



EXECUTIVE CHAMBERS

HONOLULU

NEIL ABERCROMBIE
GOVERNOR

December 31, 2012

The Honorable Shan Tsutsui, President
and Members of the Senate
Twenty-Seventh State Legislature
State Capitol, Room 409
Honolulu, Hawaii 96813

The Honorable Calvin Say, Speaker
and Members of the House
Twenty-Seventh State Legislature
State Capitol, Room 431
Honolulu, Hawaii 96813

Dear President Tsutsui, Speaker Say and Members of the Legislature:

For your information and consideration, I am transmitting two copies of the Hawaii State Public Library System's Strategic Plan, 2009-2013 – Planning Hawaii's Public Library Future - Progress Report Fiscal Year 2012, pursuant to Act 100, SLH 1999, Part II.

In accordance with Section 93-16, Hawaii Revised Statutes, I am also informing you that the report may be viewed electronically at www.librarieshawaii.org.

Sincerely,

A handwritten signature in black ink that reads "Neil Abercrombie".

NEIL ABERCROMBIE
Governor, State of Hawaii

Enclosures

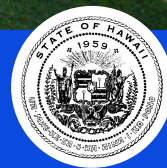
*Hawaii State Public Library System
Strategic Plan, 2009 to 2013*

Planning Hawaii's Public Library Future



Progress Report FY '12

December 2012



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State Librarian

Hawaii State Public Library System
Strategic Plan, 2009 - 2013

Progress Report FY '12

Planning Hawaii's
Public Library Future



Aloha!

The Hawaii State Public Library System's (HSPLS) primary objectives throughout the past year have been to expand programming, upgrade our technology infrastructure, and reinforce our libraries' role as the informational, educational and cultural heart of their communities. This focus led to records for both number of programs and attendance, and HSPLS' most significant contribution to student achievement and workforce development ever in the form of our unique HSPLS HI Tech Academy.



Richard Burns
State Librarian

Our 2012 Summer Reading Programs (SRP), offered for Children, Teens and Adults, set records again this year, with more than 29,000 readers of all ages reading over 302,000 books during the five week program. From 2009 to 2012, participation in our SRP has grown by 41%. There were 29 corporate, non-profit and organizational sponsors in addition to the Friends of the Library of Hawaii and many local Friends groups who provided funding for programs, weekly reading incentives and prizes, such as Kindle Fires, a Nook Color, a Nintendo 3DS, a TV, a digital camera, DVD players, etc. for the Teen SRP; and five Nook Color prizes for the Adult SRP.

In FY 2012, HSPLS circulated nearly 7 million items and conducted nearly 8,700 programs, author visits, storytimes, class visits, booktalks, workshops, etc. with a total attendance of over 222,000. In addition, there were nearly 601,000 Internet sessions on library PCs.

During FY2012, HSPLS staff conducted workshops, one-on-one computer training, and staffed outreach events at local fairs and conventions (e.g. Hawaii Book and Music Festival, Children and Youth Day, College and Career Fair) to promote library services, programs and collections. Staff frequently coordinated visits by authors, storytellers, musicians and crafters, drama presentations, and workshops on a wide variety of topics including school readiness screening, emergency preparedness, finance and Smart Money, college and career planning, book discussions, income tax assistance, estate planning,

stress management, medicine, science, travel, cooking, gardening, a Mini-Con, an Anime-Manga Art contest, etc., as well as exhibits and displays on an even wider variety of topics. Staff also coordinated programming for numerous national programs such as National Library Week, National Poetry Month, Free Comic Book Day, Children's Book Week, Teen Read Week, Dr. Seuss Day, various Holiday programs, and numerous cultural and ethnic programs and activities, including hula, slack key guitar, origami, Aikido, Chinese knotting, Feng Shui, Hawaiian history, Chinese Lion Dances, bon dances, music and dance of Bali, Black History Month, Filipino-American History Month, etc.

In a unique partnership with Microsoft, HSPLS is now the only library system in the world to offer all our patrons free access to the Microsoft IT Academy, which provides free access to more than 1,500 online, self-paced digital literacy and technology training courses ranging from computer basics to systems architecture and design. These courses allow patrons to pursue the in-demand skills and competencies needed for improved performance in the classroom, increased effectiveness in the workplace and actually create their careers in the technology field. After less than a year since the November 2011 launch, more than 8,000 courses have been taken. Our partnership with the Hawaii Department of Human Resources Development (DHRD) to provide IT Academy resources to state employees leverages HSPLS assets to reduce DHRD IT training costs and fuels inter-agency collaboration.

HSPLS has a small, understaffed IT section which has worked extremely hard on a variety of initiatives to enhance HSPLS' technology infrastructure, to improve the security of our network, and to work with the Governor's new Office of Information Management and Technology (OIMT), under the leadership of State Chief Information Officer Sanjeev "Sonny" Bhagowalia. Designated as one of only two Centers of Excellence in Hawaii, HSPLS' successful implementation of an impressive number of upgrades, projects and enhancements has inspired many of our vendors to become true partners, with alignment in long-range goals and vision, and with both vendors and HSPLS owning a stake in the success of these initiatives. In October, HSPLS was awarded the first State of Hawaii Excellence in Technology Award in the category of Improving State Operations by OIMT and a panel of IT experts.

Among HSPLS' recent IT accomplishments are:

- complete network re-design from a frame relay network to a modern MPLS, cost effective RNS network with segregated, co-existing wired and wireless networks;
- replacing 1,400 desktop & laptop computers;
- providing access to live webcasts of legislative proceedings in all our libraries;
- designing and implementing a secure, internally-hosted virtual cloud;
- virtualization and storage consolidation at the datacenter, moving from 13 physical servers in 2010 to 100 virtual, clustered and application-specific servers;
- implementing unified productivity and collaboration tools; massive security implementation of datacenter, middle-tier and edge components at network, server, and PC levels;
- training from the Department of Homeland Security in vulnerabilities;
- Data Loss Prevention system and filter; a new email system and unified communication components;
- off-site disaster recovery, business continuity & replication of data capabilities;
- design and implementation of shared platform, inter-departmental workflows;
- developing a new Public Access Portal;
- creation and deployment of three public computing centers (in process);
- creation of an IT Learning Corner for all staff members;
- a digitization repository;
- social media tools for public access portal collaboration components.

HSPLS libraries are the information, education and cultural centers of their communities, providing patrons with statewide access to materials and information, through various online eResources, with on-island delivery and off-island mailing, and with programming coordinated both at the state and local levels.

Our residents' demand for library services has led to several recent construction projects:

- North Kohala Public Library opened Nov. 8, 2010 on the Big Island of Hawaii. This new, 6,000 square foot, \$7.8 million building was the first HSPLS branch to obtain LEED Gold Certification from the U.S. Green Building Council, and was the first place winner of the 2012 NAIOP Hawaii Kukulu Hale Green Building Project Award in May 2012 (recognizes the achievements of those who have made significant contributions to

- Hawaii's commercial real estate industry). Community members created a human chain to move books from the previous, 100-year-old library to the new Library: (<http://www.bigislandvideonews.com/2010/10/25/video-big-human-chain-helps-small-town-library-in-kapaau/>).
- Manoa Public Library, reopened on June 2, 2012 as HSPLS' second LEED Gold Certified library. For nearly three years, staff operated out of two portable classrooms on neighboring Noelani Elementary School's campus while the replacement \$10.3 million, 29,425 square foot library was built on the same site as the original 6,500 square foot building. The Grand Opening ceremony was attended by Governor Neil Abercrombie, other elected officials and dignitaries, and more than 500 members of the Manoa community. A successful partnerships with the Hawaii DOE (which kept the two portables for classroom use) and with a commercial storage facility (free air-conditioned storage of library materials during construction), this project is expected to receive LEED Gold Certification.
- Lahaina Public Library reopened in November after a \$300,000 remodeling project was completed entirely without public funding. The remodeling of the 57-year-old Library was led by the Rotary Club of Lahaina and Maui Friends of the Library, with monetary donations and volunteer time and labor from across the island. The project included new flooring, furniture, shelving, circulation desk, front door and interior and exterior patching and painting. Twenty-one contractors donated pro bono and deeply reduced services to help modernize the building, while 60 volunteers stripped the facility to bare walls and packed, stored, returned and re-shelved 35,000 books.
- Construction is about to begin on the new Aiea Public Library. The new library is expected be twice the size, have twice the parking spaces, and is expected to attain LEED Silver Certification or higher.
- Planning and design are nearing completion for the new Nanakuli Public Library.
- Funding has been appropriated for a feasibility study for a new branch library in Waikoloa on the Big Island.

Despite fiscal and staffing challenges, HSPLS has had a remarkably successful year, and we look forward to continuing to reinforce our libraries' roles as critical anchor institutions in their communities by providing the collections, programs and services our patrons need to be successful and to lead informed, engaged and fulfilled lives.

Goal 1: Continue to Improve Quality of and Access to Public Library Collections and Services

Library collections are changing rapidly, and our patrons are lobbying for new, faster and better all the time. It has been quite a long time since we offered only print materials. We will continue to develop our various print, digital and online collections as we monitor new media formats.

Objective:

Provide the public with access to traditional book, periodical and other physical formats while monitoring and expanding the collection of new formats

Strategy: Continue to provide our patrons collections with materials in a variety of formats

Measure: E-book statistics (collection size, circulation and turnover ratio); begin and develop a digital audiobook collection at the Library for the Blind and Physically Handicapped

Outcome: Provide the public with a balanced selection of resource materials

Baseline: E-books collection size – 10,859
Circulation – 30,654
Turnover – 2.8

	Target	Actual
2009	E-books collection size – 11,402 Circulation – 31,926 Turnover – 2.8	12,585 (15.89 % increase) 40,277* (31.39 % increase) 3.20* (14.29* % increase)
2010	E-books collection size Circulation Turnover	13,516 (7.40 % increase) 63,917 (58.69 % increase) 4.73 (47.81* % increase)
2011	E-books collection size – 12,570 Circulation – 35,825 Turnover – 2.85	15,276 (13.02 % increase) 87,126* (36.31 % increase) 5.70 (20.60 % increase)
2012	E-books collection size Circulation Turnover	18,601 (21.77 % increase) 131,868 (51.35 % increase) 7.09 (24.29 % increase)

	Target	Actual
2013	E-books collection size – 13,940 Circulation – 40,426 Turnover – 2.9	

* corrected based on updated information

Strategy: Review materials budget allocation formula annually

Measure: Modifications to formula and specific branch materials budgets; ensure most effective distribution of scarce materials resources; percent of budget allocation to various sources

Outcome: Provide specific communities and sub-communities with the materials they need to be successful

Baseline (FY 2008 allocation formula): Baseline allocation – 10 %
Central Purchases – 24 %
Factor allocation – 66 %

	Target	Actual
2009	Baseline allocation – 9 % Central Purchases – 20 % Factor allocation – 71 %	0 % 6.54 % 93.46 %
2010	Baseline allocation Central Purchases Factor allocation	0 % 7.27 % 92.73 %
2011	Baseline allocation Central Purchases Factor allocation	0 % 9.17 % 90.83 %
2012	Baseline allocation Central Purchases Factor allocation	0 % 12.02 % 87.98 %
2013	Review materials budget allocation formula annually	

Objective:

Continue to provide public access to traditional as well as electronic library services; develop and expand when feasible

Strategy: Redesign and modernize HSPLS website (www.librarieshawaii.org) to allow the public to more efficiently access HSPLS materials and resources

Measure: Number of visitors, visits and page views at the HSPLS website

Outcome: Continue to provide 24/7 access to library materials and collections

Baseline: Visits to HSPLS website – 1,160,117
Unique visitors to HSPLS website – 431,070
Page views – 1,794,723

	Target	Actual
2009	Visits to HSPLS website – 1,175,526 Unique visitors to HSPLS website – 435,380 Page views – 1,828,596	1,233,233 (6.30 % increase) 483,427 (12.15 % increase) 2,066,709 (15.15 % increase)
2010	Visits to HSPLS website Unique visitors to HSPLS website Page views	1,671,708 (35.55 % increase) 704,336 (45.70 % increase) 2,696,103 (30.45 % increase)
2011	Visits to HSPLS website – 1,243,564 Unique visitors to HSPLS website – 444,130 Page views – 1,909,759	1,770,837 (5.93 % increase) 772,500 (9.68 % increase) 2,862,372 (6.17 % increase)
2012	Visits to HSPLS website Unique visitors to HSPLS website Page views	1,432,675 (19.10 % decrease) 695,939 (9.91 % decrease) 2,710,808 (5.30 % decrease)
2013	Visits to HSPLS website – 1,313,862 Unique visitors to HSPLS website – 453,056 Page views – 1,993,446	

Strategy: Monitor 24/7 Electronic Reference service

Measure: Number of questions received; questions answered by Telephone Reference staff vs. other sections or branches; percent answered within two business days

Outcome: Provide 24/7 access to library materials and collections

Baseline: Nov. 5, 2007 (onset of service) to June 30, 2008 (end of fiscal year):

Questions submitted – 325 (100 %)

Answered by Telephone Reference Section – 184 (57 %)

Answered by other HSL Sections or Branches – 141 (43 %)

% answered within 2 business days – 79 %

	Target	Actual
2009	Questions submitted – 650 Answered by Tel. Ref. Section – 368 Answered by other HSL Sections/Branches – 282 % answered within 2 business days – 50 %	1,028 (100 %) 645 (63 %) 383 (37 %) 79 %
2010	Questions submitted Answered by Tel. Ref. Section Answered by other HSL Sections/Branches % answered within 2 business days	1,181 (100 %) 813 (69 %) 368 (31 %) 80 %
2011	Questions submitted – 787 Answered by Tel. Ref. Section – 472 Answered by other HSL Sections/Branches – 315 % answered within 2 business days – 60 %	2,253 (100 %) 1,536 (68 %) 716 (32 %) 90 %
2012	Questions submitted Answered by Tel. Ref. Section Answered by other HSL Sections/Branches % answered within 2 business days	3,131 (100 %) 2,198 (70 %) 933 (30 %) 80%
2013	Questions submitted – 952 Answered by Tel. Ref. Section – 571 Answered by other HSL Sections/Branches – 381 % answered within 2 business days – 75 %	

Strategy: Install and monitor free public wireless internet demonstration projects in test sites located in every HSPLS library district

Measure: Number of libraries offering wireless; wireless in each district; various usage statistics; Internet users and sessions (not including wireless); wireless users and sessions

Outcome: Enable multiple means of access to HSPLS collections 24/7

Baseline: Baseline usage statistics will be compiled from wireless sites' activity in FY 2009;
 ESSS - 2008 wireless sites – 1
 Internet users and sessions - 387,186 users / 470,964 sessions

	Target	Actual
2009	1 wireless site; onset of automated data collection In-library internet users and sessions - 405,000 users 495,000 sessions	2 wireless sites 895 wireless users / 1009 wireless sessions 387,951 users / 482,386 sessions*
2010	wireless sites wireless users/sessions In-library internet users and sessions	2 wireless sites 3,025 wireless sessions ** users/ 445,919 sessions
2011	7 wireless sites In-library internet users and sessions - 409,000 users (1% growth) 499,500 sessions (1% growth)	2 wireless sites 3,876 *** wireless sessions ** users/ 484,315 sessions
2012	wireless sites wireless users/sessions In-library internet users and sessions	50 wireless sites 83,322 ^ wireless sessions ** users/ 600,855 sessions
2013	11 wireless sites In-library internet users and sessions - 413,000 users (1% growth) 505,000 sessions (1% growth)	

* Corrected based on updated information

** no user statistics due to activation of the privacy function in the Smart Access Manager (SAM) internet scheduling software.

*** based on statistical extrapolation

^ based on statistical extrapolation; wireless launched in all 50 libraries in April 2012

Objective:

Continue to explore emerging technologies and opportunities to improve automated services. (This objective may be removed due to a lack of appropriated funds)

Strategy: Develop plans and processes to locate, select and migrate to a new Integrated Library System (ILS)

Measure: Timeline for ILS selection and implementation

Outcome: Provide a reliable, next generation automated library system

Baseline: Horizon ILS functioning in all branches

	Target	Actual
2009	RFI posted, responses received, vendor demonstrations completed	All targets achieved. Planning temporarily suspended.
2010		Planning temporarily suspended.
2011	DAGS consulted, RFP released, responses evaluated	Planning temporarily suspended.
2012		Planning temporarily suspended.
2013	New ILS selected; planning and preparations for staff training, records migration and implementation commence	

Goal 2: Enhance the Lives of Hawaii’s Residents by Reinforcing HSPLS’ Role as an Essential Community Resource

Public libraries have an opportunity and a responsibility to improve and enrich the lives of our patrons. HSPLS branches are a valuable community resource, and in many communities are anchor tenants. We will continue to develop community networks to inform residents about our educational, informational and recreational resources, as well as our quality professional programs and services.

Objective:

Continue to expand, develop and improve relationships with community members and organizations



Strategy: Provide our communities with creative outreach efforts in a variety of venues

Measure: Number of different organizations visited for outreach

Outcome: Promote awareness of and access to library services and reinvigorate community learning

Baseline: Outreach events – 529; estimated attendance – 24,319

	Target	Actual
2009	Events – 250 Attendance – 12,500	243 24,632
2010	Events Attendance	529 33,486
2011	Events – 300 Attendance – 15,000	186 19,193
2012	Events Attendance	518 31,809
2013	Events – 350 Attendance – 17,500	

Strategy: Engage community members and organizations to support library collections and services

Measure: Number of community programming partnerships (SRP, etc.); amount donated by community partners; number of volunteers; volunteer hours contributed to HSPLS

Outcome: HSPLS is able to provide programs and resources that would otherwise be unavailable to most community members

Baseline: New Monthly Activity Report distributed to branches, Sept. 10, 2008.
Number of community programming partnerships for system-wide programs –
8 sponsors, \$195,740 donated, FY 08
1,713 volunteers contributed a combined total of 59,853 hours

	Target	Actual
2009	8 sponsors, \$190,000 1,730 volunteers; 60,363 hours	11 sponsors, \$143,800 1,873 volunteers; 63,562 hours
2010	sponsors volunteers	20 sponsors, \$259,400 1,902 volunteers; 67,997 hours
2011	9 sponsors, \$195,000 1,764 volunteers; 60,873 hours	28 sponsors, \$224,932 2,085 volunteers; 109,456 hours
2012	sponsors volunteers	62 sponsors, \$497,204 2,015 volunteers; 65,153 hours
2013	10 sponsors, \$200,000 1,800 volunteers; 61,953 hours	

Strategy: Continuously monitor the changing tastes and interests of our communities and develop library collections, programs and services accordingly

Measure: Number of libraries stating use of specific demographic information or community analyses in collection development and/or programming (census data, other Federal statistics, community mapping, community analysis, languages spoken, etc.)

Outcome: Library managers report materials purchasing and/or programs offered are on target with community demographics and demands

Baseline: Libraries using specific demographic information – 4

	Target	Actual
2009	Libraries using specific demographic information – 8	15
2010	Libraries using specific demographic information	21
2011	Libraries using specific demographic information – 12	22
2012	Libraries using specific demographic information	26
2013	Libraries using specific demographic information – 20	

Objective:

Identify community needs and aesthetics and incorporate them into the planning and design of future public libraries

Strategy: Build libraries that are suited in function and appearance to their communities

Measure: Meet LEED minimum Silver Certification; gather community input: number of community meetings held during pre-planning, planning and design phases for any new library

Outcome: Help position our libraries as community centers; community stakeholders will support their community libraries

Baseline: Number of LEED Certified Buildings, 2008 – 0
HSPLS Admin presentations at Community Meetings – 5
Admin meetings with Legislators – 2

	Target	Actual
2009	1 LEED Silver Certified library in HSPLS Admin presentations at Community Meetings – 3 Admin meetings with Legislators – 2	0 2 5
2010	LEED Silver Certified library in HSPLS Admin presentations at Community Meetings Admin meetings with Legislators	0 2 6
2011	2 LEED Silver Certified libraries in HSPLS Admin presentations at Community Meetings – 3 Admin meetings with Legislators – 2	0 2 3
2012	LEED Silver Certified libraries in HSPLS Admin presentations at Community Meetings Admin meetings with Legislators	2* 2 1
2013	3 LEED Silver Certified libraries in HSPLS Admin presentations at Community Meetings – 3 Admin meetings with Legislators – 2	

* Exceeded our benchmark by achieving Gold status for both libraries.

Objective:

Incorporate environmentally friendly elements while maintaining clean, safe, inviting, comfortable, and healthy existing facilities through application of the HSPLS CIP Priority matrix.

Strategy: Incorporate a “green mentality” into library operations

Measure: Number of lighting retro-fitting projects; number of libraries reporting recycling programs; incorporate eco-friendly products on HSPLS supplies lists

Outcome: Reduce HSPLS carbon footprint; increase staff and public awareness of the need for sustainability

Baseline: Retrofitting projects completed – 2
Recycling programs – 105 (newspapers, magazines, ink cartridges, paper, cans/bottles, eyeglasses, electronics)
Eco-friendly products available – 0

	Target	Actual
2009	Retrofitting projects completed – 2 Recycling programs – 105 Eco-friendly products available – 10	17 270 4
2010	Retrofitting projects completed Recycling programs Eco-friendly products available	Completed* 318 4
2011	Retrofitting projects completed – 5 Recycling programs – 110 Eco-friendly products available – 20	Completed* 285 6
2012	Retrofitting projects completed Recycling programs Eco-friendly products available	Completed* 273 8
2013	Retrofitting projects completed – 10 Recycling programs – 120 Eco-friendly products available – 30	

* HSPLS completed retrofitting all 50 public libraries statewide with energy efficient electronic ballast and super T-8 lamps for all of its lighting fixtures.

Objective:

Collaborate with other organizations to develop a disaster planning process

Strategy: Plan for back-up and resource recovery processes; identification and preservation of unique and heritage collections in HSPLS; develop branch plans

Measure: Planning meetings with other agencies and organizations; identify which HSPLS locations house unique or heritage collections; number of staff attending training; number of branches developing disaster plans.

Outcome: Ensure continuation of service, resumption of service in a timely manner

Baseline: Collaborative meetings with other orgs – 1
Staff attending training – 0
Unique collections identified – 0
Branches in active planning process – 0
Branches with completed plans – 0

	Target	Actual
2009	Collaborative meetings with other orgs – 2 annually Staff attending training – 4 annually Unique collections identified - Initiate process Branches in active planning process – 4 Branches with completed plans – 0	0 6 0 1 0
2010	Collaborative meetings with other orgs Staff attending training Unique collections identified Branches in active planning process Branches with completed plans	0 3 6 0 1
2011	Collaborative meetings with other orgs – 2 annually Staff attending training – 4 annually Unique collections identified – 25 branches completed process Branches in active planning process – 8 Branches with completed plans – 4	0 2 6 0 1
2012	Collaborative meetings with other orgs Staff attending training Unique collections identified Branches in active planning process Branches with completed plans	0 0 8 0 1

	Target	Actual
2013	Collaborative meetings with other orgs – 2 annually until process is completed Staff attending training – 4 annually until process is completed Unique collections identified – 50 branches Branches in active planning process – 8 Branches with completed plans – 12	

Objective:

Support HSPLS mission and goals through representation at various local, regional and national events

Strategy: Encourage HSPLS representation at conferences and other events promoting library education and services

Measure: Number of events with HSPLS participation; number of participants

Outcome: Improved collections, programs and services based on industry best practices

Baseline: Events with HSPLS participation – 16
 Total employees attending Conferences, etc. – 29

	Target	Actual
2009	Events with HSPLS participation – 4 Total employees attending Conferences, etc. – 16	26 55
2010	Events with HSPLS participation Total employees attending Conferences, etc.	29 51
2011	Events with HSPLS participation – 4 Total employees attending Conferences, etc. – 16	24 53
2012	Events with HSPLS participation Total employees attending Conferences, etc.	20 61
2013	Events with HSPLS participation – 10 Total employees attending Conferences, etc. – 25	

Goal 3: Continuously Improve our Ability to Meet the Needs of our Diverse Population by Providing Support and Training for HSPLS Staff

It is a privilege for HSPLS to provide the people of Hawaii with quality, professional programs, materials and services. To ensure that we continue to do this, staff members will be provided with institutional support and training as well as opportunities for continuing education and professional development.

Objective:

Explore and expand job-related training opportunities for HSPLS staff

Strategy: Encourage library staff by providing guidance, training and expanded opportunities for professional and leadership development

Measure: Number of events with HSPLS participation; number of participants

Outcome: Increase HSPLS' ability to serve our customers with trained, enthusiastic and motivated staff

Baseline: Number of leadership and other training classes/courses with HSPLS attendance – 12
Total HSPLS employees attending – 30

	Target	Actual
2009	Number of leadership and other training classes/courses with HSPLS attendance – 6 Total HSPLS employees attending – 10	5 10
2010	Number of leadership and other training classes/courses with HSPLS attendance Total HSPLS employees attending	7 12
2011	Number of leadership and other training classes/courses with HSPLS attendance – 8 Total HSPLS employees attending – 14	5 7
2012	Number of leadership and other training classes/courses with HSPLS attendance Total HSPLS employees attending	10 46

	Target	Actual
2013	Number of leadership and other training classes/courses with HSPLS attendance – 12 Total HSPLS employees attending – 20	

Objective:

Improve public service by developing structured standards for support staff in the application of rules, policies and procedures at the point of public contact

Strategy: Investigate various reorganization strategies to improve delivery of public services

Measure: Progress toward opening District Offices in all counties; number opened

Outcome: Realigning the establishment of the district offices to ensure increased functionality and practicality

Baseline: 2008 presented to Comm., referred to Union

	Target	Actual
2009	Approved by Committee, Full Board	All vacant positions have been frozen since 8/08 by Gov. Linda Lingle
2010		All vacant positions have been frozen since 8/08
2011	Pending governor's approval	Recruitment was approved for public service positions only
2012		Postponed due to budgetary and staffing constraints
2013	1 district office opened on a neighbor island	

Strategy: Revise and develop new staff policies and procedures documentation

Measure: Type and number of manuals and documents revised

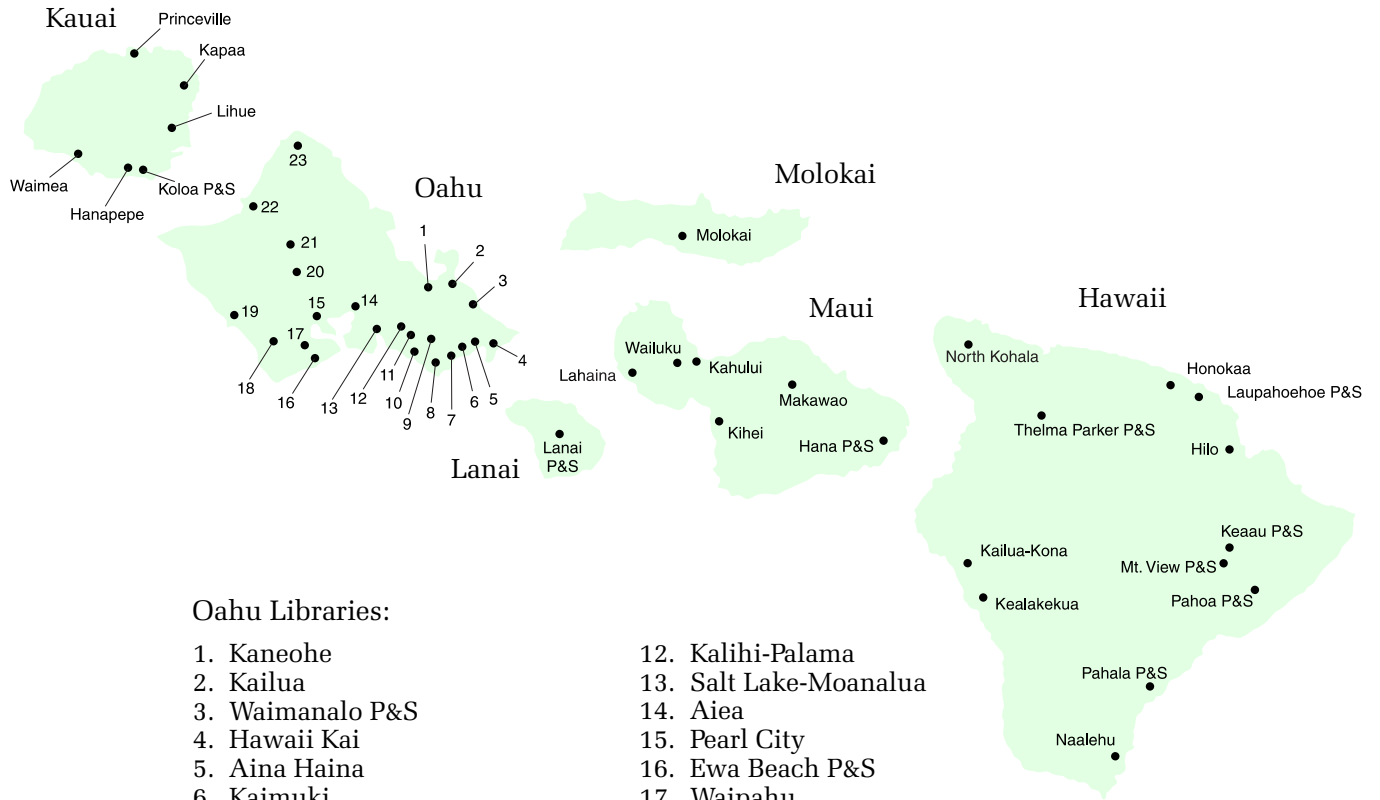
Outcome: Uniform application of Hawaii Administrative Rules, policies and procedures system-wide

Baseline: Manuals and/or documents created or revised – 1 (Technical Services Section Manual)

	Target	Actual
2009	Manuals and/or documents created or revised – 3	4
2010	Manuals and/or documents created or revised	3
2011	Manuals and/or documents created or revised – 9	3
2012	Manuals and/or documents created or revised	3
2013	Manuals and/or documents created or revised – 15	



Hawaii State Public Library System



Oahu Libraries:

- | | |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <ol style="list-style-type: none"> 1. Kaneohe 2. Kailua 3. Waimanalo P&S 4. Hawaii Kai 5. Aina Haina 6. Kaimuki 7. a) Waikiki-Kapahulu
b) Library for the Blind & Physically Handicapped 8. McCully-Moiliili 9. Manoa 10. Hawaii State Library 11. Liliha | <ol style="list-style-type: none"> 12. Kalihi-Palama 13. Salt Lake-Moanalua 14. Aiea 15. Pearl City 16. Ewa Beach P&S 17. Waipahu 18. Kapolei 19. Waianae 20. Mililani 21. Wahiawa 22. Waialua 23. Kahuku P&S |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|