Accountability Report Transmittal Form
FY 2006-2007

Agency Name:	**South Carolina State Library**
Date of Submission:	**September 17, 2007**
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Section I – Executive Summary

I.1.   Mission, Vision and Values

Eight months into FY 2007 the Board of the South Carolina State Library (SCSL) appointed a new agency director, David S. Goble. By June 2007 the agency was involved in a strategic planning process under the guidance of the University of South Carolina's (USC) Institute for Public Service and Policy Research. (See Strategic Planning, Category 2) The SCSL Leadership Team was tasked with identifying key strategic issues, goals and objectives and with developing new vision, mission and values statements. The following resulted:

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

MISSION: **We optimize SC's investment in library and information services.**   We accomplish this by:

- *Collaborating with other information, cultural and governmental institutions for the sharing of resources,*
- *Providing superior library services to South Carolina's state government personnel, the General Assembly, other elected officials and to its citizens with blindness and other disabilities,*
- *Advocating for innovation and learning through the development of the state's public library services, and*
- *Providing equal access to quality information for all South Carolinians through development of innovative statewide electronic information service initiatives and expansion of the statewide library network.*

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

- **Communication:** *We believe communication is essential to performing our mission and pursuing our vision. Communication is vital to building organizational trust and is the hallmark of respect. Communication is a multifaceted, mutually beneficial process, and the transformation of ideas is crucial to organizational advancement. We believe the articulation of ideas by people engaged in an open-minded exchange results in new concepts, different perspectives and organizational excellence.*
- **Professionalism:** *We believe professionalism is an essential value and a well-trained and knowledgeable staff is our greatest asset. Integrity, respect and fairness guide our performance as we strive to exemplify professionalism in everything we do for the state of South Carolina.*
- **Collaboration:** *We believe the best possible results are achieved through partnerships and teamwork. When the ideas and actions of all interested parties are wisely considered the whole is always greater than the sum of the parts.*
- **Leadership:** *We believe that leadership is organizational and personal. At the center of leadership is accountability for the responsibilities we have been assigned. We believe that good leadership is characterized by the ability to make decisions, take risks, and manage failure. We believe great leadership creates an environment of inspiration.*
- **Innovation:** *We believe that change is the only constant and at the heart of the organization is people thinking outside the sphere of current norms and learning to live beyond their zone of comfort. Through the wise use of new concepts and technology we can define the intellectual landscape of South Carolina. Technology is only as good the concept that drives it.*

NOTE: Refinement of the above continued into the first quarter of FY 2008; presentation to SC State Library Board for approval is scheduled for September 2007. Upon approval, the above replaces statements adopted July 2006: **Mission:** *To provide, advance and promote excellent library services and equal access to information for all South Carolinians;* **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;* **Values:** *Quality, Knowledge, Freedom of Information, Access to Information, Equitable Treatment.*

I.2   Major Achievements (See Section III, Category 7 – Business Results)

▪ The Board of the South Carolina State Library (SCSL) appointed David S. Goble as the agency's new director and State Librarian of South Carolina.

▪ A new DISCUS 2.0 Web site that showcases improved functionality and interactive features -- Within the first few days of implementation, seventy-one (71) "My DISCUS Community" members had begun making connections and discussing various topics.

▪ Overall 98% of the DISCUS training participants rated sessions provided as Excellent or Good.

▪ SC's Talking Books Services (TBS) director appointed to serve on the National Audio Equipment Advisory Committee of the Library of Congress, National Library Service (NLS) for the Blind and Physically Handicapped. She was selected to represent the Southern Conference of Librarians Serving the Blind and Physically Handicapped. The appointment ensures that SC's program will remain up-to-date on future NLS digital talking book transition plans.

▪ 81% of TBS customers rated overall satisfaction with services as Excellent.

▪ The Library Development Services (LDS) department hosted a meeting of representatives of institutions and agencies pursuing digitization projects. They were, PASCAL (Partnership Among SC's Academic Libraries), the SC Department of Archives and History and Georgetown, Darlington and Marlboro County Libraries. It is the goal of the State Library, through collaboration with partner organizations, to pursue further exploration of a major statewide digitization project. Currently, it is supporting, through Library Services and Technology Act sub grant funding, expansion of the SC Digital Library project, currently under the auspices of PASCAL.

▪ 45% of the state's public libraries received guidance and consultation in the area of facilities planning and construction/renovation. The SC Association of Public Library Administrators (SC APLA) has an interest in advocating for a statewide public library construction funding program to address the pressing needs of the state's public libraries.

▪ 275 librarians from across the state attended the 2007 "TechExpress" Technology Institute sponsored by the SCSL. Evaluations were excellent. The Institute featured national leaders in the field of library technology. To continue the momentum of the Institute, LDS met with the Technology Coordinator of the Public Libraries of Charlotte-Mecklenburg County for assistance with development of curriculum for a series of training sessions on blogging, tagging, social software, Instant Messaging (IM) and podcasting. These sessions were marketed as "TechTracks" training.

▪ The statewide Trustee Institute format used for years was replaced with a regional trustee training format. Training participation increased by 21% over FY 2006. Feedback from all participants was very positive.

▪ The SC Literary Arts Partnership (SC State Library, SC Arts Commission and the Humanities Council, SC) hired a new literary programmer for the state. One major project of the Partnership is the SC Center for the Book. Its annual statewide *Letters About Literature* contest remains a favorite venue for literacy advancement. In 2007 the state's first place winner, a Westminster Middle School 8th grader, was selected as a national winner and afforded the honor and opportunity to attend the National Book Festival in Washington, D.C. where he will read his winning letter to a national audience. In support of the SC Book Festival, the SC State Library provided the Humanities Council

SC with an LSTA (Program Year 2006 federal funds) $47,875 sub grant award. To support a SC Arts Commission project that brings *Story Corp*s to Columbia and their *Hub City Writer's Project* supplemental funding was included in a 2007 $55,500 LSTA sub grant also awarded to the Humanities Council SC.

- The number of born-digital electronic documents (SC E-docs) identified and downloaded to State Library servers continues to increase, with 354 added in FY 2007, for a total of 473 SC e-documents preserved and made available through the South Carolina State Library's online catalog. Additionally, a digitization team was established to begin the process of digitizing selected print documents. 47% of state government customers responding to an Information Services department survey said access to digitized versions of older state documents would be useful.

- The Information Services department experienced a 15% increase in demand for reference services from state government customers, whose numbers increased by 4%.

- To provide more avenues for customers seeking reference assistance, the Information Services (IS) department launched its "*Ask A Librarian*" live chat service where reference librarians answer questions, during normal business hours, using chat software. Remote library users (public and other libraries and state employees) can reach reference librarians in real-time without having to disconnect from the Internet. The IS department served a total of 8,024 registered customers (+3% over FY 2006).

- As a result of SC State Library technology plan development guidance and training, coordinated by the agency's Information Technology Services department, at the close of FY 2007 80% of South Carolina's public libraries had updated technology plans.

- The SC State Library was selected as one of the "first wave" agencies for late 2007 "go live" SC Enterprise Information Systems/SAP implementation; related meetings and various other preparatory activities were ongoing at the close of FY 2007.

- SC State Library's new web site went live on July 1, 2006 and earned statewide and national accolades. A record number of visits were logged during the first two weeks of launch. The ITS director and the agency's web administrator were co-presenters at the 2007 Computers in Libraries conference held in Arlington, Virginia. Their presentation was entitled, "*Using a CMS to Build Community: Rhumba with Joomla.*" The SC State Library will be exploring more ways to reshape its services and programs in the ever-changing new high tech environment of social networking and virtual worlds. The agency's new interactive and dynamic website is just the beginning.

I.3.   **Key Strategic Goals**

(*See "Strategic Planning" Chart*) *Under the agency's new leadership the key strategic issues identified for future years are: organizational effectiveness, technology, statewide library development, and expansion of services. The following strategic goals and accompanying objectives are also the focus of the agency's FY 2008-2009 budget request:*

1. **Meet the information and library services requirements and expectations of key customers.**
   - *Strengthen and enhance DISCUS - South Carolina's Virtual Library-DISCUS.*
   - *Provide staffing and operational support necessary to continue and expand the statewide Talking Book Services program (for South Carolinians with blindness and other qualifying disabilities).*
   - *Support state government with the best possible decision support services through the provision of relevant resources with high quality reference and research services.*
   - *Upgrade SC State Library technology resources and infrastructure.*

2. **Enhance statewide delivery of information services through effective collaboration and cooperation with key stakeholders and other entities focusing on education, learning and library development.**
   - *Enhance the ability of South Carolina students, parents, teachers, and librarians (K-12) to access quality electronic information resources and services and support the state's goal for improved learning among students of all ages and levels.*
   - *Facilitate innovation for and effective governance of all libraries, but specifically public libraries through the effective management of available Library Services and Technology Act (LSTA) funding, State Aid and other state funding allocated for public library development.*
   - *Reorganize the State Library for organizational effectiveness that enhances service delivery to key customers and that optimizes South Carolina's investment in libraries and statewide information services.*

3. **Enhance the ability of libraries (School, Public, Technical College, four-year academic) to positively impact economic development.**
   - *Lead a statewide project to enhance the sharing of existing resources among all libraries and reduce redundancies.*
   - *Lead a statewide project to study building needs in light of demographic and technological developments.*
   - *Revise standards for public libraries to ensure innovation, staffing of the state's libraries with qualified professional and support staffs, and enhanced information and library services to citizens.*

***Note**: **Key strategic goals established and pursued July 2006 – March 2007 were:** Provide information resources and services to meet the needs of the people of SC; Ensure that all South Carolinians receive excellent library services through their public library; Market the value of libraries to the educational and economic development of communities all across SC; Encourage partnerships that enhance statewide delivery of library and information services; and Continually improve SC State Library operations.*

I.4   Opportunities and Barriers

Key Barriers

- Currently, no state funds are being provided for staffing any portion of the Talking Book Services Program (TBS) program. *(See Category 7, Key Results, TBS)* The agency's total reliance on federal funding for staffing this vital program is a precarious situation that requires remedy. The work of the TBS support staff is essential for program excellence and maintaining existing staffing levels is crucial. Currently the program is operating below the required minimum technical/support staffing level recommended for an individual National Library Service for the Blind and Physically Handicapped (NLS) network library.

- SCSL remains in need of recurring funding to cover annual database license renewals costs and to provide for continual enhancement of DISCUS *(See Category 7, Key Results, DISCUS)* content. For fiscal years 2006 and 2007 combined, the agency was able to add only four new databases for DISCUS - SC's Virtual Library; this was only accomplished because of LSTA funds. LSTA has also been used to supplement the deficit for annual database license renewal increases. However, this continual and gradual reversal to use of more and more federal funds for database purchases is eroding the amount of available LSTA dollars the agency has to make LSTA sub grant awards to public libraries seeking additional support for various automation upgrades.

- There is a need for funding to upgrade SCSL technology resources. The acquisition of upgraded technology resources will allow the agency's new leadership to move forward with internal reorganization plans certain that staff will have the tools necessary to perform at expected levels for maximum organizational effectiveness. A technology based and driven agency, SCSL is engaged in website development, instructional design, online delivery of information and education, and research and development of technology based services and products. Professional staff engaged in strategy development for expansion of statewide resource sharing among SC's public libraries—the implications of which are far reaching for optimization of both state and local dollars already invested in library and information services—and other technology driven ventures, need up-to-date computer equipment. Lack of such, as well as technologically sophisticated essential network hardware impedes mission accomplishment. *(See Category 7, Key Results, Information Technology Services)*

- Annually the SC State Library is invoiced for energy "surcharges" and each year the charges become more and more oppressive. Current charges for one SCSL building are 20% more than the amount invoiced last year and 41% more for its other building. *(See Section II, II.5, Operating Locations)* SCSL must maintain adequate 24/7 environmental controls to ensure preservation of collections and to protect critical network equipment housed in both buildings. Already functioning with an operating budget of less than 3% of the agency's overall budget SCSL cannot possibly pay, without jeopardizing both organizational effectiveness and impeding service to key customers, the onerous recurring annual energy "surcharge" imposed on state agencies by the General Services Division of the SC Budget and Control Board.

For the SCSL, some of its greatest opportunities rest within the realm of virtual communities and social networking. These excerpts from a recent article, *Online Social Networks, Virtual Communities, Enterprises, and Information Professionals[1],* best express the implications:

> "By applying traditional skills of finding, evaluating, organizing, and applying information to meet organization needs—in this case, people-centric information—the resulting personal and professional benefits for the information professional could include the following:
> - Being viewed as a causal force delivering economic value to the organization
> - Being viewed as the driver for properly applying the new technologies
> - Stronger personal marketability and branding inside and outside the organization
> - A positive new employer-independent online reputation
> - Learning a set of highly transferable new skills
>
> For many information professionals, career survival means continually finding new ways to add value to the organization and realizing a more direct impact on strategic goals and the bottom line. As noted by Kim Dority in her recent book, *Rethinking Information Work* (Libraries Unlimited, 2006), "porting existing skill sets into new opportunities" is critical to a resilient information career."

Under its new leadership, SCSL will continue to focus on these critical opportunities that all information professionals and leaders of forward thinking institutions are exploring and experimenting with as they seek ways to transition from the traditional library environment to new, dynamic an ever-changing online and virtual environment. **This transition will be key to mission accomplishment for the agency.**

Existing partnerships and those to be identified and cultivated in the future offer untold opportunities for optimizing SC's investment in library and information services. One long-standing and key partner organization is the SC Association of Public Library Administrators (SC APLA). Supporting their advocacy efforts for increased per capita State Aid and a recurring appropriation from the SC Education Lottery Account is a priority. *(See Category 7, Key Results, LDS and 7.3, Financial Performance)* Several counties rely on State Aid funds to supplement local dollars allocated for library salaries, many of which are so low that without State Aid, these libraries would not be able to attract or retain essential library professional and support staff for service to their communities. The positive impact of these state funds on the quality of life of the state's citizens cannot be overstated. It is only through collaboration and teamwork that the agency can achieve the best possible results as it strives to become a model for leadership and innovation in delivering superior library services to all South Carolinians.

I.5. The accountability report is used to:

Table I.5
Coordinate and align strategic planning
Develop improvement strategies
Monitor, assess and document progress
Identify and prioritize budgetary and other critical needs
Identify measurement and evaluation needs
Document, communicate & disseminate information to customers and stakeholders

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1 Source: (http://www.infotoday.com/searcher/jul07/Reid_Grey.shtml) by Mike Reid, Vice President, Sales and Business Development, Cognition Technologies, Inc. and Christian Gray, Senior Account Executive, Safari Books Online, LLC

Section II – Organizational Profile

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

Products	Services
- Collections (general/special) - Specialized playback equipment - State and federal documents - Web portal 24/7 Online Library Catalog - Bibliographic and electronic databases - DISCUS – SC's Virtual Library - Other equipment for public use - Public use equipment (Internet computers, accessible computer workstations, copiers, etc.) - Facilities (meeting and computer training rooms, etc.)	- Lending services/borrowing privileges - Braille services - Reference and research services - Interlibrary Loan (ILL); resource sharing - E-Rate facilitation for public libraries - Other physical facilities; visitor parking - Information skills training and other continuing education - State Aid, federal grant and other aid to public libraries administration/guidance - Coordination of state/federal reporting/library statistical data collection - Consultation services (public and other library staffs) - Literacy initiatives - Readers Advisory - Disability services referrals
Primary Delivery Methods	

- Service hours/on-site service; liaison for reservation of meeting facilities; liberal user/customer access polices; reference interviews/referrals/assistance/training/guidance/consultation by professionally trained librarians; site visits to public libraries; interagency mail; electronic document delivery; telephone/voice mail; e-mail/Instant Messaging; postage free delivery of materials/equipment
- Partnerships (public libraries, cultural agencies, etc.); meetings with partners/stakeholders; statewide initiatives; SC Center for the Book;
- Network infrastructure; SC Library Network; website; Internet; remote access/user authentication; virtual reference; online web-based programs

All major agency departments exist to deliver its key services and products. See Category 7, Results for documentation of the benefits of these delivered products and services to SCSL key customers and stakeholders.

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

Key SC Customers	Key Requirements/Expectations
▪ General Assembly ▪ Governor's Office ▪ Other elected officials ▪ State government employees	▪ Broad range of up-to-date reference, research, and support materials (print and electronic) ▪ Superior personal service and timely response from knowledgeable information professionals ▪ Accountability (required by all customer groups)
▪ Public library administrators, staff, boards ▪ County officials and partner groups working directly with public library boards ▪ Other S.C. libraries (school, special, academic	▪ Statewide programs and consultant services that support delivery, improvement and expansion of local library services to citizens ▪ A centralized collection that supplements local resources and eliminates local purchasing of expensive specialized materials ▪ Access to a highly skilled research and technical staff for training and research assistance to support local delivery of information services ▪ Continuing education opportunities ▪ Responsible management of state, federal and other funding aid for the improvement of local library services ▪ Cooperation that facilitates effective use of funds to provide library and information services to all persons (above and beyond those that can be provided through one institution)
▪ Citizens of all ages, interests and abilities	▪ Access through local public libraries to SCSL collections and its highly skilled research and technical staff ▪ Broad range of up-to-date reference, research, and other materials ▪ Superior personal service and timely response ▪ Statewide programs and services ▪ Improvement of local library services ▪ Effective use of taxpayer dollars that support library and informational services ▪ Accessible collections, resources and services that support information needs ▪ Personalized one-on-one service from skilled information professionals

II.3   Stakeholders & II.4   Partners and Suppliers (Table II.3-II.4)

Key Stakeholders	Key Partners	Key Suppliers
- Partners - Library and education professional organizations - Statewide disability consumer groups - SCSL employees and Board - SCSL Foundation, SC - Funding entities	- National Federation (NFB) & American Council (ACB) of the Blind (NFB) of SC - Association of Public Library Administrators (SCAPLA) - First Steps to School Readiness - K-12 Technology Committee - SC Literary Arts Partnership (The Humanities Council, SC and the Arts Commission, SC) - Partnership Among SC's Academic Libraries (PASCAL - University of SC, School of Library and Information Science (USC-SLIS) - SC Library Association (SCLA) - Friends of SC Libraries (FOSCL) - SC Educational Television - Archives & History, Department, SC - Archives & History, Department, SC - Education, Department of, SC	- National Library Service for the Blind & Physically Handicapped (NLS) - SC Budget and Control Board (divisions/units such as Facilities Management, State CIO, Office of Materials Management, General Services, etc.) - Miscellaneous retailers - Library and information vendors for: Software/Hardware; Telecommunications/Networking; Cataloging/Materials Processing; Integrated Library Systems; Electronic databases, Print Materials; Online programming, etc.

II.5   Operating Locations - Columbia, SC

1430 Senate Street - Houses Administration, Finance and Business Operations, Talking Book Services, (its collections and reading room), SC Center for the Book, Library Development Services and meeting facilities (available to other library organizations and state government agencies).

1500 Senate Street   - 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.

II.6   Employees as of 6/30/07 (Table II.6)

Job Category	Number of Employees
00 – Agency Dir (Unclassified)	1
E 1 – Executives	2
E 2 – Professionals	22
E 3 – Technicians	1
E 5 – Paraprofessionals	12
E 6 – Secretarial/Clerical	6
Total Positions - FTE	44
Vacancies – Total Positions	6
Total Agency Authorization	50
Part-Time Temporary (DISCUS, F&BO & TBS)	3

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)

State and federal government reporting requirements
▪ Federal -- Institute of Museum and Library Services and Library of Congress, National Library for the Blind and Physically Handicapped and associated certifications ▪ State -- Budget & Control Board, Comptroller General's Office, Office of the State Treasurer, Legislative Audit Council, Office of Human Resources Management, etc.

Other
▪ State Ethics, Governmental Accountability and Campaign Reform Act of 1991, Title 8, Public Officers and Employees, Article 7, Rules of Conduct ▪ State of SC Office Human Resources regulations ▪ SC Consolidated Procurement Code ▪ Other applicable federal laws and regulations (e.g., HIPAA - Health Insurance Portability, Title VII - Civil Rights, Americans with Disabilities Act of 1990, CIPA – Children's Internet Protection Act, etc.) ▪ Occupational Safety and Health rules and regulations adopted by the S.C. Department of Labor, Licensing and Regulation ▪ Other applicable State of SC laws (e.g., current Appropriations Act, Freedom of Information Act referenced in the SC Code of Laws [Section 30-4-30], As Amended, SC Human Affairs Law [Section 1-13-10] etc.)

II.8   Key Strategic Challenges *(See Section I, I.4, Opportunities and Barriers)*

- **Organizational Effectiveness.** The organizational structure does not support the needs, the new vision or mission. It impedes the work of the organization. FY 2008 will involve the implementation of a series of steps to progress the agency toward total internal reorganization for mission accomplishment.
- **Planning and Prioritization.** To facilitate and ensure long-term organizational effectiveness, the agency needs to adopt a permanent managed approach to strategic and annual business planning. The strategic planning work accomplished under the direction of the USC Institute for Public Service and Policy Research has established the necessary foundation, both practical and philosophical, to accomplish this.
- **Lack of Visibility.**   Each business year, SCSL staff accomplishes a number of significant achievements related to customer service and the agency's programs and services continue to provide benefit to the key customers, stakeholders and citizens in general. *(See Category 7, Results and Section I, I.2, Achievements).* Yet, the agency continues to miss the mark in effectively marketing accomplishments and major programs and services. New strategy development is underway for establishment of a long range marketing goals.
- **Expansion of Services.** Finding innovative ways to achieve the agency's new vision mission focus in a very dynamic and technological environment.

Meeting these challenges will be difficult, not because of a lack of commitment on the part of SCSL staff, but because of the agency's continued struggle with its greatest of all challenges--insufficient budgetary resources for operational, programmatic, service and innovation objectives. *(See Category 7, 7.3, Financial Performance)*
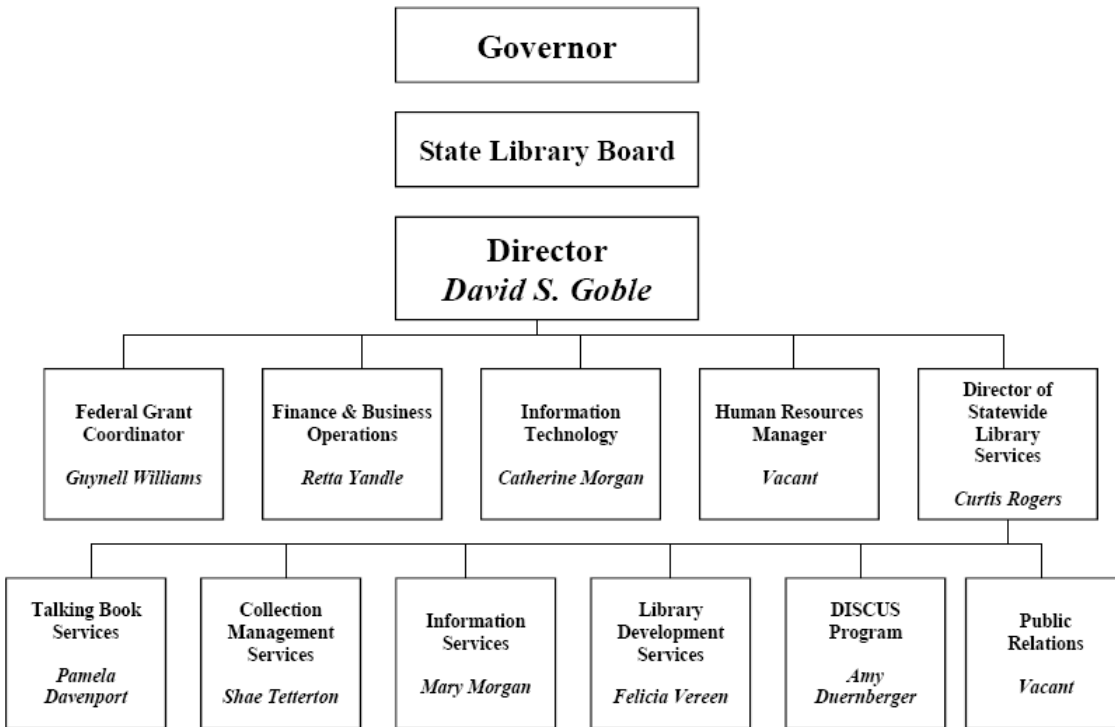
II.9   Performance Improvement System(s)

The Employee Performance Management System (EPMS) is used to identify and praise employee accomplishments and to pinpoint improvement areas. A task force revamped the agency's EPMS instrument during FY 2006 and it was implemented at the start of FY 2007. The goal of the redesign was to facilitate active employee participation in the process. Ratings categories were revised to more accurately describe performance levels. The agency's new leadership has identified a need to resume work with senior leaders and other staff to re-evaluate and improve the current EPMS processes. The hire of a new HR Manager during the first quarter of FY 2008 is an essential first step toward improvement.

II.10   Organizational Structure

SCSL is an independent state agency[2] 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. During FY 2006-2007, the agency was placed under the direction of three different individuals: 7/1/06 – 10/20/06 [Patti J. Butcher]; 10/21/07 – 03/16/07 [Curtis R. Rogers, Interim]; and 03/17/07 – Present [David S. Goble, Director]. The chart below reflects the agency's organizational structure and Leadership Team as of 06/30/07.

South Carolina State Library Organizational Structure

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                          Governor

                     State Library Board

                          Director
                       David S. Goble

  Federal Grant    Finance &      Information    Human Resources   Director of
  Coordinator      Business       Technology     Manager           Statewide
                   Operations                                      Library
  Guynell          Retta Yandle   Catherine      Vacant            Services
  Williams                        Morgan                           Curtis Rogers

  Talking Book   Collection      Information   Library        DISCUS      Public
  Services       Management      Services      Development    Program     Relations
                 Services                      Services
  Pamela         Shae Tetterton  Mary Morgan   Felicia Vereen Amy         Vacant
  Davenport                                                   Duernberger
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2 Number of State Library Agencies, by location in state government: 50 states and the District of Columbia, Fall 2005 = 51; 17 are independent agencies. Source: US Dept of Ed., National Center for Education Statistics, State Library Agencies (STLA) Survey, FY 2005.

II.11 Expenditures/Appropriations

Accountability Report Appropriations/Expenditures Chart						
Base Budget Expenditures and Appropriations						
		FY 05-06 Actual Expenditures		FY 06-07 Actual Expenditures		FY 07-08 Appropriations Act	
Major Budget Categories	Total Funds	General Funds	Total Funds	General Funds	Total Funds	General Funds
Personal Service	$ 1,736,825	$ 1,018,200	$ 1,741,218	$ 1,026,197	$ 1,829,481	$ 1,061,076
Other Operating	$ 4,120,477	$ 3,299,313	$ 3,664,094	$ 3,239,744	$ 1,896,824	$ 1,166,407
Special Items						
Permanent Improvements						
Case Services						
Distributions to Subdivisions	$ 9,272,118	$ 8,529,638	$ 9,671,892	$ 8,189,638	$ 12,310,330	$ 11,490,330
Fringe Benefits	$ 476,481	$ 270,647	$ 486,771	$ 276,070	$ 649,261	$ 375,225
Non-recurring	$ 450,000					
Total	$ 16,055,901	$ 13,117,798	$ 15,563,976	$ 12,731,649	$ 16,685,896	$ 14,093,038

		Other Expenditures				
		Sources of Funds	FY 05-06 Actual Expenditures	FY 06-07 Actual Expenditures		
		Supplemental Bills		$ 7,653,117		
		Capital Reserve Funds				
		Bonds				

II. 12   Major Programs Area Chart

Major Program Areas				
Program Number and Title	**Major Program Area Purpose (Brief)**	**FY 05-06 Budget Expenditures**	**FY 06-07 Budget Expenditures**	**Key Cross References for Financial Results**
I Administration	Management of all agency operations; budgeting & HR, facilities management, communications, & administration of funding to county libraries. Coordinates reporting activities; strategic planning	**State**: 491,861.00 **Federal**: 74,420.00 **Other**: 4,020.00 **Total**: 1,570,301.00 **% of Total Budget** 10%	**State**: 1,503,018.00 **Federal**: 9,959.00 **Other**: 7,656.00 **Total**: 1,520,632.00 **% of Total Budget** 7%	Graphs 7.1/7.2 – 12 through 15 Table 7.1/7.2 - 19
II Talking Book Services (TBS)	Provides free library/ information services to citizens of all ages unable to use standard print due to blindness, dyslexia, visual and other temporary or permanent disabilities	**State:** 0.00 **Federal:** 900,622.00 **Other:** 13,013.00 **Total:** 913,635.00 **% of Total Budget** 6%	**State:** 0.00 **Federal:** 497,853.00 **Other:** 5,776.00 **Total:** 503,629.00 **% of Total Budget** 2%	Graph 7.1/7.2 – 1 Tables 7.1/7.2 – 1 through 2
III Info Tech (IT) Services	Technical guidance to public libs; SC Lib Network; coordinates E-Rate; remote access to E-resources; advises administration on IT; develops technology plans; supports agency IT needs	**State:** 14,820.00 **Federal:** 289,182.00 **Other:** 0.00 **Total:** 304,002.00 **% of Total Budget** 2%	**State:** 3,579.00 **Federal:** 280,212.00 **Other:** 0.00 **Total:** 283,791.00 **% of Total Budget** 1%	Tables 7.1/7.2 – 15 through 18
III Information Services (IS)	Research services to key customers (state govt, Legislature, Gov 's Office, other elected officials); interlibrary loan; research training to state govt; State/Fed Documents; collection development	**State:** 651,261.00 **Federal:** 225,920.00 **Other:** 16,144.00 **Total:** 893,325.00 **% of Total Budget** 5%	**State:** 445,984.00 **Federal:** 147,992.00 **Other:** 580.00 **Total:** 594,557.00 **% of Total Budget** 3%	Graphs 7.1/7.2 – 9 through 11 and Tables 7.1/7.2 – 11 through 14
IV Library Development Services, CE & Pass Through	Provides varied consultant services to public library staffs & trustees; coordinates statewide continuing education program; Children/youth services. State aid and other funds for local libraries	**State:** 8,740,284.00 **Federal:** 833,844.00 **Other:** 16,022.00 **Total:** 9,590,150.00 **% of Total Budget** 60%	**State:** 8,740,284.00 **Federal:** 833,844.00 **Other:** 16,022.00 **Total:** 9,590,150.00 **% of Total Budget** 43%	Graph 7.1/7.2 – 8 & Tables 7.1/7.2 – 9 through 10
Below: List any programs not included above and show the remainder of expenditures by source of funds. **III DISCUS** - Free statewide 24/7 access to content databases [Graphs 7.1/7.2 – 2 to 5; Table 7.1/7.2 – 3 to 5] **III Collection Management Services** - Acquires, catalogs, processes, preserves and makes materials available [Table 7.1/7.2-9 tot 10; Graph 7.1/7.2 – 8] Proviso 73.14 construction pass through) & 73.17 (Lottery pass through)] (See Admin)				
Remainder of Expenditures		**State** 2,219,571.00 **Federal** 314,915.00 **Other** 250,000.00 **Total** 2,784,486.00 **% of Total Budget** 17%	**State** 3,566,001.00 **Federal** 290,731.00 **Other** 6,453,117.00 **Total** 10,309,849.00 **% of Total Budget** 44%	
* Key Cross-References are a link to the Category 7 - Business Results. These References provide a Chart number that is included in the 7th section of this document.				

Section III – Elements of Malcolm Baldrige Criteria

Category 1 – Leadership *(See Section II.10)*

Note: With the agency under new leadership, its organizational culture/management philosophy remains in transition and will be more fully developed by the FY 2008 reporting year.

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

*1.1a.   Short and Long Term Direction and Organizational Priorities***:** The Leadership Team develops a strategic and an annual business plan. Both are posted on the website and the intranet; they provide guidance to employees and inform stakeholders of organizational priorities.   Administration and departmental mangers are charged with communicating the plans to staff, implementation, monitoring and evaluation of progress. Circumstances identified as impeding progress are addressed; Corrective action strategies are developed and sometimes result in elimination of actions items.

1.1b.   Performance Expectations - Managers are expected to link performance appraisal criteria to both plans; managers and/or staff may initiate performance review meetings.

1.1c.   Organizational Values   (See Section I.1 – Executive Summary): Managers are required to administer departmental operations in accord with agency values and are expected to exemplify the agency's values in all performance areas.

1.1d.   Empowerment and Innovation: Staff development and recognition days facilitate inclusion of staff at all levels. All are encouraged to share ideas and supervisors proactively seek input, which is shared with administration. . 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.

1.1e.   Organizational and Employee Learning: 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 budgetary needs. CE is delivered through a variety of methods *(See Category 7, 7.4, HR and CE Results).* The agency's CE Coordinator communicates training opportunities and assists administration in determining staff development day training topics. Survey forms are used to solicit evaluations that are used to assess training effectiveness and the adequacy of opportunities offered.

1.1f.   Ethical Behavior: The agency's mission and values provide the ethical framework for its operation. The agency Director sets the standard for ethical performance. Managers, supervisors are expected to model that behavior and represent the management philosophy of the agency.

1.2.   Establishing and promoting a focus on customers and other stakeholders

The new agency director continues to communicate the importance of quality customer service and emphasizes a management philosophy of decision-making based with customer/stakeholder outcomes as an essential element for organizational effectiveness. The agency's current strategic planning processes and internal restructuring activities are also heavily customer focused, as are the new vision, mission and values statements.

1.3   Addressing the impact on the public of products, programs, services, facilities, etc.

The agency works closely with both federal and state officials and the agency's governing Board to assess and anticipate program impact and to properly manage risks. Staff is assigned to cooperate with officials, as needed. Other methods include:

- Solicitation of customer feedback through surveys, focus groups, etc.
- Compilation and monitoring of customer use data and other feedback
- Data analysis to determine program/service effectiveness
- Addressing customer needs and concerns whenever and wherever needed

- Use of advisory committees/stakeholders for input on customer requirements
- Agency-sponsored events that provide opportunities for key stakeholders/customers to network and discuss common management, customer service, program and policy issues
- Staff attendance at public library board meetings

A designated agency facilities contact allows immediate assessment of staff satisfaction with physical work spaces/office areas. Staff communicate deficiencies as discovered—facilitating workplace safety and security.

1.4 Maintaining fiscal, legal, and regulatory accountability

- The agency 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 guideline.
- The Federal grant manager attends all related federal program meetings, interprets and provides guidance to agency and public library staffs on all related federal regulations/guidelines, maintains compliance oversight, initiates contacts with the IMLS federal program officer and collaborates with the finance director to ensure adherence to related fiscal compliance.
- 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 for participation and cooperation in formal State Government audits of agency operations. They also monitor agency records retention activities for compliance with state and other relevant retention schedules.
- ITS staff recommend and implements technology improvements that facilitate fiscal and regulatory activities

Improvement of all agency workflow processes and internal accountability will be priority goal for senior leaders during FY 2008.

1.5 Key performance measures *(Actual results are reported in Category 7)*

Senior leaders regularly compile, monitor and analyze key performance measures as detailed in *Category 4, Item 4.3* of this report.

1.6 Use of organizational performance review findings and employee feedback …

(See Section III, Category 1, 1.1f) Senior leaders use findings to develop and prioritize annual business plan goals, objectives and action steps. They also meet with staff to share findings and to obtain feedback on follow up strategies for improvement of weak areas and enhancement of those programs and services yielding desired results. Senior leaders share employee feedback/evaluation of supervisory performance with all managers and receive praise for high performing areas and guidance for improvement in others warranted. Senior leaders are expected to model the behavior sought from their employees and to seek strategies for organizational goal attainment that support and mirror agency values. *(See Section I, 1.1)*

1.7. Promoting and participating in succession planning…

As in past years, the agency has no formal strategies or approved plans for knowledge transfer and/or calculated replacement of veteran staff. The new SCSL director is cognizant of this organizational performance shortcoming. Overall organizational performance improvement is a priority and long range (3-5 years) strategy development to address areas of concern is ongoing. *Average state service for SCSL employees as of 6/30/07:*

Table III 1.7

Band 1-5	Band 6	Band 7-10	Unclassified
28 employees	14 Employees	2 Employees	1 Employee
13 years	12 years	17 years	0 years

1.8.   Creating performance improvement, accomplishment of objectives, and innovation

Senior leaders are expected to: model the performance sought from employees; encourage and support flexible scheduling for mission specific staff development and training that delivers skills and knowledge an employee can put to immediate use to help meet agency objectives; and contribute to all strategic planning processes so as to create action strategies to nurture creativity and innovation. Senior leaders are the critical element in ensuring "top-down" and "bottom-up" two-way/regular communication throughout the organization—without which organizational effectiveness suffers.

1.9 Supporting and strengthening communities in which the organization operates

Several agency programs and services impact local communities, e.g., summer reading, talking books, sponsorship of statewide literacy programs, etc. *(See Category 7, Results)* Employee voluntary involvement in agency charitable efforts is encouraged. During business hours employees may actively promote and collect voluntary donations for reputable/known charitable causes. Related notifications received from state government entities are shared with staff, via forwarded emails. The agency strives for annual participation in both the United Way and Good Health Appeals.

FY 2007 Community Support/Involvement by Individual Employees (Table III 1.9)
Participation in community and charitable causes through member churches:
▪ Movies@ Finlay Park [volunteers make popcorn/lemonade (free to everyone), set-up the movies/equipment and do clean-up] ▪ Families Helping Families and other local charities ▪ Coordination of free lunch hour summer concerts by local musicians; downtown offices are targeted ▪ Coordination of church support for KARE (group that provides food, clothing and sometimes monetary support) and Youth Serve (teens involved in summer projects to help the elderly and the needy) ▪ Our youth participate in a program called Youth Serve during the summer. They do community work for three weeks doing home repair, painting, roofing, building wheelchair ramps and other projects for the elderly and others who are financially unable to do these things ▪ Partnership with a local school to provide after-school tutoring ▪ Adult and children's ministries
Personal monetary donations and giving of time to:
▪ Salvation Army, Harvest Hope Food Bank, SC Vietnam Vets, SC Kidney Foundation, Sexual Trauma Services, Carolina Children's Home, Columbia American Guild of Organists, Oliver Gospel Mission, Friends of SC Libraries, Columbia Animal Mission, SC Special Olympics, Providence Hospitals Sisters of Charity, Palmetto Place (children's shelter), Easter Seals SC, Sistercare, Inc, National Federation of the Blind of SC, and SC Protection & Advocacy for People with Disabilities, Inc. ▪ Church projects such as: Travel to Mississippi to participate in the state's rebuilding project and other disaster relief project (church group goes wherever called to provide assistance); Thanksgiving dinners for the needy; monthly visits/treats to Department of Juvenile Justice (DJJ) Insiders[3];
Other:
▪ Prison ministry volunteers ▪ Officer in the Order of the Eastern Star ▪ Garden club member/past officer ▪ Local library Friends group member/officer ▪ Town Council; Town Festival and Holiday committees

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3 DJJ Insiders are select group of students who travel throughout SC, encouraging troubled children and promoting community awareness of the prevalence and consequences of juvenile crime.

Category 2 – Strategic Planning

2.1.   Agency Strategic Planning process

Since June 2007, the agency has been led by through this process by the University of South Carolina's Institute for Public Service and Policy Research. Alignment of the agency's budget plan with its goals and action plans has been a main focus. The agency has completed both an internal and external assessment of its operations. Specifically, the strategic planning steps adopted are:

1. Stakeholder Analysis (identification and ranking, expectations, etc.)
2. External Scan (political, fiscal, demographic, etc.)
3. Internal Assessment (organizational culture and structure; strengths/weaknesses)
4. Establishment of the Strategic Direction (vision, mission, values)
5. Selection of Strategic Issues (identification and ranking)
6. Establishment of Broad Goals and Objectives

The SCSL is currently more than half way in completion of the processes for finalization of a new long-range strategic plan for the agency. During the first quarter of FY 2008, using internal issues work groups, the agency will establish new targets and measures, review and adopt recommended strategies, and develop implementation plans at the organization-wide and departmental levels. Upon completion of the process, the agency director will present the revised Strategic Plan to the State Library Board for approval and the FY 2008 annual business plan for informational purposes. *Key sections of this report reflect the results of this process to date under the agency's new leadership. They are: Section I, I.1, I.3 – I.4, and Section II, II.8.   Remaining responses for this section reflect strategic planning processes/procedures utilized (prior to the March 2007 hire of the agency's new director) to establish the FY 2007 business plan. Changes in these processes will be reflected in the agency's 2008 Accountability Report.*

2.2   Developing and tracking action plans & (2.4) measuring progress of action plans
Leadership Team and departmental staff meetings are used to assess progress and to carefully review strategic goals for alignment with objectives. Outcome and output results for key performance measures *(See Category 4, 4.3)* are reviewed and compiled monthly by departmental directors and designated staff. *(See Category 1, 1.5 and Category 4, 4.3)* Actions are declared either accomplished, in need of revision or elimination and timelines are adjusted as needed. When strategies for implementation of specific actions are found lacking, adjustments are made. To ensure accomplishment of the remaining action steps, tasks are reassigned as necessary; lead departments may change and other staff (sometimes even partner organizations) necessary for accomplishment of action items is identified to maximize human, technological and budgetary resources.

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

Table 2.3 *(See Section III, Category 1, 1.1a for discussion of deployment)*
Newsletters and web sites (both of the agency and partner organizations)
Intranet postings (e.g., departmental monthly activity/accomplishment/upcoming events reports) to keep staff informed
Agency reports, memoranda, listservs, etc
Meetings and other venues (library associations, public library trustee boards, advisory committees, internal staff, Leadership Team and task force meetings, etc.) where the agency director provides "state of the State Library" reports/updates
Informal contacts with internal and external customers;
Daily interactions of departmental managers with staff

2.4   Measuring progress of action plans *(See 2.2)*

2.5   Relating strategic objectives to strategic challenges

(See 2.1) SCSL's strategic planning process required that senior leaders identity and rank strategic issues before formulating broad goals and objectives. As such, the strategic objectives outlined for Section II, Question 8 of this report was specifically established to address its identified key strategic challenges.

2.6   Evaluating and improving strategic planning process?

Steps taken to evaluate and improve the agency's strategic planning process are outlined in other sections of this report: *Section III, 1.1a* (progress is monitored by senior leaders, solutions are sought for identified issues impeding progress, etc.), *Category 4, 4.3* (assessment of key measures to determine departmental and organizational effectiveness and use of findings to adjust planning process as warranted) and *Category 2, 2.2* (departmental, leadership team and other staff meetings are used to assess progress and to formulate alternative strategies when necessary). The agency's new director views improvement of organizational strategic planning processes as critical to mission accomplishment; contracting with USC's Institute for Public Service and Policy Research to guide senior leaders through the process was just a first step in what is expected to evolve into continual improvement of SCSL strategic planning.

2.7   Website address for SCSL Strategic Plan.

SCSL Board approval of the agency's new Strategic Plan is scheduled for the second quarter of FY 2008. The plan will be posted at http://www.statelibrary.sc.gov/publications/task,cat_view/gid,122/.

Category 2 - Strategic Planning Chart			
Note: Category 1, 1.3 outlines the agency's key strategic goals for future years as established through the agency's new strategic planning process under the leadership of its new director. The goals/objectives and key action items outlined in this chart reflect those that were established for FY 2007 during the agency's prior planning cycle before the appointment of its current director in March 2007. Category 7 reflects the results of that planning and outcomes to date under the director of the new agency leader.			
Program Number &Title	Supported Agency Strategic Planning Goal/Objective	Related FY 06-07Key Agency Action Plan/Initiative(s)	Key Cross References for Performance Measures*
I & IV Administration and Pass Through	(1) Provide information resources/services to meet the needs of the people of SC: (a) Develop improvement strategies (2) Ensure that all SC citizens receive excellent library services through their public library: (a) Complete planning process for new LSTA 5-Year Plan (3) Market the value of libraries (a) Collaborate with key partners (b) Improve general agency marketing efforts (4) Promote statewide literacy programs (a) SC Center for the Book (b) Statewide book discussion programming (5) Enhance statewide resource sharing (a) Statewide Union Catalog (b) Explore web portal development (6) Encourage partnerships to enhance statewide delivery of information services (7) Continuously improve SCSL operations (a) Undertake comprehensive strategic planning process (b) Increase effectiveness of SCSL operations (c) Improve physical facilities (d) Improve administrative functions (e) Enhance computer operations (f) Recruit/hire new agency director (g) Support employee performance excellence	(1) Draft FY 08 business plan to address findings/recommendations for key measures (2) Needs assessment for new LSTA plan; partner with LDS staff; prepare for & conduct focus groups; seek input from Leadership Team; draft plan, finalize and submit to federal agency (3) Redesign annual report format (4) Design new exhibit display panels (5) Assign literacy projects to staff (6) Constitute SC Center for the Book advisory board; initiate/support programs (7) Market "Let's Talk About It" public library programming (8) Assign task force for union catalog RFP; seek state funds for implementation (9) Assign project manager (10) Make contacts with (Humanities Council, PASCAL, SC APLA, USC-SLIS, etc. (11) Identify strategic planning facilitators; begin process (12) Install security cameras; make necessary General Services contacts for regular building maintenance (13) Begin SAP implementation preparation (14) Work with IT staff to identify/implement network/computer upgrades, etc. (15) Board meetings, Board interviews, new director orientation, etc. (16) Implement staff training (17) Sponsor employee staff development/recognition	Graphs 7.1/7.2 – 12 through 15

Table 7.1/7.2 - 19 |

II Talking Book Services (TBS)	SAME AS # 1 for ADMIN: (a) Assess customer needs. (2) Implement strategies (a) Provide services to customers with qualifying disabilities (3) Market the value of libraries (a) Promote TBS	(1) Surveys/focus groups; evaluate survey/other feedback; plan for service changes (2) Implement quality assurance standards for in-house recording (3) Expand volunteer program (4) Increase production of recorded SC materials (5) Plan for digital talking books transition (6) Use in-house recording equipment to develop promotional podcasts (7) Target potential customers with disabilities in the minority communities; complete branding; explore new communication methods	Graph 7.1/7.2 – 1 Tables 7.1/7.2 – 1 through 2
III Info Tech (ITS) Services	SAME AS # 1 for ADMIN: (a) Assist public libraries with E-Rate certification and provide guidance on technology issue (2) Continuously improve SCSL operations (a) Enhance computer operations	(1) Support technology needs of all major programs/services (set up FTP server for receiving digital state documents; test/rollout public library videoconferencing equipment, literary map wiki, etc.) (2) Gather E-Rate data; provide E-Rate training; address specific needs of public libraries; review certification of public library technology plans (3) Work with public libraries on MPLS network migration (4) Launch wireless service (5) Install tape library (6) Migrate web site to new sever (6) Purchase software licenses (7) Recruit Network Administrator	Tables 7.1/7.2 – 15 through 18
III Information Services (IS)	SAME AS # 1 for ADMIN: (a) Assess needs of state government SAME AS # 2 for TBS (a) Provide services to state government personnel (3) (2) Market the value of libraries (a) Market IS	SAME AS # 1 for TBS (2) Plan for new materials formats (3) Provide orientation for staff of new legislators (4) Provide "TechExpress" for state government (5) Launch IM reference service (6) Investigate enhanced document delivery (6) Improve access to electronic resources (7) Explore new communication methods; create new brochure (8) Market wireless services	Graphs 7.1/7.2 – 9 through 11 and Tables 7.1/7.2 – 11 through 14
III DISCUS - Virtual Library	SAME AS # 1 for ADMIN: (a) Assess the needs of the virtual community. (b) Strengthen and enhance DISCUS in response to user needs (2) Market the value of libraries (a) Market DISCUS	SAME AS # 1 for TBS. (2) Audit web sites that link to DISCUS/act on findings; (3) Explore and test alternative training delivery/select and integrate new methods; (4) Implement IP address; (5) Develop/implement new DISCUS website (6) Expand promotional/marketing efforts (7) Develop/implement training schedule (8) Explore new communication methods (9) Revamp DISCUS logo/branding; develop marketing plan	Graphs 7.1/7.2 – 2 through 5 & Tables 7.1/7.2 – 3 through 5
III Collection Mgt Services	SAME AS # 1 for ADMIN: (a) Improve collection, preservation & accessibility of state documents SAME AS # 2 for TBS (a) Provide and maintain collections that meet user needs;	(1) Develop digitization standards/procedures & implement scanning (2) Continue weeding collections (3) Develop a plan to include uncataloged federal documents in the online catalog	Graph 7.1/7.2 – 8 & Tables 7.1/7.2 – 9 through 10

IV Library Development Services & CE	SAME AS # 1 for ADMIN: (a) Assess the needs of public library staffs; SAME AS # 2 for ADMIN: (a) Administer Gates PAC HUG grant (b) Participate in Gates/WebJunction Rural Library grant (3) Guide and assist public libraries in planning for and managing staff development (a) Enhance CE delivery methods and improve CE program (b) Provide public library staffs with emerging technologies training (4) Provide statewide initiatives to support SC public libraries (a) Facilitate statewide study of public library building needs (5) Collaborate with key stakeholders for recruitment/retention of professional librarians (6) Market the value of libraries (a) Market to public libraries (7) Provide statewide literacy programs (a) Market early childhood reading (b) Summer Reading	SAME AS # 1 for TBS. (2) Analyze evaluations from CE events (3) Work with SC APLA on building needs; present final report to director/SC APLA (4) Distribute Gates funds; organize computer vendor demos; facilitated grant compliance for funds expenditures (5) Provide libraries with pre-workshop assessment survey; present regional workshops; perform follow-up survey; present findings; identify public library staff for more related training (6) Begin planning for development of statewide CE plan (7) Host Technology Institute (8) Develop/present TechTracks regional training; improve training; market TechTracks & evaluate the training program (8) Partner with USC-SLIS for Leadership Institute for library managers; evaluate (9) Promote CE offerings (10) Provide "Every Child Ready to Read" workshops; market the initiative (10) Distribute summer reading materials statewide; provide training; begin planning for '08 program	

Category 3 – Customer Focus

3.1 Determining customers and key requirements

Key customers are identified through interpretation of the agency's mission and authorizing legislation. *(See Section II, II.2)* Several key customer requirements are statutorily determined.

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.

Key requirements are also determined through online and written surveys, formal and informal focus group sessions, staff observations and other formal and informal methods utilized to obtain customer feedback.

3.2. Keeping listening/learning methods current with changing customer/business needs/expectations

As new technology tools become available, they are evaluated and if feasible are implemented to assist the agency in determining customer needs. As customer needs continue to change, the agency strives to update and adapt its listening and learning methods. The agency's updated and interactive website continues to show promise as a growing key source of customer feedback. Staff share comments and redirect inquiries to appropriate staff for responsiveness to customer needs.

3.3   Using customers/stakeholder feedback is used to:

Table 3.3
Facilitate decision making, and long-range planning
Assist with identification of program and budget priorities and develop budget justification requests
Understand and anticipate customer expectations
Pinpoint service areas needing improvement, redesign or elimination
Select library materials target consultation services and improve agency sponsored CE
Establish federal LSTA sub-grant priorities

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 underutilized because of lack of awareness of their availability. (*See Category 4 and Category 7, Results)*

3.4.   Measuring customer/stakeholder satisfaction and dissatisfaction and using results for improvements

Customer satisfaction and dissatisfaction is determined through:

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

Data is used to determine program/service effectiveness, plan programs, services and agency sponsored training, etc.   Use of customer/stakeholder and other data for organizational improvement is detailed in: *Category 1, Leadership, 1.6*, *Category 2, Strategic Planning, 2.6*, *Category 4, 4.2, 4.4, 4.6, and Category 6, Process Management, 6.1.*

3.5. Building positive relationships with customers and stakeholders

Customer Groups	(Table 3.5) Relationship Building Methods
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
Public Library Staffs and Citizens	Director and/or 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 designee(s) accept invitations to events sponsored or supported by key partners/stakeholders
	Staff serve as agency liaisons/representatives
	Proactive engagement in collaborative opportunities
	SCSL facilities are made available for hosting special events; Meeting facilities are offered to state agencies and library organizations
Citizens with Disabilities	Support of statewide activities of disability consumer groups and events sponsored by key disability service providers

Category 4 – Measurement, Analysis and Knowledge Management

4.1. Key factors for determining operations, processes and systems to measure:

Table 4.1
Alignment with key priorities, customers and services identified through the strategic planning process
Factors critical for daily operations (e.g., staffing, network integrity, etc.)
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.   To provide support for effective decision making, data/information analysis is used to:

Table 4.2
Determine service adjustments
Identify and address training needs
Develop promotional/marketing objectives
Determine selection of library materials needs
Target spending, g) 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
Facilitate long range planning.

4.3   Key measures

Table 4.3
Traditional library measures (number of customers, use of library resources, collections data [e.g., media added, withdrawn], customer transactions etc.)
Efficiency of HR/Benefits processes (e.g., EPMS data, staff development participation, employee feedback, 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 satisfaction
Volunteer service (time contributed and cost equivalent
Fiscal performance (e.g., effectiveness of federal grant programs (dollars requested vs. dollars awarded, etc.), efficiency of pass through processes for public libraries, vendor payment processing, etc.)
Promotional/marketing statistics (relationship to increase in customer usage, etc.)
IT Networking activity (server availability, upgrades, etc.)
Training/Continuing Education (sessions, participants, satisfaction, etc.)
Percentage of state dollars provided to public libraries
Web statistics (page views, unique visitors [average YTD], average visit length, visits, etc.)
Human resources (EPMS activity, salary data, FTEs, diversity, salary, recruitment and other data)
Literacy results (e.g., statewide summer reading participation)
Cost effectiveness of programs/services

Departmental managers regularly assess measurements being used to evaluate their areas. Agency monthly reporting necessitates such. They also seek input from front-line employees who are generally the most knowledgeable about essential operational processes for their areas. Senior leaders review key measures during strategic planning meetings. Measures are updated as circumstances warrant.

4.4. Selecting and using comparative data

State comparative and published national data based on national standards and indicators 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 budgets, 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.

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

4.5. Data integrity, timeliness, accuracy, security and availability are ensured through:

Table 4.5 *(See Category 7, 7.2 IT Services and 7.3)*
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
Consistent publication schedule for the Annual Statistical Summary (ranks SC's public libraries) and the Annual Report that compiles SC library statistics in one source
Disaster Preparedness Plan that addresses protection of essential business data and library collections

4.6   Organizational performance review findings are used to:

Table 4.6
Develop CE and staff development strategies to reflect long-term strategic initiatives and short-term objectives
Review 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
Develop action steps for the accomplishment of agency goals and objectives
Adjust staff positions/responsibilities to address findings
Identify new or eliminate unneeded measures
Develop processes to integrate more targeted input from stakeholders and customers
Address customer satisfaction data
Align priorities with resources (financial and human)
Reinforce partnership support of priorities
Assist in decision making
Brainstorm for innovation
Modify strategic and/or annual business plans

4.7. Collecting, transferring and maintaining organizational and employee knowledge is accomplished through:

Table 4.7 *(See Category 1, 1.e and 1.7)*
Everyday informal sharing of management issues by departmental directors
Leadership Team, staff, departmental meetings where staff can discuss issues of common concern
Staff participation in professional associations
Agency collaborative efforts and interactions with staffs from libraries in and out-of-state
New hire orientation process for new supervisors to engage in depth one-on-one sessions where senior leaders share knowledge about all phases of their departmental operations)
Systematic orientation process for new hire support staff for transfer of essential organizational knowledge for quick integration into routine agency procedures
State Library web site, agency intranet, departmental blogs/wikis, etc. used to facilitate knowledge transfer
Utilization of retention procedures and policies and to ensure availability of essential organizational historical knowledge
Maintenance of agency subscriptions to professional library journals and routine routing of the same
Agency membership and participation of staff 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
Provision of agency sponsored/funded staff development and training (See Categories 5 and 7, 7.4)

Category 5 – Workforce Focus

5.1. Organization and management of work to develop potential, align tasks with organizational objectives, nurture empowerment, create a desired organizational culture, is accomplished through: *(See Section III, Category 1, 1.1)*

Table 5.1
Supporting staff development and training
Using peer-to-peer on-the-job training
Hosting staff appreciation day
Fostering a supportive work environment through effective communication and responsiveness to employee concerns.
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 departmental and other meetings
Facilitating empowerment through offering high achieving staff (all levels) the opportunity to experience different job responsibilities, involvement in innovative projects, etc
New hire orientation process, that ensures an understanding of essential operational processes within the first several days of work
Facilitating information sharing through email, regularly schedules staff meetings, agency intranet, listserv, online calendar, etc.

The agency's organizational culture continues to be redefined. Strategic planning sessions have been used to assist in this process. The agency's new strategic planning processes will continue to focus on redefining the SCSL organizational culture—a process that is expected to yield desired results over multiple years of developing and implementing relevant action strategies. Senior leaders must develop more effective ways of helping employees understand how their positions support organizational goals and objectives. Development of a consistently applied EPMS process that communicates priorities and coaches employees toward meeting goals and objectives will be essential. 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. *(See Category 7, 7.4)*

5.2 **Evaluating and improving human resource related processes** *(See Section III, Category 1, 1.8)*

With the agency once again under new leadership, its entire employee performance management system is once again under review. Strategic planning for improvement of human resources (HR) processes to align with the agency's new vision, mission, values and key strategic goals is a priority action item for goal two, objective number three. (*See Section I, I.3 and Category 7, 7.4*)

5.3. Identifying and addressing key developmental and training needs, evaluating training effectiveness, and encouraging on the job use of new skills/knowledge & (5.4) Contribution of training to the achievement of action plans

The agency employs a full-time continuing education (CE) coordinator with primary responsibility for developing and coordinating statewide CE activities targeting public library staffs. *(See Category 7, Results)* The position also assists with coordination of internal staff development. *(See Category 7, 7.4)* Evaluation of the effectiveness of training is accomplished by surveying immediately upon completion of an event and, depending on the type of training, post-evaluative surveying (6 months to 1 year later) may be done. Implementation of action steps included in annual business plans necessitates and guides training activities, ensuring immediate use of skills/knowledge obtained. Informally, training needs

become known to senior leaders through daily interaction with employees carrying out duties and responsibilities.

5.5   Supporting high performance and contributing to achievement of action plans

*(See Section II, II.9)*Because the EPMS document must delineate measurable job functions and success criteria, supervisors are able to structure such to align with agency action plans. The agency recognizes employees with a record of consistent superior performance by rating the performance as *"Commendable" or "Outstanding."* 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 EPMS' optional employee self-evaluation tool can increase the employee's role in the process. The agency's managerial EPMS document includes two core job functions, one of which is "promoting implementation of the Strategic Plan)—placing accountability for achievement of action plans at the highest priority level. *(See Category 2, 2.2 – 2.4)*

5.6   Motivating employees to develop and utilize their full potential

(Table 5.6) Agency Employee Motivation Processes
EPMS (for individual employee development plans)
Staff recognition, rewards, appreciation days, internal promotions, salary adjustments
Creation of opportunities for staff to participate in special projects and duties outside of their assigned departments (facilitates innovation/empowerment/employee learning)
Inclusion in decision-making and planning
Agency funded Continuing Education (CE)/professional development opportunities
Comfortable work office/work areas (physical facilities well-maintained with up-to-date technology and other essential equipment/supplies)
Open and facilitated top-down/bottom-up communication
Leadership that encourages professionalism, innovation and a supportive work environment
Inclusion of all staff in State Library sponsored marketing events, such as grand SC Center for the Book sponsored programs, Notable State Documents Awards ceremony, etc.
Creation of opportunities for staff (at all levels) to interact with customers and other professional colleagues (e.g., selecting staff to attend and participate in national conference to ensure equity of networking opportunities)

5.7.   Formal and/or informal assessment of 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 EPMS optional employee self-evaluation section asks four key questions (major accomplishments, areas for improvement, problems encountered on the job and suggestions for solutions, desired training opportunities and comments).   CE survey forms provide immediate feedback on the effectiveness of 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 an on employee satisfaction and motivation. Employee retention data is tracked through the state's Human Resources Information System (HRIS).

Senior leaders in consultation with the HR Manager addresses individual employee concerns. . 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 2007 grievance filings. The internal assessment activities (focus groups, etc.) undertaken during the strategic planning process *(See Category 2, Strategic Planning)* marked the agency's first formal/systematic assessment of overall employee satisfaction. Informal assessment methods are referenced in *Category 1*.

5.8   Maintaining a safe, secure and healthy work environment

The Emergency Preparedness/Safety Team (staff from various departments) continued to review and updated the agency's *Emergency Preparedness and Safety Manual. Updates are posted* to the agency's intranet. Prior to scheduled state government evacuation drills, the Team meets to review procedures and staff is reminded (via email) to review evacuation procedures posted on the intranet. On site Red Cross CPR/First Aid certification renewal training is scheduled for the first quarter of FY 2008. Eight volunteer staff members serve as the agency's first responders for medical emergencies. Mini-safety training sessions (e.g., "First Aid Overview" and "Dealing with Problem Patrons") were made available during general staff meetings.

Table 5.8 - Other methods used to maintain a safe, secure and healthy work environment
Compliance with occupational safety and health rules and regulations adopted by the SC Department of Labor, Licensing and Regulation
Requesting occasional facility safety audits by the Safety Support Unit of the Office of General Services
Inclusion of safety awareness in the new employee orientation process (building walk through with exit locations, evacuation procedures, and the like)
Enforcement of the agency's smoke-free workplace policy
A designated agency General Services liaison for correction of routine building maintenance problems
Notifying staff of free health screenings, wellness walks, etc. offered by Prevention Partners and allowing staff to participate without using personal leave time
When needed, one-on-one guidance from the HR Manager for with eligible Worker's Compensation claims
Taking immediate corrective action (as the budget allows) to eliminate facility deficiencies

Category 6 - Process Management

6.1   Determining and utilizing key processes

The agency's strategic and annual business plans determine its processes. All processes exist to facilitate mission accomplishment. Senior leaders are responsible for agency-wide implementation of the processes and for monitoring related staff performance/effectiveness.

Table 6.1	Processes	Requirements	Measures
Information Services	o In-depth research Materials retrieval and circulation o Collaborative liaisons o Collection development o Borrower registration o Interlibrary loan o Information referrals o Information skills training o State Library orientation o On site personal assistance o Delivery of materials o Data collection o Online catalog searching o Internet access	o Web site o Voice messaging o State-wide toll free access o Timely response o Knowledgeable and friendly professionals; skilled technical staff o Up-to-date reference/research collections o Collections (print, multi-media, electronic, general, specialized) o Interagency Mail Services (IMS) o Building facilities (accessible service hours; visitor parking, Internet accessible computer workstations, etc.) o 24/7 Online library catalog (WebLion) o Virtual reference tools o Marketing/PR o Use of new technologies; integrated library system o IT support; reliable network infrastructure o Customer feedback o Proper scheduling of staff for phone/desk coverage	See Key Results, Category 7 - IS
Talking Books Services	o Readers Advisory; information research o Identification of special format materials o Interlibrary loan o Disability services referrals o On site personal assistance o Delivery of materials o Audio book production o Tape duplication o Scheduling/hosting Consumer Advisory Committee o Borrower registration o Assistive technology guidance	o Accessible services, resources and facilities o Delivery van o Customer feedback o Special format materials o Playback equipment o Voice messaging o IT support; accessible web site o State-wide toll free access o Federal support o Specialized integrated library system o Professional/friendly librarians o Support staff o Digital recording facilities o Audio duplication equipment o Assistive technology o Proper scheduling of staff for phone/desk coverage o Marketing/PR	See Key Reuslts – Category 7 - TBS

DISCUS Program	o DISCUS statewide database training o Acquisition of new databases o Program administration o Technical support/guidance o Consultant services o Scheduling/hosting Advisory Committee meetings	o 24/7 Remote access with excellent response time o IT support o Web site enhancements o Knowledgeable professionals o Meeting and training facilities o Marketing/PR o Incorporation of new technologies o Training and technical documentation o Reliable database vendors o Program assessment; customer feedback	See Key Results Category 7 - DISCUS
Library Development Services	o Consultant services to public libraries (guidance and assistance with budgets, automation, planning, buildings, administration, etc) o Staff development & training o Site visits o State Aid administration o Data collection & synthesis o Statewide summer reading program coordination; distribution of related materials o Supporting local library advocacy efforts o Certification of public librarians o Development of partnerships	o Knowledgeable professionals o Meeting and training facilities o Agency vehicles and proper scheduling for use o Flexible work scheduling o Adequate budgets o Attendance at public library board meetings o Accurate/dependable advice/guidance o Skillful partnership selection o Customer input/feedback o IT support o Proper scheduling of professional staff for coverage of counties o Effective communication mechanisms	See Key Results, Category 7 - LDS
Collection Management Services	o Acquire library materials o Catalog library materials o Maintain library materials o Maintain library collection database o Preserve library materials	o Knowledgeable professionals o Support staff o Integrated library system o Adequate budget o Efficient materials processing o Reliable vendors for print and electronic resources o IT support	See Key Results, Category 7 - CMS
Continuing Education Services	o Data collection o Staff development &training o Notification of CE opportunities o Registering participants	o Online programming o CE Coordinator o Marketing/PR o IT Support	See Key Results – Category 7 - LDS

6.2 Incorporating new technology, etc. and other efficiency factors

Many data collection processes are connected to deadlines established by state and federal requirements for reporting. Cycle time is dictated by the agency's regulatory environment, as are factors such as cost controls, which are directly impacted by state procurement regulations. Other factors are changing customer needs, priority concerns of stakeholders and customers, project schedules of key suppliers and the like. A limited operating budget mandates cost control vigilance. Processes have already undergone changes in response to the need to incorporate new technologies, e.g., web portals, social networking software, virtual reference, digitization of documents, etc.   Efficiency improvements generally follow the incorporation of new technologies. IT staff provide the critical support necessary to ensure that technology is fully supportive of key processes. Customer needs and requirements impact value creation processes. *(See Table 6.1).*   It is expected that several processes will experience changes in design and

methods of delivery as a result of new strategic planning efforts that will continue through the first quarter of FY 2008. Internal reorganization plans to be carried out in FY 2008 will drive these changes. Additionally administrative processes, particularly finance and business operations processes, change in response to state and/or federal mandated procedural and technology changes, e.g. the SCEIS/SAP rollout for first wave agencies that is scheduled for the second quarter of FY 2008. *(See Category 7, 7.3)*

6.3.   Daily implementation of key processes for support of key performance requirements

The key value and support processes detailed in *See Table 6.5* are essential to achieving the goals and objectives of the agency *(See Section I, I.3)* and to meeting its central legal mandate.   Daily implementation of the processes facilitates delivery of services, resources and programs to key customers. The processes, their requirements and measures all align with the key measures cited in *Category 4, 4.3.*

6.4.   Evaluation and improvement of key product and service processes

Input gathered from surveys, discussions with stakeholders and staff and other processes previously cited *(See Categories 3 and 4)* are used by senior managers when evaluating existing processes and participating in strategic planning. *(See Section III, Category 2).*   Processes are improved through incorporation of new technologies and through changes made in response to staff input and transfer of organizational knowledge. *(See Category 7, 7.4 and Category 4, 4.7)*

6.5 Key support processes

Table 6.5	Processes	Requirements	Measures
Information Technology Services	o Agency-wide technical and communications support o Technology planning o Facilitate resource sharing o Web portal administration o Integrated Library System, Virtual Library and other e-database support o Network infrastructure management o E-Rate facilitation and technical consulting to public library staffs o Facilitating resource sharing	o WAN/LAN o Up-to-date hardware/software o Remote access technology o SC Library Network o Skilled technical and professional staff o Continual staff training and professional development	See Category 7, 7.2 – Customer Services – Information Technology Services
Administrative Services	o Oversight of all operations o Strategic guidance o Policy development o Developing partnerships o Advocating for statewide library development o Communicating with the General Assembly o Planning and implementing programs/services; monitoring/evaluating progress o Marketing o Financial Management (payment processing, budgeting, procurement, fulfill accounting requirements, supplier relationships etc.) o Facilities/property management o HR management/employee relations/staff development o Data collection o Coordinating state and federal reporting & compliance o Disaster preparedness planning	o Technology support o Responsible management; Managerial leadership o Knowledgeable professionals o Human Resources Information System (HRIS) o Financial Accounting Systems o Governmental Accounting, Auditing, and Financial Reporting Procedures (GAAFR) o Adequate financial resources o Data and information availability o Strategic and business plans o Financial/business operations support personnel	See Category 7, 7.3 – Financial Performance; 7.4, Human Resources; 7.5, Regulatory/Legal Compliance
Grants Administration	o Interpretation of regulations o Reporting o Data collection; record keeping o Planning o Awarding grants o Liaisons with federal program staff o Attendance at national meetings o Interacting with library development consultants o Responding to sub-grantees	o Guidance documents o Web sites o Personnel with knowledge of related federal regulations and program guidelines/procedures o Technology resources o Support from Finance & Business Operations Dept. o IT support o Customer input	See Category 7, 7.3 – Financial Performance
Public Relations and Marketing	o Developing promotion strategies o Internal assessment o Planning; Goal setting o Customer analysis o Library marketing on the web	o Knowledge of craft, agency mission, customers, services o Budgetary & IT support o Support from senior leaders o Marketing plan	See Category 7, 7.1 – Mission Accomplishment; 7.2, Customer Satisfaction – All Program Areas

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

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

Category 7 - Results

7.1   Performance levels and trends for mission accomplishment/organizational effectiveness
7.2.   Performance levels and trends customer satisfaction

Both quantitative and qualitative measures describing SCSL performance levels for mission accomplishment, organizational effectiveness and customer satisfaction are reported by program/service areas in the pages that follow. Primary comparative data sources used were the latest editions of:

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

Talking Book Services (TBS) – Key Results

Program Overview: The SCSL administers a free library program that loans audio materials with playback equipment to eligible South Carolinians.[4] Resouces are delivered to borrowers statewide by postage-free mail. The SCSL is a member the National Library Service for the Blind and Physically Handicapped (NLS), Library of Congress nationwide network of cooperating libraries. The network is made up of 57 regional and 74 subregional libraries throughout the US. Within this network, the SCSL's TBS department functions as the state's regional library.

Transition to a Digital Talking Books Program: A nationwide transition from recorded cassettes to digital flash memory cards will begin in 2008 and take about four years to complete. With the transition will come the gradual phase-out of cassette technology for production and distribution of digital talking books and players. An NLS pilot for downloadable digital talking books was launched on October 13, 2006; 92% of the NLS readers surveyed reported they were able to download books and transfer them to their players with relative ease. SC readers were not a part of the pilot, but were kept abreast of the progress of the transition through the TBS newsletters and website.

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

In 2008, 60,000 digital talking book machines will be allocated to libraries and loaned to talking book readers nationwide. TBS has planned it transition activities to align with those of NLS, including continuing to circulate and repair cassette players until the digital transition is complete. As a result, the Telecom Pioneers, the volunteer group that repairs and refurbishes the current cassette player model will continue to be an important resource for the program. The TBS equipment coordinator refurbished 1,798 cassette players. At the close of the 2007 fiscal year, 7,048 new and refurbished cassette players were assigned to TBS customers, 1,177 were available for assignment and 142 were awaiting repair. In 2006, for the entire NLS network TelecomPioneers, General Electric volunteers, and state personnel repaired 115,052 cassette machines, representing an average of 2,018 machine repairs per NLS regional library.

To keep abreast of all NLS activities, the TBS director attended the joint conference of the Northern/Southern Conference of Librarians Serving the Blind and Physically Handicapped (LBPH) and the KLAS[5] Users Conference. NLS digital transition plans were the focus of both conferences. Keystone Systems, Inc. shared it plans for supporting the digital transition for its customers—35 regional libraries, including SC—using the KLAS system to track, circulate and select materials for talking book readers. SC's TBS director has been appointed to serve as the Southern Conference representative on the NLS National Audio Equipment Advisory Committee.[6] This appointment will ensure that SC's program will remain up-to-date on future NLS digital transition plans.

Although TBS customers continue to express an excitement about the digital transition, a 2007 survey revealed that among talking book readers with home Internet access only 16% were using the TBS online catalog to order reading materials. With downloadable books and magazines being a major part of the upcoming digital talking books program, more attention will have to be paid to educating TBS customers in the use of online technologies.

Marketing of TBS Services: TBS staff participated in 55 public education events—tours of the library (24), presentations (12) and exhibit events (19) across the state), **+53% over FY 2006.** TBS promotional radio spots aired with the hosts of two local Columbia shows, WOIC's *"Changing SC Daily"* and WFMV's *"Connections."*

TBS' biggest promotional event involved the induction of seven SC centenarian talking book readers into NLS's "*10^2 Club*."[7] The honorees, ranging in ages from 100 to 105, were from Greenville, Spartanburg, Leesville, Johns Island and Summerville. "*It warms my heart to know that someone that age—105—is actually getting library materials and reading them*," said the TBS director as she presented a plaque to the oldest inductee, Louise Johnson, 105, of Columbia. Johnson honored on October 27, 2006 during a ceremony at the State Library and accompanied by her daughter and granddaughter said, "*I don't know what I would do without this wonderful reading program*." The NLS Network Division chief was the keynote speaker for the occasion.

Extensive updates were made to the TBS website and new features were added to keep customers and stakeholders updated. The website was used to deliver audio postings of the TBS newsletter and podcasts of excerpts from readings of newly recorded SC materials and reading recommendations. ITS staff facilitated these accomplishments.

OPAL (Online Programming for All Libraries) was used to offer online book discussion programming. Although survey results revealed that 41% of TBS customers have home access to the Internet, attracting participants to online programming continues to be a challenge.

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5 KLAS, the Keystone Library Automation System, offers Patron Services, Circulation and Serial Control modules.

6 NLS receives information and advice on its program through this standing Committee. It is made up of consumers, Telephone Pioneers and network library representative.
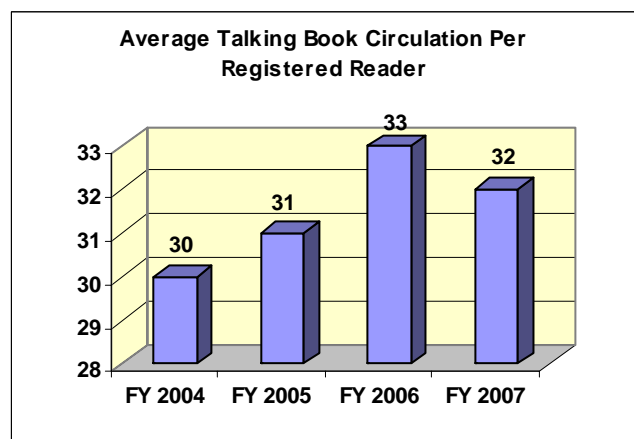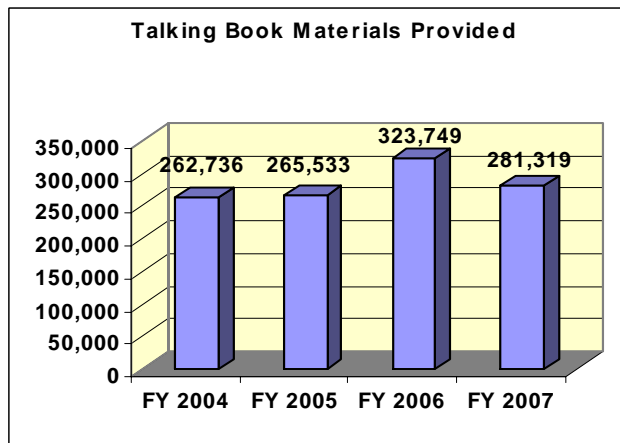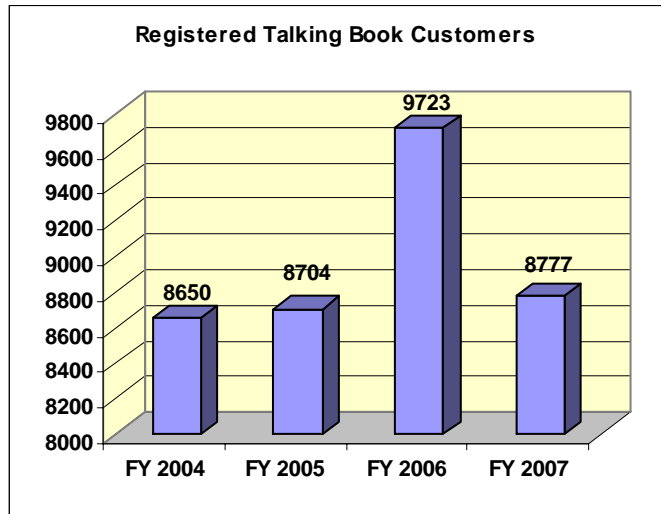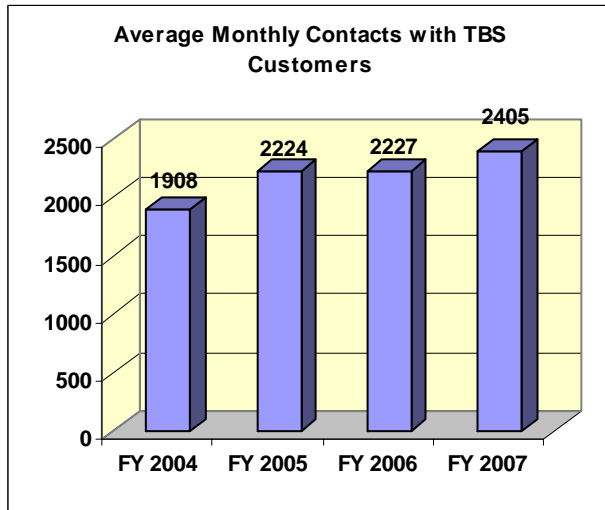
7 The 102 Talking-Book Club was conceived to recognize the accomplishments of the national reading program's centenarians. Through induction ceremonies in all states, the Library of Congress honored 1,600 individuals.

(Table 7.1/7.2-1) TBS Promotional Activities	
Exhibits	• School of Gerontology, sponsored by the Lt. Governor's Office on Aging, (Myrtle Beach; Technology Conference, Columbia; Employment, Education & Resource Fair, Columbia; Apple Harvest Health Fair, Irmo-Chapin; African American Conference on Diabetes, Brookland Baptist Church, Columbia; Annual Conference, Association for Education and Rehabilitation of the Blind, Mt. Pleasant; SC Association of School Librarians (SCASL), Columbia; Assistive Technology Expo (600 attendees), Columbia; Pee Dee Senior Expo, Florence; Family Connection Conference, Columbia.
Presentations	• Statewide Conference, National Federation of the Blind (NFB) of SC, Columbia; Upstate Blind Veterans, Greenville; Dillon County Library; Kiwanis Club, Cayce-West Columbia; Choppee Health Complex/REACH 2010, Georgetown; NFB of SC, Beaufort Chapter; American Council of the Blind Annual Meeting, Charleston; NFB of SC, Aiken Chapter; Anderson County Public Library; Blind Veterans of Myrtle Beach; South Kilbourne Elementary School, Columbia; Jehovah AME Church Senior Citizens Group, Cross; Lowman Home, White Rock; Lion's Club, McCormick; Senior Center, Gaffney.
Tour Groups	• SC Employment Security Commission Disability Program staff; Newly appointed public library directors; SCASCL conference attendees; SC Commission for the Blind staff; USC, School of Library and Information Science students.
Distribution of TBS applications and information brochures Sampling of organizations and locations	• VA Medical Center, Augusta & Columbia; Colleton County School, Walterboro; Washington Health Care, Columbia; Retina Eye Center, Aiken; Bishop Gadsden Life Care Center, Charleston; New Horizon Family Health Services, Greenville; SC Commission for the Blind, various district offices; Clarendon County Alcohol & Drug Abuse Center, Manning; Hospice of the Foothills, Seneca; Gibbs Middle School, Charleston; SC School for the Deaf & Blind, Conway; Kelly Miller Elementary School, Winnsboro; Greenville County School District, etc.

Readers' Advisory and Provision of Materials

Graphs 7.1/7.2-1

Average Monthly Contacts with TBS Customers

FY 2004	FY 2005	FY 2006	FY 2007
1908	2224	2227	2405

Registered Talking Book Customers

FY 2004	FY 2005	FY 2006	FY 2007
8650	8704	9723	8777

Talking Book Materials Provided

FY 2004	FY 2005	FY 2006	FY 2007
262,736	265,533	323,749	281,319

Average Talking Book Circulation Per Registered Reader

FY 2004	FY 2005	FY 2006	FY 2007
30	31	33	32

Personalized readers advisory service continues to be the hallmark of the program. FTE reader advisors and professional librarians make contacts with customers by phone, email, correspondence and in-person. Average monthly contacts shown in the graph above also include KLAS system transactions manually initiated by reader advisors to meet the reading needs of customers. Currently, the program is operating below the required minimum staffing levels for reader advisors for an individual network library but meets the minimum staffing level required for professional librarians[8].

Average monthly contacts with customers increased by 8%. 919 customer transactions were handled through email. Telephone contacts totaled 20,650 (+3%); walk-in patrons/visitors totaled 260, and KLAS manual system transactions initiated by reader advisors totaled 5,989 (average of 499 per month). All total there were 28,858 contacts for an 8% increase over FY 2006.

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8 Per the current edition (2005) of the Association of Specialized and Cooperative Library Agencies (ASCLA), American Library Association (ALA), Revised Standards and Guidelines of Service for the Library of Congress (LC) Network of Libraries for the Blind and Physically Handicapped (LBPH), TBS' reader advisors staff should number five (5) FTE's (1 for each 1,500 customers); It is currently staffed at only 2 FTEs. This position is responsible for working directly with customers to determine reading patterns and preferences to ensure individual needs are met. There should be one FTE librarian, in addition to an FTE program administers, per each 2,500 customers. The TBS program is currently staffed with three (3) FTE librarians and one FTE administrator.

Having the new KLAS system in use for one full year allowed staff to really utilize features that allow tracking of patron inactivity, which in turn provided for the elimination of years old inactive patron records migrated from the old Data Research Associates LBPH system (support ended in the mid to late 1990s). 762 new customers were registered, 17% less than FY 2006; 1,145 accounts were discontinued during FY 2007[9] (a significant portion were the aforementioned database cleanup deletions). As a result, the KLAS maintained 8,777 active customer records (10% less than last year—a portion of this decrease is also a direct result of database cleanup).

(Table 7.2-2) TALKING BOOK SERVICES COLLECTION STATISTICS				
Materials by Type	FY 06	FY 07	FY 06	FY 07
	Added	Added	Held	Held
Cassettes	20,787	23,055	396,987	420,190
Large Print Books	366	306	19,647	19,933
Described Videos/DVDs	29	28	644	689
TOTAL	21,182	23,389	417,278	440,816

Materials Circulation: The TBS mailroom operations, with support from other technical staff, continued to function effectively. Because the program's service to customers is dependent on the processing of materials (recording and equipment) for circulation/delivery through the US mail, staffing levels for this area are crucial and essential for program excellence. Currently, the program is operating below the required minimum technical/support staffing level for an individual network library[10].

Materials loaned to customers decreased 13% over FY 06 while circulation per registered customer remained statistically unchanged. The 13% decrease is in keeping with the elimination of inactive patron records, for which the system automatically generated a certain amount of reader profile circulations. **SC's talking book readers borrowed an average of 31 items (all media) for FY 2007**. More than 23 million copies of recorded and Braille books and magazines were circulated to an NLS network readership of 811,015 in 2006. According to NLS the average reader borrows 30 recorded books and magazines a year.[11]

Mailroom efficiency levels were determined by looking at a few key measures. FY 2007 results:

- Cassette magazines duplicated = 3,642 (304 per month)
- Cassette magazines sent to customers = 9,680 (807 per month)
- Cassette books returned from customers and checked in daily = 264,190 (22,015 per month/736 per day)
- Number of returned cassette books inspected daily = 224,960 (18,746 per month/625 per day)
- Inspected cassette books found damaged or incomplete = 9,343 (779 per month)
- Cassette books duplicated (to meet patron "on demand" request for titles) = 1,347(average of 112 per month)

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9 Service is generally discontinued for one of the following reasons: death (family discontinues service as no other household member is eligible); relocation to another state (service transfer to the network library in that state); customer no longer in need of service or no longer desires to use the service.

10 Per 2005 ASCLA, ALA, Revised Standards and Guidelines of Service for the LC Network of LBPH, TBS' technical/support staff should number nine (9) FTE's (3 for each 2,500 customers); it is currently staffed with 5 FTEs and one part-time position. These positions are responsible for traditional clerical functions that include but are not limited to shipping and receiving, inspection and repair, production services and receptionists.

11 Source: NLS Fact Sheets: Books for Blind and Physically Handicapped Individuals, 2007.

- Cassette books duplicated to replace damaged copies or to fill in collection gaps = 1,977
- Total cassette books duplicated = 3,324
- Cassette books repaired = 1,066
- Reading materials (recorded and large print) sent to patrons = 281,319 (average per month = 23,443; average per day = 782)

TBS technical/support, paraprofessional[12] and volunteer staffs inspected 85% all cassette books returned by talking book readers. Of the cassettes inspected 4% were found damaged or incomplete. Staff repaired and returned 11% of that number to the circulating collection. Cassette book inspection assures customers that recordings provided are in good condition.

Braille Services: State Library ITS staff installed the latest version of print/Braille label software for TBS staff and provided training in its use. The software is used to create print/Braille labels for cassette books produced and duplicated in-house.

The SCSL ended its decades long Braille contract services with the North Carolina Library for the Blind and Physically Handicapped (NCLBPH) in favor of Braille contract service with the Utah State Library. Eighteen (18) other libraries/states within the NLS network are also primarily served by Utah. Of that number each individual library's total Braille readersip averages 141 individuals. As of 6/30/07 the TBS program was serving 199 registered Braille readers (2% of the program's total registered readership). SC's level of Braille readership and circulation is comparable to the average for NLS network libraries. Nationwide, 21,897 (5% of the total NLS readership) individuals use Braille services, checking out an average of 44 Braille items per individual per year. 17% of SC's readers use Web-Braille.[13]—nationwide 4,255 Braille readers (1% of the total NLS readership) use it, accessing an average of 16 items per year per individua; for SC's Web Braille readers that's 544 items.

Children's Services: TBS' 2006 Summer Reading Program culminated in a July 2006 party held at the library for blind and visually impaired children, ages pre-school to 12. The children, their parents and guests (about 15) were on hand; the event that included a guest storyteller and coverage by two local Columbia TV stations. Event sponsors were Chic-Fil-A, Sonics, Random House Books, Frank's Car Wash and Hardee's.

33 students from the SC School for the Deaf and Blind (SCSDB) participated in the 2007 Summer Reading Program and read a total of 407 books. An awards program held at the school delighted the students with presentations of reading certificates, medals and other incentives. As each name was called the children cheered for each other and chanted *"good job!"* The TBS director described the partnership with the SCSDB as wonderful and plans to continue with more joint programming.

Customer Feedback: Nationwide, older people and those with multiple disabilities are a large part of the talking book user population. The same is true of the registered readership of the TBS program with approximately 53% of its readership over age 65, 31% ages 25-65 and 15% under age 25 (of this age group, children 9-12 are 3%).

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12 Per 2005 ASCLA, ALA, Revised Standards and Guidelines of Service for the LC Network of LBPH, TBS' other professional paraprofessional staff should number 3 (1 FTE per each 2, 500 customers). Positions in this category include but are not limited to system manager, studio manager, volunteer coordinator, production specialist or manager, outreach coordinator. TBS is currently staffed with one other professional paraprofessional, its volunteer coordinator.

13The Web-Braille site is password-protected, and all files are in an electronic form of contracted Braille, requiring the use of special equipment for access. It is an Internet, web-based service offered by NLS that provides, in an electronic format, many Braille books, some music scores, and NLS produced Braille magazines.

Participating in surveys, evaluating new equipment, and serving on advisory committees are some of the ways in which consumers contribute to program development. A survey of SC customer satisfaction yielded the following:

- 78% used the TBS program for pleasure reading, 7% for school work, 5% for recorded magazines and 10% for other reasons
- 94% received reading materials in excellent or good condition
- **99% received requested items in a timely manner**
- 82% were satisfied with the number of titles provided and 96% with the reading selections
- 90% were satisfied with the condition of cassette players provided for their use
- 52% used the talking books library as their only library; 41% also used their public library and 7% also used their school library
- **98% rated TBS staff as friendly, helpful or professional**
- **81% rated their overall satisfaction with TBS services as excellent; 18%, good and 1%, fair**

The following testimonials from TBS users substantiate the survey findings:

I enjoy talking books so much. I have always loved to read; now I listen to the words instead of reading the words…a valuable service and I appreciate everything you do to make my reading experience enjoyable. – Greer, SC

I just wanted to say thank you for keeping Ma with tons of books to read. She always looked forward to reading the next books you sent." – Summerville, SC

Mrs.…passed away…She had a full life and it was made fuller by the use of this recorder and your wonderful talking books. – Daniel Island, Charleston, SC

"…The books and movies have provided Mom with much needed entertainment through the years." – Lexington, SC

Enclosed is a check for $200 in memory of the individuals listed…Talking Books Services is a worthwhile program, which I am happy to support in this way. — Bluffton, SC

"I appreciate having talking books. I would be lost without them. You and the other staff members and volunteers are to be commended for your work. – Myrtle Beach, SC

Some continue to express program support by making monetary donations. These funds provided supplemental support for additions to the collection (described movies and large print books) and provided for the purchase of incentive awards for children to encourage participation in TBS summer reading program activities.

Volunteer Services: Reorganization of the department allowed the volunteer coordinator to assume full-time responsibilities for volunteer services. She is a long time and active member of the Midlands Affiliate South Carolina Association for Volunteer Administration (MASCAVA) and makes use of the organization for networking, professional development and volunteer recruitment. The agency recognized and honored the services provided by its volunteers by hosting a December holiday luncheon. A group of TBS volunteers were also honored with the 2007 "Station of the Year"[14] award from the Retired and Senior Volunteer Program (RSVP) of Richland and Lexington counties. The TBS partnership with RSVP has existed since 1994.

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14 RSVP refers to agencies, programs and organizations that use its volunteers as "stations." RSVP matches talents and skills of people 55 and older with community volunteer needs. RSVP is a part of the Corporation for National Service's Senior Corps programs. RSVP of Richland and Lexington Counties is locally sponsored by Senior Resources, Inc. and has been active in the two counties since 1973.

The role that volunteers play in the TBS program continues to be significant. **Fifty-eight volunteers contributed 2,665 hours of service for an estimated dollar value of $50,022**. They labeled newsletters, brochures and other promotional materials, narrated books and magazines (award winning SC author Joyce Hansen volunteered her time and served as narrator for one of her novels), staffed the receptionist desk, duplicated and packaged cassette magazines, inspected cassette books, weeded files, repaired cassette players and helped staff the Grand Affair exhibit—an event that draws thousands of senior from across the Midlands area—created print/Braille labeling for audio books, weeded the large print book collection, prepared new reader packets, reviewed and edited magazine and newsletter recordings, etc.

Program Overview: DISCUS, SC's Virtual Library was derived from the concept Digital Information for SC Users. DISCUS targets the state's entire population and provides residents, K-12 SCISA and SACS[15]-accredited private and public schools, colleges (public and private), and public and academic libraries with 24/7 free access (from home or workplace Internet computers) to subscription electronic databases and high quality learning resources.

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

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

Customer/Stakeholder Feedback: To ensure representation reflective of the DISCUS program's customer base, vacancies on the DISCUS Database Assessment Committee were filled and members reactivated the Database Advisory Committee. The Committee ranked Current Events, History, General Reference, Newspapers (local and regional), and Geography and Multicultural Resources as the top five for future content needs. Local and regional newspaper content remained the top information request for public libraries; current events ranked an overall second for all user groups.

To enhance the usefulness of DISCUS databases to the K-12 community, DISCUS staff work with database vendors to obtain the latest features of subscription databases. In response to inquiries locating content within DISCUS databases according to Lexile[16] reading levels, staff obtained, promoted and provided instruction for access to the Lexiled content of SIRS Discoverer, SIRS Knowledge Source, Grolier Online and Thomson Gale databases—all offered via DISCUS. New database content added included *Academic OneFile* and *History Resource Center* and new e-book medical titles (to provide access to up-to-date medical information).

DISCUS staff receives customer testimonials almost weekly. Two examples follow:

> "I just had to let you know how much I appreciate DISCUS in my elementary school media center. From the upper grades doing research to the younger children looking for animal pictures, it is the best resource I have to offer. I don't have to worry about the content; I know it will be appropriate. My students come into the media center asking, 'Do we get to do DISCUS today?' Thanks for providing such a great service to the people of South Carolina." *-- Library Media Specialist, Bethel-Hanberry Elementary, Richland School District Two*
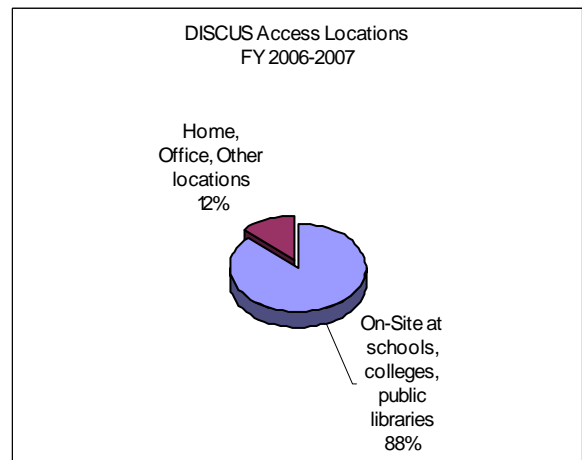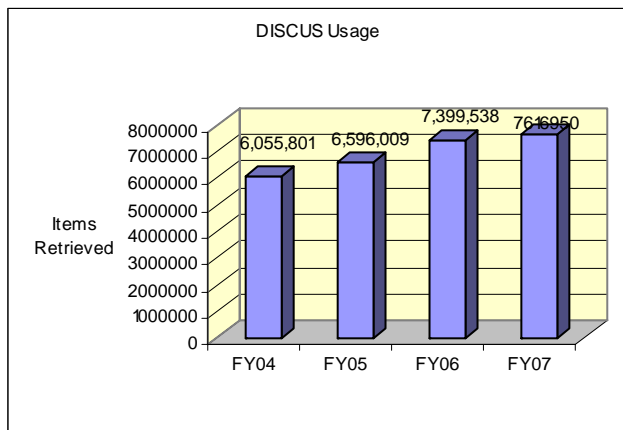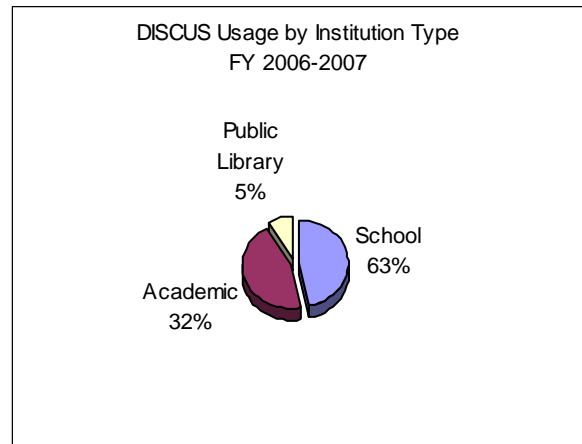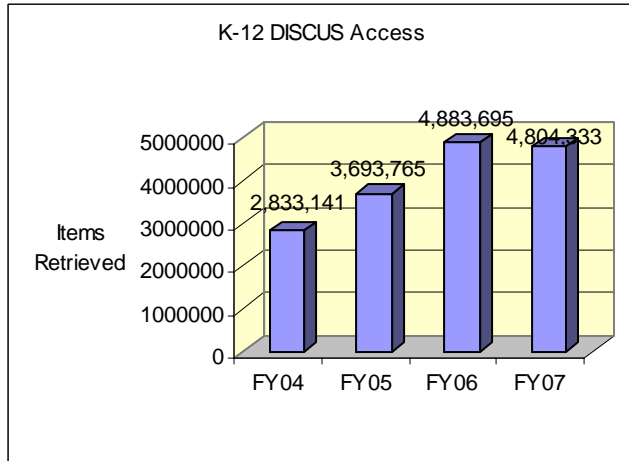
> "We have used DISCUS on many occasions when helping with homework and projects that the kids have to complete. They actually go to the DISCUS website for their first source of information now. With the help of DISCUS, both of my kids have remained on the 'A' honor roll. Again, thanks for helping my kids by providing DISCUS." *– Parent, Aiken, South Carolina*

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

16 The Lexile® reading level (or scale) is a developmental and educational tool designed to match a reader's skills to the text.

DISCUS Usage: As a result of IP address (to improve remote authentication) and website audit (to eliminate customer access barriers) projects, DISCUS FY 2007 usage numbers obtained from database vendors were skewed, with some usage points showing exorbitantly high increases (as much as 20% in some instances) and others showing similar "odd" percentage decreases. Therefore, although the graphs presented below provide "estimated" usage data for FY 2007, no comparison to FY 2006 activity is offered at this time. Efforts to obtain accurate FY 2007 usage data via vendor contacts are ongoing. Revised trend data will be reported in FY 2008. Website audit results were analyzed; DISCUS staff continues to develop tools to assist libraries in making the necessary changes to their local web pages.

Graphs 7.1/7.2 - 2

K-12 DISCUS Access

DISCUS Usage by Institution Type FY 2006-2007

DISCUS Usage

DISCUS Access Locations FY 2006-2007

DISCUS Public Education/Promotional Activities: Radio broadcast opportunities, e.g., SC Educational Radio's "*Speaking of Schools*" program, were pursued by the DISCUS program director. DISCUS articles appeared in newsletters of professional groups, e.g., *Media Center Messenger*—the SC Association of School Librarians (SCASL) newsletter. Additionally, DISCUS promotional materials (rulers, bumper stickers, bookmarks, display signs, etc.) were provided to schools and libraries as requested (138 requests for FY 2007).

DISCUS staff reviewed virtual library web sites of other states and engaged in a series of meetings with the agency's web administrator. The result was a new DISCUS 2.0 Web site that showcases improved functionality and interactive features. Within the first few days of implementation, seventy-one (71) "My DISCUS Community" members had begun making connections and discussing various topics. Along

with the new web site came the redesign of the DISCUS logo and revision of all DISCUS handouts. 79% of those responding to a DISCUS web site survey said they liked the look and feel of the new site. Survey respondent comments included:

"I'm impressed. It looks very usable. Love the new logo!"

"Crisp and clean. Easy to read...new logo is fabulous...very clearly related to the product."

"I like the direct access to the page—students hated having to click on K-12 Users to get to the meat of the page..."

"Nice—easier for students to use."

DISCUS training schedules were promoted through web site postings and mass mailings to 1,260 public school media specialists and 88 private schools and other participating institutions. "*What's New in DISCUS*" quarterly fliers and web postings were made available. E-mail distribution lists were used to send geographically targeted "last call" email messages that resulted in increased class registrations (some as much as five times greater than the registration number prior to the email). Of the various methods in use, 70% of those responding to a DISCUS website survey said they preferred to receive DISCUS news/updates via email
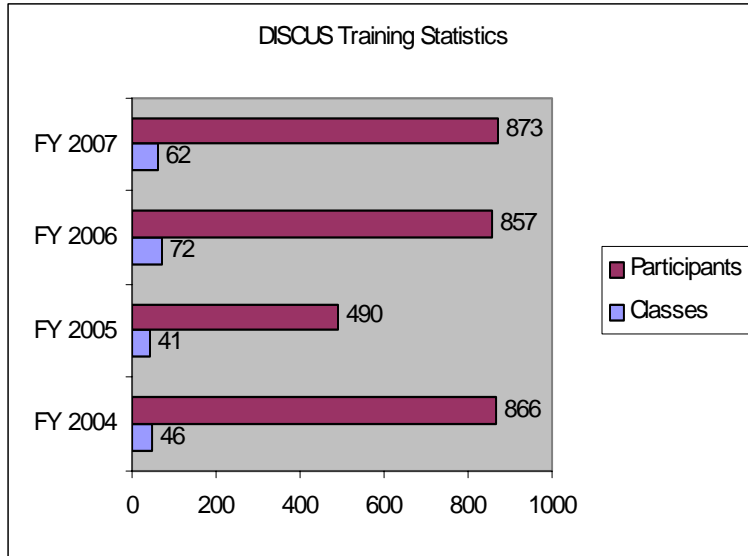
(Table 7.1/7.2 – 3) Other DISCUS promotional/public education events included

▪ Conference exhibits/presentations to:
  o SC Council for the Social Studies
  o EdTech
  o SC Council of Teachers of English
  o SC Library Association
  o SC Association of School Librarians
  o Libraries Resources and Information Sharing (LIBRIS) (staff development conference for SC library support personnel)

▪ Presentations to/for:
  o K-12 Technology Committee
  o Annual Library Media Specialists Teleconference
  o SC Association of Public Library Administrators (quarterly meetings – DISCUS program updates)
  o Public Library Branch and Reference Managers Exchanges held at the State Library
  o Various public library staff development day events

Staff identified and established relationships with 40 new DISCUS primary and technical contacts representing all types of libraries and schools such as: Morris College (Sumter, SC), Claflin University, Northeastern Technical College (Cheraw, SC), South Carolina School for the Deaf and Blind (Spartanburg, SC), Allendale County School District, Thomas Heyward Academy (Ridgeland, SC), Union County Carnegie Library, Bamberg School District Two, St. Joseph's Catholic School (Greenville, SC), etc. Welcome letters and information packets were sent to all. To date, DISCUS has 275 participating institutions.[17]

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17 DISCUS participating institutions are all of the institutions for which DISCUS staff database profiles, i.e., email and physical addresses, ip addresses, listservs, etc.

DISCUS Training

DISCUS Training Statistics

FY 2007 — 873 / 62
FY 2006 — 857 / 72
FY 2005 — 490 / 41
FY 2004 — 866 / 46

Participants
Classes

Graph 7.1/7.2-3

Between FY 2006 and FY 2007 DISCUS training classes provided decreased 14% but participant numbers increased by 2%. Per FY 2005 NCES reports, all State Library Agencies provide training or consultation to facilitate access to databases via the Internet.

Overall, 98% of the 545 training participants completing evaluation forms rated sessions as Excellent/Good (78% Excellent; 20% Good; 2% Fair).

(Table 7.1/7.2-4) FY 2007 Summary of DISCUS Training Topics		
Thomson Gale Databases: Literature E-Books & PowerSearch	DISCUS for Kids Too!	DISCUS Introduction
DISCUS Databases: Celebrating National Hispanic Heritage Month *(online delivered training via OPAL)*	SIRS Databases & Grolier Online Encyclopedias	Got Homework? Get DISCUS
DISCUS for Elementary & Secondary Grade Levels	Promoting and Using DISCUS in the School Media Center	DISCUS Resources for Middle School Educators
Take a Guide Tour of the New DISCUS Website	Examine the E-Books *(online delivered training via OPAL)**	DISCUS Resources for Historical Research
10 Great Ways to Use DISCUS in the Public Library *(online delivered training via OPAL)*	DISCUS Overview & Teacher Resources	Effective Use of Newspaper Content
How to Use DISCUS Resources to Create Online Reading Lists for Students*	Thomson Gale Databases: Business, Health and Legal	DISCUS for Adult Users
The Reality of Using DISCUS - South Carolina's Virtual Library*	The Web Library: Getting the Most from Google, PASCAL and DISCUS*	

*New classes for FY 2007

DISCUS staff and vendor instructors delivered on-site training (schools and/or libraries) to individuals from these areas (representing 18 counties): Lugoff, Walterboro, Batesburg-Leesville, Saluda, Columbia, Charleston, Florence, Greenville, Aiken, Rock Hill, Camden, Marion, Hampton, Summerville, Kiawah, Lexington, Spartanburg, Chester, Manning, and Irmo. Training sessions were also offered to all DISCUS customers on site at the SCSL in its computer training room.

FY 2007 marked the first time DISCUS training sessions were delivered to customer desktops via OPAL. The following is representative of feedback received from the first OPAL delivered training event:

> *"The session was great and very informative. It will help immensely." Oconee County Library*

> *The class was like dessert. I appreciate the class and please let's do this again." Marion County Library*

Facilitated by ITS staff, podcasts were developed to announce program updates, introduce new databases and highlight special database features. Podcasts placed on the DISCUS website to offered users quick-and-easy access to important program updates. One podcast that users found particularly helpful was the six minutes tour *"Audio Guide to the New Web Site."* (48% of those responding to a follow up survey of public library staffs that attended a State Library sponsored Technology Institute said they occasionally listen to Podcasts on the web. 22% said their libraries were planning to implement podcasts within the next 12 months.)

DISCUS Consultation

Graph 7.1/7.2-4
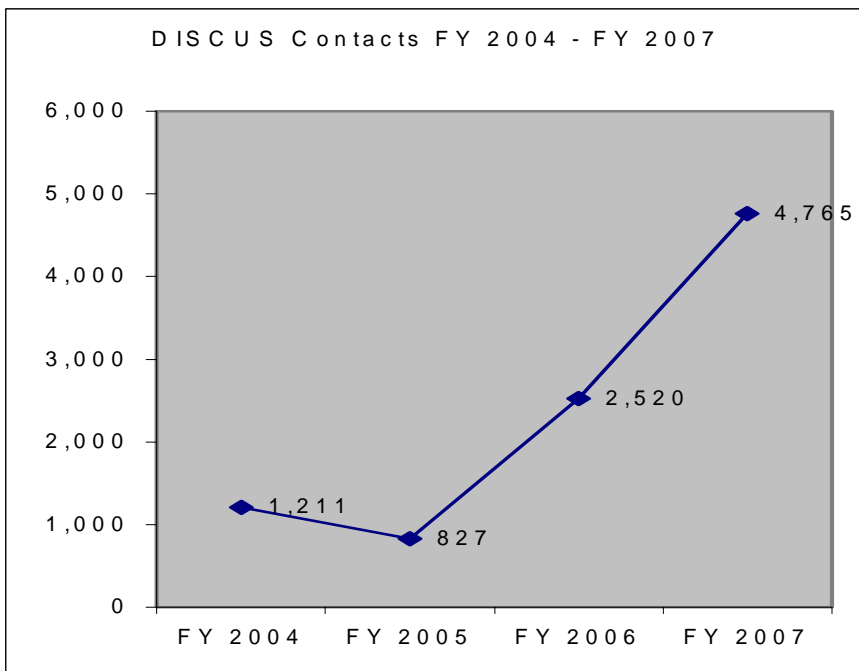
DISCUS staff provides consultation and guidance via email, regular mail, phone, etc. to customers from public libraries, schools, colleges and etc. Contacts increased by 89% over FY 2006. The huge increase is attributed to the IP address upgrade project. FY 2005 DISCUS program staffing disruptions skewed that year's business results for this performance measure and the IP address project has had a similar result for FY 2007. Future trend data should provide a more accurate depiction of the program's consultation activity level.

DISCUS Partner ships

- State Department of Education
  DISCUS staff met several times with the department's Instructional Television (ITV) [18] Coordinator to develop a plan and a timeline for recording a DISCUS training session. The first taping is scheduled for September 2007; it will be broadcast on ITV throughout the school year.

- SC Department of Education (SCETV)
  After meeting with SCETV staff, DISCUS staff was invited to teach two hands-on sessions of "*How to Use DISCUS Resources to Create Online Reading Lists for Students*" for SCETV's March 2007 Teacher Technology. DISCUS staff was also included in a demonstration of the <u>DISCOVERY OnePlace Portal</u> that SCETV (<u>StreamlineSC</u>) is examining for a possible future purchase. [19]

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18 The Instructional Television (ITV) team, part of the Office of Technology at the South Carolina Department of Education, works closely with South Carolina ETV to provide ITV resources and services to South Carolina public schools. ITV is responsible for programming the instructional television resources on eight of ETV's digital satellite channels to K-12 schools in South Carolina.

19 Discovery Education is a division of Discovery Communications the leader in digital video-based learning. StreamlineSC is made available to all schools in SC through a partnership between Discovery Education, the State Dept of Ed. and the SC K-12 Technology Initiative. StreamlineSC is powered by unitedstreaming, the digital video-on-demand service from Discovery Education

- Partnership Among SC's Academic Libraries (PASCAL)
  In additional to cost savings for database purchases *(See 7.3, Financial Performance)*, this partnership has afforded additional staff expertise for database content evaluation. PASCAL provided the services of their Consortial Purchasing Committee, an additional 10-12 people, to assist DISCUS staff and the Database Assessment Committee with evaluation of new vendor packages under consideration for FY 2008 content purchases.

- K-12 Technology Committee *(See 7.3, Financial Performance)*,
  The DISCUS director's participation is a proactive means of promotion promoting the value of DISCUS for K-12 learning outcomes and affords SCSL participation in the annual Virtual Library Summit (statewide meeting of virtual library program directors from the Southeast), an important venue for professional networking.

- SC Department of Archives and History (SCDAH)
  DISCUS staff initiated a meeting with SCDAH to explore collaboration for expanded use of DISCUS databases for historical research. As a result, staff developed a DISCUS research component for the "Teaching American History In SC" (TAHSC) Summer Institutes[20] and presented three DISCUS sessions.

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20 A total of 55 teachers from across the state worked together in 10-day TAHSC institutes in the Lowcountry, Pee Dee, and Midlands regions.

Consultation Services - General

Graphs 7.1/7.2-5
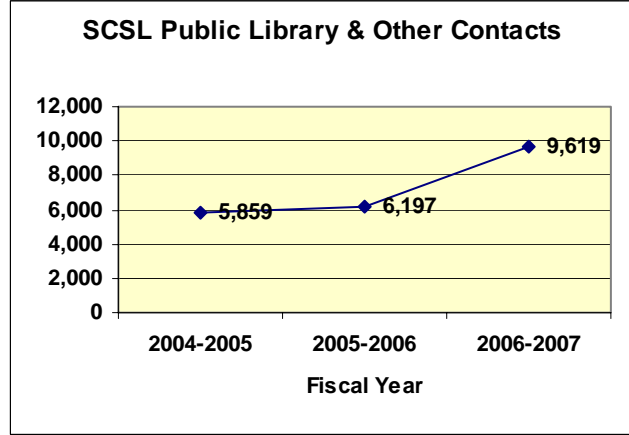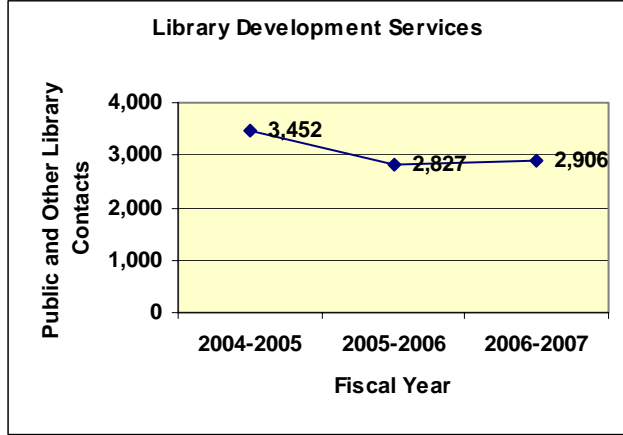
LDS staff and agency administration met with equivalent staff of the NC State Library to discuss common library development issues and approaches to implementing solutions. LDS consultants and staff from all major program areas provide consultation services to all types of SC libraries, but primarily assist public libraries. FY 2007 LDS contacts (consultations, site visits, attendance at board meetings, correspondence to public, school, academic and institutional libraries and to other library-related groups increased by 3% over FY 2006, while 89 site visits were made, 44% less than FY 2006. Site visits are also made by administration and IT staffs. All total, 112 site visits were made, an overall decrease of 45%. The above graph shows total contacts for all staffs, including LDS. Total contacts increased by 55% (DISCUS contacts accounted for 49% of that total -- *See DISCUS Key Results*). Staff attended 18 library board meetings—one less than FY 2006.

Table 7.1/7.2 – 5 General Consultation Services - A Sampling of Guidance Topics			
Support letter to libraries struggling for increased or continuing local funding; other various budget issues/fundraising	Use of lottery funds/State Aid administration	Using Bibliostat Collect software/statistics/annual reports	Board issues
Security issues	Policy issues/Board interactions	Personnel/salary/staffing issues	Provisional professional certification
Comparable public library director salaries compilation	Teen Services	LSTA sub grant projects	Customer service issues/ILL best practices
Programming	CE/ Staff development	Establishing an adult programming department	Friends groups
Accounting software	IT/Automation (software migration, separation from the county IT department, etc.) See also, IT Key Results	Materials purchases	Hispanic/Spanish-speaking populations services

Aid to Public Libraries Consultation Services *(See Section 7.3, Financial Performance):* FY 2007 marked the first full year of administration of State Aid to county libraries by the LDS department. Improvements decreased paperwork and State Aid budget preparation time for public library administrators. Gates grant administration remains with this department as well. Vendor demonstrations were coordinated to assist the public library administrators with identifying computer packages.

Library Services and Technology Act (LSTA) sub grant funds are provided to public libraries through a competitive grant process. The Institute of Museum and Library Services (IMLS), the federal agency responsible for the LSTA program, requires State Library Agencies to develop a Five-Year State Plan that identifies a state's needs and activities to be supplemented by LSTA funds. LDS staff worked with the agency's federal grant manager to carry out needs assessment activities (focus group sessions were held with representatives from public and technical school libraries and from key partner organizations and a survey was developed, with the assistance of the agency's Statewide Library Services Division director, and administered). Results were used to develop SC's 2008-2012 LSTA State Plan, which was submitted at the close of FY 2007. IMLS approval is expected during the first quarter of FY 2008.
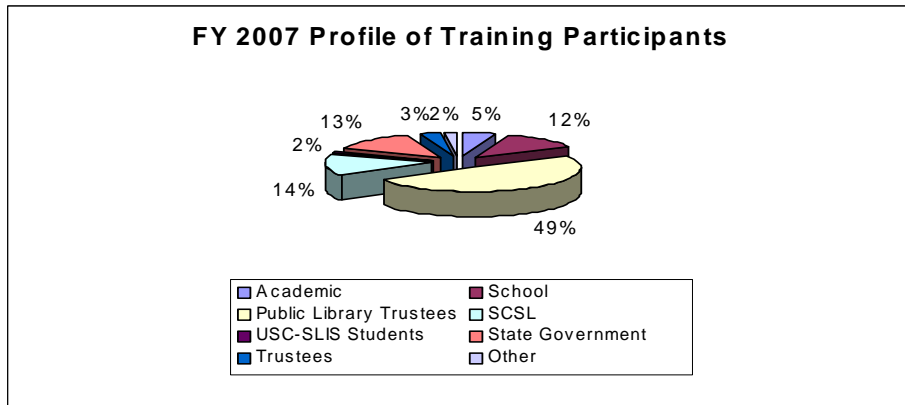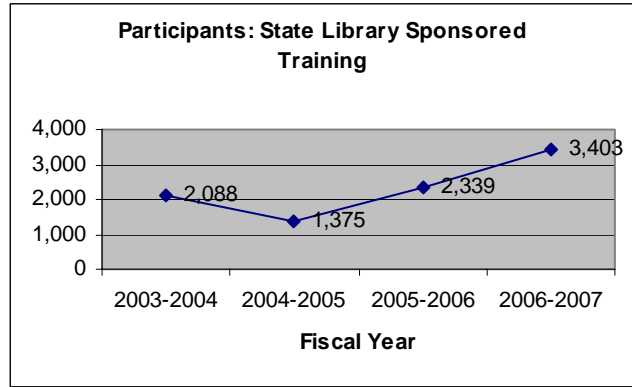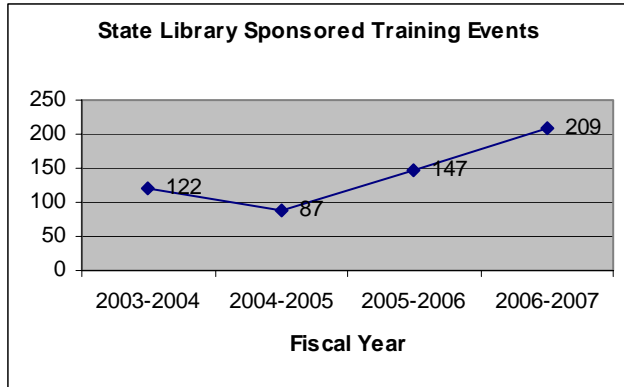
Facilities Planning and Construction Consultation Services: The LDS director serves as the primary consultant for this area; guidance was provided to 19 counties (representing 45% of the state's public libraries):

Table 7.1/7.2 - 6

Abbeville – Headquarters renovation	Allendale, Hampton, Jasper Regional – New Allendale library facility	Calhoun – Board and county issues related to the new headquarters; construction funds and interest bearing accounts	Clarendon – Prepared facilities study and met with the library board, county administrator and legislative delegation to review/discuss the study; provided a timeline of construction projects
Darlington – Society Hill building project information/space needs	Fairfield – Renovation options/architect reviews	Florence – Technology plans for new Olanta branch.	Greenwood – Bond referendum; plans for new headquarters library
Kershaw – Long-range building plan for the main county library (part of a larger county-wide services plan).	McCormick – Construction funds thank you letters to legislators	Marion – Building project discussions; site visits	Marlboro – Funding issues for new building; participation in Building Committee meetings; AT&T grant for technology infrastructure
Newberry – Progress of new building construction	Oconee – Letter of support for proposed Seneca Branch site.	Orangeburg –Santee Rotary Club plans for a small Springfield community branch	Saluda – Renovated building
Sumter – Reopened/renovated Westmark branch	SC Association of Public Library Administrators (SC APLA) – Collected information on statewide, state-funded construction programs* administered by other State Library Agencies (See Section 7.3, Financial Performance)	Union – Review of preliminary architect plans	Williamsburg – Funding issues

This type program was a FY 2007 budget request; it was not funded by the General Assembly; SC APLA continues to be interested in pursuing efforts to obtain a statewide public library construction funding program.

Continuing Education (CE) for Public Library Staffs: *(See Category 7, IS and DISCUS Key Results; and 7.4, HR)* State Library CE events are sponsored primarily for public library staffs, for state government employees and for State Library employees. School, college and other library staffs may also participate. 33,403 (+45% over FY 2006) individuals participated in 209 (+42% over FY 2006). Of the 3,403 participants, 27% were individuals receiving DISCUS training.

State Library Sponsored Training Events

Participants: State Library Sponsored Training

FY 2007 Profile of Training Participants

Graphs 7.1/7.2 - 6

With the hire of a new CE Coordinator, the agency was able to move forward and accomplish several CE goals.

CE for rural/outreach librarians

▪ The Rural Library Sustainability (RLS) project[21], funded by a WebJunction/Gates grant continued into FY 2007. Regional workshops held in Greenville, Moncks Corner and Columbia provided community analysis training to 57 of the state's rural librarians, highlighted libraries around the state with creative services and/or advocacy projects, and explored the "digital divide". Strategies learned and skilled obtained by SCSL staff attending the Columbia workshops will assist with planning future services and providing guidance to public library administrators. SCSL staff presented RLS workshop results/lessons learned to 2006 SC Library Association conference participants. WebJunction extended the project and provided funds for library personnel from across the country to attend the 2007 RLS Forum/American Library Association (ALA) Annual Conference. SC Librarians submitted applications with information on new programs or partnerships started since their participation in the regional workshops. Georgetown

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[21] The Bill and Melinda Gates Foundation fund the RLS Project, hosted by WebJunction. It is collaboration between WebJunction, State Library Agencies, and rural and small library staffs. As part of RLS each state received training grants and gave workshops. Participants from 37 states were selected to attend the June 2007 RLS Forum at ALA.

County's Carver's Bay Branch manager and the directors of Cherokee and Abbeville County Libraries were selected to attend the Forum.

- Bookmobile Exchange – 38 participants; topics included the proposed Statewide Wireless program from SCETV, case study from Clarendon County on the success of their evening summer reading program, and promoting bookmobile and extension services.

CE for children/youth services staffs

- E-mail distribution was used to highlight SCSL professional development resources such as, *Building Character Through Multicultural Literature: A Guide for Middle School Readers.* Three "Children's Services Exchanges" (for sharing of ideas and best practices) were held for staffs of medium, small and large libraries. County libraries also began initiating monthly meetings to bring together youth services personnel working in a specific county system.

- Training sessions were held at Spartanburg, Irmo Branch, Marion, and Cherokee County libraries for the *"Every Child Ready to Read"*[22] literacy initiative. SCSL made related presentations at both the August 2006 and the March 2007 SC Association of School Librarians (SCASL) conferences.

CE for library technology staffs

- 275 librarians from across the state attended the 2007 "TechExpress" Technology Institute sponsored by the SCSL. Evaluations were excellent. The Institute featured national leaders in the field of library technology.[23] To continue the momentum of the Institute, LDS met with the Technology Coordinator of the Public Libraries of Charlotte-Mecklenburg County for assistance with development of curriculum for a series of training sessions on blogging, tagging, social software, Instant Messaging (IM) and podcasting. These sessions were marketed as "TechTracks" training. A total of 45 TechTracks classes were held in Greenville, Charleston, Columbia, Spartanburg and Florence (538 attendees). As a result of the popularity of this type training, LDS experienced a plethora of requests from public library directors for on-site staff day sessions. There has also been a demonstrated increase in the use of web 2.0 technologies by the state's public libraries. Later, LDS staff worked with IS staff to development the same type training for state government personnel *(See Category 7, Key Results: IS)*. Library Trax (http://librarytrax.wordpress.com), a new blog, was launched to provide public library personnel with access to presentation materials, insights, etc. and was used to start a new page called "SC Library Blogs", which encouraged blogging among the SC's public libraries. 26% of public libraries started blogs (5% have multiple blogs that showcase library activities departments/branches and 1% used Blogger to create the library's first website), 17% created MySpace profiles to reach out to their teen audiences, and 10% used the photo-sharing site Flickr to highlight library programming. An IM session presented during the 2007 SCLA Conference resulted in an increase in IM contacts from public libraries—12% made reference services available through IM. Library Trax, since its September 2006 inception has logged 7,790 views and in July 2007 was listed on Wordpress' list of "top 100 Growing Blogs."

- Web Administrators Exchange – Ten (10) participants; topic covered: redesigning library websites to provide optimal customer service and incorporating Library 2.0/Web 2.0 elements into library web design

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22 The Public Library Association and the Association for Library Service to Children, have incorporated the latest research into a series of parent and caregiver workshops to provide public libraries with vital tools to help prepare parents for their critical role as their child's first teacher.

23 Stephen Abram, Vice President of Innovation for SiriDynix; Michael Stephens, Assistant Professor at Dominican University's Graduate School of Library and Information Science, is author of Web 2.0 & Libraries, and Jenny Levine, Internet Development Specialist, ALA.

Internet-delivered and other online training

- *__Library Education @ Your Desktop__* **(LE@D) online tutorials**. Contracted to sponsor 100 seats for distance education classes for public library staffs.
- **Membership in OPAL (__Online Programming for All Libraries__)[24],** Eight-eight (88) individuals participated in various OPAL sessions. LDS participated in a national presentation on ISBN-13[25] that had more than 200 participants.
- A statewide license for access to the **Library Learning Network** (**LLN**)[26], programs offered in FY 2007 included: *Relevance of Libraries in a Digital Age, Library Education—Facing New Realities, Next-Gen Librarianship—Where Do We Go from Here, Best New Technologies, the Best from the Web,* and *Library Transformation—Making it happen.* Programs were delivered to 33 locations around the state.
- The **IP video conferencing initiative** facilitated by the IT staff during FY 2006 continued; video conferencing polycom units were made operational in Greenville, York, Florence, Georgetown, Charleston, Beaufort and Barnwell.
- Staff identified and purchased a screen capture program for recording and making classes available via the agency's website; the software will afford the opportunity for more participation by staffs from small and medium sized library (many of whom often have staffing issues that prevent travel for CE off-site).
- Online tutorials were added to the LDS LibraryTrax blog.

CE for library managers, library boards and reference staffs

- The success of last year's Leadership Institute warranted a second offering, with the goal of attracting a new group of middle and prospective public library managers. Nineteen (19) individuals participated; evaluations were good. Training the next generation of public library managers is a priority for the SCSL.
- As new public library directors are named, one-day SCSL orientation sessions are scheduled. Florence, Chesterfield, McCormick, and Cherokee counties appointed new directors in FY 2007. Directors met key agency staff, received State Aid, federal grant and other funding orientation and an overview of major programs.
- The traditional statewide Trustee Institute format used for years was replaced with a regional trustee training format. Six (6) training sessions were held in Moncks Corner, Walterboro, Rock Hill, Barnwell and Florence for 138 participants. The Walterboro and Florence sessions had over 50 attendees. Feedback from all participants was very positive; the regional format facilitated a great deal of participant interaction. The format will be continued in FY 2008; participants have expressed a need for more training on marketing, advocacy and facilities/construction planning. FY 2007 trustee training participation increased by 21% over FY 2006 and 78% over FY 2005.
- Research skills training via a *Reference Manager's Exchange* with 20 attendees. Topics included E-government (the use of government websites for research, assisting customers in using electronic government resources), using Web 2.0 technologies to serve customers (IM, blogs, wikis, etc.).
- *Legal Research for Non-Law Librarians* session (facilitated through collaboration with the USC School of Library and Information Science)—two sessions with 34 attendees; session elements included an overview of the legal system, the legislative, executive, and judicial branches, and how they function; legal resources available to public and academic libraries; finding

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24 OPAL is 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.

25 Topic: Transitioning from a 10 digit to a 13 digit International Standard Book Number – major book industry/library implications

26 LLN annually produces and delivers (by satellite downlink and webinar) development and policy programs. Any library in S.C. with satellite downlink capabilities may participate.

primary sources; using secondary sources as legal research tools; building a basic low-cost print legal collection; and providing legal reference without giving legal advice.

(Table 7.1/7.2-7) FY 2007 Overall Customer Evaluation of All State Library Sponsored Training Events						
	Strongly Agree	**% Change since FY 2006**	**Agree**	**Neither Agree nor Disagree**	**Disagree**	**Strongly Disagree**
Training improved my understanding of topic	61%	+2%	35%	3%	1%	0%
Equipped me with skills and information I can use immediately	57%	-5%	36%	5%	1%	1%
Support materials (e.g., handouts) are helpful	50%	-6%	37%	10%	2%	1%
Trainer was effective	67%	-3%	29%	2%	2%	0%
	Excellent		**Good**	**Average**	**Fair**	**Poor**
Overall Evaluation	66%	-1%	28%	4%	2%	0%

Literacy Initiatives: SC's Literary Partnership[27] hired a new Literary Arts Programmer to assist with promotion and implementation of the *Let's Talk About It Reading and Book Discussion Programs* held in public libraries across SC and programs such as the *SC Book Festival*, *Poetry Out Loud: National Recitation Contest*, *Letters About Literature* and other programs of the SC Center for the Book[28]. 78% of the country's State Library Agencies (40) provide literacy programming support to public libraries, 10% to academic libraries, 20% to school media centers, 16% to special libraries and 31% to library cooperatives.

The Center's annual statewide *Letters About Literature*[29] contest remains a favorite venue for literacy promotion and improvement. One author, after seeing his book highlighted on the agency's website, personally contacted the 2006 senior division winner. In 2007 the state's first place winner, a Westminster Middle School 8th grader, was selected as a national winner and received a trip to Washington, D.C. to read his letter at the National Book Festival. The Center also held its first in a planned series of lunchtime author readings. Attendance exceeded expectations (more than thirty) for the first offering and excited participants encouraged the Center to offer more of the same. In support of the SC Book Festival, the SC State Library awarded the SC Humanities Council two Library Services and Technology Act (LSTA)[30] sub grants. *(See 7.3, Financial Performance)*

27 The South Carolina State Library, the South Carolina Arts Commission, and The Humanities Council SC make up the SC Literary Partnership.

28 The SC Center for the Book is the SC affiliate of the Library of Congress Center for the Book in Washington, DC and is a cooperative project of the SC State Library, the USC School of Library and Information Science, and The Humanities Council, SC. Formerly known as the Palmetto Book Alliance, the SC Center for the Book changed its name in 2006 to align with the 49 other Centers for the Book across the country. The Center's mission is to celebrate SC's rich literary heritage and bring public attention to the importance of books, writers, and reading. The agency's youth services consultant serves on its Advisory Committee and the agency director serves on its Board.

29 Letters About Literature is a national competition of the Library of Congress in partnership with Target Stores and the state affiliate Centers for the Book. Students in grades 4 through 12 write a personal letter to an author, living or dead, explaining how that author's work changed the students' way of thinking about the world or about themselves. SC's national winner wrote a compelling letter to J.K. Rowling describing how his enthusiasm for her book Harry Potter and the Sorcerer's Stone helped him overcome a reading disability and become a book lover.

30 The award was made to the SC Humanities Council in support of the LSTA federal purpose number four which encourages provision of LSTA funds to facilitate developing public and private partnerships with other agencies and community-based organizations.

Other literacy partnership activities, with primary representation by the agency's youth services consultant, included:

- Working with the SC Association of School Librarians (SCASL) to provide a staging area and volunteers for the 2007 *Read-In* at the State House. *"It was simply awesome seeing the hundreds of students parade down Senate St. chanting and waving the 'Kids Who Read Succeed' placards...It is my hope that we can continue to partner with the State Library to sponsor this event annually,"* wrote the SCASL President. Approximately 1,626 students representing 47 schools participated.
- Selecting two SC children's librarians (Marion and Greenville County Libraries) as delegates to the IMLS Engaging America's Youth Initiative[31].
- Attending the SC Family Literacy Consortium to share information on children's programming offered by SC's public libraries.
- Participating as a member of the Reach out and Read (ROR–SC)[32] Board, serving as a volunteer at the October 2006 *"Reach Out and Read: Read and Romp"* and attending the 2007 ROR-SC annual awards.
- Attending the USC Children's Books and Literacy Center's Literacy Summit and working with Center staff to transfer titles from their collections to public libraries in need of supplemental children's books (2007 recipients included Allendale-Hampton-Jasper Regional and Chesterfield County libraries).
- Serving as a panel member for two sessions (*The Three U's: Unattended, Unruly and Unwanted Children* and *Challenged Materials in Libraries)* at the November SC Library Association (SCLA) conference.
- Serving on the First Steps Board and attending the Governor's Summit on early Childhood Education.[33]
- Coordinating re-printing of two popular SCSL literacy promotional items, *"Grow with Books"* chart and *"100 Recommended Picture Books"* brochure. Other State Library Agencies, such as the South Dakota State Library, have requested permission to use artwork from the *"Grow with Books"* chart. A Low Country child was presented with a certificate of recognition for reading all 100 books on the recommended picture books list.

Children/Youth Services Consultation

|	Consultation Service	County Libraries
	Site visits to meet new children's librarians.	Clarendon, Greenwood and Oconee
	Two Pee Dee children's librarians meeting	Williamsburg and Carver's Bay branch (Georgetown)
	Site visit to plan for incentives for the statewide summer reading program.	Lexington
Table 7.1/7.2-8 – Youth Services Consultant Activities	Public library youth services meetings—on site at various libraries	Horry
	Library tours	Conway Branch, McCormick (two site visits), Saluda
	Children's services training day	Lexington
	Baker's Dozen meeting and a Wild Things Whirligig program	Richland
	Patchwork Tales (storytelling event)	York
	Reading Jamboree	Spartanburg

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31 The Initiative focused primarily on young people aged 9 – 19 and examined what worked, shared best practices, encouraged more effective programming, and built bridges among libraries, museums, and public policy makers.

32 ROR-SC began as a coalition in 1998 with only 4 sites. It now has over 120 sites statewide, and serves over 60% of South Carolina's Medicaid children.

33 The Summit focused on school readiness progress by First Steps and grant partners of SC Early Childhood Comprehensive Systems.

Consultations	Site visits (children's programming, LSTA application assistance, etc.)	Cherokee and Horry
	Assisted a children's with editing an after-school programming article for the agency's newsletter.	Lancaster
	Evaluation of the collection	Lewisville Branch (Chesterfield)
	Response to materials challenge; discussions on recruitment of a children's librarian	Greenwood

Summer Reading Program: An ongoing SCSL statewide initiative is the annual vacation (May – July) summer reading program. 96% of State Library Agencies (49 states) provide a statewide reading promotion campaign (program support for public libraries) that is typically implemented between school years to encourage children and young adults to maintain or improve their reading skills. Summer learning research confirms that recreational reading is highly effective in promoting growth in literacy.[34]

SC Statewide Summer Reading Program
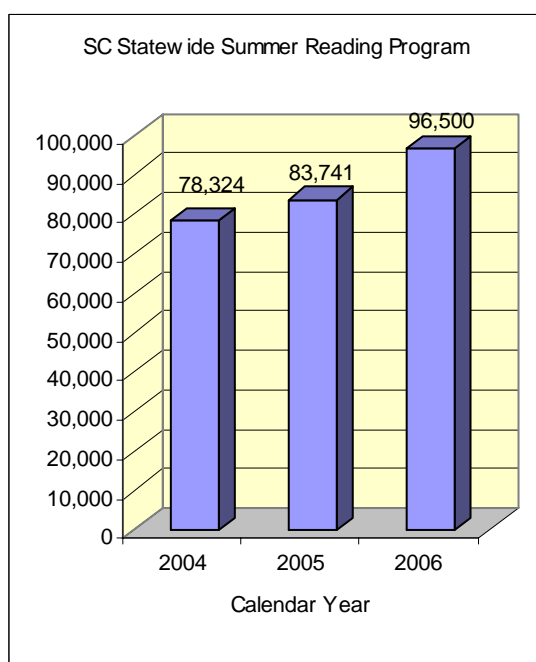
(Graph 7.1/7.2-7) Final summer reading 2007 participation numbers will be available the second quarter of FY 2008. To date, an estimated 67,202 children (ages 3 to 11) participated in the 2007 program with teen participation estimated at 6,878. *(Numbers are not final and cannot be compared to the previous year at this time.)* It is expected that when final numbers for several key counties are received there will be a marked increase over FY 2006 participation. To date, numbers for supplemental locally sponsored summer reading program attendance also indicate a high level of participation. For children, it is estimated that 97,314 (including parents/guardians) attended local programs while 4,926 individuals attended local teen programs. Per a 2001 LSTA funded study, public library preschool and summer reading programs encourage children to spend a significant amount of time with books, and those who participate in summer reading programs benefit from the many literacy-related activities offered, aiding significantly in their literacy development.[35] .

SC's 2007 summer reading program theme for children was, *Get A Clue @ Your Library;* for teens it was YNK – *You Never Know @ Your Library.* The SC State Library implemented its statewide program through partnership with the Collaborative Summer Library Program (CSLP), a grassroots consortium of forty-four (44) states. *(See 7.3, Financial Performance)* The new partnership was introduced to public library administrators during a meeting of the SC APLA; a presentation was also made at the SCSL sponsored Bookmobile Librarian's Exchange. The SCSL youth services consultant and a representative for children's librarians attended the CSLP annual meeting in Portland Oregon where the 2008 themes were determined. They are: *Catch the Reading Bug* (children's summer reading) and *Metamorphosis @ Your Library* (for the teen program).

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

35 Celano, Donna and Susan B. Neuman. The Role of Public Libraries in Children's Literacy Development: An Evaluation Report. Pennsylvania Library Association, 2001.

FY 2008 Planning: FY 2007 ended with several FY 2008 projects well underway and other exciting ventures under exploration:

- Implementation of CE procedural improvements, e.g., new software for scheduling and registration; refinement of automated training reports/CE evaluations; a semi-annual brochure of SCSL training opportunities and a more structured public library staff certification process.
- Fall 2007 Teen Institute, Columbia Conference Center and continued development of the TeenTrax MySpace page.
- Sponsorship of August 2007 CE Forum (a national forum for CE Coordinators from State Library Agencies nationwide that will focus on techniques for creating a statewide CE plan and methods for improving certification of library personnel (both of which are priorities for SC APLA and the SCSL).
- Compilation and analysis of results of the SCSL June 2007 survey of public library staff CE needs. Linked to the agency's CE website page and emailed to all listervs and email lists, after only three days 130 survey responses were.
- Enhancing the LibraryTrax blog with additional online tutorials.
- Internet delivered training FY 2008 contract negotiations/renewals.
- Continuation of digital collections initiative partnerships. In FY 2007 the LDS director participated in a SC Department of Archives and History digital collections focus group where additional partnership possibilities were explored.
- Participation in the state's new wireless broadband project. In FY 2007 SCSL staff attended a meeting held at SC Educational Television; should the project move forward, even the most remote areas of the state could have high-speed wireless broadband—an encouraging prospect for the state's public libraries.
- Launch of SchoolRooms, a SirsiDynix product that provides a portal for web-based access to curriculum aligned information for K-12 users, parents and teachers (in FY 2007 product demos were held and partners were recruited [SC ETV and SC Department of Education]).
- Implementation of plans for participation in WebJunction's Spanish Outreach grant (comprehensive training to public libraries on starting, maintaining and expanding services to SC's Spanish-speaking community).

Overview of Departments: The CMS department maintains library materials that supplement collections of the state's public libraries and that serve the research and information needs of key customer groups. Ordering and subscribing to library resources, cataloging all print and electronic materials, serials processing and materials preservation are the primary functions. The department also collaborates with agency ITS staff to maintain the collection database/online catalog, provides collection management consultation to public libraries, and works with Information Services (IS) staff to coordinate and implement digitization activities, administer the State and Federal Documents Depository Programs and to maintain and develop general and specialized collections. IS provides reference services and information skills training services to key customer groups, statewide reference and interlibrary loan (ILL) services to public library staffs working to meet the needs of the state's citizens and oversees all circulation functions that place materials in the hands of customers.

Consultation to Libraries: Collection management consultation to public library technical a services personnel involves responding to varied questions and/or requests for training. Software upgrades for public library automated systems typically direct the type of guidance provided. During FY 2007 it centered on serials control, with public, academic and technical college staffs seeking assistance in using a new Sirsi WorkFlows[36] client to create and maintain serial records. (22% of those responding to a continuing education survey wanted serials management training.) **CMS staff provided guidance on transferring microfilm images to CD and identifying associated vendors, development of a subscription services RFP, preservation, last copy fiction procedures, and more. CMS staff created and publicized a CMS blog that facilitates consultation**. 39% of public library staff attending a State Library sponsored Technology Institute said their libraries have blogs and 26% had plans to initiate one within a year—a strong indication that this form of information sharing is desired and effective.

Sharing of best practices is accomplished through an annual Technical Services Manager's Exchange, a forum for discussion, coordinated by the CMS department. **Librarians were surveyed to determine technical services topics of interest. 56% said collection development/management, 46% cited basic book repair and 44% said digitization and digital collections—which is in keeping with the continual shifting focus to electronic resources.**

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36 SirsiDynix is a major company in the library technology industry. WorkFlows is its staff interface that provides libraries with a single graphical client that spans all areas of library operations and streamlines library tasks.

Materials Processing and Collection Development:

(Table 7.1/7.2-9) S.C. STATE LIBRARY MATERIALS				
By Type	Added FY 06	Added FY 07	Held FY 06	Held FY 07
General Collection	2,223	1,994	312,945	303,681
Federal Documents	1,398	764	270,603	264,144
State Documents	2,174	1,799	92,765	94,564
Audiovisual	16	48	4,506	4,553
Electronic	221	357	1,278	1,635
Microforms	159	48	651,788	651,842
Periodical Subscriptions*	19	0	2,123	2,088
**Last Copy Fiction Collection	359	406	33,754	34,160
TOTAL	6,569	5,416	1,369,762	1,356,667
*This number reflects all titles held in the collection (current and previous). **This collection provides citizens with interlibrary loan access to older fiction titles.				

(Table 7.1/7.2-10) Average and median number of library materials in State Library Agencies, by type of material: 50 states and the District of Columbia, fiscal year 2005				
Characteristic	Books and serial volumes	Audio materials	Video materials	Serial subscriptions	Uncataloged government documents
Average	460,995	4,080	3,119	1,020	537,265
Median	228,137	189	1,052	352	50,000

SOURCE: U.S. Department of Education, National Center for Education Statistics (NCES), State Library Agencies (StLA) Survey, fiscal year 2005 (http://nces.ed.gov/pubs2007/2007300.pdf)

A weeding project removed outdated materials and items in poor condition from both the general and federal documents collections. Between December 2005 and June 2006 nearly 13,000 items were removed from the general collection and 11,455 from federal documents; by June 2007 24,012 items had been removed. YTD the total is 48,467, which has decreased the overall collection size by 1%.

Materials Added to State Library Collections
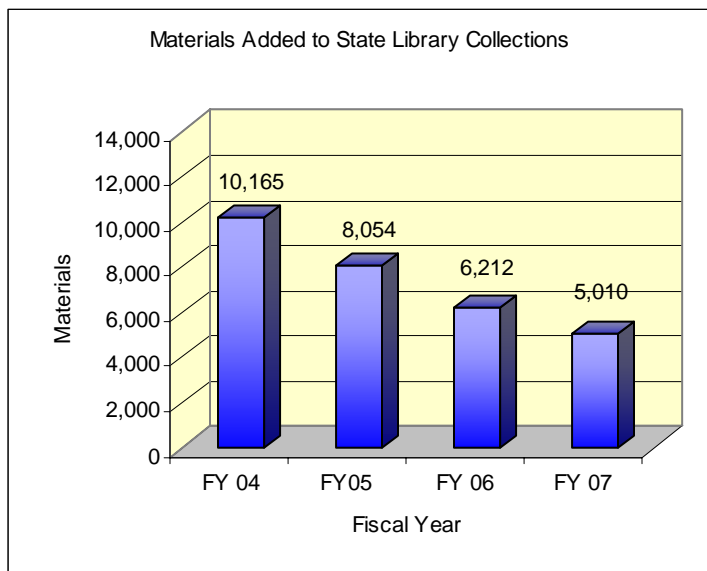
Materials added to SCSL collections decreased 19% since FY 2006 and 51% since FY 2004. The NCES data provides some degree of comparison of collection sizes of State Library Agencies but notes there are large disparities between the average and median values of specific library materials. NCES attributes this to the uneven distribution among State Library Agencies in collection size. The SCSL is above average in some areas (e.g., serial subscriptions) and somewhat below in others.

Graph 7.1/7.2-8

The Normative Data Project (NDP) [37], looked at collection expenditures at public libraries in the U.S. for FY 1992 – FY 2003. NDP found that since FY 2001, the purchasing power of money spent on collections has fallen at public libraries in the U.S. and attributed the decline to strains on library budgets and price increases, with the latter based on trends for serial subscription expenditures—a major part of collection expenditures in U.S. libraries. **NDP ranked SC public libraries 40th among the states and the District of Columbia for books and serial volumes per capita, 35th for total collection expenditures per capita and 37th for current serial subscriptions per 1,000 population.**

Review of the NDP and other similar data indicates the SCSL still must play a role in supplementing collections of the state's public libraries. The CMS department remains a necessary function, but the exact scale of its function remains to be determined given the trend in customer desire for on-demand desktop delivery of high quality electronic resources. It is a trend manifested among both public library and state government customers. **52% of state government customers responding to an IS department customer survey said they would find e-books (full text books that can be searched and read online from home or office) useful and 38% cited the same for downloadable (to PCs or MP3 players) audio books.** 48% of librarians (12% of whom were from public library reference staffs) responding to a SCSL Technology Institute participant survey said their users had asked about e-Books. 11% of those offering e-books said the books received daily usage. **Reallocation of SCSL budgetary resources from the purchase of traditional library materials to electronic resources and supporting technology is a strategy that will require closer examination and refinement during FY 2008.**

State Documents Depository System: The State Library actively collects and preserves publications produced by state agencies. In FY 2007 1,799 print documents were added to the Library's collection, and a total of 8,294 documents were provided to eleven depository libraries around the state (754 items for each) and to the Library of Congress. The number of born-digital electronic documents (SC E-docs) identified and downloaded to State Library servers continues to increase, with 354 added in FY 2007, for a total of 473 SC e-documents preserved and made available through the South Carolina State Library's online catalog. Additionally, a digitization team was established to begin the process of digitizing selected print documents. 47% of state government customers responding to an IS survey said access to digitized versions of older state documents, such as annual reports and legislative publications, would be useful.
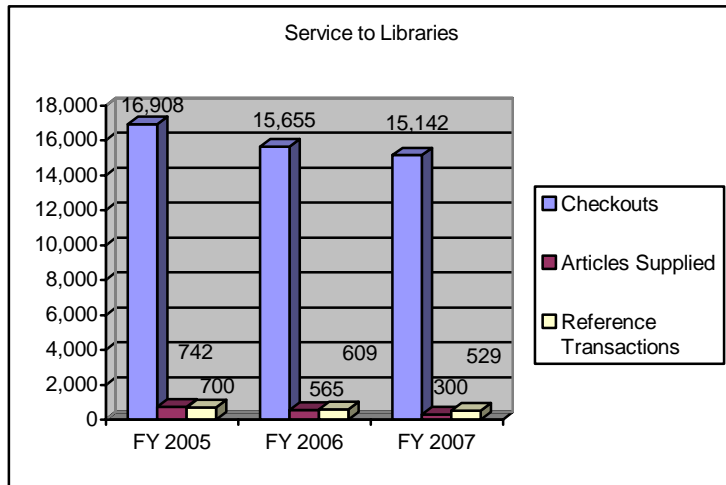
Related training and marketing activities included:

- Hosting the annual "*Notable State Documents*" awards ceremony that informs the public of superior print and electronic publications produced by state government agencies.
- Hosting a joint state/federal depository librarians' workshop where state agency representatives made presentations about their agencies' websites and University of SC law librarians provided a mini-workshop on legal research to 28 participants.
- Teaching the state government information portion of a SC Library Association workshop titled "*Formapalooza: Mastering the Maze of Government and Legal Resources*"

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37 The Normative Data Project (NDP) pools data from several sources to give new insights into the condition of libraries and their use. See: http://www.libraryndp.info/index.html. Data cited is from the NDP for libraries preliminary FY 2003 State Rank Order Tables published by the National Center for Education Statistics (NCES).

Services to Public Libraries: Materials loaned to the state's public libraries through interlibrary loan services decreased by 7% from FY 2005 to FY 2006 and by 3% for FY 2007. Articles supplied decreased by 24% and 47% respectively. Despite the continued decline, when compared to the average interlibrary loan/document delivery (articles supplied) for State Library Agencies, the SCSL remains above the average—8,291, per latest available FY 2005 NCES data.

(Graph 7.1/7.2- 9) According to the NDP, SC public libraries ranked 41st for circulations per capita and 45th for interlibrary loans per 1,000 population. These rankings are largely due to the absence of a technologically up-to-date resource sharing infrastructure for SC's public libraries. South Carolinians have no comprehensive view of statewide public library holdings. **Currently, to determine availability of materials desired a citizen must search every individual public library online catalog.** *(See Opportunities and Barriers, Section I.4)* **The State Library sought to address this issue by requesting FY 2008 funds to implement a South Carolina**

Service to Libraries chart showing Checkouts, Articles Supplied, and Reference Transactions for FY 2005, FY 2006, FY 2007. FY 2005: Checkouts 16,908; Articles Supplied 742; Reference Transactions 700. FY 2006: Checkouts 15,655; Articles Supplied 609; Reference Transactions 565. FY 2007: Checkouts 15,142; Articles Supplied 529; Reference Transactions 300.

statewide union catalog, i.e., a state-of-the-art resource sharing automated system to facilitate efficient borrowing and timely delivery of materials between SC public libraries. An RFP task force developed a proposal for the system. Officials from Information Technology Management Office (ITMO) were consulted. **The FY 2008 funding request was not approved.** As early as FY 2001, the NCES reported that State Library Agencies in 30 states facilitated or subsidized electronic access to the holdings of other libraries in their states through a web-based union catalog. During a meeting of the SC Association of Public Library Administrators (APLA), State Library ITS staff facilitated use of polycom videoconferencing equipment to connect with the Northeast Kansas Library System management staff for feedback on their implementation and use of a statewide virtual union catalog. SC is very much behind the times in this area. Strategies for obtaining FY 2009 state funding for this important project will be readdressed during FY 2008.

IS reference transactions to public libraries decreased by 13% from FY 2005 to FY 2006 and by the same percentage from FY 2006 to FY 2007. Nationally, per NDP FY 2003 data, SC's public libraries ranked 14th for reference transactions per capita[38] (with 2000 – 2002 rankings wavering between 15th and 16th place). **SC is consistently ranked among the top 20 states with a high level of per capita public library reference transactions, indicating that, on a local level, communities continue to perceive the state's public libraries as information agencies.** 30% of public library staffs responding to the aforementioned survey said their libraries offer Instant Message (IM) reference service and 12% said the service is contacted daily. 18% said their libraries were planning to implement an IM service within the next 12 months. 54% indicated they have personal IM accounts. When asked what type of new technologies their customers were asking about, 33% said IM chat and 18% said IM reference. One may reasonably conclude that the State Library's continual decline in reference transactions to the state's public libraries may indicate that SC's public libraries are indeed less reliant on the State Library for this type of service—indicating another area for reevaluation and redirection of resources—both human and financial.

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38 Reference transactions per capita is the average number of reference questions asked per person in community. This measure can show how the community perceives the library as an information agency.

Services to State Government: State government customers were surveyed. Projects based on results were incorporated into the agency's annual business plan. Survey response highlights follow:
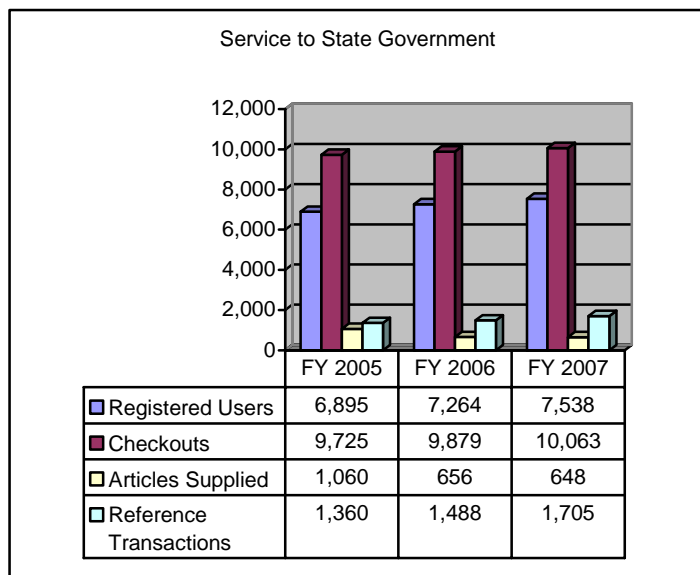
Table 7.1/7.2-11

Most useful services as ranked by respondents	1) Librarian assistance with short questions 2) Materials available for checkout 3) Delivery of materials by interagency mail 4) Online catalog of state library materials 5) Librarian assistance with complex research 6) DISCUS and other online subscription resources 7) Reference materials available for use within the library
Desired future services as ranked by respondents	1) Ability to search the online catalog and all subscription resources with one search 2) Ability to search an online catalog of the combined holdings of many libraries and place requests for materials found 3) Alphabetical listing of all magazines for which electronic full text is available 4) Electronic delivery of magazine/newspaper articles from other libraries to one's desktop
Respondent comments ▪ *The best thing about the State Library is the professionalism and competence of the librarians combined with individual assistance.* ▪ *I Consider the State Library the very best benefit that I have at my disposal as an employee of State Government* ▪ *I have always thought that the State Library is one of the few amenities available to state employees. It is an unsung resource, with capable and caring staff. I have always enjoyed my relationship with the State Library.* ▪ *The State Library has a top-notch collection and an even better knowledgeable, efficient, and helpful staff and is one of the best of all state agencies regardless of size or budget.* ▪ *I have nothing but praise for the State Library and your excellent, helpful staff. You are a credit to your profession. Thank you for all you do.* ▪ *The State Library is first rate and a real hidden gem here in Columbia. I have always found the staff to be incredibly helpful. The depth of material is quite strong and you are to be commended to conducting this survey and seeking new ways to provide data electronically.* ▪ *I still find the State Library the best part of being a state employee. I find both staff and collection most helpful.* ▪ *Most helpful library staff I've worked with.* ▪ *The research services by the SCSL reference librarians have been very helpful. I appreciate the quality of assistance your library provides. Best library I've ever used.*	

Listed among the top desired future services was access to an alphabetical listing of SCSL electronic full text magazines, while checkouts of print and other physical materials decreased by 5%. The SCSL is working to meet this need for its customers by investigating e-journal management software. FY 2008 budgetary resources should allow for acquisition of the software. As a result of its partnership with the sponsors of Collegiate DISCUS *(See DISCUS business results)* the SCSL was also able to provide access to additional e-magazines.

The IS department experienced a 15% increase in demand for reference services from state government customers, whose numbers increased by 4%. One of the department's regular state government customers, upon being notified of a concurrent resolution passed by the House and Senate to recognize her work that resulted in the publication of *Guidelines for South Carolina Nonprofit Charitable Organizations,* notified IS reference staff that a short presentation would be made at the State House where she planned to mention the State Library because of all the helpful service rendered to her by staff.

To provide more avenues for customers seeking reference assistance, the IS department launched an instant message (IM)/virtual reference service on November 1, 2006. After about three months of low usage, and through consultation with IT staff, the IS department launched a new version of the service. **The "*Ask A Librarian*" live chat service began in March 2007 with reference librarians answering questions, during normal business hours, using chat software (PHP Live[39]). Remote library users (public and other libraries and state employees) can reach reference librarians in real-time without having to disconnect from the Internet.** Prior to launching the service, the IS director held training sessions for all IS reference librarians. They logged 35 chat requests during the service's opening month. The option to email or instant message (IM) a librarian also remains. FY 2007 statistical tracking of electronic[40] (394), IM (41) and live chat (74) transactions represents activity for January – June 30, 2007. 45% of the nation's State Library Agencies offer statewide virtual reference service to public libraries, 33% to academic and school libraries, 31% to special libraries and 29% to library cooperatives[41].

Service to State Government

	FY 2005	FY 2006	FY 2007
Registered Users	6,895	7,264	7,538
Checkouts	9,725	9,879	10,063
Articles Supplied	1,060	656	648
Reference Transactions	1,360	1,488	1,705

Graph 7.1/7.2 - 10

Information Services Marketing and Information Skills Training: To inform key customers of information reference/research services IS staff engaged in the following marketing activities:

- Exhibited at the South Carolina State Employees Association annual meeting (11 new library card applications resulted).
- Developed and distributed a new "*Services to State Government*" brochure.
- Compiled and posted on the agency's website the monthly publication "*New Resources @ SCSL,*" which highlights resources that can assist state employees in the performance of their jobs.
- Assisted the Library Development Services staff with teaching Tech Tracks classes in Charleston, Florence, Columbia and Greenville *(See Continuing Education key results)*.
- Revised the "*Online Resources*" page of the agency's web site; the page serves as the access point for state employees using State Library subscription databases.
- Sponsored the annual Reference Managers Exchange for public library staffs where e-government was highlighted, with an emphasis on finding online government forms.
- Hosted a state government listserv; 283 state government employees subscribed during FY 2007.

A continuing education survey administered to public library staffs (100% of the respondents were degreed librarians) asked: What specific topics in Reference Services interest you. Respondents placed electronic resources at the top of their list:

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39 PHP is an open source programming language.

40 Electronic transactions include email, SC Library Network interlibrary loan request forms and Sirsi (the library's automated system) generated messages from customers using the online catalog.

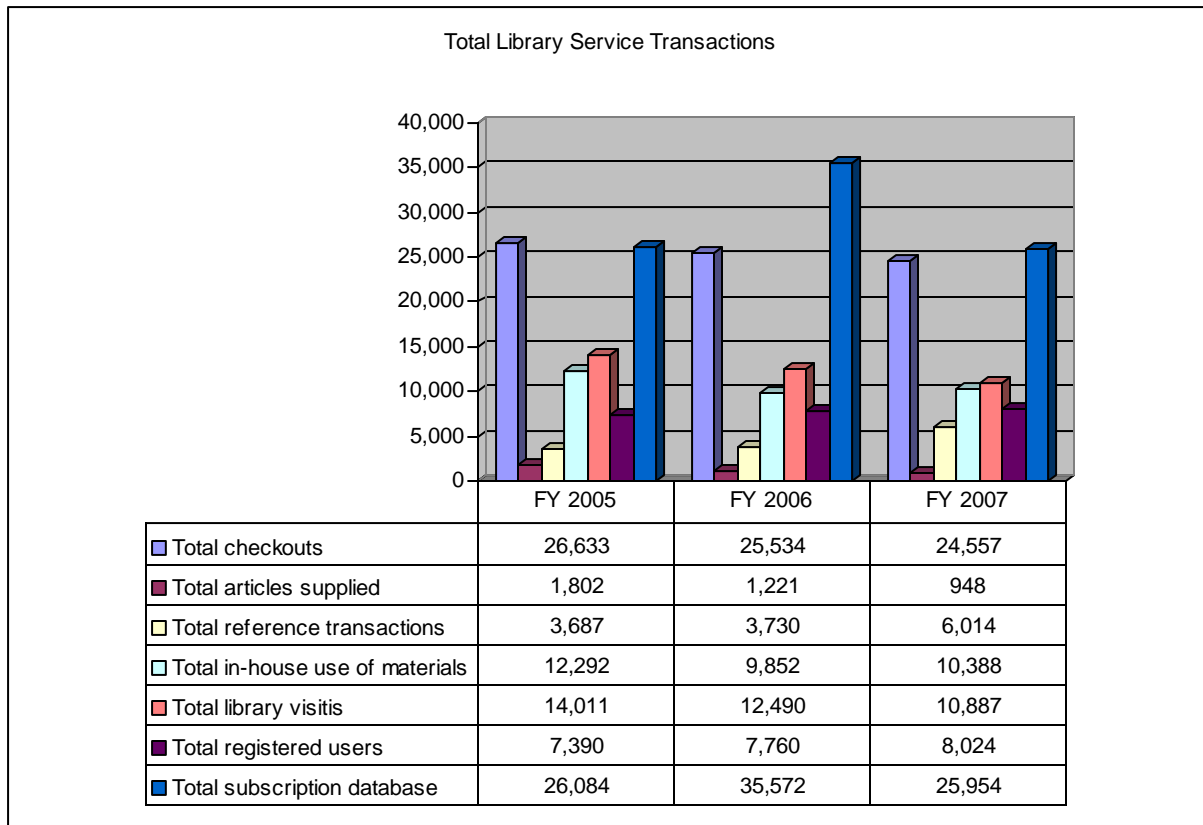41 SOURCE: U.S. Department of Education, National Center for Education Statistics (NCES), State Library Agencies (StLA) Survey, fiscal year 2005 (http://nces.ed.gov/pubs2007/2007300.pdf)

Table 7.1/7.2 - 12	
Reference Services Topics	Percentage of Respondents
General electronic reference sources	54
Internet searching	50
Legal resources	48
Resources of the sc state library	44
Health/medical resources	42
Starting and operating live virtual (IM) reference service	40
Business resources	40

On site skills training offerings provided are listed in *Table 7.1/7.2-12* below. Sessions delivered to customers off-site included:

- Several library orientation sessions for new SC Department of Education employees and one orientation session for new employees of the Legislative Audit Council (LAC).
- Grants research training to those attending or participating in a: Rural Health meeting in Charleston, University of SC (USC), School of Library and Information Science class, USC political science class at the Columbia campus, Carolinas Center for Medical Excellence meeting, Department of Health and Environmental Control (DHEC) environmental conference and the SC Education Oversight Committee conference in Greenville.
- Presentation for state webmasters group on *Social Networking: Linking Government and Citizens Together.*

(Table 7.1/7.2-13) FY 2007 Information Skills Training Sessions Offered On Site at the State Library to State Government Employees		
Staying Current with Blogs and RSS Feeds	SC Legislative Information	Tech Topics to Go: Blogging/RSS Feeds
Grants Research: Finding a Funder	Tech Tracks: Library Thing	Tech Topics to Go: Social Software II
Just Google It: Search Engine Tips & Tricks	Tech Topics to Go: Digital Identity	Tech Topics to Go: Social Software
From FirstGov to FedStats: How to Locate Federal Government Information on the Web	I Saw It in the Newspaper: Using Online Newspaper Databases	Tech Topics to Go: E-Gov
Medical Research: Using Internet Health Resources	Finding State Government Information on the Web	Tech Topics to Go: Podcasting
Check Out the State Library	Social Networking: Linking government and Citizens Together	

Total Library Service Transactions

	FY 2005	FY 2006	FY 2007
□ Total checkouts	26,633	25,534	24,557
■ Total articles supplied	1,802	1,221	948
□ Total reference transactions	3,687	3,730	6,014
□ Total in-house use of materials	12,292	9,852	10,388
□ Total library visitis	14,011	12,490	10,887
■ Total registered users	7,390	7,760	8,024
■ Total subscription database	26,084	35,572	25,954

Summary: Overall, the IS department served a total of 8,024 registered (+3% over FY 2006) customers (public libraries and state government combined) and experienced a 61% increase in total reference transactions. Surprisingly, database retrieval numbers dropped by 27%. IS staff are unable attribute this decline to any single factor but speculate that it may relate more to a change made by database vendors in the methods used for compiling retrieval statistics rather than an actual decline in database retrievals by customers—for whom demand and desire for online information resources continues to increase. (See Graph 7.1/7.2 – 11) Other FY 2007 comparisons to prior year data are: in-house use of materials (+5%), library visits for the Information Services building (-13%)[42], interlibrary loans provided to public libraries (-3%), total checkouts (-4%), and interlibrary loans received from other libraries for state employees (+7%).

Table 7.1/7.2 -13 below provides an indication of how the SCSL's service transactions compare to that of other State Library Agencies. Data indicate the SCSL is well below the average figure cited for three out of the four characteristics tracked[43]. By October 2006, IS staff had raised their fill rate for lending to out-of-state libraries from a low of 49% for the same time last year to a high of 83%, giving the agency a total OCLC[44] lending fill rate of 80% vs. 68% just a year ago.

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42 Library visitor numbers (this is the total number of persons entering the library for whatever purpose during the year) are tracked for both State Library locations. Combined, visits for FY 2007 totaled 22,287, a decrease of 5% since FY 2006.

43 Per the NCES, the large disparities between the average and median values of specific library transactions are due to the uneven distribution among State Library Agencies in collection size, extent of direct services to the general public and state government employees, and use of these services.

44 Online Computer Library Center (OCLC), a national library computer system that facilitates borrowing and lending by minimizing costs for handling.

Characteristic	Library visits	Circulation transactions	Reference transactions	Interlibrary loan/document delivery	
				Provided to	Received from
Average	33,435	57,261	22,219	8,291	3,752
Median	16,118	10,168	11,500	2,505	944

(Table 7.1/7.2-14) **Average and median number of library service transactions[45] in state library agency outlets that serve the general public or state government employees, by type of transaction: 50 states/District of Columbia, FY 2005**

SOURCE: U.S. Department of Education, National Center for Education Statistics (NCES), State Library Agencies (StLA) Survey, fiscal year 2005 (http://nces.ed.gov/pubs2007/2007300.pdf)

INFORMATION TECHNOLOGY SERVICES (TBS) – KEY RESULTS

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

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

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

Public Library Support: As various county library trustee boards named new public library directors, the ITS director conducted orientations for each. ITS staff on-site assistance included but was not limited to a visit to Pickens County Library to review transfer of technology and financial operations from the county to the library.

Much of the department's FY 2007 liaison work with the State CIO related to the MPLS/DIA[46] network migration. ITS staff worked with BellSouth to resolve MPLS contract issues and facilitated meetings

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45 Library visits: This is the total number of persons per year entering a state library, including persons attending activities, meetings and those requiring no staff services. Circulation: These are transactions that involve lending an item from the State Library collection or borrowed from another library for use generally outside the library. Reference transactions: This is an information contact, which involves the knowledge, use, recommendations, interpretation or instruction in the use of one or more information sources by state library staff. Interlibrary Loan provided to other libraries: These are library materials, or copies of materials loaned from a state library collection to another library upon request.

46 The Multiprotocol Label Switching (MPLS) Virtual Private Network (VPN)/Direct Internet Access (DIA) service will replace the statewide data network. MPLS provides a single platform to begin deploying voice, video and data over a single network and eliminates problems with traffic engineering, VPN, Layer2 Transport and any-to-any connectivity. The service will upgrade the state's Internet backbone, leading to improvement of Quality of Service (QoS) for SC's K-12 schools and public libraries.

between public library directors, their systems personnel and telephone companies (ATT and Spirit Telecom) for resolution of implementation problems.

ITS consultation by the numbers:

Table 7.1/7.2 - 15

General Consultation	Network	E-Rate	Tech Plans	Other Agencies	Listserv
143	69	141	67	137	72

E-Rate and Technology Planning: Per NCES FY 2005 statistics, 100% of State Library Agencies (50 states and the District of Columbia) provide Universal Service (E-rate discount) Program review. The SCSL's E-Rate training for public libraries included two November 2006 sessions for 28 participants (including two from the State CIO) and a December session for ten (10). As a result of State Library technology plan development guidance and training, at the close of FY 2007 80% of South Carolina's public libraries had updated their technology plans.

South Carolina E-Rate information was provided to the American Library Association (ALA) and the Gates Foundation. Examples of E-Rate work with the state's CIO:

- Assisting a public library eliminate continual payment for Internet access.
- Gathering and compiling public library CIPA[47] forms for state consortium Internet filing.
- Surveying public libraries and preparing the public libraries portion of the Selected Review Information Request response.

The state does not provide E-Rate training to private schools. When called upon to do so, the SC State Library is able to fill this gap. During FY 2007, the State Library's ITS director met with staff of the Catholic Diocese to discuss E-Rate training for Catholic schools.

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

As a key participant in the Annual Report work group of the K-12 Technology Initiative Committee, the SCSL's IT director was one of a team of presenters for the principles of the Committee. Along with representatives from the State CIO, the SC Department of Education and SC Educational Television she met with Senator James H. "Jim" Ritchie, Jr. (R-13), Majority Whip and, sponsor of the "iAm" Statewide Student Laptop Program[48]. The program will be administered, starting Fall 2007, by the K-12 Technology Initiative, the State CIO, the SCSL, SC ETV Commission, and business and community leaders.

At the winter meeting of the SCITDA the agency's IT director was one the presenters of for a forum on IT issues in state government agencies. At the close of the fiscal year, she was actively participating on the SCITDA Fall Conference Planning Committee.

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47 Children's Internet Protection Act.

48 Senator Ritchie's iAm Laptop Pilot Program was adopted through the General Assembly's budget and provides $5 million in funding for six public schools serving ninth grade students. The six schools are Midland Valley, Aiken School District; Scott's Branch, Clarendon School District 1; CA Johnson, Richland School District 1; Lakewood High, Sumter School District 2; Bethune-Bowman, Orangeburg School District 5; Creek Bridge, Marion School District 7. The two alternate schools are Broome High, Spartanburg School District 3; Marion High, Marion School District 1.

Technical Support for Agency Staff: Key maintenance activities that improved agency operations and facilitated staff accomplishments included:

- An upgrade of all public, reference and computer training room PCs.
- Resolution of agency firewall issues.
- Testing and implementation of new chat software for Information Services.
- Reviewing, selecting and putting into operation new calendaring and registration software for support of internal and external agency sponsored CE events; providing training and other support to enable staff to fully utilize the new software.
- Providing technical expertise and content crucial for development of the agency's RFP for a statewide union catalog; public libraries were surveyed for the latest data on types and operational versions of integrated library system (ILS) installations and interlibrary loan (ILL) modules.
- Providing technical expertise to assist SCEIS[49] implementation teams, the agency director and the finance director with carrying out associated activities, including data gathering and assessment of the SCSL's technology/network infrastructure. The SCSL is a BARS[50] agency and was selected as one of the first agencies for "go live" SAP implementation in late 2007; related meetings and various other activities were ongoing at the close of FY 2007.
- Implementing a public library video conferencing program. The SCSL hosts scheduling and bridging equipment to facilitate video conferencing between the State Library and six strategically located county public libraries.

ITS staff successfully responded to 561 staff help desk requests. FY 2007 maintenance by the numbers:

Table 7.1/7.2 - 16

Hardware	Software	OS	New PCs	Software Installations	Updates	Upgrades
121	205	4	35	124	828	36

Agency technology planning included assisting administration with the preparation of two IT applications for submission to the CIO—DISCUS content enhancement and *SConnects@the Library* (statewide union catalog). The CIO approved both. The General Assembly approved $250,000 of the $734,540 FY 2008 budget requested for DISCUS content enhancement. Funds were not appropriated for SConnects @ the Library; $500,000 was requested and to obtain funding for this important initiative will continue.

ITS Staff Development: ITS staff conducted training for agency staff on creating podcasts (using editing software), using wikis and Microsoft Outlook, editing web site content, SharePoint, chat software (to support the virtual reference program), and Polycom scheduling; they also provided IT orientation for new agency staff. For other state government agencies the ITS Director presented a session on blogging.

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49 SC Enterprise Information System.

50 Basic Agency Reporting System (BARS).

For their own skills improvement, ITS staff participated in various training events such as:

Table 7.1/7.2 - 17

Tech Express and Tech Tracks sessions on social software, blogs, podcasting, etc.	Polycom/Video Conferencing	Microsoft Certification	E-Rate Training sponsored by the American Library Association and the Bill and Melinda Gates Foundation (Minneapolis)	Unix Administration (WebEx)
Sirsi Dynix Super Conference	Computers in Libraries Conference (D.C.)	Security Camera (storing, archiving and transferring video)	Wikipedia Lecture (Spartanburg)	API (Sirsi Dynix headquarters, Huntsville, AL)
CIO Technology Fair			Imaging	

Network Improvements

- Established wireless access point for customers using on-site resources at the 1500 Senate Street building.
- Configured Windows 2003 Server and migrated the agency's web site and various other functions to the new server.
- Configured Windows 2003 server to replace current NT server for online public access catalog (WebLION)
- Implemented IM (instant messaging) for improvements in facilitated agency wide communication.
- Installed a multi-conferencing unit to increase the functionality of the agency's video conferencing network.
- Installed Greenstone Digital Library software to facilitate and expand the agency's digital initiative.
- Made considerable improvement in agency processes for license, warranty and software management; many of the new processes, such as digitizing paper files, were identified as transferable to other agency programs/services.
- Began revisions of the agency's IT disaster recovery/business continuity plan; finalization is scheduled for the first quarter of FY 2008.
- Installed a tape library for automated backups of Windows 2003 servers.
- Installed a network attached storage disk for long-term archiving of electronic documents, failover for network backup, etc.
- Implemented new PHPSupport software to replace IM for virtual reference.
- Facilitated the installation of three security cameras to cover back entrances of the agency's two buildings.
- Installed overhead projection unit with wireless remote to facilitate presentations in meeting room

Web Portal Administration: *Note: To improve accuracy of data collection website activity tracking changed as of 02/07; data gathered prior to 02/07 can no longer be used for comparative purposes.*

The web administrator's development of a new agency website has resulted in features that provide reliable data for use in determining how to optimize navigation, design, and content. Additionally, staff are better able to make daily website management decisions based on knowledge of what's is appealing to current and potential clients. Traffic reports give an objective measure of the website's exposure. Data on the number of unique visitors the site gets each month is a key measure for determining the site's success.

www.statelibrary.sc.gov (February 7, 2007 – June 30, 2007) Traffic Sources Overview *(Table 7.1/7.2 – 18)*		
All traffic sources sent a total of 56,504 visits		
Direct Traffic	Referring Sites	Search Engines
51.66%	35.89%	12.45%

Top Traffic Sources		
Sources	Visits	% Visits
(direct) (none)	29,188	51.66%
state.sc.us (referral)	7,436	13.16%
google (organic)	5,225	9.25%
sc.gov (referral)	2,322	4.11%
Intranet (referral)	2,042	3.16%

Visitors Overview		
23,315 people visited the site 59% of all visits were from repeat visitors and 41% were from first time/new visitors		
Visits	Absolute Unique Visitors*	Average Time on Site
56,504	23,315	00:05:54

Each may have logged in one or multiple times but is counted only once; the site was accessed by an average of 4,663 absolute unique visitors per month.

Content Overview			
Pages on the site were viewed a total of 106,566 times			
Pageviews	Unique Views	Bounce Rate*	Average Pageviews
106,566	81,260	68.67%	1.89

*A "**bounce**" occurs when a visitor leaves a web site after only viewing the page on which he entered*

Top Content		
Pages	Pageviews	% Pageviews
Home Page	67,701	58,84%
List of Current Library Job Postings	3,435	3.22%
Programs & Services: Library Development Division	3,331	3.13%
Information Center for State Employees	2,504	2.45%

Per NCES FY 2005 data, all 50 states and the District of Columbia were managing websites, file servers, bulletin boards, or electronic mailing lists. **The SCSL's new web site went live on July 1, 2006 and earned statewide and national accolades. A record number of visits were logged during the first two weeks of launch.** ITS staff spent the first couple of months of FY 2007 providing assistance and guidance in using the new site to both the public and SCSL staff. A special presentation on the new web site was made to the K-12 Technology Initiative Committee, and OPAL was used to deliver instruction to NC State Library staff—in response to their inquiries for assistance with the redesign of their web portal. The ITS director and the agency's web administrator were co-presenters at the 2007 Computers in Libraries conference held in Arlington, Virginia. Their presentation was entitled, "*Using a CMS to Build Community: Rhumba with Joomla.*"

FY 2007 improvements to the website included removal of all old web pages from State server, creation of RSS feeds for all active content, setup and configuration of a new web site statistical collection tool, template refinements and the addition of search engine "friendly URLs" (to allow citing of URLs in an understandable way).

DISCUS and TBS web sites are included in web portal administration (see key results for both programs). **The agency's web administrator also provides website updates for a two key State Library partner organizations, the South Carolina Association of Public Library Administrators (SC APLA) and the South Carolina Center for the Book (literary arts partnership).** Participation on the SC Assitive Technology Advisory Committee (ATAC)[51] also continues to be an important activity for the agency. The web administrator attended the 2007 SC Web Accessibility Conference, "*Extreme MAKEOVER web edition",* which was held concurrently with the SC Assistive Technology Expo (*See TBS Key Results*). In addition to learning about SC's accessibility efforts, attendees received updates on standards, application tips, success stories, and guidance from those who use assistive technologies in their daily lives.

Among the expanded areas of web portal administration are Library 2.0/Web 2.0[52] research and development support. The SCSL has a MySpace[53] page which the IT director updates. MySpace adds more than 150 new members every minute.[54] Also, to provide a forum for South Carolina interest in Second Life[55], the IT director created a meeting space on the State Library's web site**. More and more libraries (of all types) are beginning to explore Second Life to find out how they can best serve their customers in a virtual world, i.e., "to make library collections and services available where the users already are."**[56] The SC State Library will be exploring more ways to reshape its services and programs in the ever-changing new high tech environment of social networking and virtual worlds. The agency's new interactive and dynamic website is just the beginning.

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51 SC ATAC is a technology architecture committee of the State Budget & Control Board, Division of the State Chief Information Officer. It advises the State CIO on methods, technology and procedures to increase information technology access in State and local governments and educational institutions statewide.

52 The heart of Library 2.0 is user-centered change. It is a model for library service that encourages constant and purposeful change, inviting user participation in the creation of both the physical and the virtual services they want. The phrase Web 2.0 refers to a perceived second-generation of web-based communities and hosted services, such as social-networking sites and wikis, which aim to facilitate collaboration and sharing between users.

53 June 2006 MySpace usage statistics: 2 million new registered users per month, reaches 51% of 13-17 year olds, 25 million users are 30+ and 79% are 18+; it is the second most popular site for content consumption as defined by page views. Source: Clickable Culture. "MySpace Stats Noted." June 27, 2006.

54 Dawn Kawamoto and Greg Sandoval, "MySpace growth continues amid criticism," CNET News.com, 03/31/06.
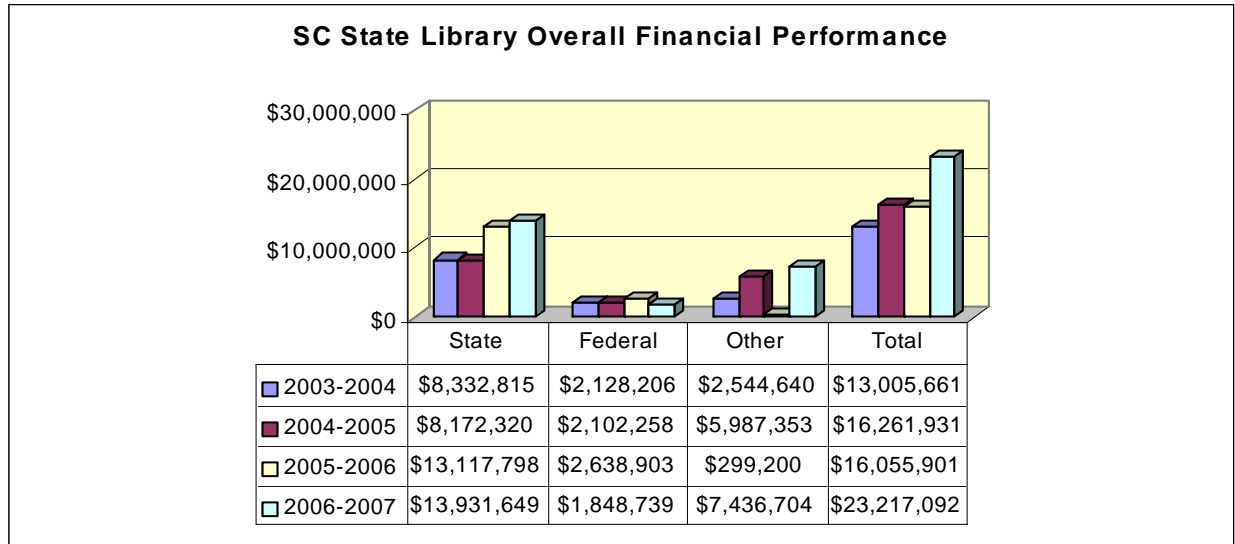
55 Second Life is a 3-D virtual world entirely built and owned by its Residents. Since opening to the public in 2003, it has grown explosively and today is inhabited by a total of 9,070,517 residents from around the globe.

56 Serious Games Source: "Enjoying Your First Life? Why Not Add a Second?" Lori Bell, Tom Peters, and Kitty Pope. 2006.

7.3   Financial performance results

The state appropriated budget available for agency operations remains grossly disproportionate to that appropriated for pass-through to public libraries. The imbalance is a consistent barrier to innovation and implementation of SCSL goals and objectives.
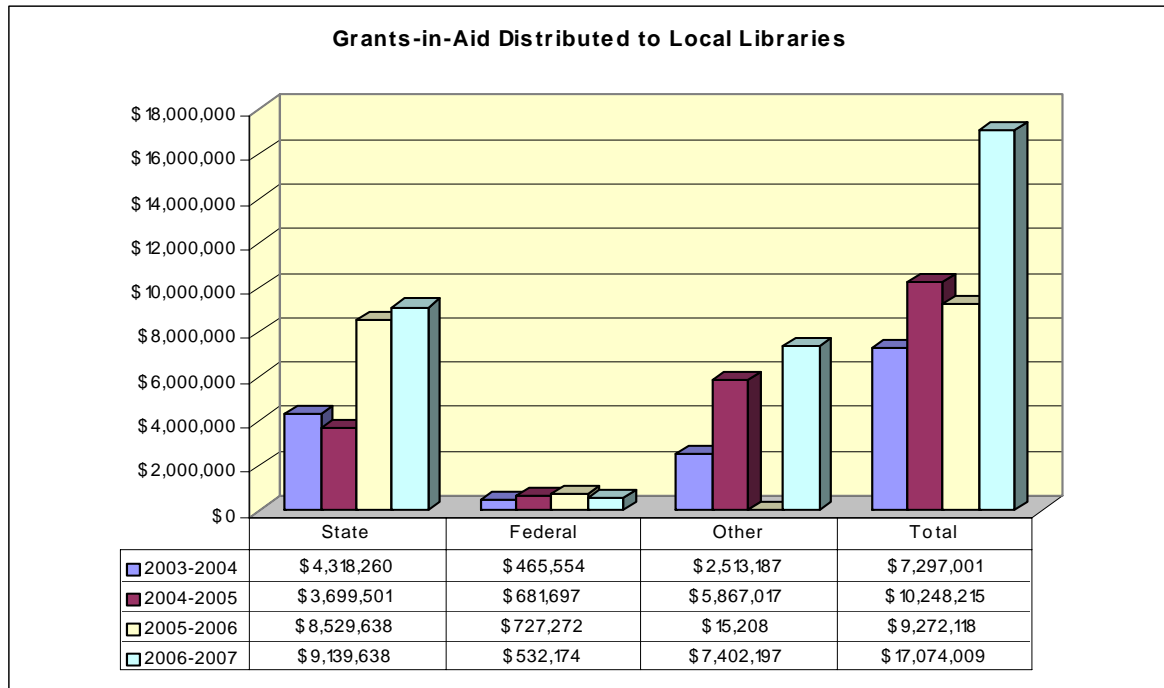
Graph 7.1/7.2 - 12

SC State Library Overall Financial Performance

	State	Federal	Other	Total
2003-2004	$8,332,815	$2,128,206	$2,544,640	$13,005,661
2004-2005	$8,172,320	$2,102,258	$5,987,353	$16,261,931
2005-2006	$13,117,798	$2,638,903	$299,200	$16,055,901
2006-2007	$13,931,649	$1,848,739	$7,436,704	$23,217,092

Pass-through to public libraries represents 66% of the agency's General Fund's budget. Although the agency's financial performance graph shows a 44% increase in expenditures over FY 2006, 73% of those expenditures ($17,070,009) represent state, federal (via LSTA sub-grant reimbursements) and other (Gates Foundation Grants) pass through to the state's public libraries.

Per Capita State Aid alone represents 59% of the agency's General Funds budget. Still seeking funds to help them recover from past State budget reduction periods (FY 2005 per capita was $0.85), the SC Association of Public Library Administrators (SC APLA) were successful in their appeal to the General Assembly for an increase in State Aid from its $2 per capita FY 2006 level to $2.25 for FY 2007 with an increase of the minimum grant from $50,000 to $60,000 per county. FY 2007 marked the first full year of State Aid to county libraries under the direction of the Library Development Services (LDS) department—actual processing of disbursements, audit report reviewing, and other financial processes remained with the Finance and Business Operations (F&BO) department, with oversight of all by the agency director Process improvements developed by LDS staff decreased State Aid administrative paperwork and preparation time for public library administrators. Several reporting/application forms were converted to online versions, and training sessions were held during SC APLA regularly scheduled meetings.

Contributing to the development of the state's public libraries, the SCSL also passed through $5,453,117 in SC Education Lottery Act funds to SC 's public libraries for technology upgrades and collection (electronic and print) enhancement. Building renovation and construction funds, earmarked for Barnwell, Boiling Spring, Society Hill, Olanta and Calhoun were also administered as pass through. **The SCSL retains no administrative costs to support the overhead associated with pass-through funds. Managerial and other professional FTE staff is involved in the planning, consulting and administration of these funds.**
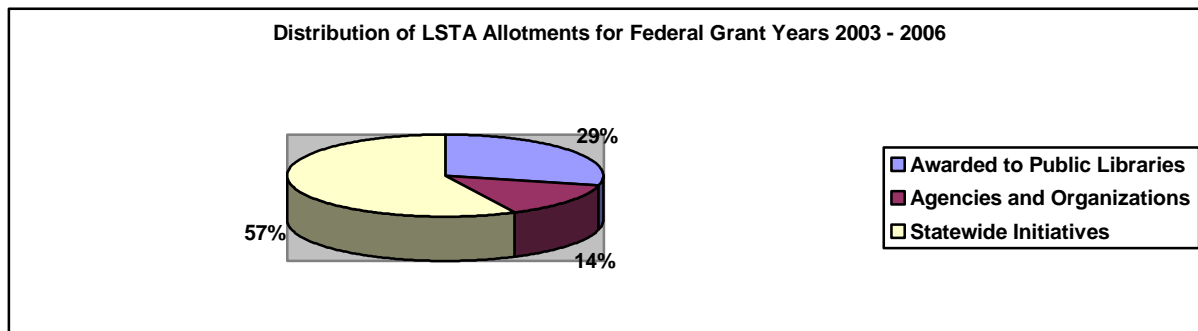
FY 2006 **Gates Public Access Computing Grant (PAC HUG)** ($937,500) and WebJunction/Rural Library Sustainability (RLS) funds ($29,934) were carried forward to FY 2007. Vendor demonstrations were coordinated to assist the public library administrators with identifying computer packages meeting PAC HUG requirements; funds were fully distributed by August 2007 to finance replacement of public PCs and other public library computer hardware. RLS funds financed professional development for rural and outreach librarians *(See Category 7, LDS Key Results)*. SC's public libraries have access to Gates funds largely due to the efforts of SCSL Library Development Services staff.

Graph 7.1/7.2 - 13

Grants-in-Aid Distributed to Local Libraries

	State	Federal	Other	Total
2003-2004	$4,318,260	$465,554	$2,513,187	$7,297,001
2004-2005	$3,699,501	$681,697	$5,867,017	$10,248,215
2005-2006	$8,529,638	$727,272	$15,208	$9,272,118
2006-2007	$9,139,638	$532,174	$7,402,197	$17,074,009

Federal Library Services and Technology Act (LSTA) sub grant funds are provided to public libraries through a competitive grant process. *(See LSTA Success Stories)* Sub grants paid out in FY 2007 from LSTA 2005 allotment funds totaled $400,054 and those paid out from LSTA 2006 allotment funds totaled $135,427. **Sub grant funds are also provided to partner organizations through the cooperative agreement process.** For example, **i**n support of the SC Book Festival, the SC State Library awarded the SC Humanities Council a 2006 LSTA $47,875 sub grant, provided letters of support for their other grant applications, participated on the SC Book Festival Committee, arranged for private sponsorship of the Book Festival's "*Brunching with the Authors*" program and assisted with staffing of the SC booth at the September 2006 National Book Festival. Supplemental funding was included in a 2007 $55,500 LSTA Humanities Council sub grant award to support the SC Arts Commission's project that will bring *Story Corp*s to Columbia and to support its *Hub City Writer's Project*.

Graph 7.1/7.2 - 14

Distribution of LSTA Allotments for Federal Grant Years 2003 - 2006

29%
57%
14%

☐ Awarded to Public Libraries
☐ Agencies and Organizations
☐ Statewide Initiatives

LSTA funds also support major statewide programs such as library services to citizens with blindness and other disabilities and statewide literacy initiatives such as SC's summer reading program for children and teens. Provision of the statewide summer reading program allows the state's public libraries to use their local dollars to development and implement adjunct programming. For FY 2006, all total the state's public libraries offered: 22,123 programming events for children with 637,440 individuals attending; 1,018 programs were offered for teens with 26,872 attendees.[57] CLSP states in the Consortium work 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. *(See LDS Key Results)*

14% of General Fund expenditures supported DISCUS – SC's Virtual Library. 10% of all expenditures, from all sources, supported DISCUS. *(See DISCUS results, 7.1 and 7.2)* Per NCES FY 2005 statistics, federal sources accounted for 100% of statewide database licensing expenditures for 15 State Library Agencies *(+50% from the 2002 reporting period)* and state funds accounted for 100% of the same for five (5) agencies *(-64% for the 2002 period)*. DISCUS 2007 license renewal costs totaled $2,296,388. The General Assembly is supportive of DISCUS and provided recurring funds ($2,015,460 for FY 2007 and $250,000 [Proviso 73.14 Unobligated FY 2006 General Revenue]) that were used to purchase license agreements for database content and provide statewide access for key customers. Earmarked state funds do not fully provide for 100% of the total cost of renewal of DISCUS database contracts and provides no funding for content enhancement. Library Services and Technology Act (LSTA) funds supplement the state funds deficit ($30,928 for FY 2007) for annual licensing increases, statewide training services to K-12 teachers and librarians, and support of the DISCUS program's promotion/public education activities. The SCSL's partnership with the K-12 School Technology Initiative is ongoing and in past years has also served as a source of DISCUS supplemental funding. For FY 2007 the SCSL successfully negotiated with one vendor to hold subscription prices at last year's rate while obtaining updates of several DISCUS e-book medical titles at no additional cost. **With an average annual database licensing increase of 3%, these negotiations alone resulted in a cost savings for the state of about $60,000.** The DISCUS director's service on both the PASCAL Executive and Consortial Purchasing Committees not only keeps the agency informed about the information needs of the academic community but also positions the SCSL to take advantage of opportunities for collaborative database content purchases that support both DISCUS and PASCAL Delivers content enhancement. FY 2007 ended with the partners evaluating and negotiating for a FY 2008 first quarter purchase of AccessScience. **The SCSL's administration of DISCUS provided a FY 2007 cost avoidance for SC institutions of approximately $30,426,015, demonstrating effective and efficient use of all funding sources.** The SCSL continually seeks ways to optimize SC's investment in library and information services.

(See TBS Key Results) The change from North Carolina ($6,146) to Utah ($1,960) for Braille (BR) contract services resulted in a cost savings ($4,186) for FY 2007. NC provided BR service to every registered SC Braille reader (199 as of 6/30/07 @ $31 per reader). Utah provided FY 2007 service at $49 per active BR user—not to exceed 40 readers. The FY 2008 Utah renewal contract increased by 33% ($65 per active reader) for a total of $2,600. **Efforts to identify the most cost effective method for providing BR services to South Carolinians continue.**

Other state funded budget expenditures include 7.5% for rents paid to the Office of General Services and just over 10% for salaries and fringes**. Less than 3% of the state funded budget remains for ALL other agency operating expenses. Exorbitant energy surcharges imposed by the General Services Division of the SC Budget & Control Board have the potential to negatively impact the agency's ability to maintain proper 24/7 preservation temperatures for protection of collections**

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[57] FY 2007 data will be available the first quarter of FY 2008.

(approximately a $90 million dollar state investment) from destruction by mold and mildew. HVAC systems must operate 24/7. The agency's current operating budget simply does not allow payment of these charges, now rapidly approaching $95,000 per FY. **Combined invoiced charges for both SCSL locations increased 61% over the prior year's billing.**
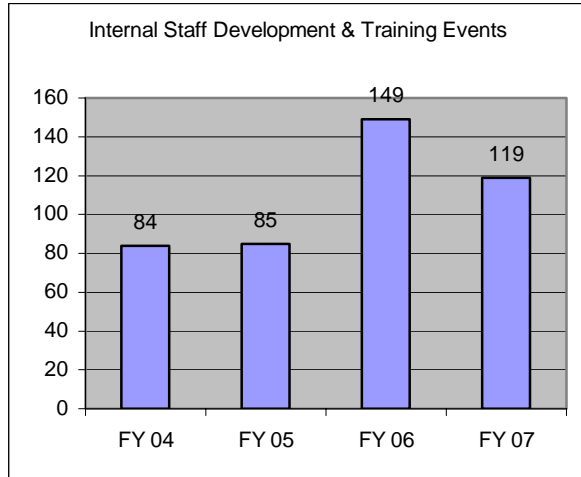
Other:
- Although both employees and administration prefer regular bonuses, raises or other monetary rewards for superior performance, budgetary constraints continue to make such difficult. Nevertheless, identifying promotional avenues and additional duties that can be accompanied by salary adjustments for high achieving personnel contributing to mission accomplishment remains a priority.
- Efforts were made to improve financial management processes, e.g., the fixed assets system was overhauled to match current regulations and the finance procedures manual was updated (revised procedures were posted to the agency intranet).
- Because of the agency's new website provides a web traffic tracking system the agency now has objective measures of the website's exposure and will be able to analyze such to assist with justification of the cost of improvements to the site and with evaluating the legitimacy (i.e., current and expansion costs) of online programs or services. Additionally, the new site offers expanded potential for use as a marketing tool—cost savings implications exist and will be explored more fully during FY 2008.
- State Auditors evaluation of performance of the SCSL for the FY ended June 30, 2006 provided the opportunity for financial process improvements. In response to audit findings, the agency's new director began working more closely with the Finance and Business Operations (F&BO) staff. As a result, internal controls were strengthen to ensure validation between the work of preparer and reviewer on closing packages, additional staff time was spent on understanding leave liability reporting and improving verification procedures, procedural changes and additional internal controls were implemented to eliminate revenue coding issues and to facilitate 100% accuracy with calculation of pay, accounting personnel received additional cash transaction training and procedures were documented to ensure proper preparation and review of federal financial assistance schedules.
- In preparation for FY 2008 SCEIS/SAP implementation F&BO staff engaged in numerous preparatory activities relating to grants, master data, cost centers, role mapping, fixed assets and procurement. Involvement in these activities allowed the agency to identity several process improvement issues in need of attention for FY 2008, e.g., unresolved inventory issues.

7.4 Human Resource results

Graph 7.1/7.2-15

The continued use of web-based online programming *(See Continuing Education, Key Results)* allowed

Internal Staff Development & Training Events

FY 04	84
FY 05	85
FY 06	149
FY 07	119

the agency to offer more varied internal staff development offerings. Attendance by staff at training opportunities sponsored by other agencies/organizations, participation in professional associations (e.g., SC State Government Improvement Network, Executive Institute Alumni Association, Certified Public Manager Society, National Institute of Governmental Purchasing, etc), formal orientation for new hires facilitated by access to intranet posted employee handbook, agency policy manuals, and related documents, and staff involvement in the agency's collaborative projects all supported staff development. The CE Coordinator tracks training sessions and staff participation. Survey forms are used to determine effectiveness of training and the level of staff involvement; informal follow-up with employees also provides assessment of training effectiveness.

(Table 7.1/7.2 – 19) FY 07 Job Specific Training (includes Internet delivered training) & Conference Attendance - Highlights		
Sirsi/Dynix SuperConference	Library 2.0 Summit, NC	Gaming Conference, Chicago
Rock the Future @ ImaginOn, North Carolina (Exploration of the future of libraries)	State CIO Technology Fair	PALMCOP Conference
Public Libraries of Charlotte-Mecklenburg County (PLCMC) Second Annual Technology Day (Topics: Second Life, gaming programs for teens, etc.)	Rural Libraries Conference, Ohio	Next Generation Librarianship
SC Library Association Conference	DuPage Teleconference: Best New Technologies	LIBRIS Conference (annual gathering of librarians and library staff from across SC)
COSLA (Chief Officers of State Library Agencies) Leadership Institute	SC Digital Collections Conference	Creating E-Learning is Easier Than You Think

Employee retention remains concern for the agency. Key positions (Network Administrator, Procurement Specialist, HR Manager, Public Information Specialist, Library Manager I, Agency Director) were vacated during FY 2007. *(Note: By the end of the first quarter of FY 2008 only two of these vacancies remained.)* As previously noted, the SCSL Board appointed a new director; his tenure began March 17, 2007. The April 2007 resignation of the agency's HR Manager provided an opportunity for the new agency director to reassess the role, nature and function of the position within the context of the organizational structure and culture desired for improvement in organizational effectiveness. As a result and after consultation with the agency's State OHR consultant, the position was upgraded to HR Manager II. *(Note: Advertised in July 2007, the position was filled August 2007 with a September 2007 start date.)*

Improvement of employee morale was facilitated by Staff Recognition Day, which was planned and organized by a committee of employees representing each department. Speakers, games, prizes and food made for fun times for all.

The **internal assessment** performed as part of the agency's new strategic planning process revealed some **common HR themes or issues**:

- Turnover is high because other agencies offer better compensation to qualified employees
- Technology is a high priority training need
- Training and competitive salaries are the top HR issues
- Succession planning needs to be addressed to prepare for future retirements
- Commitment to customer service is an agency strength
- Current organizational structure impedes performance and communication

The agency's new leadership has expressed the need to ensure that training opportunities extend to all staff at all levels (not a select few)—with particular emphasis on those opportunities that involve participation in national conferences and other national library and information seminar/institutes. More equity of opportunity for leadership development among existing staff is a major objective.

Graphs 7.1/ 7.2-16
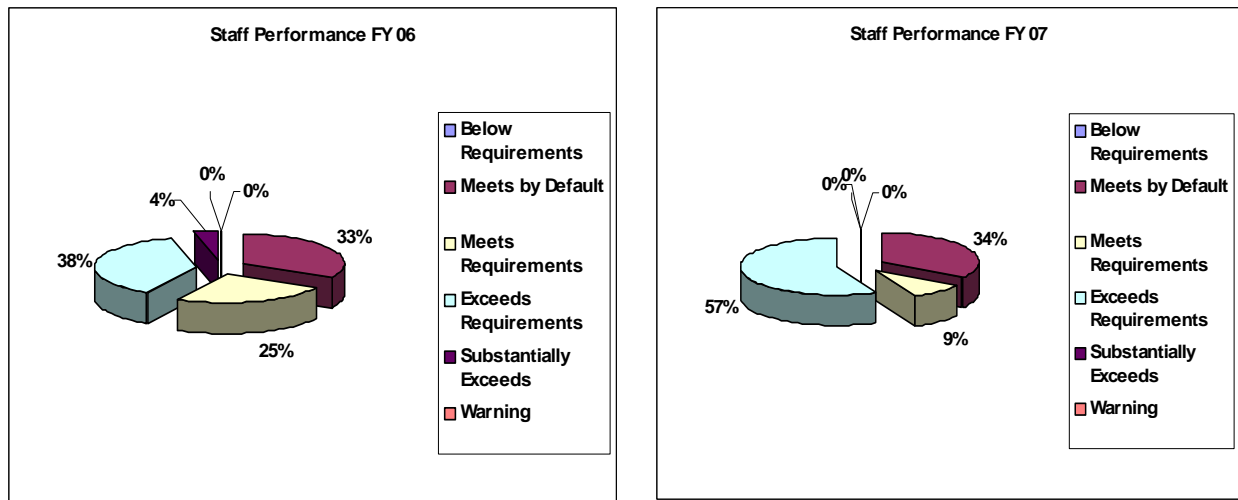
Managers are expected to conduct **performance evaluations** in a timely manner and to annually audit positions followed by development of a written position description update. FY 2007 performance in this area did not meet expectations. 34% of SCSL performance ratings were *"Meets by Default"* and seven (7) EPMS transaction were late. This was not a significant change from FY 2006 but the percentage of staff rated "*Exceeds*" increased dramatically while "*Meets*" ratings declined in a similar dramatic fashion. Consistently in application of performance evaluation techniques and well as more training in this area for both mangers and supervisors is an identified organizational effectiveness improvement need.

Graph 7.1/7.2 - 17

Affirmative Action Level of Goal Attainment

82.7 82.4

85.7

Legend: 2004, 2005, 2006
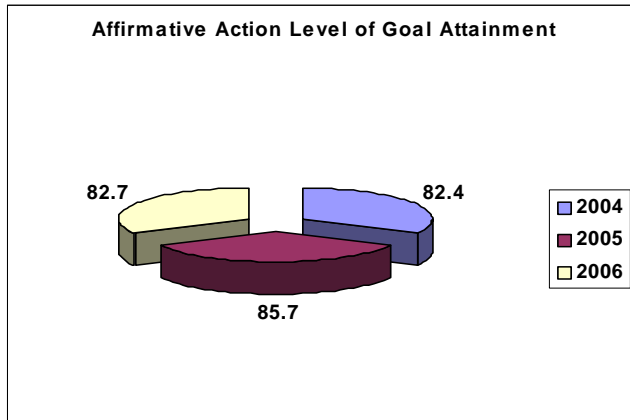
The S.C. State Human Affairs Commission's 02/07 report cites the following for the SCSL's **affirmative action program level of goal attainment** status:

- Ranked 55th among all state agencies and 22nd among agencies with 15-100 employees.
- There is underutilization of black females at the executive and professional levels (a consistent finding for the agency).
- There is underutilization of white females at the clerical/secretarial levels (also a consistent issue).

7.5 Performance levels for regulatory/legal compliance and community support*)*

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

All federal guidelines governing the Talking Book Services (TBS) program are strictly observed. Administration of Library Services and Technology Act (LSTA) funds is done in accordance with established federal regulations and guidelines. Fiscal accountability is subject to relevant state and federal laws with compliance monitoring accomplished through requisite audits of agency operations. *(See Financial Performance, 7.3)* Likewise, management of State Aid to is similarly audited and its administration is accomplished with observance of state regulations. *(See 7.2, Library Development Services and 7.3, Financial Performance)*

During FY 2007 two major federal reports were submitted to the Institute of Museums and Library Services (IMLS) for approval: (1) 2003-2007 SC Five Year State Plan Evaluation (approved) and (2) SC 2008-2012 Five Year State Plan (approval pending). Both documents establish the basis for the agency's continued receipt of annual federal funding that averages just over $2 million. State government reporting is also completed per requirements (e.g., Quarterly Employment Security Commission Report; TERI Contribution Payout Quarterly Report Certification; Unemployment Quarterly Report; Minority Business Report; Dept of Labor reports, etc.).

There are no established, specific formal identified performance measures for community support *(See Category 1, I.9)*. However, anecdotal evidence indicates that SCSL generously and annually contribute to both United Way and Good Health Appeals with monetary donations having increased each year. A staff volunteer coordinates agency participation in the effort. Additionally, when the agency adopts other charitable projects, the majority of staff participates either through monetary donations, giving of their time, or donations of other requested items; the type of participation is dependent on the project adopted.