Accountability Report Transmittal Form
FY 2007-2008

Agency Name:	**South Carolina State Library**
Date of Submission:	**September 15, 2008**
Agency Director:	**David S. Goble**
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I.1.   Mission, Vision and Values

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

MISSION: We optimize South Carolina's investment in library and information services.
We do this by:

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

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

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

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

I.2   Major Achievements

- The Agency went through a major reorganization during this fiscal year. Previously the South Carolina State Library (SCSL) was divided into eight independently functioning departments; the new reorganization moved the agency to three primary divisions which function collaboratively and interdependently increasing the service level and overall production of the SCSL.
- A new program for the K-12 community was introduced during this fiscal year, titled SchoolRooms. The mission of the SchoolRooms project is to provide a statewide implementation of a new learning and discovery portal designed to engage the K-12 community. SchoolRooms will enhance the state's intellectual landscape and promote student achievement through the availability of teacher-selected, curriculum-based resources in one easy to access learning portal. SchoolRooms will:
  - Connect the K-12 community to authoritative, appropriate resources designed to serve students, educators, librarians and parents as they achieve their learning objectives.
  - Increase student achievement and test scores by providing access to curriculum-based, quality resources clearly organized so students can find what they need to explore, discover and learn both inside and beyond the classroom.
  - Promote lifelong learning for educators, librarians and parents by offering homework help, lesson planning resources, professional development tools and personal development resources.
  - Highlight the vast array of educational, electronic resources from around the state that focus on South Carolina's history, culture, economy, government and environment.
  - Promote literacy and learning through the inclusion of reading resources for students and parents as well as tools for educators and librarians to use in their institutions.
- SC Center for the Book held its annual statewide Letters About Literature contest, which continues to receive strong reviews and remains a favorite venue for literacy advancement. Nine students from across the state were selected as winners of the 2008 South Carolina Letters About Literature writing contest. Approximately 56,000 young readers across the country participated in this year's Letters About Literature competition. Promotion was provided by: SC Center for the Book in the Library of Congress, presented in partnership with Target and the South Carolina State Library Foundation. In South Carolina, 969 students competed across all three levels of competition. Nationwide, approximately 56,000 young readers participated in this year's Letters About Literature completion, sponsored by the Center for the Book at the Library of Congress and Target. South Carolina finalists each receive a cash prize from the South Carolina State Library Foundation plus a $50 Target gift card.

- SC's Talking Books Services (TBS) area will begin a digital transition project in 2009; 2008 was a planning year for this project to enable us to transition our users to the new, updated digital talking book machines.
- **I.2 Major Achievements (continued)**

- The SCSL Talking Book Services Library hosted the Summer Reading Program Event for children with vision or physical disabilities. The title of the program this year was "Catch the Reading Bug". Approximately 20 children and family members from across the state visited the SCSL for this event. "Catch The Reading Bug" is a collaborative summer library program for South Carolina and over 40 other states. Public libraries plan activities for children of all ages to encourage them to read and enjoy books over the summer.
- The South Carolina State Library hosted the Collaborative Summer Library Program (CSLP), a grassroots consortium of states working together to provide high-quality summer reading program materials for children at the lowest cost possible for their public libraries. This year, the State Library has also partnered with PAIRS, Parents and Adults Inspiring Reading Success– a project of SC daily newspapers and administered by the SC Education Oversight Committee, to bring awareness of the program to a larger audience than ever before. Participation in the summer reading program increased in 2007 by 35%, bringing the total participation of children to 131,541. See graph 7.3.3.
- The DISCUS program added several new databases during this fiscal year to include: AccessScience, Amazing Animals of the Word, Book Review Index Online Plus, Educator's Reference Complete, History Resource Center: World, LitFinder, Nursing Resource Center, Opposing Viewpoints Resource Center, Science Resource Center, and Small Business Resource Center. Thousands of magazines, newspapers, and reference books are available twenty-four hours a day through the online resources of DISCUS - South Carolina's Virtual Library.
- The State Library now offers two new collections of electronic books for state employees to search, browse, and read online. Safari Tech Online contains the full text of 1,448 titles in the field of computer technology, all published within the last three years. Safari Business Books Online includes 313 titles related to business and management.
- The SCSL entered into a new partnership with South Carolina Connections Academy (SCCA). The partnership emphasizes library usage for face to face meetings between students and teachers, and the use of online statewide services such as DISCUS and SchoolRooms. South Carolina Connections Academy is the first of the new South Carolina virtual charter schools to enter into partnership with the State Library.
- The SCSL went live on the new SC Enterprise Information Systems/SAP system; we were the first agency to go live with a "grant". The implementation required a significant amount of dedication and work from our staff.
- The SCSL went live with the Office of Human Resources new online hiring system "NeoGov". The NeoGov system has been extremely easy to use and offers excellent capabilities in tracking applicants and reporting EEO data.
- The Talking Book Services area of the SCSL opened a student art gallery specifically created by students with visual or physical impairments. The gallery is a partnership of the South Carolina State Library's Talking Book Services, the South Carolina School for the Deaf and Blind, and the South Carolina Department of Education.

- The number of born-digital electronic documents (SC E-docs) identified and downloaded to State Library servers continues to increase, with 578 added in FY 2008. A total of 2,398 electronic documents, including SC e-documents have been preserved and made available through the South Carolina State Library's online catalog.
- As a service to State Government Employees, the SCSL now offers a new online programming tool (OPT) through the use of its OPAL room for staff development and training. The State Library's OPAL (Online Programming for All Libraries) room allows up to 25 simultaneous users, includes VOIP, text chat, and co-browsing. Users install a safe and simple to use plug in called tcConference.
- The SCSL participated in Industry Appreciation Week for South Carolina businesses with a "We Mean Business" campaign emphasizing the connection between businesses in South Carolina and libraries. A thriving business community is the cornerstone to economic success in South Carolina. This year's Industry Appreciation Week theme, "South Carolina: We Mean Business," is a way to celebrate the state's pro-business climate and business achievement. It is also a great opportunity for libraries to thank the business community for supporting public libraries and contributing to the quality of life for all South Carolinians.

I.3.   Key Strategic Goals

The following strategic goals and objectives are the focus of the Agency's FY 2009 budget request.

1. **The State Library will create an understanding among key constituents that libraries are educational institutions indispensable to South Carolina's intellectual landscape.**
   - Develop a network of partners interested in working together toward improving education
   - Complete statewide implementation of SchoolRooms
   - Develop SchoolRooms content for children with special needs, as well as their parents and caregivers
   - Explore enhanced services to K-12 teachers and middle school media centers
   - Explore relationship with SC Memory Project and Native Pathways
   - Explore available national-level research on the effectiveness of the Summer Reading program
   - Research project on literacy gains made by students using DISCUS
   - Develop closer relationship between SCLA Children and Youth Section and SCSL

2. **The State Library and SC Libraries, particularly public libraries, will be recognized as inherent and essential to economic development in South Carolina.**
   - Develop a network of partners interested in working together toward common economic development goals
   - Develop a South Carolina virtual business library that brings together electronic resources from libraries and other agencies for business owners, job seekers, and other customers

- Develop a small business owner education project with SC Department of Commerce and public libraries
- Prepare to implement a statewide resource sharing project

3. **The State Library will demonstrate that SC libraries are essential to the health and wellbeing of SC Citizens in general and to citizens in rural areas in particular.**
   - Develop a network of partners interested in working together toward a comprehensive approach to consumer health education and health literacy
   - Create health-related SchoolRooms content for children

4. **The State Library will demonstrate that SC libraries are essential to the intellectual health of SC Citizens in general and children in particular.**
   - Develop a network of partners committed to improving literacy rates in our state
   - Develop and produce pre-K Literacy Calendar based on curriculum standards
   - Expand summer reading program for children registered with Talking Book Services
   - Examine literacy needs of institutional libraries, especially those serving children

5. **The State Library will demonstrate that a modern State Library facilitates and enhances governance through the provision of 21st century information services.**
   - Develop a network of partners that will assist SCSL in enhancing its services to the General Assembly, state government agencies, and state government employees
   - Conduct gap analysis of SCSL collection and services
   - Development of a virtual library for state government
   - Further develop a SC digital documents program for state government agencies

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

I.4   Key Strategic Challenges

The biggest strategic challenge that we face is financial. The State Library operates on less than 3% of the $13,789,343 appropriation received. Of the $13,789,343 state general funds received, $9,038,495 is pass through funds used to support state aid to county libraries, $2,337,259 is essentially pass through funds used to support the DISCUS program (and does not pay for the DISCUS program in its entirety). The cost for rent and utilities is $881,057, $1,531,151 is personnel cost (46% of our staff are paid with federal grant money), which leaves us with approximately $200,000 to operate our Agency. We continue to improvise and find ways to operate within our budget – we are an incredibly fiscally responsible Agency, but the budget cuts

that we continue to receive are placing our Agency in serious jeopardy of being able to perform the mandates set by the State of South Carolina. We severely need an increase in general funds to carry out our mission, vision, and goals for the future.

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

SCSL remains in need of recurring funding to cover annual database license renewal costs and to provide for continual enhancement of DISCUS content. For fiscal year 2008, the agency was able to add ten new databases for DISCUS; this was only accomplished because of (Library Services and Technology Act) funds. LSTA has 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 is able to offer public libraries seeking additional support. Additionally, with the budget cuts given this year, the DISCUS program will suffer a significant cut to the available resources and databases.

We have a technology upgrade need; the acquisition of upgraded technology resources will allow the Agency to engage in web portal administration, 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.

Annually the SC State Library is invoiced for energy "surcharges" and each year the charges become more and more oppressive. SCSL must maintain adequate 24/7 environmental controls to ensure preservation of collections and to protect critical network equipment housed in both buildings. Already functioning with an operating budget of less than 2% of the Agency's overall budget, SCSL cannot possibly pay the recurring annual energy "surcharge" imposed on state agencies by the General Services Division of the SC Budget and Control Board. We have requested statements detailing the amount of energy usage, but have not been provided with any to date; thus the charges cannot be verified by our own internal finance team.

I.5.   The Accountability Report

The accountability report is used as a tool which assists our Agency in making data driven decisions. The accountability report assists our Agency in prioritizing budget needs and critical areas of interest for our customers and constituents. The accountability report assists us during our strategic and business planning to coordinate and align our Agency's mission, vision and goals. We have been able to use the accountability report to develop improvement strategies,

and combine projects and resources. The accountability report also encourages us to measure, evaluate, monitor and document what we accomplish and how we accomplish it. Additionally, we use the accountability report as a means to justify our need for an increase in our general appropriation.

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Section II – Organizational Profile

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

Products	Services
- Collections (general/special) - Specialized playback equipment - State and federal documents - Federal depository 24/7 Online Library Catalog - Bibliographic and electronic databases - Career resources for state employees - South Carolina collection - DISCUS – SC's Virtual Library - SchoolRooms – Discovery Portal for K-12 community - 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 - Information skills training and other continuing education - State Aid, federal grant and other aid to public libraries administration/guidance - Coordination of state/federal reporting/library statistical data collection - Consultation services (public and other library staffs) including: children/teen, legal issues, standards and guidelines, maintenance and preservation, statistics, Spanish resources, Tech Express, Lottery funds technology planning and training - Literacy initiatives - Readers Advisory - Disability services referrals - CPM Program Assistance - Freedom of Information resources - Book recommendations - Grants research - Resources for starting a business

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

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

Key Customer Groups	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 - Assistance with professional development through the use of available resources - 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 with Disabilities - General Public (citizens of all ages, interests and abilities) - Teachers - Students - K-12 community - Parents of Students	- Access through local public libraries to SCSL collections and its highly skilled research and technical staff - Broad range of up-to-date reference, research, and other materials - Superior personal service and timely response - Statewide programs and services - Improvement of local library services - Homework assistance - Assignment research - Professional support and development - Professional supplementation of classroom materials (books, resources, etc.) - Quality resources available for citizens with visual and physical disabilities - Accessible collections, resources and services that support information needs - Personalized one-on-one service from skilled information professionals

II.3   Key Stakeholder Groups

- Key Partners
- Library and education professional organizations
- Statewide disability consumer groups
- SCSL board and employees
- SCSL Foundation
- TBS advisory board

II.4   Key Suppliers and Partners

Key Partners	Key Suppliers
- National Federation of the Blind (NFB) & American Council (ACB) of SC - SC Association of Public Library Administrators (SCAPLA) - First Steps to School Readiness - K-12 Technology Initiative Committee - SC Literary Arts Partnership (The Humanities Council, SC and the Arts Commission, SC) - Partnership Among SC's Academic Libraries (PASCAL) - University of SC, School of Library and Information Science (USC-SLIS) - SC Library Association (SCLA) - Friends of SC Libraries (FOSCL) - Archives & History, Department, SC - Education, Department of, SC - South Carolina Connection Academy - Assistive Technology Advisory Committee (ATAC) - Distance Education, South Carolina Partnership for - Educational Television, South Carolina (SCETV) - South Carolina School for the Deaf and the Blind	- National Library Service for the Blind & Physically Handicapped (NLS) - SC Budget and Control Board (divisions/units such as Facilities Management, State CIO, Office of Materials Management, General Services, etc.) - Institute of Museum and Library Services (IMLS) - 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 - Administration, Human Resources, Finance and Business Operations, Talking Book Services, (its collections and reading room), SC Center for the Book, Library Development Services and meeting facilities.

1500 Senate Street - Library Services, Collection Management Services, Information Technology Services, the DISCUS Program, the SchoolRooms 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 6/30/08

Job Category	Number of Employees
00 – Agency Dir (Unclassified)	1
E 1 – Executives	3
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)	1

II.7   Regulatory Environment

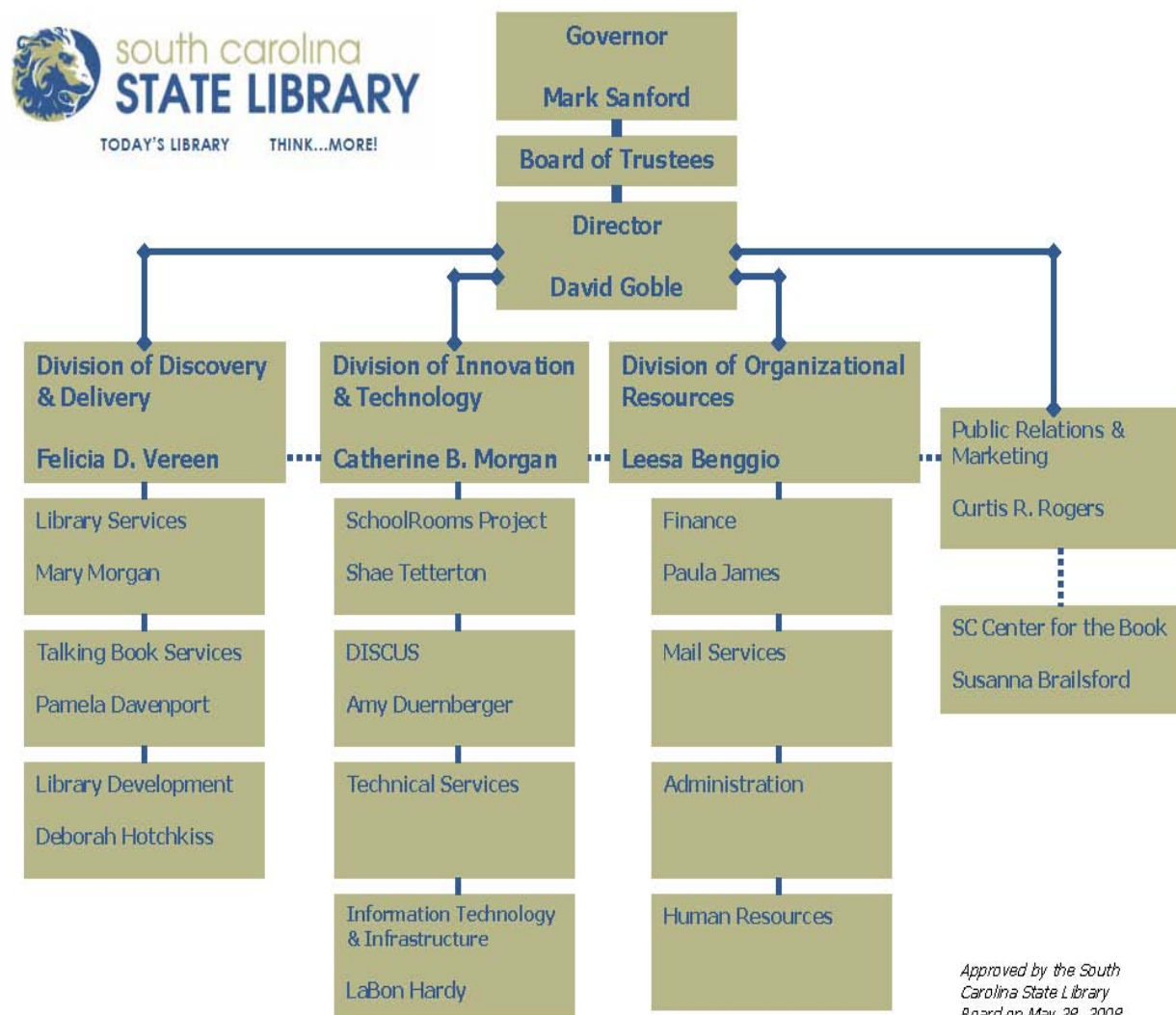| State and Federal Enabling Legislation |
|---|
| ▪ Code of Laws of SC – Section 60 (Title 60, Chapter 1 of the Code of Laws of South Carolina, provides statutory authority for the South Carolina State Library; Section 760-1-80(b), Chapter 75, Regulation 75-1 (Use of State Aid Funds)
▪ Code of Laws 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   Performance Improvement System(s)

The Employee Performance Management System (EPMS) is used to evaluate and guide employee performance and assist in accountability within our Agency. The EPMS was revised during fiscal year 2008 to a more streamlined, specific, measurable approach. Rating categories were revised to more accurately describe desired performance levels and characteristics. The Agency's new mission, vision and values were incorporated into the new EPMS system so that employees would be evaluated on measures that were established as important to the Agency. The EPMS will be used to assist our Agency in making data driven decisions and improve our service to our customers. Employees are encouraged and evaluated on ideas generated. We also established an Employee of the Quarter program which rewards selected (high achieving) employees with a $50 bonus (only one recipient per quarter). Both systems were implemented based on industry research and human resource guidelines.

II.9   Organizational Structure

SCSL is an independent state agency[1] governed by a board of seven members appointed by the Governor, with one member from each Congressional District and one from the state at large. Members serve five-year terms and may be reappointed. The Director is appointed by and accountable to the Board. The Agency underwent a major reorganization during FY 2007-2008 – under the direction of David S. Goble, Director. The chart below reflects the Agency's new organizational structure.

South Carolina State Library Organizational Structure

south carolina
STATE LIBRARY
TODAY'S LIBRARY   THINK...MORE!

Governor

Mark Sanford

Board of Trustees

Director

David Goble

Division of Discovery & Delivery	Division of Innovation & Technology	Division of Organizational Resources	Public Relations & Marketing
Felicia D. Vereen	**Catherine B. Morgan**	**Leesa Benggio**	Curtis R. Rogers
Library Services	SchoolRooms Project	Finance	
Mary Morgan	Shae Tetterton	Paula James	SC Center for the Book
Talking Book Services	DISCUS	Mail Services	Susanna Brailsford
Pamela Davenport	Amy Duernberger		
Library Development	Technical Services	Administration	
Deborah Hotchkiss			
	Information Technology & Infrastructure	Human Resources	
	LaBon Hardy		

Approved by the South Carolina State Library Board on May 28, 2008.

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

II.10 Expenditures/Appropriations

Accountability Report Appropriations/Expenditures Chart						
Base Budget Expenditures and Appropriations						
		FY 06-07 Actual Expenditures		FY 07-08 Actual Expenditures		FY 08-09 Appropriations Act
Major Budget	Total Funds	General	Total Funds	General	Total Funds	General
Categories		Funds		Funds		Funds
Personal Service	$ 1,741,218	$ 1,026,197	1,835,481	1,091,912	1,925,388	1,139,712
Other Operating	$ 3,664,094	$ 3,239,744	2,253,517	1,207,897	1,684,318	1,101,172
Special Items					130,000	
Permanent Improvements						
Case Services						
Distributions to Subdivisions	$ 9,671,892	$ 8,189,638	11,972,729	11,490,330	11,977,020	11,157,020
Fringe Benefits	$ 486,771	$ 276,070	533,195	307,195	665,475	391,439
Non-recurring			775,000	775,000		
Total	$ 15,563,976	$ 12,731,649	17,369,922	14,872,334	16,382,201	13,789,343
			Other Expenditures			
		Sources of	FY 06-07 Actual	FY 07-08 Actual		
		Funds	Expenditures	Expenditures		
		Supplemental Bills	$ 7,653,117			
		Capital Reserve Funds	0			
		Bonds	0			

II. 11   Major Programs Area Chart

*Note: The major program areas have been redefined and divided differently than in 2007. Two charts are presented to demonstrate the differences. For 2009 a side by side comparison will be used again.

Chart 2.11a

Program Number and Title	Major Program Area Purpose (Brief)	FY 06-07Budget Expenditures

I Administration	Management of all agency operations; budgeting & HR, facilities management, communications, & administration of funding to county libraries. Coordinates reporting activities; strategic planning	**State**: 1,503,018.00
		Fed**eral**: 9,959.00
		                                        Other: 7,656.00
		                                        Total: 1,520,632.00
		
		                                        % of Total Budget 7%

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: 497,853.00
		                    Other: 5,776.00
		                    Total: 503,629.00
		
		                    % of Total Budget 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**: 3,579.00 **Federal**: 280,212.00 **Other**: 0.00 **Total**: 283,791.00 **% of Total Budget** 1%

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**: 445,984.00
		                    Federal: 147,992.00
		                    Other: 580.00
		                    Total: 594,557.00
		
		% of Total Budget 3%

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** 43%
Remainder of Expenditures		**State** | 3,566,001.00 **Federal Other** | 290,731.00 **Total** | 6,453,117.00 10,309,849.00 **% of Total Budget** 44% 0

II. 11 Major Programs Area Chart - Continued

Chart 2.11b

Program Number and Title	Major Program Area Purpose (Brief)	FY 07-08 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**: **$1,689,225** **Federal: $233,304** **Other:** **Total: $1,922,529** **% of Total Budget 11%**	**Section III.7.3.1** **Section III.7.3.2** **Graph 7.3.1** **Graph 7.3.2** **Section III.7.5** **Section III.7.6**
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** **Federal:$418,971** **Other:** **Total: $418,971** **% of Total Budget 2.3%**	**Section III.7.1 & III.7.2 Talking Book Services**
III Information Technology (IT) & Library 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 Research services to key customers (state govt, Legislature, Gov 's Office, other elected officials); interlibrary loan; research training to state govt; State/Fed Documents; collection development	**State: $2,998,511** **Federal:$1,193,372** **Other: $0** **Total:$4,191,883** **% of Total Budget 23.7%**	**Section III.7.1 & III.7.2 DISCUS** **Section III.7.1 & III.7.2 Library Services** **Section III.7.1 & III.7.2 Information Technology**
IV Library Development	Provides varied consultant services to public library staffs & trustees; coordinates statewide continuing education program; Children/youth services.	**State: $184,729** **Federal: $651,941** **Other:** **Total: $836,670** **% of Total Budget 4%**	**Section III.7.1 & Section III.7.2 Library Development Services** **Graph 7.3.3**
V Pass Through	State aid and other funds for local libraries	**State: $9,999,870** **Federal:$0** **Other:** **Total: $9,999,870** **% of Total Budget 57%**	**Section III.7.3**
Remainder of Expenditures		**State** **$163,207** **Federal** **$215,269** **Total** **$368,476** **% of Total Budget** **2%**	

Section III – Elements of Malcolm Baldrige Criteria

Category 1 – Senior Leadership, Governance and Social Responsibility

III.1.1   Two-Way Communication

The culture of the SCSL has changed drastically over the past year. Two-way communication has received expediential priority in our Agency because of the changes the new Agency Director is enacting. We are moving towards a data driven decision and mutual sharing of information culture where each employee is equally vested in our success.

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

III.1.2   Customer and Stakeholder Focus

A strong customer focus was established when writing our mission, vision and values this year. Customer focus is continually promoted to staff in our everyday operations and decision making. When starting a new project, planning or revising a project, we ensure that the needs of our customers are being addressed. During FY09 we have plans to ask our customers through email, surveys and verbal communication what we do well and what we can improve on in our services. This information will further assist us when developing our strategic and business plans in the coming years.

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

The Agency works closely with both federal and state officials and the Agency's governing Board to assess and anticipate program impact and to properly manage risks. The Agency also meets with its community partners to establish relevant products and programs. Other methods include:
- Solicitation of customer feedback through surveys, focus groups, etc.
- Compilation and monitoring of customer use data and other feedback
- Data analysis to determine program/service effectiveness
- Use of advisory committees/stakeholders for input on customer needs
- Agency-sponsored events that provide opportunities for key stakeholders/customers to network and discuss common management, customer service, program and policy issues

III.1.4   Fiscal, Legal and Regulatory Accountability

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

III.1.5   Key Performance Measures

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

III.1.6   Organizational Performance Impacts Leadership

Senior leaders use findings to develop and prioritize annual business plan goals, objectives and action steps. They also meet with staff to share findings and to obtain feedback on follow up strategies for improvement of weak areas and enhancement of those programs and services yielding desired results. Senior leaders are expected to model the expected organizational behavior and to seek strategies for organizational goal attainment that support and mirror Agency values. During FY09 we will implement a Leadership 360 degree program which will further give leaders insight into areas of strengths and weaknesses.

III.1.7 Succession Planning

A large portion (approximately 40%) of our staff is retirement eligible within the next 3 to 5 years – succession planning is a must for the SCSL. FY08 was the first year that the Agency began focusing on succession planning, knowledge transfer and cross training of staff. With the assistance of the new Human Resource Director and Office of Human Resources, the Agency will further develop a succession plan and strategy.

III.1.8 Performance Improvement Environment

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

III.1.9 Organizational Workforce Learning

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

III.1.10 Communicate, Engage, Empower and Motivate Workforce

Senior Leaders regularly meet and talk with the entire Agency through open discussion and staff meetings to communicate and strategize about products, programs and the future direction of the Agency. During FY08 an Employee of the Quarter program was established that rewards employees with a bonus and recognition. An additional employee program was introduced as well – "Paws on the Back" that acknowledges excellent behavior or ideas. For the first time in the history of our Agency we had an Employee Appreciation Day off-site at the Riverbanks Zoo. The Employee Appreciation Day was a tremendous success and employees expressed a revived sense of purpose and dedication.

III.1.11 Strengthening the Community

Several Agency programs and services impact local communities: summer reading, talking books, sponsorship of statewide literacy programs, etc. Employee voluntary involvement in agency charitable efforts such as Community Health Charities and United Way is encouraged. Several members of the Leadership Council and Team serve on various boards such as: First Steps and Rolling Readers. During business hours, employees may actively promote and collect voluntary donations for reputable/known charitable causes. Related notifications received from state government entities are shared with staff via email. Additionally, this year our Agency participated in a summer food drive donating a large amount of food and money to Harvest Hope food bank to help meet the need in the summer in particular when children were out of school.

The Agency also participates in annual holiday activities by adopting a family and providing for them during the holiday season.

Category 2 – Strategic Planning

III.2.1   Agency Strategic Planning Process

During 2007 and 2008, the Agency was assisted with the strategic planning process by the University of South Carolina's Institute for Public Service and Policy Research. The 2008-2009 strategic planning was initiated and handled by the Leadership Council of the Library. After the Leadership Council developed a strategic plan, it was presented to the Leadership Team. The Leadership Team was able to make changes, additions and deletions to the plan and the document was presented to general staff who were able to make suggestions and changes. The planning process took into account the goals, strengths and weaknesses of the Library and planned accordingly to minimize threats and realize opportunities. Financial, regulations and technology changes are all discussed when planning occurs. Workforce capabilities are decided based on future goals and strategies for the Agency. The revised Strategic Plan was presented to and approved by the State Library Board.

III.2.2   Strategic Objectives Address Strategic Challenges

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

III.2.3   Develop and Track Action Plans

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

III.2.4   Communication and Deployment of Strategic Objectives

Communication and deployment of strategic objectives, action plans and performance measures is accomplished internally and externally through:
- Meetings and discussions (library associations, public library trustee boards, advisory committees, internal staff, Leadership Team and task force meetings, etc.)
- Newsletters and web sites (both of the agency and partner organizations)

- Intranet postings (e.g., departmental monthly activity/accomplishment/upcoming events reports) to keep staff informed
- Agency reports, electronic discussion boards, etc.
- Informal contacts with internal and external customers
- Daily interactions of departmental managers with staff

III.2.5   Measuring Progress of Action Plans

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

III.2.6   Evaluating and Improving Strategic Planning Process

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

III.2.7   Website address for SCSL Strategic Plan
The strategic plan can be found at http://www.statelibrary.sc.gov

Goal Number &Title	Supported Agency Strategic Planning Goal/Objective	Key Action Plan/Initiative(s)
I - Education	The State Library will create an understanding among key constituents that libraries are educational institutions and will also develop seamless collaboration efforts with our K-12 and Higher education partners	SchoolRooms: Complete Roll out of SchoolRooms to all K-12 schools and public libraries and establish appropriate support for the program. Talking Book Services (TBS): Create and implement an enhanced approach to children's TBS services including SchoolRooms content Create Education Network: Identify partners who can advance the work of the State Library and begin the process of developing/strengthening collaborative partnerships. Hold at least one meeting to discuss programmatic possibilities. TBS: Move to digital format – Develop plan for move and complete appropriate tasks. Pass plan by TBS Consumer Advisory Council for comment. State Department of Education: Provide borrowing privileges to teachers to

		include ILL borrowing. Enhance access to information: Establish evergreen program, resolve DISCUS logon issues, and celebrate 10th year of DISCUS. Cultural Heritage: Define SCSL relationship to SC Memory Project and explore Native Pathways possibilities. Continuing Education: Develop standards for online teaching. Children's Services: Meet with SCLA's children section and develop plan to assure highest quality and best practices associated with children's programming. Ensure coordination of all summer reading programs (Public Libraries, SDOE, WINS, etc.)
II - Economic Development	The State Library and SC Libraries, particularly public libraries will be recognized as inherent and essential constructs within the economic development environment of South Carolina.	Department of Commerce – Determine services that will compliment and add value to Commerce's SC Business One Stop and implement at least one statewide service. Public Libraries – Assess Public Library capabilities regarding business services (resumes, market research, application support, etc.), perform gap analysis, and develop a long-term program to support SC's workforce and businesses. Economic development network – Identify partners who can advance the work of the State Library and begin the process of developing/strengthening collaborative partnerships. Hold at least one meeting to discuss programmatic possibilities. Data – Work wish SLIS on DISCUS data project/University of Washington Data Project SC Virtual Business Library: Develop plan and establish marketing effort
III – Public Health	Create health literacy programs that demonstrate that SC libraries are essential to the health of SC Citizens in general and in rural areas in particular. Enter into partnerships and collaborations that will enable SC citizens to access quality health information and be better users of health information they access.	Public Health network – Identify partners who can advance the work of the State Library and begin the process of developing/strengthening collaborative partnerships. Hold at least one meeting to discuss programmatic possibilities. "Reach 2010" like program – Identify an essential need and create an effective program to deal with the need. SCVirtual Health Library: Develop requirements for a library and perform feasibility study
IV – Family Literacy	Create family literacy programs that demonstrate that SC libraries are essential to the intellectual health of SC citizens in general and children in particular. Enter into partnerships and collaborations that will enhance and multiply the effectiveness of SC literacy organizations and interested individuals and organizations (public and private) in the spread of literacy throughout South Carolina.	Family Literacy Network – Identify partners who can advance the work of the state library and begin the process of developing/strengthening collaborative partnerships. Hold at least one meeting to discuss programmatic possibilities. K-4 literacy calendar – Roll out calendar based on curriculum standards in print, Bbraille, and web versions Pre K-4 calendar- Explore potential for pre-k-4 calendar in terms of text and health literacy. Children's TBS Summer Reading Program – Expand the existing summer reading program and plan for additional events throughout the year. Institutional Libraries – Assess the current literacy programs in detention facilities (library, literacy, educational) and develop a report on the need and potential for such programs.

V – State Government	Provide proactive 21st century services to South Carolina State Government employees and agencies that are valued and perceived as essential to good governance.	State Information Network/Advisory Council - Identify partners who can advance the work of the State Library and begin the process of developing/strengthening collaborative partnerships. Hold at least one meeting to discuss programmatic possibilities. Virtual library for state government – Market the use of Safari and perform a needs assessment among state agencies. Services to State Government: - Roll out OPAL as a test of web conferencing services for state government - Develop a feasibility study of a "What's Hot/Hot topics" service - Explore Database Brokerage possibilities SC digital documents program - (scanned/born digital) Assess priority of in-house documents and develop a plan that will enable web access to these documents in an orderly and priority based way. SCSL collection (print/online) Determine purpose of collections and develop plan to move the collection in that direction.
VI – Administration Organizational Excellence	Re-engineer the SCSL approach to leadership and management to ensure optimization of South Carolina's investment in libraries and information services.	Data driven decisions – Develop data dictionary of all statistics created by SCSL and determine their effectiveness. All units will establish Output/Input numbers that provide for a measured success. Quality - All units will develop customer feedback collection methods to assure quality of service. Advocacy – With APLA's help identify persons/organizations of influence and create message to carry to them on a constant and consistent basis. Editorial Calendar-Establish an editorial calendar that will provide for themes to be emphasized throughout the year. Job descriptions – Review job descriptions and assure clear articulation of responsibilities and accountabilities and assure they are compatible with performance reviews. Problem solving/process improvement – Identify process review system and train all staff members in the discipline. Leadership and Innovation – Implement a 360 degree program for all leaders in the organization

Category 3 – Customer Focus

III.3.1   Determining Customers

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

South Carolina Code of Laws, Title 60 - Libraries, Archives, Museums and Arts	
SECTION 60-1-70	State Library to provide research services to General Assembly and others
SECTION 60-1-80	State Library to provide assistance to public libraries and county governments
SECTION 60-1-90	Administration of state and federal grants to public libraries; eligibility for grants
SECTION 60-1-100	Services of libraries open to public; fees for certain services; provision for penalties (The services and resources of the South Carolina State Library and any public library receiving state and federal funds administered by the State Library are free for use by all persons living within South Carolina or the county or region served…)
SECTION 60-1-110	State Library to assist libraries of state institutions
SECTION 60-1-120	Library services to be rendered to blind and physically handicapped readers
SECTION 60-1-130	State Library to promote cooperation among governmental bodies and libraries for the sharing of resources
SECTION 60-1-140	State Library to establish statewide library network
SECTION 60-2-20	State library as official state depository of all state publications
SECTION 60-2-30	State agencies, departments and state-supported institutions to provide copies of state publications

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

III.3.2. Listening and Learning Methods

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

III.3.3 Key Customer Access Mechanisms

Our key customers use the computer and technology including the phone to access our collection, programs, and services and to seek assistance. Use of the computer allows our customers to access information stored in databases and portals (DISCUS, SchoolRooms, etc.). Our TBS patrons use the telephone and on-line to request new books or to seek guidance on recommended books.

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

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

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

III.3.6   Building Positive Relationships with Customers and Stakeholders

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

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

Category 4 – Measurement, Analysis and Knowledge Management

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

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

- Cost associated with the product, system or process
- Productivity of the system or product

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

III.4.2 <u>Analysis of Data to Provide Effective Support for Decision Making</u>:

Data is selected based on the key factors identified for the customers and service expectations of our Agency – our primary business functions and goals. We collect data by statistical tracking, customer surveys and product analysis. We analyze industry trends in conjunction with Agency trends to determine a comparative result. We use projections to determine future goals, standards and objectives. Analysis of data assists our Agency not only in strategic planning, but also in performance planning for individual employees. Analysis of data drives service adjustments, training needs, marketing objectives, budget planning and long range Agency planning.

III.4.3 <u>Key Measures</u>

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

- Traditional library measures (number of customers, use of library resources, collections data [e.g., media added, withdrawn], customer transactions, etc.)
- Efficiency of business processes (e.g., EPMS data, staff development participation, employee feedback, etc.)
- DISCUS data (usage, cost avoidance for libraries and schools, training, retrievals, etc.)
- Consulting services activity (site visits, phone contacts, etc.)
- Statistical (numerical) data on all agency programs, services, facilities, and staff
- Customer satisfaction
- Volunteer service (time contributed and cost equivalent)

- Fiscal performance (e.g., effectiveness of federal grant programs (dollars requested vs. dollars awarded, etc.), efficiency of pass through processes for public libraries, vendor payment processing, etc.)
- Promotional/marketing statistics (relationship to increase in customer usage, etc.)
- IT networking activity (server availability, upgrades, etc.)
- Training/continuing education (sessions, participants, satisfaction, etc.)
- Web statistics (page views, unique visitors, average visit length, visits, etc.)
- SchoolRooms data (usage, cost avoidance for libraries and schools, databases, training, retrievals, etc.)
- Literacy results (e.g., statewide summer reading participation)
- Cost effectiveness of programs/services

III.4.4 Selecting and Using Comparative Data

State comparative and published national data based on national standards and indicators are used for selecting and comparing data. The Annual Statistical Summary of comparative public library data is used by the Agency and other libraries to facilitate informed decision making on budgets, personnel management and programming for local communities. Public library data from sources such as Hennen's American Public Library Rating (HAPLR) Index afford comparisons between South Carolina's public libraries and those of other states. NCES Comparative Data on State Library Agencies and information from the COSLA organization (Chief Officers of State Library Agencies) is also referenced. Human Resource data is compared using national and regional data through Society for Human Resource Management (SHRM) and National Association for Government Professionals (NAGP). The National Survey of Public Library Funding and Technology Access is funded by the American Library Association and the Bill & Melinda Gates Foundation, and is part of a larger study managed by the American Library Association. More information on the overall study is available at http://www.ala.org/plinternetfunding. A data comparison tool provided by the Library Research Center FSCS is also used when comparing library data. Additional business resources are used to assist with strategic planning and development.

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

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

Data integrity, timeliness and accuracy of results are imperative to understanding our customer needs and administering an effective Agency. We ensure integrity, timeliness and accuracy through:
- Reliance on systematic data entry processes, use of electronic data checks and other manual reviews

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

III.4.6 Organizational Performance Review Findings

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

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

Collection and transfer of employee and organizational knowledge is a current goal for the Agency. With so many employees retirement eligible, it is more important now than it ever has been for us to become experts in knowledge transfer. Additionally, with the shrinking availability of budget dollars, we must all become experts in many fields related to our Agency. We accomplish knowledge transfer through some or all of the following methods:

- Cross training of employees

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

Category 5 – Workforce Focus

III.5.1   Organization and Management of Work to Enable Workforce

The Agency's organizational culture has changed significantly during FY08. There has been a true desire to utilize each employee's strengths and talents and to help employees achieve their full potential. We believe in empowering employees and encouraging decision making at the lowest level. Employees who are empowered and trust in the Agency are more effective and more productive than those who don't. The new EPMS document assists management in coaching and guiding employees in professional growth and development. During FY08 several task forces were initiated to address ongoing problems and concerns at our Agency. The task forces were comprised of employees who volunteered to tackle the issue and determine multiple solutions and a final course of action suited for all parties. This type of decision making promotes teamwork and empowers employees in our Agency. We continuously support staff training and development to include peer-to-peer training. We further foster an innovative and supportive team environment through open and frequent communication. We involve all staff in strategic planning and decision making and encourage idea sharing.

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

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

III.5.3   <u>Recruit, Hire, Place and Retain New Employees</u>

Employees are our greatest resource; thus recruiting the right employee is essential to our success. We recruit using the NeoGov system and job advertisements on reputable, industry relative sites. Internal growth is a new concept that we have begun working on this year – to promote employees from within. We offer employees training and skill development so that they can grow internally and promote to the next level. This strategy has deepened employees' commitment (and retention) to the Agency and capacity for idea generating strategies. We do face one major barrier -- recruitment of minorities and males to our Agency. Statistically, interested applicants for our positions are not primarily males or minorities. Industry specific statistics also support this barrier.

III.5.4   <u>Assessing Workforce Capability and Capacity Needs</u>
We assess our workforce capability and capacity needs including skills, competencies and staffing levels by recruiting, hiring, and retaining our employees. With every hiring decision, we ensure that our workforce represents the diverse ideas, cultures and thinking to represent the Agency well. We manage and organize our workforce to accomplish the work of our Agency to capitalize on our Agency's core competencies, reinforcing our customer and business focus and exceeding performance expectations. We prepare the workforce for changing capability and capacity needs through training and development as well as internal discussions. We manage the workforce, and organizational needs to ensure continuity, and to prevent workforce reductions.

III.5.5   <u>Workforce Performance Management System</u>

The Agency EPMS system clearly outlines expectations of individual employee performance. The EPMS document details measurable job functions and success criteria to align with Agency action plans. Regular meetings between managers and staff continue communication regarding expectations and achievement of goals. Our Agency strategic plan and business plan clearly outlines our expectations for the Agency. The Leadership Council and Team regularly meet to determine our placement and progress in regards to our strategic and business plans. Our Agency is in constant conversation and action concerning performance of the Agency in order to adjust as necessary.

III.5.6   <u>Development and Learning System for Leaders</u>

The Agency's leadership style and philosophy underwent a significant change during FY08. Our goal is to develop leaders who truly inspire, develop and grow their employees. The Leadership Team frequently read and discuss books, articles and journals together which mirror great leaders. During FY08 the Leadership Team was charged with reading "The Leadership Challenge" a renowned book by Kouzes and Posner. Organizational knowledge is developed through peer-to-peer discussion and training along with review of historical documents and data. Ethical practices are outlined to new employees and modeled by existing employees. We will be implementing a Leadership 360 degree program in FY09 to further assist in developing our leaders.

III.5.7   Key Developmental Training Needs

Skill surveys and employee requests are used to determine the type of training needed by staff.

The agency employs a full-time continuing education (CE) coordinator with primary responsibility for developing and coordinating statewide CE activities targeting public library staffs. The position also assists with coordination of internal staff development. 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 and knowledge obtained. Informally, training needs become known to managers through daily interaction with employees during the course of carrying out duties and responsibilities. The EPMS document is also used to determine the types of training employees need individually.

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

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

III.5.9   Employee Training Contribution

Employee training contributes to an increase in workforce knowledge which helps to propel our Agency into the future and meet the needs of our customers and stakeholders. An upgrade in knowledge assists our Agency in meeting our goals and realizing our action plans.

III.5.10   Effectiveness of Workforce and Leader Training

Training is evaluated using several strategies and devices to include:

- Analysis of training return on investment
- New product development
- Increase in employee knowledge and skill set
- Increase in productivity

III.5.11   Motivating Employees

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

- EPMS document
- Conversations and informal planning meetings for individual yearly development plans
- Recognition, rewards of specific staff contributions

- Employee Appreciation Day annually
- The employee newsletter titled "The Lion's Roar"
- Establishment of the Employee of the Quarter designation and bonus
- Establishment of the "Paw on the Back" program acknowledging excellent behavior and participation
- Internal promotions
- Inclusion in decision making
- Formation of Employee Task Forces
- Agency funded professional development
- Well maintained and up to date work spaces
- Open communication

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

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

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

Informal assessment methods include meetings with staff, managers and peer groups. Our Agency did not have any grievances filed during FY08. Retention information is used to assess the overall Agency and specific departments if warranted.

III.5.13   Effective Career Progression

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

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

Expectations for a safe and secure work environment are posted for employees to view and are regularly discussed. Both of our buildings (1430 and 1500 Senate Street) must be accessed from the rear using a four digit security code. Employees are to report any suspicious looking person or activity to a member of management. We have multiple cameras in both buildings which record the rear exits of the building. The Emergency Preparedness/Safety Team (staff from various departments) reviews and updates the Agency's Emergency Preparedness and Safety

Manual.   Updates are posted to the Agency's Intranet.   Prior to scheduled state government evacuation drills, the team meets to review procedures and staff are reminded (via email) to review evacuation procedures posted on the Intranet.   On site Red Cross CPR/First Aid certification renewal training is scheduled for the first quarter of FY 2009. Eight volunteer staff members serve as the Agency's first responders for medical emergencies. Mini-safety training sessions (e.g., "First Aid Overview") were made available during general staff meetings. Compliance with occupational safety and health rules and regulations adopted by the SC Department of Labor, Licensing and Regulation are followed.   Inclusions of safety awareness such as building tours, exit locations, evacuation procedures, etc., are included in the new employee orientation process.   Strict enforcement of the Agency's policies and procedures concerning employee safety and security was observed.   We also notify staff of free health screenings, wellness walks, etc., and encourage participation.   During FY08 we established a walking team titled "The Lion's Pride" which participates in walks all around the midlands to encourage health and wellbeing.

Category 6 - Process Management

III.6.1   Determining Core Competencies

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

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

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

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

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

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

III.6.4   Daily Operation to Ensure

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

III.6.5   Evaluation and Improvement of Key Product and Processes

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

III.6.6   Key Support Processes

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

Table 6.6	Processes	Requirements
Information Technology Services	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
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
Library Development -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
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

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

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

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

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

Talking Book Services (TBS) – Key Results

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

A nationwide transition from recorded cassettes to digital flash memory cards will begin in 2008 and take approximately four years to complete. With the transition the gradual phase-out of cassette technology for production and distribution of digital talking books and players will occur. In 2008, 60,000 digital talking book machines will be allocated to libraries and loaned to talking book readers nationwide. TBS has planned its transition activities to align with those of

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

NLS, including continuing to circulate and repair cassette players until the digital transition is complete.

Personalized readers advisory service continues to be the hallmark of the program. FTE reader advisors and professional librarians make contacts with customers by phone, email, correspondence and in-person. Average monthly contacts to customers decreased from 2,405 to 1,950 in FY08. The number of registered talking book customers increased from 8,777 to 9,140 in FY08 and the total number of materials available increased to 459,183.

TBS' 2007 Summer Reading Program culminated in a July 2007 party held at the library for blind and visually impaired children, ages pre-school to 12. The children, their parents and guests (about 18) were on hand; the event included a guest storyteller and was covered by two local Columbia TV stations.

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%).

Some people express program support by making monetary donations. During FY 2008 these funds provided supplemental support for additions to collections (described movies and large print books) and provided for the purchase of incentive awards for children to encourage participation in TBS summer reading program activities.

DISCUS PROGRAM - Key Results

DISCUS -- 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[3]-accredited private and public schools, colleges (public and private), and public and academic libraries with 24/7 free access (from home or workplace Internet computers) to subscription electronic databases and high quality learning resources.

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

- Most State Library Agencies (SLAs) (47 states and the District of Columbia) planned or monitored the development of electronic networks. SLAs in 41 states and the District of Columbia (D.C.) operated electronic networks. SLAs in 47 states and the D.C. supported the development of bibliographic databases via electronic networks, and State Library Agencies in 45 states and the D.C. supported the development of full-text or data files via electronic networks. SC was among the number for all categories.
- Forty-eight (48) SLAs reported combined expenditures of $61 million for statewide database licensing. New Jersey had the highest expenditure ($7.9 million) among

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

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.

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. Ten new databases were added this year (seven were added free of charge through careful negotiation).

The numbers used last reporting period were estimate numbers due to a problem with the IP addresses and vendor error. Items retrieved from the DISCUS website for the K-12 community was 5,512,959 which represent 65% of the items retrieved. Items retrieved by the Academic community equates to approximately 2,600,000, representing 31% of the items retrieved. Items retrieved by the public libraries were approximately 400,000 representing 5% of the items retrieved.

DISCUS training schedules were promoted through web site postings and mass mailings to public school media specialists and private schools as well as other participating institutions. "What's New in DISCUS" quarterly fliers and web postings were made available. E-mail distribution lists were used to send messages; this resulted in increased class registrations. Training for K-12 staff almost tripled during FY08.
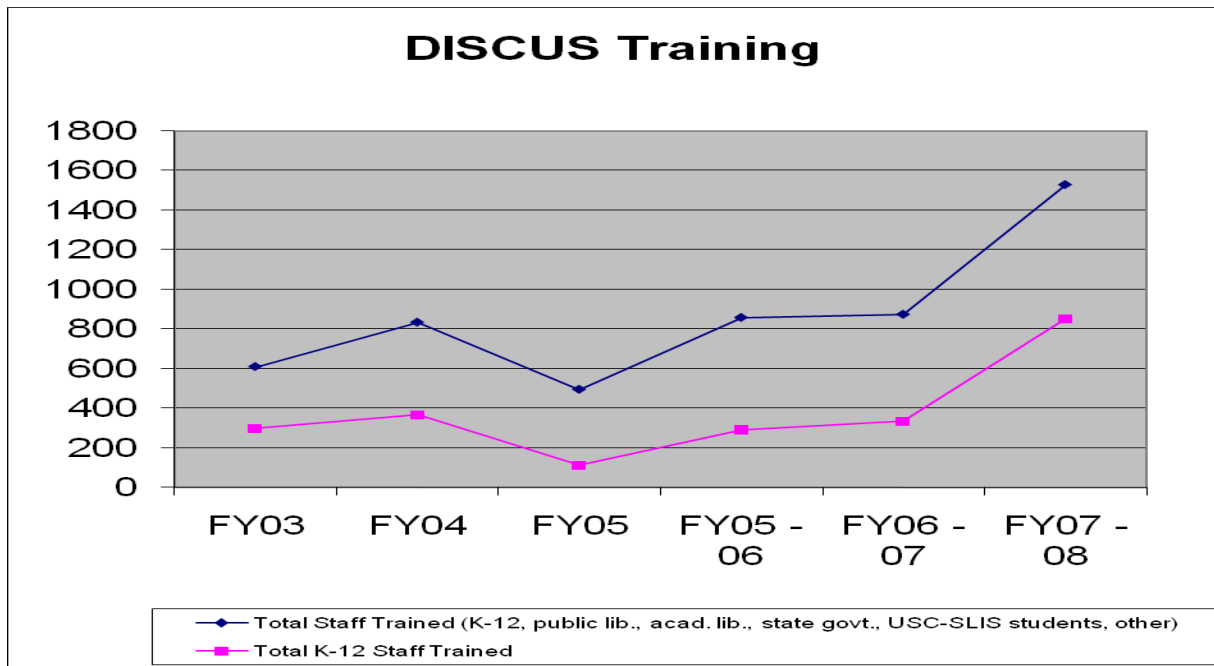
Presentations were made to:
- K-12 Technology Committee
- Annual Library Media Specialists Teleconference
- SC Association of Public Library Administrators (quarterly meetings – DISCUS program updates)
- Public Library Branch and Reference Managers Exchanges held at the State Library
- Various public library staff development day, SCASL, EDTech, SCLA, etc.

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

LIBRARY DEVELOPMENT SERVICES (LDS) – KEY RESULTS

LDS consultants and staff from all major program areas provide consultation services to all types of SC libraries, but primarily assist public libraries. FY 2008 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 4%. LDS consulted on: Use of Lottery Funds/State Aid, Policy issues/Board interactions, Teen Services, Training and Staff Development, Human Resources, IT/Automation and Construction Projects.

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. The LDS department is now responsible for all aspects of the LSTA grant administration and tracking.

With the hire of a new CE Coordinator, the agency was able to move forward and accomplish several CE goals. The Agency sponsored 184 training events with a total of 3,194 participants for the year. Training was offered on children and youth services, library technology, continuing education for library directors and boards and a Spanish language outreach program.

The South Carolina State Library takes part in the Collaborative Summer Library Program (CSLP), a grassroots consortium of states working together to provide high-quality summer reading program materials for children at the lowest cost possible for their public libraries. This year, the State Library has also partnered with PAIRS -- Parents and Adults Inspiring Reading Success– a project of SC daily newspapers and administered by the SC Education Oversight Committee, to bring awareness of the program to a larger audience than ever before. It is the key to individual success in learning because reading is the foundation for success in all subject areas. Building an appreciation for reading and learning today will help children be successful in school and more than likely, they will become lifelong readers and learners. An ongoing SCSL statewide initiative is the annual vacation (May – July) summer reading program. 96% of State Library Agencies (49 states) provide a statewide reading promotion campaign (program support for public libraries) that is typically implemented between school years to encourage children

and young adults to maintain or improve their reading skills. Summer learning research confirms that recreational reading is highly effective in promoting growth in literacy.[4] Participation in the summer reading program increased in 2007 by 35%, bringing the total participation of children to 131,541. See graph 7.3.3.

Graph 7.3.3
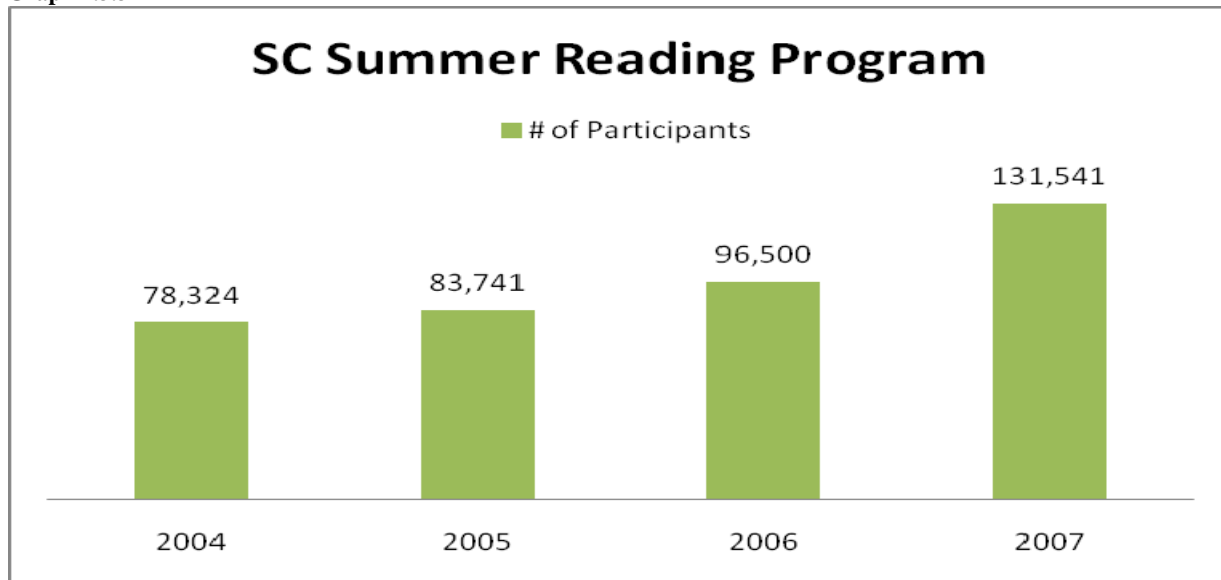
Implementation of CE procedural improvements, new software for scheduling and registration and refinement of automated training reports/CE evaluations, a semi-annual brochure of SCSL training opportunities and a more structured public library staff certification process occurred in 2008.

Library Services – Key Results

The Library Services department maintains library materials that supplement collections of the state's public libraries and that serve the research and information needs of key customer groups. 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.

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

The Agency received 19,380 visitors during FY2008 which is a significant increase from the year before at 10,887. Additional statistical data is listed below; overall the Agency saw an increase in the number of reference transactions, in-house use of materials, registered users and services to libraries.

Graph 7.1.1

The Normative Data Project (NDP) [5] 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 populations.

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

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5 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).

necessary function. CMS is transitioning to include and enhance digital/electronic collections as evidence of the completion of the digitalization of the CPM collection. Reallocation of SCSL budgetary resources from the purchase of traditional library materials to electronic resources was enacted in FY 2008.

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

INFORMATION TECHNOLOGY SERVICES (ITS) – KEY RESULTS

ITS staff provides oversight, management and coordination of all agency technology services and processes and advises administration on planning and budgeting for technology operations and implementation of major statewide IT projects. The department is charged with developing the Agency's technology plan, 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). Other support included but was not limited to:

- Oversight of E-Rate participation; the SCSL is the official E-Rate certifier of public library technology plans,
- Operation and maintenance of the South Carolina Library Network, which facilitates sharing of State Library collections,
- Planning and convening annual public library system managers exchanges and webmaster exchanges to share best practices and to keep staffs updated on critical technology issues, and
- Serving as the direct liaison with the state's Division of 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.)

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).

ITS staff successfully responded to 604 staff help desk requests.

A major accomplishment for the ITS department this year was the addition of the SchoolRooms program. SchoolRooms is an online portal to K-12 resources for students, parents, librarians, and teachers.

A pilot program was introduced in the spring of FY08 using 10 public libraries as tester sites. Pilot sites include ABBE Regional Library System, AHJ Regional Library System, Clarendon County Library, Florence County Library, Kershaw County Library, Lexington County Public Library, Marion County Public Library, Orangeburg County Library, Richland County Public Library and Sumter County Library. Educators, librarians, and school media specialists attended SchoolRooms training sessions both online and in-person. The project has been met with success and tremendous positive reviews. The SchoolRooms portal is set to go live in the fall of FY2009.

III.7.3   Financial Performance Results

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

Graph 7.3.1 SC State Library Overall Financial Performance
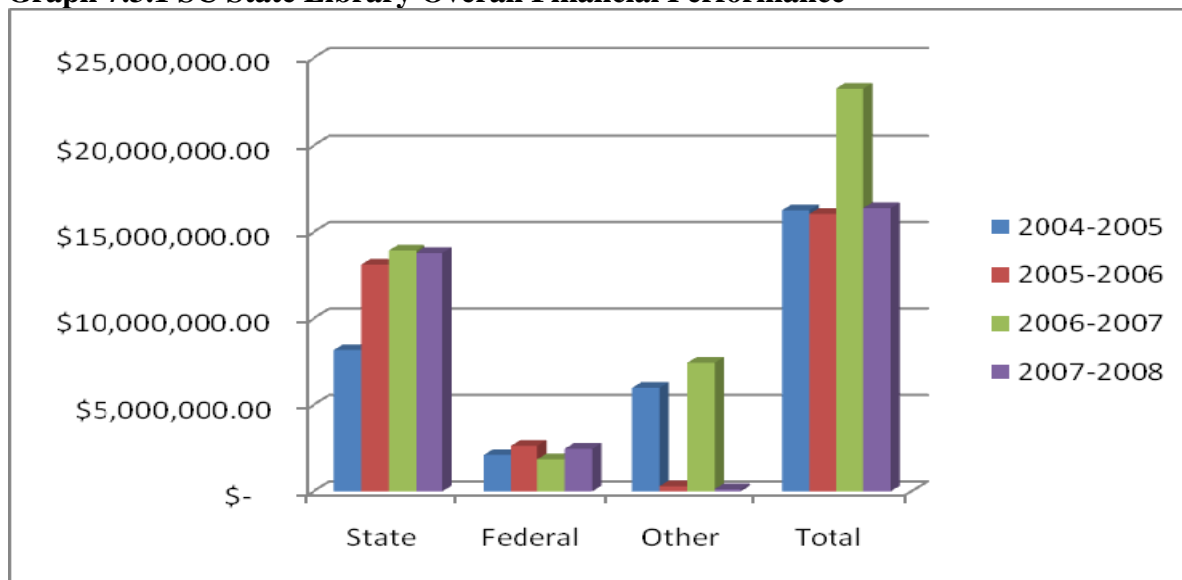
| SC State Library Overall Financial Performance				
	State	Federal	Other	Total
2004-2005	$ 8,172,320.00	$ 2,102,258.00	$ 5,987,353.00	$ 16,261,931.00
2005-2006	$ 13,117,798.00	$ 2,638,903.00	$ 299,200.00	$ 16,055,901.00
2006-2007	$ 13,931,649.00	$ 1,848,739.00	$ 7,436,704.00	$ 23,217,092.00
2007-2008	$ 13,789,343.00	$ 2,462,858.00	$ 130,000.00	$ 16,382,201.00

Pass-through funds to public libraries represent 65.5% of the Agency's General Fund's budget. The State Library is functioning on less than 3% of the total appropriation. The

budget cut of 3.9% that was given for FY2009 will have a significant and tremendous impact on the Library.

Per Capita State Aid alone represents 65.5% of the Agency's General Funds budget. Still seeking funds to help the public libraries recover from past State budget reduction periods (FY 2005 per capita was $0.85), the SC Association of Public Library Administrators (SC APLA) was successful in its 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 administration 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. However, the budget cuts of FY2009 will reduce state aid to approximately $2.08 per capita.

The Federal Library Services and Technology Act (LSTA) sub grant funds are provided to public libraries through a competitive grant process. Sub grants paid out in FY 2008 from LSTA 2006 allotment funds totaled $409,635. Sub grant funds are also provided to partner organizations through the cooperative agreement process. For example, in support of the SC Book Festival, the SC State Library awarded the SC Humanities Council a 2008 LSTA $42,858 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 2008 National Book Festival.

Graph 7.3.2 Distribution of LSTA Allotment
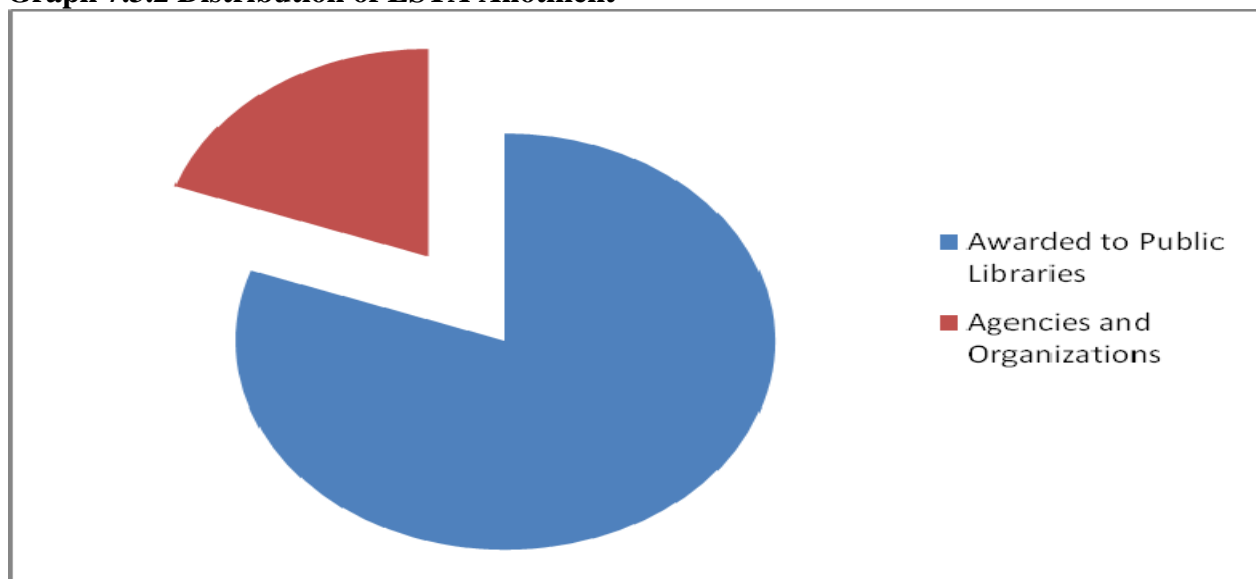
LSTA funds also support major statewide programs such as library services to citizens with blindness and other disabilities and statewide literacy initiatives such as SC's summer reading program for children and teens. Provision of the statewide summer reading program allows the state's public libraries to use their local dollars to develop and implement adjunct programming.

17% of General Fund expenditures supported DISCUS – SC's Virtual Library. DISCUS 2008 license renewal costs totaled $2,406,159. The General Assembly is supportive of DISCUS and provided recurring funds ($2,208,823 for FY 2008) that were used to purchase license agreements for database content and provide statewide access for key customers. Earmarked state funds do not fully provide for 100% of the total cost of renewal of DISCUS database contracts and provide no funding for content enhancement. Library Services and Technology Act (LSTA) funds supplement the state funds deficit ($69,000 for FY 2008, a 60% increase in the use of LSTA funds) for annual licensing increases, statewide training services to K-12 teachers and librarians, and support of the DISCUS program's promotion/public education activities. For FY 2008 the SCSL successfully negotiated for 7 additional databases to be included with the DISCUS renewal. With an average annual database licensing increase of 3%, these negotiations alone resulted in a cost savings for the state of about $140,000. 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. The SCSL's administration of DISCUS provided FY 2008 cost avoidance for SC institutions of approximately $31,000,000, demonstrating effective and efficient use of all funding sources.

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 (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.

III.7.4   Performance Measures for Workforce Engagement and Satisfaction

Mr. David Goble joined the library in March of 2007 as the Agency Director; Mr. Goble brought fresh ideas and perspective to the library concerning employee engagement and leadership accountability. The workforce climate of the Library changed significantly during FY2008 to becoming more collaborative, supportive of employees and a highly functioning workforce. The Agency went through a major reorganization and alignment of duties. Employees were encouraged to apply for open positions and were moved depending on their preference to duties. An increase in turnover did occur in FY2008 due primarily to retirements and higher salary offers. A new EPMS document was developed which more clearly evaluates employee performance with Agency goals and expectations. Internal staff development training was offered. Staff were encouraged to attend training opportunities sponsored by other agencies/organizations, and participate in professional associations (e.g., SC State Government Improvement Network, Executive Institute Alumni Association, Certified Public Manager Society, National Institute of Governmental Purchasing, etc). An employee appreciation day was held in May at the Riverbanks Zoo and Botanical Gardens which received an overall (78%)

excellent rating from staff. Employees have been asked and expected to more fully participate in the planning and accountability for the Agency, resulting in renewed passion and service.

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

During FY2008 several measures of operational efficiency were implemented so that the Agency could move towards data driven decision making. A new telephone system was implemented which allows the Agency to track the total calls received, the length of the call, the length of time the caller held and the average call per employee. The new telephone system will allow our Agency to track call data to improve customer service to our patrons. More stringent grant and financial tracking was also implemented during FY2008. All grant tracking is occurring by each grant funded and grant year allocated to include categories where grant money was spent. The change in grant and financial tracking will allow our Agency to more effectively project finances for the grant and to plan for projects.   We increased our operating hours, opening the Administration offices of the Library at 8:00 am. Additionally, we began charging a rate for facility use for cost recovery of the Agency which will help to offset existing costs associated with the building.

III.7.6   Performance Levels for Regulatory/Legal Compliance

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.   Management of State Aid is similarly audited and its administration is accomplished with observance of state regulations.

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