

*The Hawaii State Public Library System
Strategic Plan, 2014 to 2018*

Creating the Future



DRAFT 3/12/14



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Hawaii State Public Library System
Strategic Plan, 2014 - 2018

Creating the Future



Creating the Future: The Hawaii State Public Library System's Strategic Plan, 2014-2018

INTRODUCTION:

Aloha!

In 2008, the Hawaii State Public Library System (HSPLS) developed its first Strategic Plan that included specific Goals, Objectives, Strategies, Measures, Outcomes, Baseline Data and Targets. That plan drew to a close in 2013; however it continued to inform the development of the current 2014-18 Plan. Lessons learned have validated and confirmed the relevance and value of HSPLS' strategic direction as we continue to create the future for Hawaii's public libraries.



Richard Burns
State Librarian

In addition to building on the foundation of the previous Plan, we have conducted online and print surveys of both the public and library staff, provided opportunities for staff feedback at multiple stages of this plan's development, and we have met with the Department of Education to explore opportunities and set a course for expanding our collaborative efforts, as we work together to improve student achievement.

Our 50 public libraries are extremely important to, and highly valued by the people of Hawaii. Our libraries are anchor institutions throughout the state that are free and open to all. We offer a welcoming place specially designed to meet the educational, informational and cultural needs of our communities.

Hawaii's public libraries provide a wide range of print and digital collections and professional services carefully developed and not replicated elsewhere to:

- Instill at the youngest age an intellectual curiosity and love of reading
- Ensure equal access to technology and information
- Prepare students outside the classroom to go to and stay in college
- Support the search for jobs, advance careers, and start-up businesses
- Aid in navigating through life's transitions and personal reinvention
- Create a sense of place and foster good citizenship
- Serve as repositories for the diverse cultures, arts and histories of our people
- Offer unbiased and confidential guidance and recommendations

We continuously receive feedback from our constituents and this 2014-2018 Hawai'i State Public Library System's Strategic Plan is in response to what they value. Our patrons desire more physical locations; extended public service days and hours; more traditional resources such as public programs and print books for children, teens and adults; increased remote access; and more electronic resources, such as electronic books, magazines and databases.

Although each library serves its unique community, they all have expressed these concerns and priorities.

STRATEGIC GOALS AND OBJECTIVES:

The Hawai'i State Public Library System's (HSPLS) Strategic Plan for 2014-2018 builds off the results from the implementation of our 2009-2013 Strategic Plan. We have set three long-range goals to advance our vision of being the educational, informational, and cultural heart of our communities:

1. To support learning needs, from keiki to kūpuna
2. To provide trusted access to information and resources for our diverse population
3. To sustain, celebrate and preserve our history and cultural heritage

Our Educational Objectives are to:

- Enhance efforts to improve children's literacy among preschool and school aged children including public, private and home schools
- Collaborate with middle and high schools in preparing students for college, career, and community success
- Provide opportunities for workforce development, lifelong learning and community engagement

Our Informational Objectives are to:

- Expand free usage of digital technologies at all libraries
- Provide Hawaii's library users with highest quality collections of print and multi-media materials
- Deliver excellent levels of service to become each community's gathering place and trusted source for information and resources
- Provide new libraries, programs and services to underserved areas while maintain existing facilities as welcoming, face-to-face hubs of information

Our Cultural Objectives are to:

- Offer free multi-cultural local programming, materials and displays at each library
- Create opportunities for community members to interact and exchange their experience, knowledge and wisdom with each other

STRATEGIC DIRECTION:

Our public libraries are faced with four trends that play a critical role in shaping the future of all libraries: continued advances in digital media and technologies, heightened competition, demographic transformation, and financial constraints.

To address these trends and create further strategic advantages, we are focusing our efforts and resources over the next four years on the following:

- No- to low-cost access to technology including virtual collections, media lending, and on-line services that integrate with library physical spaces.
- Improved service hours and service levels at libraries that are adaptable to technological advances and changing needs of their communities
- More educational programming at local libraries that involve and connect families, children, and teens
- Expanded informational services and knowledge access to community through events, mobile services and other activities in communities
- Community stewardship of libraries through volunteerism, internships and community service
- Up-to-date technology at physical branches

¹ Roger Levin, "Confronting the Future: Strategic Visions for the 21st Century Public Library", American Library Association, June 2011

These strategic priorities are developed further in the Plan that follows which includes specific action plans, anticipated outcomes, and baseline and target metrics. If we are successful in fulfilling the Objectives of this plan, we expect to achieve the following Outcomes:

1. Children will enter formal education better prepared to participate in the classroom and to begin learning
2. Library reading programs will mitigate learning loss during traditional school breaks
3. An emphasis on science, technology, engineering, arts and mathematics (STEAM) programs and resources for all ages and in a variety of forms will enhance student achievement
4. Library programs and resources will prepare users for college, career and community success
5. Lifelong learning opportunities will enable all Hawaii's people to lead more engaged, fulfilling lives
6. Public access technology and computing will empower individuals and connect Hawaii's people to the world
7. Remote access to library collections, programs and services will facilitate transmission of information and resources to the public when, where and how they want it
8. Hawaii's Libraries will enrich and enhance civic communication, interaction and engagement

VISION:

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

MISSION:

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

GOALS:

Educational: To support learning needs, from keiki to kupuna

Informational: To provide access to information and resources for our diverse population

Cultural and Community Engagement: To sustain, celebrate and preserve our history and cultural heritage, and to engage community members and organizations in mutually beneficial partnerships

OBJECTIVES:

Our Educational Objectives are to:

- Enhance efforts to improve children's literacy among preschool and school aged children including public, private and home schools
- Collaborate with middle and high schools in preparing students for college, career, and community success
- Provide opportunities for workforce development, lifelong learning and community engagement

Our Informational Objectives are to:

- Expand free usage of digital technologies at all libraries
- Provide Hawaii's library users with highest quality collections of print and multi-media materials
- Deliver excellent levels of service to become each community's gathering place and trusted source for information and resources
- Provide new libraries, programs and services to underserved areas while maintain existing facilities as welcoming, face-to-face hubs of information

Our Cultural and Community Engagement Objectives are to:

- Offer free multi-cultural local programming, materials and displays at each library
- Create opportunities for community members to interact and exchange their experience, knowledge and wisdom with each other

STRATEGIES AND MEASURES

EDUCATIONAL: To support lifelong learning needs, from keiki to kupuna

- I. Enhance efforts to improve **children’s literacy** among preschool and school aged children, including public and private schools as well as the homeschooled, by:
 - A. Developing materials, resources and programs that emphasize STEAM and Common Core State Standards (CCSS) to supplement in-school academic resources
 1. Provide STEAM and CCSS-based children’s programs and events (2% increase for Years 1, 2 and 3; 3% increase for Years 4 and 5)

Baseline: FY13 2,574 programs/90,598 attendance

	Target	Actual
FY14	2,625 programs/92,410 attendance	
FY15	2,678 programs/94,258 attendance	
FY16	2,732 programs/96,143 attendance	
FY17	2,813 programs/99,028 attendance	
FY18	2,898 programs/101,998 attendance	

2. Provide opportunities for library orientation and instruction through children's class and group visits in the library (2% increase for Years 1, 2 and 3; 3% increase for Years 4 and 5)

Baseline: FY13 3,404 visits/72,604 attendance

	Target	Actual
FY14	3,472 visits/74,056 attendance	
FY15	3,542 visits/75,537 attendance	
FY16	3,612 visits/77,048 attendance	
FY17	3,721 visits/79,359 attendance	
FY18	3,832 visits/81,740 attendance	

3. Children's outreach events/attendance (outreach events include presentations in schools, presentations to community groups, and participation in community events) (2% increase for Years 1, 2 and 3; 3% increase for Years 4 and 5)

Baseline: FY13 357 events/18,852 attendance

	Target	Actual
FY14	364 events/19,229 attendance	
FY15	371 events/19,614 attendance	
FY16	379 events/20,006 attendance	
FY17	390 events/20,606 attendance	
FY18	402 events/21,224 attendance	

4. Increase awareness of library materials that support STEAM/CCSS through targeted book lists and displays with a 10% increase each year.

Baseline: FY13 (2014 data will establish a baseline measure)

	Target	Actual
FY14		
FY15		
FY16		
FY17		
FY18		

- B. Engaging families to participate and volunteer in Library programs to prepare children for academic achievement and to mitigate summer learning loss.

1. Extend the length of the Summer Reading Program, with all libraries offering a minimum six week program and increase the number of libraries offering longer programs by five per year.

Baseline: FY13 17 Libraries offer 6 weeks or longer SRP

	Target	Actual
FY14	all libraries offer 6 week SRP	
FY15	5 libraries offer more than 6 weeks	
FY16	10 libraries offer more than 6 weeks	
FY17	15 libraries offer more than 6 weeks	
FY18	20 libraries offer more than 6 weeks	

2. Increase overall registration in SRPs (2% per year)

Baseline: FY13 Total: 27,769 participants/ 305,885 books read

	Target	Actual
FY14	Total: 28,324 participants/312,003 books read	
FY15	Total: 28,891 participants/318,243 books read	
FY16	Total: 29,469 participants/324,608 books read	
FY17	Total: 30,058 participants/331,100 books read	
FY18	Total: 30,659 participants/337,722 books read	

3. Increase children storytimes (2% increase for Years 1, 2 and 3; 3% increase for Years 4 and 5)

Baseline: FY13 1,736 storytimes/56,653 attendance

	Target	Actual
FY14	1,771 storytimes/57,786 attendance	
FY15	1,806 storytimes/58,942 attendance	
FY16	1,842 storytimes/60,121 attendance	
FY17	1,898 storytimes/61,924 attendance	
FY18	1,954 storytimes/63,782 attendance	

- C. Providing training, continuing education and professional development opportunities for Children’s Services staff (in person and remote, individual and group) (number of sessions, attendance)

	Target	Actual
FY14		
FY15		
FY16		
FY17		
FY18		

II. Collaborate with middle and high schools in preparing students for college, career, and community success by:

- A. Providing teen programs with a focus on STEAM topics to supplement in-school academic resources

- 1. Provide library programs for teens to increase awareness of and access to college & career information and resource materials (2% increase for Years 1, 2 and 3; 3% increase for Years 4 and 5)

Baseline: FY13 310 programs/9,902 attendance

	Target	Actual
FY14	316 programs/10,100 attendance	
FY15	323 programs/10,302 attendance	
FY16	329 programs/10,508 attendance	
FY17	339 programs/10,823 attendance	
FY18	349 programs/11,148 attendance	

2. Provide opportunities for library orientation and instruction through class and group visits in the library (2% increase for Years 1, 2 and 3; 3% increase for Years 4 and 5)

Baseline: FY13 1,699 visits/38,155 attendance

	Target	Actual
FY14	1,733 visits/38,918 attendance	
FY15	1,768 visits/39,696 attendance	
FY16	1,803 visits/40,490 attendance	
FY17	1,857 visits/41,705 attendance	
FY18	1,913 visits/42,956 attendance	

3. Teen outreach events/attendance (outreach events include presentations in schools, presentations to community groups, and participation in community events) (2% increase for Years 1, 2 and 3; 3% increase for Years 4 and 5)

Baseline: FY13 106 events/5,120 attendance

	Target	Actual
FY14	108 events/5,222 attendance	
FY15	110 events/5,327 attendance	
FY16	112 events/5,433 attendance	
FY17	116 events/5,596 attendance	
FY18	119 events/5,764 attendance	

4. Create, update and distribute promotional materials such as displays, college and career information, reference guides and book lists with a 10% increase each year.

Baseline: FY13 (2014 data will establish a baseline measure)

	Target	Actual
FY14		
FY15		
FY16		
FY17		
FY18		

- B. Providing training, continuing education and professional development opportunities for Young Adult Services staff (in person and remote, individual and group) (number of sessions, attendance)

	Target	Actual
FY14		
FY15		
FY16		
FY17		
FY18		



III. Provide opportunities for workforce development, lifelong learning and community engagement by:

A. Providing life-long learning opportunities for Adults

1. Adult programming events/attendance (2% increase for Years 1, 2 and 3; 3% increase for Years 4 and 5)

Baseline: FY13 695 programs/26,946 attendance

	Target	Actual
FY14	709 programs/27,485 attendance	
FY15	723 programs/28,035 attendance	
FY16	738 programs/28,595 attendance	
FY17	760 programs/29,453 attendance	
FY18	782 programs/30,337 attendance	

2. Provide opportunities for library orientation and instruction thru adult class and group visits in the library (2% increase for Years 1, 2 and 3; 3% increase for Years 4 and 5)

Baseline: FY13 352 visits/2,353 attendance

	Target	Actual
FY14	359 visits/2,400 attendance	
FY15	366 visits/2,448 attendance	
FY16	374 visits/2,497 attendance	
FY17	385 visits/2,572 attendance	
FY18	396 visits/2,649 attendance	

3. Adult outreach events/attendance (outreach events include presentations in schools, presentations to community groups, and participation in community events) (2% increase for Years 1, 2 and 3; 3% increase for Years 4 and 5)

Baseline: FY13 94 events/8,986 attendance

	Target	Actual
FY14	96 events/9,166 attendance	
FY15	98 events/9,349 attendance	
FY16	100 events/9,536 attendance	
FY17	103 events/9,822 attendance	
FY18	106 events/10,117 attendance	

4. Create, update and distribute promotional materials such as displays, reference guides, book lists and lifelong learning information with a 10% increase each year.

Baseline: FY13 (2014 data will establish a baseline measure)

	Target	Actual
FY14		
FY15		
FY16		
FY17		
FY18		

- B.** Expanding access to e-Learning resources by promoting and supporting participation in online lifelong learning resources with a 10% increase each year (different e-resources provide varying statistical data).

Baseline: FY13: HI Tech Academy – 1,273 users
 Learn4Life* - 429 courses
 Language Learning – 2,560 logins/68,202 total minutes

	Target	Actual
FY14	HI Tech Academy – 1,400 users Learn4Life – 1,030* courses Language Learning – 2,816 logins/75,022 total minutes	
FY15	HI Tech Academy – 1,540 users Learn4Life – 1,133 courses Language Learning – 3,098 logins/82,524 total minutes	
FY16	HI Tech Academy – 1,694 users Learn4Life – 1,246 courses Language Learning – 3,407 logins/90,777 total minutes	
FY17	HI Tech Academy – 1,864 users Learn4Life – 1,370 courses Language Learning – 3,748 logins/99,855 total minutes	
FY18	HI Tech Academy – 2,050 users Learn4Life – 1,507 courses Language Learning – 4,123 logins/109,840 total minutes	

* Learn4Life launched 2/1/13; FY14 courses count annualized based on FY13 count

C. Providing training, continuing education and professional development opportunities for Adult Services staff (in person and remote, individual and group) (number of sessions, attendance)

	Target	Actual
FY14		
FY15		
FY16		
FY17		
FY18		



INFORMATIONAL: To provide access to information and resources for our diverse population

- I. Expand free usage of **digital technologies** at all libraries by:
 - A. Developing an integrated up-to-date technology infrastructure, ensuring reliable internet connectivity and access to library collections
 - 1. Develop and maintain a reliable, redundant telecommunications network; continuously update security infrastructure; update, add or replace software for staff and public use (planning, testing, number of implementations)

Baseline: FY13 3 in planning, 3 in testing, implementations on 800 computers per year

	Target	Actual
FY14	3 in planning, 3 in testing, implementations on 800 computers	
FY15	3 in planning, 3 in testing, implementations on 800 computers	
FY16	3 in planning, 3 in testing, implementations on 800 computers	
FY17	3 in planning, 3 in testing, implementations on 800 computers	
FY18	3 in planning, 3 in testing, implementations on 800 computers	

2. Provide reliable Internet access in every library (5% annual increases of patron-owned devices' wireless sessions and library owned wired internet sessions, % of time system is available)

Baseline: FY13 187,342 wireless sessions on patron-owned devices
 668,623 sessions on library owned devices
 system available 99% of the time

	Target	Actual
FY14	196,709 wireless sessions 702,054 sessions system available 99% of the time	
FY15	206,545 wireless sessions 737,157 sessions system available 99% of the time	
FY16	216,872 wireless sessions 774,015 sessions system available 99% of the time	
FY17	227,715 wireless sessions 812,715 sessions system available 99% of the time	
FY18	239,101 wireless sessions 853,351 sessions system available 99% of the time	

- 3. Provide free digital literacy and technology training opportunities for the public (2% increase in sessions and number of participants for Years 1, 2 and 3; 3% increase for Years 4 and 5)

Baseline: FY13 (2014 data will establish a baseline measure)

	Target	Actual
FY14		
FY15		
FY16		
FY17		
FY18		

- B. Provide public service staff with training in existing and emerging technologies that will be offered to the public (in person and remote, individual and group) (number of sessions, attendance)

Baseline: FY13 (2014 data will establish a baseline measure)

	Target	Actual
FY14		
FY15		
FY16		
FY17		
FY18		



II. Provide Hawaii’s library users with current, informative and entertaining materials by developing **quality collections** of print and multi-media materials, as well as e-book, e-magazines, e-audio book and other digital media to meet the needs of local communities.

A. Continuously monitor emerging technologies and resources, developing and expanding the Library’s physical and electronic collections to provide the best possible value for our patrons

1. Expand and develop print, media and electronic collections (increase total circulation for HSPLS libraries by 2% per year)

Baseline: FY13 6,646,405 circulation
 3,786,671 physical items

	Target	Actual
FY14	6,779,333 circulation	
FY15	6,914,920 circulation	
FY16	7,053,218 circulation	
FY17	7,194,283 circulation	
FY18	7,338,168 circulation	

2. Increase ebooks, eaudiobooks and emagazine collections (30% increase in circulation for Year 1, 25% increase for Year 2 and 20% increase for Years 3, 4 and 5)

Baseline: FY13 192,684 circulation

	Target	Actual
FY14	250,489 circulation	
FY15	313,112 circulation	
FY16	375,734 circulation	
FY17	450,881 circulation	
FY18	541,057 circulation	

3. Develop additional, alternative or improved authoritative, up to date resources and collections (new databases, resources or online learning opportunities – average 3 per year).

Baseline: FY13 5 resources/collections

	Target	Actual
FY14	3 resources/collections	
FY15	3 resources/collections	
FY16	3 resources/collections	
FY17	3 resources/collections	
FY18	3 resources/collections	

III. Deliver **excellent levels of service** to become each community’s gathering place and trusted source for information and resources by:

- A. Providing a professional youth services librarian in each library to foster positive youth development and student achievement and to ensure a safe, healthy and stimulating learning environment (Provide dedicated professional Children’s or Youth Services Librarians working in 90% of libraries in year 5; increase by 4 Librarian positions/year)

Baseline: FY13 32 libraries with Youth Librarians

	Target	Actual
FY14	32 libraries with Youth Librarians	
FY15	36 libraries with Youth Librarians	
FY16	40 libraries with Youth Librarians	
FY17	44 libraries with Youth Librarians	
FY18	48 libraries with Youth Librarians	

B. Increasing access to library collections, programs and services by expanding public service hours and days of operation and providing remote access

1. Provide weekend hours at 90% of HSPLS branches by year 5, dependent on legislative funding and necessary positions

Baseline: FY13 30 weekend libraries

	Target	Actual
FY14	32 weekend libraries	
FY15	37 weekend libraries	
FY16	42 weekend libraries	
FY17	45 weekend libraries	
FY18	48 weekend libraries	

2. Electronic Reference Services will meet community needs (number of questions answered, number of questions answered by Hawaii State Library (HSL) Telephone Reference Unit with 10% increase annually).

Baseline: FY13 Questions answered – 4,317
 Answered by HSL Tel Ref. Unit – 3,033
 Answered by other HSL Sections and Branches – 1,284

	Target	Actual
FY14	Questions answered – 4,749 Answered by HSL Tel Ref. Unit – 3,336 Answered by other HSL Sections and Branches – 1,412	
FY15	Questions answered – 5,224 Answered by HSL Tel Ref. Unit – 3,670 Answered by other HSL Sections and Branches – 1,554	
FY16	Questions answered – 5,746 Answered by HSL Tel Ref. Unit – 4,037 Answered by other HSL Sections and Branches – 1,709	
FY17	Questions answered – 6,321 Answered by HSL Tel Ref. Unit – 4,441 Answered by other HSL Sections and Branches – 1,880	
FY18	Questions answered – 6,953 Answered by HSL Tel Ref. Unit – 4,885 Answered by other HSL Sections and Branches – 2,068	

3. Expand patron self-check capabilities (2 units per year)

Baseline: FY13 5 total self-check units

	Target	Actual
FY14	7 total self-check units	
FY15	9 total self-check units	
FY16	11 total self-check units	
FY17	13 total self-check units	
FY18	15 total self-check units	

4. Expand public access to library resources by integrating and maximizing technology (3 projects per year)

Baseline: FY13 3 projects

	Target	Actual
FY14	3 projects	
FY15	3 projects	
FY16	3 projects	
FY17	3 projects	
FY18	3 projects	

C. Maintaining successful systems of staff support to increase staff productivity and efficiency

1. Provide staff opportunities for feedback through team meetings (number of meeting, attendance)

Baseline: FY13 (2014 data will establish a baseline measure)

	Target	Actual
FY14		
FY15		
FY16		
FY17		
FY18		

2. Develop new or revise current manuals, policies and procedures to increase staff productivity and efficiency (5 documents/year)

Baseline: 2013 2 manuals

	Target	Actual
FY14	5 documents	
FY15	5 documents	
FY16	5 documents	
FY17	5 documents	
FY18	5 documents	



3. Enable frontline staff to provide excellent public service by increasing essential support staff.

	Target	Actual
FY14	Fill critical support staff vacancies	
FY15	Add 2 FTE support staff	
FY16	Add 2 FTE support staff	
FY17	Add 2 FTE support staff	
FY18	Add 2 FTE support staff	

- D. Increasing patron access by providing a reliable next generation integrated library system (ILS)

New Project - Timeline

	Target	Actual
FY14	Select committee members; meet with primary ILS vendors; begin RFI process	
FY15	Vendor demonstrations; DAGS consulted; RFP released	
FY16	Responses evaluated; new ILS selected; plan and conduct staff training and records migration	
FY17	Publicity for public; implement new ILS	
FY18	Work with vendor to review and evaluate new ILS	

IV. Provide new libraries in underserved areas and maintain existing facilities as welcoming destinations for library users

A. Working with communities and stakeholders to create new libraries in underserved areas to expand access to library resources

1. HSPLS meetings with legislators, stakeholder groups to gather community input (number of meetings per year)

Baseline: FY13 HSPLS presentations at community meetings – 3
 HSPLS meetings with Legislators, planners, consultants – 5

	Target	Actual
FY14	HSPLS presentations at community meetings – 3 HSPLS meetings with Legislators, planners, consultants – 5	
FY15	HSPLS presentations at community meetings – 3 HSPLS meetings with Legislators, planners, consultants – 5	
FY16	HSPLS presentations at community meetings – 3 HSPLS meetings with Legislators, planners, consultants – 5	
FY17	HSPLS presentations at community meetings – 3 HSPLS meetings with Legislators, planners, consultants – 5	
FY18	HSPLS presentations at community meetings – 3 HSPLS meetings with Legislators, planners, consultants – 5	



2. Increase the number of libraries with Leadership in Energy and Environmental Design (LEED) Silver Certification or higher in HSPLS (1 new or replacement library certified in year 2015 and 2017)

Baseline: FY13 2 libraries

	Target	Actual
FY14	2 libraries	
FY15	3 libraries	
FY16	3 libraries	
FY17	4 libraries	
FY18	4 libraries	

- B.** Continuously maintain existing facilities to ensure they remain clean and safe for library users and staff

1. Inspect buildings and establish CIP and Health and Safety priority lists and work with DAGS Engineers and Building Managers to implement improvements and/or correct deficiencies (create and reassess DAGS prioritized backlog list)

Baseline: FY13 (2014 data will establish a baseline measure)

	Target	Actual
FY14	50 each year	
FY15	50 each year	
FY16	51 each year	
FY17	51 each year	
FY18	52 each year	

2. Implement energy efficiency and sustainability projects (2 projects in planning, 2 projects in process, 2 projects completed per year)

Baseline: FY13 (2014 data will establish a baseline measure)

	Target	Actual
FY14	2 in planning, 2 in process, 2 completed	
FY15	2 in planning, 2 in process, 2 completed	
FY16	2 in planning, 2 in process, 2 completed	
FY17	2 in planning, 2 in process, 2 completed	
FY18	2 in planning, 2 in process, 2 completed	

3. Branches participate in recycling programs, e.g., paper, newspapers, ink cartridges, cans & bottles, eyeglasses, electronics (number, 2% increase each year)

Baseline: FY13 262 recycling programs

	Target	Actual
FY14	267 recycling programs	
FY15	273 recycling programs	
FY16	278 recycling programs	
FY17	284 recycling programs	
FY18	289 recycling programs	

Cultural and Community Engagement:

To sustain, celebrate and preserve our history and cultural heritage, and to engage community members and organizations in mutually beneficial partnerships.

- I. Offer free **multi-cultural** local programming, materials and displays at each library by:
 - A. Engaging community members, cultural and arts partners to provide, promote and participate in local programming for all ages.
 - 1. Develop statewide partnerships to provide comprehensive learning opportunities and information to the public (3 additional partnerships per year).

Baseline: FY13 2 partnerships

	Target	Actual
FY14	3 partnerships	
FY15	3 partnerships	
FY16	3 partnerships	
FY17	3 partnerships	
FY18	3 partnerships	

- 2. Support an understanding and appreciation of the arts, in all their forms, by providing a wide variety of programming (number of programs, attendance)

Baseline: FY13 (2014 data will establish a baseline measure)

	Target	Actual
FY14		
FY15		
FY16		
FY17		
FY18		

II. Create opportunities for community members to **interact and exchange their experience, knowledge and wisdom with each other by:**

A. Supporting community engagement by developing physical and virtual interaction spaces and opportunities

1. Develop opportunities for internships, volunteering and community service as ways to encourage patrons to give back to their communities through their public libraries (2% increase per year)

Baseline: FY13 2,141 participants/78,621 hours

	Target	Actual
FY14	2,184 participants/80,193 hours	
FY15	2,227 participants/81,797 hours	
FY16	2,272 participants/83,433 hours	
FY17	2,317 participants/85,102 hours	
FY18	2,364 participants/86,804 hours	

2. Create, develop and maintain a community information center of cultural, artistic informational and learning partners and performers (creation in year 1; 20% increase in participants in Years 2 and 3; 10% increase in Years 4 and 5)

Baseline: New project

	Target	Actual
FY14	Create DB; 30 participants	
FY15	36 participants	
FY16	43 participants	
FY17	48 participants	
FY18	52 participants	

3. Enhance HSPLS website and social media applications to increase online interaction opportunities (50% increase per year).

Baseline: FY13 Facebook*: 470 likes/222 talking about this
 Twitter*: 554 tweets/102 followers
 Mobile app** (2014 data will establish a baseline measure)
 Instagram*** (2014 data will establish a baseline measure)

	Target	Actual
FY14	Facebook: 705 likes/333 talking about this Twitter: 831 tweets/153 followers Mobile app: Instagram:	
FY15	Facebook: 1,058 likes/500 talking about this Twitter: 1,247 tweets/230 followers Mobile app: Instagram:	
FY16	Facebook: 1,586 likes/749 talking about this Twitter: 1,870 tweets/344 followers Mobile app: Instagram:	
FY17	Facebook: 2,379 likes/1,124 talking about this Twitter: 2,805 tweets/516 followers Mobile app: Instagram:	
FY18	Facebook: 3,569 likes/1,686 talking about this Twitter: 4,207 tweets/775 followers Mobile app: Instagram:	

* Facebook and Twitter launched 4/1/13

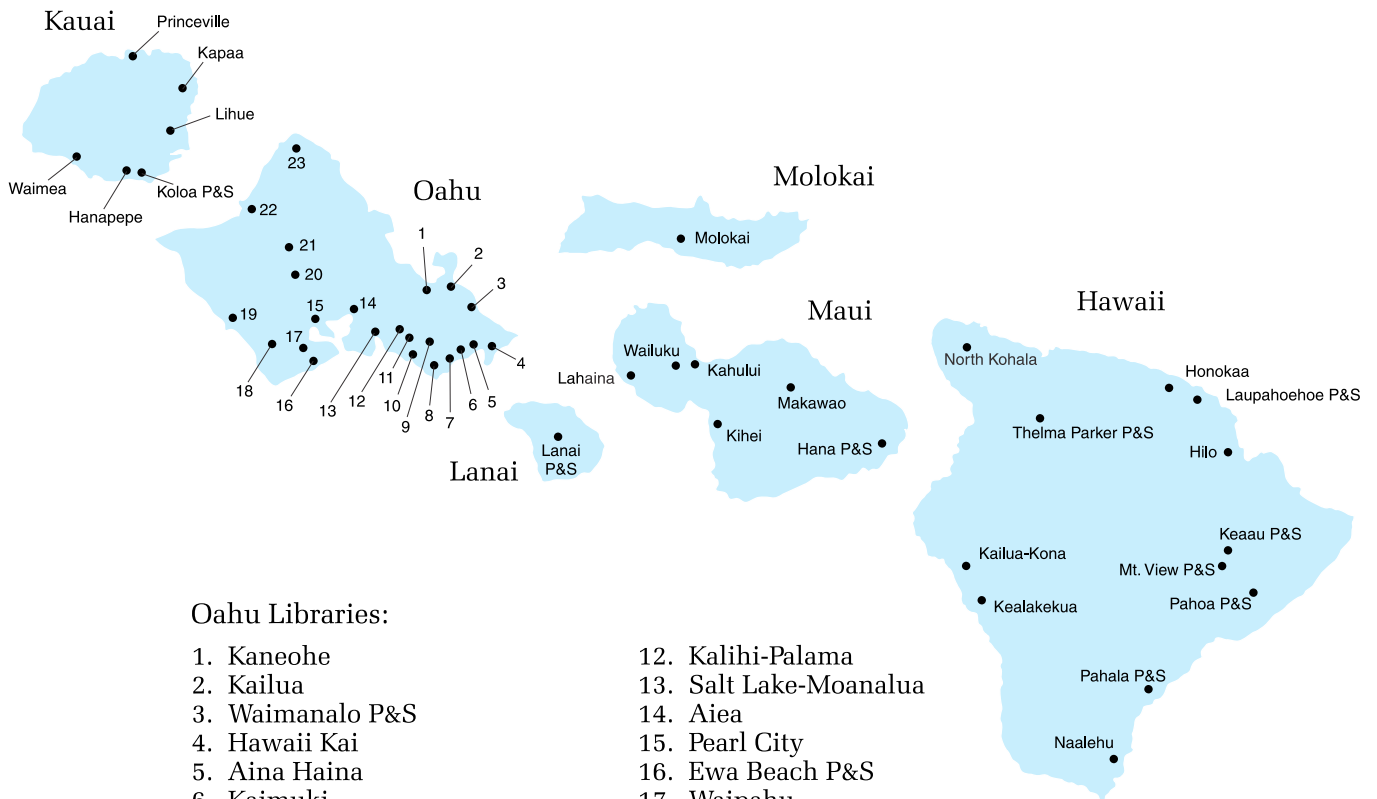
** Mobile app launched 12/3/13

*** Instagram launched 1/2014

“The library connects us with the insight and knowledge... of the greatest minds that ever were, with the best teachers, drawn from the entire planet and from all our history, to instruct us without tiring, and to inspire us to make our own contribution to the collective knowledge of the human species. I think the health of our civilization, the depth of our awareness about the underpinnings of our culture and our concern for the future can all be tested by how well we support our libraries.”

- *Carl Sagan, Cosmos*

Hawaii State Public Library System



Oahu Libraries:

- | | |
|---|------------------------|
| 1. Kaneohe | 12. Kalihi-Palama |
| 2. Kailua | 13. Salt Lake-Moanalua |
| 3. Waimanalo P&S | 14. Aiea |
| 4. Hawaii Kai | 15. Pearl City |
| 5. Aina Haina | 16. Ewa Beach P&S |
| 6. Kaimuki | 17. Waipahu |
| 7. a) Waikiki-Kapahulu | 18. Kapolei |
| b) Library for the Blind & Physically Handicapped | 19. Waianae |
| 8. McCully-Moiliili | 20. Mililani |
| 9. Manoa | 21. Wahiawa |
| 10. Hawaii State Library | 22. Waialua |
| 11. Liliha | 23. Kahuku P&S |