest were digital collections, electronic ordering and claiming, Functional Requirements of Bibliographic Records and [OCLC Connexion](#) (software for integrated cataloging).

**INFORMATION TECHNOLOGY SERVICES (IT) -- Key Results**

For the first time, the agency became an active member of the S.C. Information Technology Director’s Association (SCITDA), affording the opportunity for its IT Services director to participate in important professional networking and educational opportunities that will aid in the further improvement of the agency’s IT operations.

**Network Infrastructure Improvements**

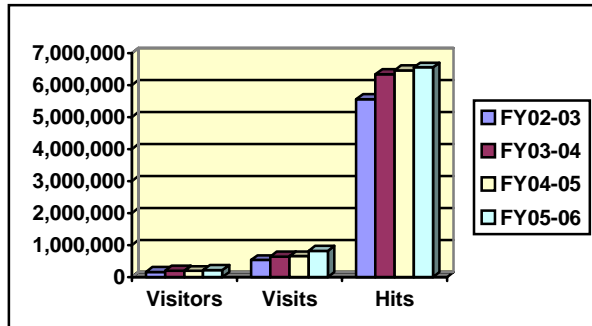
- Reconfigured network switches to provide gigabyte connectivity within the local area network (LAN).
- Implemented software to provide additional monitoring of network traffic and broadband usage.
- Moved to a Windows 2003 domain with multiple network segments. Staff gained the ability to log into the network as authenticated users file storage access and resource sharing.
- Migrated to a new mail server running Microsoft Exchange to provide additional functionality within the agency, which provided staff with remote web interface access to

Outlook e-mail, address books and calendars. New e-mail addresses now parallel the [statelibrary.sc.gov](http://statelibrary.sc.gov) domain address,

- Migrated IT Services to a domain structure defined by Active Directory, resulting in more security for the network.
- Implemented 1) a file server for storage to increase the security of key documents for staff and to provide improved business continuity in the event of a hardware failure or other disaster, 2) an interactive intranet to provide improved transfer of information among agency staff, 3) software that allows staff to enter helpdesk requests, which enhanced the ability of the IT staff to track and respond to staff requests for assistance.

## Web Administration

Graph 7.2-21



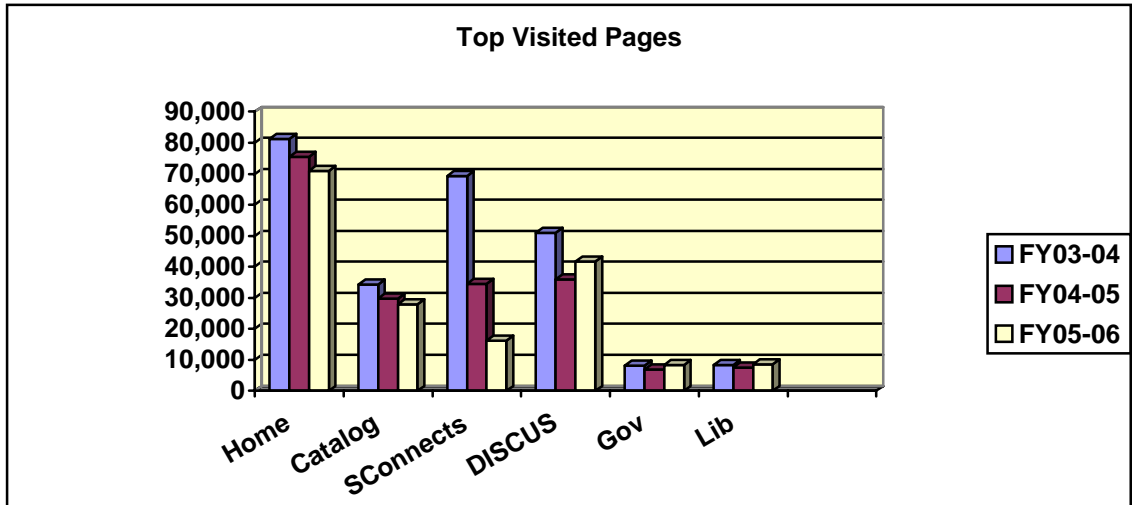
At the close of FY 06, staff did a final review of the agency's new web site that was launched on July 1, 2006 at [www.statelibrary.sc.gov](http://www.statelibrary.sc.gov). Built on the open source content management system, [Joomla](http://www.joomla.org), the web site is a content-rich resource for the state's librarians, government employees and citizens. The new design takes advantage of the latest technological advances in content management and social networking

software. Features include access to RSS (really simple syndication) feeds, blogs, calendars, forums, discussion groups, and more.

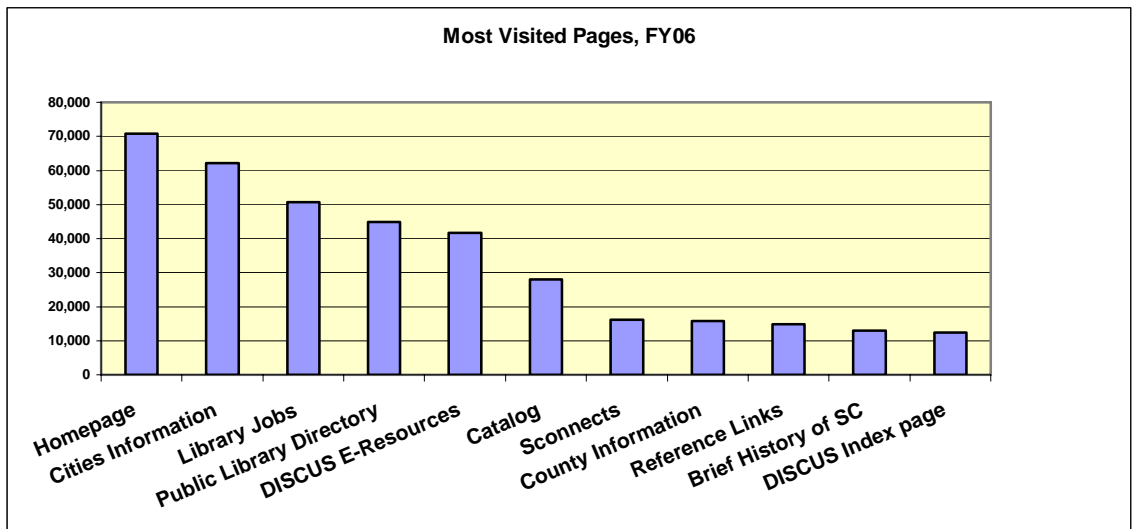
Table 7.2-14

FY	Visitors	Visits	Hits
07/01/2002 – 06/30/2003	154,478	531,574	5,557,079
07/01/2003 – 06/30/2004	195,116	644,854	6,345,889
07/01/2004 – 06/30/2005	190,425	647,766	6,454,644
07/01/2005 – 06/30/2006	221,961	824,794	6,551,457

Web site visits increased 27% over FY 05 and 55% since FY 03. Unique visitors increased 17% since FY 05 and 43% since FY03. The agency continued its revision of entry points for information to improve user access.



Graph 7.2-22



Graph 7.2-23

### 7.3 What are your performance levels for the key measures of financial performance?

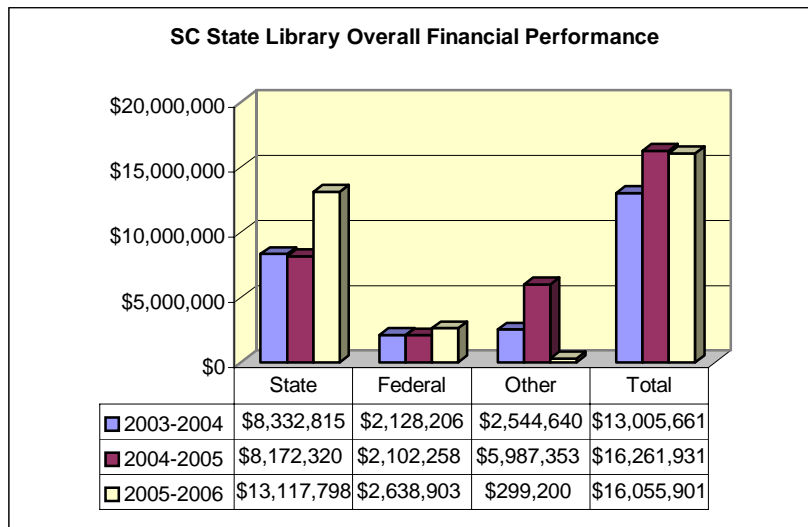
With the hire of a new Finance Director, many improvements have been made in daily finance operations. Data integrity and security processes have received much needed scrutiny. Evaluation of key measures for improved efficiency (*See Tables 4.3 – 4.5*) has driven changes. However, much remains to be done. Strategic planning in this area is ongoing. Accomplishments to date include:

- Upgrading BARS (Basic Accounting Reporting System).
- Finalization of work with the Office of the State Auditor’s for the internal audit of FY 04 records (two findings were noted—posting of transactions and FY cut-off of revenue).
- Evaluating workflow processes and developing methods to address inefficiency issues, e.g., new agency requisitions process (*See Figure 1.4,*) changes in internal control over recording of revenue, and follow through for timely posting of transactions to the accounting records.
- Bringing the agency into compliance with the state’s minority vendor requirement.
- Eliminating materials standing orders to realize cost savings.
- Working with IT staff to began a much needed surplus property removal project.



- Aligning actual balances with authorization at the Comptroller General’s Office and with the BARS system.
- Meeting with SC Insurance Reserve staff and updating agency insurance coverage.
- Working with the LDS staff as they revised documents used to obtain data from public libraries for State Aid compliance monitoring. LDS staff automated budget forms in a spreadsheet format and eliminated six forms to streamline processes for public library administrators. Evaluation of completed State Aid documents was transferred (effective 07/01/06) to LDS consultants—creating a more efficient process for timely approval and distribution of funds and allowing LDS staff to stay current with customers concerns and needs.

Graph 7.2-24

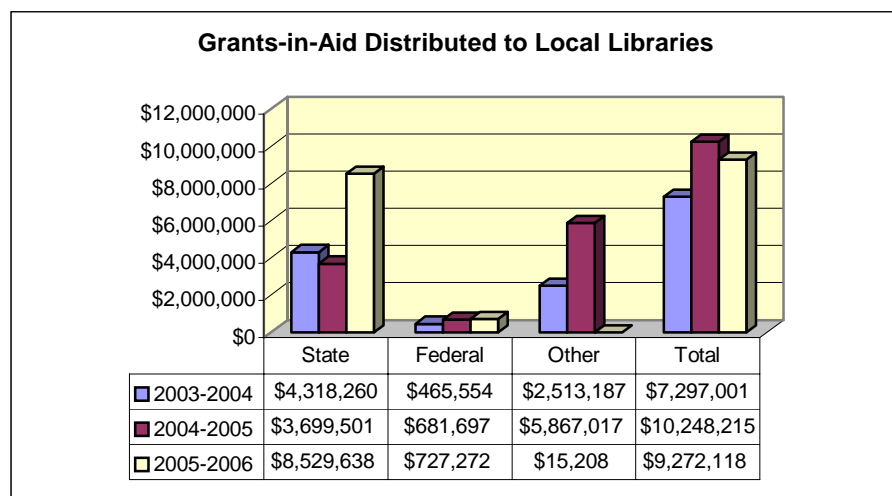


The S.C. State Library’s financial performance remains stable but strained. The state appropriated budget available for agency operations is grossly disproportionate to that appropriated for State Aid to public libraries. Compensating for this imbalance is a consistent barrier to innovation and implementation of strategic and annual business plans.

Guidelines for the use of federal funds are continually

monitored for changes that may impact services. The purposes for which the LSTA federal funds can be used are incorporated into the strategic planning process. When federal regulations forbid use, many objectives remain unrealized because state funds are inadequate to fill the void.

62% of the agency’s general fund budget is pass through State Aid (58% of agency expenditures) to local public libraries for the benefit of citizens statewide. Public libraries received \$9,272,188 through State Aid and federal grants. **Graph 7.2-25**

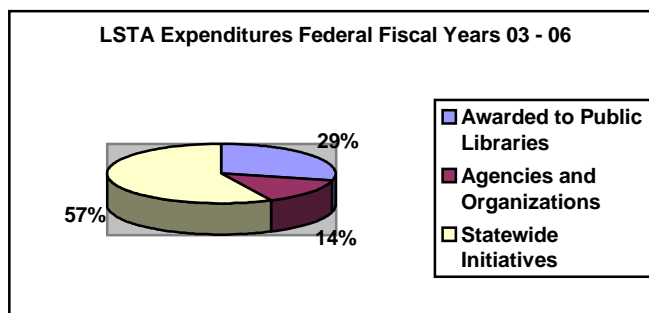


([See Category 7, 7.2, Library Development, Key Results](#)). Limited state funding negatively impacts all public libraries, but those in less economically developed rural counties are affected the most. During the budget reduction period from 2000-2006, library services across the state suffered. In FY 06, library supporters were successful in securing a General Assembly increase in State Aid from 85 cents per capita to \$2 per capita.

The DISCUS program comprises 15% of agency expenditures (database purchasing) with \$2,014,918 state dollars and \$114,730 supplemental federal LSTA and \$250,000 EIA funds ([See Category 7, 7.2, DISCUS, Key Results](#)) for salaries, training and service promotion. Current DISCUS state funding levels are not sufficient to cover annual contract increases.

Other state funded budget expenditures include 7% for rents paid to the Office of General Services and over 10% for salaries and fringes. **Less than 3% of the state funded budget remains for ALL other agency operating expenses.** Total agency expenditures were \$16,055,900, a 1.27% decrease over FY 05, which is attributed to the slow receipt of LSTA sub-grantee reimbursement requests. The S.C. State Library weighs expenditures against their impact on the agency's overall ability to meet its mission and goals. To enable implementation of additional projects, e.g., statewide literacy initiatives, the agency partners with its Foundation, which fundraises. It also seeks Gates grant funds for the benefit of local public libraries ([See Category 7, 7.2, Public Library Development, Key Results](#)) and participates in E-Rate, receiving 80% of its total cost for two 800 lines and 80% for its toll-free line for TBS customers.

Federal funds are targeted to support statewide initiatives and to provide sub-grants to public libraries and partner agencies (SC Department of Archives and History, PASCAL, and the Humanities Council, SC). Federal Fiscal Year 2004 sub-grants paid out in FY2006 totaled \$282,331 and FFY 2005 sub-grants paid out totaled \$444,941. ([See LSTA Success Stories](#))



Graph 7.2-26

The actual value of S.C. State Library Collections ([See Category 7, 7.2, Collection Management Services, Key Results](#)) is nearly \$90 million. Exorbitant Budget and Control Board energy surcharges negatively impact the agency's ability to maintain proper preservation temperatures for maintenance of collections for future generations. During FY 06 a monitoring system was implemented, reducing these costs only slightly. HVAC systems cannot be shut down, and the agency's current operating budget simply does not allow payment of these charges, now rapidly approaching \$75,000 per FY.

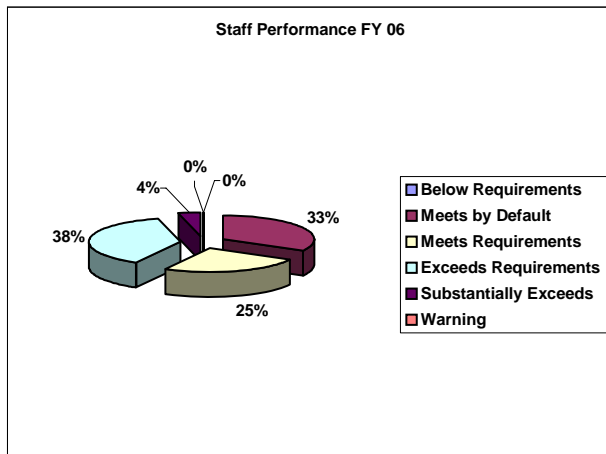
#### 7.4 What are your performance levels and trends for the key measures of Human Resource results?

Recognition of existing employee assets led to promotions for some and additional duties with corresponding pay increases for others. Employee morale in some areas of agency operations has improved, and veteran staff continues to share organizational knowledge with new personnel ([See Section III, Category 1, 1.1d](#)).

Staff appreciation day events were held. Lunch was provided, new staff were formally introduced, service awards were presented to ten staff members, two expectant parents received baby quilts (made staffers who are members of the same quilting group), the web administrator was recognized for his recent attainment of U.S. citizenship, and the network administrator ([\*Staff Sergeant Robert O. Brown\*](#)), *recognized and honored by the S.C. General Assembly [5/16/06] for being awarded the Bronze Star for exceptionally meritorious service during Operation Iraqi Freedom*) was recognized for his heroism. Staff appreciation events are planned for FY 2007.

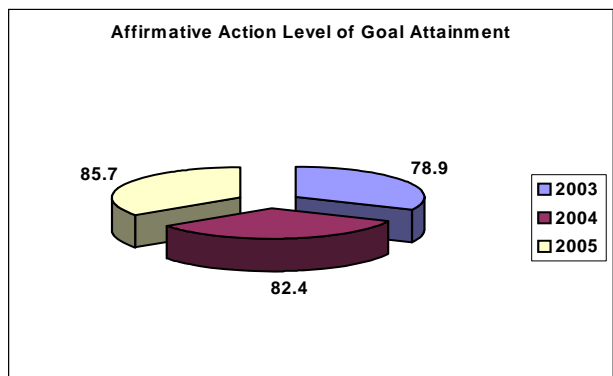
Managers expect staff to perform at high achieving levels and to function as a cohesive and unified team. Staff is encouraged to speak with supervisors, and the Director. Also, the HR manager, through one-on-one confidential sessions, provides benefits and employee relations counseling. The Director opens quarterly staff meetings with motivational words of wisdom. All of these efforts serve contribute to employee well being ([\*See Category 1, 1.1d\*](#)).

Graph 7.2-27



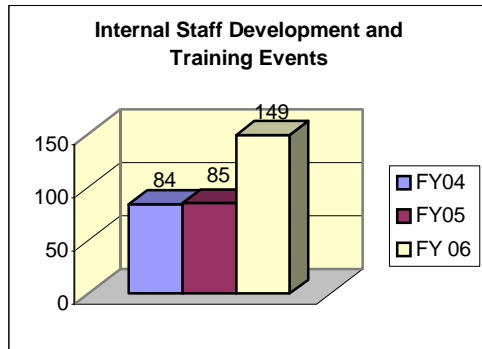
The Employee Performance Management System (EPMS) is used to identify and praise employee accomplishments and to pinpoint performance improvement needs. It is linked to the agency’s compensation plan. Salary adjustment reviews are undertaken if additional responsibilities significantly increase the overall scope and complexity of a position. Managers are expected to conduct performance evaluations in a timely manner and to annually audit positions, followed by a written position description update. There were nine (9) late FY 06 EPMS transactions.

The S.C. State Human Affairs Commission’s 02/06 report cites the following for the agency’s affirmative action program level of goal attainment status: ranked 39<sup>th</sup> among 82 state agencies and 15<sup>th</sup> among agencies with 15-100 employees; and underutilization of black females at the executive and professional levels remains an issue, as does underutilization of white females at the clerical/secretarial levels.



Graph 7.2-28

Graph 7.2-29



The use of web-based online programming ([See Continuing Education, Key Results](#)) allowed the agency to expand internal staff development offerings. New staff receives formal employee orientation. Attendance by professional staff at training opportunities, participation in professional associations, and involvement in the agency’s collaborative work keep staff current on emerging trends in librarianship. Special training sessions, such as *TechExpress* (a summer series of one hour informal, interactive Friday pre-Noon technology sessions held in the agency’s computer training room and offered to all staff covering topics such as Wikis,

Blogs, Social Networking, Tags, Instant Messaging, etc.) contributed to employee learning, well being and motivation. *TechExpress* staff feedback was overwhelmingly positive. (When *TechExpress* is replicated in FY 07 as *Tech Topics to Go for State Employees* staff will have the opportunity to audit the sessions.) These factors and the new agency’s director’s emphasis on staff development explain the 75% increase training events. The CE Coordinator tracks training sessions and staff participation and uses survey forms to determine effectiveness (also assessed through informal employee-supervisor one-on-one follow up) of training and the level of staff involvement.

**(Table 7.2-15) FY 06 General Staff Development Participation Highlights**  
*(Includes web based/Internet delivered training)*

Teamwork: The Internal Customer Solution	Using OPAL	Cataloging, Serials, Acquisitions (cross training)
USC Children’s Books and Literacy Center Orientation/Tour	TBS Digital Recording Studio Orientation	Microsoft Outlook
SC Employee Insurance Program Annual Enrollment	Pre-Retirement Seminar	Conflict Management
FISH Philosophy	TechExpress (blogs, Flickr, tagging, podcasting, etc.)	
<b>FY 06 Job Position Specific Training Highlights (includes web based/Internet delivered training)</b>		
Strategic Planning	Disaster Recovery	Microsoft Word Levels I, II and III
Java Workflows (cataloging)	Serials Control	APM (Coaching, Supervisory Practices, Planning & Goal Setting)
Autographic Digital Collection Demo	Effective Use of News Content (database training)	Infotrac Gale Basic/Advanced (database training)
Grolier Online (database training)	Disaster Planning	Metadata for Digitization and Preservation
DISCUS SIRS Knowledge Source and other DISCUS database training	Sirsi Dynix Forum	Employee Relations Update

Worker's Compensation Update	OHR Audio Conferences (Interviewing, Benefits, Recruitment, Compensation, Pandemics, etc.)	HR Advisory Meetings (E-recruitment, legislative update, HR Metrics, etc.)
Track-It Help Desk Software	Virtual Reference	SIRSI Director's Station
OCLC Digital Archiving	Archivelt Software Demo	Evaluating Electronic Resources
Digital Recording Booth Training	KLAS (automated system)	Electronic Security
Gates Grant – PAC HUG	Installing Workflows	Multimedia Accessibility
NEH Grants Workshop	Gale/Info Trac Database Training	NLS Orientation
Board Role and Responsibility	ROI and Agency Statistics	EPMS
Leadership in the Public Sector	OPAL (various topics);	DuPage Teleconferences (See xxx)
Library@Your Desktop (See xxx)	Accountability Report	Rural Libraries Sustainability
Gates Grant Overview/Procedures	State/Federal Documents	Polycom Demo
<b>FY 06 Conference/Professional Association Participation Highlights</b>		
Federal-State Cooperative System for Public Libraries Professional Development Conference	SC Library Association Annual Conference	Joint Conference of the Association of Rural and Small Libraries/Association of Bookmobile and Outreach Services
SC Association of School Librarians Conference	Annual Continuing Education Forum	Council on Library and Information Resources Digital Assets Management Conference
American Library Association	Palmetto Archives, Libraries and Museum Council on Preservation	Institute of Museum and Library Services State Programs Conference
Collaborative Summer Library Program Annual Meeting	Small Agency IT Forum	Technology Forum
Children's Policy Forum	National Library Service (NLS) Conference	Columbia College Leadership Institute
Understanding State Government – SCSGIN	NC Digital Preservation Conference	SC Information Technology Directors' Association Spring Conference

Web Accessibility Conference	Distance Education Site Coordinators' Conference	LIBRIS Conference
KLAS Users Group Conference	SirsiDynix Super Conference	Public Library Association Conference
Interlibrary Loan Conference	Computers in Libraries Conference	COSLA
<b>FY 06 Staff Participation in External Committees/Service as Agency Reps</b> (See <a href="#">Table II.4-1</a> and <a href="#">Category 7.1</a> for Partnerships)		
USC-SLIS Alumni Steering Committee	Palmetto Technology Planning Committee	PASCAL Digital Collections Committee
SC Government Webmasters	SC IT Directors Association	SCLA Executive Board
SC Assistive Technology Advisory Committee	Friends of SC Libraries	USC Advisory Committee for the Augusta Baker Chair in Children's Literacy
Reach Out and Read Board	SC Book Festival Committee	Children's Library and Literacy Task Force
Agency Director's Association	SOLINET	SCASL Advocacy Workshop

**7.5 What are your performance levels and trends for the key measures of regulatory/legal compliance and community support? (See [Table II.7](#))**

Established policies and procedures have been developed to reflect key regulatory requirements and serve as guiding documents for senior managers. For management accountability information, [See Section III, Category 1](#). When deficiencies are identified, corrective actions are initiated, e.g., a comprehensive review of agency financial and personnel files was completed to bring both into compliance with State Records Retention guidelines; to meet the requirements of the Employment At-Will Act, the agency's employee handbook was updated with a disclaimer page. Copies signed by staff are now in the agency's HR files. Required HR reporting, such as S.C. Human Affairs Commission, Employee Insurance Program, Department of Labor, OSHA and other reports are submitted. The State Library is the Certified Technology Plan Approver for SC public libraries for the E-Rate purposes. When plans do not comply with the Universal Service Administrative Company's standards, public libraries receive guidance and assistance in making necessary revisions.

All federal guidelines governing the Talking Book Services (TBS) program are strictly observed. Library of Congress, National Library Service for the Blind and Physically Handicapped site visit evaluations consistently result in compliance approval. Administration of [Library Services and Technology Act \(LSTA\)](#) funds in accordance with established federal regulations. The agency's service as the administering agency for the State of S.C. continues unabated. Annual reporting meets established deadlines and receives yearly approval from the Institute of Museums and Library Services (IMLS). Fiscal accountability is subject to relevant state and federal laws with compliance monitoring accomplished through requisite audits of agency operations. Likewise, management of State Aid to is similarly audited and its administration is accomplished with observance of state regulations. (See [7.2, Public Library Development](#) and [7.3, Financial Performance](#))

There are no established, specific formal performance measures for community support as defined ([See Category 1, I.9](#)). However, because the impact of the State Library's programs, services, resources and operations reach local communities statewide, all performance levels, trends and results previously documented apply.



## Accountability Report Appropriations/Expenditures Chart

### Base Budget Expenditures and Appropriations

Major Budget Categories	FY 04-05 Actual Expenditures		FY 05-06 Actual Expenditures		FY 06-07 Appropriations Act	
	Total Funds	General Funds	Total Funds	General Funds	Total Funds	General Funds
Personal Service	\$ 1,585,072	\$ 924,283	\$ 1,736,825	\$ 1,018,200	\$ 1,774,681	\$ 1,012,967
Other Operating	\$ 3,958,990	\$ 3,272,935	\$ 4,120,477	\$ 3,299,313	\$ 1,989,102	\$ 1,258,685
Special Items	\$ -	\$ -				
Permanent Improvements	\$ -	\$ -				
Case Services	\$ -	\$ -				
Distributions to Subdivisions	\$ 10,248,215	\$ 3,699,501	\$ 9,272,118	\$ 8,529,638	\$ 11,025,098	\$ 10,205,098
Fringe Benefits	\$ 469,654	\$ 275,601	\$ 476,481	\$ 270,647	\$ 501,196	\$ 285,293
Non-recurring			\$ 450,000			
<b>Total</b>	\$ 16,261,931	\$ 8,172,320	\$ 16,055,901	\$ 13,117,798	\$ 15,290,077	\$ 12,762,043

### Other Expenditures

Sources of Funds	FY 04-05 Actual Expenditures	FY 05-06 Actual Expenditures
Supplemental Bills	\$ -	
Capital Reserve Funds	\$ -	
Bonds	\$ -	