

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

# Planning Hawaii's Public Library Future



**Progress Report FY '10**

November 2010

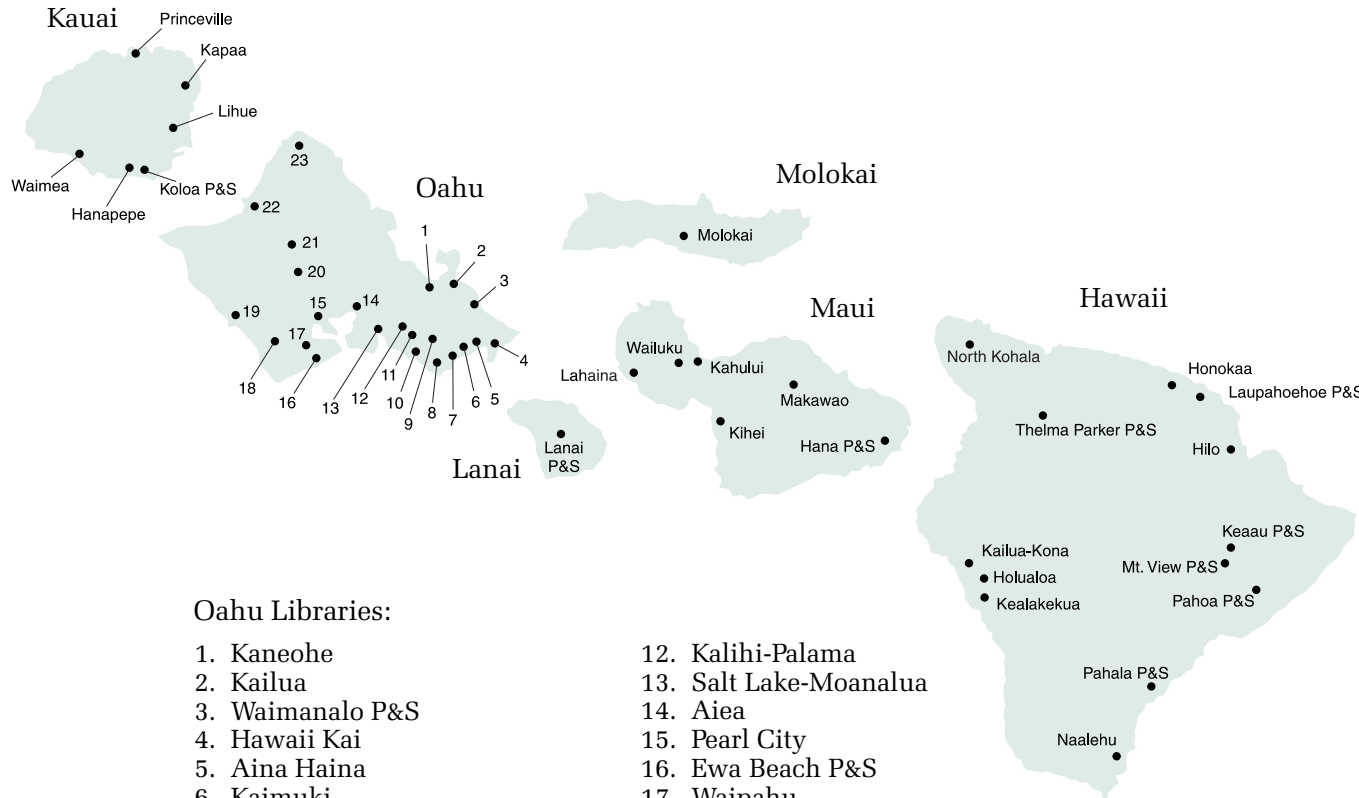


# Hawaii State Public Library System

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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. Waiialua           |
| 11. Liliha  | 23. Kahuku P&S         |

**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	
2013	Manuals and/or documents created or revised – 15	

Hawaii State Public Library System  
Strategic Plan, 2009 - 2013

## Progress Report FY '10

### Planning Hawaii's Public Library Future



# History and Context

The past year has been a difficult one for all of Hawaii, including the Hawaii State Public Library System (HSPLS). Faced with budget reductions of more than 20%, HSPLS implemented furloughs for our staff, which forced the closing of our libraries for fifteen days between December and May.

While Hawaii's public schools instituted "Furlough Fridays", HSPLS was able to work with staff to implement furloughs primarily on Wednesdays, allowing libraries to remain open on Fridays and provide much needed resources and services for those students and adults also experiencing furloughs. This decision resulted in an increase in students, parents and caregivers visiting our libraries on "Furlough Fridays". However, our libraries did experience an overall reduction in public service hours that has significantly impacted our ability to reach some of our interim targets for Fiscal Year 2010.

HSPLS was more fortunate than many State agencies in that we were able to implement fewer furlough days due in large part to twin fundraising campaigns, the Hawaii State Public Library System's Keep Your Library Open and the Friends of the Library of Hawaii's Keep the Doors Open. Together these campaigns raised more than \$300,000, and these funds literally helped us keep



**Richard Burns**  
State Librarian

	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	<b>All vacant positions have been frozen since 8/08 by Gov. Linda Lingle</b>
2010		<b>All vacant positions have been frozen since 8/08</b>
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

### 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	

our doors and our libraries open. The success of these campaigns and the outpouring of support shown to public libraries during this very challenging time both humbled and inspired our staff.

### Progress

In 2010, our very popular Summer Reading Programs enjoyed a record number of sponsors who helped provide special incentives for our Children's, Teen and Adult programs. Additional community support came from the Maui Friends of the Library, who donated more than \$50,000 for the purchase, licensing and installation of Self Check Out machines for Lahaina and Kihei Public Libraries; while the Hawaii Association of the Blind and Dr. Lawrence Tseu each donated \$25,000 to HSPLS. We were also the recipients of dozens of smaller contributions from various corporations and individuals.

We have devoted considerable time, effort and resources to updating our technological landscape and architecture. As the popularity of, and demand for eBook and Audiobook formats continues to grow, our collections of these materials has grown to meet this demand, and we continue to expand the size, depth and breadth of these collections.

Our 24/7 eReference service continues to grow in popularity, as the number of submitted questions increased over previous years. Wireless access is still available in two of our libraries, and we are hopeful that wireless will be expanded to all our libraries in the near future.

In July 2009, HSPLS implemented email notification for our patrons with items on hold or items overdue. In just one year, more than 41,000 registered patrons have received more than 175,000 email notices, thereby saving printing, paper and postage costs of nearly \$51,000.

With an eye toward the growing importance of digital resources, we continue to work very hard with our online database vendors to streamline expenses while

still providing access to the information and sources our patrons need most.

In April, 2010, we implemented an enterprise level security solution which in one experiment reduced potential threats to our system from more than 10,000 to 14. While our network and information security were dramatically improved, we lost the ability to collect information about unique users accessing the internet, so that measure now only includes user sessions.

Despite staffing shortages and furlough days, staff continued to take our message, programs and services into their communities. Understanding that visibility and communicating the services the library provides is essential in times of recession, the number of staff members attending events and contacting people increased over the previous year.

Our reliance on volunteers continues to grow, as more people contributed more hours of service than in past years. In FY 2009, 1,873 volunteers gave 63,562 hours vs. FY 2010, when 1,902 volunteers contributed 67,997 hours.

In response to tighter budgets and reduced resources, more of our branches are using demographic metrics to develop collections more congruent with their communities. HSPLS also continued to implement green solutions as a step toward greater efficiency, as we retrofitted more of our libraries with energy efficient lighting fixtures and bulbs, and more branches are developing recycling programs.

In May, HSPLS also achieved a major goal as we completed the process of revising our Administrative Rules for the first time in more than a decade.

## Looking Forward

The Bill and Melinda Gates Foundation awarded HSPLS an Opportunities Online Hardware Grant which, when combined with the required matching funds guaranteed by the Friends of the Library of Hawaii, totaled \$823,200.

	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
2010	Events with HSPLS participation Total employees attending Conferences, etc.	29 51
2011	Events with HSPLS participation – 4 Total employees attending Conferences, etc. – 16	
2013	Events with HSPLS participation – 10 Total employees attending Conferences, etc. – 25	

**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
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	

These funds have given us the opportunity to begin replacing our outdated public access computers, which have been slowed considerably by their obsolete hardware and software. The benefits of our equipment upgrades have had patrons commenting favorably on the increased speed of our telecommunications network from the first day of installation.

HSPLS continues to enjoy the heartfelt support of our patrons and our communities. We have taken many significant strides forward, and are building a brighter future for the Hawaii State Public Library System and the people of Hawaii as we continue to provide ever-increasing access to library materials, collections, programs and services.

## 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	<b>12,585</b> (15.89 % increase) <b>40,277*</b> (31.39 % increase) <b>3.07</b> (9.64 % increase)
2010	E-books collection size Circulation Turnover	<b>13,516</b> (7.40 % increase) <b>63,917</b> (58.69 % increase) <b>4.73</b> (54.07 % increase)
2011	E-books collection size – 12,570 Circulation – 35,825 Turnover – 2.85	

### 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	<b>17</b> <b>270</b> <b>4</b>
2010	Retrofitting projects completed Recycling programs Eco-friendly products available	<b>0</b> <b>318</b> <b>4</b>
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	



**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	
2013	3 LEED Silver Certified libraries in HSPLS Admin presentations at Community Meetings – 3 Admin meetings with Legislators – 2	

	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	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	<b>1,233,233</b> (6.30 % increase) <b>483,427</b> (12.15 % increase) <b>2,066,709</b> (15.15 % increase)
2010	Visits to HSPLS website Unique visitors to HSPLS website Page views	<b>1,671,708</b> (35.55 % increase) <b>704,336</b> (45.70 % increase) <b>2,696,103</b> (30.45 % 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

	Target	Actual
2009	8 sponsors, \$190,000 1,730 volunteers; 60,363 hours	<b>11 sponsors, \$143,800</b> <b>1,873</b> volunteers; <b>63,562</b> hours
2010	sponsors volunteers	<b>20 sponsors, \$259,400</b> <b>1,902</b> volunteers; <b>67,997</b> 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.)

**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	<b>15</b>
2010	Libraries using specific demographic information	<b>21</b>
2011	Libraries using specific demographic information – 12	
2013	Libraries using specific demographic information – 20	

**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	
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

**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 %	
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	<b>2 wireless sites</b> <b>895 wireless users / 1009 wireless sessions</b> <b>387,951 users / 482,386 sessions*</b>
2010	wireless sites wireless users/sessions In-library internet users and sessions	<b>2 wireless sites</b> <b>3,025 sessions</b> <b>** users/445,919 sessions</b>
2011	7 wireless sites In-library internet users and sessions - 409,000 users (1% growth) 499,500 sessions (1% growth)	
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.

**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	<b>All targets achieved. Planning temporarily suspended.</b>
2010		<b>Planning temporarily suspended.</b>
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