JOSH GREEN, M.D.
GOVERNOR

ROY M. TAKUMI
CHAIRPERSON

STATE OF HAWAIʻI
BOARD OF EDUCATION
PAPA HOʻONAʻAUAO
P.O. BOX 2360
HONOLULU, HAWAIʻI 96804

November 12, 2026

TO:	Board of Education
FROM:	Roy M. Takumi Chairperson, Board of Education
AGENDA ITEM:	Action on end-of-year evaluation of the State Librarian for 2025-2026 fiscal year

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I. BACKGROUND AND DISCUSSION

The employment contract with State Librarian Stacey A. Aldrich requires an annual formal evaluation by the Board of Education (Board) of her performance.

State Librarian Aldrich's prior evaluation, for the 2024-2025 fiscal year, was conducted by the Board at its November 13, 2025, general business meeting, at which she received a cumulative rating of "exceeds."

The Board approved the evaluation process for the 2025-2026 fiscal year at its March 12, 2026, general business meeting (see **Exhibit A**). The approved process involves the evaluation of the State Librarian's fulfillment of duties and responsibilities as per her position description and progress made toward a set of targeted goals.

In conducting its evaluation, the Board should review and consider State Librarian Aldrich's self-assessment that was presented to the Human Resources Committee at its September 17, 2026, meeting (see **Exhibit B**).

II. RECOMMENDATION

For procedural purposes, I recommend that the starting point for the Board's discussion be a rating of "meets" for each evaluation item. This will help the discussion begin from a neutral place.

Proposed motion: Moved to rate State Librarian Stacey Aldrich on her end-of-year evaluation for the 2025-2026 fiscal year, as follows:

EVALUATION ITEM	DESCRIPTION OF EVALUATION ITEM	RATING -Exceeds -Meets -Partially meets -Does not meet
Fulfillment of duties and responsibilities	*n/a*	***Meets***
Targeted Goal 1	Evaluate library hours of service to create models for the future that builds a vision for what is possible with appropriate resources. ● Develop and conduct surveys of staff and each community for input. ● Create an implementation plan to complete evaluation in the 2026-2027 fiscal year.	Meets
Targeted Goal 2	Finalize technology plan which will include progress on cybersecurity, to include training for staff. Implement a pilot project that uses technology to increase access to library services in a community.	Meets
Targeted Goal 3	Create and begin a project around literacy with partners aimed at public awareness.	Meets
Targeted Goal 4	Review and update the Hawai‘i State Public Library System Strategic Framework & Focus Areas.	Meets
Targeted Goal 5	Demonstrate significant progress on capital improvement projects, including the following:	Meets

	• Lāhāina Public Library. Identify both a temporary and permanent location by December 31, 2026. • Waikōloa Public Library. Complete design and initiate request for proposals. • Kea'au/Mountain View Public Library. Initiate and make significant progress on construction. • Kaneohe Public Library. Complete construction and reopen.	
Targeted Goals - Overall	*n/a*	***Meets***
Cumulative	*n/a*	***Meets***

Subsequent motion and action will be determined by the Board's discussion.

Exhibit A

State Librarian Evaluation Process and Targeted Goals for 2025-2026 Fiscal Year

(pursuant to the memorandum from
former Human Resources Committee Chairperson Wesley Lo
dated February 12, 2026,
and approved by the Board at its general business meeting on March 12, 2026)

JOSH GREEN, M.D.
GOVERNOR

ROY M. TAKUMI
CHAIRPERSON

STATE OF HAWAIʻI
BOARD OF EDUCATION
PAPA HOʻONAʻAUAO
P.O. BOX 2360
HONOLULU, HAWAIʻI 96804

February 12, 2026

TO: Human Resources Committee

FROM: Wesley Lo
Chairperson, Human Resources Committee

AGENDA ITEM: Action on targeted goals and process for state librarian evaluation for 2025-2026 fiscal year

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I. EXECUTIVE SUMMARY

I propose that the process to evaluate the state librarian for the 2025-2026 fiscal year align closely with the previous year's for continuity and consistency, and include:

- A single end-of-year evaluation of the state librarian's:
  - Fulfillment of duties and responsibilities as per her position description; and
  - Progress toward a set of metrics, to be known as targeted goals, that ensure the state librarian has clear direction and goals for making progress on the Hawaiʻi State Public Library System's Strategic Framework and Focus Areas and to ensure alignment between the Board of Education (Board) and state librarian;
- Discussion of particular topics during the evaluation, including consideration for any extenuating circumstances that may arise during the fiscal year and that may impact the state librarian's performance;
- A rating scale; and
- Timeline.

II. BACKGROUND AND DISCUSSION

The employment contract with State Librarian Stacey A. Aldrich requires that there be a formal evaluation by the Board of her performance as state librarian at least annually.

State Librarian Aldrich was evaluated for the 2024-2025 fiscal year by the Board at its November 13, 2025, general business meeting, based on the process approved by the Board at its February 13, 2025, general business meeting.

I propose that the process to evaluate the state librarian for the 2025-2026 fiscal year align closely with the previous year's for continuity and consistency, and include the following.

Evaluation of the State Librarian's Fulfillment of Duties and Responsibilities

State Librarian Aldrich's position description describes the primary duties and responsibilities of the position, which fall into the categories of administrative or organization (see **Exhibit A**).

Typical evaluations consider whether an individual is meeting the requirements of their position as stated in their employment contract or position description, and whether progress is being made toward achieving a set of goals and/or metrics. They often also include an evaluation of the individual's performance in areas such as leadership, organizational culture, communications, and community relations – which are covered by State Librarian Aldrich's current position description.

Therefore, I propose that the state librarian evaluation include a review of whether the requirements of the position are being met, as stated in the position description and as proposed in section III of this memorandum.

Such an evaluation would help ensure there are clear objectives and expectations that align with the duties and responsibilities set out for the state librarian position, and also align with and support the Hawai‘i State Public Library System's (HSPLS) Strategic Framework and Focus Areas adopted in June 2023.

Evaluation of the State Librarian's Progress Toward Targeted Goals
An evaluation should review the state librarian's progress toward a set of metrics, referred to here as targeted goals, to ensure the state librarian has clear direction and goals for making progress on HSPLS' Strategic Framework and Focus Areas, and to ensure alignment between the Board and state librarian.

The strategic framework, which explains how HSPLS thinks about its organization in relation to the work it does to serve its communities, covers: people, places, collections, and programs & services. The areas of focus, which help HSPLS fine tune its yearly goals, prioritize its work, and allocate its resources to better meet the needs of its communities, are:

- Strengthening Literacy;
- Igniting Our Digital Future;
- Creating Opportunities for Life Enrichment; and
- Deepening Community Relationships.

The targeted goals recommended for the 2025-2026 fiscal year are explained in section III of this memorandum.

Evaluation Discussion
To further guide the Board in conducting its evaluation of the state librarian's performance, I recommend that the discussion during the evaluation cover particular topics, as proposed in section III of this memorandum.

Rating Scale
I recommend the Board use the scale proposed in section III of this memorandum for its evaluation of the state librarian's performance.

Timeline
I recommend the Board use the timeline proposed in section III of this memorandum for the state librarian evaluation.

This timeline allows ample time to review year-end results before the state librarian's self-assessment and evaluation are conducted. It is important that the state librarian and Board have context to conduct a fair self-assessment and evaluation, respectively.

III. RECOMMENDATION

Based on the foregoing, I recommend the Board approve the following process for the state librarian evaluation for the 2025-2026 fiscal year

Proposed motion: "Moved to approve the targeted goals and process for the state librarian evaluation for the 2025-2026 fiscal year, as explained in Human Resources Committee Chairperson Wesley Lo's memorandum dated February 12, 2026."

State Librarian Evaluation for the 2025-2026 Fiscal Year

Evaluation of the State Librarian's Fulfillment of Duties and Responsibilities

The state librarian evaluation will include a review of whether the requirements of the position are being met, based on the major duties and responsibilities indicated in the position description (attached as **Exhibit A)**.

The evaluation should take into account the state librarian's self-assessment. The Board may also consider other relevant information and data sources, including that presented to the Board throughout the fiscal year and Board members' own observations.

Evaluation of the State Librarian's Progress Toward Targeted Goals

The evaluation will also include a review of the state librarian's progress toward a set of targeted goals.

State Librarian Evaluation: Targeted Goals
for the 2025-2026 Fiscal Year

#	Strategic Framework	Area of Focus	Targeted Goal	Evidence
1	● People ● Places	● Deepening Community Relationships ● Creating Opportunities for Life Enrichment	Evaluate library hours of service to create models for the future that builds a vision for what is possible with appropriate resources. ● Develop and conduct surveys of staff and each community for input. ● Create an implementation plan to complete evaluation in the 2026-2027 fiscal year.	Report to the Board of Education (Board) on findings and next steps, by end of the 2025-2026 fiscal year.
2	● Places	● Igniting our Digital Future	Finalize technology plan which will include progress on cybersecurity, to include training for staff. Implement a pilot project that uses technology to increase access to library services in a community.	Submit plan to Board and report on the progress of the technology plan, by end of the 2025-2026 fiscal year. Report to the Board on the pilot project, including recommendations for replication in other libraries, by end of the 2025-2026 fiscal year.
3	● People ● Places	● Strengthening Literacy	Create and begin a project around literacy with partners aimed at public awareness.	Report to Board on progress of project, by end of the 2025-2026 fiscal year.
4	● People ● Places ● Collections ● Programs & Services	● Strengthening Literacy ● Igniting our Digital Future ● Creating Opportunities for Life Enrichment ● Deepening Community Relationships	Review and update the Hawai‘i State Public Library System Strategic Framework & Focus Areas.	Present update to the strategic framework, focus areas, and annual priorities, by end of the 2025-2026 fiscal year.

5	● Places	● Strengthening Literacy ● Creating Opportunities for Life Enrichment ● Deepening Community Relationships	Demonstrate significant progress on capital improvement projects, including the following: ● Lāhāina Public Library. Identify both a temporary and permanent location by December 31, 2026. ● Waikōloa Public Library. Complete design and initiate request for proposals. ● Kea'au/Mountain View Public Library. Initiate and make significant progress on construction. ● Kaneohe Public Library. Complete construction and reopen.	Report to Board on status of capital improvement projects, by end of the 2025-2026 fiscal year.

The evaluation should take into account the state librarian's self-assessment. The Board may also consider other relevant information and data sources, including that presented to the Board throughout the fiscal year and Board members' own observations.

Evaluation Discussion

To further guide the Board in conducting its evaluation, the discussion during the evaluation may also include, but not be limited to, the following topics:

- Noteworthy achievements;
- Progress made in other aspects of the Hawai'i State Public Library System's Strategic Framework and Focus Areas;
- Goals, objectives, and/or projects for the subsequent evaluation period;
- Training or development opportunities for the subsequent evaluation period; and
- Management support desired.

In conducting the evaluation, the Board will also consider any extenuating circumstances that may arise during the fiscal year and that may impact the state librarian's performance.

As part of the discussion, the Board and state librarian may also provide comments, ask questions, and make recommendations to each other in the spirit of identifying lessons learned and areas of improvement.

Rating Scale

The following scale will be used in the evaluation based on the state librarian's fulfillment of duties and responsibilities, and progress toward the targeted goals:

RATING	CHARACTERISTICS
Exceeds	Performance exceeds stated expectations or goals.
Meets	Performance meets stated expectations or goals.
Partially meets	Performance demonstrates significant progress and effort toward stated expectations or goals, and/or significant progress and effort in the face of extenuating circumstances.
Does not meet	Performance does not meet stated expectations or goals, and requires significant improvement.

For the fulfillment of duties and responsibilities, a single rating will be provided.

For the targeted goals, each goal will be assigned an individual rating. Then an overall rating, based on these individual ratings, will be determined using the same rating scale. Each targeted goal must be rated "meets" or better to earn an overall rating of "meets" or better.

Finally, a cumulative rating will be determined using the same rating scale, based on:

1. The rating for the fulfillment of duties and responsibilities; and
2. The overall rating for the targeted goals.

Each of these ratings must be "meets" or better to earn a cumulative rating of "meets" or better.

The following explains this in table format, as an example:

EVALUATION ITEM	DESCRIPTION OF EVALUATION ITEM	RATING
Fulfillment of duties and responsibilities		
Targeted Goal 1		
Targeted Goal 2		
Targeted Goal 3		
Targeted Goals - Overall		
Cumulative		

Timeline

DATE	ACTIVITY
February 2026 (General Business Meeting)	The Board and state librarian mutually agree upon the state librarian evaluation process.
May 2026	The Board provides interim feedback to the state librarian.
Fall 2026 (Human Resources Committee Meeting)	The state librarian presents their self-assessment, based on the approved targeted goals.
Fall 2026 (General Business Meeting)	The Board publicly discusses and comes to consensus on the end-of-year evaluation ratings for the state librarian. The minutes of the meeting serve as the official record of the evaluation of the state librarian.

Timeline is subject to change.

Exhibit A

Position Description for State Librarian

Hawaii State Public Library System
POSITION DESCRIPTION - STATE LIBRARIAN

I. INTRODUCTION

The State Librarian is appointed by the Board of Education ("Board") and is under the direction of the Chairperson of the Board. The State Librarian is responsible for the operation, planning, programming, and budgeting of all community/school and public libraries within the State.

II. MAJOR DUTIES AND RESPONSIBILITIES:

The State Librarian provides the vision, structure and support for the development of the Hawaii State Public Library System, which continues to grow to meet the ever-changing needs communities statewide.

A. Administrative:

1. Works with and presents recommendations to the Board in the formulation of effective strategic plans to achieve desired results, capital improvement projects, and budget, and then effectively implements.
2. Works with and presents recommendations to the Board for best practice Board policies that support the effective operations of the library system and upholds those approved policies.
3. Establishes internal policies and procedures with ongoing review and updating to ensure they meet the needs of the organization and patrons.
4. Interprets and insures compliance with established policies, procedures and rules to facilitate administration of library services.
5. Develops positive relationships and partnerships with the Governor, legislature, Department of Budget and Finance ("Budget and Finance"), and other state agencies, Friends of the Library of Hawaii groups and other entities at the local, state and federal level to develop library spaces, collections, services and programs.
6. Presents and works with the Governor, legislature, and Budget and Finance on yearly budget requests.
7. Develops and implements strategies to effectively manage all library facilities.
8. Works with staff to develop collections that effectively balance local, island and statewide resources.
9. Guides and works with staff to develop programs and services that provide equitable access to all library resources for all.
10. Demonstrates ability to adapt and evolve as needs and/or situations require change in policies, procedures, programs and/or services to support the community.
11. Supervises staff through ongoing interactions, evaluations and coaching.
12. Approves the selection and assignment of personnel, leaves without pay, and the administering of disciplinary and other personnel actions.

13. Provides administrative leadership in collective bargaining concerns.
14. Serves as the state administrative agency for libraries.
15. Works closely with the leadership of the Department of Education to identify and implement programs and/or services of support for students and families.
16. Prepares special reports and correspondence as required.
17. Performs other related duties as required.

B. Organization:

1. Aligns leadership actions, staffing, and resources to a patron-centered vision.
2. Nurtures an organization of working together, trust, and high expectations by supporting leadership and staff who work behind the scenes and in branches to make decisions that improve library services.
3. Leads and supports the use of quantitative and qualitative data to identify priorities, assess organizational effectiveness, identify effective practices and promote continuous organizational learning, and inform instruction for administrators and library staff.
4. Ensures that all staff receive relevant and continuous professional development, including leadership development, that directly enhances their performance.

III. CONTROLS OVER THE POSITION

This position receives general policy directions that affect the library system from and is evaluated by the Board.

This position exercises general supervising (or direct supervision, depending on the issue) to a version of staffing as in the 2018 Organizational Chart:

Classification	**Pos. No.**	**Name of Office**
Private Secretary II	120352	Office of the State Librarian
Administrative Assistant	102936	Office of the State Librarian
Special Assistant to the State Librarian	102071	Office of the State Librarian
Librarian IV	15445	Office of the State Librarian
Administrative Services Officer	32512	Administrative Services Branch
Information Tech Specialist VI	15147	Electronic Services Support Section
Librarian V	46945	Library Development Services Section
Librarian VI	10924	Technical Services Sections
Managing Librarian II	00303	Hawaii State Library
Managing Librarian II	49822	Public Libraries Branch
Managing Librarian I	19333	Library for the Blind & Physically Handicapped

The State Librarian may work with the Department of Human Resources Development to restructure the organization to function more effectively as resources, programs and services change.

IV. QUALIFICATION REQUIREMENTS OF THE JOB:

Experience and Training: Master's level library science degree from an American Library Association ("ALA") accredited college or university. A minimum of six years of progressively responsible job-related professional experience in library work, of which three years shall have been in an administrative capacity. Experience working in both a state library and public library setting preferred.

Knowledge of: Principles of best practice as they relate to: library science; collection development; facilities management; development of library services and programs; customer service; library administration; technology and applications to library services; state government structure, state laws and their application in regulations, policies and rules; management; public relations; and budgeting.

Ability to: Formulate effective and flexible plans to achieve desired results; make sound, logical decisions under stress; exercise good judgement; ability to see problems objectively and create solutions; plan, organize and coordinate the activities of a large staff of administrative, technical, and clerical personnel to provide public library services to the State; build positive relationships with staff and community (including the Governor, legislature, Board, Friends of the Library of Hawaii groups, civic and private groups) through effective communication both orally and in writing; analyze quantitative and qualitative data to evaluate and improve library operations, programs and services; analyze trends and work with staff to prototype and evaluate new programs and services; create and provide reports and presentations for multiple stakeholders that are clear and concise; and develop, present and explain budgets to public officials and others.

(approved August 15, 2019, at the Special Meeting of the Board of Education)

Exhibit B

State Librarian's Self-assessment of Performance for 2025-2026 Fiscal Year

(pursuant to the memorandum from
State Librarian Stacey Aldrich
dated September 17, 2026,
and presented to the Board at its Human Resources Committee meeting
on the same date)

JOSH B. GREEN, M.D.
GOVERNOR

SYLVIA LUKE
LIEUTENANT GOVERNOR

STACEY A. ALDRICH
STATE LIBRARIAN
Ke Poʻo Hale Waihona Puke Mokuʻāina

STATE OF HAWAII
HAWAII STATE PUBLIC LIBRARY SYSTEM
ʻOIHANA HALE WAIHONA PUKE AUPUNI O KA MOKUʻĀINA O HAWAIʻI
OFFICE OF THE STATE LIBRARIAN
44 MERCHANT STREET
HONOLULU, HAWAII 96813
(808) 586-3704

September 17, 2026

MEMORANDUM

TO: Elynne Chung, Chair
Human Resources Committee
Hawaiʻi State Board of Education

FROM: Stacey A. Aldrich
State Librarian

SUBJECT: State Librarian's Self-Assessment of Performance for 2025-2026 fiscal year

I respectfully submit my Self-Assessment of Performance for FY2025–2026. The report outlines our progress, achievements, and ongoing commitments throughout the past year, reflecting the dedicated work of our team and partners across the library system.

As we continue to build upon the strong foundation of our libraries, I am reminded of the words of author Barbara Kingsolver: *"Libraries are the one place where you can go to find the whole world—past, present, and future—waiting for you."* This year, we have continued to keep that world open, ensuring our communities have access to knowledge, connection, and opportunity.

Please let me know if you would like any additional information or clarification regarding the report.

Hawai'i State Public Library System

State Librarian's Self-Assessment of Performance for 2025-2026 Fiscal Year

Stacey A. Aldrich | September 17, 2026

BRIEF OVERVIEW OF FY25-26

In addition to the work reflected in my established goal areas, this year provided opportunities to represent Hawai‘i, strengthen partnerships, explore the future of libraries, and support innovation across our system.

At the national level, I continued to ensure that Hawai‘i has a voice in conversations shaping the future of libraries. I became President of the Western Council of Libraries and was invited to participate in several national initiatives, including a Mellon Foundation conference focused on the future of libraries, the Institute of Museum and Library Services' Library Statistics Working Group, and a workshop focused on preparing libraries and their staff to respond to emergencies. Participation in these efforts allows Hawai‘i to contribute its unique perspective to national conversations while also bringing new ideas, relationships, and learning back to our library system.

We also continued to strengthen relationships beyond Hawai‘i. In October 2025, our sister-library partnership with the Okinawa Prefectural Library provided an opportunity to connect our communities through a joint program featuring *Removed by Force*. Working with the film's director and producer, the Okinawa community was able to view the film, engage directly with the filmmakers, and participate in a meaningful exchange of stories and perspectives. Just as importantly, our two library systems continued to learn from one another and deepen a valued international relationship.

Closer to home, we continued to explore how libraries can introduce communities to new ideas and experiences. ‘Āina Haina Public Library welcomed Pepper the Robot, giving patrons—especially children—the opportunity to interact with social robotics firsthand. Pepper now regularly engages with the community, demonstrating one of the important roles libraries can play in providing equitable access to emerging technologies.

Partnerships also remain essential to extending our impact. We continue to work with Hawai‘i Council for the Humanities and the Hawai‘i State Foundation on Culture and the Arts on the Hawai‘i State Poet Laureate Program, celebrating the extraordinary voices of Hawai‘i's poets while creating opportunities for the public to experience their work through library programs.

Leading HSPLS also requires considerable flexibility. With a relatively small administrative organization supporting 51 branches across six islands and eight support areas, my role can shift quickly from the "satellite level"—thinking about the future of the system, partnerships,

advocacy, and strategy—to being deep in the operational details necessary to keep the organization moving forward. That flexibility is not always easy, but it is necessary, and I continue to learn every day.

One of the leadership practices I value most is creating room for our staff to lead. Within the direction provided by our strategic plan, I encourage staff to pursue ideas that respond to the needs and aspirations of their communities. My role is not to have every idea or direct every solution, but to establish a clear direction, remove barriers where I can, support thoughtful experimentation, and then give talented people the freedom to fly.

I remain honored to serve Hawai‘i as the State Librarian and I am deeply grateful for the extraordinary staff I have the privilege of working alongside. The accomplishments of this year reflect their creativity, resilience, expertise, and commitment to serving Hawai‘i’s communities.

Targeted Goals FY2025-2026

The following are the targeted goals for FY2025-2026.

#	Strategic Framework	Area of Focus	Targeted Goal	Evidence
1	People Places	Deepening Community Relationships, Creating Opportunities for Life Enrichment	Evaluate library hours of service to create models for the future that build a vision for what is possible with available appropriate resources. • Develop and conduct surveys of staff and each community for input • Create an implementation plan to complete evaluation in the 2026-2027 fiscal year.	Report to Board of Education (Board) on findings and next steps by end of the 2025-2026 fiscal year
2	Places	Igniting our Digital Future	• Finalize technology plan which will include progress on cybersecurity, to include training staff. • Implement a pilot project that uses technology to increase access to library services in a community.	Submit plan to Board and report on the progress of the plan, by end of the 2025-2026 fiscal year. Report to the Board on the pilot project, including recommendations for replication in other libraries, by end of 2025-2026 fiscal year.
3	People Places	Strengthening Literacy	Create and begin a project around literacy with partners aimed at public awareness.	Report to Board on progress of project, by end of the 2025-2026 fiscal year.

#	Strategic Framework	Area of Focus	Targeted Goal	Evidence
4	People Places Collections Programs & Services	Strengthening Literacy, Igniting our Digital Future, Deepening Community Relationships, Creating Opportunities for Life Enrichment	Review and update the Hawai‘i State Public Library System Strategic Framework & Focus Areas.	Present update to the strategic framework, focus areas, and annual priorities, by end of the 2025-2026 fiscal year.
5	Places	Strengthening Literacy, Creating Opportunities for Life Enrichment, Deepening Community Relationships	Demonstrate significant progress on capital improvement projects, including the following: • Lāhāina Public Library. Identify both a temporary and permanent location by December 31, 2026 • Waikōloa Public Library. Complete design and initiate request for proposals. • Kea‘au/Mountain View Public Library. Initiate and make significant progress on construction. • Kāne‘ohe Public Library. Complete construction and reopen.	Report to Board on status of capital improvement projects, by end of the 2025-2026 fiscal year.

Report on Targeted Goals

Over the past year, our staff advanced important work on these targeted goals. The following is a brief overview of accomplishments and next steps for each area.

GOAL 1
Evaluate library hours of service to create models for the future that builds a vision for what is possible with appropriate resources.

One of the most common requests I hear from patrons is for more hours, better hours, or both. We have heard that message, and over the past two years, we have been reviewing data and building an implementation plan to develop possible scenarios to improve library hours. Ultimately, we want our library hours to best meet the needs of our community and be easy for people to remember.

As noted in my State Librarian End-of-the Year Report for 2024-2025, improving library hours is a multi-year project. Based on the work completed and underway, the three-year process looks like this:

- Year One: Gather and review data
- Year Two: Continue evaluating data, explore different approaches to library hours, and develop a public survey, and
- Year Three: Distribute the patron survey, analyze the results, engage staff in discussion, and begin developing models for future library hours.

Review of Year Two

In year two, we formed an internal Hours Project Team of leaders responsible for our libraries statewide and who understand the challenges our staff face. The team includes:

- The Public Libraries Manager (oversees 49/51 branches)
- The Hawai‘i State Library Manager,
- The Library for the Blind and Print Disabled Manager, and
- The State Librarian.

The team reviewed current and historical hours data, which revealed a complicated picture. Library hours vary widely and have been shaped over time due to local needs, budget cuts, COVID and staffing challenges over time. Some of the hours are based on past patterns of usage, and we need to make sure we understand if communities have the same needs today.

We began to formulate questions about library hours from a local and statewide perspective:

- How do we make library hours easier for patrons to remember?
- Do we create hours that are standard across the system or by island?
- Do we create hours that meet just local needs?
- Do we create standard hours based on size of libraries?
- How do we ensure equitable access?

With these questions in mind, the Hours Project Team knew that we needed to get patron input. With the help of our communications staff, we developed a draft patron survey to help us understand how people use their libraries and what hours are most optimal for use. We anticipate putting the survey in the field in early 2027. That will give us time to have it translated into Ōʻlelo Hawaiʻi, coordinate with the required Library Services Technology Act (LSTA) Five-Year Plan evaluation survey to avoid survey fatigue, and select the electronic medium for collecting the results (paper copies will also be available).

To implement the plan's next steps, we will:

1. Survey communities statewide about library hours in Winter 2027.
2. Analyze the results in spring 2027.
3. Engage branch staff in Spring FY27 to discuss the findings and gather their input.
4. Create models for future library hours based on available resources and present them to the Board of Education by fall of FY27.

Mahalo to Stacie Kaneshige, Baron Baroza, Matthew Brown and Cindy McMillan for their work on this important project. Their experience, expertise and creativity are helping move this work forward.

Draft Survey is attachment A

GOAL 2

Finalize technology plan which will include progress on cybersecurity, to include training for staff and Implement a pilot project that uses technology to increase access to library services in a community.

FINALIZE TECHNOLOGY PLAN

We completed the Hawai‘i State Public Library Five-Year Technology Plan (2026-2031) this year, establishing a roadmap for strengthening HSPLS technology and services. Art Louie, Manager of our Electronic Services Support Section (ESSS), reviewed the plan with staff and has begun putting its priorities into action. The ESSS team continues to track milestones and adjust the work as needed.

Cybersecurity remains a key priority. Our ESSS Team actively protects our network, servers, and information by identifying and containing phishing attempts and other malicious activity, investigating threats, alerting staff, and reinforcing safe practices. This past year, the team also began developing cybersecurity training for all staff.

ESSS tested the new cybersecurity training with the Executive Team, using their feedback to strengthen the program before its broader rollout. The training is engaging and builds awareness of digital threats and gives staff practical ways to help keep them and our system safe. Branch Managers will receive in-person training in December 2026, followed by online training for all staff.

Mahalo to Art Louis and his team for their ongoing work to strengthen and maintain the technology infrastructure that helps us serve our communities.

Final plan is attachment B

IMPLEMENT A PILOT PROJECT TO EXTEND LIBRARY ACCESS

How can we help patrons access library materials when their local branch is closed? This challenge led us to initiate a book locker pilot project in an area where staffing shortages limit library hours. With a generous donation from our Friends of the Library of Hawai‘i, we procured a book locker for our Hana Public and School Library.



The book locker arrived in early August 2026 and was installed outside of the library. We are now wrapping it with HSPLS information, and the locker will be ready for use as soon as this process is complete.

While we hoped to launch this new service sooner, manufacturing and delivery issues delayed the process. We hope it will be available to the public by the end of September/early October 2026.

This pilot will help us learn what works, understand how patrons use the service, and evaluate whether book lockers could expand access in other locations.

Mahalo to Christine Weis for her leadership in the implementation of the book locker project.

GOAL 3
Create and begin a project around literacy with partners aimed at public awareness.

As noted in my Interim Report, we have advanced three literacy projects with our partners Hawai‘i Kids Can and Hawai‘i Literacy, Inc.:

1. **Author Event:** We partnered with Hawai‘i Kids Can to bring author Liz Cohen to the Hawai‘i State Library to discuss her research and new book, *The Future of Tutoring: Lessons from 10,000 School District Tutoring Initiatives*. The event brought together members of the State Legislature, local educators and literacy partners to examine how focused, consistent tutoring can help students become successful learners. The conversation also sparked discussion among literacy partners about how to apply these lessons to literacy programs beyond the school setting.
2. **Online Tutoring Support:** Hawai‘i Kids Can received funding to continue focused online tutoring for struggling students. Our libraries help make this tutoring accessible by providing students with computers and broadband so students can connect with their tutors.
3. **Film Series:** We partnered with Hawai‘i Kids Can and Hawai‘i Literacy, Inc. to present a mini literacy film series at libraries across the State. Scheduling challenges with our partners delayed the September 2026 launch, so we are rescheduling the series for FY27. We’ll meet with our partners to finalize the plans and discuss next steps. The series will raise public awareness about the challenges of learning how to read, the

impact unidentified reading difficulties such as dyslexia have on children's academic success, and the significant challenges adults face when they cannot read.

This year, I also engaged the offices of Senators Schatz and Hirono in conversations about literacy and explored federal funding for projects to strengthen literacy in Hawai'i. Potential projects could include bookmobiles, tutoring, and literacy kits that families can check out and use together. We will continue working with our partners to identify projects that create more opportunities for people of all ages, from keiki to kupuna, to build their literacy skills.

Literacy is crucial to the success of our state. We will continue to pursue both small and large opportunities to strengthen literacy and help more people read, learn, and connect.

Mahalo to Danielle Todd, Staff Development Coordinator, for being a part of the team that is working on Strengthening Literacy with our partners.

GOAL 4
Present update to the strategic framework, focus areas, and annual priorities, by end of the 2025-2026 fiscal year.

We completed the straightforward yet significant refresh to the Hawai'i State Public Library System's Strategic Plan in July. The updated plan preserves what continues to serve us well while sharpening our priorities and giving staff a shared foundation for planning and decision-making at both the system and local levels to achieve the outcomes we hope to see in the community.

The refresh process began with staff input. The Executive Team developed a process for gathering feedback, including May discussions with branch managers during our quarterly meetings, and an online staff survey. The message was consistent: staff valued the existing framework and areas of focus and wanted the language to more explicitly reflect the work we do today and the needs of the communities we serve.

Staff feedback directly shaped the updates. For example, there was overwhelming support for changing Igniting our Digital Futures to Navigating our Digital Worlds. Digital technology is part of our daily lives now, and staff also asked us to explicitly address Artificial Intelligence and its growing impact on our work and communities.

We also made several other important changes:

- **Renamed "Strategic Framework"**: We changed the term "Strategic Framework" to "Organizational Framework" for People, Places, Collections, and Programs and Services. This seemingly slight change in terminology is significant. It more accurately articulates the purpose of this framework: to describe how we think about our organization and how all parts of HSPSL, including our support offices and libraries, contribute to serving our communities.
- **Reframed Community Relationships:** We changed "Deepening Community Relationships" to "Serving as Community Hubs," which better describes the role our libraries already play in their communities.
- **Updated Activities:** We refreshed the activities associated with each Strategic Areas of Focus to better reflect the work HSPLS is doing today and as we anticipate future needs.

The Executive Team reviewed the revisions and returned to the Branch Managers for additional feedback. Their input helped us refine the language further. For example, staff told us that "emergent literacy" was not clear to everyone, so we changed the term, as suggested, to "early childhood literacy."

The Board of Education received the updated plan at its September 10, 2026, General Board Meeting.

The work continues. We are developing training for the next two months to reconnect staff with our Guiding Principles, Organizational Framework, and Strategic Areas of Focus. While the Strategic Plan remains rooted in the work we have been doing, many new staff have joined HSPLS since it was first developed. This training will help us build a shared understanding of where we are headed and how each of us contributes.

We will use the updated plan to guide statewide planning and work with staff to develop local plans each year. At the end of each year, we will evaluate our progress, learn from what we have accomplished, and use the learning to shape the work ahead.

Mahalo to Cindy McMillan for leading the staff survey, coordinating the edits, and developing the Strategic Plan materials. Mahalo to all HSPLS staff who shared their manaʻo with us to refresh our HSPLS Strategic Plan.

HSPLS Strategic Plan is Attachment C

GOAL 5

Demonstrate significant progress on capital improvement projects, including the following: Lāhāina Public Library, Waikōloa Public Library, Kea‘au/Mountain View Public Library and Kāne‘ohe Public Library.

Andrew Carnegie, the industrialist and philanthropist who funded thousands of public libraries (including our Hawai‘i State Public Library), called public libraries “palaces for the people.” Our physical spaces serve not only as repositories for books and technology, but spaces for people to sit in some cool air and connect with their community.

We are grateful to the Governor, Legislature, and Board of Education for supporting facility budgets that help us to build, maintain and improve our vital public spaces. Each year we must prioritize projects and work to complete the most crucial first. This year we continued to move forward on more than 50 projects.

The following is an update on several projects including the capital improvement projects identified in this goal.

MAJOR RENOVATIONS

Library	Update
Pearl City Public Library	This regional public library is set for a complete renovation with the addition of an early learning center with two classrooms and new community library learning center. A temporary location has been acquired at the Pearlridge Mall, and we are in the process of moving forward to prepare the space. Permits have just been issued, and meetings for the Notice to Proceed are next. We will close the Pearl City Library in early October 2026 to clear the space for construction and prepare to open the temporary location. The project will take approximately 2 years, with a target of completion in FY28.

Kānʻohe Public Library	The renovation of the main library was completed and the library reopened to the public on May 17, 2026. Two projects are still in process. This includes modifying the ADA parking by adding nonslip steel plates to make parking spaces safer for patrons. This project should be completed by the end of September 2026. In addition, we continue to work with DAGs to address the issue of an odor in the new meeting room. Mahalo to Representative Matayoshi and the HPD for providing temporary spaces while we worked to modify the ADA parking spaces.
Makawao Public Library	The major renovation project will replace air conditioning system, reconfigure interior space for efficiency, make ADA improvements throughout and add meeting rooms. A temporary location has been leased and is being prepared for library services once construction is ready to start. The project is targeted to begin in fall 2026 and completed in FY28.
McCully Public Library	Two projects will replace the existing non-ADA accessible elevator, allowing better access to the adult and Korean collection on the second floor, as well as include exterior security and lighting improvements. These projects will go out to bid in FY27.
Hawaiʻi State Public Library	The roofing project was completed in FY26. It has addressed many of the issues we had with leaks. There is also a planning project to evaluate the current state of the building and to develop a masterplan for future upgrades and renovations. This year a survey of the public was created to gather input on what is important to our patrons and will be incorporated into the full planning document.

NEW LIBRARIES

New Library	Update
Waikoloa Public Library	Bids for construction went out in FY26. We expect the construction contract to be awarded in FY27 with an anticipated build out within two years.
Upper Puna Public Library	The new library in Upper Puna will merge the Kea‘au and Mountain View Public and School libraries. The groundbreaking happened on November 10, 2025, and the library is under construction. Expected completion is the end of 2027. Mahalo to the Department of Education for allowing us to initiate construction and for their flexibility. During construction, the library is still open and available to students and the community. The new library will provide greater community access, while still also providing access to students.
Kapa‘a Public Library	We are pleased to be a part of the Samuel Mahelona Memorial Hospital TOD Master Plan, which includes a space for a new Kapa‘a Public Library. We received funding in our budget to do design and working with all partners so that we can begin the design process. Mahalo to Speaker Nakamura for ensuring we were able to be a part of the Master Plan and have funding to move forward.
Wahiawā Public Library	The Wahiawā Center for Workforce Excellence includes three partners: HSPLS, Department of Education and the University of Hawai‘i Community Colleges. Once completed, the building will be managed by HSPLS, with assistance from DAGS We are working on necessary agreements to manage the building. This year, a contractor custom of signing and placing the final beam was held on April 2, 2026. Final design elements have been identified, and will be included on a wall detailed the history of Wahiawa in the library. The project is set to be completed by Fall of 2027.

New Library continued	Update
Pāhoa Public and School Library	The community has outgrown our small Pāhoa Public and School Library. We continue to work with the County of Hawai‘i to build a new library as a part of the new County Pāhoa transit hub. Mahalo to Representative Ilagan and Senator San Buenaventura for ensuring there is funding for this project.
Lāhainā Public Library	Finding a location and navigating the funding requirements has been a challenge. After two years, we were able to identify a location for the temporary and permanent Lāhainā Public Library. We are working with DAGS build within the Lāhainā Civic Center, in the parking lot above the Lahaina District Court. We hope to break ground in August 2027.

Facility projects are complicated. From planning and design through construction and completion, countless factors can affect a project—including bidding, permitting, funding, supply chains, weather, and the unexpected challenges that inevitably arise. I am grateful to DAGS and its staff for working tirelessly with us to move these projects forward, as well as for their ongoing work to maintain our buildings.

I also want to recognize the many HSPLS staff who contribute to library renovations and new construction. These projects require coordination across our organization—from managing the building project and preparing technology to moving collections, installing signage, closing facilities, and ultimately getting our libraries ready to welcome the public again. It truly takes a team.

I especially want to recognize our branch staff, who experience the disruption of construction firsthand. Their grit, flexibility, patience, and continued dedication to their communities throughout these projects are commendable.

Finally, managing construction projects, repairs, and ongoing maintenance across our system is no small task. I am deeply grateful to Mallory Fujitani and Richard Louis for juggling so many projects and for their continued dedication to improving our library spaces for our staff and communities.

CONCLUSION

As I reflect on this year, I am proud of what we accomplished, but I am equally encouraged by the foundation we continue to build for the future. We made progress on important priorities—from evaluation of library hours, literacy and technology to facilities, partnerships and our refreshed Strategic Plan. At the same time, we continued to navigate the unexpected challenges that are part of leading a complex statewide library system.

One of my greatest responsibilities as State Librarian is to keep looking ahead while ensuring that we are meeting the needs of our communities today. That requires moving between strategy and operations, listening and making decisions, and knowing when to lead directly and when to create space for others to lead. I continue to learn in this role, and I believe that willingness to learn, adapt and evolve is essential to keeping our organization strong and relevant.

I am particularly proud of the people who make HSPLS what it is. My goal is to provide a clear direction through our mission and Strategic Plan, remove barriers where I can, encourage thoughtful experimentation, and give our staff the freedom to pursue ideas that make sense for the communities they serve. The creativity, resilience and commitment I see throughout our organization give me confidence in where we are headed.

This self-assessment highlights many accomplishments from the past year, but it does not capture every challenge we face or every effort underway across our organization. With 51 libraries across six islands and limited resources, there will always be areas where we can improve. We are continually evaluating how we work, responding to changing needs and circumstances, and making thoughtful adjustments within the resources available to us.

Continuous improvement is an important part of how I approach leadership. When challenges arise, my responsibility is to listen, understand what is happening, work with staff to identify what we can do differently or better, and make changes where possible. Not every challenge has a quick or easy solution, and we will not always get everything right the first time. What matters is that we continue to learn, adapt and improve while keeping our mission and the communities we serve at the center of our decisions.

As we move into the next year, I want us to continue asking not only how we can improve what we do today, but what Hawai‘i’s communities will need from their public libraries tomorrow. We must continue strengthening literacy, navigating a rapidly changing digital world, improving our physical spaces, expanding access, developing our people, and building partnerships that allow us to accomplish more together.

I remain deeply grateful to the Board of Education for its support and guidance; to our state, community, national and international partners; to our Executive Team; and especially to the staff throughout HSPLS who serve our communities every day. It is an honor to serve alongside them and to serve Hawai‘i as State Librarian.

There will always be more work to do. What gives me confidence is knowing that we have talented people, a clear sense of purpose, and a willingness to keep learning and changing. Together, we will continue working toward a Hawai‘i where everyone has the opportunity to read, learn, connect—and discover what is possible.

ATTACHMENT A

HAWAIʻI STATE PUBLIC LIBRARY SYSTEM
SURVEY QUESTIONS FOR LIBRARY HOURS

Help Shape Your Library's Hours

Your library belongs to the community, and your input matters.

In previous patron surveys, many of you told us you want different or expanded library hours. We are reviewing how our hours can be scheduled to better align with the days and times that matter most to our communities. We will carefully consider all feedback as we evaluate how to make the best use of our available resources.

Please take a few minutes to share your feedback.

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1. Which library do you visit most often?

_____

Tell Us About Your Library Visits
People visit the library for many different reasons, and those activities often happen at different times of day. The next few questions will help us better understand how people use the library and when they currently visit so we can make informed decisions about library hours.

2. What brings you to the library most often? (Select all that apply.)
○ Borrow books
○ Pick up holds
○ Return materials
○ Children's programs
○ Teen programs
○ Adult programs
○ Study or homework
○ Work remotely
○ Use library computers
○ Internet/Wi-Fi
○ Printing or copying
○ Meeting room
○ Research
○ Quiet place
○ Informal gathering place with friends
○ Other: _____

3. How often do you visit the library?
○ Several times each week
○ About once a week
○ 2–3 times each month
○ Once a month
○ A few times each year
○ I rarely visit

4. What times of day do you most often visit your library currently? (Select all that apply.)
○ Before 10:00 a.m.
○ 10:00 a.m. – noon
○ Noon – 2:00 p.m.
○ 2:00 – 4:00 p.m.
○ 4:00 – 6:00 p.m.
○ 6:00 – 8:00 p.m.

5. Would you visit more often if the library were open at different times?
○ Yes
○ No
○ Not sure

6. Have you ever wanted to visit the library, but it was closed?
○ Often
○ Sometimes
○ Rarely
○ Never

If yes…What were you hoping to do?

Help Us Understand What Gets in the Way
Help us understand what makes it harder to use the library during current hours.

7. What makes it difficult for you to visit the library during current hours? (Select all that apply.)
○ I work during library hours
○ I go to school during library hours

○ Library closes too early
○ Library opens too late
○ My library isn’t open on weekends
○ Current weekend hours don't fit my schedule
○ I don't know the hours
○ Other: _____

Tell Us When You Would Like to Use the Library
Everyone’s schedules are different. Help us understand when library hours are most useful to you.

8. Which days would you most like your library to be open? (Select up to three.)
○ Monday
○ Tuesday
○ Wednesday
○ Thursday
○ Friday
○ Saturday
○ Sunday

9. What times would you most like to visit? (Select all that apply.)
○ Before 10:00 a.m.
○ 10:00 a.m. – noon
○ Noon – 2:00 p.m.
○ 2:00 – 4:00 p.m.
○ 4:00 – 6:00 p.m.
○ 6:00 – 8:00 p.m.

Help Us Prioritize
Libraries have a limited number of staff available each week, and we need to make choices about when libraries are open. Sometimes adding hours on one day means reducing hours on another.

10. If your library could adjust its hours, which change would be most valuable to you? (Select one.)
○ Open earlier on weekdays
○ Stay open later on weekdays
○ Have Sunday hours
○ Have Saturday hours
○ Keep the current schedule

Tell Us More
Your answers so far tell us what matters most. These last two questions give you a chance to tell us why and share anything else that would help us better understand your needs.

11. Imagine the library schedule was designed entirely around your life. What would it look like?

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12. Is there anything else you'd like us to know about how your library hours can better fit into your life?

About You

These optional questions help us understand how library hour preferences may vary by age and community.

13. Age

○ Under 18
○ 18–24
○ 25–44
○ 45–64
○ 65+

14. ZIP Code

Mahalo for taking the time to complete this survey.

ATTACHMENT B

Hawai‘i State Public Library System Five-Year Technology Plan (2026–2031)

INTRODUCTION

This Five-Year Technology Plan serves as a strategic guide for the Hawai‘i State Public Library System (HSPLS). It focuses on equitable access, technological resilience, and continuous innovation to library services statewide by leveraging modern technology, resilient infrastructure, and skilled staff. It builds upon existing strengths and responds to emerging trends, ensuring the library system evolves in step with the needs of patrons and staff statewide.

While we realize that technology is integrated, for the purposes of this plan there are six components: 1) Staffing, 2) Hardware, 3) Software, 4) Network, 5) Innovation and 6) Evaluation. The description of each component includes objectives, projects and target milestone for completion.

The milestones and projects will be reviewed annually, and adjustments will be made as needed. The Manager of Electronic Services Staff Section (ESSS) will create a work plan for each year and will include the specifics of the implementation of projects.

In 2030, we will do a full review of accomplishments and determine what needs to be upgraded or changed for the final year of the plan and begin planning for next five years.

1. STAFFING

Adequately staffing our Electronic Services Support Section and providing appropriate training in the uses of technology for other library staff are vital to our success in navigating digital content and providing access for our communities.

Objectives:

1) Ensure we have the most knowledgeable Electronic Services Section staff to build, maintain, support and innovate our technology foundations and services.
2) Ensure all library staff who need them for their positions have the skills and tools to confidently used technology and lead digital transformation.

Organization

There are currently 17 staff in the Electronic Services Support Section to provide support for hardware, software, network and training for 51 branches and support offices across six islands. We continue to build capacity by hiring staff who have general experience in all parts of the system and

are also able to focus specialty experience on key areas of our technology. Each year we will review the staffing and determine if appropriate support is available for providing service and training needs.

Training for IT Staff

Training is an important investment in our staff. Each year we will identify the training needs of staff and seek methods to provide them with the new skills needed to continuously improve our systems. We will continue to send staff to ongoing training that will update their skills in software, hardware, networking and emerging technologies. We will also be open to opportunities that are outside of planned training.

Training for HSPLS Staff

When we deploy any new technology, we will have a training plan for staff and patrons, as needed. We will work with the Staff Development Coordinator and other experts to develop and offer the training needed, so that staff have the skills they need to use technology effectively.

Milestones:

TARGET DATES	WHAT
July 1, 2026	Annual review of staffing, ESSS Training Needs, HSPLS IT Training Needs; take appropriate steps based on findings
December 30, 2026	• By December Begin to provide cybersecurity awareness drills semiannually • Conduct a system-wide IT skills assessment.
July 1, 2027	Annual review of staffing, ESSS Training Needs, HSPLS IT Training Needs; take appropriate steps based on findings
July 1, 2027	Leadership development tracks for IT managers and administrators created and offered by 2028.
December 30, 2027	75% of all staff report confidence in digital services delivery and cybersecurity practices.
2027	Begin to recruit specialists in cybersecurity, cloud infrastructure, and AI systems.
July 1, 2028	Annual review of staffing, ESSS Training Needs, HSPLS IT Training Needs; provide training and services, as needed
July 1, 2029	Annual review of staffing, ESSS Training Needs, HSPLS IT Training Needs; provide training and services, as needed
July 1, 2030	Annual review of staffing, ESSS Training Needs, HSPLS IT Training Needs; provide training and services, as needed

Timeline 2026–2030: Annual refresh of hardware, quarterly security reviews, cloud backup integration by 2028.

2. HARDWARE

Suitable hardware is vital for effective and efficient day-to-day operations, management of our network and online services, and delivery of access to the internet and online resources for our patrons. It is essential for us to not only maintain and refresh our hardware systems but to innovate, as well, to improve operations and services.

Objectives:

1) Ensure 99% uptime for all hardware.
2) Maintain a 5-year refresh cycle for hardware.
3) Adopt innovations to improve operations or services to the public, as identified annually.

We will do an annual review of all hardware and prioritize upgrades based on funding. We will continue to take advantage of eRate funding related to network hardware when possible.

Projects

Improve phone system statewide

The current phone system is different in every library and difficult to manage. This project will look at transitioning to cloud-based or hybrid VoIP (Microsoft Teams Phone or Cisco UC) and building redundancy via SD-WAN and backup internet.

Update microfilm/microfiche hardware

We still have many resources on microfilm/microfiche. Over the past decade, our hardware has begun to fail, which creates a barrier for access for our patrons. We need to identify a standard for hardware and implement upgrades.

Replacement Datacenter switches and Uninterruptable Power Supply (UPS)

The switches and UPS in our datacenter will need to be replaced to ensure that our network backbone is healthy and able to provide reliable access.

Automated Material Handling System

Install and provide technical support for new Automated Material Handling System to be installed in two locations to increase efficiency of sorting and moving physical materials within the library system. Our goal is to support staff movement and be able to move materials to other locations or the shelf more effectively.

Expand Esports

With the support of the community, we were able to establish one eSports lab at the Waipahu Public Library. We are ready to expand to another location and create a formal program to connect the youth participants in learning and gaming via the public library.

Implementation of Robust Storage System

To manage our information and data, we need to build a robust storage system. This project will review current and projected needs to build a strategy for implementing a robust and secure storage system that ensures access to our information and data.

Milestones

TARGET DATES	WHAT
June 30, 2026	Complete study, pilot and have a plan to fully upgrade phone system statewide. Cost will determine the timeline for full implementation.
July 1, 2026	Annual review of hardware and planning for 2026+; take appropriate steps based on findings
July 1, 2026	Complete plan for upgrading microfilm/microfiche hardware and schedule for replacement. Cost will determine the timeline for full implementation. Ongoing monitoring and updates as needed quarterly.
September 30, 2026	• Review and update of any hardware security. • Install and implement second eSports Lab
December 30, 2026	Automated Material Handling Systems have been installed in two branches.
July 1, 2027	Annual review of hardware and planning for 2027+; take appropriate steps based on findings
September 30, 2027	• Datacenter switches and UPS are replaced. • Update of any hardware security completed. Ongoing monitoring and updates as needed quarterly.
October 31, 2027	Full eSports program is established in two locations, cohorts of students are participating in program, and a tournament is set to take place.
December 30, 2027	Plan and implementation of information and data storage
July 1, 2028	Annual review of hardware and planning for 2028+; take appropriate steps based on findings
July 1, 2029	Annual review of hardware and planning for 2029+; take appropriate steps based on findings
July 1, 2030	Annual review of hardware and planning for 2028+; take appropriate steps based on findings

3. SOFTWARE

Software is equally vital to effective and efficient day-to-day operations, management of our network and online services, and delivery of access to the internet and online resources for our patrons. It is critical that we maintain, refresh and innovate to improve operations and services.

Objectives:

1) Ensure 99% uptime for all software and ongoing reviews and updates for security.
2) Maintain effectiveness of all software.
3) Adopt innovations to improve operations or services to the public, as identified annually.

We will do an annual review of all software and prioritize upgrades based on funding.

Projects

Implement digital payment method for patrons

To create a more convenient method for patrons to pay fines and fees, we will review opportunities and follow appropriate procurement to implement.

Upgrade productivity platforms

We will review all productivity platforms, survey staff, and identify new opportunities to optimize our work. We will review yearly the software that is being used and those that are not being used to determine if they are still needed.

Patron Management System

A patron management system is used to help patrons reserve and use library computers and print. Our current system is good, but we need to upgrade to make mobile printing accessible.

Integrated Library System (ILS)

An integrated Library System is software that is used by libraries to manage collections, patron accounts, and access to the materials available through the library system. We currently have a legacy system called HORIZON. We need to review and evaluate the current system and other ILS software. After the evaluation, we can determine if we will go to bid and implement a new system. The process will take a minimum of 3 years.

Artificial Intelligence (AI)

AI is impacting every organization in some way. We want to make sure we are up-to-date and understand all the opportunities and pitfalls for our organization and the needs of our communities in this area. We want to explore AI for operational uses such as catalog searching and predictive maintenance for our technology.

Milestones

TARGET DATES	WHAT
July 1, 2026	Annual review of software and planning for 2026+; take appropriate steps based on findings
July 1, 2026	Continue ongoing review and update of security software, as needed
July 1, 2026	Begin ongoing AI review, evaluation and implementation of pilot programs when appropriate
September 30, 2026	Review and evaluate current patron management system
December 30, 2026	Upgrade patron management system and deploy mobile printing
March 30, 2027	Begin review and evaluation of current ILS and possible options; review will determine next steps re ILS
July 1, 2027	Annual review of software and planning for 2027+; take appropriate steps based on findings
September 30, 2027	Fully integrated and effective online payment system is implemented.
July 1, 2028	Annual review of software and planning for 2028+; take appropriate steps based on findings
December 20, 2028	Complete review and evaluation of ILS and determine next steps.
July 1, 2029	Annual review of software and planning for 2029+; take appropriate steps based on findings
July 1,2030	Annual review of software and planning for 2028+; take appropriate steps based on findings

4. Network

Broadband connectivity is required to ensure smooth operations across 51 branches and to provide access to the services and databases that are needed in our communities. Almost 100% of our library branches have a burstable 1G internet connection. We also have secondary access through the statewide INET network. This connectivity allows us to be efficient in our operational communications and work. It also enables us to provide broadband connectivity through public computers and free WiFi connectivity for patrons using their own devices to connect.

Objectives:

1) Ensure 99% uptime for access to secure networks for operations and patrons.
2) Adapt network to changing needs and technology.
3) Adopt innovations to improve operations or services to the public, as identified annually.

We will do an annual review of our network (usage, speed, and security) and prioritize upgrades based on funding. We will continue to apply for and use federal eRate funding to support our internet connectivity.

Projects

1G broadband installation in all branches

Using eRate funding over the past several years, we have been able to upgrade broadband service in almost all of our libraries. Working with our current telcom partner, we aim to complete the upgrade to all branches, as contracted. Due to eRate requirements and state procurement requirements, we will need go out to bid for our telcom provider by 2027.

WiFi capacity and offerings

WiFi is important to our communities. The free access offered at our branches allows our patrons to connect to the world, either at a public computer or with their own devices within our branches. This project involves a review of current access points and plan for improving and expanding WiFi capacity in our branches. Upgrades to our capacity will also add services for our patrons.

Network security and improvements

Security of our networks is vital to operations and services. We will work continuously to maintain and secure our network access.

Milestones

TARGET DATES	WHAT
July 1, 2026	Annual review of network and planning for 2026+; take appropriate steps based on findings
December 30, 2026	• Complete 1G broadband to all branches • Expand secure WiFi capacity
July 1, 2027	Annual review of network and planning for 2027+; take appropriate steps based on findings
September 30, 2027	Complete eRate bid requirements for telcom provider.
July 1, 2028	Annual review of network and planning for 2028+; take appropriate steps based on findings
December 20, 2028	Complete review and evaluation of ILS and determine next steps.
July 1, 2029	Annual review of network and planning for 2029+; take appropriate steps based on findings
July 1,2030	Annual review of network and planning for 2028+; take appropriate steps based on findings

5. Innovation & Emerging Technology

As public libraries we need to constantly balance physical and digital services and programs that enable our operations and assist our communities. As technologies emerge, we are looking for opportunities to innovate and provide our communities with technology that facilitates their access to reading, learning, life enrichment, and connection opportunities.

Objectives:

- Build readiness for future trends.
- Position libraries as hubs for digital skills and workforce readiness.

Each year, we will prioritize the project list (below) based on resources and opportunities. We will also review the list annually and remove or add as needed.

Projects

- Pilot augmented reality/virtual reality (AR/VR) experiences for education and cultural preservation at one library
- Explore artificial intelligence/machine intelligence (AI/ML) for operations, such as catalog search and predictive maintenance, among others
- Assess the uses of edge computing and Internet of Things (IoT) for smart library facilities
- Expand online learning platforms, such as LinkedIn Learning, Coursera, etc.
- Deliver quarterly digital literacy workshops statewide
- Deploy mobile technology units (book lockers, makerspace van) for underserved communities
- Expand technology for Makerspace concept in three to four branches
- Deploy mobile Makerspace
- Test AI chatbot for patron services

Timeline

We will plan for, implement and review the results of projects on this list as resources and staff become available to move them forward.

6. Evaluation

Evaluations for each of the five components – Staffing, Software, Hardware, Network and Innovation – will be conducted to evaluate the effectiveness of our work. This will include feedback from users (staff and patrons). We will use the evaluation findings to make decisions going forward.

ATTACHMENT C

Read.
Learn.
Connect.

July 2026
STRATEGIC PLAN









Hawai'i State Public Library System

E Heluhelu.
E A'o.
E Ho'opili.

Hawai‘i’s public libraries continue to evolve alongside the communities we serve.

As needs change and new opportunities emerge, the Hawai‘i State Public Library System remains grounded in its mission while looking ahead. This refreshed Strategic Plan builds on the work begun in 2023 and reflects our continued commitment to strengthening literacy, expanding access, enriching lives, and serving as trusted community hubs across Hawai‘i.

The mission, vision, and service philosophy form the foundation of the Hawai‘i State Public Library System. We are dedicated to using these elements to provide collections, services and programs, and facilities that meet the diverse needs of everyone in our communities statewide.

Our Guiding Principles

VISION

Nourished minds.
Thriving Hawai‘i communities.
Enriched generations.

MISSION

The Hawai‘i State Public Library System inspires curiosity and creates opportunities for all to read, learn, and connect.

SERVICE PHILOSOPHY

The Hawai‘i State Public Library System provides service with aloha. We value and welcome all. We are courteous, helpful, knowledgeable, and dedicated to serving our communities.

Hawai‘i State Public Library System

Organizational Framework



The Organizational Framework identifies the core elements that support library service across the state. Together, these elements provide the foundation for delivering responsive, high-quality services and positioning our libraries to meet the evolving needs of Hawai‘i’s communities. Much of this work happens behind the scenes, but it is essential to the success of every branch.

People

The relationships with staff, patrons, and community members that bring our libraries to life.

Places

Where communities gather, including our branches, mobile and pop-up services, and community gathering places beyond our walls.

Collections

Books, digital content, and other materials that inspire curiosity and support learning.

Programs & Services

Library basics, such as learning experiences and enrichment opportunities, that connect people with knowledge and one another.

Strategic Areas of Focus

The Strategic Areas of Focus help us align our work with what matters most to Hawai‘i’s communities and identify where we can make the greatest difference. These areas guide how we set priorities, allocate resources, and respond to changing community needs.

STRENGTHENING LITERACY

Literacy opens doors to learning, employment, civic participation, and lifelong growth. Hawai‘i’s public libraries help people of all ages build the reading, writing, and information literacy skills they need to thrive.

We advance this Area of Focus by:

- Providing early childhood literacy experiences for keiki (birth through 5 years) and their families to build the foundations for school readiness.
- Helping students and adults develop reading, writing, and information literacy skills.
- Partnering with literacy, education, and community organizations to expand access to lifelong learning opportunities.
- Building inclusive, accessible, and engaging collections that inspire reading, learning, and creativity for diverse communities and age groups.

CREATING LIFE ENRICHMENT OPPORTUNITIES

Life enrichment looks different for everyone. Whether someone wants to learn a new skill, explore a personal interest, discover a new passion, or simply enjoy a good book, Hawai‘i’s public libraries help make those experiences—and more—possible.

We advance this Area of Focus by:

- Providing accessible cultural, educational, and recreational programs and collections that reflect the diverse communities we serve, including ways to learn ‘Ōlelo Hawai‘i.
- Inspiring curiosity by encouraging people of all ages and abilities to explore new ideas, build new skills, and discover new interests.
- Helping job seekers, entrepreneurs, and small businesses access the tools, knowledge, and connections they need to succeed.





NAVIGATING OUR DIGITAL WORLD

As technology is an important part of everyday life, Hawai‘i’s public libraries help ensure everyone has the access, skills, and confidence to participate fully in our digital world.

We advance this Area of Focus by:

- Providing equitable access to technology, broadband connectivity, digital collections, and online resources.
- Creating opportunities for people of all ages and abilities to develop digital, information, and media literacy skills.
- Expanding awareness of emerging technologies, including Artificial Intelligence (AI), by connecting community members with trusted information and learning opportunities.
- Equipping staff in developing the knowledge and skills needed to effectively provide these services to the community.

SERVING AS COMMUNITY HUBS

While libraries enrich individual lives, they also strengthen the communities they serve. Hawai‘i’s public libraries are welcoming gathering places where people connect with books, information, technology, and, most importantly, one another. They are human spaces where relationships are built, ideas are shared, and everyone has the opportunity to belong.

We advance this Area of Focus by:

- Creating welcoming and accessible places for everyone to participate in programs, services, and experiences.
- Fostering community wellbeing and a sense of belonging by creating opportunities for people of all ages to share stories, ideas, cultures, and experiences.
- Engaging regularly with our communities to understand their evolving needs and ensure people know about the library’s programs, services, and offerings.
- Forging new and strengthening existing partnerships to connect communities to government, community and organizational resources that can help provide needed services.

Next Steps

This Strategic Plan will guide our work over the next three years as we respond to the changing needs of our communities. It will help us stay grounded in our mission, work together toward shared goals, and build on the progress we have made across our statewide system.

A strategic plan is only meaningful if it leads to action and continuous improvement. Over the next three years, the Hawai‘i State Public Library System will use this plan to guide priorities, inform decision-making, focus the allocation of resources, and strengthen services for Hawai‘i’s communities.

Years One and Two

- Implement
- Learn
- Adjust

Year Three

- Conduct community and staff survey
- Evaluate progress
- Identify emerging needs
- Develop next plan

As we move forward, we remain committed to creating spaces for everyone to read, learn, connect, and thrive.

Hawai‘i State Public Library System

librarieshawaii.org

