Hawaii State Public Library System

<u>LSTA Five-Year Plan, 2008-2012</u>

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OVERVIEW

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 public through its network of 51 public libraries on six islands throughout Hawaii.

Vision Statement:
Connecting Communities with Collections

State Librarian Jo Ann Schindler envisions a library system which constantly strives to improve access to information, research collections, 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 succeed as informed citizens of tomorrow.

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 on-going fiscal constraints and high vacancy counts.

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.

Not only are Hawaii's people widely dispersed around the State, 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.

Historically, this unified structure with a common mission, policies, procedures, and standards resulted in public library service which was remarkably consistent throughout the state. The reduction of 111.5 positions in the mid-1990s and the elimination of district administrative offices and support units has led to inconsistent service delivery, unofficial home-grown policies and practices, and inadequate training, mentoring, and oversight. We are in the process of seeking approval for proposed revisions to our Administrative Rules, which is intended to restore consistent application of policies for statewide services. We are also attempting to re-establish district offices in order to increase staff guidance and administrative responsiveness in resolving, and even preventing, customer service problems.

In recent decades, Hawaii's economic environment has meant fiscal belt-tightening for all State agencies, which are competing for scarce funds from the same funding authority. Because budgets have been so limited for many years, there was no money available for sophisticated studies of library needs in Hawaii.

Even though our State's population is approximately 1.2 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 State legislators, the Congressional delegation, and Board of Education members, comments to library personnel, and suggestions to the State Librarian in elevators, on inter-island flights, and via phone calls and emails. The Honolulu daily 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 customer survey was conducted in our then 50 public libraries. 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. 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.

State Librarian Schindler 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 and identified 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 State Librarian Lowell and her administrative team.

As of May 31, 2007, after filling 314 vacancies since April 2003, our initial 70 vacancies stood at 78 out of 583 positions (558.05 FTE). Twenty one of the vacancies are librarian positions. Approximately 53 recruitments are currently in progress. One hundred forty eight employees have been recruited from outside HSPLS. We expect this trend to continue for some time as our workforce ages and our experienced senior staff retire.

High turnover and vacancies have resulted in staff burnout and reduction in services. We are very grateful to staff for restoring about half of the 200 public service hours per week which were lost in 2003, but high turnover will make it difficult to re-establish the remaining hours.

- **Technology Enhancements:** The loss of infrastructure in the mid-1990s impacted library administration and support services, including IT services and functions. Automation impacts almost every public service we offer as well as staff operations. We continue to pursue a two pronged approach to our reduced staffing situation by filling vacancies as expeditiously as possible and by investigating "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. Online resources, self checkout, and Internet scheduling and print management are some of the technologies we have begun to implement. We continue to pursue additional solutions such as a satisfactory self service renewal system, wireless service, e-reference, an acceptable email holds notification system, separation of staff automation and public Internet traffic, web site and PAC redesign, a staff intranet, and especially improvements in network capacity and speed. We greatly increased the number and variety of subscription databases and other online resources, including eBooks and digital audio books using LSTA funds. Staff and customer surveys conducted for the FY04 and FY05 LSTA State Program Reports have identified great dissatisfaction with network speed, which significantly detracts from staff members' ability to promote and demonstrate our valuable online resources.

- **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. The Gates Foundation has been instrumental in funding technical training for both front line staff and IT support staff. We are testing self-directed and remote training opportunities using web-based systems. A trial WebEx subscription was acquired with LSTA funds.

- **Outreach:** In 2003, reduced funding and staffing negatively impacted public services including the elimination of all but one of our bookmobiles. We researched alternative outreach methods such as depository collections, partnering with community agencies, books by mail, and smaller book/computer vans, 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. All of these alternatives required staff resources, which were not available. HSPLS has provided a

Special Needs grant to the Pahala Public & School Library for several years to provide a depository collection for the Oceanview community on the Big Island of Hawaii with State funds.

In April 2004, customers were surveyed and asked to envision what libraries will be like in the year 2020 and to describe desirable future library services. Customer expectations ranged from convenient, 24/7 remote delivery of virtual services at one end of the spectrum to library-as-community-space with comfortable chairs, food and drink, artwork, large updated collections, and a community of like-minded library users.

In order to capture and obtain a better understanding of these rising customer expectations in the future, HSPLS has initiated a subscription to a web-based customer satisfaction survey tool with LSTA funds.

In the Spring of 2007, the State Librarian drafted a list of HSPLS goals and objectives as a first step in response to a request of the Board of Education's Committee on Public Libraries for a five year master plan. This document was shared with administrators and support managers, the entire HSPLS staff, and the Board Committee. Valuable feedback was incorporated into this evolving document. This is a list of identified goals and objectives (minus explanatory detail):

PUBLIC SERVICE:

1. Increase network capacity and speed
2. Restore library hours as vacancies are filled
3. Expand self-service options such as online resources, self checkout, Internet scheduling, self renewal, etc.
4. Implement holds e-mail notification. Overdue notices will continue to be delivered by USPS mail due to the Hawaii Revised Statues requiring printed notice for outstanding obligations.
5. Improve the HSPLS web site, PAC, and other online services as information and promotional tools for a diverse population
    a. Increase the HSPLS web site's functionality and community collaboration potential
    b. Expand implementation of JAWS and Zoomtext to all HSPLS libraries
    c. Explore AquaBrowser and other new PAC innovations
6. Implement e-Reference service
7. Implement wireless service
8. Improve "high touch" customer service. Customers expect to receive skilled, caring and efficient service from all staff if they need help to learn a new self-service option or fix what they consider a glitch. To meet this expectation, we need staff who are available when the need occurs, are trained and knowledgeable to solve the customer's problem, and understand that they are here to help. Cerritos Public Library administrators say they hire new employees based on availability and attitude
9. Maintain and improve library facilities:
    a. by making them more inviting, safe, accessible, and secure
    b. by increasing energy efficiency
    c. by expanding and replacing existing facilities and building new facilities
    d. and by incorporating new services and technologies in the planning and design process

10. Improve collections at the local, regional, and system levels and provide order, fulfillment, and delivery mechanisms to provide desired materials in a timely and cost-effective way

INFRASTRUCTURE AND STAFF OPERATIONS:

1. Finalize Administrative Rules changes
2. Update and document policies, guidelines, and procedures as appropriate
3. Establish district offices
4. Continue to fill vacancies
5. Identify other system staffing needs
6. Continue to provide staff training opportunities
7. Implement succession management planning
8. Implement a staff intranet including a mechanism for collaborative "discussion" across the system
9. Improve physical delivery operations
10. Review collection development policies, procedures, and practices, including both physical and online collections
11. Review ordering, cataloging, and processing practices
12. Improve standards, resource allocation, and evaluation methods and tools
13. Investigate new developments in online catalog and library automation options
14. Review the role and effectiveness of programs, outreach efforts, and publications in promoting library collections and services
15. Disaster response planning including providing for the safety of customers and staff and the security and preservation of facilities, collections, and furnishings

The challenges which we face in the areas of funding, staffing, succession management, 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.

Hawaii's libraries need to address a major shift in customer expectations including users' familiarity with sophisticated technologies and service practices of web-based companies. Consumers of both commercial and government services expect service which is characterized as fast, smart, easy to use, efficient, cost effective, convenient, and personalized and which reaches a satisfactory conclusion.

This will not be easy with continuing staff shortages 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 addresses the following needs based on a variety of customer and staff surveys and other needs assessments:

Based on these identified needs, many of which are the continuation or outgrowth of our FY 2003 – 2007 LSTA activities, HSPLS' current goals maintain their close alignment with the six basic LSTA goals. The Hawaii State Public Library System will work toward these goals during the 2008 – 2012 time period.

GOALS

Need #1: Upgrade the current inadequate network to achieve a fast, reliable, and secure system.

Summary Needs Assessment: The following negative comments about satisfaction with online databases and other resources were submitted by reference staff for the recently completed Five Year LSTA Evaluation:

Staff identified barriers to usage and satisfaction. The most often mentioned was network speed:
- "Although the databases are easy to use and authoritative the time required to access them in the library can be painfully and embarrassingly slow, when demonstrating them to a patron."
- "Too slow, too many clicks to get desired articles."
- "The on line data bases are often difficult to use because the system is so slow during the busiest times of day. It is difficult to get students to use the data bases when google is so much faster."
- "I think that LSTA is wasting money on HSPLS because the library system's administration of the online databases is very poor. Administration continues to purchase and promote online databases although the majority of reference staff cannot demonstrate…"

Electronic Services Support Section (ESSS) staff have determined that the frame relay bandwidth at the library level is inadequate for 39 out of the 51 libraries in the Hawaii State Public Library System (HSPLS). Only twelve libraries currently have either adequate or more than adequate levels of bandwidth at the local end, due to implementation of Packetshaper or upgrades from 256Kbps frame relays to T1 frame relays.

The implementation of Packetshaper at the library end is an attempt to provide more bandwidth in an economical manner. This has allowed us to increase apparent library bandwidth threefold, from 256Kbps to 768Kbps

A recommendation of the best mix of Packetshaper and/or replacement of existing 256Kbps frame relays with T1 frame relays, and/or other alternative for maximizing bandwidth at the library level is needed.

In computer systems, changes in one area affect other areas. Thus, increasing the bandwidth at the library level affects the bandwidth requirement on the ISP (Internet Service Provider) access end, and requires accordingly an *increased* capacity/bandwidth at the ISP access end. This will need to be assessed and a best recommendation to address the balance of bandwidths at both ends made.

Likewise, network switches and routers affect system performance and speed, and must be optimally configured to provide efficient and effective throughput of data.

Available bandwidth, or the lack thereof, plays a significant role in the level of system speed and, thus, to a large extent, "increasing" that bandwidth becomes a major part of the solution. Guidelines from SirsiDynix, the vendor for our ILS (Integrated Library System), regarding optimal

bandwidth availability, support this conclusion (See Dynix chart below. The chart shows best Horizon bandwidth-to-computer ratios and the interaction/response time achieved.)

Number of Users (Read as "Number of computers")	2	5	25	45	70	95	120
Bandwidth (kb)	128	256	512	768	1024	1280	1536
Avg Response time (sec)	4.29	2.84	3.03	3.18	2.83	3.07	2.85

The chart only assesses the bandwidth requirements for *best operation of the ILS.* It does not include the additional load of Internet access. Internet access changes the equation. The bandwidth demand of the Internet must be accommodated either by reducing the number of computers, or increasing the available bandwidth. A best recommendation is needed for bandwidth-to-computer ratio needed for the optimal utilization of both the ILS and the Internet.

HSPLS Goal #1: Improve current telecommunications system to adequately support ILS operations and access to online databases and other online resources in library facilities.

LSTA Purpose:
- Developing library services that provide all users access to information through local, state, regional, national, and international electronic networks.
- Providing electronic and other linkages among and between all types of libraries.

Key Output Targets: One of the major program activities will be to contract with a network consultant who will analyze our current network and make recommendations for system improvement, which would include enhancement of existing bandwidths at the library level, enhancement of bandwidth access to the system's ISP (Internet Service Provider), and the optimization of switch and router configurations.

A consultant would advise as to the best mix of Packetshaper and/or larger frame relays for our system and/or other means of improving system speed. The consultant will also assess current switch and router configurations for optimal throughput of data

Baseline readings will be taken, and desired targets determined. The baseline readings will be compared to final results. Since the proposed outcomes will be largely subjective, actual system speed increases will be compared with perceived changes.

Key Outcome Targets: Staff will be surveyed for their baseline and final satisfaction assessment of network capacity and speed for 1) ILS operations and 2) accessing online database and other resources. At least 75% of the staff will report improvement in network speed for both categories. At least 80% of the staff will report satisfaction with network speed.

Program: Use LSTA funds to test potential solutions and provide interim relief to libraries which are most negatively impacted by slow response time and to contract for a network consultant.

Results of the network analysis will be used to create and justify a proposal for State funding in future legislative sessions.
1. Install PacketShaper
2. Connect to the State's iNet system
3. Connect to Oceanic cable service
4. Separate staff and public network transactions
5. Upgrade lines as needed
6. Test replacement of older public Internet computers in one library to determine whether this will improve overall speed, especially Horizon response time, for that library
7. Contract with a network consultant to assess our current network and provide recommendations for improvement prior to the 2008 legislative session

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Need #2: Develop and maintain an appropriate array of databases and other online resources to address reduced public service hours, supplement physical library collections, and provide 24/7 virtual collections to anyone with an HSPLS library card and Internet access.

Summary Needs Assessment: We conducted a number of staff and customer surveys in conjunction with the 2004, 2005, and 2006 annual State Program Reports and 5-Year Evaluation. Although our OBE goals focus on the customer, we believe that customers' knowledge of and satisfaction with new virtual resources are highly dependent on staff's familiarity, enthusiasm for, and promotion of the resources. We concentrated on involving staff in reviewing the resources and becoming more knowledgeable about these databases through training and use.

These outcomes were developed for the 2003 - 2007 "Hawaii Virtual Library Collections" project and these were the results of the customer and reference staff surveys conducted in February and March 2007:

Outcome 1: At the end of this 5-Year LSTA period, 100% of our reference service staff will know how to access our collection of online resources, can easily identify appropriate resources for subject searches, and can instruct a customer to use these databases.

Do you know how to access our collection of online resources?

Reference Staff Survey	Hard Copy	Online	Total	%
1 YES	16	107	123	98.4%
1 NO	0	2	2	1.6%
			125	100.0%

Are you able to easily identify appropriate online resources for subject searches?

Reference Staff Survey	Hard Copy	Online	Total	%
2 YES	15	97	112	88.9%
2 NO	1	13	14	11.1%
			126	100.0%

Have you instructed customers to use these databases?

Reference Staff Survey	Hard Copy	Online	Total	%
3 YES	17	103	120	94.5%
3 NO	0	7	7	5.5%
			127	100.0%

This outcome was not met in the 2003 - 2007 reporting period. It was surprising and disappointing that 100% of our staff did not state that they knew how to access the online resources since these are among the first links on the HSPLS web site and are part of the PAC. It is possible that these reference staff may have just come on board on the day of the survey. Some may have been cautious about the word "easily" in the second question. It is good to see that 94% reported that they provided instructions about how to use the online resources to library users.

Outcome 2: At the end of this 5-Year LSTA period, 70% of our reference service staff will report high satisfaction with the collection of online resources in terms of ease of use, authoritativeness, and ability to complement physical collections in meeting their customers' reference and reading needs.

How satisfied are you with HSPLS' collection of online resources in terms of ease of use?

Reference Staff Survey	Hard Copy	Online	Total	%
4 Very Satisfied	4	28	32	25.2%
4 Somewhat Satisfied	12	58	70	55.1%
4 Somewhat Dissatisfied	1	18	19	15.0%
4 Very Dissatisfied	0	3	3	2.4%
4 Don't Use Them	0	3	3	2.4%
4 Don't Know How	0	0	0	0.0%
			127	100.0%

How satisfied are you with HSPLS' collection of online resources in terms of authoritativeness?

Reference Staff Survey	Hard Copy	Online	Total	%
5 Very Satisfied	7	61	68	54.0%
5 Somewhat Satisfied	8	41	49	38.9%
5 Somewhat Dissatisfied	1	1	2	1.6%
5 Very Dissatisfied	0	1	1	0.8%
5 Don't Use Them	0	3	3	2.4%
5 Don't Know How	0	3	3	2.4%
			126	100.0%

How appropriate is the HSPLS' collection of online resources in terms of their ability to complement physical collections in meeting customers' reference and reading needs?

Reference Staff Survey	Hard Copy	Online	Total	%
6 Very Appropriate	5	63	68	55.3%
6 Somewhat Appropriate	8	34	42	34.1%
6 Somewhat Inappropriate	2	7	9	7.3%
6 Very Inappropriate	0	1	1	0.8%
6 Don't Use Them	0	3	3	2.4%
6 Don't Know How	0	0	0	0.0%
			123	100.0%

This outcome was not met in the 2003 - 2007 reporting period at the level of "high" satisfaction or appropriateness at the 70% level. However, over 70% of reference staff reported either "Somewhat Satisfied" or "Very Satisfied" for the online resources' ease of use, authoritativeness, and ability to complement physical collections.

Outcome 3: At the end of this 5-Year LSTA period, 25% of registered library users will be familiar with one or more of our online resources, will be able to locate and access the resources, and will be able to search and obtain information of interest to them.

Are you familiar with one or more of our online resources?

Library User Survey	Hard Copy	Online	Total	%
1 YES	471	687	1,158	85.5%
1 NO	107	90	197	14.5%
			1,355	100.0%

Are you able to locate and access these online resources?

Library User Survey	Hard Copy	Online	Total	%
2 YES	464	682	1,146	86.4%
2 NO	90	90	180	13.6%
			1,326	100.0%

Are you able to search for and obtain information using these online resources?

Library User Survey	Hard Copy	Online	Total	%
3 YES	456	680	1,136	87.0%
3 NO	88	81	169	13.0%
			1,305	100.0%

Despite not meeting our outcome goals for reference staff usage and satisfaction, we were pleasantly surprised to learn that these related outcome goals for customers surpassed expectations. Respondents did self-select themselves and those who completed the surveys

were interested enough to do so. There also appeared to be some confusion about the term "online resources." Some customers appeared to be evaluating the entire automated system including PAC, online services including reserves, renewals, and email notification, and the HSPLS web site as well as subscription databases.

Outcome 4: At the end of this 5-Year LSTA period, 25% of registered library users will report high satisfaction with the collection of online resources in terms of ease of use, convenience, and appropriateness for their information and reading interests.

How satisfied are you with HSPLS' collection of online resources in terms of ease of use?

Library User Survey	Hard Copy	Online	Total	%
4 Very Satisfied	253	267	520	38.0%
4 Somewhat Satisfied	163	340	503	36.8%
4 Somewhat Dissatisfied	27	79	106	7.8%
4 Very Dissatisfied	5	41	46	3.4%
4 Don't Use Them	75	41	116	8.5%
4 Don't Know How	42	34	76	5.6%
			1,367	100.0%

How satisfied are you with HSPLS' collection of online resources in terms of convenience?

Library User Survey	Hard Copy	Online	Total	%
5 Very Satisfied	248	297	545	40.4%
5 Somewhat Satisfied	162	311	473	35.0%
5 Somewhat Dissatisfied	20	70	90	6.7%
5 Very Dissatisfied	7	41	48	3.6%
5 Don't Use Them	80	35	115	8.5%
5 Don't Know How	40	39	79	5.9%
			1,350	100.0%

How appropriate is the HSPLS' collection of online resources for your information and reading interests?

Library User Survey	Hard Copy	Online	Total	%
6 Very Appropriate	282	320	602	44.1%
6 Somewhat Appropriate	148	326	474	34.8%
6 Somewhat Inappropriate	12	47	59	4.3%
6 Very Inappropriate	4	31	35	2.6%
6 Don't Use Them	76	40	116	8.5%
6 Don't Know How	37	41	78	5.7%
			1,364	100.0%

Similarly, HSPLS exceeded the library user outcome goals of 25% high satisfaction in terms of ease of use, convenience, and appropriateness for the individual's information and reading interests.

- Many of the reference staff's negative comments were not about the quality of the online collections per se, but about slow system speed which detracted from the usefulness of these resources. Other comments had to do with the design and layout of the database listings, including unhappiness with the term "Other Databases," and sometimes conflicting requests for less information and more information about individual resources. Some mentioned the number of clicks required to get to the desired information and customers' preference for Google's speed and ease of use. Some staff identified gaps in the online collections. Others mentioned an overwhelming number of databases. It is possible that some of the concern about "too many databases" and "too scholarly" may be the result of the EBSCO package purchased by the Hawaii Library Consortium, which is composed of academic, public, school, and special libraries. HSPLS staff have had the opportunity to review potential subscriptions, attend live presentations and webcasts, and provide input about databases to which HSPLS subscribes separately in addition to the Consortium's collection. There are requests for centralized promotional efforts: "We have some great databases available. We don't market them enough to the public (widely market in-terms of outside of the library publicity - TV PSA's, outreach to high school students, etc.)."

Positive staff comments include:
- "Webfeat makes it work! I was much less satisfied and found the databases harder to use before Webfeat was introduced."
- "These on-line databases have greatly improved how we do business in libraries as far as complementing our physical collections, esp. for smaller libraries. It also gives us the ability to empower our customers to do searching from home which is a big asset."
- "Online resources are wonderful for small branches that have little money to spend on expensive reference materials. We are able to get at the same information as larger branches in terms of access to full-text magazine articles…"

Customers shared some enthusiastic kudos about the online system ["Love it, use it all the time"], our staff ["Very courteous, very helpful, very knowledgeable, can't manage without them"], non-automation complaints ["Any suggestions? Better hours. You are closed too often"], and need for additional training ["I would really like to <u>know how</u> to use the online database"].

HSPLS Goal #2: Develop and promote an appropriate collection of databases and other online resources which complement and supplement physical library collections, especially for small branch libraries, and provide 24/7 virtual collections to anyone with an HSPLS library card and Internet access.

LSTA Purpose:
- Expanding services for learning and access to information and educational resources in a variety of formats, in all types of libraries, for individuals of all ages
- Developing library services that provide all users access to information through local, state, regional, national, and international electronic networks.

- Targeting library services to individuals of diverse geographic, cultural, and socioeconomic backgrounds, to individuals with disabilities, and to individuals with limited functional literacy or information skills.
- Targeting library and information services to persons having difficulty using a library and to underserved urban and rural communities, including children (from birth through age 17) from families with incomes below the poverty line as defined by the Office of Management and Budget and revised annually in accordance with 42 USC Sec. 9902 (2) applicable to a family of the size involved.

Key Output Targets: The subject sections at the Hawaii State Library will provide annually at least two presentations about online resources for system colleagues and five presentations or other outreach efforts for users, including students and teachers and community groups. Each public library will provide at least five presentations or other outreach efforts for users, including students and teachers and community groups.

Key Outcome Targets: We will continue to use the same outcome measures as those established during the 2003 – 2007 period. The targets will remain the same for the staff outcomes, since we did not achieve them is the last 5-Year period. We have increased the customer outcome targets, although some users seemed to be evaluating a number of library services and collections unrelated to subscription databases and other online resources. We will modify future survey templates to clarify the feedback desired.
1. At the end of this 2008 - 2012 LSTA period, 100% of our reference service staff will know how to access our collection of online resources, can easily identify appropriate resources for subject searches, and can instruct a customer to use these databases.
2. At the end of this 2008 - 2012 LSTA period, 70% of our reference service staff will report high satisfaction with the collection of online resources in terms of ease of use, authoritativeness, and ability to complement physical collections in meeting their customers' reference and reading needs.
3. At the end of this 2008 - 2012 LSTA period, 90% of registered library users will be familiar with one or more of our online resources, will be able to locate and access the resources, and will be able to search and obtain information of interest to them.
4. At the end of this 5-Year LSTA period, 45% of registered library users will report high satisfaction with the collection of online resources in terms of ease of use, convenience, and appropriateness for their information and reading interests.

Program: Continue to develop a virtual collection appropriate for the State's public library users and to increase their visibility and accessibility. Utilize a customer satisfaction survey tool to elicit more specific customer feedback about the virtual collections and modify the resources, user interface, and promotional and training components appropriately.
1. Continue to build and modify the HSPLS collection of online resources based on staff assessments, recommendations, and user satisfaction
2. Continue to add MARC records to the HSPLS database for greater visibility and access to these e-titles
3. Expand the coverage of the federated search engine to increase access to all of our electronic resources
4. Redesign the database page of the HSPLS website to improve user accessibility.

5. Continue a program of staff training in the use of HSPLS databases and other online resources.
6. Continue and expand a program of publicizing and promoting HSPLS databases and other online resources centrally.
7. Continue and expand a program of publicizing and promoting HSPLS databases and other online resources at the local library level by providing orientations and demonstrations for students, teachers, parents, and community organizations.

Need #3: HSPLS continues to contend with revolving door vacancies and reduced staffing as a result of baby boomer demographics. This has aggravated a work environment already negatively impacted by the loss of 111.5 positions in the mid-1990s, which reduced or eliminated administrative and support offices and staff. HSPLS will continue a two-pronged approach to fill vacancies and to expand self-service options to address short staffing conditions and to improve services.

Summary Needs Assessment: As of May 31, 2007, after filling 314 vacancies since April 2003, our initial 70 vacancies stood at 78 out of 583 positions (558.05 FTE). HSPLS has decreased its vacancy count from a high of 135 vacancies in August 2004.

VACANCY REPORT

August 30, 2004	135	January 31, 2006	88
September 30, 2004	135	February 28, 2006	85
October 31, 2004	133	March 31, 2006	77
November 30, 2004	129	April 30, 2006	74
December 31, 2004	130	May 31, 2006	69
January 31, 2005	128	June 30, 2006	68
February 28, 2005	126	July 31, 2006	72
March 31, 2005	125	August 31, 2006	67
April 30, 2005	114	September 30, 2006	68
May 31, 2005	103	October 31, 2006	69
June 30, 2005	94	November 30, 2006	73
July 31, 2005	93	December 31, 2006	77
August 31, 2005	92	January 31, 2007	77
September 30, 2005	89	February 28, 2007	73
October 31, 2005	88	March 31, 2007	74
November 30, 2005	82	April 30, 2007	76
December 31, 2005	88	May 31, 2007	78

HSPLS Goal #3: Continue to expand self-service, privacy-enhancing, and personalized service options to address short staffing and revolving door vacancies, improve services, empower users, and free staff from routine duties and focus on enhanced and more complex customer services.

LSTA Purpose:
- Developing library services that provide all users access to information through local, state, regional, national, and international electronic networks.
- Providing electronic and other linkages among and between all types of libraries.
- Developing public and private partnerships with other agencies and community-based organizations.
- Targeting library services to individuals of diverse geographic, cultural, and socioeconomic backgrounds, to individuals with disabilities, and to individuals with limited functional literacy or information skills.
- Targeting library and information services to persons having difficulty using a library and to underserved urban and rural communities, including children (from birth through age 17) from families with incomes below the poverty line as defined by the Office of Management and Budget and revised annually in accordance with 42 USC Sec. 9902 (2) applicable to a family of the size involved.

Key Output Targets: Create demonstration projects and implement self-service technologies as appropriate and as funding permits
1. Complete the installation of an Internet scheduling and print management system and train staff in all HSPLS libraries
2. Increase the number of self checkout stations in public libraries by a minimum of four annually
3. Increase the number of libraries with screen magnification and speech synthesizer programs by a minimum of ten annually

Key Outcome Targets: Customers will be surveyed for their baseline and final familiarity and satisfaction with self-service options. At least 50% of users will report familiarity with self-service options.   At least 75% of knowledgeable users will report satisfaction with self-service options.

Program: Implement and expand appropriate technologies which are self-service, privacy-enhancing, and personalized service options
1. Install an Internet scheduling and print management system and train staff in all HSPLS libraries
2. Increase the number of self checkout stations in public libraries
3. Implement a user-friendly self-renewal system with appropriate feedback if materials cannot be renewed
4. Increase the number of libraries with screen magnification and speech synthesizer programs installed and staff trained to enable visually disabled persons to use Internet computers within public libraries
5. Implement e-reference service
6. Re-design and improve the web site so that users can easily obtain information about and access to library services and collections both internal and external to HSPLS
7. Investigate wireless options
8. Investigate e-commerce options for payment of fines, fees, and charges. HSPLS has a threshold of $10.00 in fines and fees, at which point customers may no longer use library card-required services. After 90 days, their accounts may also be referred to a collection agency. Input received from other library systems and ILS vendors indicates a surprising

level of payment when this can be done electronically and not face-to-face with staff. Electronic payments may benefit customers by allowing them to restore their user privileges without potential embarrassment and may also be a workload reduction measure for staff.

Need #4: Improve collection development, ILS, and delivery services to fulfill materials requested by customers in a timely and user-friendly way.

Summary Needs Assessment: HSPLS provides an extremely popular service which allows customers to place reserves on desired material using a self-service module in PAC. Between January – May 2007, 348,486 requests were placed for materials. This has resulted in a monthly average of 69,697 requests for the 5-month period. Customers designate the public library for pick up, and materials are delivered there when available at no extra charge. This is a critical service for our 51-facility public library system, which has always allowed customers to borrow and return material at any of our branches. Nevertheless, the convenience of this excellent service has workload implications for front line library staff and delivery staff as well as cost implications for holds notice printing, postage, and delivery operations. Our current ILS is not designed to maximize request fulfillment capability and speed and minimize unnecessary movement of desired materials between libraries and islands. No one has access to the desired items while they are in transit.

HSPLS Goal #4: Deliver desired materials to customers in a timely, efficient, and user-friendly way.

LSTA Purpose:
- Expanding services for learning and access to information and educational resources in a variety of formats, in all types of libraries, for individuals of all ages.
- Developing library services that provide all users access to information through local, state, regional, national, and international electronic networks.
- Targeting library services to individuals of diverse geographic, cultural, and socioeconomic backgrounds, to individuals with disabilities, and to individuals with limited functional literacy or information skills.

Key Output Targets: Once established, district administrative offices will research and submit at least one proposal to improve collections and improve physical delivery operations in their service area and systemwide.

Key Outcome Targets: District administrative staff will work closely with front line library staff, IT staff, and delivery staff in designing a library service delivery model in their service areas. When implemented, staff and customers will be surveyed for their satisfaction with the demonstration projects and their suggestions for improvements. The outcome targets will be at the 75% improvement level and 75% satisfaction level.

Program: Implement a multi-pronged approach to improve the speed and quality of fulfilling customer requests for materials.
1. Improve collections at the local, regional, and system levels including copy strength.

2. Improve order, fulfillment, and delivery mechanisms to provide desired materials in a timely and cost-effective way
3. Procure an ILS feedback system which will provide information about outstanding requests, copy strength, wait times, and purchase alerts.
4. Procure an ILS holds system which will maximize request fulfillment capability and speed and minimize unnecessary movement of desired materials between libraries and islands
5. Procure a user-friendly email holds notification system which does not require staff intervention in order for the user to register.
6. Investigate, expand, and possibly re-design systemwide delivery operations including alternative commercial services.
7. Investigate the appropriateness and feasibility of alternative library practices such as:
    a. self-service holds pick up to reduce front line staff workload, and
    b. " floating collections" to minimize transit time and reduce delivery workload.

Need #5: New communities and diverse populations are expanding, and many of these are unserved or underserved in terms of library services.

Summary Needs Assessment: Residents and elected representatives from individual communities have requested library renovations, expanded facilities, replacement buildings, and new facilities. One community has requested restoration of bookmobile service, which would require a vehicle, staff, collection, operating costs, and administrative oversight. The need for library services and collections are especially critical in isolated unserved or underserved areas. The funding, planning, and construction of new, replacement, or expanded libraries are an expensive and long term challenge, and we already have several projects in various stages of planning and construction. We continue to be challenged by growing communities which are underserved and which do not have a capital improvement project in the works. We have done preliminary investigation of a number of outreach options including bookmobiles, books by mail, and the installation of PAC computers, deposit collections, and pick up areas in partnership with neighborhood agencies and have funded a pilot depository collection project on the Big Island of Hawaii with State funds. All of these are costly and require staffing, our most severe system deficiency. Digital collections are a cost-effective way to provide a wide range of in-depth resources, which would be beyond the financial means and shelving capacity of a small branch library or even the State Library, to remote users 24/7. At this time however, many members of the public are still firmly committed to the traditional vision of library-as-community-center with physical collections and helpful and knowledgeable staff. Virtual collections can greatly supplement, but probably would not serve as desirable substitutions, for many potential library users in unserved or underserved communities.

HSPLS Goal #5: Provide library services and collections to unserved and underserved communities and diverse populations. Provide access to services for persons with Limited English Proficiency (LEP).

LSTA Purpose:
*   Expanding services for learning and access to information and educational resources in a variety of formats, in all types of libraries, for individuals of all ages.

- Developing library services that provide all users access to information through local, state, regional, national, and international electronic networks.
- Providing electronic and other linkages among and between all types of libraries.
- Developing public and private partnerships with other agencies and community-based organizations.
- Targeting library services to individuals of diverse geographic, cultural, and socioeconomic backgrounds, to individuals with disabilities, and to individuals with limited functional literacy or information skills.
- Targeting library and information services to persons having difficult using a library and to underserved urban and rural communities, including children (from birth through age 17) from families with incomes below the poverty line as defined by the Office of Management and Budget and revised annually in accordance with 42 USC Sec. 9902 (2) applicable to a family of the size involved.

Key Output Targets:
1. Once established, district administrative offices will research and propose at least one demonstration project to meet the library needs of an unserved or underserved community within its service area.
2. District offices will implement and monitor a plan to provide interpretation services for LEP customers who need them to access library services. Libraries will determine how many customers need interpretation services for which languages at which locations.
3. HSPLS will obtain expert and accurate translation for at least the following documents in the mandated languages: a) the library card application form and b) the problem resolution form.

Key Outcome Targets: District administrative staff will work with community organizations in designing a library service delivery model in the unserved or underserved community. When implemented, customers will be surveyed about their satisfaction with the demonstration projects and their suggestions for improvements. The outcome target will be at the 75% satisfaction level, with the understanding that these pilot projects are alternatives to a full-service public library.

Program: Long-term stagnant budgets, loss of positions, and continuing staffing shortages have made it a challenge to maintain our existing libraries. Rising public expectations and a healthier economy have resulted in an unprecedented number of new, replacement, and expansion projects for our decimated administrative staff to bring to completion. Outreach efforts have fallen victim to the reduced administrative infrastructure and budget restrictions. The program will require the re-establishment of our lost infrastructure with State funding as a necessary step to support the creation and monitoring of pilot outreach projects to serve communities without library services.
1. Re-establish district offices using existing positions
2. Seek the creation and funding of collections and programs facilitator positions for the district offices. These staff positions will be responsible for outreach efforts to serve unserved and underserved communities within the districts.
3. Investigate appropriate options to deliver library services in the target communities.
4. Establish and evaluate demonstration projects to identify costs, best practices, and effectiveness.

5. Implement the provisions of the HSPLS Limited English Proficiency plan, when approved by the State coordinator, to LEP users so that they can use public library services.

Need #6: .HSPLS needs to implement smart tools and technologies and train employees in their use to address short staffing, workload challenges, and a workplace environment which is becoming increasingly complex and technologically oriented.

Summary Needs Assessment: HSPLS is coping with reduced staffing and loss of administrative and support infrastructure while facing an environment of technological change and rising expectations for both our customers as well as our employees. We need to identify and acquire appropriate tools to help us perform our work more effectively, to access and share organizational information easily and quickly among staff, and to encourage and facilitate greater participation in designing solutions to solve our common problems and to reach our common goals. This includes an ILS which meets our customer and staff needs. Using 2003 – 2007 LSTA funding, HSPLS has acquired some tools such as webcast software, intranet development tools, and statistical compilation and customer satisfaction survey systems. We have just begun using these tools. In addition, we have used Bill and Melinda Gates Foundation funds to provide training for Office automation functions, for the use of Internet scheduling and print management software, for specialized IT skills, and for workshops about emerging technology trends presented by OCLC, Hawaii Library Association, and Computers in Libraries. We are now more aware of additional possibilities and are working to procure software and hardware and implement appropriate solutions.

HSPLS Goal #6: Implement a staff intranet and other staff productivity tools to optimize limited staff resources to provide public library services and collections in an efficient, effective, and fiscally sound manner.

LSTA Purpose:
- Developing library services that provide all users access to information through local, state, regional, national, and international electronic networks.
- Providing electronic and other linkages among and between all types of libraries.

Key Output Targets: HSPLS will keep track of the number and kinds of webcasts utilizing new software; the number and kinds of applications utilizing statistical consolidation software; and the number of customer surveys conducted and number of participants.

Key Outcome Targets: Staff will be surveyed about their satisfaction with each of the systems implemented. Incorporating participant feedback, we anticipate increases in satisfaction over time and at least a 75% satisfaction rating by the end of the program period.

Program: Research, install, and test productivity tools and identify best practices
1. Fund the procurement, maintenance, and/or upgrading of a statewide ILS system and associated hardware, software, and network components to address HSPLS' statewide library registration, circulation, and request requirements. This system also serves as the backbone for subscription databases, other online resources, and third party enhancements.

2. Implement a staff intranet system
3. Implement a webcast system to provide training and conduct meetings for staff in different libraries/offices and islands to address programs and services listed in the six LSTA priorities. ILS training and refreshers, especially in anticipation of a new ILS system, print management refreshers, and in-depth orientations about online resources are priorities. Additional training will help our staff to assist customers and should ultimately improve public services.
4. Implement statistical consolidation software to assist in allocating resources, evaluating performance, and reporting on program results
5. Implement customer satisfaction software to create an immediate and formal feedback mechanism to be use to improve services and collections for the public

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SUMMARY OF PLANNING AND IMPLEMENTATION PROCEDURES

The following summarizes the stakeholder involvement, communication, and monitoring activities which HSPLS has undertaken to develop, refine, finalize, and implement its 2008 – 2012 Five Year LSTA Plan.

Stakeholder Involvement:

Because HSPLS is a statewide public library system, its stakeholders theoretically include everyone in the State, visitors, and even former residents who still hold HSPLS library cards. Here is a list of stakeholders, which is by no means comprehensive:

- 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
- College students and other former Hawaii residents who are temporarily relocated but still eligible for remote services such as access to online resources with an HSPLS library card
- 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 statewide Friends of the Library of Hawaii and local Friends groups for individual libraries
- Corporate and individual sponsors, donors, 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
- The Big Read Hawaii steering committee and partners
- 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. Partners have included 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 Smithsonian Museums; the Hawaii State Department of Education; the Hawaii State Department of Human Resources 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 Korean Library Foundation.

Communication Procedures:

This Five Year Plan is the outgrowth of the successes and setbacks of our 2003 – 2007 program efforts. We are committed to continuing the major endeavors such as supporting our automation network, collection and customer inventories, commercial databases and other online resources, and a common library card, all of which are provided as statewide services. We also plan to continue self-service, privacy-enhancing services as they become available. The results and recommendations gathered from formal surveys and informal feedback from both customers and staff over the years have been incorporated into ongoing activities and into the new Five Year Plan.

The State Librarian developed a list of HSPLS goals and objectives with the help of senior administrators and support heads. This document was distributed to all HSPLS libraries and offices and staff suggestions were incorporated into the document. The detailed goals and objectives statement was presented to the Board of Education's Committee on Public Libraries on June 13, 2007. These goals and objectives form the basis of this LSTA Five Year Plan for 2008 – 2012, which aligns with the overall strategic plan for HSPLS.

When the Five Year Plan has been approved by IMLS, it will be linked to the HSPLS web site. Paper copies will be distributed to the staff, Board of Education, Friends of the Library of Hawaii, State legislators, the Congressional delegation, the Governor, and appropriate State agencies and other stakeholders. Readers will be invited to submit their comments and recommendations

Any substantive revisions to the Plan, especially to the needs and goals, will be submitted to IMLS according to the provisions of the LSTA, and to appropriate stakeholders. An e-mail will be sent, followed up with hard copy.

HSPLS will publicize achievements and important milestones and the results of the Five-Year Plan as required for reporting purposes to IMLS as well as to stakeholders and the general public. Channels of communication include the HSPLS web site, <u>Holo I Mua</u>, the library system's newsletter, reports to the Board of Education, the Governor and appropriate departments, the Hawaii State Legislature, and the Congressional delegation, and other formal and informal means of dissemination in print and electronic formats and via presentations and meetings.

Monitoring Procedures:

HSPLS will continuously track implementation of the Five-Year Plan and prepare annual State Program Reports as required.   We will utilize commercial and in-house survey instruments to assess staff and customer satisfaction feedback about our initiatives and to elicit recommendations for further improvement.