



STATE OF HAWAII  
HAWAII STATE PUBLIC LIBRARY SYSTEM  
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October 21, 2008

TO: The Honorable Eileen Clarke, Chairperson  
Committee on Public Libraries and Student Support Services  
Board of Education

FROM: Richard Burns  
State Librarian

SUBJECT: Hawaii State Public Library System Strategic Plan

I am pleased to present the Hawaii State Public Library System (HSPLS) Strategic Plan, 2009-2013: Planning Hawaii's Public Library Future.

The creation of this document involved many months of extensive collaboration among HSPLS administrators, staff and the public, as surveys were distributed and analyzed and input was evaluated and incorporated. It also takes into account concepts and approaches discussed by Drs. Robert Kaplan and David Norton in The Balanced Scorecard (Harvard Business School Press, 1996), which presents a framework which is used extensively in government and non-profit organizations.

This Plan is aligned with current public library philosophies, priorities and best practices nationwide, and it will set the course for HSPLS as we confront the many challenges ahead.

As HSPLS strives to meet the needs and demands of our patrons, we realize that our strength lies in the support of our communities, the quality of our materials and services, and in the talents of our staff. Accordingly, we have developed three overarching goals for HSPLS:

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

These are the priorities and goals toward which HSPLS will work, and this is the direction in which HSPLS must proceed in order to remain a vibrant, essential component in the lives of our patrons.

The economic situation has changed considerably since the inception of this plan, and various objectives, strategies, measures and benchmarks have been modified or eliminated in response to those realities. What appeared to be realistic goals several months ago are much less so now, and impending budget reductions may mean that maintaining our current level of service will be quite an accomplishment in the immediate future.

While these challenges may slow our progress, they will not alter our direction as we struggle to meet the educational, informational, cultural and recreational needs of our customers and our communities.