

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

Planning Hawaii's Public Library Future



Progress Report FY '09

November 2009



Hawaii State Board of Education
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History and Context

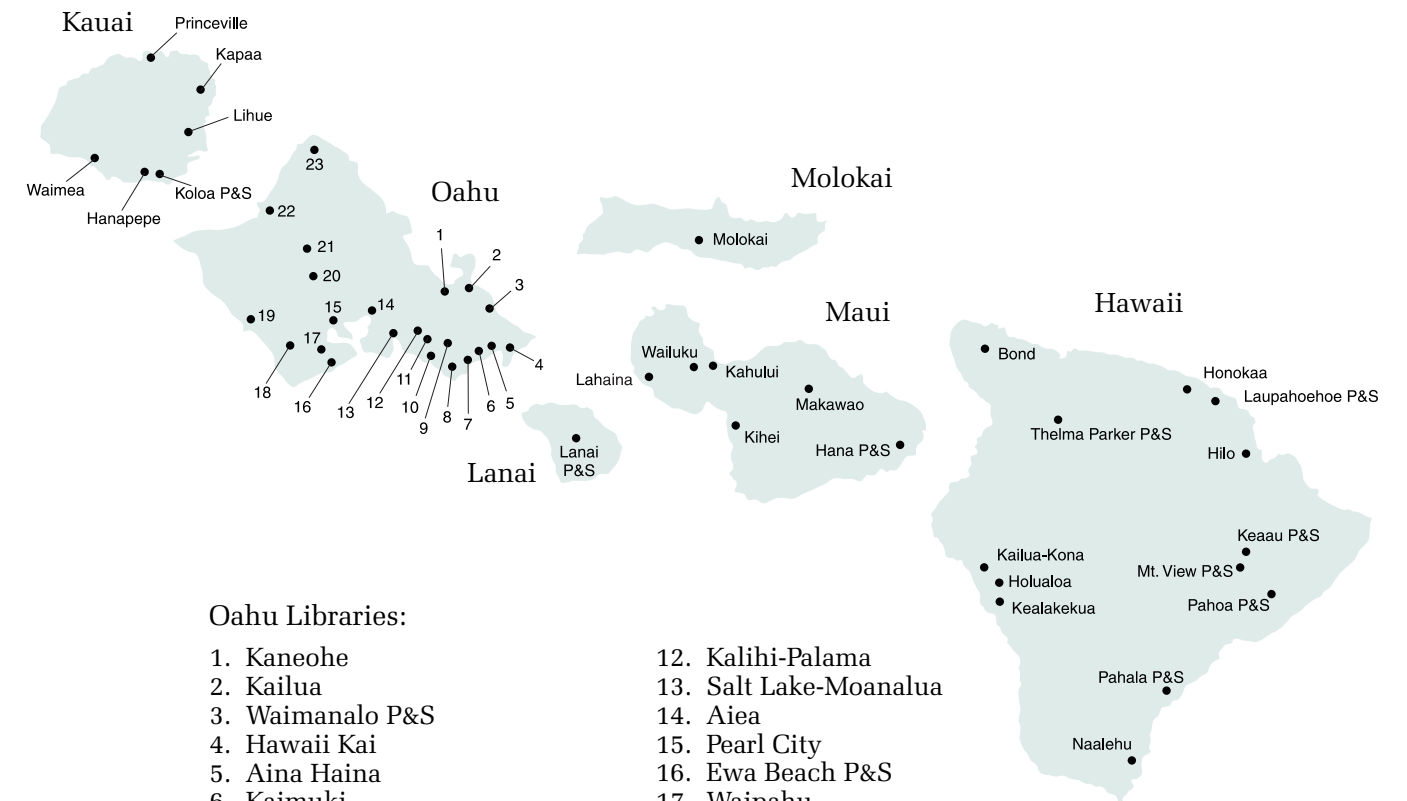
The Hawaii State Public Library System (HSPLS) Strategic Plan, 2009-2013 was a landmark in several ways. It was HSPLS' first attempt to establish forward-looking, system-wide goals and the strategies to reach those goals; to develop objective measures of our movement towards those goals; to collect relevant baseline data; and to set target benchmarks at one, three and five-year intervals.



Richard Burns
State Librarian

This document is the first progress report on that Strategic Plan. Our three primary goals remain the same; in fact, they have become more important now than ever. We will proceed with our efforts to:

1. Continue to improve the 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.



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

	Target	Actual
2009	Approved by Committee, Full Board	All vacant positions have been frozen since 8/08 by Gov. Linda Lingle
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)

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

Our initial targets and projections attempted to take into account the gloomy economic forecast in the fall of 2008, however few would have predicted the statewide, national and international economic crisis which has created such challenges for HSPLS and throughout Hawaii. 2009 has been one of the most, if not the most, challenging years in the history of the Hawaii State Public Library System.

The magnitude of consecutive budget reductions for HSPLS has been unprecedented. After sustaining a combined budget reduction of ten percent in 2009, our budget for the 2010 fiscal year has been reduced by twenty percent, which was approximately twice what we had anticipated just a year ago. Like all state departments, we are struggling with a hiring freeze that has been in effect for more than a year, we are experiencing vacancies in important branch and administrative positions, and our overall vacancy level, which reached a five year low in November 2008, is climbing once again.

It is becoming increasingly difficult to maintain our current schedule of public service days and hours, and the same levels of programming and services that we have been able to offer in the past. We have been forced to consider and even propose alternatives and options which would have been out of the question just two short years ago.

Even in this environment, HSPLS has been able to take several significant steps forward.

Progress

HSPLS has been able to reach or exceed almost all of our targets that were established for 2009. In addition, we have been able to add wireless access at a second library, we have begun a multi-phase telecommunications network upgrade, and for the first time our patrons are able to receive notices via e-mail,

a convenience for our patrons which should also save HSPLS considerable postage expenses.

We have met or exceeded most of our targets for our electronic resources; community collaborations and outreach participation goals have been met; we have become a more environmentally friendly organization; and staff reinforcement goals have been met or nearly met.

We achieved our benchmarks in the search for a replacement Integrated Library System (ILS), however the process has been suspended because the cost would most likely have surpassed one million dollars. Our goals of reorganizing district administrative offices on Maui, Kauai and the Big Island and of pursuing formal disaster planning have been suspended primarily due to the statewide hiring freeze which has resulted in serious staffing shortages.

Looking Forward

Furlough days for our employees will close all our libraries and support offices on fifteen Wednesdays in FY 2010, however that will give us an opportunity to provide an enriching and rewarding library experience for our patrons on Fridays when most public schools, state offices and agencies will be closed.

HSPLS has always enjoyed widespread, popular support throughout the state. Our “Keep Your Library Open” fundraising campaign and the Friends of the Library of Hawaii's “Keep the Doors Open” campaign, have combined to raise more than \$200,000 for Hawaii's public libraries despite the sad state of our economy. This is just one of the many examples of why it is so fulfilling to work for the Hawaii State Public Library System and with the people of Hawaii.

We are continuing to explore creative ways to provide quality services for our patrons in a radically different economic environment. As predicted, developing a detailed, comprehensive plan is and will continue to be an ongoing process which we expect to modify and refine as we strive to produce a valuable planning document for the Hawaii State Public Library System.

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
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	

	Target	Actual
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	

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
2011	Events with HSPLS participation - 4 Total employees attending Conferences, etc. - 16	
2013	Events with HSPLS participation - 10 Total employees attending Conferences, etc. - 25	

Mission and Vision

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.

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.

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) 38,588 (25.88 % increase) 3.07 (9.64 % increase)
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
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 identification process Branches in active planning process - 4 Branches with completed plans - 0	0 6 0 1 0
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	

	Target	Actual
2013	3 LEED Silver Certified libraries in HSPLS Admin presentations at Community Meetings - 3 Admin meetings with Legislators - 2	

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
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 %

	Target	Actual
2009	Baseline allocation - 9 % Central Purchases - 20 % Factor allocation - 71 %	0 % 6.54 % 93.46 %
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

	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)
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 - 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 %
2011	Questions submitted - 787 Answered by Tel. Ref. Section - 472 Answered by other HSL Sections/Branches - 315 % answered within 2 business days - 60 %	

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
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 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
2011	2 LEED Silver Certified libraries in HSPLS Admin presentations at Community Meetings - 3 Admin meetings with Legislators - 2	

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
2011	9 sponsors, \$195,000 1,764 volunteers; 60,873 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.)

	Target	Actual
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 51,942 unique users / 386,413 sessions
2011	7 wireless site In-library internet users and sessions - 409,000 users (1% growth) 499,500 sessions (1% growth)	
2013	11 wireless site In-library 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

	Target	Actual
2009	RFI posted, responses received, vendor demonstrations completed	All targets achieved. Planning temporarily suspended.
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

	Target	Actual
2009	Events - 250 Attendance - 12,500	243 24,632
2011	Events - 300 Attendance - 15,000	
2013	Events - 350 Attendance - 17,500	