



STATE LIBRARIAN EVALUATION

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STATE LIBRARIAN'S EVALUATION FOR 2023-2024 FISCAL YEAR: END-OF-YEAR EVALUATION:

State Librarian Stacey Aldrich's End-of-Year Self-Assessment for Year 2023-24

Yogi Berra is quoted as saying, "The future ain't what it used to be." While I used to chuckle at this quote, I feel like the last eight months have brought clarity to it. Our anticipation of the future we are building is affected by a world that seems to change every 37 minutes and events that we could not imagine. It requires persistent planning to remain focused and flexible.

While there are many concurrent projects across our 51-branch library system on 6 islands, and we have focused on three of them in the last eight months:

- Implementation of our new Hawaii Public Library System Strategic Framework & Focus Areas to help us keep our eyes on our mission, vision and community outcomes.
- Implementation of our new RFID system to create more convenience for our patrons and efficiencies for staff.
- Mourning the loss and devastation of the Maui fires with our community and working with them to heal and rebuild.

I provide further information in this self-assessment, which I respectfully submit to the Board of Education.

I remain passionate about our public libraries and believe that they are required for healthy communities in the 21st Century. The accomplishments of this organization are achieved through the dedication and hard work of the Executive Team and HSPLS staff across Hawaii. I am grateful for all their efforts to ensure that all have opportunities to be curious, read, learn and connect.

- Part A: State Librarian's Priorities
- Part B: Professional Standards: Transformative Leader Competencies

Overall Self-Assessment				
State Librarian Priorities	Highly Effective	✓ Effective	Marginal	Unsatisfactory
Professional Standards	Highly Effective	✓ Effective	Marginal	Unsatisfactory

PART A: STATE LIBRARIAN'S PRIORITIES

SELF-ASSESSMENT SUMMARY

State Librarian Priority	Self-Assessment			
1	Highly Effective	✓ Effective	Marginal	Unsatisfactory
2	Highly Effective	✓ Effective	Marginal	Unsatisfactory
3	Highly Effective	Effective	Marginal	Unsatisfactory
Overall	Highly Effective	✓ Effective	Marginal	Unsatisfactory

STATE LIBRARIAN PRIORITY 1: Implement a pilot project for Hawaii Digital Navigators in 5 libraries. **(Strategic Area of Focus: Igniting our Digital Future)**

Targeted Timeline – Met

- I. By August 2023, consultant selected to assist with the project.
- II. By September 2023, phone line available and libraries identified for digital navigators.
- III. By October 31, 2023, digital navigators working in a minimum of 5 libraries.
- IV. By January 31, 2024, review and evaluation of the service and opportunities.

Highly Effective	✓ Effective	Marginal	Unsatisfactory
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ACTIONS TAKEN IN FISCAL YEAR 2023-2024

Act 232 established a digital literacy program to be overseen by the Board of Education and implemented by the state librarian to promote digital literacy through programmatic activities, including making digital technology accessible to individuals with disabilities. The Hawaii State Public Library System provides access to the technology and broadband connectivity in all our branches and is focusing on providing digital literacy programs in multiple ways to address varying levels of digital literacy and preferred learning styles. This includes: one-on-one, group classes and online learning resources. The Hawaii Digital Navigators pilot project meets the community need for one-on-one assistance that was identified in our patron survey of 2022. One-on-one coaching to help learn about technology and using the internet was tied with in-person classes as new programs and services that patrons would like to see. They both had a mean rating of 3.19 out of 4.

Following the procurement process, we hired Pear Suite to provide two services: 1) A telephone number that anyone across the State could call to receive assistance with a technology question, and 2) Digital navigators to provide in-person assistance two times a month for four hours in five public library branches. We selected the following five branches because staff reported high rates of patrons needed technology assistance: Kailua, Kaimuki, Kapolei, McCully and Pearl City.



Pear Suite produced images, which were displayed as flyers and banners at each of the libraries. We did some preliminary testing and we began having a formal Digital Navigator schedule of times available in August of 2023. The service ran through March 2024. We learned a lot about what people want and need.

- We had a total of 373 one-one-one coaching sessions by Digital Navigators; Kaimuki had the most with 120 sessions.
- There was a total of 751 virtual and Digital Navigator Hotline sessions.
- The top three areas of instruction needed were: basic computer/laptop/tablet operations and using smartphones/apps. Patrons also wanted help in other areas like basic web browsing.

The statistics revealed that it took some time for people to become aware of the opportunity, but when they found it they were delighted to have assistance and learn. We even heard from patrons from other islands wanting to know when they would have Digital Navigators.

Many thanks to Colby Takeda, Pear Suite Team and Digital Navigators and our five library branches for being a part of this pilot project!

FUTURE ACTIONS

- We are working to extend the current digital one-on-one and hotline service through the end of the fiscal year.
- One-on-one is clearly an important way to enhance our communities and improve their digital literacy. It also enables us to provide more dedicated attention than our staff can sometimes provide with limited staffing. I am currently working on an RFP and identifying funding to continue services and expand to more locations across the state.



Colby Takeda & Digital Navigators

Digital Navigator coaching patrons

STATE LIBRARIAN PRIORITY 2: Contract with the Department of Labor and Industrial Relations (DLIR) for funding for a statewide program of digital library classes and begin implementation. **(Strategic Area of Focus: Igniting our Digital Future)**

Target Timeline – In process

- I. By January 30, 2024, agreement signed.
- II. By April 30, 2024, digital literacy consulting group identified to coordinate trainers, training, and collect appropriate data required by the agreement with DLIR.
- III. By June 31, 2024, digital literacy classes are available to the public in at least 25-30 public library branches.
- IV. By August 31, 2024, digital literacy classes are available in remaining library branches.
- V. By December 31, 2024, ongoing evaluations and changes are made to meet the needs of the different communities.
- VI. By May 31, 2025, the evaluations are completed and decisions made for continuation of digital literacy classes.

Highly Effective	✓ Effective	Marginal	Unsatisfactory
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ACTIONS TAKEN IN FISCAL YEAR 2023-2024

Based on the successful work done with the Workforce Development Council of the Department of Labor and Industrial Relations (DLIR) to provide basic digital literacy skills classes in public libraries across the state, a proposal was developed and presented to Representative Ed Case to find further funding for additional classes. He was able to find a federal grant for Hawaii to use to deliver digital literacy skill classes in every library through the Department of Labor.

I worked with DLIR for more than a year on a Memorandum of Understanding so our two agencies can work together to deliver digital literacy training in our libraries. We finally received a signed copy of the agreement to provide \$479,064 of the grant funding to HSPLS to provide digital literacy classes in every library on February 5, 2024. We have to spend the funding by May 2025.

Currently, we have posted a Request for Proposal on HIEPRO for a vendor to provide a series of digital literacy workshops and evaluations in each of our 51 branches each month that include: computer basics; internet and web (connectivity and navigation); how to be safe on the internet; and email basics. Participant learning outcomes include but are not limited to the following: identify and improve the use of essential computer hardware; access and improve the use of essential computer and internet applications and capabilities (i.e. opening a web browser, logging onto the internet, downloading a file, bookmarking a webpage); and develop an ongoing awareness of and how to use basic strategies/actions to improve safe internet use.

Proposals are due May 2, and we estimate that an award will be made on May 20, 2024. We anticipate that digital literacy sessions will begin in June 2024.

FUTURE ACTIONS

This grant is a key strategy in improving digital literacy in our communities.

- I. By June 31, 2024, digital literacy classes are available to the public in at least 25-30 public library branches.
- II. By August 31, 2024, digital literacy classes are available in remaining library branches.
- III. By December 31, 2024, ongoing evaluations and changes are made to meet the needs of the different communities.
- IV. By May 31, 2025, the evaluations are completed and decisions made for continuation of digital literacy classes.

STATE LIBRARIAN PRIORITY 3: Implement Telehealth Tech Kits at branches across Hawaii and pilot telehealth navigators at several of our branches. **(Strategic Area of Focus: Creating Opportunities for Life Enrichment)**

Target Timeline – In process

- I. By February 28, 2024, Telehealth Tech Kits have been launched in a minimum of 15 locations.
- II. By February 28, 2024, A minimum of 2 telehealth navigators have been deployed to at least 2 branches.
- III. By April 30, 2024, evaluation and briefing on use of the Telehealth Tech Kits, telehealth navigators, and updates needed for the program.
- IV. By May 31, 2024, evaluation and briefing on use by patrons of the Telehealth Tech Kits, telehealth navigators, and updates needed for the program.
- V. By June 30, 2024, evaluation and briefing on use by patrons of the Telehealth Tech Kits, telehealth navigators, and updates needed for the program.

Highly Effective	✓ Effective	Marginal	Unsatisfactory
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ACTIONS TAKEN IN FISCAL YEAR 2023-2024

Two years ago, I began a partnership with the Department of Health and the Pacific Basic Telehealth Resource Center at the University of Hawaii to find a way to improve connections to community health care through our public libraries. We have been working together with a dedicated Telehealth Project Librarian to develop a program that consists of two components: 1) Telehealth Tech Kits (Chromebook and hotspot) that can be checked out by patrons to connect from home to their health care provider, and 2) Telehealth Navigators who will be available in several public library branches to help patrons connect to their doctors, learn how to use Telehealth Tech Kits to connect to their doctors, and find health information.

We identified about 30 libraries across the State that will have participate in this program. Each of them will have about 6 Telehealth Tech Kits, and 14 will eventually have Telehealth Navigators.

While we would have liked to have had the Telehealth Kits out by the end of February, three issues slowed the process. First, the procurement process for the equipment, which was managed by one of our process, took a long time to complete.

Second, once procured, the hotspots initially provided did not meet the needs of our users. The directions were complex and the interface was not usable. I worked with the Telehealth Project Librarian to resolve this issue. It took several months for the vendor to come up with another device and plan. The solution involved a new dashboard software that cost more and ate into the budget for the number of hotspots we could aquire, so we now have fewer to deploy.

We currently have 50 Telehealth Tech Kits deployed and staff have been testing the hotspots. We are waiting for the additional hotspots to arrive so we can complete the kits and distribute them to the libraries. Once they are all deployed, we will issue a news release and market this service in our libraries.

The third issue involves staffing in today's tight labor market. It is hard to find people who are able and willing to be Telehealth Navigators. We currently have three Telehealth Navigators hired; two on Molokai and one on Hawaii. They are currently being trained, doing outreach and building presentations for their home library communities to share information about telehealth. We will officially announce the first Telehealth Navigators when they are trained and we have all of the components, such as the Telehealth Kits, deployed.

We have also been given two pods to create private spaces for patrons who need to have a telehealth session in the library. We have one pod in Kahului and one pod in Kihei. We are looking to expand where room exists.

While the process to date has taken longer than we would wish due to procurement, contracting and the challenges of hiring, this project continues to be an important priority as it supports the health and well-being of our communities.

I want to sincerely thank Sylvia Mann, Hawaii Department of Health, Christina Higa, Pacific Basin Telehealth Resource Center, Karen Kessing, Telehealth Project Librarian, the HSPLS IT staff (Ratcliff Lee and Arthur Louie) and our Library Development Staff (Grant Okazaki, Danielle Todd and Darling Mangoang) for their dedication to this project.

FUTURE ACTIONS

- All 30 branches will have 6 Telehealth Tech Kits by May 30.
- Telehealth Navigators will be trained and begin working with patrons by May 30.
- More Telehealth Navigators to be hired, trained and deployed.
- Evaluation and briefing on use of the Telehealth Tech Kits, telehealth navigators, and updates needed for the program on a monthly basis, so that we can improve.

The grant funding has been extended through FY2026, so we look forward to learning more and continuously improving the technology and aid for the community.

PART B: PROFESSIONAL STANDARDS: TRANSFORMATIVE LEADER COMPETENCIES

The following competencies were identified and approved by the Board of Education for the state librarian's evaluation on February 22, 2024. I have identified an example in each of the standards for this self-assessment. As I reflect on the first eight months of the fiscal year, I am excited by what we have been able to accomplish, contemplative on the areas I can improve, and looking forward to continuing to grow and creating opportunities for everyone to be curious, read, learn and connect.

SELF-ASSESSMENT SUMMARY

Competency	Self-Assessment			
Vision	Highly Effective	✓ Effective	Marginal	Unsatisfactory
Strategy	Highly Effective	✓ Effective	Marginal	Unsatisfactory
Management-Project	Highly Effective	Effective	Marginal	Unsatisfactory
Management-Talent	Highly Effective	✓ Effective	Marginal	Unsatisfactory
Communication	Highly Effective	✓ Effective	Marginal	Unsatisfactory
Navigation	Highly Effective	Effective	Marginal	Unsatisfactory
Sustained Impact	Highly Effective	✓ Effective	Marginal	Unsatisfactory

STANDARD 1: VISIONARY LEADERSHIP AND ORGANIZATIONAL CULTURE

The State Librarian is a library leader who promotes the success of communities through library services and programs by articulating and implementing a vision for public libraries, developing and modeling a positive organizational culture, and ensuring staff have the skills and tools they need to serve ever-changing communities. **(Strategic Framework: People)**

Highly Effective	✓ Effective	Marginal	Unsatisfactory
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SELF-ASSESSMENT

Common Direction

In June 2023, we launched our new Hawaii State Public Library System Strategic Framework & Focus Areas, which helps us to focus our energy and resources on what matters to our communities. The four focus areas (Strengthening Literacy; Igniting our Digital Futures; Creating Opportunities for Life Enrichment; and Deepening Community Relationships) were based on input from our staff and communities. It was designed to be explicit about what we do and flexible for our local branch libraries to focus on what is important for their communities.

We have also updated our mission and our vision to be representative of what we do and our hopes for how we can contribute positively to our communities. Our Executive Team spent quality time thinking about our vision. We believe that if we live our mission and inspire

curiosity and create opportunities for all to read, learn, and connect, that Hawaii will have Nourished minds. Thriving Hawaii communities. Enriched generations. When I meet with community members, I talk about our plan, mission and our vision. It gives me an opportunity to clearly express what we do and how it may fit in with what our community members are trying to do too.

Thinking about our culture and our plan

Over the past eight months, our Executive Team has used the time to also think about our organizational culture and reflect on what do we need to do as an organization to continue to build flexibility with a mindset for growth through our Strategic Framework & Focus Areas. I was able to connect with colleagues going through the Georgetown University's Institute for Transformational Leadership Organization Development Consulting and Change Leadership program. They elected to work with us, and for several months, Nini Beegan, Dexter Sharpe, and Diane Bessel facilitated important conversations to help us understand our assumptions, think more deeply about our organization, and create internal support for the plan's implementation. One of the key learnings was that treating adaptive challenges, such as the adoption and implementation of a new strategic plan, as technical problems can have the unintended consequence of discouraging members of the organization from feeling engaged in problem solving and even experimentation.

We are still thinking about this and will be diving deeper in upcoming months to identify strategies for supporting our staff and building in resilience as we continue to emerge from the leftovers of the pandemic.

Many thanks to our colleagues Nini, Dexter and Diane for working with us and helping us see and think differently about our challenges.

AREAS OF IMPROVEMENT

- Ensure that we continue to use the language of our plan with staff and community members to build common vocabulary and understanding.
- Learn more about Technical Problems vs. Adaptive Challenges and share through conversations with leadership and staff.

STANDARD 2: OPERATIONS, RESOURCES, AND PERSONNEL MANAGEMENT

Consistently demonstrates the knowledge, skills, and abilities to manage the operations of a growing 51-branch public library system through the effective implementation of policies and procedures that support sound practices in staffing, fiscal integrity, and management of collections, facilities, and technology resources. **(Strategic Framework: People, Places, Collections and Programs & Services)**

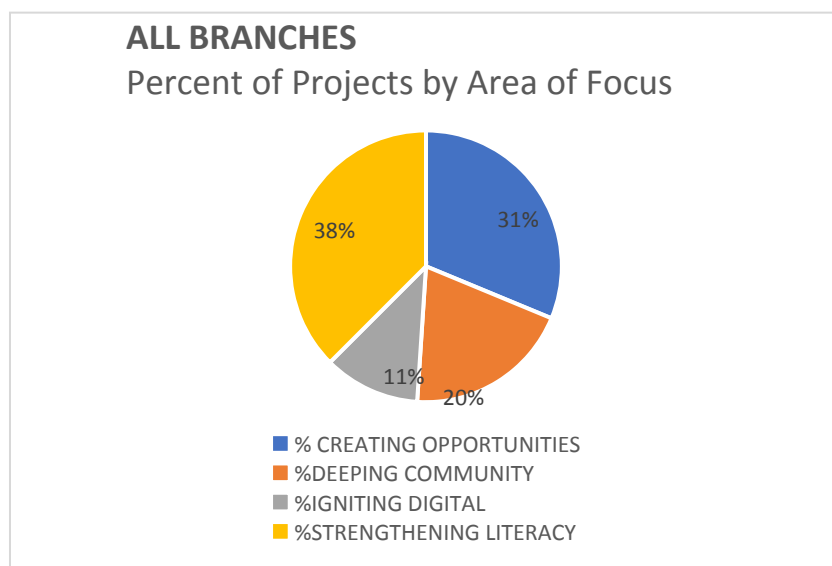
Highly Effective	✓ Effective	Marginal	Unsatisfactory
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SELF-ASSESSMENT

Being Strategic and Measuring

In FY24, we used our Strategic Framework and Focus Areas to organize our efforts and make the best use of our resources so we can accomplish our annual goals.

The Executive Team identified 11 statewide projects, and each of the branches identified projects they would carry out to directly respond to their communities within the Focus Areas. There are 96 projects across all branches. The chart below shows the distribution based on our Focus Areas.



The branches have focused on projects to Strengthen Literacy and Create Opportunities for Life Enrichment. Most of the projects were programs for the community, which lead us to want to know more from our communities about the impact of the work we are doing this year. We have implemented a single program evaluation for all of our branches to use and a process to share them with us. We are using Project Outcome forms, which were designed by the Public Library Association to help public libraries get feedback from patrons, to better understand the impact on our patrons. Did they learn something? Are they going to use it? And what more do they want to learn? We will have good data at the end of the programs to share with our supporters and also to help us learn how to improve our programs.

At the end of the fiscal year, we will collect these reports and share the results with the Board of Education.

Building Technology Foundations

In order to more effectively manage our technology, serve our patrons, and prepare for innovation, we have continued to upgrade our network infrastructure and technology. By the end of this fiscal year, we will have a network that we can manage and is redundant, and new computers for patrons and staff. I want to thank the IT staff lead by Arthur Louie for the

focused work to improve these foundations so we can start dreaming about next level services made possible by our new capacities.

Staffing

We have struggled for the past 5 years with staffing due to hiring freezes, lack of funding for positions, budget restrictions, the long hiring process, cost of living, and general challenges all organizations have experienced in hiring new people after the pandemic.

In FY24, we received \$1M of the \$3.2 million needed to fund 64 positions that were frozen. Our HR staff worked diligently to move hiring processes as fast as possible. To recruit more, people they attended as many job fairs as possible. Through their work, we were able to attract candidates for some positions.

I, along with other HSPLS staff, also continue to visit with library science classes at the University of Hawaii Manoa to talk about the organization and encourage students who are interested in being public librarians.

For the hard-to-fill positions in remote areas, we have deployed strategies to help us support and grow staff here.

We continue to look for new and creative ways within the limits of our statewide hiring structure to address our staffing needs.

Lahaina – Managing in Crisis

I will not forget the night of the Lahaina fires. My colleague, Stacie Kaneshige, and I were on the phone watching the news reports and looking at social media. We were horrified and heartbroken for the people and the aina as we watched the flames. We found video that someone had taken of fires on the roof of the Lahaina Public Library. Our first thought was for the safety of our staff. We knew they had not been in the building because we had to close for the day due to an electrical outage. Our brains began to build the scenarios for what we would need to do.

Our strategy was focus on people first, then put plans into place to provide immediate library services while preparing short-term and long-term plans for a new library.

People

The first thing we did was focus on the people. We worked with local staff to make sure they were okay. It took a day or two for one staff member, but we ultimately found them. Local Lahaina staff had been affected by the fires, but they were okay.

Staff were on statewide calls to understand the coordination that was happening and find out what we needed to do. While staff were managing calls, we were making sure we had enough information for staff. We met with the Maui branch managers to understand their concerns.

There was tension between wanting to help right away and working with the State, County and federal teams who were still assessing the dangerous situation and garnering resources. We had to keep working with staff to help them understand what we knew and understand what they were seeing.

We spoke to staff about prioritizing community members and waiving any fines and fees for victims of the fire. Staff had patrons coming in and apologizing for losing books to the fire. Our response was, “We don’t care about the books. You are here. What can we do for you?”

Our staff began to feel overwhelmed by the tragic stories that were being shared with them, especially as they learned of the patrons who did not make it out of Lahaina. We immediately brought in mental health professionals to meet with staff.

In the immediate aftermath, accurate, timely information was difficult to come by, and we did our best to communicate with all HSPLS staff when we had good information to share about what was happening. We continue to work on updates.

Immediate

Once we had a handle on where people were and what resources were available and needed, we looked began to work with our Wailuku Public Library to determine what services the Holoholo Bookmobile could deliver. We worked with staff to identify what was needed, and then they took over with scheduling and providing services.

Short-term

We began to look for places to build a temporary portable library until the community plans determine where the new library will be. We identified and visited locations. We contacted the County about property above the Lahaina Civic Center and are waiting for a response. We will continue to look, so that our community has a more permanent space with hours that are more convenient for access.

Long-term

We have been working directly with the State and FEMA on gathering inventories of loss and the funding that will be available to rebuild the Lahaina Public Library. We have jmet with the County and the State on the conversations about the plans for restoration of the Moku’ula, which includes the property that the Lahaina Public Library sits on. There is public and political support for this restoration, and we are dedicated to working with the community and restoring the aina to what it should be. We will continue to work on the process for making that transition and identifying where the Lahaina Public Library will be in the future.

AREAS OF IMPROVEMENT

- Need to focus on the strategies that will maximize efficiencies within our operations. Need to spend time updating operational reference manuals to help support consistency across the organization.

- I know a lot about how our operations work, and my next step will be learning more about the state inventory process, so we can more effectively manage our assets.

STANDARD 3: COMMUNICATION AND COMMUNITY RELATIONS

The State Librarian effectively communicates with the Board to ensure high-quality library services for Hawaii and establishes effective two-way communication and engagement with staff, patrons, stakeholders, and the community at-large, and understands the cultural, political, social, economic, and legal contexts needed to respond effectively to internal and external stakeholder feedback to continue to build strong support for the public library system. **(Strategic Framework: People; Area of Focus: Deepening Community Relationships)**

Highly Effective	✓ Effective	Marginal	Unsatisfactory
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SELF-ASSESSMENT

As I say in each of my evaluations, communication is a human challenge that requires constant work.

Effective communication with staff

As noted in the survey of staff, their preferred method to get information is email. We use email as our primary means of communication with all staff, and we use Microsoft Teams for projects and group communications. We work hard to communicate when we have full information to share, so we don't create too many messages and ultimately confusion.

Developing new communication channels to reach more people with library offerings that meet their needs

We just recently selected a vendor for email communications with patrons. Staff have just completed training on the new system and are currently working on the templates to send not only information about programs and services, but also welcome messages to new library card holders and library anniversary messages to patrons, and short surveys to get public input. To launch a new HSPLS e-newsletter, we will be sending an email message to our patrons asking them to opt in. We understand the challenges of email and want to honor people's choice for communication. In future months, the branches will be trained how to use the new system to send customized messages to their patrons about what is going on at their local library.

In addition to the new communications tool, we are reviewing RFPs to work with a consultant to work on rebranding. All in efforts to help us better communicate the amazing services and programs of the public library. We hope to have the project completed by the end of the calendar year.

I spend a lot of time listening to and making sure I understand the needs of the communities we serve. We recently conducted a meeting with the Waikoloa community to share and get their feedback on the design plans for the new library. Representative Tarnas, Senator Richards, and County Councilwoman Cindy Evans, and BOE Board Member Kaimana Barcarse attended along with our architect, Glenn Miura and our staff. More than 60 community members attended to engage with us. It was a productive meeting with good conversation from the community. We learned where people’s energy is focused, and we are grateful to have the leadership support from the State and County level. We are grateful to everyone who is dedicated to building this much anticipated library. We continue to work with the Waikoloa Friends of the Library and community to successfully build a library that will meet the needs of the community now and into the future.



AREAS OF IMPROVEMENT

- Our biggest challenge has been to communicate with staff and the public about our facilities projects. We have 13 large projects and many smaller repairs and maintenance projects all at various stages. The larger projects include six new libraries (Waikoloa, Keaau, Kapaa, Wahiawa, Pahoa, Lahaina) and eight major renovation projects (Pearl City, Princeville, Kaneohe, Kahului, Honokaa, Makawao, McCully, HSL) with several more in the beginning stages of planning. All projects require working through the State’s planning, design and construction process. The projects also require work with contractors, permits, supply chain challenges, managing the movement of collections and furniture and sometimes coordination of pop-up locations. Since the pandemic, each of these areas can have challenges that continue to affect our ability to stay on timelines and to give concrete dates for our projects. We post information on our website, flyers, bookmarks, posters and send out news releases. We also keep local legislators abreast of the work being done in their community. Our communities love their libraries and they want to know what is happening and when they might be able to go to their library again. We are looking at new ways to provide information.

STANDARD 4: CONNECTIONS AND COMMUNITY ACCESS

The State Librarian builds and helps to nurture the creation of partnerships across the organization that help enhance connections for the community to local and statewide resources. **(Strategic Framework: Deepening Community Relationships)**

Highly Effective	✓Effective	Marginal	Unsatisfactory
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SELF-ASSESSMENT

Our Strategic Framework & Areas of Focus calls on the public libraries to connect communities to other governmental and organizational services and programs. The Hawaii State Public Library System has 51 hubs that promote this interconnection of resources for our communities. We partner with organizations, local governments, state agencies, and friends to connect people with community services and programs that can help them pursue reading, learning and connecting. Here are just two examples of partnerships that have formed over the past eight months.

American Job Centers – Bringing services to patrons

We learned that American Job Centers (AJC), which are federally funded, have a hard time reaching people who could use their services. They provide resources to people who are looking for jobs or want to upskill so they can find new work. AJC's offer of wrap around services truly supports the success of the individual. We started a partnership with the City and County of Honolulu's AJC. They started going to 10 of our libraries to share information about their services. The success of this outreach through our libraries is leading to expansion in other counties. We want to make sure that patrons can find and use these amazing resources to build their job futures.

HawaiiKidsCAN – Expanding online tutoring

Another example is a partnership with HawaiiKidsCAN, which advocates for an excellent, equitable, and transformative education system. They received a grant to provide online personalized tutoring with Tutor+. We are working with them to be a location where students who may not have broadband connectivity or devices at home can work with Tutor+ to improve their skills. Presentations have been done for families at our Waianae, Lanai and Molokai public libraries, which will be part of a pilot program providing access.

HSPLS, HIKidsCAN, and Tutor+ have also had good meetings with staff from DOE about this project to see how we can work together to better strengthen literacy and learning through a program like Hawaii Tutor+

We continue to be identified as an organization to partner with, and we are actively seeking new partners to connect and support our communities. I look forward to building strong connections and access to programs and services through partnerships this coming year.

AREAS OF IMPROVEMENT

- I need to work on managing and tracking all of the different partnerships that we are in both at the state and local levels.
- We encourage our local branches to reach out to their communities, and I would like to have a better methodology for understanding and connecting the work they are doing with what might be possible for statewide opportunities.

STANDARD 5: ONGOING INNOVATION OF SERVICES TO MEET COMMUNITY NEEDS

The State Librarian works with staff to continuously improve and update services to meet the ever-changing needs of our communities through implementation of new services, programs and/or technologies. **(Strategic Framework: Places and Collections)**

Highly Effective	✓ Effective	Marginal	Unsatisfactory
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SELF-ASSESSMENT

The world is changing constantly and we must continue to adapt and innovate to meet the needs of our communities and our organization. We do this by looking at ways we use technology to improve services and programs and identifying opportunities to help us address new and emerging needs.

RFID – Faster Service and Greater Efficiency

Our patrons checked out 3.6 million items in FY23. Each of those items had to be checked-out, sometimes delivered to another library, and checked-in and returned back to their home library. Our challenge is managing those processes and the inventory of our collection. To do inventories, staff would have to print off lists and then manually go through each shelf.

We needed a better system to enable patron independence and manage our collections. The Governor and Legislature provided us with \$3M in FY23 to install a new system that would give us the opportunity to do this. Despite the challenge in the bidding process last year, we have been able to fully implement and launch our new RFID system as of April 3, 2024.

The system is similar to what you use when you go to Uniqlo. All our books now have an RFID tag, which talks to new self-check machines in every library across the state. The power of RFID is that a patron or staff can check out a stack of books at one time versus have to scan one barcode at a time. Patron's simply scan their library card and place the stack of books on the self-check machine. The books check out and the patron gets a receipt and they are done.

For our staff, they can check out and check in materials in stacks versus one item at a time. It means they can get the books back on the shelf faster. Staff also now have a device they can use for inventory. They simply need to wave the device over the bookshelves and walk down the rows versus printing paper and going through each item, shelf by shelf.

We also used iPads and a mobile version of our Integrated Library System to take inventory. This mobile solution helped ease the challenges of doing an inventory and weeding. In addition to inventory, staff now have a mobile version of our Integrated Library System to help patrons around the library. For example, they no longer have to be at the desk to make library cards and check materials in and out.

We are still in the first month of full RFID implementation, and are working out some of the kinks, but we have heard nice feedback from the public, who appreciates the ability to self-checkout items.

RFID also allows libraries with high circulation volumes to look at automated materials handling systems (AMHS) which will sort the materials returned and check them in. Staff will simply need to grab a cart and shelve the materials or put them in boxes to return to the appropriate branches. This will improve access to materials and create time for staff to focus on other important tasks and services.

Our ultimate goal is to use technology to keep improving our processes and services.

I want to thank Christine Weiss for being a terrific project manager and supporting all of our branches, ESSS staff for supporting tagging processes and implementation of new technology for staff, Mallory Fujitani for working on building challenges for installation of inventory gates, and all of the HSPLS staff that worked so hard to complete inventories, tag all of their materials, and learn how to use the RFID system. It was a herculean task while continuing to provide services and programs to the community.

AREAS OF IMPROVEMENT

- I would like to engage staff more in thinking about design and technology and how we can continue to innovate so our organization is better able to serve our patrons.
- I also need to communicate with staff more about the future and the innovations that I see coming down the pike that will have an impact on our patrons and organization.

In closing, I am energized and motivated by the progress we've made toward our strategic goals in the past eight months. More importantly, I am enthusiastic about the upcoming work that will take our People, Places, Collections, and Program & Services to the next level for our patrons as we concentrate on our four areas of focus: Strengthening Literacy, Igniting our Digital Future, Creating Opportunities for Life Enrichment, and Deepening Community Relationships. I appreciate the Board's partnership in this endeavor.