SOUTH DAKOTA LIBRARIES FOR THE 21ST CENTURY:

An LSTA Five Year Plan

2007-2013

VISION

Good libraries are critical to the social and economic development of our communities and to the vitality of our democracy. The South Dakota State Library strengthens the work of public, school, and academic libraries throughout the state. It expands citizen access to library services and develops specialized collections that supplement the resources of other libraries. It improves the work of state government by providing timely access to information. Through all of this work, the lives of South Dakota's citizens are enriched and out state government becomes more efficient and effective.

-- Eric Abrahamson, Chair
   South Dakota State Library Board
   2007

Overview of Needs Assessment, Goals, Evaluation Plan and Programs

The South Dakota State Library hired a consultant to help assess the viability of the services being offered in the current electronic age of delivery of library services. In the course of this study, the consultant and State Library staff conducted several surveys and a statewide series of focus forums to gather input from library directors and staff and from the end users – the citizens of South Dakota. Based on the results of the surveys and focus forums, consultant recommended a major change in direction for the South Dakota State Library. As a result, 2007-2008 will be spent in restructuring the services so that they focus on three service groups: libraries of all types, registered patrons of the Braille and Talking Book Library, and state government employees. Citizens are now redirected to their nearest local library for services.

The South Dakota State Library Board and the staff of the State Library identified four (4) service needs that will be the focus for the next five years. The three of the four service needs are consistent with the purposes of the Federal Library Services and Technology Act (LSTA), and are all included within the following LSTA State Programs Five-year Plan. These service needs are:

1. **Stronger libraries in South Dakota,**
2. **Collections that support the mission, and**
3. **Access for all through collaboration.**

The fourth area, service to state government, does not fit federal grant criteria.

Each of these service needs and their associated goals, LSTA purposes, output and outcome targets and programs is described in the body of this document. Working documents that support these needs are attached in Appendix A.

Mission Statement

The mission of the South Dakota State Library is:

> The South Dakota State Library provides leadership for innovation and excellence in South Dakota libraries and services for state government.

The South Dakota State Library

- Provides back-up services to local libraries to supplement their ability to meet citizen information needs
- Increases proficiency of librarians by providing training and continuing education,
- Provides specialized services or materials that individual libraries can not feasibly deliver on their own,
- Serves the library needs of state government employees.

In collaboration with other libraries throughout South Dakota, the State Library also plays a vital role in the collective effort to:

- Build and strengthen communities by enabling citizens to engage in lifelong learning,

- Link citizens and businesses to new economic opportunities,
- Promote information literacy using up-to-date technological systems, and
- Protect our heritage and create a path to the future.

Services are designed to support South Dakota libraries in order to improve their quality of life whether directly or through other state/local organizations. Services are delivered in the manner appropriate to the program and include online delivery, formal programming, and individual consulting.

Federal LSTA purposes set forth in <u>Sec. 206. Grants to States</u> are:

1. Expanding services for learning and access to information and educational resources in a variety of formats, in all types of libraries, for individuals of all ages;

2. Developing library services that provide all users access to information through local, State, regional, national, and international electronic networks;

3. Providing electronic and other linkages among and between all types of libraries;

4. Developing public and private partnerships with other agencies and community-based organizations;

5. Targeting library services to individuals of diverse geographic, cultural, and socioeconomic backgrounds, to individuals with disabilities, and to individuals with limited functional literacy or information skills; and,
6. Targeting library and information services to persons having difficulty using a library and to underserved urban and rural communities, including children (from birth through age 17) from families with incomes below the poverty line (as defined by the Office of Management and Budget and revised annually in accordance with section 673(2) of the Community Services Block Grant Act (42 U.S.C. 9902(2))) applicable to a vamily of the size involved.".

NOTE: Throughout the remainder of this document, LSTA Purpose will include the above goals by reference to their number only.

<u>Need #1 Stronger Libraries in South Dakota</u>

Summary Needs Assessment:

- South Dakota is a sparsely populated, predominantly rural state with limited professionally trained library personnel. Most public library directors serve communities of fewer than 5,000 population. The rural nature of the state has a significant impact on the ability of library staff to readily obtain the training needed to efficiently manage the local library.

- Focus groups consistently identified the importance of libraries working together toward common goals (collaboration) as a high priority.

- Focus groups identified the need for an on-going and increasing number of continuing education opportunities (group, one-on-one, self-directed, and distance) that utilize a variety of delivery systems.

Goal 1A: Improve library services delivered to South Dakota citizens through increased professional development opportunities related to the six LSTA Priorities, in collaboration with the South Dakota Library Association and others.

LSTA Purpose: LSTA goals 1, 2, 4, 5, and 6

Key Output Targets:
- 80% of participants are satisfied or very satisfied with timeliness and relevance of trainings
- 70% of libraries that participate in training report implementation of library skills taught
- 80% of librarians participating in literacy promotions/workshops report implementing at least one idea

Program:

1. Provide appropriate and relevant training opportunities and consulting services related to any of the services and programs of the six LSTA Priorities to library staff (i.e. workshops, recommended reading lists, websites, and templates for policies)
   a. Assist libraries to hire a trainer to provide expertise to library staff to learn more about library topics and issues related to one or more of the LSTA Priorities that enhance the ability of library staff to better serve patrons.
2. Promote and assist libraries in implementation of library skills that support one or more of the LSTA Priorities through onsite consultation, websites, and training materials.
3. Support Department of Education activities that promote strengthening school library programs that support one or more of the LSTA Priorities.
4. Promote literacy for all ages through collaboration with other agencies that support literacy (i.e., local literacy councils, public libraries, reading councils, Adult Basic Ed, university teacher education programs, etc.)
   a. Fund a statewide leadership conference (2010) and regional training (2011) on the literacy needs of adolescents, adolescent brain development and the role public libraries play in promoting adolescent literacy as defined in the LSTA Priorities.
   b. Promote early childhood literacy through growth chart project and training for library staff that strengthens understanding of brain development and its application to excellent library services for children

Goal 1B: Strengthen the ability of local libraries to meet the needs of their local constituents by providing resources and technical expertise that supports one or more of the LSTA Priorities

LSTA Purpose: LSTA goals 1, 2, 3, 4, 5 & 6

Key Output Targets:
- Increase electronic resources (databases, digital documents, and similar resources) available to South Dakota citizens.

- Continue to improve service to South Dakota citizens through continuing education programs that promote one or more of the LSTA Priorities .

- Develop and expand the library profession in the State by supporting and encouraging

those interested in Masters of Library Science (MLS) programs that support one or more of the LSTA Priorities .

• Develop the ability of local libraries to meet more local needs both through technology and coordinated services that support one or more of the LSTA Priorities.

Key Outcome Targets:

- At least 90% of the attendees of the 2007-2013 Library Training Institutes will report implementing a minimum of two new/changed library practices/skills annually as a result of attending the Institute.

- Insure 100% of public libraries are visited at least once every two (2) years for consultation by State Library staff.

- Insure 100% of school libraries are visited at least once every three (3) years for consultation by State Library staff.

- Increase the number of workshops which focus on the use of technology to meet patron reference needs.

- Graduate 20 library staff from the Library Training Institute in the next five years.

- Establish grant program by 2010 to support MLS candidates.

Program:

1. Collaborate with all types of libraries and organizations to facilitate library services that support one or more of the LSTA Priorities

   - SDLN/ILL and MINITEX/Courier will be continued and evaluated annually to determine if additional libraries should be added

2. Provide consultation, workshops, programs, and materials which improve the ability of local libraries to meet the needs of their constituents (such as Library Training Institute, online classes, support for summer reading programs, promotion of YA services, etc.)

3. Offer scholarship opportunities for library graduate study that supports one or more of the LSTA Priorities.

4. Support SDLA activities that promote professional development in one or more of the LSTA Priorities

5. Provide South Dakota's citizens with appropriate online databases to meet educational and research needs as well as those which improve quality of life.

6. Provide resources in appropriate formats which meet stakeholder needs including digital, print, and talking book.

Goal 1C: Ensure high-quality and timely back-up research services are provided to South Dakota citizens by strengthening the research skills of local library staff .

LSTA Purpose: LSTA 1, 2, 3, 5 & 6

Key Output Targets:
- Provide research back-up services for libraries statewide by accepting referral of research questions that local libraries do not have necessary resources to answer
- Provide training for local library staff to help them develop basic and advanced research skills.
- Provide electronic resources that will assist local libraries to meet the research needs of their patrons and training in the use of these resources.

Key Outcome Targets:
- Provide accurate and timely responses to research questions referred from local libraries within five (5) days of receipt 80% of the time.
- Provide research skills training that is rated satisfactory or very satisfactory by 85 % of the participants
- Increase the ability of library staff to respond to research requests at the local level.
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Program:
1. Maintain an appropriate collection of materials at the State Library to support the backup research needs.
2. Provide adequate and on-going training specific to providing appropriate and accurate information to end users
3. Provide electronic resources that support the research needs of citizens statewide.

Need #2 Collections that Support the Mission

Summary Needs Assessment:

Equal access to information is an essential element in the success of South Dakota's citizens. In today's world, citizens' should not be limited in their ability to live in their chosen community strictly by access to information. Throughout the country, many people are choosing to work from at home or to relocate their businesses to smaller communities because they want the quality of life found in rural or semi-rural areas.
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Goal: Designated collections (both print and non-print) of the South Dakota State Library will meet the specialized needs of the state's citizens.

LSTA Purpose: LSTA goals 1, 2, 3, 5 & 6

Key Output Targets:

- Acquire and promote statewide access to electronic resources that are not affordable at the local level.

- Build unique electronic collections such as SDMemory.

- Create, manage and sustain targeted collections of books, media, and other formats as defined in the State Library's Collection Development Plan.

Key Outcome Targets:

- Annually evaluate the use of and satisfaction with databases and other electronic resources and make recommendations about retention.
- State Library will coordinate statewide contracts for statewide electronic resources with licensed vendors.
- By 2009, develop state standards for management of digital content.
- By 2013, 80% of heritage institutions will contribute to SDMemory.

Program:

1. Establish an Electronic Resources Task Force to evaluate and recommend electronic resources.
2. Expand statewide licensed database availability, which supports education, government, health, and cultural resources.
3. Train local library personnel how to market the electronic resources to their patrons.
4. Train local library personnel in how to effectively search in provided databases.
5. Develop programs and learning modules that local libraries can adapt and implement.
6. Provide a virtual library to support education and lifelong learning.
7. Expand SDSL web page content.
8. Identify, capture, digitize, preserve, and make accessible state documents and historical publications.
9. Acquire, organize, and maintain multi-format collections that are mission focused (SD history and culture, Native American history and culture, Reference, Professional collection, Braille and Talking Book Collection, and documents.)
10. Circulate materials in collections to libraries and state employees.

Need # 3 Access for All through Collaboration

Summary Needs Assessment:

- South Dakota is a rural state with many areas of intense poverty. Even areas of only moderate poverty have increased difficulty keeping schools open with minimal staff. Library resources and personnel are among the first services considered peripheral and cut and/or discontinued.

- It is important to insure that all children have equal access to quality resources in order to secure the quality of their education.

- Fledgling businesses are springing up in rural communities in South Dakota. They need resources to support their efforts.

- Vast distances separate people from quality library services. Online resources will allow citizens to access information through their home or office computer.

- Changes in the role of the State Library are shifting the interlibrary loan responsibilities

to the local level.

Goal 3A: Strengthen the Interlibrary Loan Program.

LSTA Purpose: LSTA goals 1, 2, 3, 4 & 6

Key Output Targets:
- Coordinate the statewide interlibrary loan system.
- Promote interlibrary loan service at every library statewide.

Key Outcome Targets:
- Study the impact of the dispersion of the State Library collection on interlibrary loan activity statewide – complete study by July, 2009
- Facilitate an equitable cost-sharing plan – introduce in 2009 Legislature
- Annually evaluate contract with MINITEX for regional ILL support and training (i.e., courier contract, ILL sharing from Minnesota library collections, OCLC support, etc.)
- 90% of participating libraries will be satisfied with courier services.
- 80% of libraries will participate in interlibrary loan activities.

Program:

1. Evaluate the impact of changes made in the State Library's collections beginning January, 2007; Collect data March 1, July 1, January 1, 2008. Continuous review through July, 2009.

2. Establish Multi-type Task Force to make recommendations for an equitable cost-sharing plan

3. Provide access to WorldCat statewide to facilitate sharing of resources

4. Provide training, in collaboration with SDLN, to improve ILL skills of library staff statewide.

5. Contract with MINITEX for regional resource sharing, training, and courier services.

Goal 3B: Provide services to blind and visually impaired citizens.

LSTA Purpose: LSTA 5 & 6

Key Output Targets:
- Provide users with reliable reading equipment appropriate to their needs.
- Provide users with reading materials that meet their needs.
- Produce special format materials on request.
- Provide training for Braillests and Classroom Braillests.
- Inform the public and libraries statewide about services available.

Key Outcome Targets:

- 80% of users will be satisfied or highly satisfied with service/delivery on patron satisfaction surveys conducted in 2009 and 2012.

- 80% of patrons will indicate satisfied or highly satisfied with the quality of the collections on patron satisfaction surveys conducted in 2009 and 2012.

- 80% of patrons will indicate satisfied or highly satisfied with the reliability of the equipment provided on patron satisfaction surveys conducted in 2009 and 2012.

- 100% of special format textbooks ordered by deadline will be available and complete on first day of term.

Program:

- Acquire, organize, and maintain collections that meet the needs of users.

- Provide users with reliable reading equipment appropriate to their needs.

- Produce special format materials on request (textbooks, ADA compliant materials, regional materials, radio talking books, telephone newspapers, etc.)

- Provide Braille training for classroom braillests, translators, tactile graphic specialists

- Deliver training to local libraries and school districts about available services.

- Work with state government and other agencies to promote ADA compatibility of websites, digital products, electronically archived images, etc.

Goal 3C: Identify programs to reach hard-to-serve patrons.

LSTA Purpose: LSTA 2, 3, 5 & 6

Key Output Targets:

- Facilitate stakeholder opportunities to explore appropriate service options.

- Identify, promote and implement service options.

- Establishment of statewide library card program.

- Explore options for service for citizens who cannot use standard print.

- Create and deliver training to expand the abilities of local library staff to meet the information needs of their citizens.

- Increase knowledge level of classroom braillests, Braille translators, tactile graphics specialists, and local library staff about the production and use of Braille materials.

Key Outcome Targets:

- Beginning 2007, explore options for expansion of library services to communities that have no library.

- Implement identified solutions by 2011.

- 80% of libraries implementing solutions will indicate they are satisfied or highly satisfied with the solutions.

- 70% of libraries that participate in training will report implementation of skills taught.

- 80% of participants in Braille and tactile graphics training will report they are satisfied or highly satisfied with the training.

Program:

1. Facilitate collaborative meetings to explore and implement appropriate service options for: communities with no libraries, citizens with no library service, statewide library card program, citizens who are not able to use standard print, etc.

2. Hire a consultant by January 1, 2008 to help identify options for expansion of library services and statewide library card.

3. Deliver training to expand the abilities of local libraries to meet the information needs of their citizens.

4. Deliver training to classroom braillests, Braille transcribers, tactile graphic specialists, and local library staff.

Goal 3D: Facilitate shared purchasing of resources by libraries.

LSTA Purpose: LSTA 1, 3 & 4

Key Output Targets:

- Establish Task Force to determine appropriate resources for group purchase.

- Implement cooperative purchasing plan.

Key Outcome Targets:

- Establish Task Force to review potential group purchases by January 1, 2008.

- Coordinate and communicate opportunities for shared purchasing of electronic resources among libraries statewide (for example, audio eBooks, downloadable video, specialized databases, etc.)

- 80% of libraries participating will be satisfied or highly satisfied.

Program:

1. Establish Task Force
2. Identify unique needs
3. Gather suggestions for group purchases
4. Negotiate contracts
5. Solicit consortia members

Goal 3E: Implement a statewide system for connecting automated library systems.

LSTA Purpose: LSTA 2, 3 & 4

Key Output Targets:

- In collaboration with SDLN, identify solution and build consensus among South Dakota libraries.
- Negotiate contract in conjunction with SDLN.
- Implement solution in conjunction with SDLN.

Key Outcome Targets:
- Identify, research and evaluate solutions by July 1, 2008
- Implement solution by July, 2009
- 50% of non-SDLN member libraries that have Z39.50 compliant catalogs agree to participate by 2013.

Program:
1. Hire consultant to assist with identification of solutions and consensus building
2. Collaborate with SDLN, SDLA, and other interested groups.
3. Identify solution

Goal 3F: Administration of LSTA.

LSTA Purpose: 1, 2, 3, 4, 5 & 6

Key Output Targets:
- Submit Five Year Plan as required.
- Submit accurate annual reports
- Submit Five Year Evaluation in compliance with federal requirements

Key Outcome Targets:
- Administer LSTA funds in compliance with grant guidelines
- Manage the grant process to assure compliance

Program:
1. Administer LSTA grant program including submission of Five-Year Plan, annual reports, and five year evaluation as required.
2. Administer sub-award program to local libraries that ensures LSTA compliance
3. Develop innovative grant projects and do outcome-based evaluations.

APPENDIX A

Needs Assessment

Demographics of South Dakota

South Dakota is a sparsely populated, predominately rural state with a total population of 781,919 (7-1-2006 Census Estimate). Across the state, the average population density is 10 persons per square mile. The extremely rural nature of the state has a significant impact on the ability of local libraries to provide services and on the ability of citizens to access local services.

Almost one half of the population resides in the eastern half of the state. Approximately 19.6% of the population resides in Minnehaha County which is part of the Sioux Falls metropolitan area. This area is one of increasing diversity, demanding services previously unnecessary.

In the 2006 Census Estimate, South Dakota registered 111,183 people age 65 and over, representing 14.2% of the total population. With special needs for services such as large print books, talking books, and programs tailored to seniors. Many of these elderly reside on farms and ranches that are long distances from library services and/or are no longer able to drive themselves to services.

There are over 138,585 school children in K-12 and over 48,768 in colleges across the state. An increasing number of children are being home schooled due to the extreme distance between home and the nearest school (2,470 in 2003-04). And, distance education is becoming a standard in high schools and colleges.

South Dakota has nine recognized tribes, six of which have formally organized reservations. A recent publication highlighted the problem of children under 18 living in poverty. In the 2000 Census, the Pine Ridge Reservation, Shannon County, had a median household money income of $20,916. The average persons per household was 4.36 which equals an average per person income of $4,797. Library resources are as scarce as personal resources. Resource allocation for public library service varies from zero to minimal. Many people living on reservations have no access to public library services except by mail.

Adult literacy statistics from the National Institute for Literacy, based on a 1992 National Adult Literacy Survey identified 40,684 people with less than a ninth grade education. This is based on people age 16 and older in SD counties with populations over 5,000 and is considered their target population. The 2000 census identified 35,421 people with less than a ninth grade education, statewide, age 25 and older. Adjusting for the nine years difference in measurement, it appears this is currently not a decreasing issue.

South Dakota ranks third in the estimated prevalence rates of vision impairment and blindness reported in the National Eye Institute publication, Vision Problems in the U.S. (2002) South Dakota's rating of 0.0370 is surpassed only by North Dakota (0.0374) and Iowa (0.0373). This same publication included statistics on the prevalence of blindness and vision impairment as well as the four leading eye diseases affecting older Americans: age-related macular degeneration, cataract, diabetic retinopathy, and glaucoma. Those statistics are as follows:

- ➤ Vision Impairment (40 and older) 12,088 cases

- ➤ Blindness (40 and older) 3,864

- ➤ Age-related Macular Degeneration (50 and older) 5,852

➢ Cataract (40 and older) 63,360

➢ Diabetic Retinopathy (18 and older) 14,311

Libraries

The SDSL sees one of its roles as the "Library for Libraries" supporting the efforts of all SD libraries to serve the people of South Dakota.

Public Libraries. 142 public libraries and 18 branch libraries are serving the needs of the citizens of South Dakota. These libraries directly serve approximately 70% of the population of the state. Of these libraries 45% are open less than 20 hours per week and 77.6 % serve populations of less than 5,000 (representing 21.1% of the population served). At the other end of the spectrum, 3% of the libraries serve a total of 33.4% of the population. Nineteen (19) of the public libraries and two (2) tribal college/community libraries are full members of the South Dakota Library Network (SDLN) and 32 are remote access members.
Funding for public libraries is either city or county based. The exceptions are: one (1) library that is primarily funded by an endowment plus city funding, one (1) library that is run by a community association (volunteers), six (6) libraries that the funded by General Federated Women's Clubs, and five tribal public libraries are funded with tribal funds.

School Libraries. South Dakota has 425 school libraries serving 135,585 students. These schools are administered by 176 public school boards, 20 Bureau of Indian Affairs school boards, and 133 non-public school boards. Twelve public school districts are a full members of the South Dakota Library Network and 107 are remote access members.

College and University Libraries. The post-secondary libraries have historically been a very important part of meeting the overall library needs for South Dakota's citizens. They are net lenders in the interlibrary loan system, lending books to libraries of all sizes across the state. There are 28 post-secondary libraries in the state: eight (8) are state supported four-year institutions, four (4) are state supported technical institutes, five (5) are Native American colleges, and the remainder are private or church supported. Twenty-one (21) are full members and five (5) are remote access members of the South Dakota Library Network.

Special Libraries. Special libraries also play an important role in the delivery of library services in South Dakota. Special libraries that participate in the delivery of materials include EROS Space Data Center, Ellsworth Air Force Base Library, and several hospital libraries. Seven (7) are full members and eight (8) are remote access members of the South Dakota Library Network.

Collaborative Affiliations

South Dakota Library Network (SDLN). SDLN is a consortium of all types of libraries statewide. It provides library automation services to its member libraries. Through those libraries, SDLN provides easy access for all residents of South Dakota to the information, materials and services. SDLN is committed to encouraging and facilitating resource sharing and

cooperative collection development. Currently, SDLN offers the following computer services: online public access catalog, reference databases including periodical indexes and other databases, periodical full text, cataloging, circulation, inter-library loan, serials control, acquisitions, and inventory control. Library catalogs and licensed databases are accessible by citizens from home and office through a proxy server maintained by SDLN. In addition, the SDLN provides electronic links to library systems in Minnesota and North Dakota. In Spring, 2007, the SDLN bibliographic database (on-line catalog) included 4.4 m records representing 5.8 m items. The South Dakota Library Network had 321,991 registered patrons (41% of the population of the state).

Government Documents Depository System. South Dakota has eight (8) selective depository libraries that cooperatively collect the majority of the federal documents that are pertinent to South Dakota. In addition, South Dakota State Library contracts with the University of Minnesota to serve as the regional depository for the entire state of South Dakota.

The South Dakota State Library serves as the hub for the state document depository system (SDCL 14-1A). The State Library collects, catalogs, and distributes state publications to eight (8) libraries statewide and to the Library of Congress. These libraries are geographically distributed across the state and have agreed to maintain these documents and to make them available to the public. As a result, any citizen of South Dakota can consult state government documents without traveling great distances. In an effort to further facilitate ease of access, the South Dakota State Library launched a digitization project to capture electronic documents and make all current documents available from a central server. SoDakLIVE proviides for permanent archiving of these materials.

MINITEX. The MINITEX Library Information Network is a program of the Minnesota Higher Education Services Office with the mission of facilitating resource sharing among libraries and reducing the cost of providing access to information for residents throughout Minnesota, North Dakota, and South Dakota. MINITEX has provided services to the libraries of South Dakota through a contractual agreement for over 30 years. They provide access to the collections of the Minnesota higher education system for interlibrary loan, maintain a serials union list, provide document delivery, and training. Consortia purchasing agreements facilitate access to database services, OCLC, and an overnight courier service. All of the above, greatly enhance the ability of South Dakota's libraries to meet their patrons' information needs.

Appendix B

Summary of Planning and Implementation Procedures

Stakeholder Involvement Procedures
The primary focus of state library services is be to meet the information needs of the end users, the citizens of the state of South Dakota, through strengthening the local libraries. The personnel in local libraries are key to delivery of information services at the community level. All libraries, regardless of type, are considered customers of the State Library. The SDSL also works in coordination with statewide library organizations such as the SD Library Network and the SD Library Association and state agencies and services whose mission meshes with the goals of the SDSL.

In preparation for writing the five year plan, many steps were taken to identify the interests and

needs of our diverse constituency.

1. The State Library contracted with Dr. May Bushing to conduct focus groups across the state in 2006 to discuss the roles and mission of the South Dakota State Library and how the State Library could best meet specific needs for development of local libraries. Focus groups were conducted by Dr. Mary Bushing with the State Librarian present to observe and respond to questions. Dr. Bushing also interviewed representative groups of librarians in a series of telephone conference calls. At the local focus group discussions an attempt was made to reach a broad range of citizens which represented the diversity of our clientele. Meetings were advertised in the local media and to all libraries across the state. As a result of this study, the mission and role of the South Dakota State Library was redefined and refocused on delivery of services to libraries rather than directly to citizens.
2. An evaluation was made of walk-in patrons, Interlibrary loan patrons and reference patrons. The primary purpose of this study was to support the study of the State Library's role, however they were also scrutinized for service gaps and future needs.
3. Satisfaction surveys were conducted by the Braille and Talking Book Program.

The South Dakota State Library Board has been actively involved in the development of this plan. Copies of the draft plan were made available throughout the state for comment and modification was made based on input received. The final plan was reviewed by the Library Board and activated upon adoption June 28, 2007.

Communication Procedures

Stakeholders should understand that specific goals have been set which should be compatible with and supportive of their efforts. It should be perceived as responsive to their needs. Local library personnel have a responsibility to identify local needs, participate in plan development, and develop programs which meet their needs. The State Library is responsible for supporting their efforts.

The stakeholders are the employees of state government and the libraries of South Dakota. Library personnel are especially important as the State Library works to develop their abilities to serve their local communities.

The plan has been posted on the SDSL web page and will be distributed in print on request.

Ongoing comment on the plan has been solicited. All news releases are posted to the library listservs via email to insure libraries have advance warning that something may come up in the local news. A two week comment period will be allocated for any proposed future changes.

Comments and feedback received from stakeholders about the plan were addressed by the Library Board, with modifications made as required. Where the plan is unable to accommodate a request, an appropriate response will be formulated and shared with stakeholders.

On-going feedback from stakeholders is welcome and modifications to planned activities will be made based on input received whenever it is reasonable and possible.

Monitoring Procedures

The South Dakota State Librarian and the SDSL Board are responsible for monitoring the plan with the assistance of the Deputy State Librarian and Library Development staff.

It is the established policy of the State Library to evaluate all programs including site visits immediately after activities. Grant programs include evaluation components which monitor outcomes based on pre-evaluation, evaluation upon completion of the project and evaluation one year after completion. Satisfaction surveys of direct patrons are done on a regular basis. Written comments are solicited and encouraged from patrons. Feedback and comments are solicited from library personnel in the planning process as well as post program analysis for follow up needs.

The State Library Board reviews grant guidelines and discusses the focus that grants should take the following year. Their part includes insuring consistency and fairness when awarding grants while modifying allowable expenses as needs change. This process allows the greatest flexibility and responsiveness to stakeholders.