

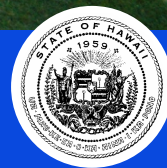
*Hawaii State Public Library System
Strategic Plan, 2009 to 2013*

Planning Hawaii's Public Library Future



Progress Report FY '13

December 2013



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Hawaii State Public Library System
Strategic Plan, 2009 - 2013

Progress Report FY '13

Planning Hawaii's Public Library Future



Aloha!

As this Strategic Plan, 2009-2013 draws to a close, it is an opportune time to review the progress the Hawaii State Public Library System (HSPLS) has made over the past five years and to look to the future, as we develop a new Strategic Plan for 2014-18.



Richard Burns
State Librarian

We continue to increase the value HSPLS provides for our patrons throughout the state in terms of supporting student achievement and workforce development, providing public access technology and computing, and developing resources and materials collections.

Dramatic technology advancements and improvements have led to a transformation for HSPLS, as more than ever we rely on technology as the foundation for the programs and services we offer our patrons. Thanks to two federal Broadband Technology Opportunity Program grants and a grant from the Bill & Melinda Gates Foundation, we have increased the number of HSPLS public access computers from 483 to 782, all 782 of these computers are new since the start of this plan; each has been installed with Microsoft Office Professional Plus software, as well as anti-virus and security packages; every library now has at least one ADA accessible workstation with computers, software and furniture; and we are in the process of providing fiber optic connectivity to our libraries.

At the start of this Plan, there were only two HSPLS libraries offering wireless internet access, and now every library in our System offers this popular service. In fiscal year 2009 (FY 09) there were 1,009 wireless internet sessions conducted at those two libraries; in FY 13, there were nearly 190,000 sessions in our fifty (50) libraries statewide. Our ebook collections continue to increase

in size, popularity and usage, with circulation rising from 40,000 in FY 09 to nearly 172,000 in FY 13. In just five months of FY 2014, ebook circulation has already reached more than 91,000. Our online electronic reference service remains popular, growing from 1,000 questions answered in FY 09 to more than 4,300 answered in FY 13. At outreach events, the number of people contacted has grown from 25,000 in FY 09 to 33,000 this past year, and the number of volunteer hours contributed to our libraries has grown from less than 64,000 in FY 09 to nearly 79,000. Our two newest libraries, in North Kohala and Manoa, have both earned Leadership in Energy and Environmental Design (LEED) Gold Certification and we have four additional libraries at some stage of planning, design and construction, in Aiea, Nanakuli, Waikoloa and Makiki.

The Hawaii State Public Library System has transformed itself over the past few years as we have taken full advantage of grant funding opportunities and technology advancements to significantly increase the value we provide for our patrons in our 50 libraries across the state.

In addition to continuing to develop quality traditional print and media collections,

- HSPLS is the only statewide public library system in the world to offer all our patrons free access to the Microsoft IT Academy for technology training, digital literacy and certification
- we have implemented wireless internet access in every library
- we are continuing to develop our online collections and resources
- we continue to expand our popular ebook and audiobook collections
- our social media presence includes Facebook and Twitter, with Instagram coming soon
- we implemented a massive security upgrade, including the datacenter, network, server and pc levels

- we now have off-site backup and disaster recovery capabilities
- we have transitioned to a new email system (Microsoft Outlook)
- we completely redesigned our network, moving from an outdated frame relay system to a modern, efficient RNS network
- we have laid the critical technology foundation for future expansion of collections, programs and services
- and in 2012, HSPLS earned Hawaii's first Excellence in Technology Award from the Office of Information Management Technology

Our vision for Hawaii's public libraries is to be the educational, informational and cultural heart of our communities, and our staff members are working hard to make that vision a reality. With the help of our dedicated staff members, the Board of Education, our Legislators and our patrons, we believe we will be able to fulfill this vision of the role of Hawaii's public libraries in our communities across the state.

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	24,099 (29.50% increase) 171,831 (30.31% increase) 7.13 (0.57% increase)

* 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	Baseline allocation Central Purchases Factor allocation	0 % 16.17 % 83.83 %

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	605,291 (57.75 % decrease) 307,102 (55.87 % decrease) 1,976,128 (27.10 % decrease)

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 %	4,317 (100 %) 3,033 (70 %) 1,284 (30 %) 82%

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)	50 wireless sites 187,342^ wireless sessions ** users/668,625 sessions

* 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	Planning temporarily suspended.

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	557 32,958

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	44 sponsors, \$489,915 2,141 volunteers; 78,621 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	16

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	2* 3 5

* 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	Completed* 262 9

* 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	0
	Staff attending training – 4 annually until process is completed	0
	Unique collections identified – 50 branches	8
	Branches in active planning process – 8	0
	Branches with completed plans – 12	1

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	19 59

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	11
	Total HSPLS employees attending – 20	16

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 Committee, 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	Postponed due to budgetary and staffing constraints

Strategy: Revise and develop new staff policies and procedures documentation

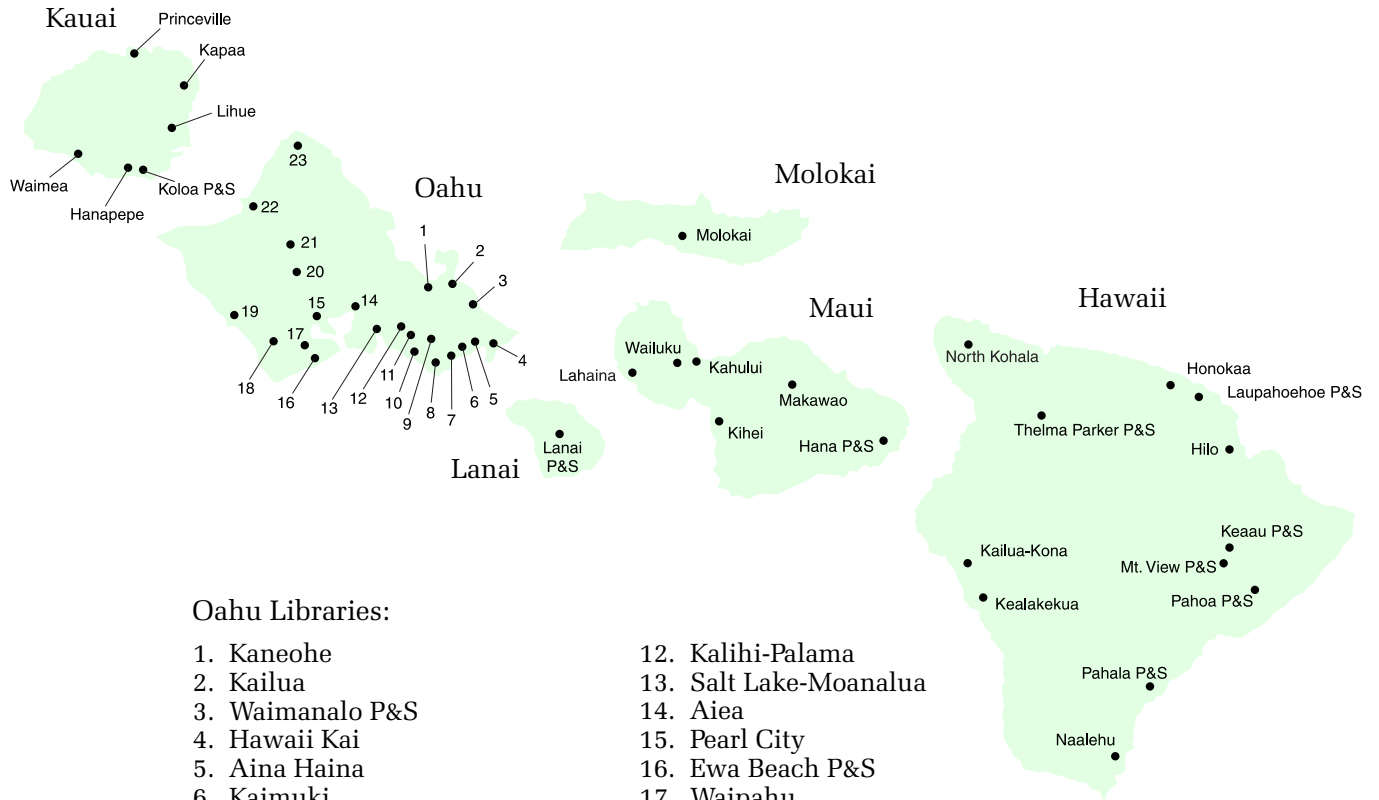
Measure: Type and number of manuals and documents revised

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	2

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 |
|--|---|