

# Accountability Report Transmittal Form

**FY 2000-2001**

Agency Name: South Carolina State Library

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## Section I – Executive Summary

### 1. Major Achievements from Past Year

DISCUS – South Carolina’s Virtual Library is administered by the South Carolina State Library. DISCUS is a major source of information for patrons of public, school, and academic libraries throughout the state. Usage continues to grow. In FY 2000, additional databases were added. The South Carolina State Library received an additional \$133,000 from the K-12 Technology Committee for database access. Because of successful technical efforts, DISCUS databases are now available, through home/office access, to all South Carolinians 24 hours a day/7 days a week.

The State Library is an active participant in an effort to provide cooperative services to the state’s public and private institutions of higher education. This cooperative program, complementary to DISCUS, is called PASCAL (Partnership Among South Carolina’s Academic Libraries). PASCAL will develop programs to ensure that the academic and research community have equitable, immediate, real-time statewide access to library information and services.

During the year, the administration of the South Carolina State Library participated in the successful renovation of the former Archives and History Building. The building now houses the Library for the Blind and Physically Handicapped, Library Development, and Administrative Services. Because of the move, for the first time, all agency operations are in adjacent facilities, providing greater opportunities for staff interaction, cooperation and productivity. The agency was also able to enhance services for blind and physically handicapped South Carolinians due to improved facilities and expanded access to telecommunication services.

The State Library supports the need for additional funding for the state’s public libraries. As public libraries are a part of South Carolina’s overall educational infrastructure, the State Library was actively involved with legislative debate on the lottery by advocating the inclusion of public libraries to receive lottery proceeds. Because of these efforts, public libraries are to receive up to 1% of lottery proceeds for technology. This will be an invaluable addition to the budgets of public libraries, especially in small and medium sized counties. Public libraries also realized their long-term goal of reaching \$2 per capita in State Aid this year. Unfortunately, the 1% end of the year budget cut reduced this aid to \$1.98. Budget cuts in FY 2002 will further reduce State Aid to \$1.76.

Public libraries are one of the agency’s key customers. Four surveys of public libraries were conducted to receive input on State Library programs and services that support public library programs and services. The surveys covered these areas:

- User satisfaction
- Interlibrary loan
- Continuing education
- Children’s services

The general survey of public library directors was followed with a focus group session on marketing of public library services. Additionally, the agency assisted a number of public libraries in developing strategic plans. The State Library provided public libraries with consultant services on a wide range of topics. It administered a federal grant that enabled public libraries to address local needs. Many public libraries received assistance (financial and consultative) concerning local automation needs.

The State Library participates as a member of the board of the First Steps to School Readiness initiative, and public libraries are involved on local partnership boards. Several public libraries received First Steps funding to improve their services to pre-schoolers.

Automated services were improved with the installation of a firewall for the protection of agency's records. The agency's web site now meets accessibility standards for the handicapped and other improvements are ongoing. Several distribution lists were developed for improvement of communication with customers.

The State Library also participated as a member of the SC Access to Information Technology Coordinating Committee. The purpose of this committee is to ensure that state agencies comply with federal regulations requiring accessible government information for citizens with disabilities.

All the aforementioned represent major achievements for the State Library during FY 2001. The South Carolina State Library provides an extensive continuing education program for internal staff, state government employees, and local library staffs. The agency also continues to be an information resource for citizens of the state through their local libraries, for state government agencies and for citizens with disabilities.

## 2. Mission and Values

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's values are:

- ❑ *Quality.* The South Carolina State Library endeavors to provide services of the highest quality.
- ❑ *Knowledge.* The South Carolina State Library believes that a well-trained and knowledgeable staff is its greatest asset.
- ❑ *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.
- ❑ *Access to Information.* The South Carolina State Library believes all citizens regardless of their location or means should have access to library and information services.
- ❑ *Equitable Treatment.* The South Carolina State Library provides services to its customers in a fair and unbiased manner.

### 3. Key Strategic Goals for Present and Future Years

The South Carolina State Library has the following strategic goals to meet the needs of the people of South Carolina:

- ❑ Provide information resources and services to meet the needs of the people of South Carolina
- ❑ Provide statewide programs to support local library services
- ❑ Serve as the advocate for libraries in South Carolina
- ❑ Encourage cooperation among libraries of all types
- ❑ Adopt Malcolm Baldrige National Quality Award criteria for performance excellence

### 4. Opportunities and Barriers That May Affect Success in Fulfilling Mission and Achieving Strategic Goals

Over the years, one of the strengths of State Library programs has been its ability to collaborate with numerous organizations. A number of opportunities became available because of DISCUS, PASCAL, and the assistive technology project. Nevertheless, the ability to successfully advance these programs further will involve funding which the State Library does not have. This means the DISCUS program—and others that require continuous technological enhancements—will be in a holding pattern in FY 2002. The potential of the assistive technology project will stall unless additional legislative authorization is forthcoming.

The primary barrier to agency progress is the lack of funding. Public library funding will be reduced to \$1.76 per capita from last year's \$2.00 per capita (before the year-end 1% cut). Although the lottery is expected to provide increased funding for technology, per capita funding still remains in jeopardy.

The agency has never been well funded by the state. Many state needs have been met with federal funds over the years. As guidelines for the use of federal funds have changed, operating the agency in this new fiscal climate will be exceptionally challenging. There is a great deal of uncertainty among the staff about the continuation of agency programs and staff job security. Recruiting new staff will be difficult if candidates cannot be assured of job stability.

Due to lack of funding, another major barrier for the agency is the elimination of its state-funded library materials budget. The agency reduced this item from \$300,000 to zero. Limited federal funds will enable the agency to continue purchasing periodicals, but there is no funding to allow the agency to update and enhance its core collection. The agency cannot fully respond to critical customer information needs without this funding. Several years of zero funding for library materials will soon make the State Library's collection obsolete and will jeopardize not only the State Library's productivity, but that of other state government agencies dependent on the State Library for support of their research needs.

## Section II – Business Overview

### 1. Number of Employees

The South Carolina State Library has authorization for 50 full time equivalents.

### 2. Operation Locations

The South Carolina State Library operates from two facilities. Administrative Services, Library for the Blind and Physically Handicapped and Library Development are located at 1430 Senate Street in Columbia, SC. Library Services is located at 1500 Senate Street in Columbia, SC.

### 3.

#### Accountability Report Appropriations/Expenditures Chart

##### Base Budget Expenditures and Appropriations

Major Budget Categories	99-00 Actual Expenditures		00-01 Actual Expenditures		01-02 Appropriations Act	
	Total Funds	General Funds	Total Funds	General Funds	Total Funds	General Funds
Personal Service	\$1,573,131	\$1,305,719	\$1,681,822	\$1,416,646	\$1,621,799	\$1,372,034
Other Operating	\$3,453,560	\$1,439,621	\$3,953,449	\$2,912,527	\$2,076,461	\$1,068,820
Special Items	\$0	\$0	\$0	\$0	\$0	\$0
Permanent Improvements	\$0	\$0	\$0	\$0	\$0	\$0
Case Services	\$0	\$0	\$0	\$0	\$0	\$0
Distributions to Subdivisions	\$7,610,314	\$6,610,377	\$7,669,170	\$6,988,630	\$6,980,459	\$6,260,459
Fringe Benefits	\$398,229	\$327,327	\$442,836	\$369,578	\$435,450	\$365,597
Non-recurring	\$0	\$0	\$0	\$0	\$0	\$0
<b>Total</b>	<b>\$13,035,234</b>	<b>\$9,683,044</b>	<b>\$13,747,277</b>	<b>\$11,687,381</b>	<b>\$11,114,169</b>	<b>\$9,066,910</b>

Other Expenditures

Sources of Funds	99-00 Actual Expenditures	00-01 Actual Expenditures
Supplemental Bills	\$125,000	\$0
Capital Reserve Funds	\$0	\$0
Bonds	\$887,889	\$951,273

4. Key Customers

The South Carolina State Library’s key customers include South Carolina citizens; blind and physically handicapped citizens; SC state government employees; public, academic, special and school libraries.

5. Key Suppliers

The State Library’s key suppliers are library supply and equipment vendors, library materials vendors, online database information vendors, state government service agencies, computer and automation vendors.

6. Description of Major Products and Services

*Service to Citizens:* The South Carolina State Library provides library services to all South Carolina citizens through the public libraries in each county. Individuals are also welcome to visit the State Library to use materials from the collection. The library maintains a book collection audiovisual collection and DISCUS - South Carolina’s Virtual Library for all citizens through their local public library.

*Services to the Blind and Physically Handicapped:* The South Carolina State Library’s Department for the Blind and Physically Handicapped provides a free library program of special format materials for blind and physically handicapped South Carolinians. Reading materials and playback machines are sent across the state to eligible borrowers and returned by postage-free mail. Anyone unable to read or use standard printed materials as a result of temporary or permanent visual limitations may receive service.

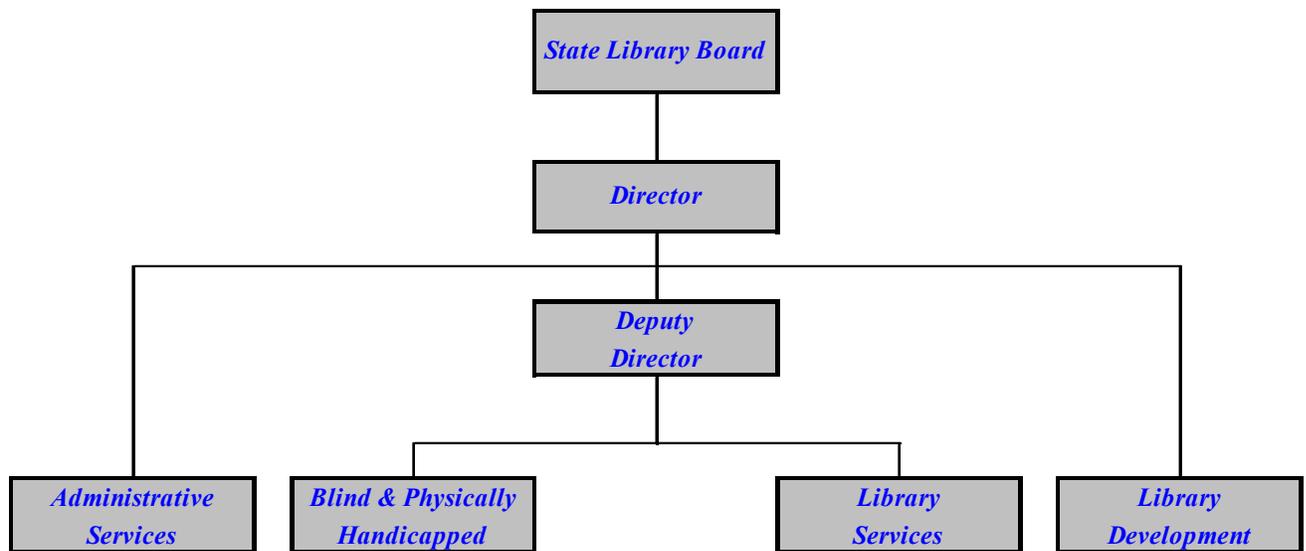
*Services to Members of the SC General Assembly and SC State Government:* The South Carolina State Library provides direct library and research services to members of the General Assembly and employees of state government agencies. The library provides a collection of print,

audiovisual and electronic resources, which includes DISCUS - South Carolina's Virtual Library.

*Services to Libraries:* The South Carolina State Library works with all types of libraries to make information resources available to citizens, to provide statewide programs, to encourage cooperation among libraries, and to serve as the advocate for libraries in the state. Library Development consultants assist libraries in the state with a variety of services including: continuing education, children and youth services, funding and state aid, and DISCUS - South Carolina's Virtual Library. Although, the key product is improved library services, some intangible products include annual Summer Reading Program materials, other promotional materials, workshops and seminars.

7.

### **ORGANIZATIONAL STRUCTURE**



The Director, who is responsible for the operation of the agency, is appointed by and is responsible to the Board of the State Library. A deputy director assists the director. Four service areas perform the work of the library. A brief description of each follows:

*Administrative Services.* Provides support services in the areas of budgeting, financial management, human resources, procurement, public relations, and facilities management.

*Blind and Physically Handicapped Services.* Provides library service to individuals who are unable to use conventional print materials due to blindness or other physical limitations. Reading materials are provided in special formats (recorded, large print, and Braille).

*Library Services.* Coordinates DISCUS – South Carolina's Virtual Library. Provides research services to state government agencies. Provides statewide reference and interlibrary loan service to supplement local library resources. Operates the South Carolina Library Network through the

maintenance of a computer-based library network and communications system that facilitates sharing of library resources and services. Acquires, catalogs, classifies, and makes available all materials used in the library program.

*Library Development.* Provides consultant services to public libraries to further the development and improvement of library services statewide.

## **Section III – Elements of Malcolm Baldrige Award Criteria**

### **Category 1 – Leadership**

1.1a-c. The agency's management team (Director, Deputy Director, and Department Heads) annually develops a 3-year strategic plan, which is presented to the State Library Board for review, evaluation and subsequent adoption. An annual business plan is also developed and includes the agency's mission, values, vision, role statements, and an action timeline. Progress is monitored at monthly management team meetings. Department heads use both plans when developing performance appraisal documents. The plans are posted on the agency Intranet for staff access and print copies are also distributed. To keep the staff informed of developments affecting the agency's operations and plans, the Agency Director and Deputy Director communicate formally at quarterly staff meetings.

The agency utilizes current OHR compensation policies to reward employees for taking on additional responsibilities and for high performance.

1.1d. The agency utilizes work teams (often crossing departmental lines) to address agency needs. Some current agency teams are management, accountability, collection development, home page, Intranet, and public relations. These teams make recommendations that enable the agency leadership to utilize effective long range planning, and they provide critical feedback into existing programs and services.

1.1e. The agency has a formal training and orientation program for new staff. The agency's Staff Development and Training Plan is updated annually and copies are provided to staff. The plan is designed to encourage staff to seek opportunities. Every staff member is provided the opportunity to obtain at least 10 contact hours of training a year. The agency's continuing education coordinator monitors the implementation of the plan. Supervisors also provide ongoing task-specific training to staff.

1.1f. The agency's overall operational structure, mission, and values provide the ethical framework operation of all programs and services. The agency has adopted the Ethical Principles for South Carolina State Government Service, as well as the American Library Association's Code of Ethics.

1.2. The South Carolina State Library has a proud tradition of providing quality information services to its customers, which includes libraries, state government employees, and blind and physically handicapped citizens. The agency's strategic plan has a customer service focus. Department managers emphasize a service attitude among staff through periodic departmental meetings designed to review service operations and address customer needs. The agency periodically conducts formal user satisfaction surveys to determine customer needs. In FY 2001, a general survey of public library directors was conducted, as well as specialized surveys in the areas of interlibrary loan, children's services, and continuing education. In FY 2002, a biennial survey of patrons of the Library for the Blind and Physically Handicapped will be conducted. A survey of state government users and another continuing education survey are planned. The

results of these surveys are used to establish future service directions in these areas. The general public library survey conducted in FY 2001 led to the convening of a focus group of public library directors to discuss the need for the development of a professional plan for targeted marketing of the state's library services. As a result, a three-year library marketing campaign is being developed in collaboration with the Association of Public Library Administrators.

The agency maintains close contact with its key customers (the libraries of the state, state government agencies and blind and physically handicapped patrons) through a variety of methods, e.g., newsletters, meetings, correspondence, direct contact, etc. The agency has appointed a number of advisory committees to gain feedback on programs and services in certain areas, such as the Library for the Blind and Physically Handicapped and the DISCUS program. The agency sponsors several information exchanges that provide opportunities for customers to gather for discussion and brainstorming of common management, customer service, and other program or policy issues. Topics have included information services, public relations and marketing, library technical services, and young adult services.

1.3. The key performance measures that senior managers review on a regular basis are:

- *Direct Customer Service.* The Library for the Blind and Physically Handicapped tracks the number of new patrons registered for their service, the number of one on one personal contacts made with patrons concerning their service, and the number of materials circulated to readers (expressed in terms of circulation per registered reader). Library Services tracks customer transactions (items circulated, reference questions researched, articles retrieved from databases, customer use of DISCUS databases) and hits to the State Library's web site.
- *Public Library Services.* Library Services tracks the number of consulting contacts with public libraries, the number of these contacts that involved construction services, and the grants-in-aid program for public libraries.
- *Statewide Staff Development and Training.* Senior managers track the number of training opportunities provided by the State Library and the number of participants attending these sessions. Intended audience includes State Library staff, other state employees, and public library staff members.
- *Children's Services.* Senior managers track the agency's services to children, which cross departmental lines. K-12 access to DISCUS and participation in summer reading program activities are measured.

1.4. Even though the State Library has a formal organizational structure, it is actually a relatively small agency where every employee has regular access, both formal and informal, to senior managers. There is also an agency staff committee that coordinates, quarterly staff meetings and provides a comfortable, non-intimidating mechanism for staff, particularly lower level staff, to voice concerns. The management team (Director, Deputy Director and Department Heads) uses quarterly staff meetings, regular departmental meetings, and informal encounters to gain employee feedback. Monthly management team meetings are used to assess progress

towards agency objectives, to discuss employee concerns, and to develop strategies for changes when such is warranted. There is no formal process for 360-degree performance evaluation.

1.5. As a public agency, the South Carolina State Library ensures that its facilities are well maintained and accessible to everyone. When problems with the physical plant are noted, they are communicated immediately to the Office of General Services. The agency operates out of two buildings. Both are accessible to the physically handicapped, as are the services provided. The agency's web site also meets accessibility standards.

The agency evaluates its programs on a continual basis. It maintains extensive statistics on usage of its services. Statistical analysis is used to determine trends. The many advisory committees and information exchanges, regular communication with customers, visits to public and other libraries, distribution lists, and other communication devices are used to gather feedback from customers. This information is used to determine the usefulness and effectiveness of the State Library's programs and services.

1.6. The agency operates under a 3-year strategic plan. The management team (Director, Deputy Director, and Department Heads) annually develop this plan along with a companion annual business plan. The annual business plan includes action items to be accomplished during the year. The State Library Board adopts the plan. The plan is discussed with staff at the departmental level. This plan is the major document used to communicate key organizational priorities for the year. The plan is posted on the agency Intranet. Periodically during the year, the management team communicates with staff to keep them abreast of progress towards goals and/or obstacles that might make keep the agency from reaching its goals. Agency plans are also posted on the agency web site to inform external customers about the agency's direction for the year.

1.7. The agency is an active participant in the First Steps to School Readiness initiative. It maintains an active presence in the blind and physically handicapped community through annual participation in blind consumer group conventions, exhibiting at local community health fairs (including those that target the minority community), and through formal presentations on talking book services to disability groups across the state. The agency works with local public libraries to identify local needs and provides libraries with assistance to meet these needs. The State Library through the Palmetto Book Alliance, participates as the coordinator of the annual South Carolina Book Festival. Child care providers around the state have easy access to video tapes located at the State Library on child care topics through their local public library to improve skills. South Carolina teachers and librarians continue to use the updated African American brochure developed by the State Library. Finally DISCUS – South Carolina's Virtual Library ensures that all South Carolinians through their local school, academic, public and institutional libraries have access to full text materials that support their educational and recreational information queries.

## **Category 2 – Strategic Planning**

2.1. The agency’s management team (Director, Deputy Director, and Department Heads) annually develops a 3-year strategic plan, which is adopted by the State Library Board. The current plan includes 5 strategic directions with strategies designed to address these directions. An annual business plan is also developed with action items (with a time line) to be accomplished during the year. The plan includes the agency’s mission, values, vision, and roles statements. Progress is monitored at monthly management team meetings.

A major consideration in developing agency plans is the rapid pace of technological change, especially in the computer and telecommunications areas. The agency must keep up with these changes to maintain its current level of services and to meet changing customer needs and expectations. State appropriated dollars are simply not there to (1) provide for the enhancement and maintenance of its human resource capabilities and needs and (2) develop new programs and services to meet the ever increasing information needs of our key customers and stakeholders. The agency has been able to supplement this deficit and still provide a high level of customer support primarily through the efficient and strategic use of federal funds. Yet, as noted before, because guidelines for the use of federal funds have changed, it is expected that the agency will absorb the full impact of the lack of adequate state appropriated dollars. Meeting the Baldrige principles in such an environment will be precarious. State Library programs, services, collections, human resources, and long sought after partnerships will no doubt experience a decline in quality—reversing a long-term trend of continuous improvement and development.

2.1a. The State Library maintains ongoing communication with its customers to determine if State Library programs and services are meeting their needs. This past year the agency conducted four surveys of public libraries to receive input. Detail descriptions are provided in the “Major Achievements” section of this report and section 1.2.

The agency receives information of the needs and expectations of its key customers (the libraries of the state, state government agencies and blind and physically handicapped patrons) through a variety of methods, e.g. newsletters, meetings, correspondence, etc. A formal system for gathering this information is in place. The agency appoints a number of advisory committees to gain feedback on programs and services in certain areas, such as the Library for the Blind and Physically Handicapped and the DISCUS program. The agency sponsors several information exchanges where customers come together to discuss common problems, and how the State Library can solve them. These exchanges cover topics such as access to information services, public relations and marketing, technical services and young adult services.

2.1b. Fully 69% of the overall State Library budget is pass through State Aid to County Libraries. This allows the agency to meet its primary goal of providing information access, through local libraries, to all South Carolina citizens. However, the scenario also leaves the State Library itself with an extremely small budget for operating the agency’s programs. The lack of an adequate operating budget is uppermost in the minds of the management team (Director, Deputy Director, and Department Heads) when developing the strategic plan and annual business plan. Performance excellence is difficult to achieve without adequate budgetary resources.

2.1c. The State Library only has 50 FTEs to implement agency programs. Two positions are being left vacant as a result of the FY 2002 budget cut. If budget prospects do not improve for FY 2003, it is likely the agency will have to implement a Reduction in Force. The agency traditionally examines the need for a position when a vacancy occurs. If a greater need is identified, the position might be transferred to another area. Given this situation, it is imperative that the agency considers staffing capabilities and needs in developing the strategic plan and annual business plan.

2.1d. In developing the strategic plan and annual business plan, the management team is cognizant of the limited resources at its disposal to effect any significant change. Recent strategic plans have moved the agency forward on a number of fronts. Through creative management and the efforts of a dedicated staff, this progress was accomplished with limited resources. The management team will continue to strive toward excellence even under the expected difficult conditions. Having all agency functions in close proximity may allow the agency to realize some savings and economies, but the reality of the FY 2002 budget cuts means there is little room for improvements in any area without adversely affecting another area.

2.1e. The State Library's strategic plan and annual business plan do not address suppliers and contractors in any significant manner. The plans do take into consideration the needs of partners, which are usually the same group as our customers. The fiscal situation of our partners is usually very similar to that of the State Library. Partnering with the State Library allows them to accomplish goals and to meet objectives that they cannot realize independently, and the same is true of the State Library.

2.2. The State Library develops an annual business plan that is based upon the 3-year strategic plan. The business plan includes action items with a detailed timeline for accomplishment within the specified fiscal year. The management team assesses progress at its monthly meetings and is able to redirect resources as needed to ensure accomplishment of the goals and objectives of the plan.

2.3. The strategic plan and annual business plan are communicated to staff by the department heads. The documents are used to communicate key organizational priorities. They are posted on the agency's Intranet. At periodic intervals the management team communicates with staff to keep them abreast of progress towards goals and/or potential obstacles that may keep the agency from reaching its goals. During these times, particularly in relationship to obstacles, staff are encouraged to provide input regarding ways to avoid or overcome such. Staff is also praised for efforts that result in progress toward goals. Agency customers may keep informed of agency plans through web site postings, targeted memos, and informal communication.

### **Category 3 – Customer Focus**

3.1-2. Key customers and stakeholders are identified by their research and information needs and through careful interpretation of the agency's mission, vision, values, and authorizing legislation. As such, all state government employees, public library administrators and their

personnel, blind and physically impaired South Carolinians, and members of the General Assembly are the agency's key external customers and stakeholders. Additional stakeholders are customer groups with an interest in the success of actions of the agency such as statewide disability consumer groups like the National Federation of the Blind of South Carolina (NFB of SC), collaborative entities such as the Palmetto Book Alliance (PBA), and First Steps.

The agency's customer chain allows services and programs to reach the ultimate key customer, i.e., any citizen of the state. Part of the chain is the South Carolina Library Network. It allows the agency to identify and meet requirements of external customers in public, school, special, academic and institutional libraries. State library products and services pass through each of these library systems en route to its key customers and stakeholders.

The agency's internal customers are its employees, all of whom rely on the products, services, and performance of each department to set organizational direction and to build relationships with key external customers and stakeholders.

The agency's internal process requirements are the mechanisms by which citizens receive South Carolina State Library services and utilize its collections. Customers receiving direct service or loan of materials must qualify as either state government employees, members of the General Assembly, or citizens with qualifying physical impairments. Citizens with disabilities must provide proof of disability certification. All other citizens may borrow items and receive agency services indirectly through the initiation of information requests at their local libraries. These information requests are then met through interlibrary loan and the participation of libraries of all types in the South Carolina Library Network.

Customer key requirements for services of the State Library consist of research needs/information services. State government employees require a broad range of up-to-date reference, research, and support materials (print and electronic) relevant to the goals and objectives of their agencies. Members of the General Assembly require the same to assist them as they endeavor to meet the demands of their elected positions. Both groups require a superior level of personal interaction and timely response from the agency's information services staff. To meet these requirements, the South Carolina State Library must be staffed by qualified, competent information services professionals.

Public library administrators and their staffs require statewide programs and professional consultant services that support local library services. They require a centralized collection that frees them from the purchase of expensive specialized materials. Libraries of all types require access to DISCUS - South Carolina's Virtual Library, an electronic library of essential information and learning resources. A highly skilled research and technical staff capable of providing training is also a key requirement. Additionally, local public libraries require responsible management of state and federal grant programs for the improvement of local library services—particularly those that expand and enhance children's services.

Citizens with disabilities require accessible collections that support recreational, professional and educational information needs, personalized one-on-one service, adaptive support equipment for use of special format materials, a professional staff trained and attuned to the sensitivities of

citizens with disabilities, statewide toll-free access to that staff, and appropriate referrals to agencies and organizations providing other types of disability services.

3.3-4. The process for obtaining customer information is linked heavily to membership application as well as user surveys and focus groups. The State Library consultants from various agency departments provide information, suggest and discuss possible courses of action, and lend assistance and support to public library directors and staff, trustees, Friends groups, and state and local government officials. Libraries and patrons are surveyed on a regular basis on such topics as continuing education, interlibrary loan, and children and young adult services, and customer services. Customer needs are communicated to relevant parts of the organization through departmental meetings and electronic and/or written correspondence from department heads.

Information from customers is used to pinpoint service areas needing improvement, enhancement or elimination. If evaluation and analysis of survey results reveal that customer suggestions for improved services fit within the mission, vision, goals, objectives, and budgetary constraints of the agency, then the process for development of alternative delivery mechanisms or service improvements commences. When an appropriate plan is fully developed and approved by the agency's leadership team, an implementation plan is structured, communicated to relevant agency staff, and put into action. Priorities are determined based upon the agency's annual business plan timeline and goals and objectives of the strategic plan.

Customer complaints are handled on a one-on-one basis. Complaints communicated through frontline customer services staff are relayed to department managers. Managers then assess complaints and respond or, if warranted, consult with senior leaders before responding. Every effort is made to reach a satisfactory resolution. Complaints by customer groups are managed through the agency's formal organizational structure and may involve one or more departments.

3.5. Customer/stakeholder satisfaction is qualitatively measured through feedback and communication from key personnel directly responsible for services. Quantitative data are compiled and statistically reported to departments resulting from needs assessments and regular surveys of the agency's key customers. Additionally, professional staff uses informal networks and professional affiliations to obtain feedback from key customer groups and stakeholders. Frontline customer service staffs communicate unusual/non-routine internal and external customer concerns to department managers.

3.6. Positive relationships are not only built on a one-on-one customer and agency employee interaction but also through statewide marketing programs. Major public information activities, which build relationships with various customer bases, include:

- ❑ the "Ticket to Read" promotion designed to encourage children to get a public library card;
- ❑ the annual Read-In, recently attended by Governor and Mrs. Hodges, which draws students from across the state to the State House steps for a celebration of books and reading;
- ❑ co-sponsorship of the South Carolina Book Festival which is coordinated by the South Carolina Humanities Council;

- ❑ major promotional activities at professional conferences and events around the state for DISCUS - South Carolina's Virtual library, and for talking book, Braille, and other services of the Department for the Blind and Physically Handicapped;
- ❑ a web site for state government employees, "SConnects for State Government";
- ❑ and, held in conjunction with Freedom of Information Day, recognition of the ten outstanding South Carolina State government publications.

These innovative programs foster positive relationships between the agency and all current and future customers.

## **Category 4 – Information and Analysis**

4.1-2. Since many services and programs of the State Library are qualitative in nature, it is difficult to statistically and numerically determine a return on investment with regard to customer service. Library users are unique and have a diversity of informational and research needs. Many services are measured, such as DISCUS usage, interlibrary loan usage, reference questions answered, consultant inquiries handled, and the lending of materials to the blind and physically handicapped; however, the qualitative results provide solid evidence of how State Library services are benefiting its customers. These services are directly linked to the agency's annual business plan. Data accuracy is determined through respondent confidentiality and detailed results retention, and is then used to determine the level to which a specific service area is in need of adjustment.

4.3. Data on library usage is used in decision-making in a number of areas. DISCUS use statistics reveal which databases are being used. Little used databases are dropped, while new databases are added based upon recommendations of users via the database selection committee. Interlibrary loan usage statistics and use by state government works are used to determine selection of library materials. The library selects materials in areas receiving heavy use, and eliminates purchasing or selectively purchases in little used areas. The content of other local area library collections, such as that of the University of South Carolina, is also a factor in the materials selection process. Data that correlates to the work of the agency's consulting services department are obtained through statistical survey instruments distributed to public libraries. When applicable, comparison measures from South Carolina Public Library Standards are used. Data compiled is used by public library directors, staff and board members, and the State Library to assess the quality and effectiveness of library services, to determine areas for improvement, and as a basis for planning for the future. Collected data includes but is not limited to in-house library material use per capita, library sponsored program attendance per capita, local income as percentage of total operating income, public service hours per FTE, juvenile registration, and summer reading program participation. As a result of the agency's consulting services and data collection, public library staffs, trustees, state and local government, and other organizations receive advice and assistance—from knowledgeable professionals—that allows informed decision making on a variety of issues such as budget and personnel management, children's services and library construction. Comparison data collected on South Carolina public libraries show a continual improvement of the state's public library systems.

4.4. Customer needs, as communicated through informal and formal channels such as meetings, surveys, focus groups, etc., receive primary consideration in the decision-making processes of the agency. The State Library collects data on a number of performance indicators and also collects data from statewide public and academic libraries. The data collected is used to make decisions concerning:

- ❑ types of databases to be purchased
- ❑ types of print materials to be purchased
- ❑ types of continuing education programs needed
- ❑ types of consulting needed

Traditionally, libraries collect data on usage, number of customers, size of materials collection, number of items added and withdrawn from collections within a specific time period. The State Library collects data on use of its print collection, as well as new electronic resources. The size of the collection is not as important as it might have been in the past. As stated before, technological advances have made access to information (in-house or via remote access to electronic formats) the key to quality information services. The State Library also provides a Continuing Education (CE) program for libraries across the state, state government workers, and internal staff. Enhancement of the skills of local library staffs in providing library services and of state government employees in using library information and research services is the ultimate goal. Data is collected on attendance at these offerings and evaluation surveys are administered to all participants. Evaluative responses are compiled and comparison data are used by the agency's CE Committee to develop a calendar of CE events for the subsequent year. Workshop participation data is used as a measurement to determine if funds expended for training are being used efficiently. Data are collected on libraries represented, agency staff represented, and workshop evaluation ratings by attendees.

The State Library publishes an Annual Report and an Annual Statistical Summary of comparative public library data. The Annual Report contains statistics on academic, state institutional, college and university, and comparative data on public libraries. South Carolina libraries use this data in a variety of ways. For instance, public libraries use it to justify budget and program requests presented to library boards and funding bodies. The Annual Report also contains numerical data on all agency programs, services, facilities, and staff.

## **Category 5 – Human Resources**

5.1. The South Carolina State Library supports the continuing education of library staff and provides staff development and training opportunities in the use of information technologies in today's knowledge-based society. Because the success of this combined traditional and technology-based enterprise rests ultimately on the effectiveness of the State Library staff, it is important that each member has the skills, knowledge, and commitment necessary to provide appropriate levels of service. Staff development and training activities are, therefore, an essential component to fulfill agency's mission and vision. The State Library's administration strongly supports these activities and considers them an integral part of the overall library program.

5.2. Staff development and training is a continual process that orients, trains, and develops each individual throughout his/her association with the Library. It includes a broad range of activities addressing the training and developmental needs of library staff that are related to job performance and personal growth. Coordination of such training is through the Continuing Education Coordinator. Providing programs focused upon the development of interpersonal skills, personal enrichment and timely topics of a general interest is the responsibility of the Staff Development Committee. Ultimately, however, it is the responsibility of each individual and that individual's supervisor to assess his/her needs and to identify opportunities for personal growth. State Library support for personal development activities is pursuant to the department's needs.

The Staff Development Committee is a State Library committee, reporting to the Deputy Director (who also serves as an ex-officio member of the committee), and is composed of six (6) members. Of these six, one is the Continuing Education Coordinator who serves as chair. The Director appoints these members based upon the recommendation of the Deputy Director and Continuing Education Coordinator. The composition of the committee reflects the overall organization of the Library and its various departments and units.

Responsibility for the implementation and success of the staff development and training program is shared by the Library Administration, the Continuing Education Coordinator, the Staff Development Committee, library departments, supervisors, and individual staff members.

The identification of employee training needs is a combined effort shared among the Continuing Education Coordinator, Department Heads, and Employees. Departmental needs assessments and annual staff surveys provide the Staff Development Committee with information needed to promote staff development throughout the agency. All employees are expected to obtain a minimum of ten continuing education contact hours per state fiscal year. Training effectiveness and transfer of training is handled through a staff development report form and one-on-one follow up with the employee's immediate supervisor.

5.3 The State Library's Employee Performance Management System is linked directly to its compensation plan. High performance is recognized through performance increases. To the degree possible within existing fiscal resources, the State Library will reward employees who consistently contribute to the successful accomplishment of the State Library mission. The State Library has awarded salary increases to employees who are assigned additional duties and/or responsibilities which increase the overall scope of the position or complexity of the job. The agency also awards salary increases to employees who gain additional knowledge or skills which enhance their job performance and contribute to the overall mission of the agency. There is no formal process for 360 degree performance evaluation.

5.4 The State Library established a Staff Committee to recommend to the administration methods to improve staff morale; ways to improve communication among the staff; and to provide a forum for staff input concerning agency policies and procedures. Each department of the State Library has a representative on the Staff Committee. Members report on the activities and recommendations of the Staff Committee to their respective departments. The Staff Committee gives priority to developing recommendations on matters which affect the entire

agency or which cross departmental lines. The Staff Committee reports to the administration on the outcome or impact of changes implemented as a result of its recommendations.

5.5 The State Library complies with occupational safety and health rules and regulations adopted by the SC Department of Labor, Licensing and Regulation. The Safety Support Unit of the Office of General Services periodically performs unannounced inspections of the buildings at 1430 Senate and 1500 Senate. When deficiencies are noted, immediate action is taken to correct problems. Additionally, new employee orientation procedures were updated to include safety awareness. All supervisors must strictly adhere to the procedures. Every effort is made to ensure that preventive measures are taken to avoid workplace injuries and the ill effects of an inadequate working environment. For example, for many years the agency has strictly enforced its smoke-free workplace policy. Additionally, as the agency's budget allows, ergonomically designed computer furniture is purchased to replace outmoded furniture that has the potential to create repetitive motion stress injuries. When special situations regarding health problems of an individual employee are brought to the attention of management, corrective action specific to that employee's situation is taken. The health and safety of employees, as well as that of library visitors is of utmost concern to State Library management.

5.6 The State Library annually participates in the United Way of the Midlands and the Good Health Appeal. The agency encourages its employees to join professional associations and organizations related to their job.

## Category 6 - Process Management

### 6.1. Key Design and Delivery Processes

<b>Core Processes</b>	<b>Sub-Processes</b>	<b>Stakeholders</b>
Research and Reference Services	Reference Interview Process Readers Advisory Playback equipment support Collaborative liaisons for service enhancements Interlibrary loan Special format materials lending Question Answering Electronic information access training Web site enhancements	State government employees General Assembly staff General Assembly elected officials Public Libraries Blind and physically handicapped citizens
Consultant Services	Building Human Resources Budget Grant Services Data collection Technology Special populations	Public Library staffs Public Library boards Local County Officials South Carolinians
Administrative Services	Budget Financial Management Human Resources Procurement Data collection Facility management Technology	Elected officials SC State Library staff State agencies Public Library staffs
Continuing Education Services	Education and training Certification of public librarians Data collection	SC State Library staff Public, academic, school and institutional library staffs State Governments
Advocacy and Marketing	Public relations Statewide marketing Education	Libraries Governments Elected Officials

6.2. To ensure that key performance requirements are addressed in daily operations, the agency's management team links all products and services to core competencies outlined in its strategic plan. The following model is used:

- ❑ Define the project's purpose and scope.
- ❑ Gather data and information on current processes
- ❑ Develop preliminary plan, seek input from appropriate professional staff and internal teams, finalize plan, develop implementation timetable, and implement plan.
- ❑ Evaluate both the solutions and plans used to implement them.
- ❑ Standardize work methods for solution.
- ❑ Analyze customer feedback to plan for future services that meet customer/stakeholder requirements/expectations. Maintain and use methods proven to be effective.

6.3. Staff continuously gets input from stakeholders through formal and informal processes. Processes change and improve to meet customer needs. New technologies are continually introduced for improvement of key support processes. These include, but are not limited to the use of email communication and the distribution of software to improve access to important information on state and federal government funding changes that directly affect local libraries' program and service improvement. Email and toll free telephone lines provide library staffs and citizens with easy access to State Library personnel and services. Monthly statistical gathering assists staff in noting inconsistencies and changes to process effectiveness. A continual review, during monthly management team meetings, of the agency's progress in meeting the goals and objectives of its annual business plan and agency strategies ensures that key performance requirements are addressed in daily operations. This review process also provides a mechanism for evaluation and re-tooling of plans and strategies for implementation during the next planning cycle.

6.4. Staff maintains partnerships with other library/reading associations to collaborate on promoting and marketing of services and resources to citizens on an ongoing basis. Many library vendors support online ordering systems for purchasing and lending of library materials. Statistics are reported regularly to verify acceptable turnaround times for materials requested. Contacts are maintained regularly with library suppliers. Partnerships are maintained with disability consumer groups and other state agencies whose key customers are or include members of the disability community.

## **Category 7 - Results**

7.1-7. Because the agency's key external customers and stakeholders are the reason for its existence, top-level aggregate measures of agency-wide performance, presented in this section, reflect customer-focused, organizational effectiveness and human resources results only. (*Key external customers and stakeholders are all state government employees, public library administrators and their personnel, blind and physically impaired South Carolinians, and members of the General Assembly.*)

The key performance measures that senior managers review on a regular basis are:

- ❑ *Direct Customer Service.* The Library for the Blind and Physically Handicapped tracks the number of new patrons registered for their service, the number of one on one personal contacts made with patrons concerning their service, and the number of materials circulated to readers (expressed in terms of circulation per registered reader). Library Services tracks customer transactions (items circulated, reference questions researched, articles retrieved from databases, customer use of DISCUS databases) and hits to the State Library's web site.
- ❑ *Public Library Services.* Library Services tracks the number of consulting contacts with public libraries, the number of these contacts that involved construction services, and the grants-in-aid program for public libraries.
- ❑ *Statewide Staff Development and Training.* Senior managers track the number of training opportunities provided by the State Library and the number of participants attending these sessions. Intended audience includes State Library staff, other state employees, and public library staff members.
- ❑ *Children's Services.* Senior managers track the agency's services to children, which cross departmental lines. K-12 access to DISCUS and participation in summer reading program activities are measured.

Financial, market, supplier and partner results are not routinely tracked and designs are not developed for statistical measurement within the State Library's operational and management system. As such, performance measurements for these areas are not reflected in this category. Instead, what follows this text is graphic presentation that highlights the State Library's performance and improvements in areas that allow fulfillment of the agency's mission, i.e., *to improve library services throughout the state and to ensure all citizens access to libraries and information resources adequate to meet their needs.* The areas highlighted are:

- ❑ *Provision of services to blind and physically handicapped citizens.* Citizens with disabilities require accessible collections that support recreational, professional and educational information needs, personalized one-on-one service, adaptive support equipment for use of special format materials, a professional staff trained and attuned to the sensitivities of citizens with disabilities, statewide toll-free access to that staff, and appropriate referrals to agencies and organizations providing other types of disability services.

Business results: As the first step in meeting the aforementioned needs is registration of customers for special services, the readership of the Department for the Blind and Physically Handicapped increased by 3% from FY 2000 to FY 2001. Personalized one-on-one service experienced a 2% increase. Provision of accessible materials saw no decrease in timeliness or quality of service with targeted circulation of materials remaining at a constant level.

- ❑ *Provision of services to state government employees and other citizens.* Citizens across the state need easy access to information. To make the most efficient use of state's resources, state government employees use library services to answer research, policy, and data requests affecting delivery of government services and resources to South Carolinians. South Carolina libraries use information services, collection and research materials of the State

Library to fulfill customer/citizen requests. Partners include state government, libraries, and South Carolinians, all functioning to connect citizens to the personnel, collections, and services of the South Carolina State Library.

As the Internet has become a primary source for information statewide, nationally and internationally, the State Library recognizes that the Internet provides citizens and libraries with another access point to information. This includes not only information about the agency but about other governmental entities. The State Library has positioned itself as a portal to evaluated information on the Internet.

Business Results: User requests/customer interactions increased by 9% from FY 2000 to FY 2001 demonstrating that services and materials are vital to State Library customers. This was accomplished without increasing staffing. Additionally, an 11% increase in agency web-site hits demonstrated the increased usage of the Internet as a primary information source.

- *Provision of consultation services.* Public library directors and trustees utilize State Library consultation services daily. These services involve providing advice and guidance on human resources, marketing, children's services, adult services, extension services, building programs, budget, volunteer services, training of new board/trustee members. The existence of this service allows local libraries to receive professional assistance without having to expend local funds for the expertise of outside private consultants. Centralized consultant services provide South Carolina library staffs and boards with unlimited access to staff of veteran professionals.

Of particular importance to public library administrators and their personnel are building consultant services. Although one of the library's oldest services, surveys and focus group results consistently substantiate a need to continue this service. Smaller library systems simply do not have funds to hire a building consultant when an opportunity arises for new construction or renovation. South Carolina State Library consultants provides one on one personalized assistance—from the design phase to finalization of building plans to construction. No additional contractual expenditures are required thereby allowing the full use of construction funds for the provision of new facilities for local citizens.

Additionally, under the consultation umbrella is the agency's management of state and federal grant programs to improve local library services. Fully, 69% of the overall State Library's general fund budget is pass through State Aid to public libraries.

Business Results: Agency efforts and contacts in this area increase year by year, substantiating the need for the continued provision and funding of consultation services. 5,825 consultation contacts – a 17% increase – were made during FY 2001 with 50 public libraries – an 85% increase – utilizing construction consultation services. The State Library passed through to public libraries, statewide, \$8,579,002.

- *Provision of training services.* The State Library provides a Continuing Education (CE) program for libraries across the state, state government workers, and internal staff. Customers, through focus groups and surveys, request additional training to improve research

and technology skills. Data are collected on attendance (libraries, agency staff, and state government employees represented) at these offerings and evaluation surveys are administered to all participants. The agency's CE Coordinator and its CE Committee develop new offerings use comparison data compiled from CE surveys/focus groups.

Business Results: The State Library was able, without additional staff, to increase training opportunities. 115 offerings were made available in FY 2001 as opposed to only 58 in FY 2000 – a 98% increase. As a result, 707 additional employees of public libraries and state government agencies received State Library sponsored training – a 64% increase.

Evaluation and assessments for each class room experience has provided the staff with data on what classes need to be provided and how effective the classes are for customers. Libraries and state employees use skills obtained at these training events to improve their organizational efficiency.

- *Provision of K-12 DISCUS access.* DISCUS—South Carolina's Virtual Library—provides critical information resources to complement curriculum requirements and to ensure that all counties and school districts have access to the same materials. In FY 2000, additional databases were added and are now available, through home/office remote access, to all South Carolinians 24 hours a day/7 days a week. DISCUS ensures access to full text materials that support their educational and recreational information queries.

Business Results: As more students and educators use DISCUS—South Carolina's Virtual Library—for information, their access to critical electronic information resources improves. Current test scores show that South Carolina is improving educational standards for its k-12 students. While, test scores improve, DISCUS usage statistics also improve—up 16% over FY 2000. The Internet has provided the infrastructure for equalization of services and resources. DISCUS—South Carolina's Virtual Library is a perfect example of how one agency can effectively use money for the entire state through coordination of this project.

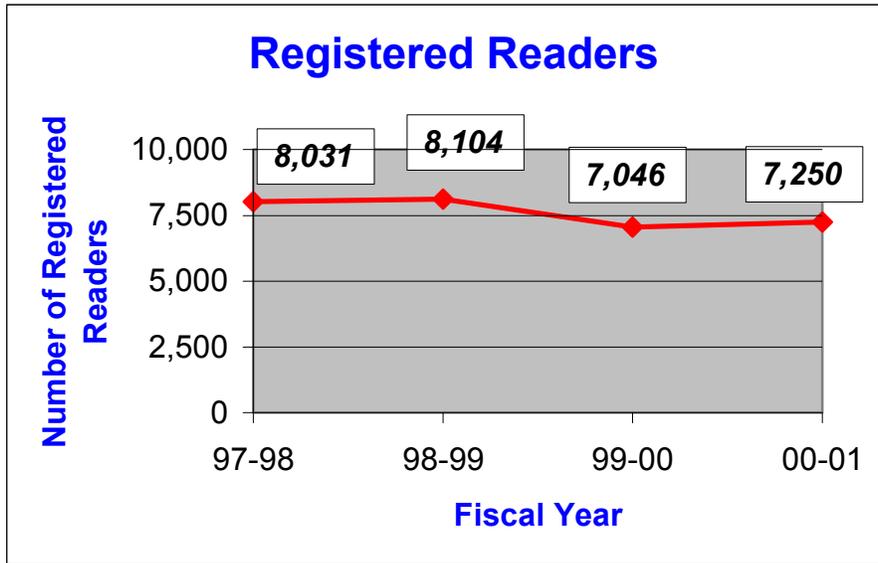
- *Provision of children's services.* One of the agency's major contributions to the provision of children's services is its coordination, through its consultant services division, of a statewide summer reading program. Participation in the program's activities is measured. The agency's management of state and federal grant programs offers aid to local libraries for the expansion and enhancement of all children's services.

Business Results: Across the state, thousands of children participated in the summer reading program, attesting to the success of the program in encouraging children to maintain and enhance their reading skills. Since actual data is not in, it is estimated that 6,078 more children participated in FY 2001 than in FY 2000. Approximately, 81,233 children (ages 3 to 11) participated based upon a percentage estimation. The State Library's sponsorship and coordination of the statewide summer reading program has supported and enhanced the state's literacy initiative.

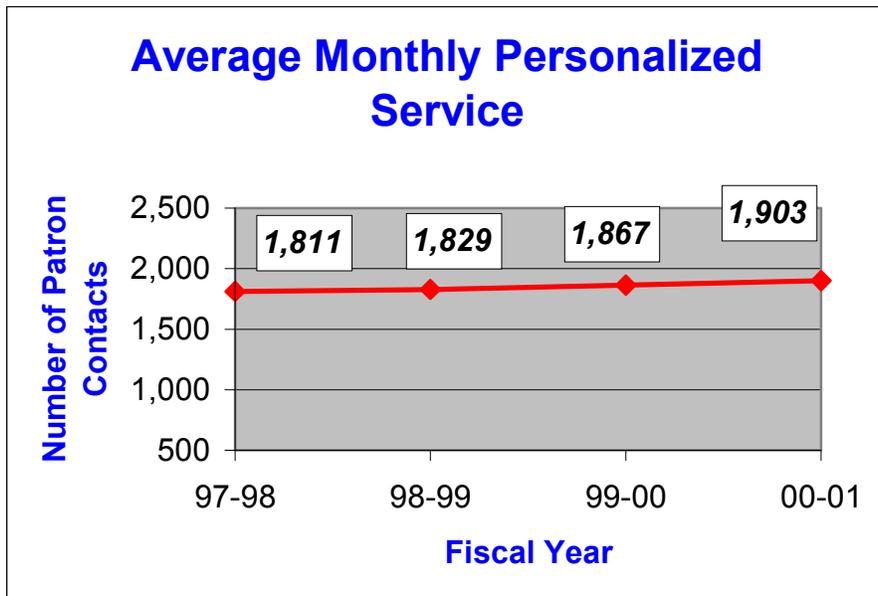
Graphic presentation that highlights the State Library's performance and improvements in all areas described in this section follows.

## Category 7 – Results – Graphic Presentation

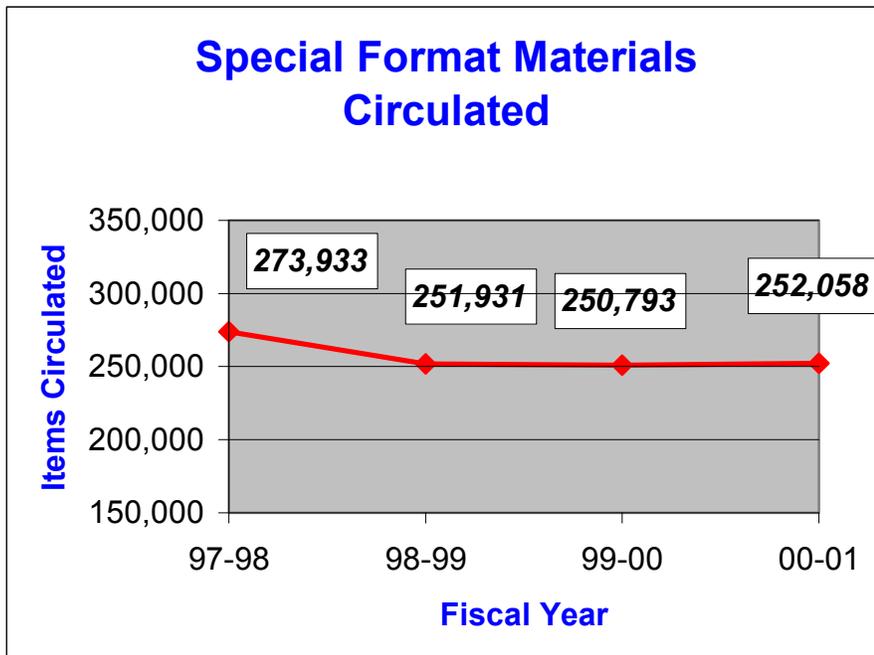
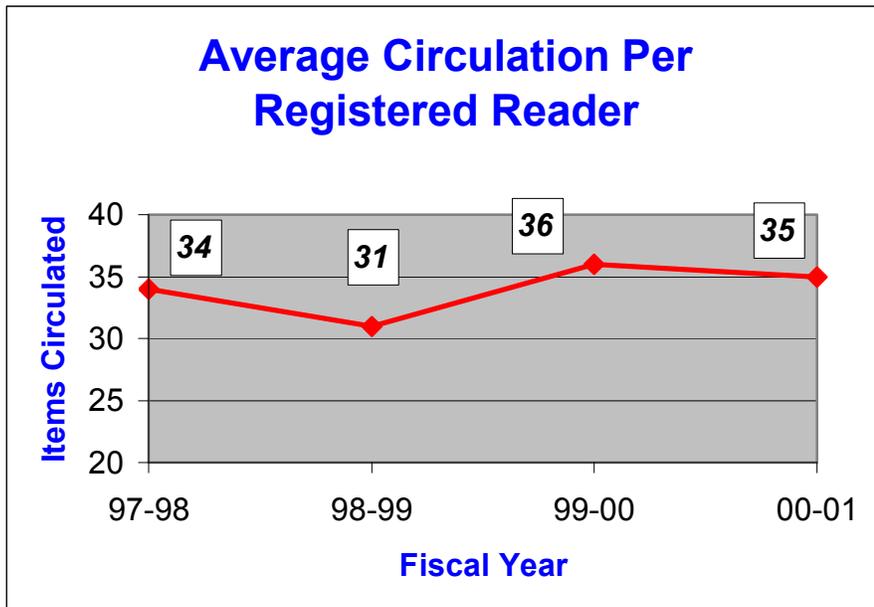
**Key Results:** The number of blind or physically handicapped South Carolinians, or customers of the Department for the Blind and Physically Handicapped increased by 3% from FY 2000 to FY 2001.



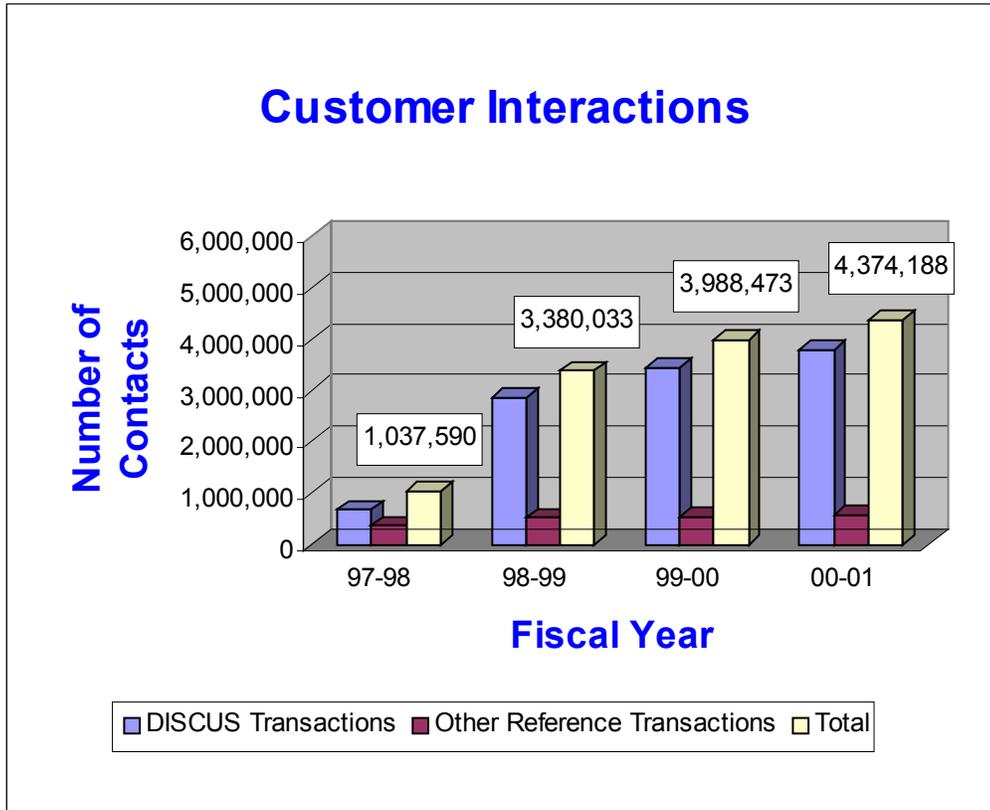
**Key Results:** In correlation with the increase in registered readers, the department also increased the amount of personalized service provided to readers. This was a 2% increase from FY 2000.



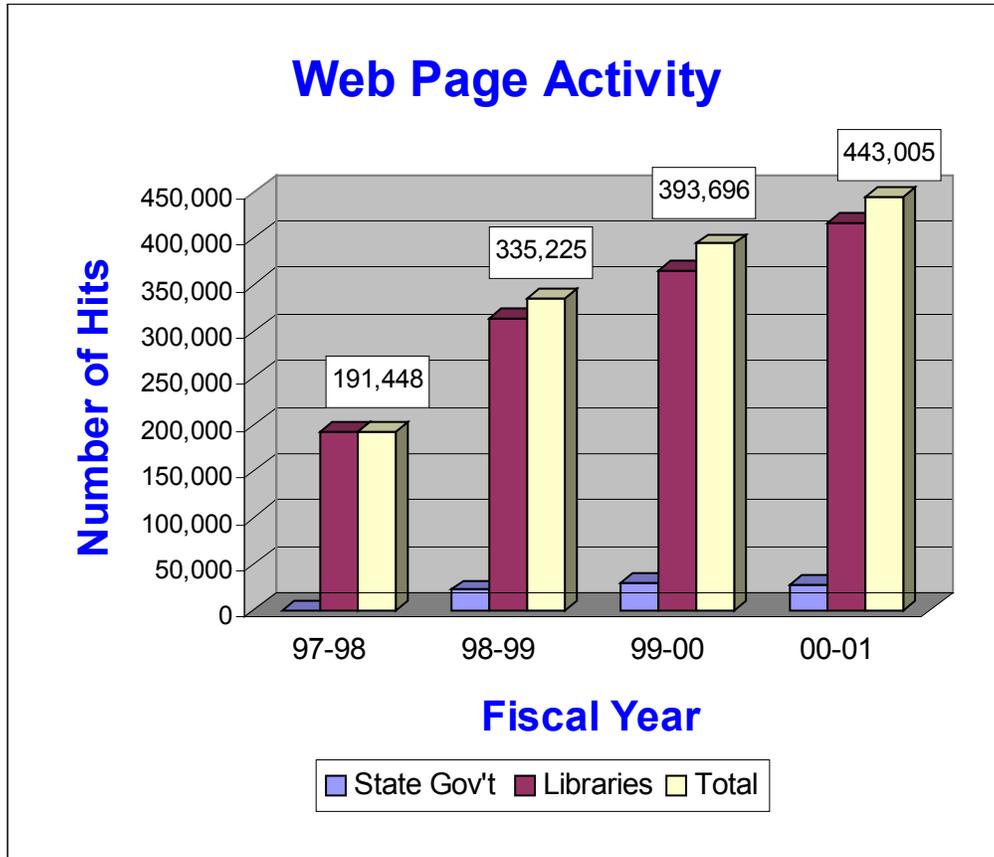
**Key Results:** Over the past 2 years, the average number of special format materials circulated per registered reader has remained at a consistent level.



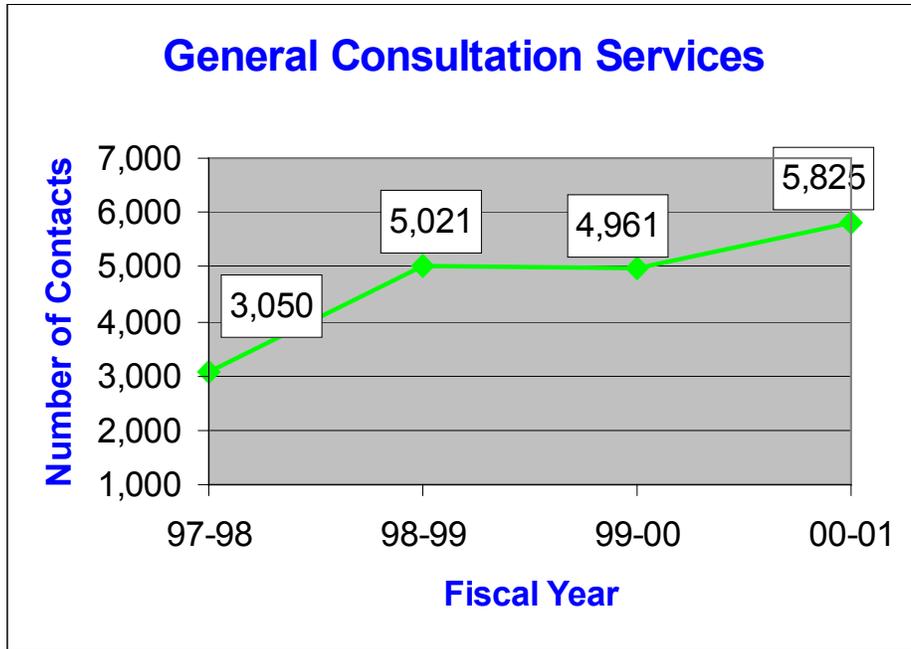
**Key Results:** In FY 2001, a 9% increase in customer interactions (i.e. items circulated, reference questions researched, articles retrieved from databases) occurred meeting the needs of state government employees and other South Carolinians.



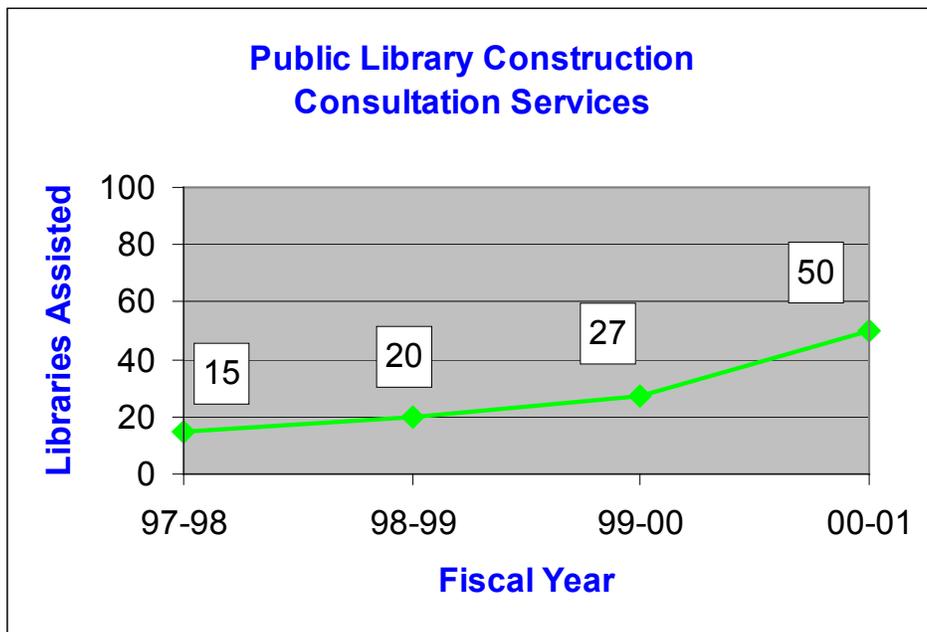
**Key Results:** An 11% increase in web-site hits (State Government Web Page and SC Connects for Libraries) occurred during FY 2001 showing increased usage of the Internet as a primary information source.



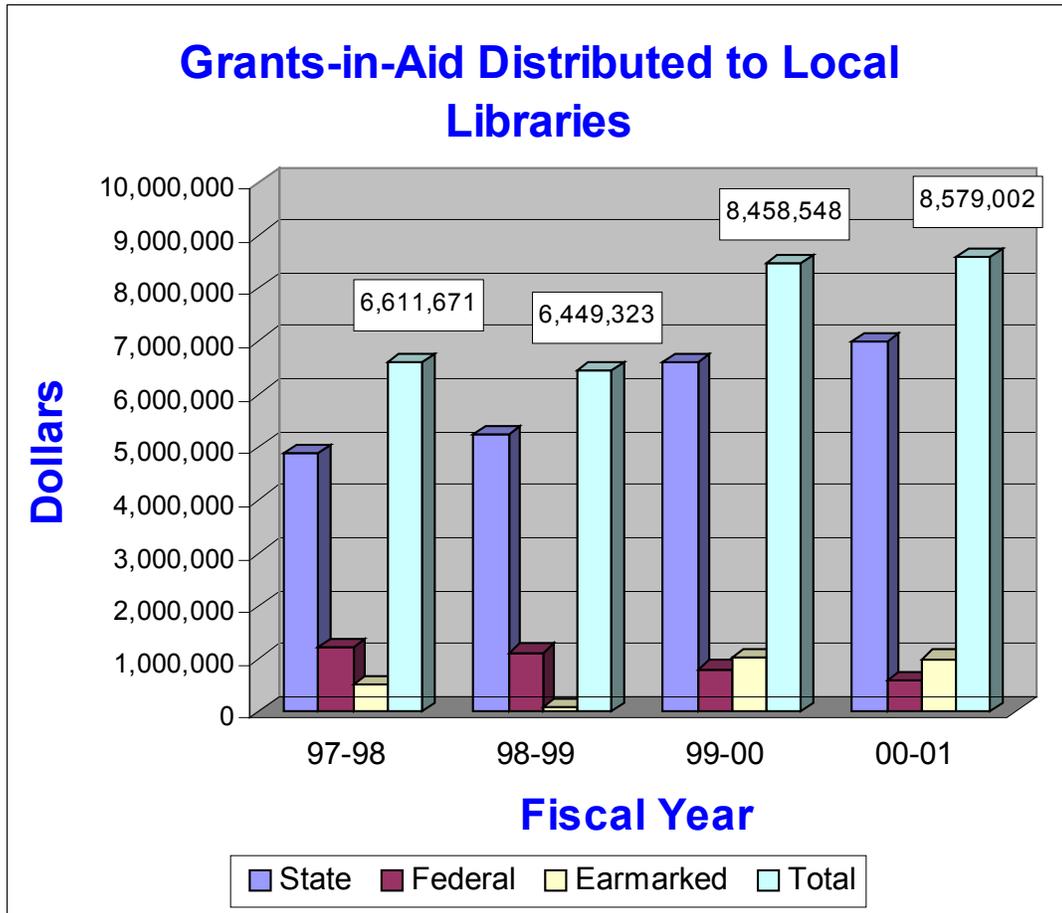
**Key Results:** A 17% increase was realized in the number of contacts (i.e. site visits, telecommunications, correspondence, etc.) made during FY 2001 to public, state, institutional and other libraries to support public library initiatives.



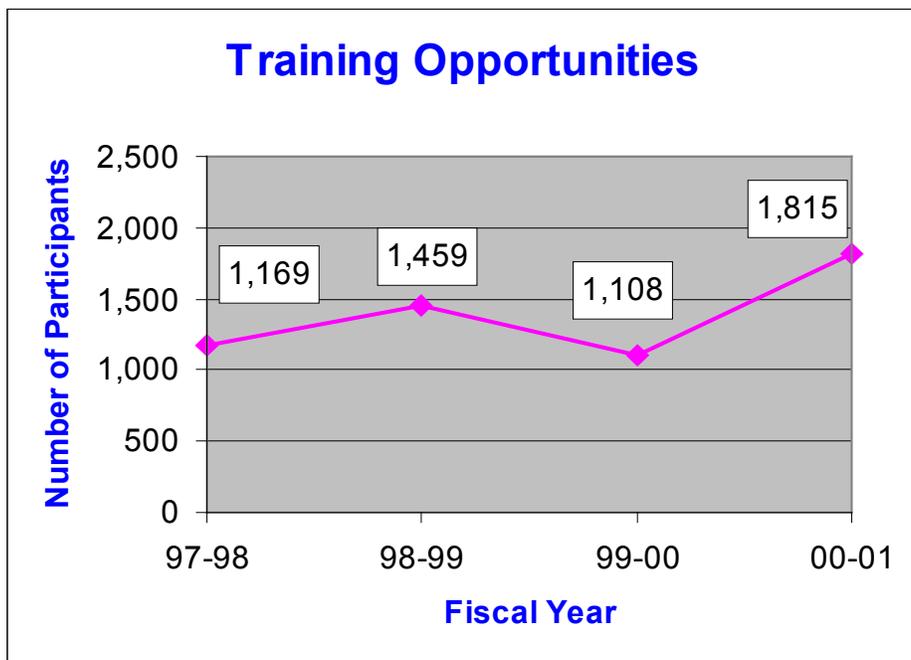
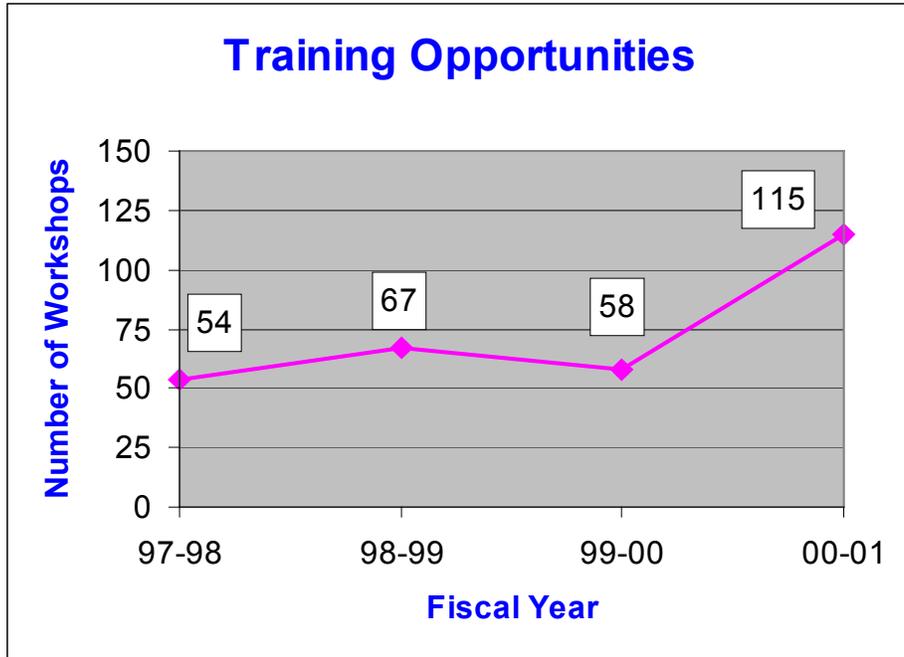
**Key Results:** 85% more public libraries including branch libraries received building consultation services resulting in improved library facilities across the state.



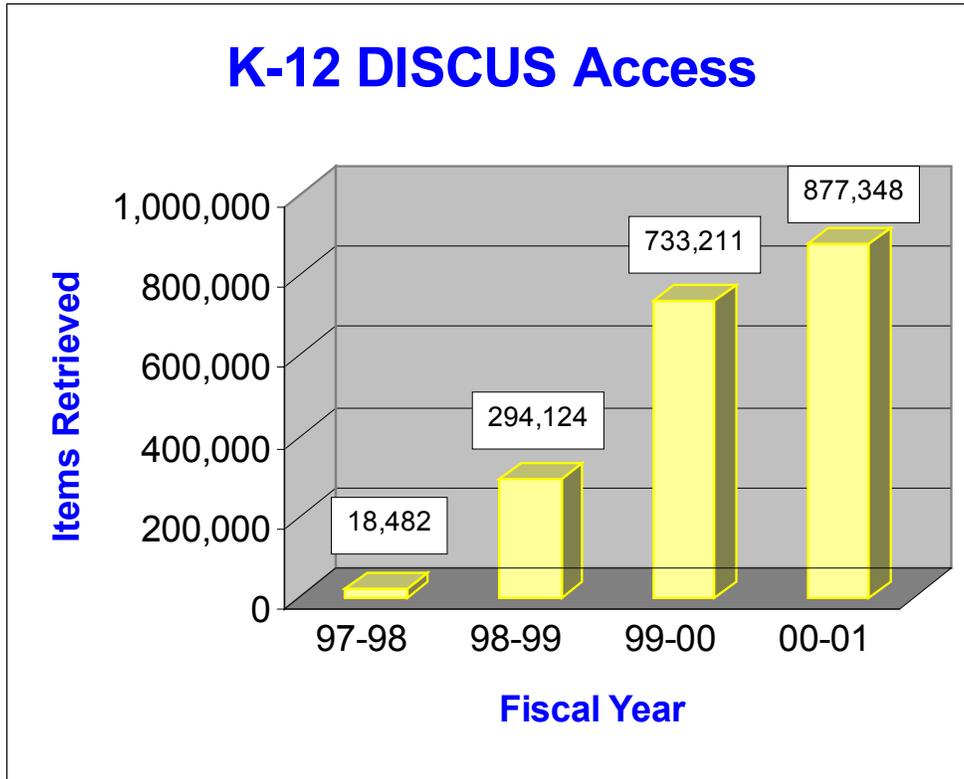
**Key Results:** In administering a grants-in-aid program using state, federal and bond bill funds, the State Library passed through to public libraries across the state a total of \$8,579,002, an increase of 1.4% from last fiscal year, to improve public library programs, services and facilities.



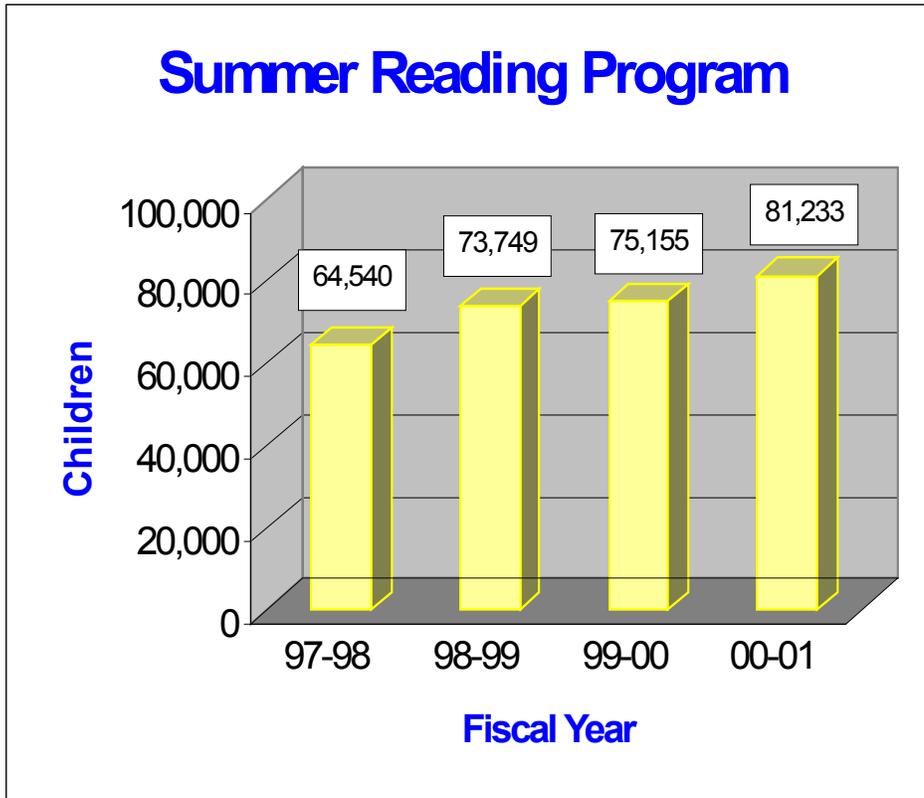
**Key Result:** The State Library sponsored 98% more training opportunities during FY 2001. This training enhanced the skills of 1,815 employees of public libraries and state government agencies in using library services, which was a 64% increase from last year.



**Key Result:** Through DISCUS – South Carolina’s Virtual Library, the State Library assisted public libraries and K-12 school media centers in providing a 16% increase in the number of full text articles retrieved by K-12 school children.



**Key Result:** Through the State Library’s sponsorship of a statewide summer reading program, it is estimated that 81,233 of South Carolina’s children were afforded the opportunity to maintain and improve their reading skills over the summer, thereby furthering the state’s literacy initiative. This is an 8% increase from last year.



Note: FY 2001 data is based upon the average percentage change over the last three years. Actual data will not be available until October 2001.