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South Carolina State Library

Strategic Plan

1996 - 2001



1995

SOUTH CAROLINA STATE LIBRARY STRATEGIC PLAN 1996-2001

INTRODUCTION

The staff of the South Carolina State Library has developed a strategic plan which charts the direction of the agency to the year 2001. In developing the plan, the staff considered where we are now, envisioned where we want to go, and outlined major paths we will take to reach our destination. We realize specifics of the plan may change in response to occurrences in the dynamic environment of today's information age.

The basic elements of the plan are:

- Mission
- Values
- Vision
- Role Statements
- Strategic Issues
- Goals

ANNUAL BUSINESS PLAN

The State Library will develop an annual business plan based upon the strategic plan. In developing the annual business plan, all departments of the State Library each year will state specific objectives on things they plan to do to contribute to accomplishing each goal where applicable. These objectives will be relevant, specific and able to be completed within the planning year. The annual business plan will be the compilation of all departments' objectives for the year. Progress on each objective will be reported quarterly.

ANNUAL REPORT OF ACCOMPLISHMENTS

This report will provide the opportunity of accessing progress towards our vision.

The plan was approved by the S.C. State Library Board on July 26, 1995.

SOUTH CAROLINA STATE LIBRARY STRATEGIC PLAN 1996-2001

I. MISSION

The South Carolina State Library's mission is to improve library services throughout the state and to ensure all citizens access to libraries and information resources adequate to meet their needs. The State Library supports libraries in meeting the informational, educational, cultural, and recreational needs of the people of South Carolina.

II. VALUES

A. QUALITY

The South Carolina State Library endeavors to provide services of the highest quality.

B. KNOWLEDGE

The South Carolina State Library believes that a well-trained and knowledgeable staff is its greatest asset.

C. FREEDOM OF INFORMATION

The South Carolina State Library believes freedom of expression is a fundamental right of a democratic society and supports the Library Bill of Rights and the Freedom to Read Statement.

D. ACCESS TO INFORMATION

The South Carolina State Library believes that all citizens regardless of their location or means should have access to library and information services.

E. EQUITABLE TREATMENT

The South Carolina State Library provides services to its customers in a fair and unbiased manner.

III. VISION

The South Carolina State Library is a major leader in the planning and implementation of effective informational and library services for the people of South Carolina. It is a vital component of the State's information infrastructure.

IV. ROLE STATEMENTS

A. STATEWIDE LIBRARY COOPERATION

The South Carolina State Library has a proactive role in developing initiatives and strategies to assure that libraries statewide, regardless of type, interact to obtain the maximum benefit from their collections and offer services to meet the needs of the citizens of South Carolina.

B. PUBLIC LIBRARY DEVELOPMENT

The South Carolina State Library has the responsibility to support the development of effective public library services. The people of South Carolina depend on public libraries as an essential community resource. Libraries offer a variety of materials and services for information, enjoyment, and independent learning. Building on a heritage of serving all, regardless of means or ability, public libraries will continue to guarantee South Carolinians access to information needed to meet the challenges of the 21st Century.

C. INFORMATION SERVICE

The South Carolina State Library is an information center providing information services to South Carolinians through their local libraries, to state government personnel, and to individuals unable to use conventional print materials due to physical handicaps. Its services support the educational development of the citizens of South Carolina, thereby increasing the quality of life. As a unit of state government, the State Library provides information services which contribute to a well-informed workforce resulting in a more efficient state government operation.

V. STRATEGIC ISSUES TO MEET THE NEEDS OF THE PEOPLE OF SOUTH CAROLINA

A. IDENTIFY, ORGANIZE, DEVELOP, MAINTAIN, AND MAKE ACCESSIBLE INFORMATIONAL RESOURCES AND SERVICES TO MEET THE NEEDS OF THE PEOPLE OF SOUTH CAROLINA

GOALS:

1. Provide library materials and information which cannot be supplied at the local library level.
2. Serve as the principal agent to advise, guide, and assist South Carolinians whose access to information is limited due to a disability which prevents the use of standard library formats.
3. Serve as the principal agent to advise, guide, and assist state government personnel in their quests for information.
4. Identify, catalog, and provide access to governmental and other information unique to South Carolina.
5. Support access to the resources of the State Library through the development and operation of automation and telecommunication services.
6. Select, acquire, and organize all materials used in the State Library program.
7. Promote use of State Library services.
8. Provide financial, personnel, and support activities to enable staff to deliver services efficiently .

B. PROVIDE STATEWIDE PROGRAMS TO SUPPORT IMPROVED LOCAL LIBRARY SERVICES

GOALS:

1. Ensure that all South Carolina citizens receive effective library services by defining and encouraging the use of standards for library service.
2. Promote the development of effective library programs which encourage the reading and educational achievement of the State's children and youth.
3. Promote an awareness of the need for local libraries to provide adequate library services to special populations.
4. Provide a targeted continuing education program to train library staff in order to improve library service to the community.
5. Provide technical assistance in planning local library facilities to meet community needs.
6. Provide technical assistance in planning for and implementing the use of technology to meet local community needs.
7. Encourage the development and preservation of materials collections to meet citizens' needs.
8. Promote an effective means for planning and evaluating local library services to support continuous improvement.

C. SERVE AS THE ADVOCATE FOR LIBRARIES IN SOUTH CAROLINA

GOALS:

1. Encourage an awareness of the roles libraries have in providing citizens free and equal access to information.
2. Promote library services and reading throughout the state as an integral component of the educational process and as a contributor to the economic development of the state.
3. Promote the concept of public libraries as community information centers with officials at the local and state levels of government.
4. Develop strategies for increasing funding for libraries in South Carolina.
5. Work with national, state, and local organizations to enhance South Carolina library services.
6. Collaborate with other agencies and organizations to involve libraries in informational and cultural activities to benefit South Carolinians.

D. ENCOURAGE COOPERATION AMONG LIBRARIES OF ALL TYPES

GOALS:

1. Coordinate the activities of the South Carolina Library Network to support the efforts of local libraries to meet the information needs of all South Carolinians.
2. Encourage the development of library networks for resource sharing.
3. Cooperate with other agencies associated with the State's information and telecommunications infrastructure to ensure that libraries are included in all statewide initiatives.
4. Cooperate with organizations involving representatives from libraries.
5. Facilitate cooperative activities involving libraries and other information providers.

E. CONTINUOUSLY IMPROVE STATE LIBRARY OPERATIONS AND SERVICES

GOALS:

1. Operate as a total quality management agency.
2. Utilize an ongoing strategic planning process, supported by annual objectives which reflect priorities and measure progress.
3. Plan and implement a staff development program for the State Library.
4. Provide policies, physical facilities, and equipment to maximize use of State Library collections.

**SOUTH CAROLINA STATE LIBRARY
ANNUAL BUSINESS PLAN
1995-1996**

I. MISSION

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C. INFORMATION SERVICE

The South Carolina State Library is an information center providing information services to South Carolinians through their local libraries, to state government personnel, and to individuals unable to use conventional print materials due to physical handicaps. Its services support the educational development of the citizens of South Carolina, thereby increasing the quality of life. As a unit of state government, the State Library provides information services which contribute to a well-informed workforce resulting in a more efficient state government operation.

V. STRATEGIC ISSUES TO MEET THE NEEDS OF THE PEOPLE OF SOUTH CAROLINA

A. IDENTIFY, ORGANIZE, DEVELOP, MAINTAIN, AND MAKE ACCESSIBLE INFORMATIONAL RESOURCES AND SERVICES TO MEET THE NEEDS OF THE PEOPLE OF SOUTH CAROLINA

GOALS:

- 1. Provide library materials and information which cannot be supplied at the local library level.**
 - a. To fill 75% of title requests submitted by local libraries.
 - b. To answer 90% of subject requests submitted by local libraries.
 - c. To increase the use of the Reference Hotline by 5%.
- 2. Serve as the principal agent to advise, guide, and assist South Carolinians whose access to information is limited due to a disability which prevents the use of standard library formats.**
 - a. To register 1,000 Department for the Blind and Physically Handicapped (DBPH) new readers.
 - b. To survey user satisfaction with DBPH services.
 - c. To maintain control and accountability of DBPH's inventory of federal government issued cassette (8,167) and talking book (1,638) machines to ensure equitable distribution to 7,243 registered users.
 - d. To make 10 overview presentations about DBPH library and information services to consumer groups of individuals with qualifying physical handicaps and the professionals who assist and work with them.

e. To attend all quarterly SC Commission for the Blind Advisory Council meetings so as to keep registered readers informed of the activities of the primary state government agency charged with serving the state's blind population.

f. To convene 2 meetings of the DBPH Advisory Council.

3. Serve as the principal agent to advise, guide, and assist state government personnel in their quests for information.

a. To implement phase one of the Services to State Government Plan.

b. To target 5 state government agencies, representing 20% of the state employee workforce, for special promotion of State Library services.

c. To increase requests for service from state government employees by 3%.

d. To provide 15 orientation programs on information services to state government employees.

e. To register 300 state government employees as library users.

4. Identify, catalog, and provide access to governmental and other information unique to South Carolina.

a. To add 2,400 state government documents to the collection.

b. To make 12 shipments to 12 libraries designated as state government document depositories.

c. To add 150 commercially produced publications by or about South Carolinians and South Carolina, increasing the South Carolina Collection by 2%.

5. Support access to the resources of the State Library through the development and operation of automation and telecommunication services.

a. To provide dial in access to the DBPH online public access catalog.

b. To acquire assistive devices that can be used to make the library's printed materials accessible to blind, visually impaired, and dyslexic individuals.

c. To develop a State Library Home Page for the World Wide Web (WWW).

d. To develop a State Library Internet "gopher".

e. To develop software applications permitting access to State Library services by individuals and libraries through the Internet.

- f. To add 14 workstations to the State Library automated system.
- g. To add the DRA serials module to State Library software.

6. Select, acquire, and organize all materials used in the State Library program.

- a. To select, acquire, and process 5,000 books for State Library collections.
- b. To identify and catalog 15 electronic resources for the State Library collection.
- c. To add 100% of all titles selected for the Last Copy Fiction Cooperative Project from lists submitted by participating public libraries.
- d. To complete retrospective conversion of 150 16mm films.
- e. To receive and process 30,000 special format materials (flexible disc and cassette books) from NLS.
- f. To select, acquire, and process 500 new and gift large print books.
- g. To select, acquire, and process 2 copies each of 12 newly released descriptive video titles.
- h. To select and record (in-house) at DBPH 2 additions to the South Carolina audio book collection.

7. Promote use of State Library services.

- a. To make 50 presentations to promote the use of State Library services.
- b. To implement the annual PR program.
- c. To implement the Services to State Government Promotion Plan.
- d. To employ a Public Information Specialist.
- e. To produce the State Library Annual Report.
- f. To publish 6 issues of "News for South Carolina Libraries".
- g. To produce quarterly issues of the DBPH newsletter, "News About Library Services for the Blind and Physically Handicapped".
- h. To exhibit at the conferences or meetings of at least 15 organizations (governmental, consumer, and professional) concerned with services to the handicapped at which there will be a minimum of 50 participants.
- i. To publish 12 issues of "New Resources".
- j. To select and publicize 10 Notable State Documents for 1995.

- 8. Provide financial, personnel, and support activities to enable staff to deliver services efficiently .**
- a. To administer 130 LSCA sub-grants.
 - b. To revise the Agency procurement manual by September 30, 1995.
 - c. To process 2400 vouchers.
 - d. To reduce the number of purchase orders placed by 5%.
 - e. To issue 550 invoices for reimbursement of expenditures.
 - f. To provide personnel support services for 53 staff members.
 - g. To recruit, orient, and train an anticipated 5% turnover of staff (3).
 - h. To complete the reclassification of 51 positions in cooperation with HRM's Study of Reform of the State Classification System.
 - i. To connect Accounting and Personnel Offices to MetroNet.
 - j. To provide word processing support by producing 6,500 documents.
 - k. To process an average of 500 pieces of outgoing mail per month.
 - l. To complete the inventory of fixed assets by December 31, 1995.
 - m. To provide oversight of the maintenance of 2 facilities totaling 71,030 square feet.
 - n. To maintain a fleet of 4 vehicles to meet agency travel needs.
 - o. To develop a contingency plan to compensate for loss of state and federal funding.

B. PROVIDE STATEWIDE PROGRAMS TO SUPPORT IMPROVED LOCAL LIBRARY SERVICES

GOALS:

- 1. Ensure that all South Carolina citizens receive effective library services by defining and encouraging the use of standards for library service.**
- a. To develop public library standards.
 - b. To maintain quarterly contacts with 39 public library systems.
 - c. To respond to 3,500 requests for information or assistance on library issues received from public library systems.
 - d. To provide orientation for 10% of public library directors.
 - e. To submit public library information to the National Center for Educational Statistics by August 31, 1995.

- f. To produce the SOUTH CAROLINA PUBLIC LIBRARY ANNUAL STATISTICAL SUMMARY.
- g. To develop a machine readable annual statistical data collection instrument.

2. Promote the development of effective library programs which encourage the reading and educational achievement of the State's children and youth.

- a. To coordinate the statewide summer reading program to reach 50,000 children, including 2% of DBPH registered juvenile readers.
- b. To conduct a survey to determine the extent of use of children's services output measures in public libraries.
- c. To conduct 3 reading awareness activities.
- d. To conduct a continuing education program for children's services staff.
- e. To respond to 500 requests for information or assistance from children's services staff.
- f. To provide in-depth consultation with children's services staff in 30% of public libraries.
- g. To conduct an advisory meeting to explore services and discuss directions for young adult services in public libraries.
- h. To develop 5 reading guides to assist parents to select age appropriate materials for their children.
- i. To convene 3 meetings of the Children's Services Advisory Committee.
- j. To re-print at least 25,000 copies of the Grow with Books charts for distribution to local public libraries.

3. Promote an awareness of the need for local libraries to provide adequate library services to special populations.

- a. To promote the development of 40 LSCA projects to serve special populations.
- b. To administer funding for the purchase of assistive reading devices by public libraries.
- c. To produce 3 articles about services to special populations.
- d. To identify and purchase 25 titles on special populations and library service to them.

4. **Provide a targeted continuing education program to train library staff in order to improve library service to the community.**
 - a. To conduct 30 CE activities as outlined in the annual CE Plan.
 - b. To provide continuing education training for 600 local library staff.
 - c. To have 90% of public libraries participate in CE activities.
 - d. To conduct a survey of 39 public library systems to determine the status of local staff development activities.

5. **Provide technical assistance in planning local library facilities to meet community needs.**
 - a. To assist 15 public libraries with the development of 25 building plans.
 - b. To administer 5 LSCA grants for public library construction.
 - c. To conduct a survey of public library building needs.
 - d. To publish SOUTH CAROLINA PUBLIC LIBRARY BUILDINGS 1991-1995.

6. **Provide technical assistance in planning for and implementing the use of technology to meet local community needs.**
 - a. To provide technical assistance to 15% of public library systems to identify Internet access options.
 - b. To respond to 80 requests from public libraries for information or assistance with electronic reference service.
 - c. To provide technical assistance in the use of electronic information resources to 20 libraries.

7. **Encourage the development and preservation of materials collections to meet citizens' needs.**
 - a. To reprint PRESERVATION CONCERNS IN CONSTRUCTION AND REMODELING OF LIBRARIES: PLANNING FOR PRESERVATION.
 - b. To collaborate with 4 agencies and organizations on 3 preservation activities.

8. **Promote an effective means for planning and evaluating local library services to support continuous improvement.**
 - a. To complete LSCA Long-Range Program, Annual Program, and Report and Evaluation by the established deadlines.
 - b. To facilitate strategic planning sessions for 15% of public library systems.
 - c. To conduct an in-depth needs analysis of one library system as a pilot project.

- d. To review the certification program and make recommendations regarding its future direction.

C. SERVE AS THE ADVOCATE FOR LIBRARIES IN SOUTH CAROLINA

GOALS:

- 1. Encourage an awareness of the roles libraries have in providing citizens free and equal access to information.**
 - a. To make presentations on the importance of intellectual freedom at library board meetings of 90% of public libraries.
 - b. To encourage all 39 public library system boards to adopt the ALA Freedom to Read statement and the Library Bill of Rights.
 - c. To encourage all 39 public library systems to provide access to interlibrary loan service without undue fees.
 - d. To review and issue a report on the effectiveness of the State Document Depository system in disseminating government-produced information to South Carolina citizens.
 - e. To cooperate with the Budget and Control Board in the drafting of a state information policy.
- 2. Promote library services and reading throughout the state as an integral component of the educational process and as a contributor to the economic development of the state.**
 - a. To coordinate the production and distribution of promotional materials emphasizing the contribution of libraries to lifelong learning.
 - b. To demonstrate the importance of the summer reading program to the education process by conducting a pilot project to identify one statewide civic or professional organization to help promote the summer reading program.
 - c. To contact the Department of Commerce concerning participation in the SC Business Gateway project.
 - d. To promote awareness of the Military Specifications Collection to small business.
- 3. Promote the concept of public libraries as community information centers with officials at the local and state levels of government.**
 - a. To develop and disseminate a discussion paper on the role of the public library as a community information center by December 31, 1995.
 - b. To monitor the progress of the SC NTIA grant and take the initiative to ensure that libraries are represented in B & C Board plans.

- 4. Develop strategies for increasing funding for libraries in South Carolina.**
 - a. To play a key role in developing an annual legislative agenda in cooperation with statewide library associations.
 - b. To monitor Congressional legislative initiatives and respond as appropriate to ensure a federal library program in FY97.
 - c. To continue to cooperate with APLA in the statewide campaign to increase State Aid to \$2.00 per capita.
 - d. To survey 39 library systems to determine the use of State Aid for technology and services to children.
 - e. To seek funding to extend interlibrary loan service to 100% of South Carolina's public high school libraries.
 - f. To support the State Library Foundation in fundraising activities.

- 5. Work with national, state, and local organizations to enhance South Carolina library services.**
 - a. To formulate a plan for public library trustee development.
 - b. To designate a State Library staff member to act as a liaison with public library trustees.
 - c. To assist the Friends of South Carolina Libraries in conducting a statewide meeting.
 - d. To work with 2 national organizations on library issues.
 - e. To participate in the national effort to standardize public library statistics.

- 6. Collaborate with other agencies and organizations to involve libraries in informational and cultural activities to benefit South Carolinians.**
 - a. To collaborate with 5 agencies and organizations to promote awareness of the importance of reading in the development of children.
 - b. To collaborate with 5 agencies and organizations to promote the awareness of special library service for people with disabilities.
 - c. To collaborate with APLA and the Anderson County Library on adult programming activities.
 - d. To collaborate with the Humanities Council on the Choices for the 21st Century project.
 - e. To establish the South Carolina Center for the Book.

D. ENCOURAGE COOPERATION AMONG LIBRARIES OF ALL TYPES

GOALS:

- 1. Coordinate the activities of the South Carolina Library Network to support the efforts of local libraries to meet the information needs of all South Carolinians.**
 - a. To examine alternative methods of SCLN access and produce a report.
 - b. To extend keyword/boolean search access to all SCLN libraries.
 - c. To contact 5 public library systems to encourage direct participation by library branches in the SCLN.
 - d. To provide quarterly training sessions for users of the SCLN.
 - e. To examine the extension of SCLN services to additional schools and produce a report.
 - f. To add a serials holdings component for SCLN access.
- 2. Encourage the development of library networks for resource sharing.**
 - a. To convene a meeting for all public library automation system managers.
 - b. To produce a semi-annual report on the status of library networks in South Carolina.
- 3. Cooperate with other agencies associated with the State's information and telecommunications infrastructure to ensure that libraries are included in all statewide initiatives.**
 - a. To attend monthly Information Technology Advisory Committee meetings.
 - b. To establish contact with the administration of 6 state government agencies to foster the concept of libraries as an integral part of the state's information and telecommunications infrastructure.
 - c. To participate in the OIR Annual Telecommunication Conference.
 - d. To establish a link with ETV facilities through the acquisition of a satellite dish.
- 4. Cooperate with organizations involving representatives from libraries.**
 - a. To attend 8 meetings of the South Carolina Commission on Higher Education Library Directors Forum.
 - b. To attend 2 SOLINET Network Forum meetings.
 - c. To host 1 SOLINET training session.

5. Facilitate cooperative activities involving libraries and other information providers.

- a. To provide training for 2 SCLD (GAC) sites in the use of OCLC.
- b. To monitor, provide training in, and track the use of on-line reference resources by the 10 libraries participating in the SC FirstSearch pilot project.
- c. To host the annual Reference Exchange for 4 metropolitan public library systems in August 1995.

E. CONTINUOUSLY IMPROVE STATE LIBRARY OPERATIONS AND SERVICES

GOALS:

1. Operate as a total quality management agency.

- a. To develop and implement a TQM training plan for the State Library.
- b. To continue active participation in the SC Quality Network Association.

2. Utilize an ongoing strategic planning process, supported by annual objectives which reflect priorities and measure progress.

- a. To develop departmental activities to support the Strategic Plan by September 1, 1995.
- b. To prepare quarterly reports on progress in implementing the Annual Business Plan.
- c. To prepare an update report on the status of Agenda for Change by November 30, 1995.

3. Plan and implement a staff development program for the State Library.

- a. To identify staff training needs by December 31, 1995.
- b. To develop a comprehensive staff development plan, incorporating the TQM training process.

4. Provide policies, physical facilities, and equipment to maximize use of State Library collections.

- a. To review all State Library policies.
- b. To revise the State Library Collection Development Policy.
- c. To produce an Acceptable Use Policy to govern internal access to electronic information resources by August 31, 1995.
- d. To implement year 2 of our 3-year Information Technology Plan.
- e. To develop a plan for replacing capitalized fixed assets.

- f. To maintain contact with 5 agencies and organizations concerning the State Library construction program.

NOTE: The following processes supplement the State Library's strategic plan:

The above strategic plan will be supplemented by annual objectives developed by the various departments of the State Library. These objectives are identified each year and contribute to accomplishing strategic issues and strategies identified in the Library's strategic plan. The objectives are relevant, specific, measurable, and are able to be completed within the planning year.

Each year the State Library will develop an annual business plan which is organized around the five strategic issues and the supporting strategies identified in the Library's strategic plan. The annual business plan will be the compilation of all objectives for the year. Progress on each objective will be reported quarterly.

Each year the State Library will issue an annual report of accomplishment outlining steps taken during the year toward meeting its vision.

Adopted by the S.C. State Library Board

Date: July 26, 1995