Hawaii State Public Library System

LSTA Five-Year Plan, 2003-2007

**Revision Submitted to the
Institute of Museum and Library Services
1100 Pennsylvania Avenue, NW
Washington, DC 20506**

**Office of the State Librarian
Hawaii State Public Library System
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This Five Year Library Services and Technology Act (LSTA) Plan defines the direction and goals which the Hawaii State Public Library System (HSPLS) will adopt to improve our technological resources to better serve our library public.

Vision Statement: Connecting Communities with Collections

State Librarian Jo Ann Schindler envisions a library system which constantly strives to improve access to information and recreational reading. She seeks to ensure that HSPLS will provide the State's life-long learners of all ages:
- with a resource-rich environment that celebrates life, the human experience, and Hawaii and the world's cultural heritage, and
- with the information resources and research skills and strategies needed to meet tomorrow's challenges.

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 life-long learning.

Needs Assessment:

This document begins with a needs assessment describing our State's physical setting and the challenges which we are now facing in providing library services and collections in a time of fiscal constraints.

Hawaii's geography and demographics create demands that are unique and challenging. Hawaii is a small state, 43rd in physical size among the 50. Figures from the 2000 U.S. Census ranked it 42nd in terms of resident population. Although the population is less than that of many major cities, it is an island community with people residing on seven islands. The island of Niihau is privately owned, and there are no HSPLS libraries located there. Two of the major islands, Oahu and Hawaii, have experienced significant shifts in their populations due to new housing developments in the first case and the demise of the sugar industry in the second.

Not only are Hawaii's people widely dispersed around the State, but they are ethnically and culturally among the most diverse in the world. Beginning with the Polynesians who first settled the islands, new waves of immigrants to Hawaii have come from every corner of the globe. This makes for a rich history and culture, but it also increases the demands placed upon institutions such as libraries. There are practical and sound imperatives to acquire, catalog, and disseminate materials by and about these many nationalities and ethnic groups.

Unlike any other state, Hawaii has a single public library system and a single public school system. There is also one State-funded university and community college system as well as several private academic institutions. There are four county governments, but county libraries were consolidated into the statewide public library system after statehood in 1959. Only a relatively small number of private schools, private colleges, and special libraries do not rely on the State government for funding.

This unified structure with a common mission, policies, procedures, and standards has resulted in public library service which has been remarkably consistent throughout Hawaii. In recent years, Hawaii's economic environment has meant fiscal belt-tightening for all State agencies. All libraries are experiencing financial constraints, and most are competing for scarce funds from the same funding authority.

Because budgets have been so limited for many years, there is no money available for sophisticated studies of library needs in Hawaii. Such studies are not really necessary, however, because virtually everyone is aware of the State's fiscal condition and cutbacks in many public services. In a customer survey conducted in our 50 public libraries in November 2003, the top vote getters for improved library services were more materials, more hours, more programs, and more Internet stations. This came as no surprise to library staff and administrators.

 Even though our State's population exceeds 1 million residents, there is a tight-knit community concern and involvement in local issues, including libraries. Members of the public are not shy about expressing their opinions and making their wishes known via letters to the editors, calls to legislators and Board of Education members, comments to library personnel, and suggestions to the State Librarian in elevators, on inter-island flights, and via emails. The major Honolulu newspapers and television stations cover the State Legislature in depth, including that body's support of or failure to fund libraries. The media routinely covers library issues and events and are strong proponents of more hours and more services, although not necessarily more funding. In November 2003, a library customer survey found that of approximately 4,700 survey participants, 81 percent gave Hawaii's public libraries an "Excellent" or "Good" rating for overall quality of service, with 35% giving libraries an "A" and 46% a "B," despite a decade of stagnant funding.

The State Librarian and library administrators met with library managers, the Board of Education, and support groups such as the Friends of the Library of Hawaii and the Hawaii Library Foundation at the beginning of FY04 to identify the following areas needing improvement:

- **Staffing:** Because of the imposition of another budget cut and hiring freeze on December 30, 2002, former State Librarian Virginia Lowell mandated a one-shift/5-day per week schedule for all libraries. This

reduction in hours was unpopular with everyone, including the State Librarian and her administrative team.

As of February 28, 2005, despite filling 135 vacancies since April 2003, our initial 70 vacancies have increased to 126 out of 593 positions (565.55 FTE). Twenty-five of the vacancies are librarian positions. Approximately 84 recruitments are currently in progress. Only 36 employees have been recruited from outside HSPLS, so most of the movements have been internal, i.e., moving vacancies from one library or worksite to another. We expect this trend to continue for some time as our workforce ages and our experienced senior staff retire.

Our high turnover and vacancy numbers have resulted in staff burnout, cutbacks in services, and the continuation of reduced service hours. The loss of infrastructure in the mid-1990s also affected library administration, including the management of our LSTA program. This has become very apparent as we try to do long-range, strategic planning for HSPLS in general and specifically for the LSTA program, upon which we are dependent for IT services and functions. Automation impacts almost every public service we offer as well as staff operations, and we cannot function without these IT resources. Our recruitment and retention objectives will require not only creative human resource and development strategies, but also "smart" technologies and methods which can be characterized as self-service, labor-saving, remotely accessible 24/7, fast, efficient, reliable, cost-effective, and easy to use.

- **Technology Enhancements:** HSPLS anticipated technical improvements with its new ILS' web-based PAC and Windows-based staff modules, achieved with LSTA funding. Staff and customers were disappointed with the software implementation, and we have been working with the vendor to resolve outstanding issues. HSPLS has contracted with IT consultants to work with us in addressing our automation problems and to provide technical expertise and advice in planning for new improvements for library customers and staff. LSTA funds have enabled us to purchase hardware and software replacements and upgrades. In the process of switching to a new ILS, migrating to a Windows-based environment, and adapting to new versions of Office software and email, it has become very apparent that we are sorely lacking in training opportunities for our staff. The Gates Foundation has been instrumental in funding new public computers and technical training for both front line staff and IT support staff. We are investigating new technologies that might bridge our physical separation by water between islands as well as Internet scheduling, print cost recovery, and wireless systems. We have also addressed CIPA filtering requirements.

- **Training:** The State Librarian and administrative staff held a series of brainstorming sessions about HSPLS' FY04 funding and training priorities at managers meetings in October and November 2003 on the islands of Hawaii, Kauai, Maui, and Oahu. Top training priorities included Horizon, PAC, and EBSCO database training, office automation, Internet-based reference skills, specialized computer and graphics training for technical and library promotions staff, and leadership and supervisory skills. Many of these identified needs involve information technology training. We will also be assessing the effectiveness of self-directed and/or remote training opportunities using teleconferencing and web-based systems.

- **Outreach:** Reduced funding and staffing have affected public services including the elimination of all but one of our bookmobiles. We are investigating alternative outreach methods such as smaller book/computer vans, depository collections, partnering with community agencies, books by mail, and using smaller vehicles as well as restoring traditional bookmobile service, for underserved populations and for those communities whose local libraries are undergoing renovations which result in library closures.

The restrictions which we have experienced in funding, staffing, technological resources, training, and outreach services are inter-related and complex. Each problem provides an opportunity to re-examine the challenge in a new way and to investigate new methods and technologies to address our service deficiencies.

We look forward to using State and Federal LSTA funds, other grants and donations, and partnerships with other libraries, government agencies, and community organizations to address these needs and to pursue our vision to provide life-long learners with access to the world's knowledge base and with the search skills and strategies to succeed as informed citizens of tomorrow.

The future public library model for Hawaii may be very different from what we are familiar with today due to insufficient budgets, staff vacancies, and the high cost of building, maintaining, operating, and supporting 51+ facilities. Our challenge will be to preserve the best features and strengths of today's public library services and collections as HSPLS transforms itself judiciously over time:

- from fewer physical to more online collections,
- from fewer library buildings to more home and community access points,
- from less emphasis on staff-mediated services to more self-service, privacy-enhancing, and personalized options, and
- from requiring customers to come to us to delivering collections and services to people

Does this signify the end of public libraries? Not at all! However, we anticipate that the services, facilities, collections, formats, staffing, and technologies will be very different in response to our resource limitations and changing user expectations. Consumers of both commercial and government services expect customer service which is characterized as fast, smart, easy to use, efficient, cost effective, convenient, and personalized and which reaches a satisfactory conclusion. It may even be possible that outreach demonstration projects will provide insights for what will become standard service delivery.

Goals:

Based on these identified needs, HSPLS' goals align closely with the six basic LSTA goals. They provide a good framework to plan for our resource and service improvements. The Hawaii State Public Library System will work toward these goals during the 2003 – 2007 time period. Funding sources, e.g., LSTA, State, and/or Grants, are indicated in [brackets].

HSPLS Goal 1: ACCESS AND RESOURCE SHARING
> **1A. Improve customer awareness of, access to, and ease of access to the world's information resources, and**
> **1B. Improve digital and physical resource sharing and delivery systems to customers**
> > - **by investigating, implementing, and improving smart technologies, methodologies, and digital collections**
> > - **by utilizing appropriate staffing and infrastructure support and/or contract services.**
>
> *LSTA Goal 1: Establish or enhance electronic linkages among or between libraries*
> *LSTA Goal 2: Link libraries electronically with educational, social or information services*
> *LSTA Goal 3: Help libraries access information through electronic networks*
> *LSTA Goal 4: Encourage libraries in different areas and different types of libraries to establish consortia and share resources*
> *LSTA Goal 5: Pay costs for libraries to acquire or share computer systems and telecommunications technologies*
> *LSTA Goal 6: Target library and information services to persons who have difficulty using a library and to underserved urban and rural communities*

> **Program (Activities):**

> a. Objective: Provide self-service, privacy-enhancing, personalized systems to increase our public's ability to check on their individual

accounts and to reserve, check out, and renew their materials without staff intervention

> 1) Activity 1: Investigate self-check out systems [LSTA]
>   Timeframe: FY05
>
> 2) Activity 2: Investigate self- return systems [LSTA]
>   Timeframe: FY05-06
>
> 3) Activity 3: Continue to work with Dynix staff to bring their holds software in line with HSPLS' needs [LSTA]
>   Timeframe: June 2004 [Horizon 7.3.2 upgrade completed after several postponements]
>
> 4) Activity 4: Investigate Horizon's ability to do self-renewals with all appropriate warnings if the materials are not renewed [LSTA]
>   Timeframe: Dynix advised that this will require a future software enhancement.

b. Objective: Continue to work with the Hawaii Library Foundation to provide copier services to all of our libraries. These public machines, which also serve as staff copiers, are essential for reference and intralibrary loan services as well as providing a means for customers to make personal copies of library resources. [State/Grant]
Timeframe: FY05-09 [The Foundation provided new copier service in February 2005.]

c. Objective: Maintain and improve resource sharing among all HSPLS libraries on all islands. HSPLS encourages customers to place online reserves and have items sent to their library of choice for pick up. Customers may borrow and return items at any public library, and HSPLS delivers the materials to pick up libraries and returns them to owning libraries. Costs include personnel, delivery vans, packing and mailing operations, postage, and supplies, and the use of U.S. mail and commercial carriers. [LSTA/State]

> 1) Activity 1: Purchase new vans for delivery and automation support
>   Timeframe: FY04-05
>
> 2) Activity 2: Investigate new delivery technologies
>   Timeframe: FY06-07

d. Objective: Provide and enhance automation functions, especially remote access to library services 24/7: any place, any time.

1) Activity 1: Continue to improve and enhance our ILS system
Timeframe: FY03 – 07: Upgraded to the Windows-based Horizon ILS in January 2003. Upgraded to Horizon 7.3.2 in June 2004.

2) Activity 2: Continue to improve PAC services
Timeframe: FY03 – 07: Upgraded to web-based PAC in January 2003. Horizon Enriched Content will offer book covers, reviews, table of contents, and other PAC features in FY04.

3) Activity 3: Create a direct link on PAC to EBSCO and other databases
Timeframe: Completed in FY04.

4) Activity 4: Implement wireless and PC-based computer labs on the Big Island of Hawaii
Timeframe: FY05

5) Activity 5: Investigate the feasibility of wireless connection for bookmobile operations
Timeframe: FY05

6) Activity 6: Investigate the feasibility of wireless Internet access for customers and staff
Timeframe: FY05 – 06

7) Activity 7: Investigate the feasibility of webcasts for staff training, committee work, and to connect system staff in 51 libraries on six islands.
Timeframe: FY05 – 06

8) Activity 8: Develop a digital resources plan, continue to review and evaluate online databases, and add new resources as appropriate in accordance with this plan and long-term funding opportunities.
Timeframe: FY03 – 07: HSPLS pays for one half the cost of the Hawaii Library Consortium's statewide EBSCO database subscription, and HSPLS fiscal staff handle invoicing and billing responsibilities for Consortium members. HSPLS has supplemented the 20+ EBSCO databases with online resources which complement and extend these digital offerings for our customers and staff: Ancestry Plus; Auto Repair Reference Center; Biography Reference Center; Testing and Education Reference Center; World Book

(Platinum) in FY04. We will conduct user surveys annually to determine user satisfaction and to determine the best mix of online resources.

9) Activity 9: Investigate user demand for and satisfaction with a statewide e-Books collection and add new resources as appropriate in accordance with user demands and long-term funding opportunities.
Timeframe: FY05 –07: We will conduct user surveys annually to determine user satisfaction and to determine the best mix of e-Book subjects, titles, and copies.

10) Activity 10: Investigate user demand for and satisfaction with a statewide digital audiobook collection and add new resources as appropriate in accordance with user demands and long-term funding opportunities.
Timeframe: FY05 –07: We will conduct user surveys annually to determine user satisfaction and to determine the best mix of digital audio subjects, titles, and copies.

11) Activity 11: Maintain the Hawaii News Index and continue to monitor advances in computer-assisted indexing systems. Evaluate possible changes to our indexing methods in light of technological improvements, including quality issues and our staffing and funding realities
Timeframe: FY05 –07

12) Activity 12: Continue to enhance the HSPLS web site to provide users with information about the Hawaii State Public Library System and with useful links
Timeframe: FY03 – 07: www.librarieshawaii.org went live in June 2003.

e. Objective: Assess, improve, and enhance IT resources and our ability to plan for and execute major systemwide technological improvements by utilizing appropriate staffing and infrastructure support and/or contract services. [LSTA/State]
Timeframe: FY03 - 07

f. Objective: Provide ASETS (automated systems equipment technician) support on each island. ASETS staff are currently located on Hawaii, Maui, and Oahu. [State]
Timeframe: FY03 – 07

1) Activity 1: An ESSS-ASET position for Kauai was filled in FY04.

g. Objective: Provide a computer lab on each island. The Gates Foundation funded computer labs on Kauai, Maui, and Oahu. [State/Grant]

    1) Activity 1: Instead of constructing a single costly computer lab on the Big Island of Hawaii, HSPLS will set up mobile computer labs using laptops and wireless technology. Timeframe: FY05

h. Objective: Expand efforts to familiarize our public with our holdings, both physical and digital, and demonstrate how to make best use of our resources via reference interviews, workshops, effective signage and handouts, online and/or video training modules, outreach efforts, etc. Continue and expand partnerships with government, education, community, business, and military organizations to inform stakeholders about our services and collections. [LSTA/State/Grant] Timeframe: FY03 - 07

i. Objective: Explore the feasibility of "mass customization" to offer a unique interface to each user accessing his or her individual PAC personal account. This would display not only routine information such as items on loan and on hold, but also announcements of new titles of interest, book reviews, upcoming library programs, best seller lists, etc. [LSTA] Timeframe: FY06 - 07

j. Objective: Expand our efforts to solicit user and non-user input about our services and collections and engage them in helping us to design future public library services [State]

    1) Activity 1: Customer Survey: In November 2003, a library customer survey found that of approximately 4,700 survey participants, 81 percent gave Hawaii's public libraries an "Excellent" or "Good" rating for overall quality of service, with 35% giving libraries an "A" and 46% a "B," despite a decade of inadequate funding.

    2) Activity 2: 2020 Vision: In April 2004, customers were asked to envision what libraries will be like in the year 2020 and describe desirable future library services

k. Objective: Improve management, reporting, financial, and communications capabilities for better planning, decision making, and evaluation [LSTA/State]

1) Activity 1: Utilize available ILS report generators and system studies, create a statistical database, and use the data, trends, and analyses to evaluate our performance and plan for future services and allocation of resources. [LSTA, State]
Timeframe: FY03 – 07

2) Activity 2: ESSS staff presented training in the use of the ILS reporting software to HSPLS staff [State]
Timeframe: FY05

l. Objective: Review the HSPLS Technology Plan, the LSTA 5-Year Plan, and individual project plans to insure coordination and consistency. [State]
Timeframe: FY05 -06

HSPLS Goal 2: STAFFING AND INFRASTRUCTURE
**2A.	Improve staff work environments, skills, and expertise, and**
**2B.	Improve library system infrastructure and communications**
- **by investigating, implementing, and improving smart technologies, methodologies**
- **by offering effective training opportunities**
- **by utilizing appropriate staffing and infrastructure support and/or contract services.**

LSTA Goal 1: Establish or enhance electronic linkages among or between libraries
LSTA Goal 2: Link libraries electronically with educational, social or information services
LSTA Goal 3: Help libraries access information through electronic networks
LSTA Goal 5: Pay costs for libraries to acquire or share computer systems and telecommunications technologies

Program (Activities):

a. Objective: Investigate and implement effective, labor-saving systems which will automate tasks such as those listed below:

1) Activity 1: Acquire new technologies to improve staff workflow and operations, which will ultimately benefit customers. [LSTA]
Timeframe: FY03-07: Continue to utilize OCLC services for centralized cataloging by our Technical Services Section (TSS) and for our interlibrary loan service. Catalog records are added to our online union catalog for all 51 libraries in the Hawaii State Public Library System. The public access catalog of our holdings is available worldwide to anyone with

web access. Began a subscription to the LC Cataloger's Desktop for the Technical Services Section staff, upgraded the Ingram iPage subscription for selectors and other staff, and offered Global BIP to staff and the public in FY04.

2) Activity 2: Continue to use the BCL FileShare program for appropriate applications, while planning for and implementing an intranet system   [LSTA]
Timeframe: FY04 - 07

3) Activity 3: Continue ASB's procurement card pilot project to improve financial expenditure and reporting processes [State]
Timeframe: FY04 - 07

4) Activity 4: Implement an email solution to meet staff requirements [LSTA/State]
Timeframe: FY04 - 07

5) Activity 5: Select and install Internet scheduling and print management software [LSTA/State]
Timeframe: FY04 - 07

6) Activity 6: Select and install CIPA filtering software [LSTA/State]
Timeframe: FY04 – 07: Installed in FY04

7) Activity 7: Plan for and implement the long-range expansion, replacement, and upgrades to HSPLS' hardware, software, and telecommunications capabilities [State]
Timeframe: FY04 – 05

8) Activity 8: Investigate the feasibility of multi-use smart card technology in partnership with other state or county government agencies [LSTA/State]
Timeframe: FY06 – 07

b. Objective: Develop a staff training program with State, Federal, and grant funds to include:

1) Administrative Services Section [ASB]: inventory workshop [State]

2) Electronic Services Support Section [ESSS]: Horizon/PAC training/ILS reporting system (trainer position in recruitment) [State]

3)   Electronic Services Support Section [ESSS]: care and maintenance of computer equipment; back up of files; security measures – how to avoid viruses and SPAM; email procedures [State]

4)   Human Resources Office [HRO]): personnel paperwork [State]

5)   Hawaii State Library [HSL]: subject specialist presentations on resources and services including online databases [State]

6)   Library Development Services [LDS]: volunteer, outreach, and marketing training [State]

7)   Logistical Support Services [LSS]: supply ordering and inventory workshop [State]

8)   Office of the State Librarian [OSL]: series of guest presenters including local experts and recommended speakers from previous PLA and ALA sessions on emerging library technologies, digitization, copyright, customer service, organizational change, and best practices [LSTA/State/Grant]

9)   Public Libraries Branch [PLB]: public and school libraries workshop for HSPLS staff at all levels [State]

10) Public Libraries Branch [PLB]: new Library Manager orientations [State]

11) Technical Services Section [TSS]: order and receipt procedures [State]

12) Provide staff with external continuing education opportunities from our State's Human Resources and Development Department, the University of Hawaii and community college system, commercial training providers, and other educational, government, and community agencies in the areas of new employee orientations, supervision, office automation, first aid, workplace violence, and dealing with difficult personalities. Encourage attendance at both Hawaii and at national ALA and PLA library conferences and other national library workshops. Training and travel expenses have been funded by the State, LSTA funds, Friends of the Library of Hawaii and Hawaii Library Foundation grants,

> Gates Foundation grants, Western Council staff exchanges, and personal funds. [LSTA/State/Grant]

>> 13)   Investigate the effectiveness of alternative forms of self-instruction such as distance learning, teleconferencing, web seminars, and web conferencing [LSTA/State/Grant]

> c.   Objective: Investigate the feasibility of a scholarship program for library school candidates as well as training programs for current employees to be provided by the University of Hawaii at Manoa's Library and Information Science (LIS) program. The Friends of the Library of Hawaii provide several library school scholarships as well. [LSTA/State/Grant]
> Timeframe: FY05 - 07

> d.   Objective: Provide appropriate staffing and infrastructure support and/or contract services for the administration of our LSTA program [LSTA/State]
> Timeframe: FY06 - 07

HSPLS Goal 3: OUTREACH
3.   Improve outreach services to underserved populations within our State
- **by investigating, implementing, and improving smart technologies and methodologies**
- **by partnering with other community agencies and organizations to provide library services and collections**
- **by utilizing appropriate staffing and infrastructure support and/or contract services.**

LSTA Goal 1: Establish or enhance electronic linkages among or between libraries

LSTA Goal 2: Link libraries electronically with educational, social or information services

LSTA Goal 3: Help libraries access information through electronic networks

LSTA Goal 4: Encourage libraries in different areas and different types of libraries to establish consortia and share resources

LSTA Goal 5: Pay costs for libraries to acquire or share computer systems and telecommunications technologies

LSTA Goal 6: Target library and information services to persons who have difficulty using a library and to underserved urban and rural communities

Program (Activities):

a. Objective: Investigate outreach efforts including the following and implement as appropriate: [LSTA/State/Grant]
   Timeframe: FY05 - 07

   1) Bookmobile services evaluation and possible restoration: only the Molokai bookmobile is operational at this time.
      Timeframe: Maui bookmobile service will be restored in FY05. A bill for the restoration of statewide bookmobile services was introduced during the FY05 Legislative session.

   2) Possible disposition of bookmobiles:
      a. Pay to make them road-ready and use to provide some services during library closures due to repair and other work.
      b. Assess their use as outreach-mobiles. Evaluate whether a smaller vehicle is more appropriate.

   3) Explore an outreach van option with either a regular series of stops or for special target populations such as senior centers, preschools, charter schools, etc.

   4) Explore storefront options in underserved areas with high demand (requires cost analysis and long range CIP assessment)

   5) Explore materials by mail option in unserved areas with moderate or low demand (requires cost analysis)

   6) Explore a "have laptop, will travel" outreach pilot program to demonstrate our public access catalog, commercial databases, and web site at community events, to target populations such as seniors, at library workshops for the public, and for an outreach-mobile or van

   7) Explore the cost and feasibility of one or more outreach demonstration projects involving partnering with community organizations and facilities such as senior centers, preschools, etc. These would serve as "library access express" stations, containing a PAC computer, deposit collections, and self-check out and self-check-in equipment. Train-the-trainer workshops would be held for resident staff. Costs would include computer equipment, Internet installation and access, deposit collections and processing supplies, and shelving and computer furniture. Required library staff support would be needed to select, order,

and process collections; set up and maintain equipment; train staff; deliver and retrieve holds and refresh collections, provide storyhours and other programs; and oversee and evaluate the stations. Memoranda of agreement would be needed to document shared costs, responsibilities, and services.

8) Investigate and implement early childhood literacy programs such as baby book bags for newborns and their parents and ALA's Every Child Ready to Read orientations for parents.

9) Investigate and establish pilot homework resource centers utilizing traditional and online resources such as World Book, CQ Researcher, and the Biography Resource Center.

10) Investigate collections and services appropriate for our aging, active, and engaged boomer population.

b. Objective: Continue the testing and evaluation of digital audio book programs and playback devices by LBPH and other HSPLS staff in cooperation with the National Library Service's digitization project .
[LSTA, State]
Timeframe: FY05 - 07

HSPLS Goal 4:   DIGITIZATION
4.   Preserve and celebrate the culture and social history of Hawaii
- **by partnering with agencies and organizations within our State and external to it to digitize and disseminate unique local records, images, and audiovisual materials**
- **by seeking legal advice and expertise in resolving copyright and intellectual property rights issues**
- **by investigating, implementing, and improving smart technologies and methodologies**
- **by utilizing appropriate staffing and infrastructure support and/or contract services.**

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LSTA Goal 6: Target library and information services to persons who have difficulty using a library and to underserved urban and rural communities

Program (Activities):

a. Objective: Host a Digitization and Dissemination of Hawaii Resources Conference to be presented by a partnership of public, academic, school, and special libraries, museums, and archives [LSTA/State/Grant]

    1) FY04: OCLC "Copyright in a Digital Age" workshop for HSPLS and staff of non-HSPLS libraries, archives, museums, and other cultural heritage organizations.
    2) FY05: OCLC Digitization Workshop

b. Objective: Plan for and implement small demonstration digitization projects of significant local interest [LSTA/State/Grant]
    Timeframe: FY06 - 07

c. Objective: Partner with Alu Like's Native Hawaiian Library to provide additional resources about Hawaii and the Pacific to our residents [State]
    Timeframe: FY05 - 07

d. Objective: Partner with the Hawaii Book Publishers Association's members to acquire, catalog, make available, and promote important works of local interest at both the popular and scholarly levels [State]
    Timeframe: FY03 - 07

e. Objective: Partner with education, community, government, and military organizations and individuals to encourage research and the on-going production of scholarly and popular works about Hawaii [State]
    Timeframe: FY06 - 07

f. Objective: Plan for and design the infrastructure to create an online "encyclopedia of Hawaii" in cooperation with a consortium of libraries, museums, archives, scholars, and other interested supporters. [LSTA/State/Grant]
    Timeframe: FY05 - 07

Evaluation Plan:

The library system currently uses automation statistics, user comments, elected officials' inquiries, staff observations, and media coverage to identify problems and/or to obtain feedback about successful library services and collections. HSPLS conducted an informal customer survey in November 2003 as well as solicitations of user comments in 2003 and 2004. Adjusting, monitoring, and fine-tuning our services has been an ongoing process.

HSPLS' goals contained in this document are broad and on-going. Many of the objectives listed under each goal are exploratory in nature, and we may determine that they are not appropriate for our library system.

The evaluation process will be designed to determine whether HSPLS is moving forward toward achieving its goals as well as whether specific objectives have been accomplished. Even more important, we will need to determine how well the new systems and services have met a need, satisfied customer or staff expectations, and benefited the community.

The State Librarian attended OBE training in April 2004. We will work on establishing meaningful outputs and outcomes and realistic timeframes and benchmarks.

Program (Activities):

Program activities are described under the "Goals" section as Objectives.

Stakeholder Involvement:

The Hawaii State Public Library System's stakeholders include:
- Hawaii's library users with their infinite variety of reading and research interests
- Hawaii's library non-users
- Military personnel and their dependents stationed in Hawaii
- Visitors to Hawaii
- "Snowbirds" with second homes/timeshares in Hawaii
- External (non-Hawaii) users who are interested in information about the State as well as its historical and current role in national and international affairs
- HSPLS staff members
- Board of Education members, who appoint and evaluate the State Librarian and who set policies and provide direction for HSPLS
- The Governor and her executive departments
- The Hawaii State Legislature
- The Hawaii Congressional Delegation
- The Friends of the Library of Hawaii and other local Friends groups

- The Hawaii Library Foundation
- Corporate and individual sponsors and support groups
- The Hawaii Library Consortium
- The Hawaii Library Association
- University of Hawaii Library Council
- University of Hawaii Library and Information Science Advisory Council
- Individual libraries, museums, archives, and educational institutions which share similar goals and face similar challenges in terms of limited funding and resources, collection development, research value, and reading and literacy objectives
- Education, government, community, business, and military organizations and agencies with whom we have and will partner to achieve common goals of information resource sharing and community enrichment. Current partners include the U.S. Department of State's passport service; the National Aeronautics and Space Administration (NASA); the American Library Association; the Library of Congress' Center for the Book; the Hawaii State Department of Education; the Hawaii State Department of Human Resources and Development; the Hawaii State Department of Taxation; the Hawaii State Legislature's Public Access Room; the Hawaii State Art Museum; the University of Hawaii at Manoa's (UHM) Library and Information Science program; UHM's Institute for Astronomy; the Hawaii Medical Library and its Consumer Health Information Service (CHIS); the Hawaii Book Publishers Association; the Hawaiian Electric Company (HECO) and Hawaiian Electric Industries (HEI) Charitable Foundation; the Building Industry Labor Association of Hawaii (BILA); and the Moon Book Club.

Many of Hawaii's residents care deeply about their neighborhood libraries and express their appreciation and concerns about services, collections, and open days and hours. They are vocal in expressing their unhappiness when services are reduced or eliminated.

Due to previous media coverage of controversial library issues, stakeholders not only use our public libraries, but they are also aware of library issues reported in newspapers, television, radio, and the web as well as word of mouth transmission ("the coconut wireless").

Our Library Development Services staff and individual libraries do a great job in promoting library programs and services and help to make our library system visible in a very positive way.

Nevertheless, many members of the public, and even some of our "regulars," do not realize the full range of collections and services available to them. In particular, our online databases have not been heavily promoted and our short-handed front line staff do not always feel entirely knowledgeable about the specific strengths, weaknesses, and idiosyncrasies of any particular database. The

identification, documentation, and sharing of special search tips and strategies for these databases as well as our own public access catalog constitute another area which certainly demands improvement.

If there are gaps in our users and even our staffs' knowledge about our resources and how best to access them, then there is at a minimum the same lack of familiarity among our non-users and even among some of our funders and supporters. Many people think that our public libraries are only for children, only for fiction readers, only for nerds, only for students, etc. Trying to change these false perceptions is an on-going challenge, especially when understaffing makes it difficult to cover the service desks, much less get out in the community and change attitudes. Nevertheless, this must be done.

Beginning in July 2003, then Acting State Librarian Schindler shared her "new directions" and objectives with all library managers and staff and invited them to participate in resurrecting and shaping a re-energized HSPLS. She shared these plans with other stakeholders including the Board of Education, the Friends and Library Foundation, Governor Linda Lingle and her Director of Finance, individual legislators, and members of the media. This process continues but is hampered by limited administrative staffing, unanticipated crises and deadlines, and other demands which unfortunately take precedence.

Sharing our story with the public, both users and non-users, is one of our major objectives. Even more important is our ability to find creative ways to solicit input from the public which will help us assess and evaluate our performance and help to shape tomorrow's services. We conducted a Customer Survey in November 2003 and discovered that the public was generally pleased with the public library system despite reductions in hours and services. We held a "Talk Story" contest last year to find out what customers valued about their libraries. During National Library Week 2004, we sponsored "2020 Vision: Libraries of the Future." The public was invited to tell us what they think libraries will be like in the year 2020.   Their comments will provide us with information about which current library services and collections are important to them, what their thoughts are about "atoms vs. bits" (physical library buildings vs. online collections and services), and especially what young children envision library services will be like when they themselves become adults.

Communications and Public Availability:

Documents such as the HSPLS LSTA Five-Year Plan are presented to the Board of Education and other stakeholders and are available in public libraries. The public, BOE members and other interested parties, and library staff are invited to comment and make suggestions to further shape this Plan.

The approved version of the LSTA Plan will be linked to the HSPLS web site as well as to the COSLA (Chief Officers of State Library Agencies) site.

The following information appeared in the March 2004 issue of Holo I Mua, our HSPLS' monthly newsletter. This is a progress report to our stakeholders about what HSPLS has achieved in improving public services and supporting infrastructure with LSTA funding. We will continue to keep our library users and other stakeholders informed about service enhancements.

"Using Federal LSTA funds, the Hawaii State Public Library System (HSPLS) was able to upgrade its automation system in January 2003. Staff work environments changed from text-only terminals (using Dynix) to a Windows operating system (using Horizon).

Federal funds also paid for new hardware, software, and telecommunications with the intended objective of presenting a more attractive and intuitive web-based interface to the public access catalog (PAC) and online databases, including HSPLS' own Hawaii News Index. Using PAC, library users have the ability to search for books and other materials, place their own reserves, review their personal accounts including information about items checked out, on hold, and awaiting pick up and any financial obligations without having to ask a staff member.

LSTA funds continued to support over 20 commercial online database subscriptions via HSPLS' participation in the Hawaii Library Consortium as well as the Auto Repair Reference Center, which should prove valuable to professional and amateur mechanics.

New server equipment allowed HSPLS to implement an enhanced library web site at http://www.librarieshawaii.org which contains links to PAC and online databases as well as information about library locations, hours, services, and policies.

The new computer equipment has also enhanced HSPLS' ability to partner with other State and community agencies. The web interface has facilitated our networking efforts with other State and local agencies in a joint effort to increase awareness and access to these important governmental and community resources via the public libraries.

Federal funds also paid for expanded staff email capability and the beginnings of an intranet system. They also provided hardware, software, and telecommunications resources to allow our IT staff to manage the operations at the central automation site and to maintain and upgrade our libraries and support offices' computer stations and connections. Equipment was also purchased to enable administrative and support staff to do training presentations for staff and eventually for the public.

During the course of this multi-year effort, all text terminals and outdated computers in HSPLS were replaced by Windows 2000 or XP computers, which provide library users and staff with access to PAC, a wealth of commercial EBSCO databases (http://www.state.hi.us/libraries/hsl/databases.html) and the Internet. Over 1,000 computers were configured and appropriate library automation and office automation software installed on each. All of the 1,000-plus computers were networked, including interfacing with printers, barcode scanners, and other auxiliary devices. Security, including firewalls, and software was installed, tested, and implemented, providing timely protection from a rash of

virus attacks launched worldwide in 2003 that brought other governmental, business, and educational networks down. Old printers of various vintages were replaced with new printers. The common printer standard will facilitate the future installation of a print cost recovery system.

State Librarian Jo Ann Schindler stated: 'Despite implementation problems, our library automation system upgrade has connected people to books and the ideas contained within them and connected people to each other.   It has even generated some appreciation for our government's role in providing public services -- no mean feat!'

Here are some words from our users:

- 'For those who haven't been to a library in a while, they're moving up, in the way that they do things. To help find books or magazines, you're able to use the computer to type certain information, to help you locate where it is. If it's not at that specific location, you can reserve it, using your card right at the computer! For those who don't have Internet access, guess what? It's all right there at the local library.' (James, High School Student, Mililani Public Library)

- 'I am an unemployed female with medical problems living in a rural area. The library has been my lifeline. Living in a rural area with no electricity, the library gives me access to the Internet to check on medical data and via email to communicate with family and friends on the mainland. Without the Internet and the friendly library staff I would be totally isolated and out of communication for long periods of time.' (Naalehu Public Library patron).

- 'I pulled out my Hawaii State library card and I said, "You wouldn't believe all the great books I read. I can't wait to go see all the new ones." He must of thought I was quite silly, but I continued earnestly by complimenting the great library system on those islands. "Yeah, just this one card works on all the islands, and I can return my book and movies anywhere I want. If that ain't society at its finest I don't know what is.' (Angel, self-styled "Traveler and young man, just growing up," Princeville Public Library)

Schindler added: 'Migrating from a text-only environment to full web-based PAC, commercial database, and general Internet access has increased our appetite for more improvements and more effective, less labor intensive, and smarter ways of providing library services to our users. We are investigating the following types of technological enhancements for our libraries: smart cards, Internet scheduling, print cost recovery, wireless access, self check out and other self service options, and the expansion of the staff intranet. We have used Gates Foundation and State funds to partially address the increased demand for staff training in office automation and other applications. Much more needs to be done in this training area, including specialized training for our IT staff. Because our 50 libraries are separated by water on 6 islands, we are also looking at communication and training methods which could serve as alternatives to time-consuming and expensive air travel.'

'Automation is an integral part of today's public library environment. We could not operate without our real time computer inventories of library materials, customer accounts, and search capabilities. Our Federal LSTA funds support our statewide automation program which connect our collections and our communities on all islands. We could not

function without these Federal monies, and we are extremely grateful for the support and efforts of our Congressional delegation and the Institute for Museum and Library Services, which manages the Library Services and Technology Act program.'"

Monitoring:

HSPLS currently monitors automation statistics, customer comments, complaints, recommendations, and staff observations. The administrative staff meet weekly to review status reports and discuss on-going and new problem areas with the goal of resolution or at least course corrections.

One of the State Librarian's earliest goals was the establishment of a secure intranet, which would provide meaningful and current data to enable staff to make better plans and decisions and to assess their own units' performance.

We will continue to implement creative, low-cost, and achievable methods to solicit user input about our performance and to capture suggestions about realistic ways to improve our ability to meet customers' reading and resource needs. We will explore ways to gather input from non-users about their perceptions of our libraries and the value of our services in their lives.

Performance measures will be formally reviewed on an annual basis and will be included in our State's LSTA program reports.