

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

Planning Hawaii's Public Library Future



October 2008



Hawaii State Board of Education
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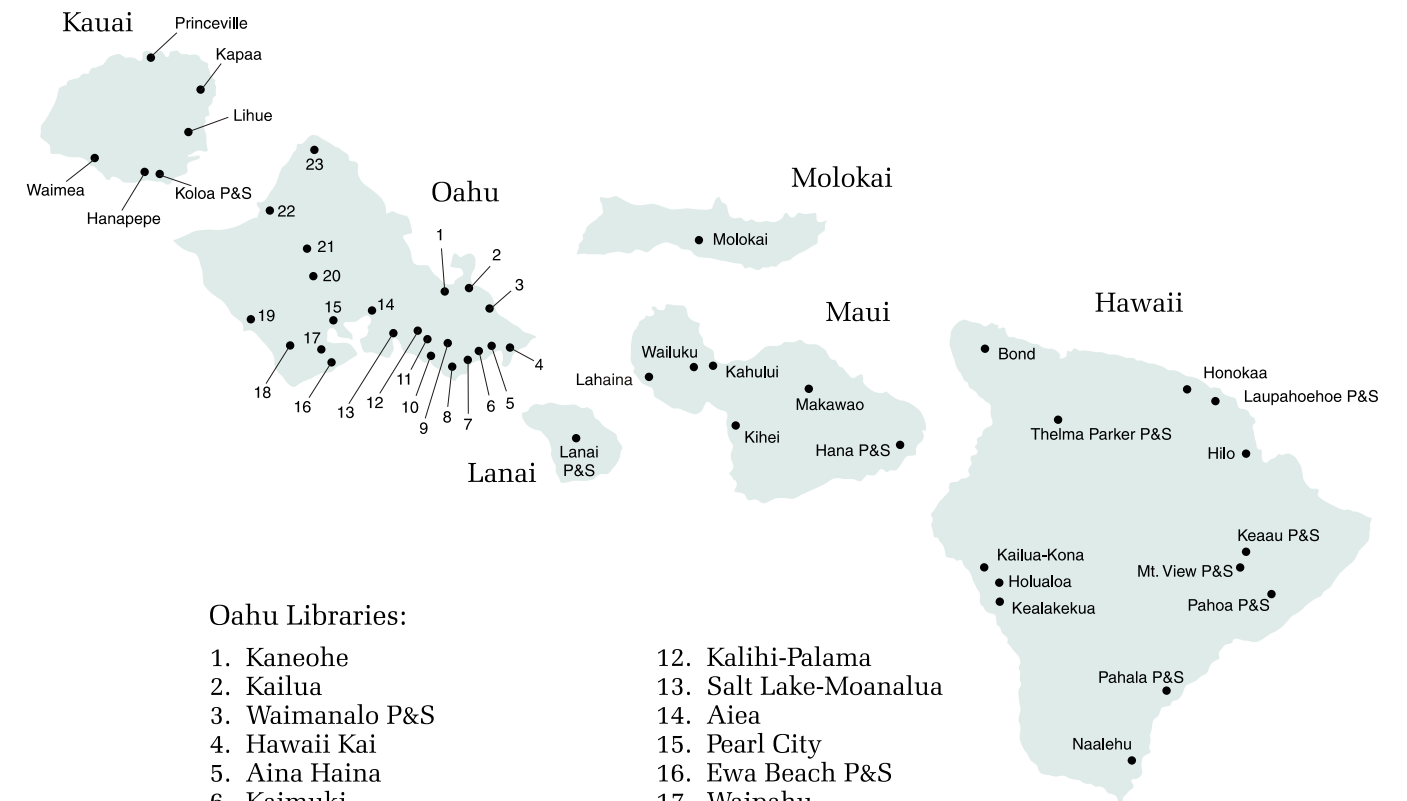
History

This document represents the Hawaii State Public Library System's (HSPLS) fourth strategic plan in the last 25 years. Jo Ann Schindler was appointed acting Hawaii State Librarian in April 2003 and submitted her first "HSPLS Strategic Plan" to the Board of Education in October 2005. Virginia Lowell was appointed State Librarian in August 1998 and submitted her "Master Plan" in July 2000. Bartholomew Kane was appointed State Librarian in May 1982 and submitted "Hawaii's Public Libraries in the 1980s: Plans for Service" at the end of December 1983.



Richard Burns
State Librarian

The current plan is being submitted after less than one year since the appointment of a new State Librarian in January 2008. We believe this plan will keep HSPLS moving in a positive direction and will reinforce our position as an essential resource for all of Hawaii's people.



Oahu Libraries:

- | | |
|---|------------------------|
| 1. Kaneohe | 12. Kalihi-Palama |
| 2. Kailua | 13. Salt Lake-Moanalua |
| 3. Waimanalo P&S | 14. Aiea |
| 4. Hawaii Kai | 15. Pearl City |
| 5. Aina Haina | 16. Ewa Beach P&S |
| 6. Kaimuki | 17. Waipahu |
| 7. a) Waikiki-Kapahulu | 18. Kapolei |
| b) Library for the Blind & Physically Handicapped | 19. Waianae |
| 8. McCully-Moiliili | 20. Mililani |
| 9. Manoa | 21. Wahiawa |
| 10. Hawaii State Library | 22. Waialua |
| 11. Liliha | 23. Kahuku P&S |

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
2009	Approved by Committee, Full Board
2011	Pending governor's approval
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)
2009	Manuals and/or documents created or revised: 3
2011	Manuals and/or documents created or revised: 9
2013	Manuals and/or documents created or revised: 15

Introduction and context

Over the last year, the Hawaii State Public Library System (HSPLS) has undergone major turnover among our leadership positions. Retirements of critical personnel have resulted in the loss of more than eighty years worth of experience, predictability and institutional memory. After many years of relative stability, since January four of the six senior Administration positions within HSPLS have new personnel, including the State Librarian, the Director of the Hawaii State Library, the Director of Public Libraries Branch and the Administrative Assistant to the State Librarian, and a fifth has been in the position for slightly more than two years.

This 2009-2013 Strategic Plan will help provide stability, direction, goals and strategies for HSPLS, our staff and community stakeholders. This plan is the result of extensive collaborations, including a preliminary needs assessment, an online public survey, surveys of all HSPLS branches and sections, and we have engaged in extensive consultations, debate, discussions and consensus building within our core Administrative Team.

Fiscal constraints

The economic outlook has deteriorated considerably over the past year. Programs, projects and proposals which appeared achievable in January are considerably less so today. HSPLS' FY 2009 combined budget reduction of seven percent is expected to be compounded by FY 10 reductions of up to twenty percent. Necessary projects such as network upgrades, a replacement Integrated Library System, district reorganization and wireless internet access

will have to be delayed or cancelled as we trim even more from an organization that still has not recovered from drastic budget reductions in 1995 when 111 positions were lost, and in 2003 when public service hours were reduced by 200 hours.

These grim realities are manifested in drastically reduced projections throughout the duration of this plan. Instead of expansion in many programs and services, we will be fortunate to approach current levels of operations. The resulting projections are necessarily based on the current and projected fiscal environment.

We recognize that we have an opportunity to explore and develop ways to become a more efficient and productive organization, and we are investigating ways of economizing, while still providing the best public service possible. We remain optimistic that HSPLS is moving in the right direction and that as a system we will continue to provide the collections, programs and services the people of Hawaii need.

The Hawaii State Board of Education revised its Mission and Vision Statements for the Hawaii State Public Library System (HSPLS) in November, 2005:

Mission:

The Mission of the Hawaii State Board of Education is to promote excellence and equity in public library services so that all individuals can meet their reading, information and life-long learning needs.

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
2009	Number of leadership and other training classes/courses with HSPLS attendance: 6 Total HSPLS employees attending: 10
2011	Number of leadership and other training classes/courses with HSPLS attendance: 8 Total HSPLS employees attending: 14
2013	Number of leadership and other training classes/courses with HSPLS attendance: 12 Total HSPLS employees attending: 20

2013	Collaborative meetings with other orgs – 2 annually until process is completed Number of staff attending training – 4 annually until process is completed Number of unique collections identified – 50 branches Number of branches in active planning process - 8 Number of branches with completed plans - 12
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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
2009	Events with HSPLS participation: 4 Total employees attending Conferences, etc.: 16
2011	Events with HSPLS participation: 4 Total employees attending Conferences, etc.: 16
2013	Events with HSPLS participation: 10 Total employees attending Conferences, etc.: 25

Vision:

Hawaii’s public libraries are safe, inviting, resource-rich learning environments engaging the minds and enhancing the lives of all community members.

HSPLS Mission Statement:

The mission of the Hawaii State Public Library System is to provide Hawaii’s residents, in all walks of life and at each stage of their lives, with access to education, information, programs and services, and to teach and nurture the love of reading and the habit of lifelong learning.

In our efforts to fulfill these missions, the 2009-2013 Strategic Plan focuses on three primary, long-term goals:

1. Continue to improve quality of and access to public library collections and services;
2. Enhance the lives of Hawaii’s residents by reinforcing HSPLS’ role as an essential community resource; and
3. Continuously improve our ability to meet the needs of our diverse population by providing support and training for HSPLS staff.

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
2009	e-books collection size: 11,402 Circulation: 31,926 Turnover: 2.8
2011	e-books collection size: 12,570 Circulation: 35,825 Turnover: 2.85
2013	e-books collection size: 13,940 Circulation: 40,426 Turnover: 2.9

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 Number of staff members attending training – 0 Number of unique collections identified – 0 Number of branches in active planning process - 0 Number of branches with completed plans - 0
2009	Collaborative meetings with other orgs – 2 annually Number of staff attending training – 4 annually Number of unique collections identified – initiate identification process Number of branches in active planning process – 4 Number of branches with completed plans – 0
2011	Collaborative meetings with other orgs – 2 annually Number staff attending training – 4 annually Number of unique collections identified – 25 branches completed unique collections identification process Number of branches in active planning process - 8 Number of branches with completed plans - 4

2013	3 LEEDS Silver Certified libraries in HSPLS Admin presentations at Community Meetings: 3 per library Admin meetings with Legislators: 2 per library
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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
2009	Retrofitting projects completed: 2 Recycling programs: 105 Eco-friendly products available: 10
2011	Retrofitting projects completed: 5 Recycling programs: 110 Eco-friendly products available: 20
2013	Retrofitting projects completed: 10 Recycling programs: 120 Eco-friendly products available: 30

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%
2009	Baseline allocation: 9% Central Purchases: 20% Factor allocation: 71%
2011	Review materials budget allocation formula annually
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 to allow the public to more efficiently access HSPLS materials and resources
MEASURE	Number of visitors, visits and page views at the HSPLS website (www.librarieshawaii.org).
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

2009	Visits to HSPLS website: 1,175,526 Unique visitors to HSPLS website: 435,380 Page views: 1,828,596
2011	Visits to HSPLS website: 1,243,564 Unique visitors to HSPLS website: 444,130 Page views: 1,909,759
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	Answered by Telephone Reference Section	Answered by other HSL Sections or Branches	% answered within 2 business days
	Total	325	184	141	
	Percentage	100	57	43	79
2009	Total	650	368	282	50
2011	Total	787	472	315	60
2013	Total	952	571	381	75

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
2009	Libraries using specific demographic information: 8
2011	Libraries using specific demographic information: 12
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 LEEDS 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	# LEEDS Certified Buildings, 2008: 0 HSPLS Admin presentations at Community Meetings: 5 Admin meetings with Legislators: 2
2009	1 LEEDS Silver Certified library in HSPLS Admin presentations at Community Meetings: 3 per library Admin meetings with Legislators: 2 per library
2011	2 LEEDS Silver Certified libraries in HSPLS Admin presentations at Community Meetings: 3 per library Admin meetings with Legislators: 2 per library

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
2009	8 sponsors, \$190,000 1,730 volunteers; 60,363 hours
2011	9 sponsors, \$195,000. 1,764 volunteers; 60,873 hours
2013	10 sponsors, \$200,000. 1,800 volunteers; 61,953 hours

OBJECTIVE: Match communities to collections more closely by monitoring and utilizing demographic metrics

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.)

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	ESSS - 2008 wireless sites: 1 baseline usage statistics will be compiled from 7 wireless sites' activity in FY 2009 Internet users and sessions: 387,186 users 470,964 sessions
2009	1 wireless site; onset of automated data collection; Internet users and sessions: 405,000 users 495,000 sessions
2011	7 wireless sites Internet users and sessions: 409,000 users (1% growth) 499,500 sessions (1% growth)
2013	11 wireless sites Internet users and sessions: 413,000 users (1% growth) 505,000 sessions (1% growth)

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
2009	RFI posted, responses received, vendor demonstrations completed
2011	DAGS consulted, RFP released, responses evaluated
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; new statistic
2009	Events: 250 Attendance: 12,500
2011	Events: 300 Attendance: 15,000
2013	Events: 350 Attendance: 17,500