

Hawaii

LSTA Five-Year Plan, 2013-2017
(Revised)

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LSTA Five-Year Plan, 2013-2017

Summary of Hawaii's Goals

Hawaii Goal #1: Maintain and upgrade HSPLS technological infrastructure

Meet Hawaii's patrons' needs for workforce development and 21st Century skills by improving the technological infrastructure for the entire Hawaii State Public Library System (HSPLS) to adequately support ILS operations, to access online electronic databases and other online resources in public library facilities as well as remotely, and to provide Internet access for patrons in all public library facilities via public library owned hardware as well as via patron-owned devices connected to wireless service provided by HSPLS.

Hawaii Goal #2: Online eDatabases and other eResources for 24/7 virtual collections

Provide 24/7 virtual collections to anyone with an HSPLS library card and Internet access, and provide access to online resources for workforce development and lifelong learning by developing and promoting an appropriate collection of online databases (eDBs) and other online resources for HSPLS to complement and supplement its physical library collections, especially in small branch libraries.

Hawaii Goal #3: Foster love of reading and lifelong learning

Foster an appreciation and love of reading and lifelong learning among the people of Hawaii.

Hawaii Goal #4: Expand self-service, privacy-enhancing and personalized service options

Empower patrons and free staff from routine duties so they can focus on improved, enhanced and more complex customer services by continuing to expand self-service, privacy-enhancing, and personalized service options.

Hawaii Goal #5: Timely, efficient, user-friendly materials delivery

Deliver desired physical materials to patrons in a timely, efficient, and user-friendly way.

HSPLS Goal #6: Library services and collections to underserved and LEP patrons

Provide library services and collections to underserved communities and diverse populations, including instruction to patrons in the use of the various computer software programs and applications. Provide access to services for persons with Limited English Proficiency (LEP).

Hawaii Goal #7: Staff intranet and other productivity tools

Optimize limited staff resources and provide improved public library services and collections in an efficient, effective, fiscally sound manner by implementing a staff intranet and other staff productivity tools.

Hawaii Goal #8: Digitization of unique resources

Increase patron access to information by initiating digitization and data management efforts that conform to best practices and industry standards, whereby library collections can be saved and viewed by patrons digitally.

Hawaii Goal #9: Continuing Education for staff

Provide better service to Hawaii's patrons and better help patrons access library resources by providing continuing education training for staff to upgrade their technological skills and knowledge of new software and for staff to maintain currency in library best practices.

Overview

This LSTA Five Year Plan, 2013-2017 (revised 4/1/14) enumerates the goals and activities that Hawaii plans to address during this period, to improve and enhance library services and information access for all residents of the state and to provide lifelong learning opportunities, through HSPLS' network of 50 public library branches on six islands. The LSTA priorities are listed in Appendix I and the IMLS focal areas are listed in Appendix II.

Vision Statement

The Hawaii State Public Library System is the educational, informational and cultural heart of Hawaii's communities.

Mission Statement

The Hawaii State Public Library System nurtures a lifelong love of reading and learning through its staff, collections, programs, services and physical and virtual spaces.

Needs Assessment

This document begins with a needs assessment describing Hawaii's basic characteristics and physical setting. It also includes information about the challenges of providing statewide library services and collections during a period of budget constraints and high vacancies while at the same time trying to keep pace with numerous technological changes that impact the services demanded by Hawaii's residents.

Hawaii's physical size ranks 43rd among the 50 states. An island community, Hawaii's residents are spread among seven islands; the island of Niihau is privately owned, and there are no HSPLS libraries located there. Access to materials and information, particularly for Neighbor Island (N.I.) patrons, is a challenge, especially with increasing costs for materials, gasoline, postage, etc. as well as the time needed to move items from one island to another.

The resident population of Hawaii was over 1.392 million as of 7/1/12. In addition to a large military population, Hawaii annually hosts a large number of visitors, and many of these visitors, military and their dependents take advantage of public library services. In 2010 (final figures), visitor arrivals totaled 6.98 million. Although this count was up from the previous year, it was a definite drop from 2007's nearly 7.5 million final count. Since tourism is Hawaii's largest industry, a drop in the visitor arrivals affects the state's revenues and therefore the budget allocation for HSPLS.

Hawaii's resident population is the most diverse in the United States; as of 7/1/11, 77.1% of the population was categorized as part of a minority group according to the U.S. Census Bureau's 2011 National, State and County population characteristics released on 5/17/12. While this diversity makes for a rich multi-ethnic culture, it also increases the demands placed on institutions such as libraries: the need to acquire, catalog and disseminate materials by and about these many ethnic groups and the need to provide programs of interest for all various ethnic groups.

Hawaii's resident population is also aging. According to the U.S. Census Bureau report mentioned above, Hawaii was ranked 8th in the nation for both persons 65 years and above (14.7% of the total population) as well as for persons 85 years of age and above (2.4% of the total population). Information, services and programming specifically for these age groups will increasingly be needed. Programs dealing with Medicare and Social Security, estate planning, long term care and other similar topics as well as dealing with patrons facing the challenges of aging such as vision and mobility will increasingly be issues that need to be addressed.

Hawaii has a single statewide public library system (HSPLS) consolidated from county libraries after statehood in 1959, a single statewide public school system, and one statewide, university and community college system; all are primarily funded by the state. Hawaii has four county governments, but they do not supply revenue to HSPLS.

There are several other types of libraries that do not rely on state government funding, including federally funded public libraries on some of the military bases. The Hawaii Library Consortium (HLC) is a group of public, school (private and public) and academic libraries which have joined together since 2004 to negotiate the best possible statewide price for a suite of electronic databases. So far, EBSCO has been selected since 2004 for multi-year contracts. HSPLS has annually paid approximately one-half the annual subscription price for the EBSCO subscription, and handles the billing of the other institutions--31 for FY2013 (based on cost allocations determined by the HLC Board). Together, HLC member institutions have saved over \$120,000 annually compared to their pre-HLC payments for individual EBSCO subscriptions. More recently a joint Encyclopedia subscription was begun (with HSPLS also handling the billing for this subset of institutions), and the HLC Board is currently exploring adding more database subscriptions. The HLC has definitely benefited HSPLS and the other member institutions; however as budgets tighten and some institutions drop out, costs increase for the remaining members, while rising vendor subscription costs is another continuing concern.

The State Board of Education (Board), a policy making entity, oversees both the State Department of Education (DOE) and HSPLS. During the Nov. 2010 election, the voters of Hawaii decided to move from an elected Board to an appointed one. The Governor nominated the nine Board members, the State Senate confirmed the nominations, and the new Board conducted its first General Business Meeting on 4/26/11.

HSPLS' Financial Need

HSPLS' revenue is predominately from the State General Funds (approximately 90%), with the last 10% composed of Special Funds and LSTA Federal funds. The recent global economic recession led to drastic reductions in HSPLS' General Funds appropriations in the past several years, including a 20% cut in one fiscal year, plus purchase restrictions, training fund cuts, hiring freezes, staff furloughs and in FB 2012-13, 5% pay cuts.

The HSPLS' Special Fund is composed of fines, fees for lost/damaged books, and enhanced services fees for use of the conference room, DVD rental, passport applications, etc.; close to \$2 million is collected annually, and has been the main revenue for materials and eDBs for several years. Movie theater and internet download sites (such as Netflix) have already cut into DVD rental revenue, and the expectation is that this revenue stream will continue to decrease in the future. Although in more prosperous years, general funds doubled the expenditure for materials and eDBs, until the Legislature appropriated \$700,000 for FY2014, there had been no general funds for materials for several years.

HSPLS serves as the State Library Administrative Agency (SLAA) for federal IMLS funds, generally over \$1 million annually. During the current Five Year Plan, the funds have paid for HSPLS' technology infrastructure: maintenance and upgrade costs, security, hardware and software, etc. and for eDatabases and other eResources. The costs continue to increase, and there is the constant need to update or replace various components (especially hardware and software) on a regular, consistent timetable.

The statewide Friends of the Library of Hawaii (FLH) and numerous local Friends of the library groups as well as corporate sponsors, have supplemented HSPLS' budget with thousands of dollars annually for the various HSPLS libraries by funding programs and workshops, including honoraria for speakers and incentives for Summer Reading Programs, to purchase library materials and equipment, to help purchase supplies, leis, etc., and also to provide continuing education grants for staff to attend conferences and workshops. Corporate sponsors have also supported Hawaii's Nene Award, an annual award for children's books as voted by children in 4th thru 6th grades. Local publishers have also donated many books to HSPLS. Given the overall economic downturn, it is remarkable how supportive the corporate sponsors have been; unfortunately, the monies and donations raised have not fully off-set recent huge reductions.

HSPLS' patrons have generously donated money and materials. A check-off box on state tax forms provided nearly \$100,000 annually for library materials, and they donated over \$268,000 during a four month period, Sept.-Dec. 2009, in a two-pronged joint fund-raising campaign sponsored by the HSPLS and the FLH. In addition, large bequests, either deposited in individual libraries' trust accounts or via local Friends groups, have resulted in major purchases, e.g. two self checkout machines, one each for Kihei and Lahaina Public Libraries, and also renovations in branches.

Major recent grants for HSPLS included the Bill and Melinda Gates Opportunities Online Hardware grant (round three) and two Broadband Technology Opportunities Program (BTOP) Federal Recovery Act grants. The Gates grant brought in nearly \$1 million in grant funding for HSPLS (including FLH providing the required match funding through grant writing). Staff of the University of Hawaii at Manoa (UH-M) worked in partnership with HSPLS and Hawaii DOE staff to successfully apply for the two BTOP grants. The Gates grant and the smaller BTOP grant for Public Computing Centers (PCC) will result in the installation of 768 new/replacement desktop and laptop computers among all 50 branches, including at least one ADA accessible workstation in each branch. Funding from the BTOP PCC grant also enabled HSPLS to train public service staff in the new Windows 7 and MS Office 2010 software, and to install enterprise level hardware and software to offer wireless connectivity at all branches beginning April 2012. The larger BTOP grant will provide fiber optic connectivity for all HSPLS libraries.

Federal USDA rural communities grant funding (Recovery Act funding) was also approved recently, thanks to the FLH grant-writing, benefitting several Neighbor Island branches (books and materials, and funding for an additional portable for expansion of Naalehu Public Library).

Numerous other smaller local grants such as from Kamehameha Schools have provided funds for materials and programming for many HSPLS branches. Given the financial challenges of the past few years and the slow economic recovery, HSPLS needs to be aggressive in seeking other funding sources for HSPLS programs and materials.

HSPLS Facilities Needs

HSPLS currently has 50 libraries statewide: 6 branches on the island of Kauai, 24 on the island of Oahu (including the flagship Hawaii State Library (HSL) and the Library for the Blind and Physically Handicapped (LBPH)), 6 on the island of Maui, 1 on Lanai and 1 on Molokai, and 12 on the island of Hawaii (the "Big Island"). It also has two more facilities for administrative and support staffs.

Many HSPLS facilities are aging (e.g. Molokai Public Library celebrated its 75th anniversary in May 2012; HSL held a year-long celebration for its 100th anniversary in 2013). HSPLS spends

a small amount annually for minor or emergency repairs and alterations (R&A)—it amounted to \$255,514 of the total FY2010 MOE amount of over \$26.7 million. Most of HSPLS' R&A projects including health and safety, green building/sustainability projects (e.g. retrofitting lights for energy efficiency and photo voltaic projects), electrical rewiring to accommodate more computers, as well as major capital improvement projects (CIP) (e.g. for expansions or for new library buildings), all cost millions of dollars, which are administered by the Dept. of Accounting and General Services (DAGS); those expenditures are not included in the calculation of the MOE requirements.

Recent events or changes involved the following branches (or potential future branches):

- on 7/1/09, the Holualoa Public Library (the 13th library on the Big Island of Hawaii) temporarily closed due to a hiring freeze. It then closed permanently in May 2011.
- on 11/8/10, a dedication and Grand Opening ceremony was held at North Kohala Public Library on the Big Island. This new, 6,000 square foot, \$7.8 million building was the first HSPLS branch to obtain LEED Gold certification from the U.S. Green Building Council, and was the first place winner of the 2012 NAIOP Hawaii Kukulu Hale Green Building Project Award in May 2012 (recognizes the achievements of those who have made significant contributions to Hawaii's commercial real estate industry). This replaced the 80 year old Bond Memorial Public Library, which closed permanently on 10/15/10.
- on Oahu, Manoa Public Library reopened on 6/2/12, after nearly three years in two portable classrooms on the Noelani Elementary School campus across the street, while the replacement \$10.3 million, 29,425 square foot building was built on the same site as the original 6,500 square foot building. The old building closed on 7/2/09; the "Interim Library" opened on 8/3/09 with fewer public service hours, while scheduling more evening hours to accommodate the school day; ground breaking was held on 10/17/09. The Grand Opening ceremony held on 6/9/12 was attended by Hawaii's Governor, Neil Abercrombie, other elected officials and dignitaries, and more than 500 members of the Manoa community. A successful partnership with the Hawaii DOE (which kept the two portables for classroom use) and also with a commercial storage facility which provided free air-conditioned locker storage for library materials during construction, this project is expected to receive LEED Silver certification. HSPLS' fifth self-checkout machine was installed in the new building.
- land for a replacement Aiea Public Library on Oahu was purchased in 2003 as a result of a strong community drive to replace the old 10,724 square foot building built in 1964. Planning began in March 2011 and the replacement building is projected to cost \$8.1 million, is expected to be 17,135 square feet with twice the parking space and is expected to meet LEED Silver certification requirements. The projected opening is Summer 2014.
- planning has also begun for a new Nanakuli Public Library on the west side of Oahu; HSPLS will again have 51 libraries with this new addition.
- the 2012 State Legislature appropriated funding for a feasibility study for a new branch in the Waikoloa Region on the west side of the Big Island. A group called the "Friends of the Library – Waikoloa Region" was established in 2010, is affiliated with FLH, and includes "promotion and maintenance of the bookmobile and books/media collection of the Waikoloa Friends, and fundraising and grants for a future Waikoloa public library" as major activities.
- the 2013 State Legislature appropriated \$800,000 for planning for a new Makiki Public Library in the heart of Honolulu.

Other building requests in discussion for years are expansions for Kapaa, Waialua, Makawao and Molokai Public Libraries, replacement of Koloa, Kahuku and Keaau as well as the other nine Public and School Libraries, and new branches in Oceanview (south Big Island) and Mililani Mauka (Oahu). Land and construction costs are concerns in the slow process for obtaining new or replacement branches, and new services and technologies need to be incorporated in the planning and design process for these new buildings. In addition, many aging buildings need

renovations to upgrade them to meet patron expectations for more computers, media creation space, etc. Despite adding new or larger library buildings, HSPLS' operational funding has not increased proportionately to cover costs for more staff, library materials, PCs, utility costs, etc.

HSPLS Staffing Needs

In Nov. 1995, in response to severe budget cuts, most of HSPLS' district administrative and support offices were eliminated by the State Librarian at that time, their staffs were deployed to the various public libraries, and 111.5 staff positions were abolished statewide. Although the next State Librarian reestablished most of the support offices, they had reduced staffing, and sometimes slightly different responsibilities. The district administrative offices have not yet been reestablished, despite attempts to do so. Since 1995, 30-40 positions have been added to HSPLS, but HSPLS still has not recovered all the 111.5 abolished staff positions.

On Dec. 30, 2002, another budget cut and hiring freeze spurred the State Librarian at that time to mandate a "five day/one shift" schedule which translated into 200 public service hours per week lost statewide. This mandate was unpopular, but nearly a decade later, only about half those lost public service hours have been restored, primarily due to lack of staffing. This has also resulted in intermittent, temporary closures at various branches due to staffing shortages.

For the past decade, HSPLS has continued to have a significant number of vacant positions. Prior to the 2002 hiring freeze, HSPLS generally had 35-50 vacant positions at a time to provide "turnover savings." The Dec 2002 budget cut and hiring freeze pushed the vacancy count to 70 positions by mid April 2003 when recruitment was again allowed. Additional budget cuts, many retirements and resignations, as well as an effort to limit recruitment, all combined to swell the vacancy count to 135 (23% of HSPLS' workforce) by Aug. 2004. Subsequently, slightly better revenue allowed larger numbers of recruitments, until the vacancy count hit a low of 56 vacancies in Oct. 2008. However, hiring freezes with intermittent recruitment periods occurred for the next three and a half years, with the vacancy count correspondingly seesawing until, as of April 2012, the vacancy count had reached 120, the highest point since the Oct. 2008 low point. As of April 2012, HSPLS had 555.25 FTE with 120 vacancies. In the nine years since April 2003, HSPLS' Human Resources Office (HRO) has filled 512 vacant positions, with 240 new employees recruited into HSPLS. The rest of the filled positions were internal transfers--an existing employee transferring to another position within the system--which had no effect on the vacancy count.

Recruiting qualified applicants is an issue for HSPLS. For example, while HSPLS hires many librarians, a comparison of librarian positions shows that HSPLS librarians have lower pay and benefits than Hawaii DOE, University of Hawaii and Federal librarians (librarians of these four institutions all belong to different unions). Full-time librarians in HSPLS work 40 hours per week while full-time librarians in the DOE and the federal government work 35 hours per week. HSPLS librarians must work weekends and evenings, depending on the branch's public service hours; Hawaii DOE school librarians do not. UH-M grants the Master of Library Science degree to less than 60 students per year. The majority of those graduates end up working for the Hawaii DOE; less than one fourth of the graduates seek employment with HSPLS.

Besides recruitment difficulties, another issue for HSPLS is its large number of retirement-age staff. Sixty two is a benchmark age, the earliest age at which a person can receive partial social security benefits. Another benchmark age is 65, when a person is eligible for Medicare benefits and full Social Security benefits. In Hawaii's State civil service system, there is an even earlier benchmark of age 55, when civil service employees are eligible to retire with full benefits if they have the required minimum years of service.

While these numbers may reflect when HSPLS staff are eligible to retire, they do not reflect when they will retire. For example, the demographic for HSPLS staff as of March 2011 showed 222 employees between the ages of 55 to 79 years old. These 222 "senior citizens" represented **48%** of the filled positions in March 2011. Years of service is another way to look at this demographic (again as of March 2011): 72 employees had 25 to 54 years of service. Two-thirds of these 72 staff members were already eligible for retirement in March 2011. The rest would be eligible within the next 5 years. The loss of these senior employees also means the loss of staff with the greatest experience and institutional memory.

High turnover and vacancies have resulted in staff burnout, reduction in services, and difficulty in re-establishing the remaining hours lost due to the Dec 2002 budget cut and hiring freeze. The more recent, more drastic budget cuts and hiring freezes have been handled on a branch-by-branch basis, which has helped to limit the total number of lost service hours. However, the 2013 State Legislature's abolishment of 7.5 FTE positions was partially due to the high vacancy numbers that HSPLS has carried for years. HSPLS needs to increase recruitment efforts, develop comprehensive succession planning strategies, and capture the institutional memory and experience of its senior staff before they retire.

HSPLS Operational Needs

After a decade long effort, HSPLS' Administrative Rules were completely restructured and revised, approved by the Board and the Governor for public hearing, then given final approval in May 2010. An implementation committee then worked on making ILS system changes, created or revised signs, forms, procedures, guidelines, etc. and the new Rules were implemented on Aug. 5, 2010. Specific portions already need to go through this process for further revision.

Other than the Administrative Rules, the majority of HSPLS' guiding documents are now quite dated due in large part to the loss of Administrators in the five district offices which were eliminated in Nov. 1995. It was those Administrators who generally spearheaded efforts to create or revise the various documents, including the Operations Manual, the Collection Development Policy, the Copyright Policy for HSPLS, the Volunteer Manual, etc. There have been only infrequent, sporadic attempts to update them; finding the staff and the time to revise them has been a continuing concern. Other projects that need to be addressed include: reviewing collection development procedures and practices; staffing and budget allocations, evaluation methods and tools; reviewing the role and effectiveness of outreach efforts; increased marketing of library resources and services; disaster response planning, etc.

Processing library materials had been done by the Centralized Processing Center (CPC); with its closure in 1995, processing duties were delegated to the libraries. The subsequently reconstituted support office, Technical Services Section (TSS) has a drastically reduced processing unit, so the processing duties remain at the libraries. Some libraries have volunteers who are able to do certain segments of the materials processing, but for most, this was an additional workload. Since new staff positions are unlikely given current economic realities, other possible strategies, such as self checkout machines, have been explored to alleviate effects of staff vacancies and/or inadequate staff time for processing and other duties. However, to date, only five branches have these machines; three of them paid for with FLH or local Friends funding, due to funding constraints. Only the first machine, at the Kapolei Public Library on Oahu, was purchased with LSTA funds. Increased usage of these machines would help relieve the circulation staff as well as enhance patron privacy. More of these machines are needed at more branches, though initially it does take staff or volunteer time to train patrons on how to use them.

There have been requests for self checkout machines from other branches, but the expense is a barrier, particularly during this current economic downturn.

HSPLS materials are available statewide through the ILS database with patrons able to reserve any circulating material and have it sent to their local library. The delivery system for moving the material around the state is dependent on the U.S. mail for delivery off island, and delivery vans on-island. Rising postage and gas costs have led to discussions about limiting the current intra-library loan system, but HSPLS' strength is that patrons have statewide access to all the circulating material, and particularly with dwindling material allocations budgets, an individual branch cannot buy enough titles and copies to meet all its patron demands.

eDB selections are coordinated by the HSL selectors who work with vendors to set up trials so the branch staff have the opportunity to try new eDBs and provide input prior to a selection decisions. Recent budget cuts have resulted in HSPLS curtailing subscriptions for about 20 eDBs. Funding is definitely an issue regarding the number of subscription eResources that HSPLS can offer, though the HLC and the partnership with Microsoft which resulted in HSPLS offering the HI Tech Academy beginning Nov. 2011, make additional resources available to Hawaii's library card holders at a fraction of the cost. Recent partnering with the State's Dept. of Human Resources Development (DHRD) will make the HI Tech Academy computer courses available to all state employees, regardless of the age of their existing office computers.

All Oahu branches now have at least a half-time children's librarian position, but a majority of the N.I. branches still do not; YA librarian positions are also still not available in all Oahu branches, nor in the majority of the N.I. branches. Branch managers provide adult services for their branches and do include some programming for senior citizens, however, only one-and-a-half Oahu librarian positions specifically serve seniors citizens as part of their job duties. Programming--i.e. toddler and preschool storytimes, booktalk visits to schools, workshops and author and artist presentations, promoting library services at local community events, etc.--are all dependent on having the librarians available in the branches to offer these services. Nationally as well as in Hawaii, there is greater recognition of the role of children's librarians and their role in early learning and school readiness. HSL and the branches that have children's librarians regularly provide this opportunity; branch managers without children's librarians sometime do take on this job duty, but experience, skills and inclinations vary.

Public service staff are also responsible for increasing patron understanding and use of HSPLS' computers, Internet Scheduling/Reservations software, wireless, as well as eResources. Again, the number of staff available partly determines the amount of individual one-on-one service that the branch can provide. Highlights of results from the most recent Feb. 2011 Reference staff survey are noted below:

- 100% of the reference staff reported being knowledgeable on how to access the collection of online resources.
- 77% were highly satisfied or somewhat satisfied with the ease of using online resources.
- 93% were highly satisfied or somewhat satisfied with the authoritativeness of the online resources.
- 86% were highly satisfied or somewhat satisfied with the online resources complementing the physical collections to meet their patrons' reference and reading needs.

HSL and LBPH staff along with Library Development Services (LDS) staff also coordinate staff attendance at outreach activities such as fairs and special events (e.g. Hawaii Book and

Music Festival, Children and Youth Day, College and Career Fair) to promote library services and collections. Staffing issues have restricted the number of community outreach events that can be covered by these and volunteer branch staff (especially on the N.I.). Technology issues have also become increasing concerns—with eDBs, Overdrive eBooks/eAudio/eMusic, HI Tech Academy and other eResources, equipment to demonstrate these resources are needed (e.g. laptops, tablets and/or eReaders, etc) for these outreach events.

LDS staff also provides overall coordination of HSPLS' signature Summer Reading Program (SRP), while library staff directly interact with the patrons. The Children's level has been conducted for decades, while the Young Adult level is more recent; since a couple of years ago, an Adult level has also been offered at most branches. The three levels combined had a total of 27,769 patrons registered for the 2013 SRP and collectively read 305,885 books in five weeks. Since the 1-2 corporate sponsors annually in the 1980's, sponsorship has grown tremendously - for the 2013 SRP, FLH and 42 public and private sponsors generously contributed monetary and in-kind donations valued at \$115,807 to cover all program components (excluding staffing).

Bookmobile outreach services were reduced to one bookmobile on Molokai due to the 2003 budget cuts; since then, the Maui Bookmobile has been reestablished, and a new one has been added at Kahuku Public and School Library. The other bookmobiles have either been sold or donated to the FLH to house their book sales. Bookmobile service is expensive, and finding drivers has been difficult. Alternative outreach efforts such as books by mail and a depository collection in Oceanview (Big Island), have had limited success. Two portables on an elementary school campus during the three year period that it took to build the replacement Manoa building had better success. Prudently implementing new technology will require considerable research and possibly pilot sites, requiring staff resources which are limited.

HSPLS libraries regularly partner with various government and community institutions and agencies; drug awareness, Federal and State tax forms, voter registration information, passport acceptance, social security, and bus schedules are some of the many subjects that have been displayed, distributed, coordinated as a workshop, or provided as a service through these partnerships.

Patrons regularly tell staff that they were not aware of certain services, such as My Account, ILL for materials, eBooks, online renewals, eReference, email notifications, and so on, despite articles in HSPLS' newsletter, and in the news media, signs and posters in libraries, etc. The need for a marketing/advertising campaign has been discussed, but staff resources are an issue. Patrons increasingly are making use of social media as well as a variety of mobile applications, and HSPLS' new Enterprise platform would allow for use of mobile devices accessing the PAC and eResources. Now that HSPLS' technology infrastructure has been improved, a committee was created in Fall 2011 to explore all aspects for HSPLS involvement with social media, including creation of policies and guidelines for staff and patrons in the use of social media. This resulted in the launch of HSPLS' Facebook and Twitter (subsequently split into 5 streams) accounts on 4/1/13, a Mobile app launched in 12/3/13, and an account in Instagram launched in 1/2014.

Continuing Education Needs of HSPL Staff

The loss of the district administrative offices in 1995 led to inadequate training, mentoring, and oversight, resulting in inconsistent service delivery, staff materials selection and weeding, and unofficial home-grown policies and practices. Attempts to re-establish district offices in order to

increase staff guidance and administrative responsiveness in resolving, and even preventing, customer service problems have to date been unsuccessful.

General staff training needs include both basic orientation for new staff as well as specialized training for collection development and materials selection, reference interview, dealing with difficult patrons, learning about new eDBs and services, and basic first aid. Training for branch managers in supervision, performance evaluations, emergency, recruiting, and other procedures, are also needed. Budget cuts in recent years have eliminated training funds and increased continuing education needs of the HSPLS staff. New eResources such as HI Tech Academy have the potential for use in staff training, but guidelines for use of eResources by staff on work time still need to be developed. WebEx workshops have not proved to be as successful as hoped, due to transmission delays, staff lacking time to attend sessions, etc. Increasing use of new technologies by patrons--e.g. the proliferation of eReaders adds complexity for staff as they struggle to learn while simultaneously trying to help patrons with their various devices.

A poll of branch managers in October and November 2003 identified these top training priorities: Horizon, PAC, 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 and the BTOP grants have been instrumental in funding technical training for both front line staff and IT support staff. HSPLS has also been testing self-directed and remote training opportunities using web-based systems (e.g. WebEx training).

As new eResources are added, training in the use and promotion of these products are needed by all public service staff. Recent changes include new computers with Windows 7 and Office 2010, JAWS/Zoomtext programs, the Enterprise portal (with ChiliFresh, Portfolio and Bookmyne to come), online renewals, wireless, HI Tech Academy, PowerSpeak; more changes are expected in the near future. Upgrades to public and staff PCs led to staff training in the new Windows 7 and MS Office 2010 software. Public service staff training was paid for with BTOP PCC funding, while support staff training was paid for with State general funds. SharePoint, a staff intranet productivity software, is a powerful software with tremendous potential that is becoming more evident to staff as it is used. One branch is engaged in a pilot project for the 2012 Summer Reading Program using it to log registrant information. Lync similarly is used by only a few staff for internal communication purposes. Training is an issue, but also staff time to practice and to familiarize themselves with the possibilities of these programs is also an issue.

Various training for staff has been coordinated, most recently webinars from ALA (including the recent PLA 2012 Virtual Conference), vendor training webinars, and orientation sessions for new branch managers, but much more training still needs to be done, as indicated by a May 2011 questionnaire of branch staff titled "HSPLS in Five Years." In this questionnaire, staff identified a variety of training needs: training/review of MS Office programs and other technology training including JAWS and Zoomtext, the eDBs and other eResources, training in downloads to various eReaders, training/review of Administrative Rules, policies and procedures, Reader's advisory, team-building, trends in library services, customer service training, dealing with difficult people, better communication skills both written and oral, time management, problem solving and supervisory management. Other needs that have previously been identified are training and learning of best practices for dealing with emergencies, implementation of disaster planning and recovery, and digitization and preservation of unique branch resources, etc.

In a Dec. 2011 survey, all staff were asked about their satisfaction with the WebEx training and SharePoint staff productivity tools. Here are the results:

- WebEx: 83% of the staff reported satisfaction with WebEx as a training tool.
- SharePoint: 73% of the staff reported satisfaction with the SharePoint productivity tool.

Assessment of staff training benefits is on-going—staff are required to fill out training reports after the training, and the recent PLA 2012 Virtual Conference attendees also had an additional requirement of creating a handout, powerpoint, etc. that could be used to train other staff and/or act as train-the-trainer for other staff members regarding topics learned in the PLA sessions. The possible usefulness of pre/post tests for workshop attendees will be explored.

HSPLS' Technology Needs

The 1995 loss of infrastructure also included IT services and functions. Automation impacts almost every public service that HSPLS offers as well as staff operations. A two pronged approach to reduce the staffing situation has been pursued 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 including eReference; email notification for holds and online self renewals, Internet scheduling, and wireless capability are some of the technologies that have already been implemented statewide. As mentioned earlier, there has been limited progress adding self checkout machines.

After over a decade of stagnation, HSPLS was successful in obtaining three major grants that, together with State, IMLS, and FLH funds, are greatly transforming its technology environment: all lines, servers, switches, routers and other hardware, and software for HSPLS' technology infrastructure have been upgraded, resulting in improved network capacity and speed; all computers have been replaced (both public and staff) and additional desktops and laptops are being added to HSL and selected branches as space permits, allowing patrons to have access to 768 new PCs and laptops by the end of the grant periods. The other BTOP grant will be adding broadband capacity to all of HSPLS' libraries.

Staff and patron surveys conducted for the FY04 and FY05 LSTA State Program Reports identified great dissatisfaction with network speed, which significantly detracted from staff members' ability to promote and demonstrate the valuable online resources. The recent line upgrades to DSL now amount to \$500,000 annual cost for the lines. There are still some branches experiencing extraordinarily slow response times, and comments in the Feb. 2009 and Feb. 2010 Reference staff surveys on the online resources still reported dissatisfaction with network speed. However, in the Feb. 2011 Reference staff survey, at least a few staff did mention the ability to now be able to show eDBs to patrons in the branches. In Dec. 2011, all staff were surveyed on their sense of the network speed:

- 83% of the staff reported either being very satisfied or somewhat satisfied with the network speed.

There was another benefit of the upgraded lines: video streaming had been blocked from the public Internet PCs some years ago due to severe bandwidth issues, but were quietly unblocked for the April 2011 British Royal Wedding celebration, and have continued unblocked with little adverse effect.

In FY2011, the total number of Internet sessions was 484,315. As of 3/31/12 (FY2012), HSPLS had already recorded 451,899 Internet sessions. With an additional quarter left in

FY2012, HSPLS will certainly see a significant increase in the number of Internet sessions by the public. Comparing the same 9 month period in FY2011 to FY2012, there was an 18% increase in computer stations, a 26% increase in sessions, and a 28% increase in total hours online.

HSPLS' more robust technology infrastructure allowed for the addition of the HI Tech Academy beginning Nov. 2011, along with the variety of eDBs and eBooks/eAudio/eMusic offerings through Overdrive that were already being offered. This HI Tech Academy has tremendous workforce development and lifelong learning potential, and a partnership agreement being worked out with the State's DHRD will have huge cost saving for the State, and concrete staff benefit for all State employees. OneClick Digital audiobooks, Learn4Life (launched 2/1/13), and 5 resources/services launched in early Dec 2013—HSPLS Mobile Netbook loan program, HSPLS Mobile app, Zinio, Hawaiian Language via Mango, and Korean eBooks via Kyobo are additional offerings that are the result of HSPLS' sturdier infrastructure.

HSPLS' small, understaffed IT section has worked very hard on a variety of projects to enhance HSPLS' technology infrastructure, to improve the security of its network, and to work with the Governor's new Office of Information Management and Technology (OIMT), under the leadership of State Chief Information Officer (CIO) Sanjeev "Sonny" Bhagowalia. A May 2012 document detailing HSPLS' IT accomplishments listed the following projects/acquisitions; unless otherwise noted, these projects were all initiated and completed within 12 to 24 months:

- 1) Complete **re-design of the network** from a frame relay network to a modern MPLS, cost effective RNS network with segregated wired and wireless networks co-existing; 2) Implementation of **virtualization of and storage consolidation** at the datacenter, moving from 13 physical servers in 2010 to 100 virtual, clustered and application specific servers; 3) Elevation of **vendor relationships** from suppliers to partners with long-range goals and vision alignment; 4) Implementation of **modern productivity, collaboration and unified communication tools**; 5) Replacement of **1400 desktops & laptops**; 6) Implementation of Active Directory Services and **modern policies for rights management governance**; 7) **Massive Security Implementation** of datacenter, middle-tier and edge components at network, server, and PC level, including Data Loss Prevention (DPL) system and filter, and also training from the Department of Homeland Security in security vulnerabilities; 8) Deployment of **unified communication** components, including new email system; 9) Design and implementation of **secure, internally-hosted virtual cloud** allowing public access to a virtual desktop offering 35 foreign languages, bookmobile access, and staff access to all core applications and networks from any wireless device (tablets, phones, notebooks, etc.) without agent of plugin installation; 10) **Disaster Recovery, Business Continuity, Replication of Data**; 11) Design and Implementation of shared platform – **inter-departmental workflows**; 12) Deployment of **Fiber (1GB) to every branch** (in progress); 13) Creation of **IT Learning Corner for all staff** members; 14) **New Portal** for public use; 15) Implementation of **digitization repository**; 16) Social media and advanced Web 2.0 tools on **public portal collaboration** components; 17) Deployment of **Hi Tech Academy** (Digital Literacy and IT Academy opportunities for all in all walks of life). As of March 30, 2012, less than five months since the Nov. 2011 launch, 2576 unique users had enrolled in formal courses; 18) Creation and planned deployment of **three computing centers** across the state; 19) **Partnership with DHRD** leveraging HSPLS assets to reduce DHRD IT training costs and fuel inter-agency collaboration.

The several technologies being deployed follow different paths of implementation. All patron and "essential" staff task-related technologies follow a quality control process and training period that is much more carefully designed and carried through than the advancements that relate to

enhancements of non-crucial services. These latter enhancements can be deployed with more flexibility and can be corrected on the go, as problems are encountered.

HSPLS' IT initiatives and acquisitions are perfectly aligned with the Governor's vision presented in the "New Day" and "Recovery and Reinvestment Plan," while recognizing the evolving role of library systems. Globally, public libraries are transforming themselves from mere informational hubs to modern, technological and educational centers, as well as workforce development conduits. The vital space that public libraries occupy in the community represents a nexus of knowledge and public service. HSPLS will integrate into the developing statewide technology modernization initiatives.

HSPLS patrons and assessments of their needs/wants

The increasingly fast pace of technological change is bewildering for staff, and difficult for HSPLS to keep up with as a system in terms of costs for hardware and software, as well as in terms of implementation. Adding to the complexity, HSPLS serves patrons at all points of the technology spectrum, from those wanting the library system to reinstate the card catalog to the "digital omnivores" with the latest wireless/4G tablet/laptop/mobile devices.

Besides library materials and monetary donations, HSPLS' patrons are generous with their time: in FY2011, 2,085 volunteers donated 109,456 hours directly to HSPLS libraries. In addition, many patrons donate time for the statewide FLH as well as the many local Friends groups' booksales and other fundraising activities.

Even though our State's population is nearly 1.4 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 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. Recognizing the need to educate children while they are very young, Governor Abercrombie recently created the Office of Early Childhood Education, and this 2014 Legislature is considering a bill to create an Office of Literacy to interact with the numerous non-profit organizations working to promote reading and literacy in Hawaii.

In recent decades, Hawaii's economic challenges have resulted in fiscal belt-tightening for all State agencies, as they compete for scarce funds from the same funding authority. With budgets so limited for so many years, there has been no money available for sophisticated studies of library needs in Hawaii.

Some surveys have been conducted: In November 2003, a customer survey was conducted in the 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 (35% "A" and 46% "B") despite a decade of stagnant funding.

In April 2004, customers were 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 initiated a subscription to a web-based customer satisfaction survey tool with LSTA funds. Unfortunately, increasing budget cuts resulted in the loss of a number of subscriptions, including this survey tool.

In the Spring of 2007, the former State Librarian drafted a list of HSPLS goals and objectives which was shared with administrators and support managers, the entire HSPLS staff, and the Board of Education's Library Committee. Valuable feedback was incorporated into this evolving document. Surprisingly, despite continuing budget cuts, a number of the public service goals have been reached. Others, like the ones listed below involve an on-going, continuing process:

- Expand self-service options such as self checkout.
- 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, HSPLS needs 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.
- Maintain and improve library facilities by making them more inviting, safe, accessible, and secure and by incorporating new services and technologies in the planning and design process.
- 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

Patrons were surveyed in Dec. 2011 on a number of topics; highlights are noted below:

- Online resources: 86% of the patrons who responded to the survey reported familiarity with one or more online resources.
- Online resources: 50% of the patrons who responded to the survey reported being very satisfied with the collection of online resources in terms of ease of use and convenience.
- Online resources: 55% of the patrons who responded to the survey reported being very satisfied with the appropriateness of the online collections for their information and reading interests.
- Internet scheduling: 68% of the patrons who responded to the survey reported satisfaction; 28% of these patrons reported no knowledge or use of the internet scheduling self-service.

Collecting patron comments to staff is also a viable and effective means of gathering patron input. For several years, the top patron requests reported by public service staff were: wireless, email notification for holds notices, and online renewal; all three services have now been implemented. A branch manager reported in Jan. 2012 that several patrons had already found out about and used the online renewals while it was still in the testing phase; she further reported that one patron had complimented HSPLS on continuing to make improvements despite all the budget cuts.

Hawaii's libraries need to continue to address a major shift in patron expectations including their familiarity with sophisticated technologies. Consumers of both commercial and government services expect service which is characterized as fast, smart, easy to use, efficient, cost effective, convenient, 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 50+ facilities. HSPLS' continuing challenge will be to preserve the best features and strengths of today's public library services and collections as it works towards including new technologies and formats, and towards continued relevance in the 21st century.

Hawaii's Goals, Strategies and Activities for FY2013-17

Hawaii has many needs, as enumerated above, many of which are similar to the needs expressed in the current 2008-2012 Five Year Plan. The challenges which HSPLS faces in the areas of funding, staffing, succession management, technological resources, training, and outreach services are inter-related and complex; still each problem provides an opportunity to re-examine the challenge in a new way and to investigate new methods and technologies to address these needs. Nine Goals are identified, in priority order, which will be the focus for LSTA funding over the next 5 years. Goal 1 is the top priority since it provides the basic foundation for the rest of the Goals. Goal 2 provides the content for HSPLS' eResources. Goal 3 relates to reading and lifelong learning activities. Goals 4 and 5 improve on current services that all patrons can use while helping HSPLS cope with continuing vacancies. Goal 6 targets specific groups. The tools mentioned in Goal 7 are needed to increase staff productivity and efficiency. Goals 8 and 9 are both long-term goals. Strategies, activities, and target outcomes for each Goal are listed below. The proposed percentage allocation for each Goal per LSTA grant year is detailed in Appendix III.

Hawaii Goal #1: Maintain and upgrade HSPLS technological infrastructure

Funding sources: LSTA, State General Funds, grant and FLH funding

Fulfills LSTA priorities 1, 2, 4, 5 and 7; Fits in IMLS "Library Capacity Building" focal area.

Meet Hawaii's patrons' needs for workforce development and 21st Century skills by improving the technological infrastructure for the entire Hawaii State Public Library System (HSPLS) to adequately support ILS operations, to access online electronic databases and other online resources in public library facilities as well as remotely, and to provide Internet access for patrons in all public library facilities via public library owned hardware as well as via patron-owned devices connected to wireless service provided by HSPLS.

Strategy 1.1: Continue to upgrade HSPLS' technology infrastructure to increase efficiency, improve speed of access, provide enhanced security for confidential information (e.g. patron records), provide wireless services, provide mobile applications, provide additional services and informational resources and to provide for the digital inclusion of all Hawaii's residents.

Strategy 1.2: Continue to upgrade HSPLS' technological infrastructure to meet State and Federal open data and transparency goals.

Strategy 1.3: Continue to research for and purchase upgraded hardware and software programs and professional automation services, to improve system efficiency, speed, security, and to enable incorporation of new technologies, making technology tools part of the value of HSPLS and helping it grow.

Activities:

- Continue to pay maintenance and annual lease payments for HSPLS' ILS system (currently Horizon), for the Internet Scheduling and Print Management software (currently SAM), for Internet Filtering, software licenses, the servers, routers, switches and other hardware and software elements that constitute HSPLS' technological infrastructure.
- Continue to pay monthly charges for telecom lines for internet and wireless connections.
- Purchase replacement and/or additional computers (desktops, laptops or tablets), printers, fax machines, scanners, bar code readers, modems, routers, and other items as needed to

- maintain the technology infrastructure for HSPLS offices and libraries (including newly built libraries). Hardware replacement for staff and patron units is estimated to begin in 2014.
- Research, purchase, and install software and hardware to upgrade, upkeep, and maintain HSPLS' technological security at the perimeter, the host, and the Data Center levels.
 - Datacenter improvements and enhancements needed:
 - Front End Patron services--continue to enhance technological services to incorporate web 3.0 tools and utilities that customers have come to expect from other venues;
 - Front End Staff Delivery of Services--continue to support initiatives so staff will be better equipped to meet patrons' needs in a wide range of technological skill and resources;
 - Collection deliverables--continue to improve the means by which HSPLS' collection is distributed to patrons. This includes technology, licensing, distribution practices, etc.
 - Continue to build on the present data loss prevention solution to improve the security of data within the system.
 - Continue to employ client relationship management (CRM) methodology to improve services and deliverables of high caliber, with skill augmentation and value.
 - Install broadband capacity for all HSPLS facilities, ensuring fortification of the fiber network.
 - Continue to upgrade and upkeep the network to be in compliance with federal and state regulations and initiatives, as well as recommended industry practices.
 - Consolidate government/state initiatives by working cooperatively with all state departments and agencies, to improve government services to citizens, developing smart topologies and subsystems to deliver G2C increased services and operational savings.
 - Work cooperatively with all state departments toward shared services (i.e. centralization of IT for common services) and portfolio management (centralized review, evaluation, and recommendation of software), with agency specific services (e.g. Horizon, SAM, etc. for HSPLS) remaining at the agency level.
 - Develop data analytics and utilization of dashboard components to enable HSPLS administration to elevate the qualitative and quantitative analysis of performance indicators.
 - Continue to pursue the virtualization efforts across the organization.
 - Continue to expand the Enterprise platform by incorporating inter-departmental modular integration, and increasing efficiency of data workflows.
 - Datacenter storage consolidation in preparation for more records management and digitization efforts.
 - Work towards a unified communications management solution by integrating all means of communication in software and hardware.
 - Explore and implement if appropriate specific software as a service for some operations as a means of reducing cost.
 - Incorporation of two factor authentication for sensitive operations in particular departments.
 - Work towards meeting the demands of the cloud/social/mobile/informational phenomenon that is revolutionizing technology and all services associated with it.
 - Work towards building geographic information system (GIS) initiatives, creating/installing the infrastructure, software and tools that will allow staff and patrons to use the geographical/geospatial component of data for better data management, integration, analysis, problem solving and decision-making, evaluating the state's performance based on these analytics, turning data into actionable information, and increasing citizen engagement and influence in decision-making at the government level.
 - Purchase and install monitors in libraries for live webcasts of programs, and streaming of legislative, promotional and instructional information.
 - Explore and implement use of tablet type devices so reference staff can provide patron help with quick assistance in the stacks, instead of waiting for patrons to come up to the Reference Desk; be able to check out materials at booktalk or outreach events, etc.

- Research and implement if appropriate other virtual reference methods that would expand and/or enhance the current email eReference service.
- Explore feasibility and develop procedures for loan of eReaders and laptops to patrons.
- Research and establish if appropriate inter-library tutoring centers with telecommunications equipment for live participation.
- Continue to explore if and when to add new formats to the materials collection, which would involve adjustments in HSPLS' ILS system, e.g. adding blu-ray, 3D or other formats.
- Research feasibility and implement if appropriate a statewide DB for fines/fees management and collection for all State agencies (possibly County agencies as well).
- Research feasibility and implement if appropriate installing library materials vending machines in areas without a physical library building.
- Research, purchase and install an upgraded Internet Scheduling and Print Management system and provide necessary training for staff in the new system.
- Research, purchase and install an upgraded ILS system and provide necessary training for staff in the new system.
- Research feasibility and implement if appropriate creation of learning labs and/or media creation labs in libraries.
- Conduct Staff survey at end of the Five Year period to determine:

Outcome 1: staff assessment of network capacity and speed: 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.

Hawaii Goal #2: Online eDatabases and other eResources for 24/7 virtual collections

Funding sources: LSTA, State Special Funds, HLC and partnership agreements

Fulfills LSTA priorities 1, 4 and 7; fits in IMLS "Public Access to Information" focal area.

Provide 24/7 virtual collections to anyone with an HSPLS library card and Internet access, and provide access to online resources for workforce development and lifelong learning by developing and promote an appropriate collection of online databases (eDBs) and other online resources for HSPLS to complement and supplement its physical library collections, especially in small branch libraries.

Strategy 2.1: Continue to pay for annual subscription fees for current eDBs and eResources, while continuing to monitor usage and continuing to search for newer and better eDBs and eResources to best serve the needs of HSPLS' patrons.

Strategy 2.2: Continue to work with the Hawaii Library Consortium (HLC) to effect savings in eDB subscriptions.

Strategy 2.3: Continue to monitor developments in the eBook market and implement best practices.

Strategy 2.4: Continue periodic surveys of staff and patrons to assess knowledge and outcomes

Activities:

- Continue to pay annual subscriptions to maintain access to HSPLS' 70+ eDB's and eResources including HI Tech Academy.
- Continue to have HSPLS represented on the HLC to work for continued cost saving.
- Continue to purchase digital database collections when appropriate, e.g. to reduce annual subscription/access costs.
- Continue to purchase eBooks/eAudio/eMusic to add to HSPLS' digital collection.
- Continue to research and monitor developments in the eBook market and implement best practices if appropriate for HSPLS.
- Explore and add if appropriate enhanced student achievement support programs and services such as Tutor.com or other similar programs.
- Research and implement adding non-Overdrive vendors to HSPLS' digital offerings.

- Research and implement adding new eResources to HSPLS' offerings.
- Conduct Reference staff survey to determine the following outcomes:
 - Outcome 2.1:** 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.
 - Outcome 2.2:** 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.
- Conduct Patron Survey to determine the following outcomes:
 - Outcome 2.3:** At the end of this 5-Year LSTA period, 25% of patrons surveyed 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.
 - Outcome 2.4:** At the end of this 5-Year LSTA period, 25% of patrons surveyed 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.

Hawaii Goal #3: Foster love of reading and lifelong learning

Funding sources: LSTA, State General Funds, Friends groups, and Private and Corporate donations

Fulfills LSTA priorities 1, 4, 5, and 6; fits in IMLS "Lifelong learning" focal area.

Foster an appreciation and love of reading and lifelong learning among the people of Hawaii.

Strategy 3: Continue to provide programs, materials and services to increase reading skills and to foster a greater appreciation and love of reading and lifelong learning in all ages, keiki to Kupuna.

Activities:

- Continue to offer preschool storytimes, storytelling sessions, booktalk presentations to classes, reading to therapy dog programs, book discussion groups, author visits and other similar programs that promote books and reading;
- Continue to offer Statewide Summer Reading Programs at three levels – Children, Young Adults, and Adults; increase to 6 weeks statewide for Summer 2014 and incrementally increase the number of weeks at increasing number of libraries in subsequent years.
- Offer Winter or Spring Reading programs at self-selected libraries;
- Continue annual participation in Library of Congress' Letters about Literature, in the National Book Festival, in the Hawaii Book and Music Festival, in Hawaii's Nene Award and Ka Palapala Po'okela Award programs, and other similar events that promote books and reading.
- Continue to work in partnership with various non-profit agencies promoting literacy and reading to children

Outcome 3: Annual Summer Reading Program evaluations will report 80% satisfaction rate among participants.

Hawaii Goal #4: Expand self-service, privacy-enhancing and personalized service options

Funding sources: LSTA, State General and/or Special Funds

Fulfills LSTA priorities 1, 2, 3 and 6; fits in IMLS "Lifelong learning" focal area.

Empower patrons and free staff from routine duties so they can focus on improved, enhanced and more complex customer services by continuing to expand self-service, privacy-enhancing, and personalized service options.

Strategy 4.1: Promote use of the various services already available in the public libraries.

Strategy 4.2: Add new services, collections or hardware to HSPLS libraries still lacking them.

Strategy 4.3: Continue to search for new best practices and research feasibility of implementing.

Activities:

- Promote increased awareness and use of the ILS system's "My account," "My List," online holds, online renewal and Internet reservation modules.
- Promote increased awareness and use of the eDBs and eResources and the eBooks/Audio/Music digital collection.
- Promote increased awareness of wireless, eReference and ChiliFresh services.
- Add download stations in libraries so patrons are able to download eBooks/Audio/Music to their personal mobile devices.
- Encourage increased patron usage of self-checkout machines in branches already equipped with this hardware, and increase the number of libraries with this hardware, with priority given to those with high circulation and staffing shortages.
- Research feasibility of online payment of fines and fee by patrons.
- Research feasibility of offering print-on-demand services.
- Conduct patron survey at end of the Five Year period to determine:

Outcome 4: familiarity and satisfaction with self-service options. At least 50% of patrons will report familiarity with self-service options. At least 75% of knowledgeable patrons will report satisfaction with self-service options.

Hawaii Goal #5: Timely, efficient, user-friendly materials delivery

Funding sources: LSTA, State General Funds

Fulfills LSTA priorities 1, 2 and 4; fits in IMLS "Library Capacity Building" focal area.

Deliver desired physical materials to patrons in a timely, efficient, and user-friendly way.

Strategy 5: Implement a multi-pronged approach to improve the speed and quality of fulfilling customer requests for materials.

Activities:

- Improve collections at the local, regional, and system levels including copy strength.
- Improve order, fulfillment, and delivery mechanisms to provide desired materials in a timely and cost-effective way
- Procure an ILS feedback system which will provide information about outstanding requests, copy strength, wait times, and purchase alerts.
- Procure an ILS holds system which will maximize request fulfillment capability and speed and minimize unnecessary movement of desired materials between libraries and islands
- Investigate, expand, and possibly re-design systemwide delivery operations including alternative commercial services.
- 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.
- Conduct patron survey at end of the Five Year period to determine:

Outcome 5: familiarity and satisfaction with holds and delivery operations. At least 50% of patrons will report familiarity with holds and delivery operations. At least 75% of knowledgeable patrons will report satisfaction with holds and delivery operations.

HSPLS Goal #6: Library services and collections to underserved and LEP patrons

Funding sources: LSTA, State General and/or Special Funds

Fulfills LSTA priorities 1, 4, 5, 6, and 7; fits in IMLS "Lifelong Learning" focal area.

Provide library services and collections to underserved communities and diverse populations, including instruction to patrons in the use of the various computer software programs and applications. Provide access to services for persons with Limited English Proficiency (LEP).

Strategy 6.1: Explore avenues for outreach, resource sharing and collection building to meet the needs of underserved communities and diverse populations.

Strategy 6.2: Establish and evaluate pilot or demonstration projects as needed.

Activities:

- Investigate appropriate options to deliver library services in the target communities including the possibility of purchasing and installing electronic modular access units (EMAUs).
- Establish and evaluate pilot or demonstration projects to identify costs, best practices, and effectiveness.
- Increase collections of foreign language materials in libraries that demonstrate need.
- Increase patron awareness and use of the foreign language desktops option on HSPLS website.
- Conduct patron survey at end of the Five Year period to determine:

Outcome 6.1: patron satisfaction of patrons using the pilot or demonstration projects and their suggestions for improvements. The outcome target will be at the 75% satisfaction level for these patrons using the pilot or demonstration project, with the understanding that these projects are alternatives to a full-service public library.

Outcome 6.2: at least 50% of the patron will indicate awareness and use of the foreign language desktops option on the HSPLS website, and at least 75% of the knowledgeable patrons will report satisfaction with its use.

Hawaii Goal #7: Staff intranet and other productivity tools

Funding sources: LSTA, State General Funds

Fulfills LSTA priorities 2 and 6; fits in IMLS "Library Capacity Building" focal area.

Optimize limited staff resources and provide improved public library services and collections in an efficient, effective, fiscally sound manner by implementing a staff intranet and other staff productivity tools.

Strategy 7.1: Continue to search for and implement staff productivity tools as needed.

Strategy 7.2: Continue to encourage staff usage of SharePoint including staff training in its use and exploration of its various modules.

Activities:

- Continue annual subscriptions to OCLC metadata services, BIP and other staff use eDBs.
- Continue to train staff in use of SharePoint.
- Continue to explore and pilot new uses for SharePoint's various modules (e.g. the TSS' use for materials ordering; the Social Media committee's use as a communication tool; and Aiea Public Library's 2012 SRP pilot use for recording patron registration information, etc.)
- Research feasibility of implementing other staff productivity tools.
- Conduct Staff survey at end of the Five Year period to determine:

Outcome 7: staff satisfaction with SharePoint and any other staff productivity systems implemented, with at least 75% satisfaction rating after at least 2 years of use.

Hawaii Goal #8: Digitization of unique resources

Funding sources: LSTA, State General Funds, Trust Funds

Fulfills LSTA priorities 1 and 4; fits in IMLS "Public Access to Information" focal area.

Increase patron access to information by initiating digitization and data management efforts that conform to best practices and industry standards, whereby library collections can be saved and viewed by patrons digitally.

Strategy 8.1: Identify and begin digitization of unique HSPLS resources to preserve and make these resources more widely available via the Internet.

Strategy 8.2: Evaluate partnership options with other organizations to maximize use of and benefits of available resources for digitization projects.

Activities:

- Train appropriate staff in use of Portfolio to manage the digitized material.
- Begin digitization of unique materials stored in the various HSPLS libraries.
- Search out and evaluate partnership options with other organizations with the intent of sharing scanning equipment and other resources.
- Purchase scanning equipment when affordable.
- Conduct Staff survey at end of the Five Year period to determine:

Outcome 8.1: staff satisfaction with inputting into Portfolio with at least 75% satisfaction rating.

Outcome 8.2: staff satisfaction with use of Portfolio to access digitized material with at least 75% satisfaction rating.

Outcome 8.3: staff satisfaction with digitization project with at least 75% satisfaction rating.

- Conduct Patron survey at end of the Five Year period to determine:

Outcome 8.4: patron awareness and use of Portfolio to access digitized material with 25% of surveyed patrons aware of this resource and 25% having high satisfaction with it's use.

Hawaii Goal #9: Continuing Education for staff

Funding sources: LSTA, State General Funds, FLH, grant funding

Fulfills LSTA priority 3; fits in IMLS "Library Capacity Building" focal area; also relates to training in other focal areas.

Provide better service to Hawaii's patrons and better help patrons access library resources by providing continuing education training for staff to upgrade their technological skills and knowledge of new software and for staff to maintain currency in library best practices.

Strategy 9.1: Train staff on how to best use the eResources that HSPLS provides so they can in turn show patrons how to make the best use of these resources.

Strategy 9.2: Train staff how to efficiently use the software on the new staff PCs and the various staff productivity tools for improved communication and so they can make the best use of their time and resources

Activities:

- Provide training on how to use the various software on the new staff PCs, including Windows 7, MS Office 2010, Outlook, Lync, the webcam, etc.
- Provide training on the various eResources (eDBs, eBooks/eAudio/eMusic downloads, HI Tech Academy, etc) so staff can better help patrons
- Provide specialized training for appropriate staff (e.g. technological training for IT and ASETs staff)
- Conduct pre/post tests to evaluate training provided; require training report after training has been completed; require instructional or service handout or flyer as product of the training.
- Conduct Staff survey at end of the Five Year period to determine:

Outcome 9: staff satisfaction of the training provided with at least a 75% satisfaction rating.

EVALUATION

Commercial and in-house survey instruments will be used to assess staff and patron satisfaction feedback about HSPLS initiatives, to see if outcome targets have been met, and to elicit recommendations for further improvement. Output measures, program and workshop evaluations, interviews and other data will also be included in Annual State Program Reports and the Evaluation Report at the end of this Five Year period. An outside consultant will be hired to conduct the evaluation at the end of this five year period.

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 2013 – 2017 Five Year LSTA Plan.

Stakeholder Involvement: Since HSPLS is a statewide public library system, its stakeholders theoretically include everyone in the state, including the military, their dependents, and visitors, and even former residents who still hold HSPLS library cards. Interest in Hawaii as a tourist destination encourages people from many states and countries (167 in FY11) to visit the HSPLS website for information prior to visits to Hawaii.

Communication Procedures: This Five Year Plan 2013-2017 is the outgrowth of the successes and setbacks of previous plans, particularly the current 2008 – 2012 program efforts. HSPLS is committed to continuing the major endeavors such as maintaining and upgrading the technology infrastructure to support the automation network, materials collections and patron inventories, commercial eDBs and other online resources, and a common library card, all of which are provided as statewide services. HSPLS also plans to continue incorporating self-service, privacy-enhancing services and products as they become available. The results and recommendations gathered from formal surveys and informal feedback from both patrons and staff over the years have been incorporated into ongoing activities and into the new Five Year Plan.

When this revised Five Year Plan 2013-2017 has been approved by IMLS, it will be linked to the HSPLS web site. 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.

HSPLS will continue to acknowledge IMLS funding on appropriate webpages, flyers, and announcements, and will publicize achievements, important milestones and results of the Five-Year Plan as required for reporting purposes to IMLS as well as to stakeholders and the general public. Communication channels include the HSPLS web site, Holo I Mua (HSPLS' monthly newsletter), news releases, reports to the Board, 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.

Any substantive revisions to the Plan, especially to the 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.

Monitoring: HSPLS staff will monitor the implementation of this Five Year Plan.

Assurances: The required assurances are attached.

Overview of LSTA

Library Services legislation has been continually reauthorized by Congress since its 1956 inception. The legislation itself has undergone numerous changes--it was earlier referred to as "Library Services and Construction Act" (LSCA) then "Library Services and Technology Act" (LSTA), then in 2003 the Library Services and Technology Act (LSTA) was reauthorized as Title II, Library Services and Technology (LST) of the Museum and Library Services Act (MLSA). MLSA including Title II was most recently reauthorized in 2010 (Pub. L. 111-340). Title II, LST is still commonly referred to as LSTA.

A minimum of 96 percent of Federal State Grant funds (LSTA) must be spent, either directly by the SLAA or through subgrants or cooperative agreements, for the following priorities:

1. expand 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 in order to support such individuals' needs for education, life-long learning, workforce development, and digital literacy skills;
2. establish or enhance electronic and other linkages and improved coordination among and between libraries and entities, as described in 9134(b)(6), for the purpose of improving the quality of and access to library and information services;
3. (a) provide training and professional development, including continuing education, to enhance the skills of the current library workforce and leadership, and advance the delivery of library and information services; and
(b) enhance efforts to recruit future professionals to the field of library and information services;
4. develop public and private partnerships with other agencies and community-based organizations;
5. target 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;
6. target 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 U.S.C. section 9902(2)) applicable to a family of the size involved;
7. develop library services that provide all users access to information through local, State, regional, national, and international collaborations and networks; and
8. carry out other activities consistent with the purposes set forth in 20 U.S.C. section 9121, as described in the State library administrative agency's plan 20 U.S.C. section 9141(a)(1-8).

IMLS Focal Areas

Lifelong Learning. These activities can range from the provision of instructional information resources to direct instructional services delivered by libraries or in partnership with local entities with the goal of transferring knowledge or skills to advance educational aims.

Examples of lifelong learning activities include: traditional adult and family literacy programs; summer reading, early literacy initiatives. State development and partnership activity designed to improve instructional capabilities of local libraries can be reported here as well.

Human Services. These activities can range from the provision of instructional information resources to direct services, however these activities are focused on providing resources to remediate social problems and improve participants' quality of life.

Examples of human service related activities include: parenting classes; certification programming for child development, health information services, 50+ programming, etc. State development and partnership activity designed to improve human services capabilities of local libraries can be reported here as well.

Employment and Economic Development. These activities address economic needs of individuals and communities.

Examples of employment and economic development service include: financial literacy resources and programming; employment training/resume building; business development/information centers. State development and partnership activity designed to improve instructional capabilities of local libraries should be reported here as well

Civic Engagement.

Examples of civic engagement include: veterans history initiatives; digital archiving and website portals of governmental hearings and reports; one book, one community initiatives; voter registration and election services; development and partnership activities for improving libraries' civic engagement capabilities.

Public Access to Information Access. (This focal area encompasses two former focal areas: digitization and database services.) These activities broaden public access to content through the purchase or original development of information resources (e.g. databases, computer technology).

Examples of information access services include: Digitization activities; database activities; electronic reference; commercial reference services; eBooks/eAudio/eMusic; cataloging subscription services; interlibrary loan. State development and partnership activity designed to improve information access should be reported here as well.

Library Capacity Building. These activities aim at modernizing existing libraries and/or supporting the development of sound policies, organizational structures, and effective methods of management and revenue development in order to improve the efficiency of library services.

Examples of library capacity building include: Certification of public libraries; facilities/personnel consultation; CE/Staff Development (where such training cannot be differentiated into other targeted focal areas); and planning and needs assessments.

LSTA Five Year Plan 2013 - 2017 (revised 4/1/14): Proposed Budget

Hawaii's						
Goals		FY2013	FY2014	FY2015	FY2016	FY2017
1	Tech infrastructure	80%	72%	58%	56%	51%
2	eResources	20%	20%	23%	23%	25%
3	Reading & lifelong learning			1%	1%	1%
4	Self service options		4%	7%	7%	7%
5	Materials delivery			3%	3%	3%
6	Underserved & LEP		2%	2%	3%	4%
7	Staff productivity tools			2%	2%	3%
8	Digitization			3%	3%	4%
9	Continuing Ed for staff		2%	2%	2%	2%
	Administration*				1%	1%
	Total	100%	100%	100%	100%	100%

* to pay consultant and other costs for Evaluation of the Five Year Plan 2013 to 2017.