Talking
Book
Services
**Braille
Challenge**

**2011**

**Workforce
Development**
Program

# South Carolina State Library
# Accountability Report

StoryFest SC
**Family Literacy**

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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

**We are proud of the accomplishments that we have made across South Carolina for the citizens of the state this year. In spite of the declining budget and available resources, we believe that we have made varied and specific contributions with significant achievements outlined below, categorized by our core business plan objectives.**

### Workforce Development

One of our most significant contributions to the State this year came through our Workforce Development program. Our Workforce Development outreach program brings citizens to their public libraries where they receive support and training so that they can get back to work. The training consists of resume writing, job skill training, computer training, job searching and applying for employment. Last fiscal year, we launched our "WORKSC.ORG" website to aid citizens; this site has received national recognition and is being used heavily across our state. The site had 31,552 visits from 73 countries this year however, the majority of those visits (22,259) were made by South Carolina citizens. There were 101,532 page views to the www.worksc.org site. We partnered with employment services agencies throughout the State, SC DEW, SC Workforce Investment Boards, the State Office of Human Resources, and the Department of Social Services, among others. From June to September we traveled over 6,000 miles and visited over 20 libraries helping South Carolina citizens and aiding in building partnerships in communities. We held over 72 workshops and 40 presentations, and aided in RIF presentations for five State Agencies so that RIF'd employees could gain needed skills when searching for employment. Our Workforce Development program has been one of our greatest demonstrations of our values: communication, professionalism, collaboration, leadership and innovation.

**Library Support and Development**

We provide library support and development through many avenues.  Our goal is to provide public libraries with the support that they need to either develop their own programs through our consultation efforts or use programs that we have developed for them, which they can take back to their own libraries for the citizens of their counties. Consultation is imperative to providing information and strategies to South Carolina libraries so that they may have the most current trends and materials available, increasing the intellectual landscape of our citizens.

We provide consultation and coordination of E-Rate filing, so that public libraries and schools can obtain access to telecommunication and the internet across all areas of our state. We provide consultation services statewide for regular topics such as customer service, succession planning, children and youth services, small business outreach, workforce development, collection management, family literacy, rural librarianship, human resources and financial management, and communications. We aid Library Directors in applying for grants for their libraries.  We continue the vital work of orienting and training Library Directors and Library Boards of Trustees in an ongoing effort to improve leadership of public libraries statewide.

We coordinate certain funding streams for public libraries, including State Aid to Public Libraries, South Carolina Lottery Funds, and Federal stimulus funds, enabling libraries to address potential gaps in service and in many cases provide the much needed services for their areas.



**Family Literacy**

We implement statewide programs that will target some of the greatest needs of the citizens of our state. With staggering illiteracy rates in South Carolina and many children unprepared for school, our family literacy programs focus on supporting the child, the adult, and the child and adult together. We strive to make all of the funding streams and programs for which we bear responsibility as efficient and straightforward as possible so that resources get where they are needed without delay.

One of our greatest successes this year was the launch of our first annual StoryFest SC. StoryFest SC was held in Columbia and is an event which was held to launch the 2011 summer reading program.  It was a full day of events celebrating reading with award winning authors, storytellers, readers' theater and multicultural crafts. There were 806 in attendance from over 18 counties, with some traveling from as far away as Pickens, Lancaster and Georgetown counties. The Summer Reading Program theme for this year was "One World, Many Stories".  We had 135,080 youth registered for programs. There were 6,102 programs offered for youth with 197,700 attending these programs. There was also an Early Literacy Manual provided for the youth theme and 65% of libraries offered a special reading program for the Birth to age five group.  The Summer Reading Program theme for teens this year was "You are Here".  There were 96,709 teens registered for the program, 911 programs offered for teens and 14,906 teens who attended programs across the state.  The 2011 Adult Summer Reading program theme was "Novel Destinations." This is the first year that we have had an adult summer reading program; 61% of libraries held a summer reading program for adults with more than 500 programs and more than 9,000 participating in those programs. Clearly, we are impacting the literacy of the citizens of our state.



Last year we developed and distributed a Pre-K literacy calendar to give parents which provides guidance in developing children's skills to prepare them for kindergarten.  The Literacy Calendar is tied to the South Carolina Curriculum standards. This year we distributed another 11,000 calendars, bringing the total distributed to over 25,000 Family Literacy calendars free of charge to preschool children, families and teachers who reside in underserved areas with limited resources. The calendar provides regular activities that can be used in a classroom or home to help children build skills that help them become ready to read and ready for school. Day by Day SC has been nationally recognized and copied by other states for their literacy initiatives.  We conducted educational sessions and trainings for librarians, preschool caregivers and educators on the importance of early literacy preparation for young children and their families. Workshops were held in a variety of regional locations as well as centrally at the State Library. They included general literacy training and an emphasis on working with multicultural communities.

This year, an online companion was also created: www.daybydaysc.org which includes all the information from the printed calendar along with additional quality information for families, teachers and others all in support of the well-being and reading readiness skills that children need to be successful. It also provides 24-7 access to Tumblebooks, a database of quality read along stories for children.



Recognizing that technology plays a large part in the world we work and live in today, we developed several programs featuring technology. One of those programs was our Teen Technology program in which we loan technology to libraries so that they may teach young people how to use the latest technology so that they will be ready for the world around them and able to compete. Programs like these are particularly important in our small, rural counties. This year we held record numbers of trainings for youth and young adult services librarians including training on picture books as literacy tools and using film and video to promote reading, summer reading and programs. A South Carolina Library was a runner up in the nationwide American Library Association's "Why I Love My Library" teen video contest. The teens and library won a monetary award along with national recognition. The State Library's video equipment and teen technology program were used to aid South Carolina libraries in this contest.

The Lieutenant Governor's Office on Aging, reported that 9% of the children living in South Carolina are being raised by grandparents. Of those grandparent headed families, 27% are living in poverty and 28% are over the age of 60. The National Center on Grandparents Raising Grandchildren's aim is to "support grandparent-headed families in order that they may secure a promising future for their grandchildren." The State Library developed a GrandFamily Resource Center program to serve that same purpose; to create one location in a community where resources for Grandparents who are raising their grandchildren can be housed.



 Last year we launched a new web site, www.studysc.org which offers multimedia-rich online content to support South Carolina-specific curriculum standards. This year we had 175,356 page views of StudySC. StudySC is a student-friendly environment arranged according to grade level and by subject area where students can find the information they need about South Carolina. This site is rich with South Carolina-specific web resources for K-12 homework help, projects, and more. StudySC also provides teachers with lesson plans and other content to support classroom activities. This year we added a new feature focusing on South Carolina government information for Elementary, Middle, and High School. Now students can explore the colonial government under the Lords Proprietors, South Carolinians involved in the creation of the federal government, and current state and local government functions. They can also learn about the rights and responsibilities that come with being a South Carolina and United States citizen and discover facts, trivia, and state symbols from all over our unique state.

**Good Governance**

We believe that one of our greatest strengths is our commitment to good governance in South Carolina.  This year, we specifically focused on ways that we could not only save the state money, but also how we could increase the resources that citizens were receiving and using through innovation and partnerships.  As we highlighted previously, our Workforce Development project was one of the ways that we accomplished this goal.  We partnered with other State and local agencies to provide citizens with resources so that they could get back to work.  However, we also accomplished good governance in a variety of other ways.

Through the SCLENDS (South Carolina Evergreen Network Delivery System) consortium which we are a part of, we personally loaned over 6,400 items to other SCLENDS libraries saving consortia members over $490,000 in book purchases.  We provided 2,010 e-book titles to South Carolina State government employees from Safari books online, a collection of over 5,600 titles of the latest business & technology e-books.  At an average cost of $55.00 per print copy, the savings realized by the employees or the agencies exceeds $110,550.00.  The total items available through the SCLENDS consortium exceed two million items. This year, we successfully migrated six new counties to the SC LENDS consortium group.  SCLENDS grew during this year to represent 28% of the state's population and circulated nearly 3.9 million items to South Carolinians.  We moved 272,000 items between counties, saving material purchasing costs.



Another source of pride for us has been the creation of our online Digital State Documents Depository that currently contains over 2,100 historical and recently published state agency documents, which can be accessed at  www.dc.statelibrary.sc.gov.  These documents are organized by agency, full text searchable, and can be sorted by various criteria, thus making this information accessible and available via the internet to South Carolina citizens statewide.  Thirty four counties or 68% of counties in South Carolina do not have a State Depository Library; our Digital State Documents depository allows all South Carolina citizens immediate access via the internet to the work of state government without the restrictions of travel.

We conducted 40 training sessions for state government employees, library staff, and general public on topics such as working with census data, e-rate, and grants. With an average of 30 attendees per class and an average cost of $50.00 for a typical 2 hour class, state, library employees and citizens realized a savings of approximately $60,000.

**Information Services**
We believe that good governance and information services go hand in hand. We strive to find and develop innovative ways to provide the citizens of South Carolina with valuable resources. DISCUS has been a staple of the State Library services for over a decade. The DISCUS program provides the K-12 community (students, teachers, parents, etc.) with academically valuable resources. This year we updated the DISCUS program even further to include five new products. We also added three additional resources to DISCUS to aid in our Workforce Development Project; Ferguson's Career Guidance Center, Learning Express Library and the NetLibrary Career eBook Collection. These resources have greatly assisted South Carolinians in their career exploration, resume and cover letter preparation, workplace skill improvement, and allowed citizens to take exams such as the GED, and SAT.



We continued our partnership in the BGTIME.org (Bridging Generations through Technology, Information, Media, and Engagement) project to get workstations for SCSL and to host senior citizens who are paired with college students to work online posting their stories.

We have several other projects in progress that will be completed in FY2012 which include an opt-in purchase agreement for genealogy resources for the public libraries. Opt-in purchases allow the State Library to negotiate larger contracts with vendors, allowing any public library wanting to participate, access to the complete product at a lower price through consortium pricing. This model saves the state significant funds as has been proven through our DISCUS program, WorkForce Development Program and SCLENDS. We are researching several similar agreements with other vendors for products that libraries use so that a cost saving can be realized across the state. We have begun researching similar opportunities that State Agencies may want to participate in as well. We believe strongly that it is our responsibility through good governance and information services to leverage resources at the optimal price for the state; joining forces through consortiums is one way to accomplish this goal.

**Talking Book Services**

One of the programs that we are most passionate about is our Talking Book Services program. We hosted our third annual Braille Challenge® at the SCSL Talking Book Services Library. Organized by the Braille Institute, the Braille Challenge® is an academic competition designed to motivate blind students to emphasize their study of Braille. The competition is open to 1st - 12th grade students.



Last year we made a major leap forward as we moved our cassette media service to a digital transition. This is the first major equipment change for the department in about thirty years. SC's Talking Books Services (TBS) area continued to receive digital players this year. We registered 782 new patrons for the Talking Book Services area, which represents a 9% increase. We downloaded 27,895 new books and 1,243 new magazines for our patrons to enjoy. We also completed 20 new recordings of South Carolina material.



The Talking Book Services area of the SCSL celebrated its fourth year of a student art gallery specifically created by students with visual or physical impairments. The gallery is a partnership of the South Carolina State Library's Talking Book Services, the South Carolina School for the Deaf and Blind, and the South Carolina Department of Education. The Art gallery opening was well attended with comments even made by Mayor Benjamin. The art work will rotate through the gallery for a year.

## I.3.    Key Strategic Goals

The following strategic goals and objectives are the focus of the Agency's FY 2012 budget request.

1. **The State Library and SC Libraries, particularly public libraries, will be recognized as inherent and essential to workforce development in South Carolina.**
   - Continue to develop a network of partnerships and programs which focus on collaboration toward common workforce development goals.
   - Continue to develop a South Carolina virtual workforce development library that brings together electronic resources from libraries and other agencies for job seekers, employers and other customers.

2. **The State Library will create a network of key constituents to continue the work of libraries as educational institutions indispensable to South Carolina's intellectual landscape.**
   - Develop a network of partners interested in working together toward improving education.
   - Continue to add content to Study SC for school age children to access information about South Carolina.
   - Explore enhanced services to K-12 teachers and middle school media centers.

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

4. **The State Library will demonstrate that SC libraries are essential to the intellectual abilities of SC Citizens in general and children in particular.**
   - Collaborate with a network of partners who are committed to improving literacy rates in our state.
   - Continue production of pre-K Literacy Calendar website, based on curriculum standards.
   - Increase the number of children participating in the Summer Reading Program who are registered Talking Book Services users.
   - Examine literacy needs of institutional libraries, especially those serving children.

5. **The State Library will demonstrate that a modern State Library facilitates and enhances governance through the provision of 21$^{st}$ century information services.**
   - Collaborate with a network of partners that will assist SCSL in enhancing its services to the General Assembly, state government agencies, and state government employees.

- Reassess the SCSL collection and service priorities to better serve the citizens of South Carolina.
- Continue development of a virtual library for state government.
- Develop consortia purchasing agreements which share resources and save money for the state.
- 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**
   - Develop new evaluation tool for Library statistical information, which encourages a greater understanding of all of the roles that the libraries play in their community.
   - Develop customer feedback collection methods for all programs and services.
   - Evaluate return on investment for all State Library programs to assess effectiveness.

## I.4    Key Strategic Challenges

The biggest strategic challenge that we face is financial. The State Library operates on less than 1.3% of the $8,293,263 appropriation received. Of the $8,293,263 state general funds received, $4,653,933 represents pass through funds used to support state aid to county libraries, $1,543,146 is essentially pass through funds used to support the DISCUS program (and does not pay for the DISCUS program in its entirety). The cost for rent and utilities is $881,057, $1,091,776 is personnel cost (50% of our staff are paid with federal grant money), which leaves us with approximately $123,717 to operate our Agency. Our staff took furlough days for the third year in a row this year and we had to institute our first RIF. Limited staff for projects and an increase in responsibility and visibility limit the broader scope of what we attempt to accomplish. We continue to improvise and find ways to operate within our budget – we are a highly fiscally responsible Agency, but the budget cuts that we received last fiscal year have placed our Agency in serious jeopardy of being able to perform the mandates set by the State of South Carolina. We have continued to accomplish a great deal with decreasing resources.

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

SCSL remains in need of recurring funding to cover annual database license renewal costs and to provide for continual enhancement of DISCUS content. Funds from the Library Services and Technology Act (LSTA) were used to supplement the DISCUS program, more heavily in fiscal year 2011. However, this continual and gradual reversal to use more federal funds for database purchases is eroding the amount of available LSTA dollars the Agency is able to offer public libraries in need of and seeking additional support. The budget cuts suffered in FY11 impacted the DISCUS program significantly and impact the educational resources of our state.

## 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 in completing our strategic and business planning to coordinate and align our Agency's mission, vision and goals.  We have been able to use the accountability report to develop strategies for improvement, and combine projects and resources.  The accountability report also encourages us to measure, evaluate, monitor and document our accomplishments and determine how they are made, what we accomplish and how we accomplish it.

# Section II – Organizational Profile

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

| Products | Services |
|---|---|
| <ul><li>Workforce Development</li><li>Children's Literacy</li><li>Consumer Health</li><li>Cultural Heritage</li><li>Collections (general/special)</li><li>Specialized playback equipment</li><li>State and federal documents</li><li>Federal depository</li><li>24/7 Online Library Catalog</li><li>Bibliographic and electronic databases</li><li>Career resources for state employees</li><li>South Carolina collection</li><li>DISCUS – SC's Virtual Library</li><li>Public use equipment (Internet computers, accessible computer workstations, copiers, etc.)</li><li>Facilities (meeting and computer training rooms, etc.)</li><li>Talking Book Services</li><li>Digitization Documents</li><li>State Agency Support</li><li>General Assembly Support</li><li>Family Literacy</li><li>Public Library Grant Administration</li><li>Financial, Human Resources, and Administration consultation</li><li>Training</li><li>Collection Management</li><li>SCLENDS</li><li>South Carolina Family Friendly Standards</li><li>StudySC</li><li>Grant Training</li></ul> | <ul><li>Partnering with Agencies and Public Libraries on Workforce Development</li><li>Children's Literacy Projects which impact children across the State</li><li>Lending services/borrowing privileges</li><li>Braille services</li><li>Reference and research services</li><li>Interlibrary Loan (ILL); resource sharing</li><li>E-Rate facilitation for public libraries</li><li>Physical facilities</li><li>Information skills training and other continuing education</li><li>State Aid, federal grant and other aid to public libraries administration/guidance</li><li>Coordination of state/federal reporting/library statistical data collection</li><li>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</li><li>Literacy initiatives</li><li>Readers Advisory</li><li>Disability services referrals</li><li>CPM Program Assistance</li><li>Freedom of Information resources</li><li>Book recommendations</li><li>Grants research</li><li>Resources for starting a business</li><li>Employment hubs for job seekers</li></ul> |

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

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

| Key Customer Groups | Key Requirements/Expectations |
|---|---|
| <ul><li>General Assembly</li><li>Governor's Office</li><li>Other elected officials</li><li>State government employees</li><li>State Agencies</li></ul> | <ul><li>Broad range of up-to-date reference, research, and support materials (print and electronic)</li><li>Superior personal service and timely response from knowledgeable information professionals</li><li>Assistance with professional development through the use of available resources</li><li>Accountability (required by all customer groups)</li><li>Good Governance</li><li>Consortia purchasing</li></ul> |
| <ul><li>Public library administrators, staff, boards</li><li>County officials and partner groups working directly with public library boards</li><li>Other S.C. libraries (school, special, academic)</li><li>Academic Libraries</li></ul> | <ul><li>Statewide programs and consultant services that support delivery, improvement and expansion of local library services to citizens</li><li>A centralized collection that supplements local resources and eliminates local purchasing of expensive specialized materials</li><li>Access to a highly skilled research and technical staff for training and research assistance to support local delivery of information services</li><li>Continuing education opportunities</li><li>Responsible management of state, federal and other funding aid for the improvement of local library services</li><li>Cooperation that facilitates effective use of funds to provide library and information services to all persons (above and beyond those that can be provided through one institution)</li></ul> |

| | |
|---|---|
| ▪ Citizens with Disabilities<br>▪ General Public (citizens of all ages, interests and abilities)<br>▪ Teachers<br>▪ Students<br>▪ K-12 community<br>▪ Parents of Students<br>▪ Job Seekers<br>▪ Small Business Owners<br>▪ Homeschoolers | ▪ 24/7 access to high quality information resources to meet their needs.<br>▪ Access through local public libraries to SCSL collections and its highly skilled research and technical staff<br>▪ Broad range of up-to-date reference, research, and other materials<br>▪ Superior personal service and timely response<br>▪ Statewide programs and services<br>▪ Improvement of local library services<br>▪ Homework assistance<br>▪ Assignment research<br>▪ Professional support and development<br>▪ Professional supplementation of classroom materials (books, resources, etc.)<br>▪ Quality resources available for citizens with visual and physical disabilities<br>▪ Accessible collections, resources and services that support information needs<br>▪ Personalized one-on-one service from skilled information professionals<br>▪ Advocacy<br>▪ Program Development |

## II.3 Key Stakeholder Groups

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

## II.4 Key Suppliers and Partners

Our partners and suppliers are extensive and would use multiple pages of the Accountability Report. We partner with state, local and federal agencies. We have highlighted a few of our partners below.

| Key Partners | Key Suppliers |
|---|---|
| ▪ National Federation of the Blind (NFB) & American Council (ACB) of SC<br>▪ SC Association of Public Library Administrators (SCAPLA)<br>▪ First Steps to School Readiness<br>▪ K-12 Technology Initiative Committee<br>▪ SC Literary Arts Partnership (The Humanities Council SC and the Arts Commission, SC)<br>▪ Partnership Among SC's Academic Libraries (PASCAL)<br>▪ University of SC, School of Library and Information Science (USC-SLIS)<br>▪ SC Library Association (SCLA)<br>▪ Friends of SC Libraries (FOSCL)<br>▪ Archives & History, Department, SC<br>▪ Education, Department of, SC<br>▪ South Carolina Connection Academy<br>▪ Assistive Technology Advisory Committee (ATAC)<br>▪ Education Oversight Committee<br>▪ Connecting Adults Committee<br>▪ Distance Education, South Carolina Partnership for<br>▪ Educational Television, South Carolina (SCETV)<br>▪ South Carolina School for the Deaf and the Blind<br>▪ SCLends resource sharing consortium<br>▪ SC Department of Employment and Workforce | ▪ National Library Service for the Blind & Physically Handicapped (NLS)<br>▪ SC Budget and Control Board (divisions/units such as Facilities Management, State CIO, Office of Materials Management, General Services, etc.)<br>▪ Institute of Museum and Library Services (IMLS)<br>▪ Library and information vendors for: Software/Hardware; Telecommunications/Networking; Cataloging/Materials Processing; Integrated Library Systems; Electronic databases, Print Materials; Online programming, etc.<br>▪ SC Department of Employment and Workforce |

## 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, SCLENDS, collections and other information resources, public reading rooms with computer workstations, wireless Internet access and other equipment and a fully-equipped computer training room.

## II.6    Employees as of 6/30/11

| Job Category | Number of Employees |
|---|---|
| 00 – Agency Dir (Unclassified) | 1 |
| E 1 – Executives | 2 |
| E 2 – Professionals | 20 |
| E 3 – Technicians | 1 |
| E 5 – Paraprofessionals | 9 |

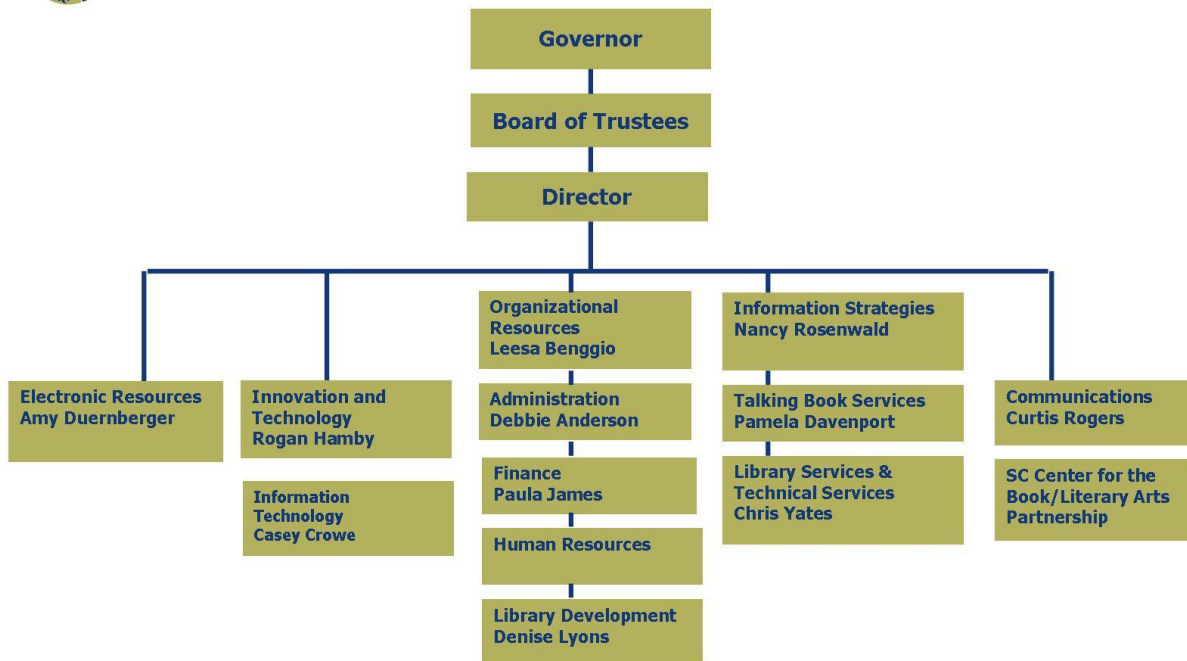| E 6 – Secretarial/Clerical | 4 |
| E7- Skilled Craft | 1 |
| Total Positions - FTE | 38 |
| Vacancies – Total Positions | 12 |
| Total Agency Authorization | 50 |
| | |

## II.7    Regulatory Environment

| **State and Federal Enabling Legislation** |
| --- |
| ▪ 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)<br>▪ Code of Laws of SC – Title 59, Section 59-150-250 (SC Education Lottery Act)<br>▪ 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<br>▪ 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<br>▪ State of SC Office Human Resources regulations<br>▪ SC Consolidated Procurement Code<br>▪ 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.)<br>▪ Occupational Safety and Health rules and regulations adopted by the S.C. Department of Labor, Licensing and Regulation<br>▪ Other applicable State of SC laws (e.g., current Appropriations Act, Freedom of Information Act referenced in the SC Code of Laws [Section 30-4-30], As Amended, SC Human Affairs Law [Section 1-13-10] etc.) |

## II.8    Performance Improvement System(s)

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

## II.9    Organizational Structure

SCSL is an independent state 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 chart below reflects the Agency's current organizational structure.



south carolina
**STATE LIBRARY**

**Governor**

**Board of Trustees**

**Director**

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Approved by the South
Carolina State Library
Board January 2010

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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**

| Major Budget Categories | FY 08-09 Actual Expenditures | | FY 09-10 Actual Expenditures | | FY 10-11 Appropriations Act | |
|---|---|---|---|---|---|---|
| | Total Funds | General Funds | Total Funds | General Funds | Total Funds | General Funds |
| Personal Service | $1,674,279 | $917,433 | $ 1,547,426 | $ 835,684 | $ 1,536,578 | $ 843,707 |
| Other Operating | $4,307,045 | $3,191,043 | $ 4,495,463 | $ 2,999,837 | $ 3,968,699 | $ 2,535,371 |
| Special Items | $140,000 | $ - | $ 30,000 | $ - | 0 | 0 |
| Permanent Improvements | $ - | $ - | $ - | $ - | 0 | 0 |
| Case Services | $ - | $ - | $ - | $ - | 0 | 0 |
| Distributions to Subdivisions | $6,867,808 | $6,548,489 | $ 6,030,002 | $ 5,853,049 | $ 4,959,959 | $ 4,653,933 |
| Fringe Benefits | $547,247 | $276,556 | $524,410 | $275,006 | $ 492,118 | $ 260,618 |
| Non-recurring | $- | $ - | $ 1,685,045 | $ - | $ 1,172,758 | 0 |
| **Total** | $13,536,379 | $10,933,521 | $ 14,312,346 | $ 9,963,576 | $12,130,112 | $ 8,293,629 |

**Other Expenditures**

| Sources of Funds | FY 09-10 Actual Expenditures | FY 10-11 Actual Expenditures |
|---|---|---|
| Supplemental Bills | $ - | $ - |
| Capital Reserve Funds | $ - | $ - |
| Bonds | $ - | $ - |

## II. 11    Major Programs Area Chart

Chart 2.11

| | Major Program Areas | | | |
|---|---|---|---|---|
| **Program Number and Title** | **Major Program Area Purpose (Brief)** | **FY 09-10 Budget Expenditures** | **FY10-11 Budget Expenditures** | **Key Cross References for Financial Results\*** |
| I Administration | Management of all Agency operations: budgeting, HR, facilities management, communications, administration of funding to County Libraries, coordinating, reporting activities and strategic planning. | State:1,283,948.00<br>Federal:0<br>Other:5,000.00<br>Total:1,288,948.00<br><br>**9% of Total Budget** | State: 1,291,803.00<br>Federal: 251,397.00<br>Other: 5,000.00<br>Total: 1,548,200.00<br><br>**13% of Total Budget** | Section III.7.3.1<br>Section III.7.3.2<br>Graph 7.3.1<br>Graph 7.3.2<br><br>Section III.7.5 & 7.6 |
| II Talking Books Services | Provides free library and information services to citizens of all ages unable to use standard print due to blindness, dyslexia, visual and other temporary or permanent disabilities. | State:          0.00<br>Federal:327,156.00<br>Other:25,000.00<br>Total:352,156.00<br><br>**2% of Total Budget** | State: 0.00<br>Federal: 310,007.00<br>Other: 25,000.00<br>Total: 335,007.00<br><br>**2% of Total Budget** | Section III.7.1 & III.7.2 |
| III Information Technology and Library Services | Technical guidance to public libraries; SC Lib Network; coordinates E-Rate; remote access to E-resources; advises administration on IT; develops technology plans; supports Agency IT needs; Research Services to key customers' (state govt, Legislature, Gov's Office, other elected officials); interlibrary loan; research training to State govt; State/Fed Documents; collection development | State:2,137,514.00<br><br>Federal:1,530,046.00<br><br>Other:0<br>Total:3,667,560.00<br><br>**26% of Total Budget** | State: 2,060,097.00<br><br>Federal:1,012,156.00<br><br>Other: 0.00<br>Total: 3,072,253.00<br><br>**25% of Total Budget** | Section III.7.1 & 7.2 DISCUS<br>Section III.7.1 & 7.2 Library Services<br>Section III.7.1 & 7.2 Info Technology |
| IV Library Development | Provides varied consultant services to public library staffs & trustees; coordinates statewide continuing education programs; Children/Youth services. | State:415,575.00<br>Federal:383,634.00<br>Other:0<br>Total:799,209.00<br>**6% of Total Budget** | State: 24,727.00<br>Federal: 524,608.00<br>Other: 0.00<br>Total: 549,335.00<br>**4% of Total Budget** | Section III.7.1 & 7.2 Library Development<br>Graph 7.3.3 |
| v Pass Through | State Aid and other funds for local libraries. | State:5,85,3049.00<br>Federal:176,953.00<br>Other:1,685,045.00<br><br>Total:7,715047.00<br>**54% of Total Budget** | State: 4,653,933.00<br>Federal: 306,026.00<br>Other: 1,172,758.00<br>Total: 6,132,717.00<br><br>**52% of Total Budget** | Section III.7.3 |

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

| Remainder of Expenditures: | State:$273,490.00 | State: $263,069.00 |
| --- | --- | --- |
| | Federal:$215,936.00 | Federal: $229,531.00 |
| | Other:$38,440.00 | Other: 0.00 |
| | Total:$527,866.00 | Total: $492,600.00 |
| | 4% of Total Budget: | 4% of Total Budget: |

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

## Section III – Elements of Malcolm Baldridge Criteria

### Category 1 – Senior Leadership, Governance and Social Responsibility

### III.1.1    Two-Way Communication

Two-way communication receives expediential priority in our Agency because of our Agency Director's positive focus on leadership and bottom-up decision making practices. We continue to make data driven decisions and be a mutually sharing of information culture where each employee is equally vested in our success.

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

- III.1d. <u>Ethical Behavior:</u> The Agency's mission and values provide the ethical framework for its operation. The Senior Leadership Team and Leadership Team set the standard for ethical performance and are expected to model that behavior every day in every circumstance.

## III.1.2    <u>Customer and Stakeholder Focus</u>

We have a strong customer focus written into our mission, vision and values because it is extremely important for our success, impact and viability. Customer focus is continually promoted to staff in our everyday operations and decision making. When starting a new project, planning or revising a project, we ensure that the needs of our customers are being addressed. During FY12, we will continue to ask our customers through email, surveys and verbal communication what we do well and what we can improve on in our services. This information will further assist us when developing our strategic and business plans in the coming years.

## III.1.3    <u>Impact on the Public of Products, Programs, Services, Facilities, etc.</u>

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. Currently, we are pursuing opportunities for consortium agreements which would allow partner agencies and libraries to opt-in to purchasing agreements, saving money collectively across the state.
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    <u>Fiscal, Legal and Regulatory Accountability</u>

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

### III.1.5  Key Performance Measures

Senior leaders regularly compile, monitor and analyze key performance measures such as use and volume of products as well as comments from customers to inform of needed action.  We are also astute at researching the market to determine what measures we should be using to gauge performance.

### III.1.6  Organizational Performance Impacts Leadership

Senior leaders use findings to develop and prioritize annual business plan goals, objectives and action steps.  They also meet with staff to share findings and to obtain feedback on follow up strategies for improvement of weak areas and enhancement of those programs and services yielding desired results.  Senior leaders are expected to model the appropriate organizational behavior and to seek strategies for organizational goal attainment that support and mirror Agency values.  We have sent two staff members to participate in the South Carolina Certified Public Managers Program and have required all members of our Leadership Team to attend three courses on leadership in the next twelve months, using the resources that we have available through the Library.

### III.1.7  Succession Planning

A large portion of our staff is retirement eligible within the next 3 to 5 years – succession planning is a must for the SCSL.  We have been focused on succession planning, knowledge transfer and cross training of staff. We have created job shadowing opportunities for staff to aid in knowledge transfer.

### III.1.8  Performance Improvement Environment

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

### III.1.9  Organizational Workforce Learning

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

### III.1.10  Communicate, Engage, Empower and Motivate Workforce

Senior Leaders regularly meet and talk with the entire Agency through open discussion and staff meetings to communicate and strategize about products, programs and the future direction of the

Agency. We have continued our Employee of the Quarter program which rewards employees with a bonus and recognition and our "Paws on the Back" program which acknowledges excellent behavior or ideas. We did participate in an Employee Appreciation Day on-site this year and participating in performance management and problem solving training. The Employee Appreciation Day was a 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 Senior Leadership Team and the Leadership Team serve on various boards such as:  First Steps and Rolling Readers. During business hours, employees may actively promote and collect voluntary donations for reputable/known charitable causes. Related notifications received from state government entities are shared with staff via email.

Additionally, this year our Agency participated in five food drives, donating a large amount of food and money to Harvest Hope food bank to help meet the need, in the summer in particular when children were out of school. The Agency also participates in annual holiday activities by adopting a family and providing for them during the holiday season.

### Category 2 – Strategic Planning

### III.2.1   Agency Strategic Planning Process

The 2011-2012 strategic planning was initiated and handled by the Senior Leadership Team of the Library. After the Senior Leadership Team developed a strategic plan, it was presented to the Leadership Team. The Leadership Team was able to make changes, additions and deletions to the plan and the document was presented to general staff who were able to make suggestions and changes. The planning process took into account the goals, strengths and weaknesses of the Library and planned accordingly to minimize threats and realize opportunities. Financial, regulations and technology changes were all discussed when planning occurred. Workforce capabilities are decided based on future goals and strategies for the Agency. The revised Strategic Plan was presented to and approved by the State Library Board.

### III.2.2   Strategic Objectives Address Strategic Challenges

The strategic challenges identified in the Executive Summary (See Section 1, Question 4) were primarily financial challenges in nature. We sought to identify goals for our strategic plan that were cost effective. We aggressively pursued partnerships and consortium agreements which optimize the State's resources. Again, we believe that we were able to accomplish much with limited resources.

**III.2.3    Develop and Track Action Plans**

The Leadership Team and departmental staff meetings are used to assess progress and to carefully review strategic goals for alignment with objectives.  Outcome and output results for key performance measures are reviewed regularly 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
- Press Releases and other public relations strategies

**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 by departmental directors and designated staff.  Actions are declared either accomplished, in need of revision or elimination and timelines are adjusted as needed.  When strategies for implementation of specific actions are found lacking, adjustments are made.  To ensure accomplishment of the remaining action steps, tasks are reassigned as necessary; lead departments may change and additional staff (and even partner organizations) necessary for accomplishment of action items are identified to maximize human, technological and budgetary resources.

**III.2.6   Evaluating and Improving Strategic Planning Process**

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

### III.2.7  Website address for SCSL Strategic Plan

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

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

| | | |
|---|---|---|
| | organizations and interested individuals and organizations (public and private) in the spread of literacy throughout South Carolina. | Institutional Libraries – Assess the current literacy programs in detention facilities (library, literacy, educational) and develop a report on the need and potential for such programs. |
| V – State Government | Provide proactive 21$^{st}$ century services to South Carolina State Government employees and agencies that are valued and perceived as essential to good governance. | 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.<br>Virtual library for state government – Market the use of Safari and perform a needs assessment among state agencies.<br>Services to State Government:<br>• Continue using OPAL as a web conferencing service for state government<br>• Develop a feasibility study of a "What's Hot/Hot topics" service<br>• Explore Database Brokerage possibilities<br>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.<br>SCSL collection (print/online) - Determine purpose of collections and develop plan to move the collection in that direction. |

## 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. Our Information Technology department is excellent at optimizing our available resources for the most comprehensive and relevant technology to date.

### III.3.3   Key Customer Access Mechanisms

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

### III.3.4 & III. 3.5   Customer Feedback and Use of Feedback
Customer feedback is used to improve our services, and facilitate decision making and long range planning concerning programs and products.   Feedback is used to determine effectiveness of programs and services, and organizational improvement.  Customer feedback is measured through:
- One-on-one contact with customers/stakeholders
- Monitoring relevant library publications
- Evaluating customer usage statistics and survey/needs assessment results
- Cultivating informal networks and professional affiliations
- Assessing the impact of promotional efforts (e.g., increased customer usage)
- Use of online survey mechanisms
- Tracking of customer participation in agency sponsored training and other events
- Surveying for customer satisfaction data
- Solicitation of stakeholder feedback (formal and informal)

- Periodic use of targeted focus groups for more in-depth evaluative (outcomes based) customer satisfaction/program utilization data

### III.3.6   Building Positive Relationships with Customers and Stakeholders

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

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

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

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

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

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

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

**III.4.3    Key Measures**

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

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

**III.4.4    Selecting and Using Comparative Data**

State comparative and published national data based on national standards and indicators are used for selecting and comparing data. The Annual Statistical Summary of comparative public library data is used by the Agency and other libraries to facilitate informed decision making on budgets, personnel management and programming for local communities. Public library data

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

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

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

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

- Disaster Preparedness Plan that addresses protection of essential business data and library collections

### III.4.6   Organizational Performance Review Findings

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

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

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

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

## Category 5 – Workforce Focus

### III.5.1    Organization and Management of Work to Enable Workforce

Management strives to utilize every employee's specific strengths and talents to assist the Agency and employees in achieving their full potential. We believe in empowering employees and encouraging decision making at the lowest level. Employees who are empowered and trust in the Agency are more effective and more productive than those who don't. The EPMS document assists management in coaching and guiding employees in professional growth and development. During FY11 we continued with the disbursement of task forces to address ongoing problems and concerns at our Agency. The task forces were comprised of employees who volunteered to tackle an issue and determine multiple solutions as well as a final course of action suited for all parties. This type of decision making promotes teamwork and empowers employees in our Agency. Staff were motivated in their ability to impact the operation of the Agency. We continuously support staff training and development to include peer-to-peer training. We further foster an innovative and supportive team environment through open and frequent communication. We involve all staff in strategic planning and decision making and encourage idea sharing.

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

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

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

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

### III.5.4    Assessing Workforce Capability and Capacity Needs

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

We manage the workforce, and organizational needs to ensure continuity, and to prevent workforce reductions.

### III.5.5  Workforce Performance Management System

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

### III.5.6  Development and Learning System for Leaders

The Agency's goal is to develop leaders who truly inspire, develop and grow their employees. The Leadership Team frequently reads and discusses books, articles and journals together which mirror great leaders.  Organizational knowledge is developed through peer-to-peer discussion and training along with review of historical documents and data.  Ethical practices are outlined to new employees and modeled by existing employees.

### III.5.7  Key Developmental Training Needs

Skill surveys and employee requests are used to determine the type of training needed by staff. Evaluation of the effectiveness of training is accomplished by surveying employees upon completion of an event and, depending on the type of training, post-evaluative surveying (6 months to 1 year later) may be done.  Implementation of action steps included in annual business plans necessitates and guides training activities, ensuring immediate use of skills and knowledge obtained.  Informally, training needs become known to managers through daily interaction with employees during the course of carrying out duties and responsibilities.  The EPMS document is also used to determine the types of training employees need individually.  We have allocated a staff member to assist with continuing education of employees during the FY12 year.

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

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

### III.5.9  Employee Training Contribution

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

### III.5.10    Effectiveness of Workforce and Leader Training

Training is evaluated using several strategies and devices to include:

- Analysis of training return on investment

- New product development

- Increase in employee knowledge and skill set

- Increase in productivity

### III.5.11    Motivating Employees

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

- Encouraging employees to develop programs which can be implemented across the state increases their personal investment, ownership and experience
- 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:

- We ask our employees for feedback at formal and informal meetings
- EPMS instrument
- Training evaluation form
- Staff development and training report form

- Exit interviews with departing staff
- EPMS employee self-evaluation form
- Staff surveys
- Open communication encouraged

Informal assessment methods include meetings with staff, managers and peer groups. Retention information is used to assess the overall Agency and specific departments if warranted.

### III.5.13    Effective Career Progression

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

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

Expectations for a safe and secure work environment are posted for employees to view and are regularly discussed. Both of our buildings (1430 and 1500 Senate Street) must be accessed from the rear using a four digit security code. Employees are to report any suspicious looking person or activity to a member of management. We have multiple cameras in both buildings which record the rear exits of the building. The Emergency Preparedness/Safety Team (staff from various departments) reviews and updates the Agency's Emergency Preparedness and Safety Manual. Updates are posted to the Agency's Intranet. Prior to scheduled state government evacuation drills, the team meets to review procedures and staff are reminded (via email) to review evacuation procedures posted on the Intranet. On site Red Cross CPR/First Aid certification renewal training was conducted in FY11. Volunteer staff members serve as the Agency's first responders for medical emergencies. Mini-safety training sessions (e.g., "First Aid Overview") are made available during general staff meetings. Compliance with occupational safety and health rules and regulations adopted by the SC Department of Labor, Licensing and Regulation are followed. Inclusions of safety awareness such as building tours, exit locations, evacuation procedures, etc., are included in the new employee orientation process. Strict enforcement of the Agency's policies and procedures concerning employee safety and security was observed. We also notify and coordinate free health screenings, wellness walks, etc., and encourage participation of staff.

### 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 determine the direction of the Agency and its services. Our core competencies are as follows:

- Workforce Development
- Information Strategies (including reference, research, etc.) to:
  - Students
  - Teachers
  - State Employees
  - Families
  - Legislature
  - State Agencies
- Talking Book Services to Patrons with disabilities
- Interlibrary Loans to Public Libraries
- DISCUS Program Administration
- SCLENDS
- Family Literacy
- 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<br>o Technology planning<br>o Facilitate resource sharing<br>o Web portal administration<br>o Integrated Library System, Virtual Library and other e-database support<br>o Network infrastructure management<br>o E-Rate facilitation and technical consulting to public library staffs<br>o Facilitating resource sharing | o Up-to-date hardware/software<br>o Remote access technology<br>o SC Library Network<br>o Skilled technical and professional staff<br>o Continual staff training and professional development |
| Administrative Services | o Oversight of all operations<br>o Strategic guidance<br>o Policy development<br>o Developing partnerships<br>o Advocating for statewide library development<br>o Communicating with the General Assembly<br>o Planning and implementing programs/services; monitoring/evaluating progress<br>o Marketing<br>o Financial Management (payment processing, budgeting, procurement, fulfill accounting requirements, supplier relationships etc.)<br>o Facilities/property management<br>o HR management/employee relations/staff development<br>o Data collection<br>o Coordinating state and federal reporting & compliance<br>o Disaster preparedness planning | o Technology support<br>o Responsible management; Managerial leadership<br>o Knowledgeable professionals<br>o Human Resources Information System (HRIS)<br>o Financial Accounting Systems<br>o Governmental Accounting, Auditing, and Financial Reporting Procedures (GAAFR)<br>o Adequate financial resources<br>o Data and information availability<br>o Strategic and business plans<br>o Financial/business operations support personnel |
| Library Development -Grants Administration | o Interpretation of regulations<br>o Reporting<br>o Data collection; record keeping<br>o Planning<br>o Awarding grants<br>o Liaisons with federal program staff<br>o Attendance at national meetings<br>o Interacting with library development consultants<br>o Responding to sub-grantees | o Guidance documents<br>o Web sites<br>o Personnel with knowledge of related federal regulations and program guidelines/procedures<br>o Technology resources<br>o Support from Finance & Business Operations Dept.<br>o IT support<br>o Customer input |
| Public Relations and Marketing | o Developing promotion strategies<br>o Internal assessment<br>o Planning; Goal setting<br>o Customer analysis<br>o Library marketing on the web | o Knowledge of craft, agency mission, customers, services<br>o Budgetary & IT support<br>o Support from senior leaders<br>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

### III.6.7  Resources Needed for Projected Budget

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

### Category 7 - Results

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

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

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

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**Talking Book Services (TBS) – Key Results**

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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.

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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.

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

Personalized readers advisory service continues to be the hallmark of the program. FTE reader advisors and professional librarians make contacts with customers by phone, email, correspondence and in-person. The number of registered talking book customers increased this year from 6,009 to 6,791. The total number of materials available has increased from 379,704 to 408,842.

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

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

Several of our patrons contribute to the TBS donation account monthly or through a trust. During FY 2011 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.

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## ELECTRONIC RESOURCES AND DISCUS PROGRAM - Key Results

DISCUS is one of our best known products, as most South Carolinians have used DISCUS at some point during their school career. DISCUS is SC's Virtual Library which stands for Digital Information for SC Users. DISCUS targets the state's entire population and provides residents, K-12 SCISA and 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. The DISCUS program saves South Carolina $54,387,040 in cost avoidance, if each participating library were to purchase access to the DISCUS databases individually.

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

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

the development of bibliographic databases via electronic networks, and State Library Agencies in 45 states and the D.C. supported the development of full-text or data files via electronic networks.  SC was among the number for all categories.

- Forty-eight (48) SLAs reported combined expenditures of $61 million for statewide database licensing.  New Jersey had the highest expenditure ($7.9 million) among reporting states, while two states (North Dakota and Rhode Island) spent less than $15,000 and one state (Colorado) spent less than $100,000.  All SLAs with such expenditures provided statewide database licensing services to public libraries in their states and at least two-thirds provided statewide database licensing services to these user groups: academic, school, and special libraries and other state agencies.  We are providing services to all groups.

This information will be reviewed again with the next survey.

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

Items retrieved from the DISCUS website for the K-12 community increased significantly from 11,734,168 last fiscal year to 13,478,505 this fiscal year.

DISCUS training schedules were promoted through web site postings and mass mailings to public school media specialists and private schools as well as other participating institutions. "What's New in DISCUS" quarterly fliers and web postings continued this year, along with the DISCUS institutions and supporters.
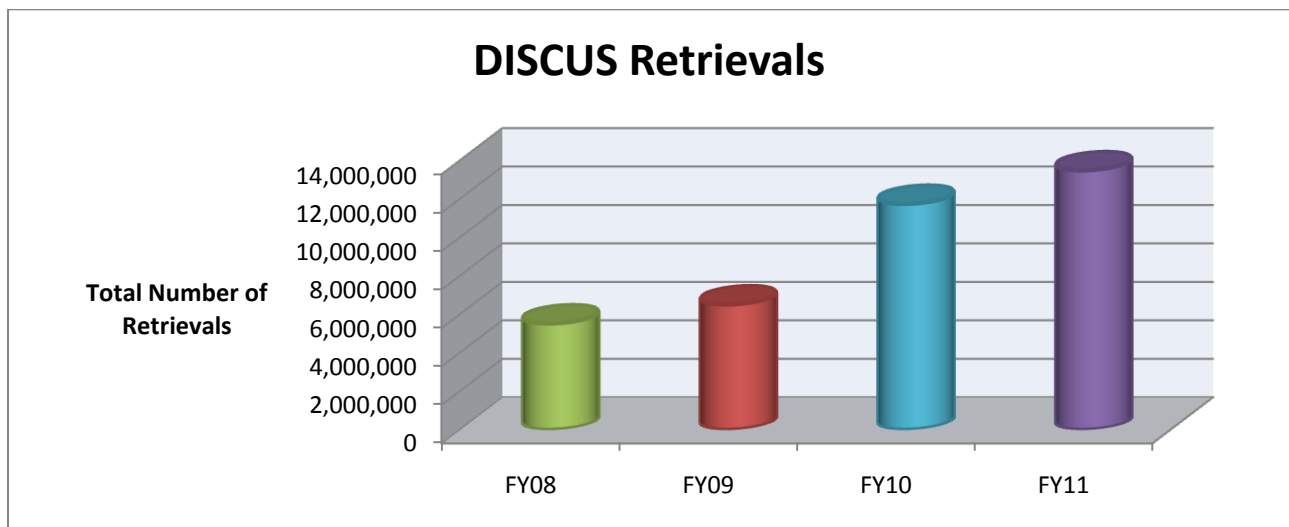


DISCUS staff provides consultation and guidance via email, regular mail, phone, etc. to customers from public libraries, schools, colleges, etc.  DISCUS also has online tutorials available for use which can be accessed at any time.

## LIBRARY DEVELOPMENT SERVICES (LDS) – KEY RESULTS

Everything Library Development Services offers is in support of public libraries, librarians, and the community of library users throughout South Carolina. We constantly strive to improve the quality of library resources and services to better suit and meet the needs of the public. For instance, our continuing education programs aim to equip librarians with skills in customer service, specific library operational techniques, and motivate them to provide quality service internally and to the public. We implement statewide programs that will target some of the greatest needs of the citizens. With staggering illiteracy rates in South Carolina and many children unprepared for school, Library Development focuses many of its efforts on Family Literacy, supporting the child, the adult, and the child and adult together. We strive to make all of the funding streams for which we bear responsibility as efficient and straightforward as possible so that resources get where they are needed without delay. We administered state (State Aid) and federal (SFSF) funds totaling more than $7 million during this fiscal year. Overall, Library Development Services continued delivery of targeted, effective services where most needed, resulting in improvements in library services in all regions of the state.

- SC families, children and young adults: The State Library provided exchanges, training and financial support for summer reading programs around the state through LSTA funding. Summer reading is a vital service for families to insure that reading comprehension skills do not regress during the summer months. This year we kicked off Summer Reading with a free family event in Columbia featuring authors and illustrators, art activities, storytelling, and provided hardcover books and literacy materials to all families who attended.  In addition, the State Library provided thousands of Family Literacy activity calendars statewide free-of-charge to parents, childcare center staff, preschools teachers, librarians and those who work with young children to emphasize the need to build pre-reading skills and help prepare children to be ready for school. The calendar provides one-on-one guidance for parents on how to work with their children or for educators to use in a classroom. This year, an online companion was also created: www.daybydaysc.org which includes all the information from the printed calendar along with additional quality information for families, teachers and others all in support of the well-being and reading readiness skills that children need to be successful. It also provides 24-7 access to Tumblebooks, a database of quality read along stories for children. In addition, an Early Literacy and Reading specialist was brought to South Carolina to host literacy training sessions for both librarians and childcare center staff on the six basic early literacy skills and how to provide teachable moments for children and caregivers during story times and programs. Working with multicultural audiences was also emphasized, and additional resources were provided to county library youth services staff. Trainings were open to childcare centers and their staff as well as teachers, and provided Continuing Education credit through the DSS credit granting agency CCCCD.

- Summer Reading Program:  The South Carolina State Library takes part in the Collaborative Summer Library Program (CSLP), a grassroots consortium of states working together to provide high-quality summer reading program materials for children

at the lowest cost possible for their public libraries. Reading is the key to individual success in learning due to reading being the foundation for success in all subject areas. Building an appreciation for reading and learning today will help children be successful in school and more likely to become lifelong readers and learners. An ongoing SCSL statewide initiative is the annual vacation (May – July) summer reading program. 96% of State Library Agencies (49 states) provide a statewide reading promotion campaign (program support for public libraries) that is typically implemented between school years to encourage children and young adults to maintain or improve their reading skills. Summer learning research confirms that recreational reading is highly effective in promoting growth in literacy.[4] Participation in the summer reading program increased significantly in 2011, bringing the total participation of children to 197,700. The theme for the teen Summer Reading Program this year was "You are Here"; 14,906 teens participated in a summer reading program at their local library. This year was the first year that the Collaborative made an official designation for an Adult Summer Reading Program; this year's theme was "Novel Destinations". 61% of libraries held an adult Summer Reading Program with more than 9,000 participants. This is more important than it may seem at first glance. We know that South Carolina has a low literacy rate; we want to increase the reading capabilities of the entire family, not just the child. A 9,000 participation of adults for a first year program is significant. See graph 7.3.3 for Summer Reading statistics.

Graph 7.3.3

## SC Summer Reading Program



| | | | |
|---|---|---|---|
| 83,741 | 131,541 | 197,437 | 212,606 |
| FY05 | FY07 | FY09 | FY11 |
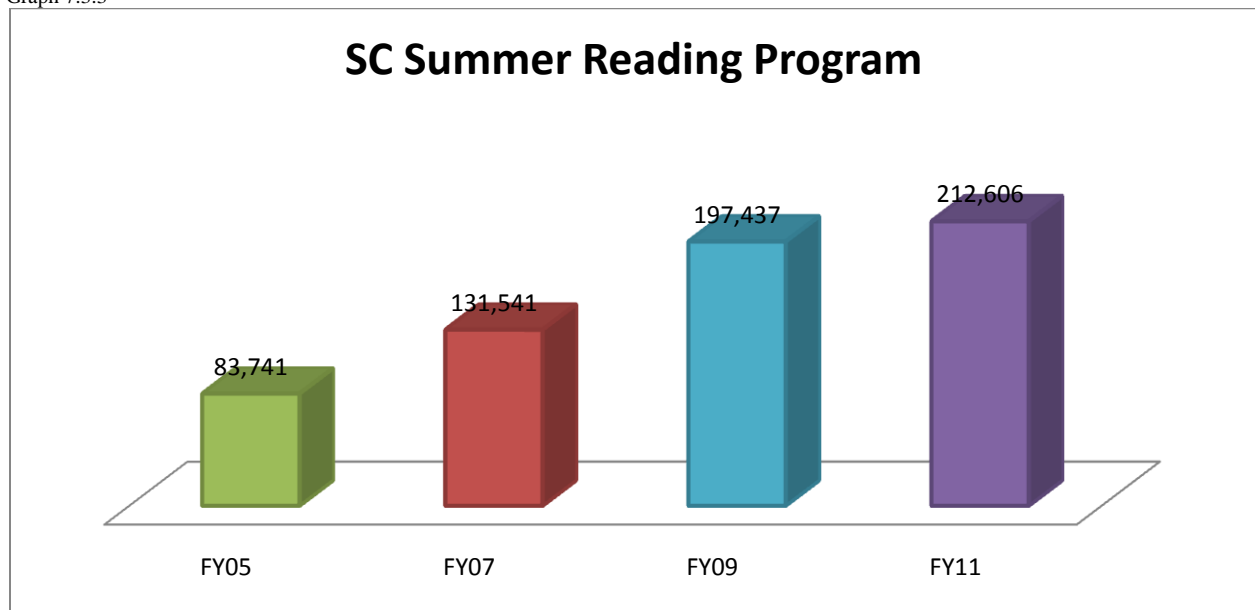
- Exchanges & Workshops: Annual Exchanges provide continuing education opportunities for library staff and offer a formal meeting to exchange ideas and to evaluate and share best practices in services and programming for all the different age groups (children, adults, etc.) as well as learn new information and skills. Public libraries are charged with

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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.

providing an environment where learning and reading is encouraged – the SC State Library trains these staff members with skills and techniques so that our citizens have quality services and the state can improve literacy levels.

- Workforce & Business: To assist with the economic recession and the burden of high unemployment, the State Library created a comprehensive Workforce Development program. This includes a full time Workforce Trainer who brings a mobile laptop lab for use throughout the state in libraries that cannot afford a training center, and for those whose patrons or staff need assistance to assist citizens who are looking for work. A set of databases for skill building, test preparation and other online resources was purchased to assist the public libraries and citizens looking to better their skills free of charge in the public libraries to help to improve our unemployment rate and citizens' job preparation level. A website (www.worksc.org) houses all resources pertaining to workforce, job preparation, skill building, and small business outreach called WorkSC.org. Many trainings to multiple kinds of groups, with individual and train the trainer approaches, both on-site at the State Library and around the state were completed.

- Grants: The State Library makes Federal funds available in the form of Library Services and Technology Act (LSTA) subgrants, to enable public libraries to improve library services to citizens. Grant funding for libraries filled a number of pressing needs throughout the public library community including early and family literacy, an expansion of GrandFamily Resource Centers (serving grandparents raising grandchildren), Teen technology, Workforce Development resources, Multicultural Outreach, and summer reading program support grants. Other projects funded through subgrants included digitization projects that make accessible to the general public records and manuscripts that are used by genealogists and historians; SC Center for the Book was able to help sponsor the SC Book Festival, a celebration of the literary arts for all citizens to enjoy, and grants to attend conferences and tuition assistance to library staff members to obtain the Masters in Library Science to improve skills for serving the citizens in the state with their information and knowledge needs.

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**Library Services – Key Results**

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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 our key customer groups. Due to a changing market place for libraries, we have added and changed several products in our Library Services area. We started with the name. Library Services speaks to traditional library offerings; however, we believe the market demands more technology in this area of our organization. To address the changing needs of our customers, we changed the name of the area to Information Strategies. This area's goals focus on providing information in a variety of forms to our customer groups. We seek to find multiple strategies to deliver materials.

Due to an expressed interest by our patrons, in e-books we implemented software which allows our customers to download books to their personal devices. All state employees have access to this catalog of e-books. To date we have over 5,600 titles of the latest business and technology

e-books.  If purchased by patrons individually, these books would cost $110,550.  However, we negotiated a subscription which allows our patron access to these resources free of charge.

We created an online Digital State Documents Depository which currently contains over 2,100 historical and recently published state agency documents.  The documents are organized by agency, full text searchable, and can be sorted by various criteria, making the information easy to access and available via the internet to South Carolina citizens' statewide.  Our Collection Management Services area continues to preserve and maintain the physical integrity of the collection.  We have several valuable, aging pieces of our collection, in particular with a South Carolina emphasis.

Understanding the financially lean climate that we are in, we offer personal appointments with a Grants Librarian for those seeking grants who need individual assistance.

We provide free training opportunities for state employees, library staff, and the general public on relevant topics such as grant writing, census data, etc.  Last year we held over 40 training sessions with a typical attendance of 30 people.

We continue to house a State and Federal Documents Depository Program and develop general and specialized collections.  Library Services provides reference services, statewide reference and interlibrary loan (ILL) services to meet the needs of the state's citizens.

Through the SCLENDS (South Carolina Evergreen Network Delivery System) consortium which we are a part of, we personally loaned over 6,400 items to other SCLENDS libraries saving consortia members over $490,000 in book purchases.  The total items available through the SCLENDS consortium exceed two million items.

In previous years, we included a graph of borrowed materials, total visits, etc., however, our collection method has changed this year and our comparative data will not be available until next year.  However, we have experienced an increase in use, the manner of the use has changed to be more digital in nature for our library in particular as our products and resources become more technologically advanced.

## INFORMATION TECHNOLOGY SERVICES (ITS) – KEY RESULTS

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

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

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

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

The State Library has been a leader in implementing open source solutions, reducing or eliminating licensing fees for many of their applications. ITS staff manages the open source integrated library system Evergreen test server for SCLENDS consortium. They implemented and manage the electronic helpdesk for SCLENDS. The ITS staff successfully migrated six new counties to the SCLENDS consortium group this year. SCLENDS grew during this year to represent 28% of the state's population and circulated nearly 3.9 million items to South Carolinians. We moved 272,000 items between counties, saving material purchasing costs.

ITS staff successfully developed and or added content to several meaningful and highly used websites this year: StudySC www.studysc.org is a site which provides online content to support South Carolina specific curriculum standards. StudySC was created by the SC State Library with a student-friendly environment arranged by grade level and by subject area where students can find the information they need fast. ITS significantly expanded the content of SudySC this year to include History since 1865, South Carolina People, South Carolina Book Awards, and Government.

ITS provides oversight of our created SC Family Friendly Standards website: www.scffs.org which uses the standards published by the SC Education Oversight Committee and the SC Department of Education. The standards are used to help families understand the South Carolina Academic Standards. These standards outline state requirements for children's learning and what students across the state should be able to do in certain subjects.

We launched the DaybyDaySC.org website which provides resources to families and educational institutions. Resources include interactive literacy activities, information, songs, and interactive books through our TumbleBooks subscription, health, art, crafts, and reading resources.

We also launched a teen component to our WorkSC.org website, aiding teens in finding employment, job readiness and skill training.

### 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. However, we believe that we have had an incredibly successful year, under even the best of circumstances with our products and programs.

**Graph 7.3.1**



Funding Sources
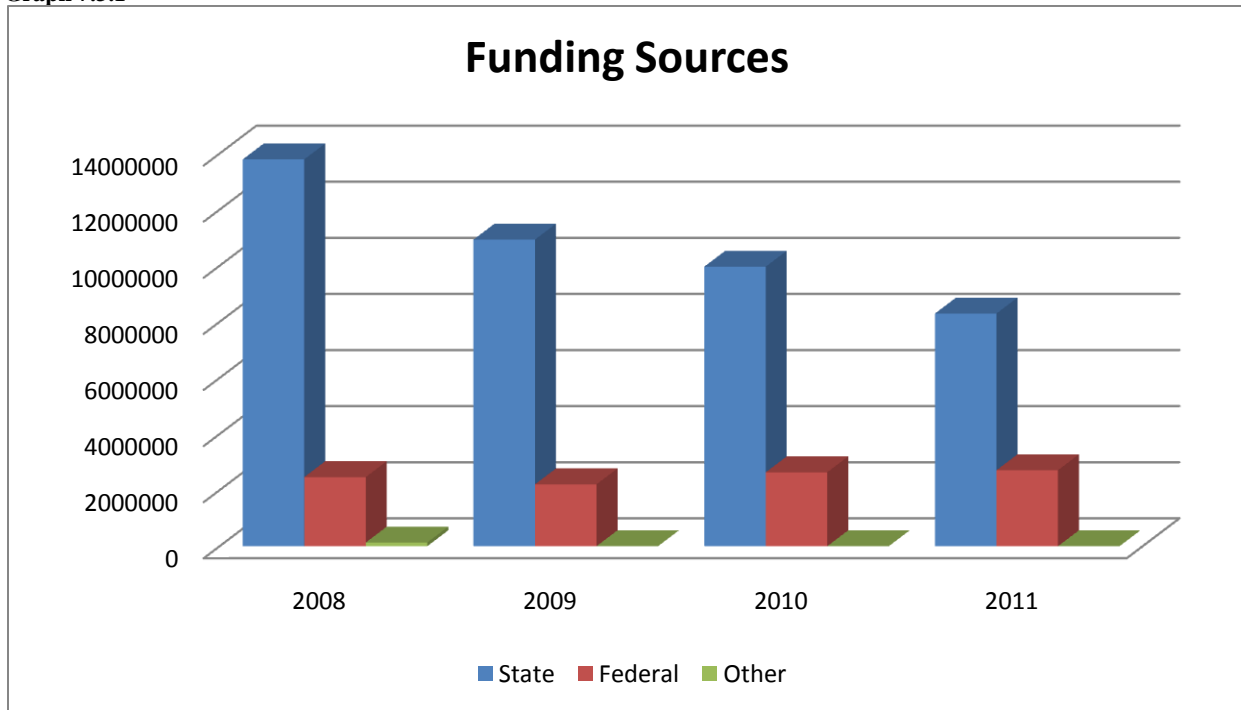
| SC State Library Overall Financial Performance | | | | |
|---|---|---|---|---|
| | State | Federal | Other | Total |
| 2007-2008 | $ 13,789,343 | $ 2,462,858 | $ 130,000 | $ 16,382,201 |
| 2008-2009 | $ 10,929,220 | $ 2,204,958 | $ 0 | $ 13,136,187 |
| 2009-2010 | $ 9,963,576 | $ 2,633,725 | $ 0 | $ 12,597,301 |
| 2010-2011 | $ 8,293,629 | $ 2,707,866 | $0 | $ 11,001,495 |

**Pass-through funds to public libraries represent 54% of the Agency's General Fund's budget. The State Library is functioning on less than 1.3% of the total appropriation. The budget cuts that our Agency has taken over the last several years has had a tremendous impact on the Library. We took these cuts in DISCUS databases, temporary services, and state aid to public libraries, operating, administration, furlough for all staff and a RIF this year.**

The Federal Library Services and Technology Act (LSTA) sub grant funds are provided to public libraries through a competitive grant process. The number of sub grants paid out in FY 2011 was decreased to $256,703 with 65 recipients receiving funds across the State. However, we also provide resources with LSTA funds for public libraries in the form of, early and family literacy centers, GrandFamily Resource Centers, Teen Technology, Workforce Development resources, availability of digital documentation, and summer reading support. Additionally, we provided sub grants to our partner organizations through the cooperative agreement process, such as the SC Book Festival, and SC Humanities Council.

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.

### III.7.4    Performance Measures for Workforce Engagement and Satisfaction

The workforce climate and culture is driven by the leadership principles of Mr. David Goble. Mr. Goble focuses his leadership style on collaboration, innovation and service to customers in South Carolina. We continue to have a 22% vacancy rate due to natural attrition, and are unable to hire our vacancies due to the previous year's budget cuts. Employees have been asked to share the burden of additional work left by these vacancies and have done so valiantly. Employees have also taken furlough days for the last three years and we instituted a RIF this year for the first time. Staff are encouraged to attend training opportunities sponsored by other agencies/organizations, and participate in professional associations (e.g., SC State Government Improvement Network, Executive Institute Alumni Association, Certified Public Manager Society, National Institute of Governmental Purchasing, etc). An employee appreciation day was held again in May. Employees have been asked and expected to more fully participate in the planning and accountability for the Agency, resulting in renewed passion, innovation and service.

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

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

### III.7.6    Performance Levels for Regulatory/Legal Compliance

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

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

During FY 2008, the 2008-2012 five year plan was approved by the Institute of Museums and Library Services (IMLS).  The document establishes the basis for the Agency's continued receipt of annual federal funding that averages just over $2 million.   During FY2012, we will we working on our next five year plan.   State government reporting is also completed per requirements (e.g., Quarterly Employment Security Commission Report; TERI Contribution Payout Quarterly Report Certification; Unemployment Quarterly Report; Minority Business Report; Dept of Labor reports, etc.).

Additionally, all audits this year were considered acceptable.