SIOUXLAND LIBRARIES

Strategic Plan 2023-2027

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INTRODUCTION

During the past year Siouxland Libraries engaged in a process of input and feedback from a diverse group of residents from Sioux Falls and Minnehaha County.

The communities served by Siouxland Libraries are growing and thriving with more growth projected in coming years. As the way residents interact with their libraries evolves, Siouxland Libraries will evolve by achieving the goals described in this plan.

Use of digital content (e-books, e-audiobooks, online magazines, downloadable movies, and music) has increased significantly in the past three years while checkout of physical library materials (books, audiobooks, movies, etc.) has decreased slightly. The library also continues to play a prominent role as a destination for community activities, library services, and programs. Consideration of this role is important in planning the library's future.

Books, learning, and literacy – especially early literacy - remain an important part of library service.

In 2018, the library focused its efforts on early literacy. With 90% of brain growth occurring by age five, quality library services that support improving early literacy and positive interactions have a direct impact on the success of children in school and in life. Over the past three years, the library has concentrated on improving early literacy with increased resources for preschool children, adapted storytimes to incorporate pre-reading activities, and added children's play areas. In 2018 and 2019, more children than ever before participated in early learning activities. The pandemic in 2020 and 2021 impacted the number of children using library resources, with some improvement in 2022. Area schools report that kindergarten readiness was also negatively impacted by the pandemic.

Thank you to all the residents and staff who completed the survey, participated in focus groups or individual interviews, and shared their time and expertise to support the strategic planning process.

STRATEGIC PLANNING PROCESS

When the strategic planning process began, the team set out to answer three key questions:

1. **What does the community want?**
2. **Where do we want to go and how do we get there?**
3. **How can Siouxland Libraries meet community desire and innovate to meet changing needs?**

To answer these questions, the library reached out to people throughout Sioux Falls and Minnehaha County. Through an online survey, focus groups, individual interviews and direct staff participation, ideas and feedback were gathered from nearly 1,300 people including business, education and nonprofit leaders, key stakeholders, library staff, volunteers, and—most important of all—patrons.

National best practices and local data about services and statistics, actual facility use, and service area demographics and projections were also an essential part of the analysis.

Through this process, residents' current and future needs, broad community influences and the library's role in the community became apparent. Respondents agreed **Siouxland Libraries is a deeply valued community resource, and their appreciation for the hardworking staff, affirmation of current services and programs and a strong desire for even more services emerged.** These findings formed the framework for the strategic goals in this plan.

SIOUXLANDLIBRARIES

Requesting community input on library services for our upcoming Strategic Plan.

KEY CHALLENGES

A few key challenges emerged from the research process:

1. Perception that Siouxland Libraries are primarily a place to check out books. There is less understanding of how Siouxland Libraries supports learning and social engagement.
2. Fast growth of service area, with newcomers comprising diverse viewpoints, nationalities, and socioeconomic groups.
3. Lack of awareness by both library users and non-users of what services and resources the library currently provides and what services could be provided in response to community needs.
4. Assumption that brick and mortar locations are the only way to provide services, particularly in rural areas. There is a gap in understanding about all the ways library services can be delivered.
5. Assumption that most library users are from underserved communities; patrons are in fact from many socioeconomic groups.

STRATEGIC PLANNING GOALS AND OBJECTIVES

During the community input process, three goal areas were identified.

INCREASE AWARENESS

Goal Statement: Siouxland Libraries will raise awareness of library services through marketing and outreach, embracing the needs of a growing community.

ENCOURAGE LEARNING

Goal Statement: Siouxland Libraries will provide resources and experiences that support families in developing early literacy skills and provide learning opportunities for all ages to obtain work, life, and educational goals.

ENSURE INVITING SPACES

Goal Statement: Siouxland Libraries will adapt to changing services and changing consumers by providing welcoming spaces with up-to-date technology for people to gather, learn, and connect.

INCREASE AWARENESS

Goal Statement:
Siouxland Libraries will raise awareness of library services through marketing and outreach, embracing the needs of a dynamic and growing community.

STRATEGY	OBJECTIVE	TIMELINE
Raise awareness.	Implement an annual communication plan to optimize on our mission as a place to learn, connect with the community, and access technology.	Throughout the planning period **(FY2023-2027)**
	Develop and implement an onboarding plan for new library cardholders to increase new cardholder activity.	**FY2023**
	Develop marketing plan targeting existing users to increase aware of services they are not currently using.	**FY2024**
Promote services beyond library walls.	Raise profile by presenting at community events throughout Sioux Falls and Minnehaha County a minimum of four times annually and connecting with one community group each month.	**FY2024-2027**
	Expand multicultural marketing efforts by researching most effective channels for specific communities. Select one channel and execute one campaign annually.	Throughout the planning period **(FY2023-2027)**

ENCOURAGE LEARNING

Goal Statement:
Siouxland Libraries will provide resources and experiences that support families in developing early literacy skills and provide learning opportunities for all ages to obtain work, life, and educational goals.

STRATEGY	OBJECTIVE	TIMELINE
Provide experiences that encourage early literacy.	Engage parents by focusing efforts on three large parent education programs each year. Establish baseline of participation in 2023 and increase participation by 5% each year.	Throughout the planning period **(FY2023-2027)**
	Focus efforts on preparing children for kindergarten leveraging the 1000 books before Kindergarten program. Increase participants by 5% each year of plan.	Throughout the planning period **(FY2023-2027)**
	Develop parental educational materials on how to raise readers and provide access to materials both online and in print.	**FY2024**
Provide learning opportunities for all ages.	Provide Student Cards via partnership with Sioux Falls School District and Minnehaha County School Districts to increase access to library services. Promote program to 100% of elementary students and 25% of middle and high school students.	**FY2023-2025**
	Engage all ages and abilities with hands-on, interest-based learning, integrated with technology and connected with evolving skills for success.	Throughout the planning period **(FY2023-2027)**
	Increase convenience for patrons by providing additional programs during the evening or weekends for working families and single adults.	Throughout the planning period **(FY2023-2027)**
	Enhance staff expertise to include skill sets to support digital and technical learning.	**FY2024**

ENSURE INVITING SPACES

Goal Statement:
Siouxland Libraries will adapt to changing services and changing consumers by providing welcoming spaces with up-to-date technology for people to gather, learn, and connect.

STRATEGY	OBJECTIVE	TIMELINE
Provide access to gather as a community	Incorporate service excellence standards into daily work to encourage people to visit and stay.	**Throughout the planning period (FY2023-2025)**
	Implement Expanded Access at additional branches to enable the public to use library space and services outside of staffed hours.	**FY2023-2025**
	Develop a plan to audit, evaluate and budget for improved spaces for people to gather, access information and technology at all locations.	**Throughout the planning period (FY2023-2027)**
	Identify future library facilities based on community growth.	**FY2025**
Provide access to new and existing technology.	Update software and technology to ensure the community has access to up-to-date equipment they can use to help them succeed.	**Throughout the planning period (FY2023-2027)**
	Explore developing a makerspace where people can make, learn, explore and share using high tech and low tech equipment.	**FY2024**
	Identify opportunities to use technology to expand library services to other spaces in the community where people gather.	**FY2025**

ABOUT SIOUXLAND LIBRARIES

Siouxland Libraries is a partnership between the City of Sioux Falls and Minnehaha County. Formed in 1995, the library offers service at five branches in Sioux Falls; eight branches located in Baltic, Brandon, Colton, Crooks, Garretson, Hartford, Humboldt, and Valley Springs; and via bookmobile to daycares, schools, and partner organizations. The library also provides delivery services to in home daycares, senior facilities, and persons who are homebound.

Siouxland Libraries' primary role is to provide opportunities and resources for customers to read, learn, and discover.

MISSION:

Connecting you to a world of ideas and information to enrich your life.

VISION:

Siouxland Libraries aims to serve the needs of its customers by expanding minds, building community, and inspiring curiosity. We strive to promote a lifelong love of reading, learning, and literacy.

VALUES:

Safety: Protecting quality of life by providing safe places to gather, secure internet access, quality programs, and interesting and educational collections to read, use, hear, and view.

Teamwork: Collaborating to serve by supporting our coworkers, working with city departments, and through partnerships with schools, organizations, and other government agencies.

Innovation: Driving growth and development by adapting services to fit current and future needs with creativity and relevance.

Character: Doing the right thing by providing excellent service, supporting intellectual freedom, and ensuring equal access to all.

Respect: Honoring the dignity of others through exceptional hospitality.

APPENDIX I: COMPARISON TO PEER LIBRARIES AND STATE/NATIONAL AVERAGES

LibraryIQ conducted an analysis based on data publicly reported to the Institute of Museum and Library Services. All data is from 2019, the most recent available. Peer libraries are Lincoln City Libraries (Nebraska), Washington County Library (Minnesota) and Des Moines Public Library (Iowa).

STRENGTHS

- Lowest cost per hour of $312.78 among its peer group.
- Highest ranked visits per capita among its peer group and above both South Dakota and National averages.
- Highest circulation rate of 9.02 compared to South Dakota and National averages; second ranked compared to its peer group.
- Efficiency rate (cost per visit) ranks just outside the top 25% but significantly above the median of all libraries serving a population of 100-499K.

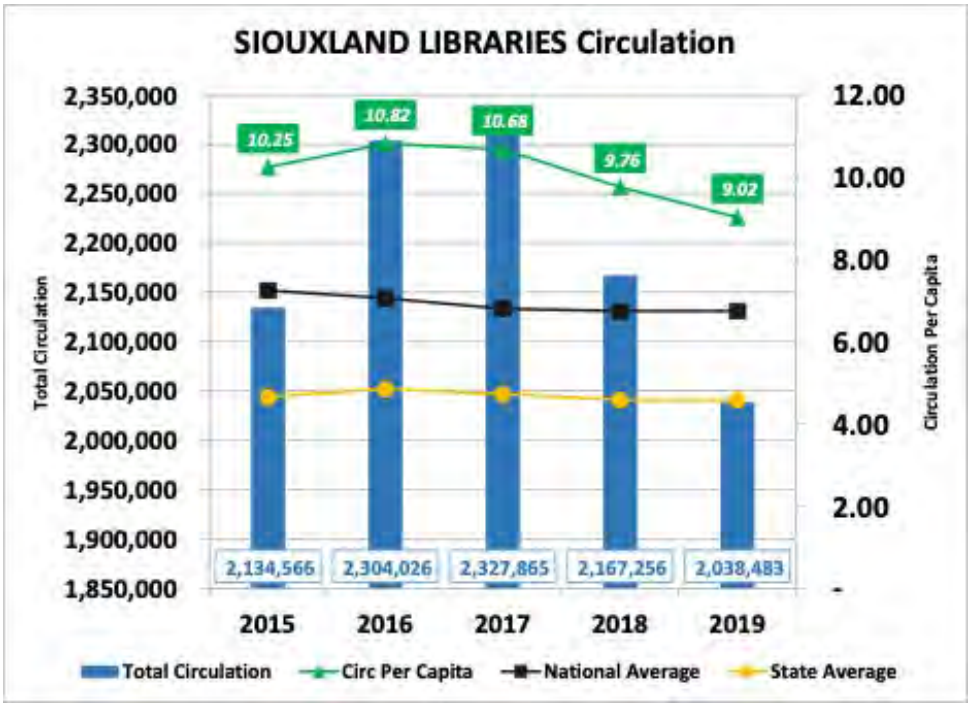
OPPORTUNITIES

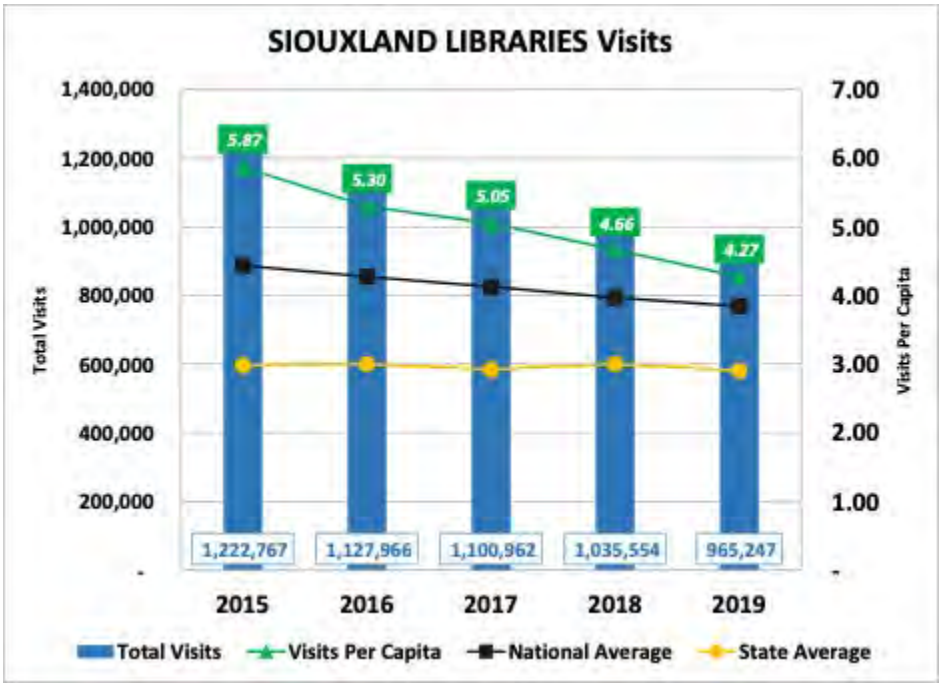
- Program attendance per capita is below the South Dakota and National averages and trending opposite of State and National averages.

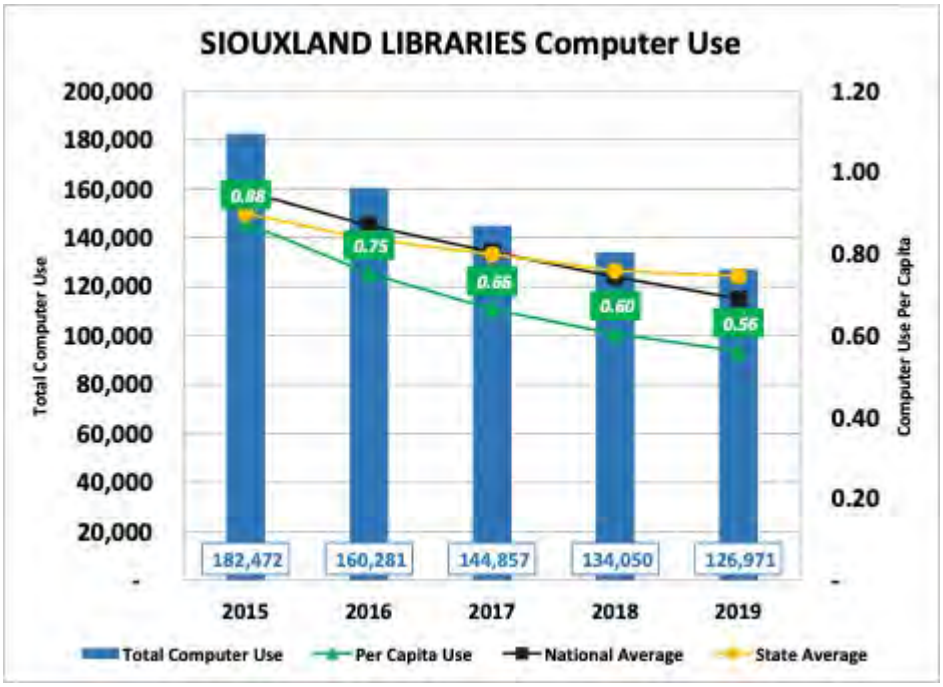
TREND ANALYSIS

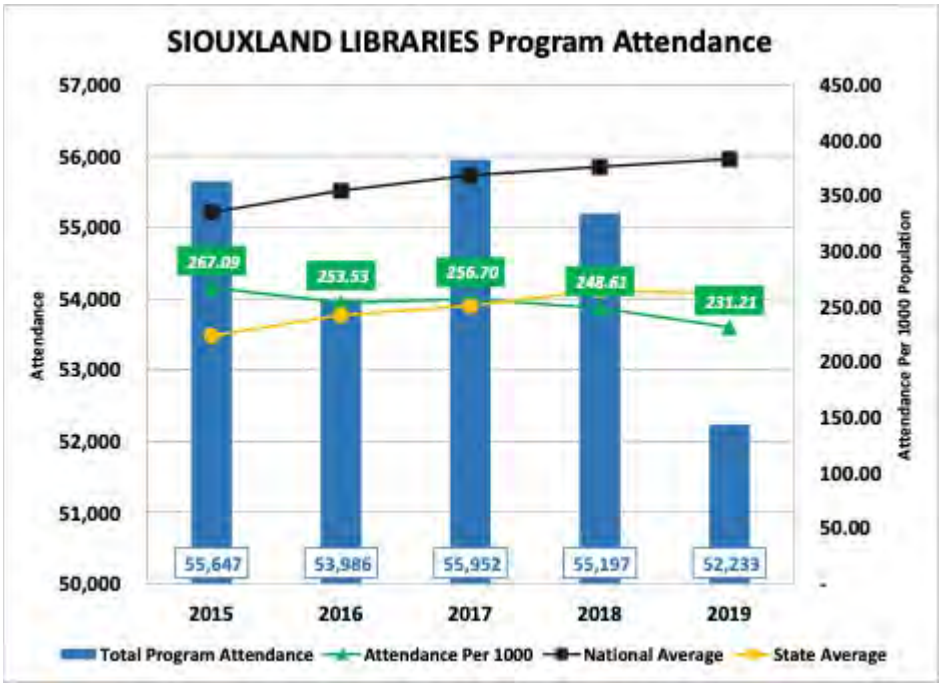
- Library visits trending sharply down but still above State and National averages. Will continue monitoring as a key indicator.
- Circulation rate trending down but still above averages. Will continue monitoring as a key indicator.
- Libraries' per capita budget is increasing but is below the State and National averages. Will continue monitoring as a key indicator.
- Computer usage trending down in line with State and National averages.
- Collection budget per capita has remained stable and just below National average and substantially above the State average. Will continue monitoring as a key indicator.
- Staff per capita is slightly below the median compared to all libraries serving a population of 100-499K.

Five-Year Service Trends



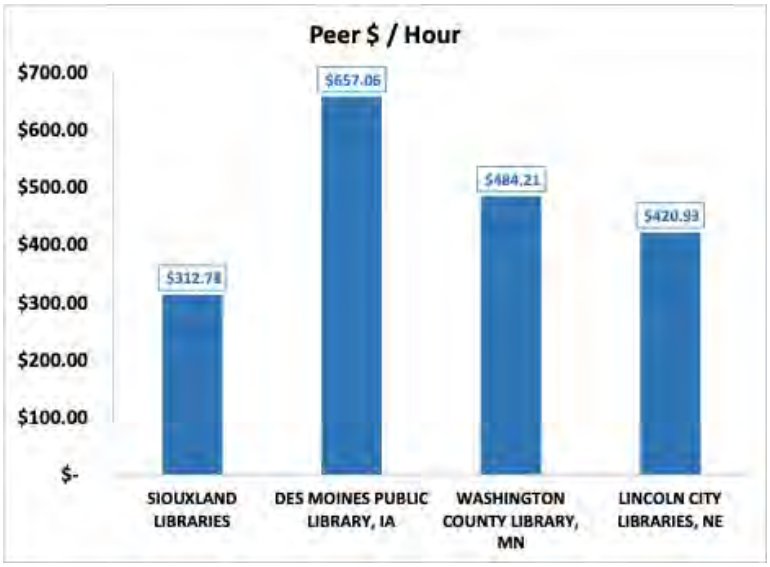


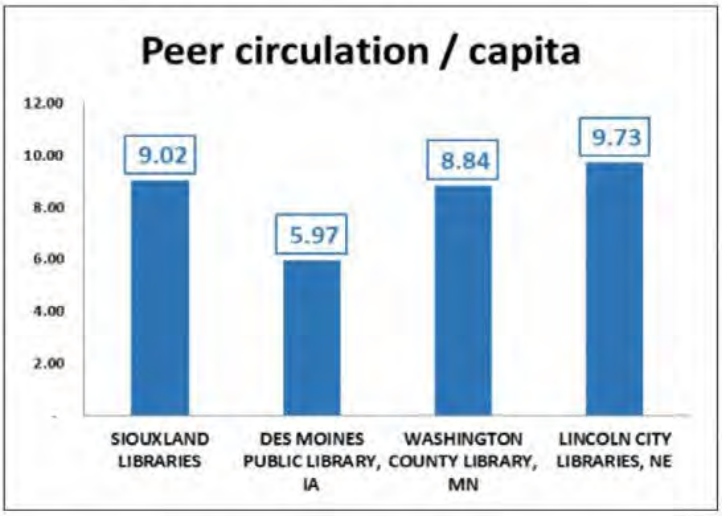

SIOUXLAND LIBRARIES Computer Use
Total Computer Use
Computer Use Per Capita
200,000
180,000
160,000
140,000
120,000
100,000
80,000
60,000
40,000
20,000
-
1.20
1.00
0.80
0.60
0.40
0.20
-
0.88
0.75
0.66
0.60
0.56
182,472
160,281
144,857
134,050
126,971
2015
2016
2017
2018
2019
Total Computer Use
Per Capita Use
National Average
State Average

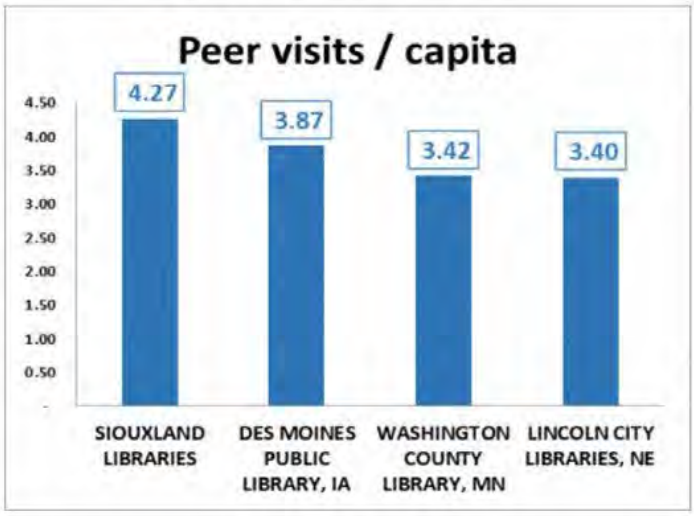

SIOUXLAND LIBRARIES Program Attendance
Attendance
Attendance Per 1000 Population
57,000
56,000
55,000
54,000
53,000
52,000
51,000
50,000
450.00
400.00
350.00
300.00
250.00
200.00
150.00
100.00
50.00
-
267.09
253.53
256.70
248.61
231.21
55,647
53,986
55,952
55,197
52,233
2015
2016
2017
2018
2019
Total Program Attendance
Attendance Per 1000
National Average
State Average

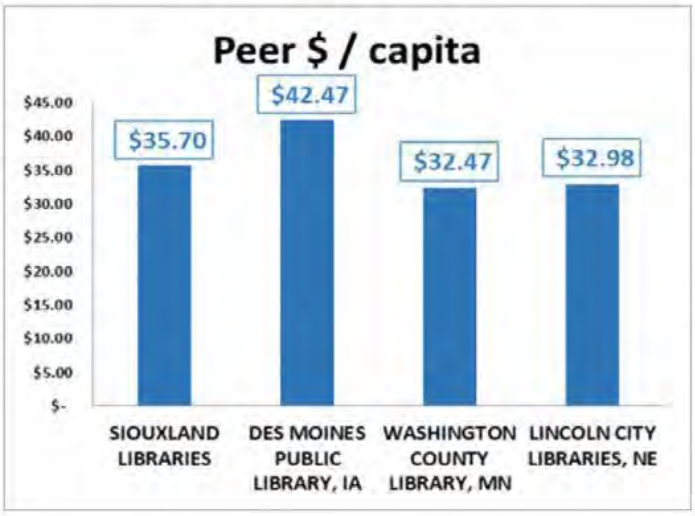
Peer Comparisons

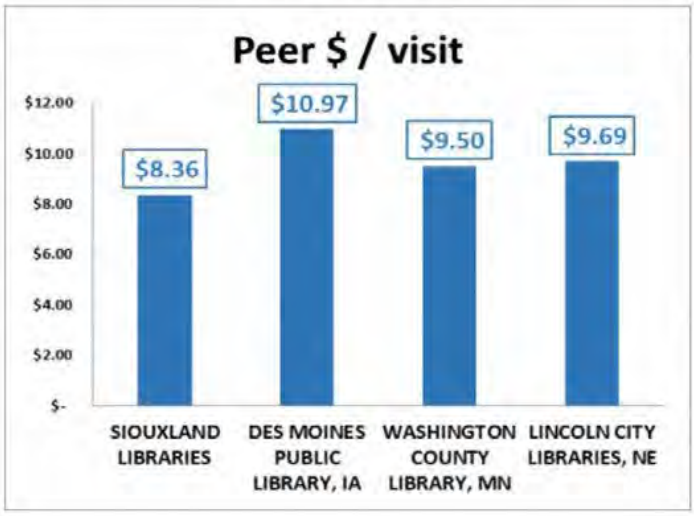
The next charts compare Siouxland Libraries with other libraries in cost per hour, and then in four key measures: Circulation per capita, visits per capita, cost per capita, and cost per visit. All figures are for 2019, the most recent year for which national data is available.



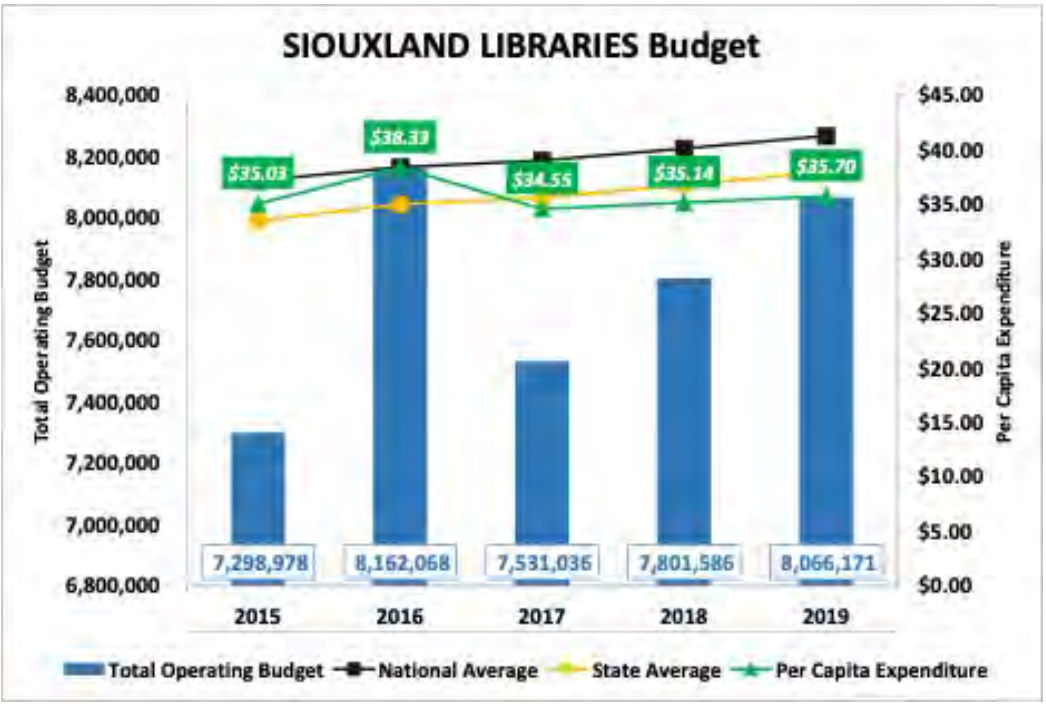


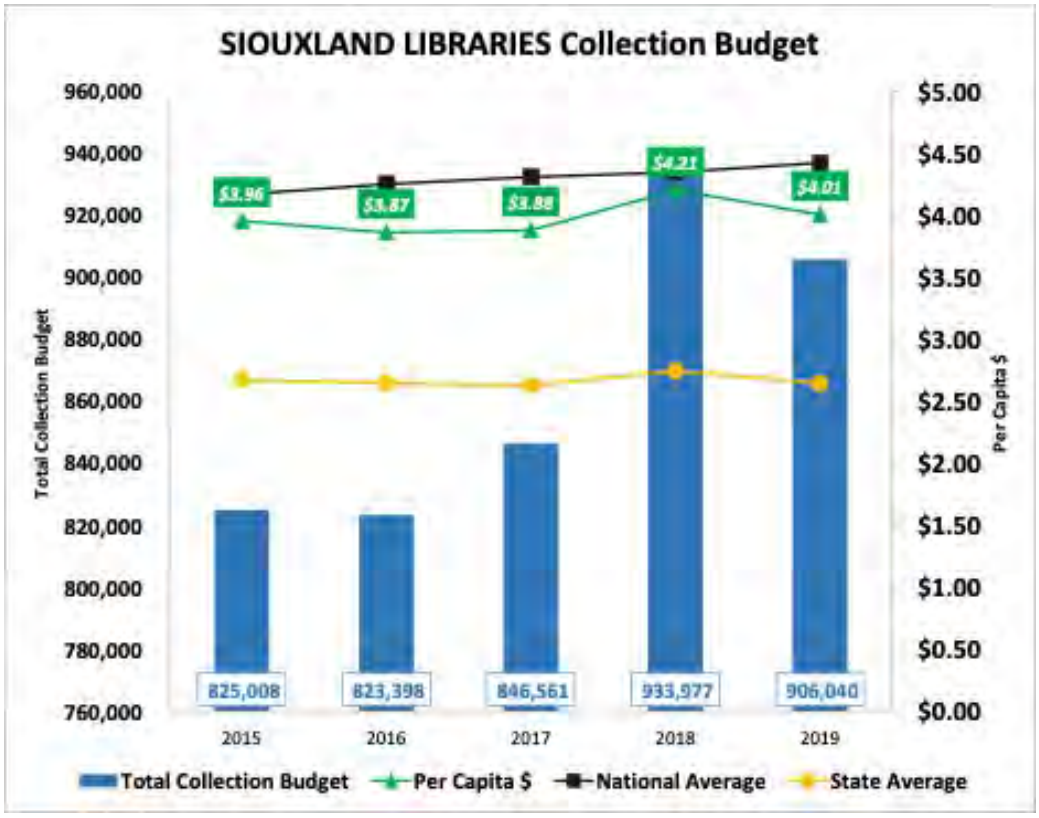


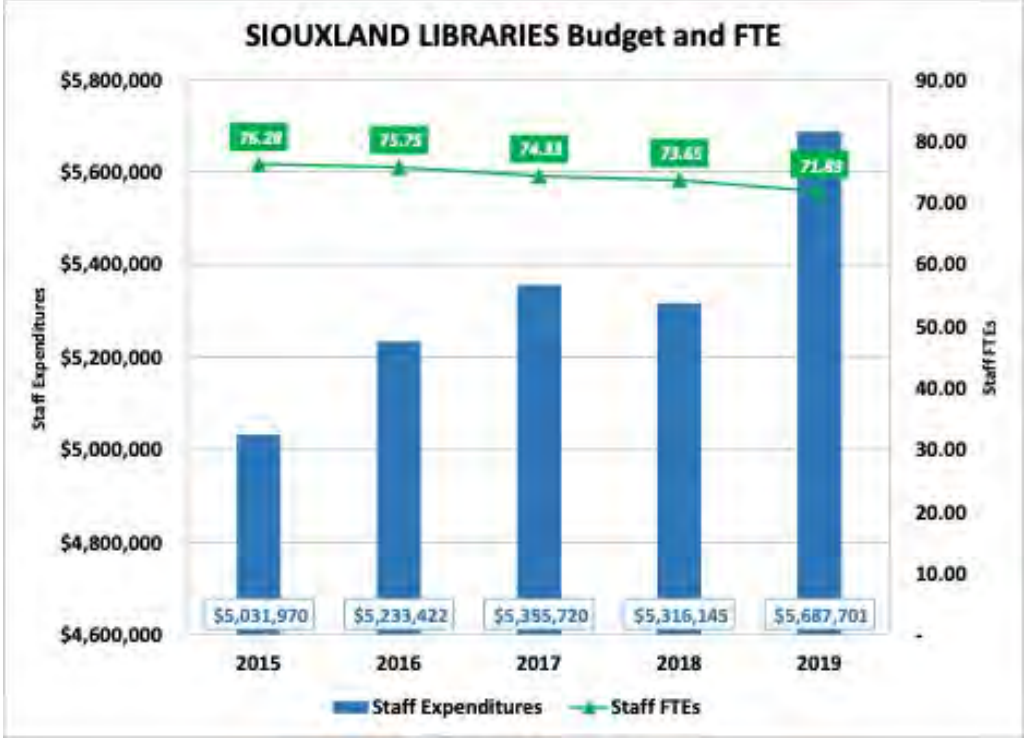




Five-Year Funding Trends

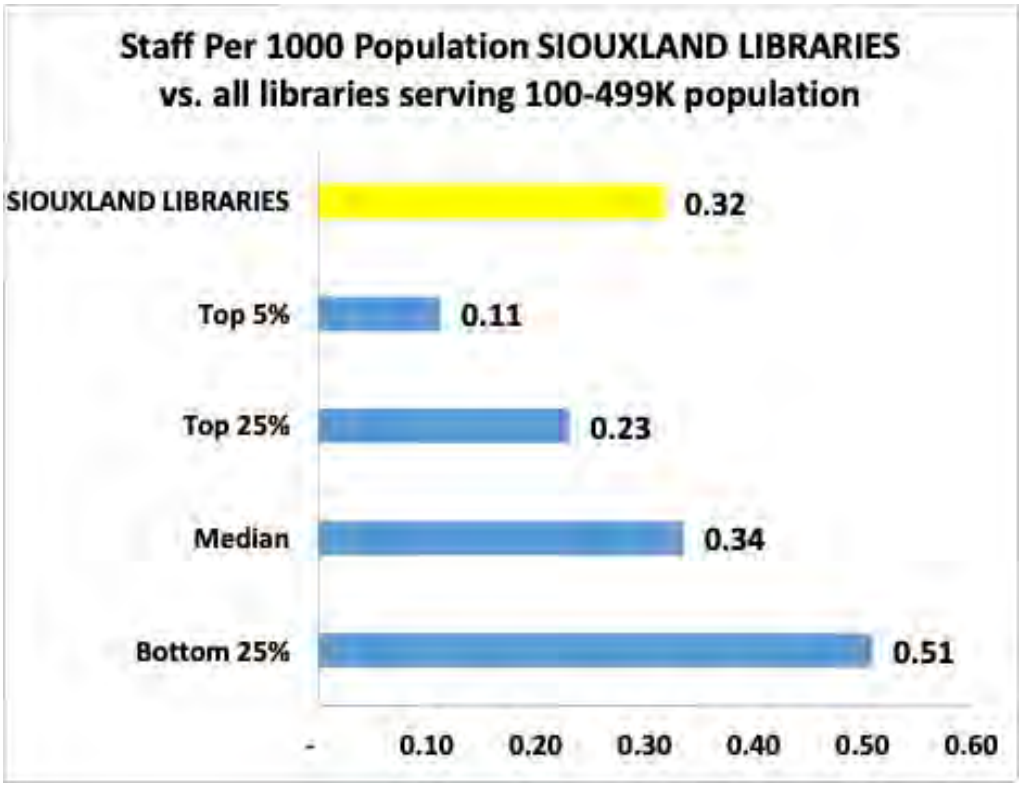






Staff

The chart below compares Siouxland Libraries' staff size per 1,000 population with peer libraries.



Visits

The chart below compares Siouxland Libraries' visits with peer libraries. Efficiency is calculated by dividing the library budget by total annual visits.

Library Use

For every 100 people that visit Siouxland Libraries:

- 13 will use a computer.
- 82 will check out a book or other item.

For every 100 people that visit the average South Dakota library:

- 26 use a computer.
- 65 check out a book or other item.

APPENDIX II: ENVIRONMENTAL SCAN

Siouxland Libraries serves a dynamic and fast-growing community. From its inception in 1856 on the banks of the Big Sioux River, Sioux Falls has been an important South Dakota community. The history, development and continued population and economic growth of Sioux Falls is intricately related to the river and falls, with major industries continuing to be banking/financial services, agriculture, health care, manufacturing, and transportation as well as the service industry.

Siouxland Libraries also serves Minnehaha County. Formed in 1995 and covering 814 square miles, Siouxland Libraries was created by merger of the Sioux Falls Public Library and the Minnehaha County Rural Public Library.

Siouxland Libraries' service area population is 230,819. In 2020, there were 96,842 cardholders, representing approximately 42% of the population, which is strong market penetration for a public library.

Demographics

Minnehaha County's population of 197,214 makes it the most populous county in South Dakota, containing over 20% of the state's population[1]. The county seat is Sioux Falls, the largest city in South Dakota. In the Sioux Fall Metropolitan Area, the average household size is 2.46 people. About one-third of all households (33.5 percent) have one or more children under the age of 18; 23.6 percent of all households have one or more people 65 years and over.

The average median income in Minnehaha County is $61,772 (compared to South Dakota median $59,896)[2] with 8.7% of the population under the poverty level. Sioux Falls has a 2.8% unemployment rate, far lower than the national average of 6.2%.

Types of Households in Minnehaha County, South Dakota in 2016-2020

	Percent
Married-couple households	46.0
Cohabiting Couples	7.2
Male Householder No spouse/partner present	20.2
Female Householder No spouse/partner present	26.6

[1] US Census American Community Survey. https://www.census.gov/acs/www/data/data-tables-and-tools/narrative-profiles/2020/report.php?geotype=msa&msa=43620 Accessed 4-6-2022.

[2] US Census. https://www.census.gov/quickfacts/fact/table/SD/BZA210219. Accessed 4-14-2022.

Household Income in Minnehaha County, South Dakota in 2016-2020

	Percent
Less than $10,000	4.4
$10,000 to $14,999	3.3
$15,000 to $24,999	7.8
$25,000 to $34,999	9.9
$35,000 to $49,999	13.0
$50,000 to $74,999	19.5
$75,000 to $99,999	15.3
$100,000 to $149,999	16.5
$150,000 to $199,999	6.1
$200,000 or more	4.2

Percent of the Population 5 years and over who Speak a Language other than English in Sioux Falls, SD Metro Area in 2016-2020

	Percent
Spanish	3.0
Other Indo-European languages	2.2
Asian and Pacific Islander languages	0.7
Other languages	2.4

In Minnehaha County, an estimated 93.2 percent of residents are U.S. natives. 62.2 percent of Sioux Falls, SD residents are native South Dakotans with 6.8 percent of Sioux Falls Metropolitan residents born in other countries. An estimated 59.8 percent of these residents entered the United States prior to 2010.[3]

[3] US Census American Community Survey. https://www.census.gov/acs/www/data/data-tables-and-tools/narrative-profiles/2020/report.php?geotype=msa&msa=43620 Accessed 4-20-2022.

Digital Access & Technology in Minnehaha County

Types of Computers in Sioux Falls, SD Metro Area in 2016-2020

	Percent
Desktop or laptop	81.2
Smartphone	85.8
Tablet or other portable wireless computer	65.8
Other computer	2.1

Sioux Falls residents have strong access to technology. 94.2 percent of households in Sioux Falls, SD Metro Area had a computer, and 88.8 percent had a broadband internet subscription.[4]

Types of Computers in Minnehaha County, South Dakota in 2016-2020

	Percent
Desktop or laptop	79.9
Smartphone	86.0
Tablet or other portable wireless computer	64.1
Other computer	2.1

[4] US Census American Community Survey. https://www.census.gov/acs/www/data/data-tables-and-tools/narrative-profiles/2020/report.php?geotype=msa&msa=43620 Accessed 4-20-2022.

Education

Sioux Falls has a significant number of high school educated residents. Of those 25 years and over, 93.5 percent had at least graduated from high school and 33.9 percent had a bachelor's degree or higher. An estimated 6.5 percent did not complete high school.

The total school enrollment in Sioux Falls, SD Metro Area was 64,966. Sioux Falls children's nursery school enrollment was 4,859 and Kindergarten through 12th grade enrollment was 46,936. Students in college or graduate school enrollment numbered 13,171.[5]

Educational Attainment of People in Sioux Falls, SD Metro Area in 2016-2020

	Percent
Less than high school diploma	6.5
High school diploma or equivalency	26.5
Some college, no degree	20.3
Associate's degree	12.8
Bachelor's degree	23.4
Graduate or professional degree	10.5

[5] US Census American Community Survey. https://www.census.gov/acs/www/data/data-tables-and-tools/narrative-profiles/2020/report.php?geotype=msa&msa=43620 Accessed 4-20-2022.