



South Carolina State Library Accountability Report

2013

Section I – Executive Summary

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

Libraries empower the people of South Carolina to learn, to achieve, and to compete. Valuing the tried-and-true practices of the past while preparing for the demands of the future, the State Library responds to the changing needs of people of all ages and abilities, providing technology to enhance knowledge-seeking, and helping people of all ages develop the skills they need to lead productive lives. The State Library builds

organizational capacity in public libraries and by extension the personal capacity of library users, by continuously improving program design and management and advancing best practices. We are pleased to present our specific contributions and significant achievements of 2013. Those achievements consist of statewide services created within and delivered from the State Library, as well as our outreach services provided across South Carolina.

Administration

The State Library enhanced its ability to provide services by improving its physical environment in 2013. Two buildings previously housed our staff and collections, both requiring a tremendous amount of maintenance and great annual cost. By the end of 2012 it was clear that changing priorities necessitated the downsizing of our physical space to promote more efficient management and staff interaction as well as accommodating a streamlined, purpose-driven collection of resources. The result was the agency's consolidation in a single building at 1500 Senate Street in the Fall of 2012, bringing all services and departments under one roof for the first time in many years. The move was managed with maximum efficiency and minimum cost; staff were able to settle in and continue business with little down-time.



Since the move we are convinced, and comments from our customers have verified, that effectiveness and productivity have both improved. The State Library building now contains ample meeting spaces, updated internal technology access, improved arrangements for materials and supplies inventory, comfortable office environments for enhanced staff effectiveness, and a more welcoming aspect for visitors. In the improved facility, State Library staff continues to demonstrate value and effectiveness within a positive and energetic organizational culture. We are taking steps internally to provide staff with development opportunities which will make them highly productive in an ever changing and demanding environment.

Also in 2013, the State Library filled two key staff positions. The State Library actively seeks employees who understand human behavior and value public service; these positions are placed to lead major service initiatives in coming years. We also increased the number of interns joining us from area colleges to assist with development and delivery of services. Intern involvement helps to ensure that new information-management graduates are industry ready, while also providing professional development opportunities for the Library's own staff. We believe attention to staff skills and preparation will, over time, result in increased citizen satisfaction with government services.

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Technology

The State Library aspires to keep ahead of the demand for new products and services through investigation and adoption of newly-developing hardware options, applications, software and a relevant and interactive website. Our agency moved into a strategic planning phase at the end of the fiscal year, investigating new directions in technology and seeking priorities for service delivery and program development. Advancements in technologies are recognized as powerful tools for government as well as for citizens. We regard libraries as an essential site of community engagement with government, from the least technology-literate citizens to the most advanced mobile device users. The State Library's electronic collections and public access computers are just the front end of a coordinated internal effort to capture and collect information useful to the public and to community leaders and decision-makers.



Resource Sharing

The State Library was a founding member of the SC LENDS (South Carolina Evergreen Network Delivery System) consortium, providing a common automated library catalog and related functionality to residents of the 20 member libraries. Over 90 library outlets and Bookmobiles utilize the catalog. Books, movies, audio,



and an increasing number of digital offerings can be accessed 24/7 using any browser, from any device. New account features include improved and faster search results and permanent check-out history. Total items available to consortium members exceeded three million items last year. SC LENDS cardholders now represent 28% of the state's population and circulated over 13 million items to South Carolinians, moving items between counties via a delivery service thereby saving all member libraries the costs of purchasing and processing these library materials. The State Library continues to take a leadership and coordinating role in the consortium.

The State Library continued to build its focused collection of e-book titles for South Carolina State government employees from Safari Books Online. The collection currently numbers over 11,000 titles of the latest business & technology e-books. At an average cost of \$55.00 per print copy, the savings realized by state agency employees over book purchases exceeds \$600,000.

The State Library, in its capacity as the state's Center for the Book, hosted another great year of "Speaker at the Center" sessions, inviting high caliber regional writers for lunchtime reading and discussion sessions. Award-winning authors, scholars and artists such as Jonathan Green, Patricia Moore-Pastides, Eric Emerson, and Aida Rogers spoke about their work, read aloud, and shared their insights with community audiences.



Electronic Access to Information

The State Library has long been a leader in developing innovative ways to provide citizens with leading-edge access to online resources. Discus, the state's premier online informational source, has been a staple of our services for 15 years, and is the product most associated with the State Library. The Discus program provides



the K-12 community with academically valuable resources. Every public school student knows Discus and uses it extensively for homework assistance. Teachers rely on Discus resources for classroom support. The State Library continuously strives to find and finance the best in current information resources. With the completion of a large and customer-inclusive Discus evaluation project in the prior fiscal year, 2013

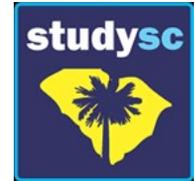
was devoted to rolling out the new collection of 49 statewide electronic resources and helping our institutions learn about them, use them, and promote them in their communities. K-12 children retrieved over 9 million information items from Discus in 2013. Altogether, users performed over 16 million retrievals for a 20% increase in usage for the year.

Online Services for South Carolina's Students

StudySC, a State Library online product, is an outstanding example of bringing the right services to the customer. Young people continue to need guidance in how to search and utilize the resources they find on the Internet. With so much information available, web searching can easily lead to frustration and inability to choose appropriate sources of knowledge. StudySC provides a carefully selected and arranged set of resources and links using youth-compatible terminology and design. Supplementing Discus with additional

in-depth and South Carolina-specific informational sources, StudySC (www.studysc.org) grew extensively in 2013, with a “facelift” improving the portal to thousands of multimedia-rich topical entries correlated with state-specific curriculum standards. The site is a student-friendly environment arranged by grade level and subject area, where students can find the information they need about South Carolina.

StudySC also provides teachers with lesson plans and other content to support classroom activities. A new feature focuses on South Carolina government information for Elementary, Middle, and High School. Now students can explore the State’s 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 citizen of South Carolina and the United States, and discover facts, trivia, and state symbols from all over our unique state. StudySC received 458,579 page views from 58,715 unique visitors in 2013.



Digitization

The State Library continues to expand its collections and staff expertise in the realm of digitization. The move into digital collections in libraries has exploded in the past few years, as new technologies have simplified the conversion of documents and images, and storage costs have decreased. It is rare to find a public library today that does not have an expanding digital collection, or a keen interest in providing this service for its community. Digital collections encompass community history, biographical portraits of outstanding citizens, geographic visuals, and historic documents and photographs, all accessed freely at the computer, from home or work as well as at the library.

The State Library is devoting trained staff to internal collection development of historic State resources as well as mandated digitization of State-produced documents, contributing to government transparency by providing free, full-text searchable publications of state government agencies both current and historical. Over 2400 state agency documents were added to the State Documents Digital Depository (SCD, www.dc.statelibrary.sc.gov) for a total database of over 8500 items available online from over 50 state government entities. The Digital State Documents depository allows South Carolina citizens immediate online access to the work of state government. SCDL’s mission is to encourage collaborators to create, maintain, and promote digital collections that represent South Carolina’s historical and cultural resources.



The State Library collaborated with the South Carolina Digital Library to include the South Carolina State Department of Education’s yearly directory of schools in the state from 1911 to 2010. Since 1911 the South Carolina State Department of Education has published this directory, which contains a wealth of valuable information about the school buildings and educational leaders in the community. The State Library also worked with the South Carolina Digital Library and a USC undergraduate intern to publish a collection of historical and contemporary images of public library bookmobiles from the 1930s to the early 2000s. The collection, mostly from print photographs at State Library, features the bookmobiles themselves, library staff, patrons of all ages, and the collections housed in these mobile libraries. Both the bookmobile collection and the school directories will also be available through the national Digital Public Library of America.



The State Library collaborated with the Oconee County Library on scanning and archiving a collection of historic documents pertaining to the Oconee area. These documents are now available online to Oconee County Library patrons through their website. The State Library also collaborated with the Chesterfield County Library on scanning and archiving a collection of historic documents that include local history and a collection of letters from the Spencer family, a local prominent family. State Library staff trained Chesterfield staff on best-practice scanning procedures and provided

technical support. Digitization services will continue to expand and gain in usage and popularity, as citizens discover the high quality and ease of access to the products available in these collections.

Service “Outside The Box”

The State Library continues to reach beyond its walls and into the furthest corners of South Carolina to deliver services, training, and resources, through personal visits by our skilled staff, or online through web-based resources, networks, and expanding communications technology. Instances of outreach can be found in all of our primary service areas: Public Library Development, Child and Family Literacy Services, Workforce Development, Good Governance, and Talking Books Services.

Outreach to Public Libraries

Our agency supports citizens through library services in local communities. We offer staff development services, administrative consulting, print and electronic resources, and grant funds to provide public libraries with carefully targeted support. Consultation services help busy library staff to more effectively manage administrative functions such as E-Rate filing, so that public libraries and schools can access telecommunications and the Internet. We provide training and expert referral services on library management topics such as customer service, succession planning, children and youth services, small business outreach, workforce development, collection management, family literacy, rural librarianship, human resources, financial management, and communications. We train and assist libraries in applying for grant funds, and we coordinate funding streams that include State Aid to Public Libraries, South Carolina Lottery Funds, and Federal grant funds. We assist in the recruitment, orientation and training of new public library directors and library Boards of Trustee. We administer the certification program for public librarians. These efforts all serve to improve and strengthen the public library community so that services and facilities will always be available to South Carolinians.



Outreach to Children and Families



The State Library's commitment to reading and literacy services for all ages grows stronger each year, with added partnerships and ever-improving service design and delivery. South Carolina continues to struggle with a high rate of illiteracy.

Too many children are unprepared for school each fall, and too many young people drop out before graduating. The State Library's targeted services

bring resources and skilled workers to bear on these problem areas. In 2013, family literacy programs conducted at public libraries focused on supporting both the child and the adult, and the family unit as well. School



personnel and childcare providers participated in on-site trainings in the most rural areas of our state. Grant funding was made available for public programs to encourage reading achievement and enjoyment.



StoryFest is the State Library's annual celebration of reading. Held in Columbia each June, StoryFest launches the annual Summer Reading Program conducted in public libraries and supported by school libraries statewide. StoryFest brings high-caliber authors and storytellers to present to children and parents, increasing interest reading and the general enjoyment of literature. The 2013 event brought 1284 children and parents and nearly 100 volunteers to the State Museum with whom we partner for this event. The Summer Reading Program

itself had 119,462 participating in FY13.

The State Library's highly successful *Day By Day Literacy Calendar* continued to excite and interest citizens in 2013. This interactive perpetual calendar, produced in electronic and print formats and in Spanish, is available to any organization serving children. The Literacy Calendar is tied to the South Carolina Curriculum standards, and offers a variety of learning activities, creative elements and family-friendly references designed to increase reading enjoyment and the preparation of age K-4 for academic achievement. The online Calendar also incorporates 24-7 access to Tumblebooks, a database of quality read along stories for children. *Day by Day SC* has been nationally recognized and copied by other states for their literacy initiatives. The State Library has distributed 49,000 Calendars free of charge since this program began.

New 2013 programs for teens included the introduction of filmmaking and photography to compliment ongoing computer, gaming and mobile device programs that encourage young people to use the library and provides them with critical technology skills. These programs were particularly well-received in small, rural counties where options for young people are few. Teen Summer Reading this year attracted 15,162 teens across the state.

Outreach to Job-Seekers

South Carolina's economy is improving but significant challenges persist. The State Library continues to assail high unemployment numbers through well-established Workforce Development services placed in public libraries and elsewhere in local communities. Outreach for workforce development brings support



and resources designed to help citizens get back to work. Through onsite services and grant funding, we prepare libraries to train the public in resume writing, specific job skills, computer skills, job searching and responding to online job applications. Our WorkSC website (www.worksc.org) enables citizens to access an array of state-funded resources. This site has received national recognition. The site was visited by 84,078 people performing 297,275 page views this year. The majority of those visits were made

by South Carolina citizens. The State Library united with agencies such as S.C. DEW, S.C. Workforce Investment Boards, the State Office of Human Resources, and the Department of Social Services, and several more to promote available services and avoid duplication of programs. Staff traveled over 6,000 miles and visited over 20 libraries, conducting presentations and workshops to help citizens, and aid in rebuilding the South Carolina economy. The State Library's Workforce Development program will continue its efforts to improve employment outcomes for South Carolinians as long as needed.

Outreach for Good Governance

One of the State Library's greatest assets is the combined skills and knowledge of our staff as committed to excellent governmental practice in South Carolina. Of course, we continually seek ways to maximize our investment in informational resources for citizens through innovation and partnerships. The State Library has made reaching out to state government employees a priority, seeking to increase awareness and use of library resources and services, and to equip state government employees with training and exposure to Web 2.0 technology tools that will enable them to effectively and efficiently meet the demands of their positions in government.

Trained staff have been dedicated to this initiative, conducting 77 training sessions for state government employees and the general public on topics such as working with census data, e-rate, grants, and government sources of online information. With an average of 30 attendees per class and an average cost of \$50.00 for a typical 2 hour class, state employees and citizens realize a value of \$60,000 each year.

South Carolina State Government Bit by Bit is a webinar series, by Elaine Sandberg and Curtis Rogers as a means of introducing state government employees and citizens to the wealth of information on the South Carolina state government websites. Expert staff researched state government sources to find significant publications and types of information that the agencies have amassed and made available on their websites. Nine 1-hour webinars were attended by over 125 individuals. The webinars are recorded and stored on the Library's YouTube site for continued viewing.

Outreach to Citizens with Differing Abilities

Talking Book Services is a beloved and critical State Library service for South Carolinians. TBS provides free Braille and audio materials circulated to eligible borrowers who are visually impaired or blind, or physically disabled. The program improves the quality of life for thousands of South Carolinians who do not have the ability to read normal print books. In 2013, the service:

- Added over 700 new patrons to active membership of over 6000.
- With a small staff, assisted an average of 50 users each day.
- Completed the transition to new format electronic materials, downsizing the physical mass of the collection by 150,000 items.
- Hosted the fourth 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.
- Hosted the KLAS (Keystone Library Automation System) national users' conference, bringing together library staff and administrators for networking and learning. This event heightened the State Library's profile in the user community.

I.3. Key strategic goals

1. 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.
2. The State Library will demonstrate that libraries are essential to the health and well-being of citizens in general and citizens in rural areas in particular.
3. The State Library will address the disparity in staff skill levels in libraries across the state, and will design and implement a 21st Century skills-based training and certification program for library workers.
4. The State Library will continue to facilitate good governance by enhancing its services to state government agencies and employees.
5. The State Library will demonstrate that public libraries are essential in the delivery of children's services and programs that enhance the love of reading and the ability to achieve in school.
6. The State Library will pursue data-driven strategies that position libraries as the doorway to information in all formats, 24/7, to all South Carolina citizens.

I.4. Key Challenge

1. The State Library continues to lack sufficient funds to accomplish all of its objectives in any given fiscal year. The majority of our State support consists of pass-through funds to public libraries in the form of State Aid or Discus resource purchases. Decreased State funding over the past several years necessitated an application for relief from matching requirements for our Federal funding. At the time of this report, we are waiting to hear the results of our request for a waiver; however, signs indicate insufficient local support will result in a reduction in Federal dollars.
2. Talking Books Services, one of our largest financial commitments to statewide programs, receives no State support. The agency's total reliance on Federal funding for this vital program is a precarious situation that must be changed. Currently, the program is operating below the required minimum recommended staffing level.
3. Costs of sophisticated electronic resources continue to rise while new quality resources are continually becoming available. We try to restrict funds for these vastly popular products to State funding only, as Federal dollars are in jeopardy.
4. State Library staff, at the lowest numbers in years, is struggling to keep up with the demand for services, both from the field and internally, where we strive to design and maintain quality programs. Public libraries around the state also have difficulty finding and keeping high quality staff due to low salaries. There is keen competition nationwide for better-skilled, experienced staff. If the State wishes to attract high quality employees, more resources must be made available to broaden our field of interested candidates.

I.5. Accountability Report

The annual Accountability Report is used as a tool which assists our Agency in making data-driven decisions. The Report enables us to prioritize budget needs and critical areas of interest for our customers and constituents. It assists us in competing our strategic and business planning in coordination with our mission, vision and goals, and motivates us to document and evaluate our accomplishments.

Section II – Organizational Profile

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

Products	Services
<ul style="list-style-type: none"> • Children’s Literacy • Cultural Heritage • Collections (general/special) • Workforce development services • Specialized playback equipment • State and federal documents • Federal depository • 24/7 Online Library Catalog • Bibliographic and electronic databases • Career resources for state employees • South Carolina collection • Discus – SC’s Virtual Library • Public use equipment (Internet computers, accessible computer workstations, copiers, etc.) • Facilities (meeting and computer training rooms, etc.) • Talking Book Services • Digitization of documents and images • State Agency Support • General Assembly Support • Family Literacy • Public Library Grant Administration • Financial, Human Resources, and Administration consultation • Training • Collection Management • SCLENDS • South Carolina Family Friendly • Standards • StudySC • Grant Training 	<ul style="list-style-type: none"> • Partnering with Agencies and Public Libraries on Workforce Development • Children’s Literacy Projects which impact children across the State • Lending services/borrowing privileges • Braille services • Reference and research services • Interlibrary Loan (ILL); resource sharing • E-Rate facilitation for public libraries • Physical facilities • Information skills training and other continuing education • State Aid, federal grant and other aid to public libraries administration/guidance • Coordination of state/federal reporting/library statistical data collection • Consultation services (public and other library staffs) including: children/teen, legal issues, standards and guidelines, maintenance and preservation, statistics, Spanish resources, Tech Express, Lottery funds, technology planning and training • Literacy initiatives • Readers Advisory • Disability services referrals • CPM Program Assistance • Freedom of Information resources • Book recommendations • Grants research • Resources for starting a business • Employment hubs for job seekers

Primary Delivery Methods

- Site visits to Public Libraries
- Classes open to the Public
- 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.
- 24/7 access to SC LENDS catalog, web-based products, subscription databases and Discus, Social Software
- Platforms, Overdrive downloadable E-books
- Facility rental.
- Access point for patrons wishing to utilize our public equipment.
- Training given to customers and constituents.
- Guidance and consultation by professionally trained staff.
- Visits to public libraries to assist and offer professional guidance.
- Electronic document delivery.
- "Ask Leo" virtual reference service used to assist patrons via the internet.
- Meetings with partners/stakeholders to work on statewide initiatives.
- Network infrastructure - SC Library Network; website; Internet; remote access/user authentication; virtual reference; online web-based programs, OPAL, wireless Internet access.

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

Key Customer Groups	Key Requirements/Expectations
<ul style="list-style-type: none"> • General Assembly • Governor’s Office • Other elected officials • State government employees • State Agencies 	<ul style="list-style-type: none"> • Broad range of up-to-date reference, research, and support materials (print and electronic) • Superior personal service and timely response from knowledgeable information professionals • Assistance with professional development through the use of available resources • Accountability (required by all customer groups) • Good Governance • Consortia purchasing
<ul style="list-style-type: none"> • Public library administrators, staff, boards • County officials and partner groups working directly with public library boards • Other S.C. libraries (school, special, academic) • Academic Libraries 	<ul style="list-style-type: none"> • Statewide programs and consultant services that support delivery, improvement and expansion of local library services to citizens • A centralized collection that supplements local resources and eliminates local purchasing of expensive specialized materials • Access to a highly skilled research and technical staff for training and research assistance to support local delivery of information services • Continuing education opportunities • Responsible management of state, federal and other funding aid for the improvement of local library services • Cooperation that facilitates effective use of funds to provide library and information services to all persons (above and beyond those that can be provided through one institution)

- Citizens with Disabilities
- General Public (citizens of all ages, interests and abilities)
- Teachers
- Students
- K-12 community
- Parents of Students
- Job Seekers
- Small Business Owners
- Homeschoolers

- 24/7 access to high quality information resources
- Access through local public libraries to SCSL collections
- Broad range of up-to-date reference, research, and other materials
- Superior personal service and timely response
- Statewide programs and services
- Improvement of local library services
- Homework assistance
- Assignment research
- Professional support and development
- Professional supplementation of classroom
- Quality resources available for citizens with visual and physical disabilities
- Accessible collections, resources and services that support information needs
- Personalized one-on-one service from skilled information professionals
- Advocacy
- 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:

<u>Key Partners</u>	<u>Key Suppliers</u>
<ul style="list-style-type: none"> • National Federation of the Blind (NFB) & American Council (ACB) of SC • SC Association of Public Library Administrators (SCAPLA) • First Steps to School Readiness • K-12 Technology Initiative Committee • SC Literary Arts Partnership (The Humanities Council SC and the Arts Commission, SC) • Partnership Among SC's Academic Libraries (PASCAL) • University of SC, School of Library and Information Science (USC-SLIS) • SC Library Association (SCLA) • Friends of SC Libraries (FOSCL) • Archives & History, Department, SC • Education, Department of, SC • South Carolina Connection Academy • Assistive Technology Advisory Committee (ATAC) • Education Oversight Committee • Connecting Adults Committee • Distance Education, South Carolina Partnership for • Educational Television, South Carolina (SCETV) • South Carolina School for the Deaf and the Blind • SCLends resource sharing consortium • SC Department of Employment and Workforce 	<ul style="list-style-type: none"> • National Library Service for the Blind & Physically Handicapped (NLS) • SC Budget and Control Board (divisions/units such as Facilities Management, State CIO, Office of Materials Management, General Services, etc.) • Institute of Museum and Library Services (IMLS) • Library and information vendors for: Software/Hardware; Telecommunications/Networking; Cataloging/Materials Processing; Integrated Library Systems; Electronic databases, Print Materials; Online programming, etc. • SC Department of Employment and Workforce

II.5 Operating Location

1500 Senate Street, Columbia, S.C.

II.6 Employees as of 6/30/13

36

Job Category	Number of Employees
00 – Agency Dir (Unclassified)	0
E 1 – Executives	1
E 2 – Professionals	20
E 3 – Technicians	1
E 5 – Paraprofessionals	9
E 6 – Secretarial/Clerical	4
E7- Skilled Craft	1
Total Positions - FTE	36
Vacancies – Total Positions	14
Total Agency Authorization	50

II.7 Regulatory Environment

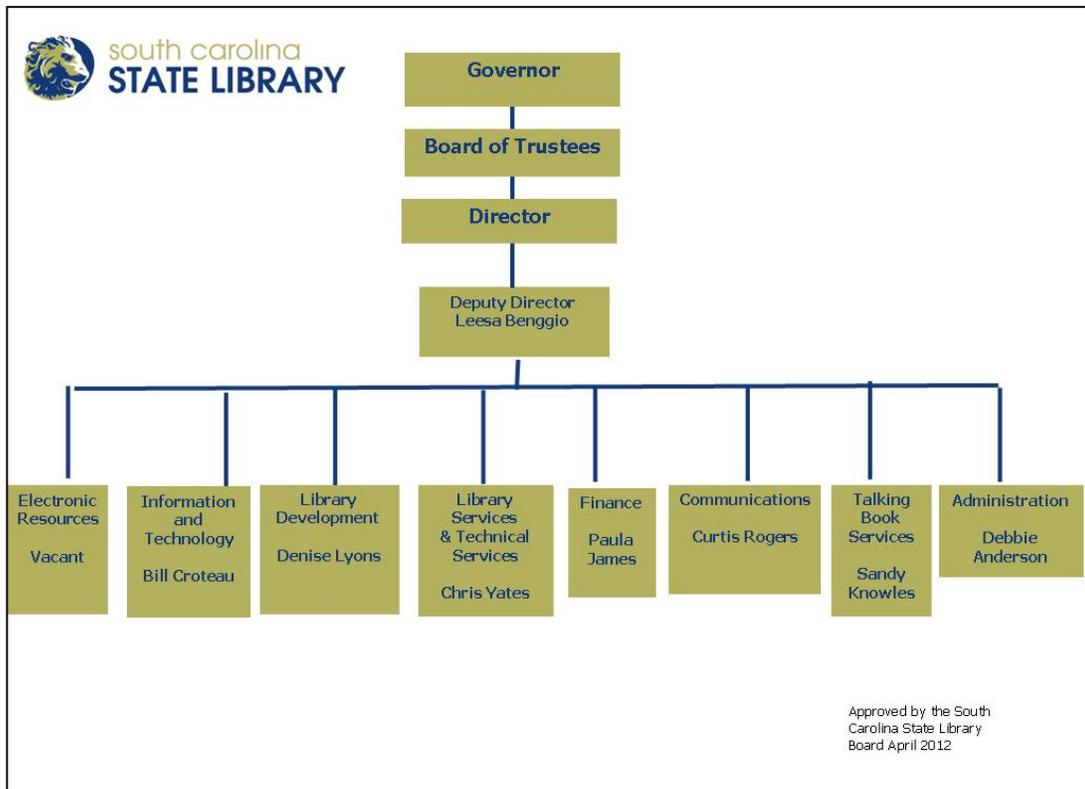
State and Federal Enabling Legislation
<ul style="list-style-type: none">• Code of Laws of SC – Section 60 (Title 60, Chapter 1 of the Code of Laws of South Carolina, provides statutory authority for the South Carolina State Library; Section 760-1-80(b), Chapter 75, Regulation 75-1 (Use of State Aid Funds)• Code of Laws of SC – Title 59, Section 59-150-250 (SC Education Lottery Act)• US Code of Laws, PL 89-522 (Pratt Smoot-National Library Service Governing Legislation), PL 104-197 (Chafee amendment), PL 105-128 (Museum and Library Services Act, amendments), PL-108-81 (Library Services and Technology Act) and PL 104-104, 110 Stat. 56 (Telecommunications Act)
State and Federal Government Reporting Requirements
<ul style="list-style-type: none">• Federal -- Institute of Museum and Library Services and Library of Congress, National Library for the Blind and Physically Handicapped and associated certifications• State -- Budget & Control Board, Comptroller General's Office, Office of the State Treasurer, Legislative• Audit Council, Office of Human Resources Management, etc.
Other
<ul style="list-style-type: none">• State Ethics, Governmental Accountability and Campaign Reform Act of 1991, Title 8, Public Officers and Employees, Article 7, Rules of Conduct• State of SC Office Human Resources regulations• SC Consolidated Procurement Code• Other applicable federal laws and regulations (e.g., HIPAA - Health Insurance Portability, Title VII - Civil Rights, Americans with Disabilities Act of 1990, CIPA – Children's Internet Protection Act, etc.)• Occupational Safety and Health rules and regulations adopted by the S.C. Department of Labor, Licensing and Regulation• Other applicable State of SC laws (e.g., current Appropriations Act, Freedom of Information Act referenced in the SC Code of Laws [Section 30-4-30], As Amended, SC Human Affairs Law [Section 1-13-10] etc.)

II.8 Performance Improvement System(s)

The Employee Performance Management System (EPMS) is used to evaluate and guide employee performance and assist in accountability within our Agency. 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 agency¹ 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.



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 11-12 Actual Expenditures		FY 12-13 Actual Expenditures		FY 13-14 Appropriations Act	
	Total Funds	General Funds	Total Funds	General Funds	Total Funds	General Funds
Personal Service	\$ 1,485,175	\$ 814,928	\$ 1,484,113	\$ 789,103	\$ 1,513,099	\$ 818,089
Other Operating	\$ 3,867,491	\$ 2,363,645	\$ 4,231,574	\$ 2,410,017	\$ 4,705,468	\$ 2,883,911
Special Items	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Permanent Improvements	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Case Services	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Distributions to Subdivisions	\$ 5,428,274	\$ 4,370,976	\$ 5,565,581	\$ 5,365,581	\$ 5,565,581	\$ 5,365,581
Fringe Benefits	\$ 478,339	\$ 258,632	\$ 439,621	\$ 238,042	\$ 458,764	\$ 257,185
Non-recurring	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Total	\$ 11,259,279	\$ 7,808,181	\$ 11,720,889	\$ 8,802,743	\$ 12,242,912	\$ 9,324,766

Other Expenditures

Sources of Funds	FY11-12 Actual Expenditures	FY12-13 Actual Expenditures
Supplemental Bills		
Capital Reserve Funds		
Bo		
Bonds		

II. 11 Major Programs Area Chart – Chart 2.11

Major Program Areas				
Program Number and Title	Major Program Area Purpose	FY11-12 Budget Expenditures	FY12-13 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: 1,153,194.22 Federal: 0 Other: 7394.36 Total: 1,160,588.58 9% of Total Budget	State: 1,153,333.21 Federal: 178,422.00 Other: 3022.53 Total: 1,334,777.74 13% of Total Budget	Section III.7.3 through III.7.6 Graph 7.3.1 Chart 7.3.2
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 Federal: 386,202.68 Other: 21600.02 Total: 407802.7 4% of Total Budget	State: 0.00 Federal: 642,476.19 Other: 145,862.2 Total: 788,338.39 6% of Total Budget	Section III.7.1 & III.7.2, Talking Books Services Key Results
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: 1,563,637.13 Federal: 946,327.93 Other: 110,437.50 Total: 2,620,402.56 24% of Total Budget	State: 2,203,936.20 Federal: 1,181,376.94 Other: 0.00 Total: 3,385,313.14 27% of Total Budget	Section III.7.1 & 7.2 : Electronic Resources and Discus Program – Key results; and Library Services – Key Results; And Information Technology – Key results
IV Library Development	Provides varied consultant services to public library staffs & trustees; coordinates statewide continuing education programs; Children/Youth services.	State: 461,741.69 Federal: 702,129.73 Other: 0.00 Total: 1,163,871.42 10% of Total Budget	State: 86,703.91 Federal: 496,902.17 Other: 0.00 Total: 583,606.08 5% of Total Budget	Section III.7.1 & 7.2 Library Development Chart 7.3.3
V Pass Through	State Aid and other funds for local libraries.	State: 4,370,976.00 Federal: 324,298.24 Other: 733,000.00 Total: 5,428,274.24 48% of Total Budget	State: 5,365,581.00 Federal: 336,789.62 Other: 733,000.00 Total: 6,435,370.62 51% 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: 258,631.71	State: 0.00
	Federal: 219,707.19	Federal: 0.00
	Other: 0.00	Other: 0.00
	Total: 527,866.00	Total: 0.00
	4% of Total Budget:	

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

Section III – Elements of Malcolm Baldrige Criteria

Category 1 – Senior Leadership, Governance and Social Responsibility

III.1.1 Two-Way Communication

Two-way communication receives expedient 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 develops the strategic and annual business plan for the Agency and meets with the Leadership Team (SCSL departmental managers) to present the plans. 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, surveys, 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. Ethical Behavior: 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 Customer and Stakeholder Focus

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 FY14 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 Impact on the Public of Products, Programs, Services, Facilities, etc.

The Agency works closely with both federal and state officials and the Agency's governing Board to assess and anticipate program impact and to properly manage risks. The Agency also meets with its community partners to establish relevant products and programs. 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 Fiscal, Legal and Regulatory Accountability

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 require all members of our Leadership Team to attend courses on leadership, using the resources available in the wider library community.

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.

Each year our Agency participates in community charitable activities, donating a large amount of food and money to Harvest Hope food bank to help meet local needs. 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

2012-2013 annual 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. In 2014 the Agency will undertake a major long-term strategic planning effort to assess our user community, analyze our strengths and weaknesses, and set priorities for the foreseeable future.

III.2.2 Strategic Objectives Address Strategic Challenges

The strategic challenges identified in the Executive Summary 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. 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)
- Internal 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 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:** <http://www.statelibrary.sc.gov>

Goal Number & Title	Supported Agency Strategic Planning Goal/Objective	Key Action Plan/Initiative(s)
I – Libraries as Educational Institutions	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.	Continue to work with public library leadership and educational/academic leadership statewide to monitor and assess public library capabilities regarding student access to, skill level with, and usage of available resources. Seek new seamless collaborative efforts with our K-12 and other academic partners to pursue cost saving opportunities and keep priorities aligned.
II – Statewide Services	The State Library will demonstrate that libraries are essential to the health and well-being of citizens in general and citizens in rural areas in particular.	Talking Book Services (TBS): Develop and activate a promotional campaign through public libraries to draw more users to the TBS program statewide. Discus: Offer resources for research. Workforce Development: Continue outreach to citizens in need of training in technical skills, resume writing and job seeking; maintain partnerships in aid of the unemployed statewide.
III – Library Staff Development	The State Library will address the disparity in staff skill levels in libraries across the state, and will design and implement a 21 st Century skills-based training and certification program for library workers.	A new Continuing Education Coordinator will assess current status of learning/staff development opportunities and design a new comprehensive program of training and certification for all levels of library workers, including State Library staff. All library tasks and skills will be aligned with the 21 st Century skill set recommended by the U.S. Institute of Museum and Library Services.
IV – Good Governance	State Library will continue to facilitate good governance by enhancing its services to state government agencies and employees.	Continue “South Carolina State Government Bit by Bit” webinar training series for state government staff. Continue “born digital” and other digitization of State Agency documents for improved access to state government information. Continue to promote and highlight important news and information through multiple communication channels. Enlarge and promote the agency’s E-book offerings on management, business, technology and librarianship to government workers.
V – Family Literacy	The State Library will demonstrate that public libraries are essential in the delivery of children’s services and programs that enhance the love of reading and the ability to achieve in school.	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 such as the Literacy 2030 initiative. K-4 literacy calendar – Distribute calendars based on curriculum standards in print and web versions. Summer Reading Program – Expand and diversify the annual summer reading program and plan for additional events throughout the year.
VI – Information Access	The State Library will pursue data- driven strategies that position libraries as the doorway to information in all formats, 24/7, to all South Carolina citizens.	Within our active partnership in the SC LENDS consortium, continue to seek ways of improving functionality and usage of this resource and increase member libraries. Continue to seek ways to select, target, and promote Discus databases and other web-based resources to maximize libraries’ electronic presence, reaching more citizens in remote areas of the state.

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, State Library staff 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 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 Leadership Team is committed to making data driven decisions 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.)
- Expert analysis by SCSL staff and external consultation
- 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, 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

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
- Data are reported to the U.S. Census Bureau for analysis and publication by the Institute of Museum and Library Services
- Consistent publication schedule for the Annual Statistical Summary (ranks SC's public
- libraries
- 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
- 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 FY13 we continued to utilize staff 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 and motivates employees. Staff training and development, including peer-to-peer training, are encouraged. 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 is an ongoing obstacle for our Agency as it is for the librarian profession nationwide.

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 try to 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.

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 expectations for the Agency. Senior leadership and the Leadership Team regularly meet to determine our placement and progress in regards to our strategic and business plans. The Agency is in constant conversation and action concerning performance 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.

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. In 2014 we will add a Continuing Education Coordinator to our team, to assess current training and staff development methods and to recommend and design a new CE plan for the agency and for library staff statewide.

III.5.10 Effectiveness of Workforce and Leader Training

Training is evaluated using several strategies, including analysis of training return on investment; new formats and products for training delivery; goals for increasing employee knowledge and skill sets; goals for increased productivity.

III.5.11 Motivating Employees

We motivate and develop our employees so that they can achieve their fullest potential. We do this by:

- Encouraging employees to develop programs which can be implemented across the state, increasing their personal investment, ownership and experience of the work of the State Library
- EPMS document
- Conversations and informal 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 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 Agency leadership. Formal assessment methods used to determine employees' well-being, satisfaction and motivation are:

- Informal and formal surveys
- Discussion and feedback opportunities at staff meetings
- EPMS instrument including self-evaluation form
- Training evaluation form
- Staff development and training report form
- Exit interviews with departing staff
- 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. Our building 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. 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:

- Information Strategies (including reference, research, etc.) to:
 - Students
 - Teachers
 - State Employees
 - Families
 - Legislature
 - State Agencies
- Talking Book Services to citizens with disabilities
- Interlibrary loans/resource sharing with public libraries
- Workforce Development strategies and resource development
- Discus program administration SCLENDS operations
- Family Literacy training and program development
- Consultation services to public libraries
- Library collection acquisition and management
- Technology assessment for citizen needs at the library
- State and federal document depository services
- 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
- Meeting the research needs of the General Assembly, state agencies, and state 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 customer needs are met and that appropriate data is collected for analysis. Deadlines associated with the State and Federal requirements must be calculated into the equation when planning Agency activities. 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 include 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 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 utilized in evaluating existing processes and conducting 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/Communication. Each process is consistently reviewed for improvement and streamlined to more effectively assist our customer. The key support processes are listed in Table 6.6. 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.

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.

Performance Processes and Requirements

Table 6.6	Processes	Requirements
Information Technology Services	Agency-wide technical and communications support Technology planning Facilitate resource sharing Web portal administration Integrated Library System, Virtual Library and other e-database support Network infrastructure management E-Rate facilitation and technical consulting to public library staffs Facilitating resource sharing	Up-to-date hardware/software Remote access technology SC Library Network Skilled technical and professional staff Continual staff development
Administrative Services	Oversight of all operations Strategic guidance Policy development Developing partnerships Advocating for statewide library development Communicating with the General Assembly Planning and implementing programs/services; monitoring/evaluating progress Marketing Financial Management Facilities/property management HR management/employee relations/staff development Data collection Coordinating state and federal reporting & compliance Disaster preparedness planning	Technology support Responsible management; Managerial leadership Knowledgeable professionals Financial Accounting Systems Human Resources System Governmental Accounting, Auditing, and Financial Reporting Adequate financial resources Data and information availability Strategic and business plans Financial/business operations Support personnel
Library Development - Grants Administration	Interpretation of regulations Reporting Data collection; record keeping Planning Awarding grants Liaisons with federal program staff Attendance at national meetings Providing guidance to grantees	Guidance documents Web-based training and information Personnel with knowledge of federal regulations and guidelines Technology resources Support from agency finance personnel IT support Customer input
Public Relations and Marketing	Developing promotion strategies Internal assessment Planning; Goal setting Customer analysis Promotion via social software	Knowledge of strategies and techniques, agency mission, customers, services and programs Budgetary & IT support Support from senior leaders Marketing 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. Census Bureau/U.S. Institute of Library and Museum Services, State Library Agencies (StLA) Survey, produced annually
- Normative Data Project (NDP), FY 2003, State Rank Order Tables.

TALKING BOOK SERVICES (TBS) – KEY RESULTS

The State Library 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 agency is a member of the National Library Service for the Blind and Physically Handicapped (NLS), Library of Congress nationwide network of cooperating libraries.

A nationwide transition from recorded cassettes to digital flash memory cards began in 2010 and has been ongoing. Earlier cassette technology for production and distribution of digital talking books and players was phased out. 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.

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 an established trust. During FY13 these funds provided supplemental support for additions to collections (descriptive movies and large print books) and provided for the purchase of incentive awards for children to encourage participation in TBS summer reading program activities.

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.

ELECTRONIC RESOURCES AND DISCUS PROGRAM – Key Results

Discus is one of the State Library's best known products, as most South Carolinians have used Discus at some point during their school career. Discus ("Digital Information for SC Users) targets the state's entire population and provides residents, K-12 SCISA and SACS³-accredited private and public schools, colleges (public and private), and public and academic libraries with 24/7 free access (from home, school, or workplace 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 identical electronic resources individually.

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. Items retrieved from the Discus resources specifically by the K-12 community totaled 8,347,105. An additional 657,035 items were retrieved outside schools and libraries, some of which is also attributable to K-12 users. Total retrievals of 9,004,140 represented a drop in usage from the previous year, attributable to major changes in the collection of resources available in 2013.

Discus staff maintains a busy schedule of training opportunities for school and library personnel throughout the year, promoted through web site postings and mass mailings to public school media specialists and private schools as well as other participating institutions. Discus staff provides consultation and guidance via email, regular mail, phone, etc. to customers from public libraries, schools, colleges, etc. Discus also offers online tutorials in the use of the online products, which can be accessed at any time.

LIBRARY DEVELOPMENT SERVICES (LDS) – Key Results

All that Library Development Services (LDS) 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 citizens. With staggering illiteracy rates statewide and many children unprepared for school, LDS focuses many of its efforts on Family Literacy, supporting the child, the adult, and the child and adult together. We strive to make expenditures 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 Education Lottery) funds totaling more than \$7 million in FY13. LDS 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. 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. An online companion is also available: 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.

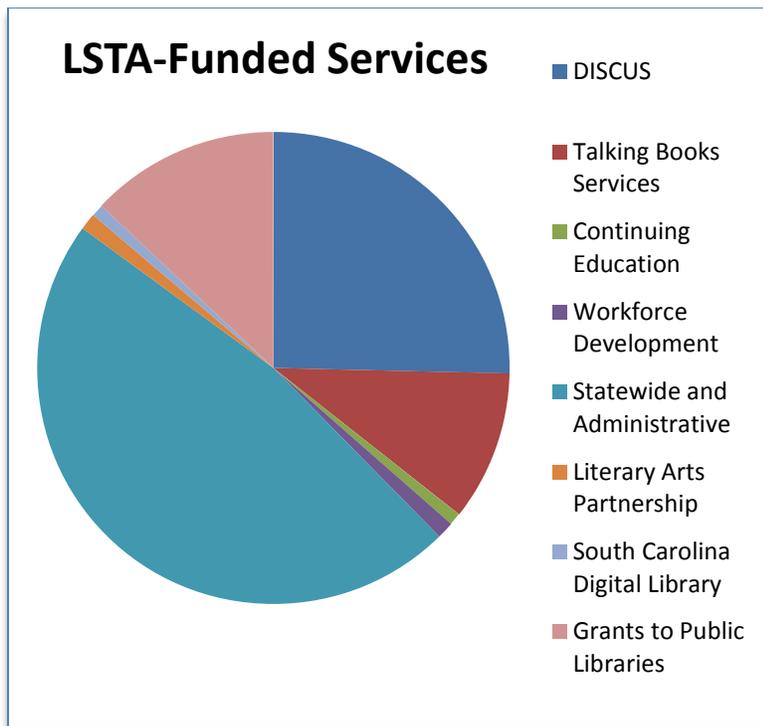
Summer Reading Program: Summer reading is a vital service for families to insure that reading comprehension skills do not regress during the summer months. The annual Summer Reading Program is kicked off with a free family event in Columbia featuring authors and illustrators, art activities, storytelling, and provision of hardcover books and literacy materials to all families who attend. All libraries in South Carolina participate in the nationwide Collaborative Summer Library Program. Participation in the summer reading program increased significantly in 2013, bringing the total participation to 119,462 children, teens and adults. Almost all South Carolina libraries offer programs for all three age groups.

Exchanges and Workshops: LDS provides targeted training opportunities for public library staff to improve skills and promote well-managed public library operations. Annual “Exchanges” bring library staff together for continuing education, the exchange of ideas and sharing of best practices as well as focused learning opportunities.

Workforce Development: To assist with the economic recession and the burden of high unemployment, the State Library created a comprehensive Workforce Development program which continued throughout FY13. Outreach during the year was provided primarily to public libraries and selected workforce support outlets and events around the state. The WORKSC website (www.worksc.org) houses all resources pertaining to workforce, job preparation, skill building, and small business outreach.

Grants: The State Library makes Federal funds available in the form of Library Services and Technology Act (LSTA) sub-grants, to enable public libraries to improve library services to citizens. Grant funding for libraries filled a number of pressing needs in counties, including early childhood and family literacy, teen technology, multicultural outreach, and summer reading program support grants. Other projects funded through sub-grants included digitization and staff training projects; support for the S.C. Book Festival, and grants to attend conferences and tuition assistance to library staff members to obtain the Masters in Library Science to improve skills for serving citizens.

Chart 7.3.3



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

LIBRARY SERVICES – KEY RESULTS

The State Library's Library Services department maintains a collection of materials that serve the research and information needs of our key customer groups in the areas of business, management, technology and librarianship. Goals for Library Services focus on providing information in a variety of forms and utilizing multiple strategies suited to our customer groups.

Downloadable books became increasingly important to users in FY13 and the State Library's offering grew to over 11,000 items. All state employees have access to these current and relevant e-books. If purchased by users individually, these books would cost \$110,550. However, we negotiated a subscription which allows our patron access to these resources free of charge.

The State Library's online Digital State Documents Depository currently contains over 8500 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 staff continues to preserve and maintain the physical integrity of the collection, which contains a wealth of important and valuable South Carolina materials. Library Services provides reference services, statewide reference and interlibrary loan (ILL) services to meet the needs of state government employees and the state's citizens.

Library Services maintains grants research materials and provides assistance and training on their use. Personal appointments with expert staff are available for those seeking grants who need individual assistance. 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 77 training sessions with a typical attendance of 30 people.

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
- Migration of server equipment into a secure, temperature controlled environment here at the library which has improved the performance and reliability of our infrastructure. Installation of an entirely new network. The new network includes category 6 and fiber cabling building wide, new DSIT monitored Cisco network switches and building wide controller based wireless network that supports staff and patron access to wireless throughout the building.
- Complete redesign of the agency's server and data storage architecture in preparation for the next fiscal year's introduction of virtualization technologies which will allow the library to increase its services while keeping infrastructure costs low.
- 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).

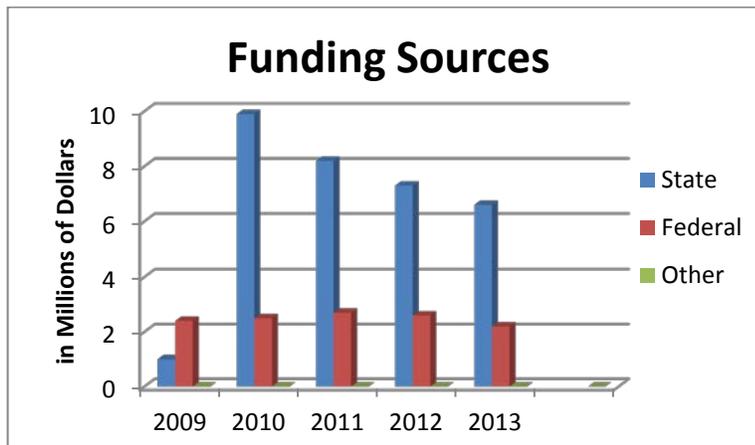
The State Library has been a leader in implementing open source solutions, reducing or eliminating licensing fees for library applications. IT staff continues to monitor and maintain the State Library's catalog and participate fully in the SCLENDS (South Carolina Evergreen Network Delivery System) consortium. The total items available through the SCLENDS consortium exceeds 2.7 million books, audio-visual, and other library materials. 13,336,746 items were circulated in 2013 to a user population of 1,340,420 citizens in 19 counties. 18% of the residents in those counties are living below the poverty line so free access to these resources is vital.

ITS staff successfully developed and or added content to several meaningful and highly used websites this year: The StudySC www.studysc.org site described elsewhere in this report 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. Staff implemented new calendar and web training software to provide a more efficient logistical foundation for ongoing continuing education programs offered online.

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. Moreover, the steady decrease in State funding has led to the inability to meet our required Federal match and is likely to result in further reduction of Federal funds. However, we believe that we have had an incredibly successful year, under even the least advantageous circumstances, with our products and programs.

Graph 7.3.1



SC State Library Overall Financial Performance (Chart 7.3.2)				
	State	Federal	Other	Total
2008-2009	\$ 10,929,220	\$ 2,204,958	\$ -	\$ 13,134,178
2009-2010	\$ 9,963,576	\$ 2,633,725	\$ -	\$ 12,597,301
2010-2011	\$ 8,293,629	\$ 2,707,866	\$ -	\$ 11,001,495
2011-2012	\$ 7,305,277	\$ 2,508,533	\$ -	\$ 9,813,810
2012-2013	\$ 6,668,199	\$ 2,450,059	\$ -	\$ 9,118,258

Pass-through funds to public libraries represent 55% 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, operating, and administration services.

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 2013 was decreased to \$225,901 with about one half of all county libraries receiving funds across the State. We also provide resources with LSTA funds for public libraries in the form of, early and family literacy centers, training opportunities, Teen Technology, Workforce Development services, digitization services and collections, and summer reading support.

Without substantial and increasing support from the State, our agency is unable to meet the required 34% match of annual Federal funds. In FFY2013 we fell behind in our match and have been forced to ask for a waiver of the match requirement. Without a waiver, we stand to lose a significant portion of our annual allocation.

III.7.4 Performance Measures for Workforce Engagement and Satisfaction

The workforce climate and culture is driven by the strong leadership principles emphasizing collaboration, innovation and customer service. We continue to have a high staff vacancy rate. Employees have been asked to share the burden of additional work left by these vacancies and have done so valiantly. 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 is held each year in May. Employees have been asked and expected to more fully participate in the planning and accountability for the Agency, resulting in renewed innovation and service orientation.

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 2013, the 2008-2012 LSTA five-year plan for the expenditure of Federal funds for libraries was reviewed and submitted for approval to our funding agency, the U.S. Institute of Museum and Library Services (IMLS). The evaluative report was accepted and approved. A new 2013-2017 LSTA five-year plan was approved by IMLS. The document establishes the basis for the Agency's continued receipt of annual federal funding that averages just over \$2 million. Both five-year plans are available at <http://www.statelibrary.sc.gov/lsta-five-year-state-plans-and-evaluations>. 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.

*Report authored by: Kathy Sheppard and Leesa Benggio with input from the South Carolina State Library Leadership Team.