PREL

EVALUATION OF THE LSTA FIVE-YEAR PLAN FOR THE CNMI JOETEN-KIYU PUBLIC LIBRARY 2008–2012

Submitted to:

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EVALUATION SUMMARY

PRIMARY QUESTIONS

Pacific Resources for Education and Learning's (PREL's evaluation of Joeten-Kiyu Public Library's (JKPL) *The Library Services and Technology Act (LSTA)* Five-Year Plan is guided by the following questions:

1) To what extent were the goals described in the *LSTA* Five-Year Plan achieved?
2) How were data used to alter the *LSTA* Five-Year Plan?
3) How can data be used to develop the next *LSTA* -Year Plan?

METHODOLOGY

A PREL evaluator traveled to the Commonwealth of the Northern Marianas Islands (CNMI) in March 2012 and interviewed all JKPL staff. In addition to interview data, JKPL staff provided PREL with the following sources of information:

- Patron usage data of the information technology center (ITC)
- Computer class attendance
- Circulation records
- Inventory of equipment purchases
- List of Bookmobile locations
- List of JKPL personnel

Data sources were provided to PREL in digital and physical formats. A PREL evaluator imported all digital data into Microsoft Excel in order to produce descriptive statistics.

KEY FINDINGS

Goal 1

Description: All CNMI libraries will have up-to-date public computer access services, facilities, and trained staff to oversee all future automated innovations. This goal addresses *LSTA* priority #1: Expanding services for learning and access to information and educational resources in a variety of formats, in all types of libraries, for individuals of all ages.

- An ITC coordinator has been continuously employed at JKPL since 2000.
- JKPL has upgraded its Internet connection to 6 MBPS and has advertised its new connectivity as "high-speed" to the general public.
- Staff have been trained in ITC usage.
- Weekly computer classes are offered to patrons.
- All three CNMI libraries are online, with the Rota library receiving connectivity in 2012.
- Only JKPL employs a permanent ITC coordinator.
- ITC usage, as measured by logins to ITC workstations, has decreased from 2.52 users per hour in FY2010, to 1.78 users per hour in FY2011.

Goal 2

Description: Improve and expand CNMI library and patron services by allowing access to a network of library catalogs, information sources, and services. This goal addresses *LSTA* priority #8:

Developing library services that provide all users access to information through local, state, regional, national, and international electronic networks.

- Only JKPL and the Rota library are electronically linked to each other; the Tinian library is linked to neither.
- Staff have been trained in using new equipment and the Horizon catalog.
- Not all items are accessible through the Horizon catalog due to not all libraries being electronically linked.
- An ITC survey was administered by the ITC coordinator, and more space was made available for laptops as a result of the survey findings.
- Because the three CNMI libraries are not electronically linked to each other, an inter-library loan (ILL) system has not been established, and library patrons are unable to remotely access the libraries' complete catalogs.
- Circulation at JKPL has dropped from 35.01 items per hour in FY2010, to 34.65 items per hour in FY2011.

Goal 3

Description: Strengthen the profile and interoperation of the CNMI library system through the creation of an accessible website and a dedicated system of online communication. This goal addresses *LSTA* priority #2: Providing electronic and other linkages among and between all types of libraries.

- A new domain [*www.cnmilibrary.com*] has been created, but does not reflect the activities of the Tinian and Rota libraries.
- The website has been advertised, but due to bandwidth limitations, library catalogs are not accessible online through the website.
- An interisland library liaison been appointed.
- Because the website is currently incomplete, efforts to evaluate it have not been made.
- The ability to track website visits was eliminated when the host Interent Service Provider (ISP) moved the CNMI libraries website.
- Remote access to library materials, such as the Pacific Collection, is currently unavailable.

Goal 4

Description: To make the library a pillar of resources and services for educational and cultural centers. This goal addresses *LSTA* priority #5: Developing public and private partnerships with other agencies and community-based organizations.

- The Head Start Reading Programs have been expanded via usage of the Bookmobile.
- Schools, community centers, and large events are all served more frequently by the Bookmobile.
- Summer reading programs at JKPL have also been expanded.
- Senior citizen outreach has yet to be conducted.

Goal 5

Description: Library staff will be offered education and training in the fields of library science and technology. This goal addresses *LSTA* priority #3: Provide training and professional development, including continuing education, to enhance the skills of the current library workforce and leadership, and advance the delivery of library and information services.

- JKPL staff have pursued numerous professional development opportunities, primarily focused on librarianship in the Pacific islands.
- JKPL has partnered with the Northern Marianas College (NMC) and the Public School System (PSS) in providing training to more CNMI librarians.
- A JKPL staff member enrolled in librarianship courses offered at NMC by the University of Hawaiʻi at Mānoa (UH Mānoa).
- No library courses have been created at NMC, and, as a result, JKPL staff have been unable to study toward degrees in library science.
- Evaluation of the effectiveness of these professional development opportunities has not been conducted.
- Data required to evaluate the diversity of JKPL patrons is not available.
- Staff turnover has decreased since 2008.

RECOMMENDATIONS

Based upon its evaluation, PREL recommends the following for JKPL:

1) Collect outcome data such as client satisfaction and demographic data of library patrons.
2) Create goals that are clearly defined with measurable benchmarks, and goals which are entirely within the authority of JKPL to execute.
3) Because data collection is very comprehensive, data-based decision making should be more frequent. Focusing on the decreasing ITC patron usage and circulation is advised.

Evaluation of the LSTA Five-Year Plan for the CNMI Joeten-Kiyu Public Library

BACKGROUND

In March 2012, PREL was contracted by JKPL to evaluate its *LSTA* Five-Year Plan. The intended audience for this evaluation process and report is JKPL staff and the Institute of Museum and Library Services (IMLS). JKPL staff will use the evaluation process to improve library services to the CNMI community, and alter their administrative operations to allow for better data-based decision making. IMLS will use the evaluation report as a summative assessment of JKPL's IMLS-funded activities.

SELECTION OF EVALUATOR

PREL was chosen as the evaluator for JKPL's *LSTA* Five-Year Plan due to a previous relationship developed between PREL's director of Library and Information Literacy Initiatives, and JKPL staff. PREL and JKPL staff have previously collaborated on numerous library-related projects in the CNMI.

Additionally, PREL has provided educational services to the CNMI for over two decades and is very familiar with the Commonwealth, its operations, and its culture. Richard Li, Evaluation Specialist at PREL, was selected as the Lead Evaluator. Mr. Li has previously worked with PREL's director of Library and Information Literacy Initiatives in evaluating other IMLS-funded projects.

COMMONWEALTH OF THE NORTHERN MARIANAS ISLANDS

The CNMI is one of two commonwealths of the United States. It is comprised of 15 islands located roughly 4,000 miles west of Hawai'i. The 2010 Census identified the population of the CNMI to be 53,883. The 2000 Census estimated that nearly 56% of the CNMI is ethnically Asian, 21% Chamorro, and 10% mixed. About 89% of the population speaks a language other than English at home.

In 2005, the estimated per capita gross domestic product (GDP) for the CNMI was $22,449. Unemployment was reported to be 8% (Department of Insular Affairs, 2012).[1] Internet access is available, although not as widespread as in the continental U.S., and more expensive. A monthly broadband Internet plan, for example, costs $126.35 (MCV Broadband, 2012).

In 2000, 69.2% of CNMI adults (defined as 25 years and over) held a high school diploma. 15.5% held a bachelor's degree or higher (2000 Census of Population and Housing, 2003).

EVALUATION PLANNING

PREL's evaluation of JKPL's *LSTA* Five-Year Plan is guided by respect for the uniqueness of the CNMI environment. The needs of the CNMI community differ greatly from communities in the continental U.S., and the operations of JKPL are designed to satisfy those particular needs. Our evaluation questions and methods, therefore, are likewise adapted for the specific context of the CNMI and JKPL.

Evaluation Questions
1) To what extent were the goals described in the *LSTA* Five-Year Plan achieved?
2) How was data used to alter the *LSTA* Five-Year Plan?
3) How can data be used to develop the next *LSTA* Five-Year Plan?

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[1] Due to the recent collapse of the garment and textiles industry in the CNMI, these figures are not representative of the current economic environment in the CNMI.

METHODOLOGY

DATA COLLECTION

A PREL evaluator visited JKPL in early March 2012 and interviewed all JKPL staff separately. During this visit, JKPL staff also provided PREL with the following sources of data and information:

- Patron usage data of the information technology center
- Computer class attendance
- Circulation records
- Inventory of equipment purchases
- List of Bookmobile locations
- List of JKPL personnel

DATA ANALYSIS

Patron Usage Data of the Information Technology Center

The ITC at JKPL requires users to login to workstations using their library identification numbers. Login activity has been recorded since October 2009. Raw records were exported by JKPL and given to PREL in Microsoft Excel format. PREL then tabulated all login activity in order to ascertain patron usage of the ITC.

Computer Class Attendance

Attendance is taken during every computer class offered at JKPL. Raw and finished data from 2011 and 2012 were provided to PREL in Microsoft Excel format. A PREL evaluator noted the finished results, but also analyzed the raw data to ensure validity.

Circulation Records

JKPL has electronic records of all circulation activity dating back to October 2009, disaggregated monthly. These raw data were exported in Microsoft Excel format and given to PREL. A PREL evaluator analyzed the information and tabulated annual circulation activities for JKPL.

Inventory of Equipment Purchases

An in-house accountant at JKPL tracks all purchases made by the library. The purchases are recorded by hand into an accounting ledger. The accountant transcribed all transactions originating from IMLS funding into electronic format and sent the list to PREL for analysis.

List of Bookmobile Locations

JKPL perused its Bookmobile schedule and delivered to PREL a list of locations served by the Bookmobile. The list is disaggregated by Head Start locations, youth centers, and other sites. Additionally, the list includes one-time events that were served by the Bookmobile.

List of JKPL Personnel

The Administrative Officer of JKPL provided PREL a list of JKPL staffing from 2008–2012. The list indicates who staffed each position, when they were staffed, and if certain positions were staffed at all.

FINDINGS

Findings are organized according to the five goals outlined in the JKPL *LSTA* Five-Year Plan. A description of each goal and the *LSTA* priorities it addresses introduces each finding. Those

descriptions are followed by summaries including what extent the goals' programs, output targets, and outcome targets were achieved, and then more detailed explanations of each of the components.

GOAL 1

All CNMI libraries will have up-to-date public computer access services, facilities, and trained staff to oversee all future automated innovations. This goal addresses *LSTA* priority #1: Expanding services for learning and access to information and educational resources in a variety of formats, in all types of libraries, for individuals of all ages.

Success of Goal 1

Programs	Did not complete	Somewhat complete	Complete
Continue to employ an ITC coordinator. Time frame: continually 2008–2012.			X
Contract an ISP provider to provide broadband Internet services. Time frame: 2008–2012.			X
Publicize availability of the new service and encourage an increase in online use at ITCs. Time frame: continually 2008–2012.			X
Provide ITC training for staff and weekly computer classes for patrons. Time frame: continually 2008–2012.			X
Output Targets			
Increase the number of CNMI islands with libraries connected to the Internet from two to three.			X
By 2012, all CNMI libraries will have at least one staff member with advanced ITC training and skills.		X	
Continued functioning of library ITCs through 2012, including upgrading and maintaining equipment and implementing new services.			X
Broadband connections are made available in all three libraries by 2009, increasing the quality and desirability of Internet access.		X	
Outcome Targets			
An increase in the number of patrons registered to use ITC facilities.	X		
Renewed patron interest in the library and the new computer services it will provide.	X		
Increase the amount of information and variety of sites patrons can access during a given session.			X

Programs

Program 1–Continue to employ an ITC coordinator. Time frame: continually 2008–2012.

The JKPL's ITC coordinator has been employed since 2000 and continues to be employed.

Program 2–Contract an ISP provider to provide broadband Internet services. Time frame: 2008–2012.
IT&E, the Internet service provider for JKPL, upgraded the library's connection from 2 MBPS to 6 MBPS.

Program 3–Publicize availability of the new service and encourage an increase in online use at ITCs. Time frame: continually 2008–2012.

After JKPL's connection was upgraded to 6 MBPS, the library began advertising its Internet connectivity as high-speed. Furthermore, computer classes were also advertised to the public. Similar advertisements were made when the libraries on Tinian and Rota received their broadband Internet connections. Advertisements were made in the local newspaper.

Program 4–Provide ITC training for staff and weekly computer classes for patrons. Time frame: continually 2008–2012.

Currently JKPL offers computer classes for patrons every Saturday. They are free and only require that patrons hold a library card in order to register. Four different classes are available—basic computing, word processing, spreadsheets, and PowerPoint presentations. Each class lasts four to five weeks.

Staff ITC training was conducted by the ITC coordinator for one week. The training consisted of basic computing skills and office applications. Follow-up training was also conducted in order to address recurring concerns and issues.

Output Targets

Output Target 1–Increase from two to three the number of CNMI islands with libraries connected to the Internet.

Prior to this Five-Year Plan period, the JKPL and the Tinian library had Internet connectivity. In February 2012, the Rota library received Internet connectivity, as well.

Output Target 2–All CNMI libraries will have at least one staff member with advanced ITC training and skills by 2012.

JKPL in Saipan has an on-site ITC coordinator with advanced training and skills. The ITC coordinator installed Horizon cataloging software and created the overall network architecture of the building. He also administers and oversees all Internet connectivity and server operations. He and the ITC assistant act as consultants for the information technology needs of the libraries on the other two islands. JKPL is not responsible for the staffing of those two libraries, and they do not have permanent on-site ITC coordinators.

Output Target 3–Continued functioning of library ITCs through 2012, including upgrading and maintenance of equipment and implementing new services.

A virtual desktop interface was installed in JKPL's ITC through which numerous desktops can be operated through one central server. Originally, two servers operated twenty workstations. However, the configuration was downgraded to sixteen workstations, operated by two servers, in order to allocate greater resources to each workstation and make room for an increasing number of patrons who bring in laptop computers.

Upgraded equipment includes at least 10 workstation computers, 19 monitors, 12 licenses of Microsoft Windows XP Pro, and 1 scanner.

Output Target 4–Broadband connections made available in all three libraries by 2009, increasing quality and desirability of Internet access.

As of February 2012, all three libraries are connected to IT&E's broadband Internet service.

<u>Outcome Targets</u>

Outcome Target 1–An increase in the number of patrons registered to use ITC facilities.

A strict count of ITC patron use over time is an inaccurate representation of patron ITC usage because the government of CNMI imposed an *austerity measure* during FY2011 (October 2010 to September 2011) to reduce spending. This measure resulted in limiting the operating hours of JKPL to only 4 days a week. Moreover, during 2011 a government shutdown closed the library for 1 week, and a malfunctioning circuit breaker drastically limited computer usage.

In order to develop a more accurate measure, PREL limited the scope of analysis to patron ITC usage in FY2010 and FY2011. PREL then removed from these 2 years patron usage for the months of October (when the government shutdown occurred in 2010) and August (when the circuit breaker was malfunctioning in 2011). The remaining raw patron count was divided by 43 to obtain a "patrons per week" count. These figures were then divided by 39 and 31 for FY2010 and FY2011 respectively to adjust for the reduced hours in FY2011. The resulting figure is a "patrons per hour" count for JKPL in FY2010 and FY2011, controlling for the reduced hours, government shutdown, and malfunctioning circuit breaker.

ITC Patron Usage at JKPL for FY2010 and FY2011

	Raw	Removing October and August	Usage Per Week	Usage Per Hour
FY2010	5,270	4,228	98.33	2.52
FY2011	2,881	2,370	55.12	1.78

Outcome Target 2–Renewed patron interest in the library and the new computer services it will provide.

ITC usage declined from FY2010 to FY2011, even when controlling for some circumstances that might have reduced usage. However, PREL's methodology does not account for factors such as patrons becoming frustrated over reduced hours and deciding not to use the library entirely, or more patrons having computers and Internet connectivity at home. Unfortunately, another measure does not exist to gauge patron interest in the library's computer services.

Outcome Target 3–Increase the amount of information and the variety of sites patrons can access during a given session.

Information and site variety has never been restricted at JKPL's ITC. However, slower connectivity speeds and older equipment restricted the amount of information and types of websites that patrons could successfully access. With a new broadband connection and upgraded equipment, JKPL patrons can now retrieve more information and access a greater variety of websites.

GOAL 2

Improve and expand the CNMI library and patron services by allowing access to a network of library catalogs, information sources, and services. This goal addresses *LSTA* priority #8: Developing library services that provide all users access to information through local, state, regional, national, and international electronic networks.

Success of Goal 2

Programs	Did not complete	Somewhat complete	Complete
Contract with an ISP for broadband services and equipment linking all three libraries through a dedicated connection. Time frame: 2008–2012.		X	
Provide continuing training for staff at each library location in the use of new equipment, software, and			X

cataloging procedures. Time frame: continually 2008–2012.			
Encourage public use and awareness of the Horizon catalog. Time frame: 2008–2012, as the catalog becomes available at each location.		X	
Convert current manual library catalogs on Tinian and Rota to online Horizon system. Time frame: 2008–2011.		X	
Gather statistics of patron usage and requests for studies to develop future services and library collections. Time frame: continually 2008–2012.			X
Output Targets			
Within 2 years, the three libraries will be connected and capable of using the online Horizon catalog that currently holds the JKPL collection and the Borja Collection of the NMC.		X	
Within 2 years, all libraries will have the capacity to store their catalog holdings in a centralized database of over 50,000 items with a broadband high-speed connection to all CNMI libraries.		X	
Outcome Targets			
Increase the number of interlibrary loan requests that will be generated and filled 75% or more.	X		
The CNMI public will have access to 100% of all circulating public library materials and standardized bibliographic records, regardless of location.		X	
Increase statewide circulation by 20% through collection development that will create more highly circulating and relevant collections at each CNMI library after studies of patron usage and information requests on the new network.	X		

Programs

Program 1–Contract with an ISP for broadband services and equipment linking all three libraries through a dedicated connection. Time frame: 2008–2012.

All three libraries have a broadband Internet connection. JKPL and the Rota library are linked to each other, but the Tinian library is linked to neither. Previously, the Tinian library was indirectly linked through the library at the NMC. However, after building a new Tinian library, the linkage has not been re-established.

Program 2–Provide continuing training for staff at each library location in the use of new equipment, software, and cataloging procedures. Time frame: continually 2008–2012.

Staff in the new Rota library received training in 2012. Their training included cataloging, circulation, performing Internet searches, and compiling statistics for reporting purposes. These workshops will be ongoing as the Rota library receives more patrons. The same professional development occurred for JKPL staff and Tinian library staff in 2011.

Program 3–Encourage public use and awareness of the Horizon catalog. Time frame: 2008–2012, as the catalog becomes available at each location.

On tours of the library, JKPL staff demonstrate using the Horizon catalog to patrons in order to promote its usage.

Program 4–Convert current manual library catalogs on Tinian and Rota to the online Horizon system. Time frame: 2008–2011.

Rota library's catalog has been converted to the Horizon system. Tinian library's catalog has not.

Program 5–Gather statistics of patron usage and requests for studies to develop future services and library collections. Time frame: continually 2008–2012.

In 2010, the JKPL ITC coordinator distributed surveys to patrons. The surveys asked about the popularity of books, open hours, and interest in computer programs. Due to the results from the survey, JKPL decided to limit computer class hours to increase the amount of ITC free time. The survey results were not provided to PREL.

Output Targets

Output Target 1–Within 2 years, the three libraries will be connected and capable of using the online Horizon catalog that currently holds the JKPL collection and the Borja Collection of the NMC.

Only JKPL and the Rota library use the Horizon catalog and are connected to each other. NMC's library uses a database system developed by a different vendor, and, as a result, is now incompatible with JKPL and the Rota library. This decision was made because, previously, the operation of NMC's catalog was dependent upon the catalog at JKPL. If JKPL lost power (power outages occur frequently on the CNMI), the NMC catalog would cease to operate as well.

Output Target 2–Within 2 years, all libraries will have the capacity to store their catalog holdings in a centralized database of over 50,000 items with a broadband high-speed connection to all CNMI libraries.

JKPL's catalog, and the Rota library's catalog, are stored in a centralized database. The catalog from the Tinian library is not electronically linked. Manual input of Tinian library's items into the main catalog has not occurred for 3 years.

Outcome Targets

Outcome Target 1–Increase the number of interlibrary loan requests that will be generated and filled 75% or more.

An interlibrary loan system has not been developed in the CNMI yet.

Outcome Target 2–The CNMI public will have access to 100% of all circulating public library materials and standardized bibliographic records, regardless of location.

JKPL and the Rota library are electronically linked, and their materials and items are accessible from both libraries. The Tinian library is not electronically linked to the other two, and its materials and items are not accessible from other branches.

Outcome Target 3–Increase statewide circulation by 20% through collection development that will create more highly circulating and relevant collections at each CNMI library after studies of patron usage and information requests on the new network.

Circulation records were analyzed by PREL according to the same methodology used for the ITC patron usage records. Circulation for the fiscal years of 2010 and 2011 were compared to ascertain change in circulation over time. Due to the government shutdown that occurred in October 2010, and the electrical problems in August 2011, the months of October and August were removed from both years to allow for a more accurate comparison.

The remaining raw circulation count was divided by 43 to obtain a "circulation per week" count. These figures were then divided by 39 and 31 for FY2010 and FY2011 respectively to adjust for the reduced hours in FY2011 due the government austerity measures. The resulting figure is a

"circulation per hour" count for JKPL in FY2010 and FY2011, controlling for the reduced hours, government shutdown, and malfunctioning circuit breaker.

Circulation at JKPL for FY2010 and FY2011

	Raw	Removing October and August	Circulation Per Week	Circulation Per Hour
FY2010	69,620	58,715	1,365.46	35.01
FY2011	54,976	46,199	1,074.40	34.65

GOAL 3

Strengthen the profile and interoperation of the CNMI library system through the creation of an accessible website and a dedicated system of online communication. This goal addresses *LSTA* priority #2: Providing electronic and other linkages among and between all types of libraries.

Success of Goal 3

Programs	Did not complete	Somewhat complete	Complete
Create a new domain for the CNMI website, catalog, and email. Time frame: 2008–2012.		X	
Create and host the CNMI libraries website and continually update and improve its information content, including database access and the Pacific Collection. Time frame: 2009–2012.		X	
Integrate the website and catalog by providing a link directing patrons into the catalog system. Time frame: 2009–2012.	X		
Appoint an interisland library liaison to coordinate joint projects and conduct regular workshops for staff development. Time frame: continually 2008–2012.	X		
Publicize and launch the website through CNMI statewide promotion and new user services including email reference and CD-ROMs for schools. Time frame: continually, and as new services are ready, 2009–2012.		X	
Work with other institutions to make websites that are part of a greater CNMI cultural and educational consortium. Time frame: 2008–2012.	X		
Evaluation of the website to determine usage, ease of use, and patron satisfaction. Time frame: annually 2009–2012.	X		
Output Targets			
Website will become operational by 2009 and contain information about all three libraries, services, and Pacific collections; it will be linked to the CNMI network catalog within 6 months after the completion of the catalog.		X	
By 2009, the CNMI libraries will have a dedicated system of communication and online interaction for staff and patrons.			X
Staff from all CNMI libraries will work together to create an online bibliography of over 1,000 Pacific island-related titles and exhibits and develop uniform standards of library service by 2011.		X	
By 2011, publicity will make all CNMI schools aware of the digitized CNMI collection and a library-made CD-ROM will be distributed to every school and key		X	

cultural organizations.		
Outcome Targets		
Web access to the CNMI libraries site will create greater awareness of the libraries and experience a yearly increase of 20% in the number of users who access our website, catalogs, and online services.	X	
The website will become a key tool for library staff use, as well as being accessible virtually anywhere by 2009.	X	
By 2010, library staff from the three libraries will develop a closer working relationship, improve their information technology skills, and develop uniform standards of library service.		X
Patrons will have remote access to the Pacific Collection and one new media-based program per year due to the initiation of interaction among CNMI libraries.	X	
The online Pacific Collection will be used by all CNMI schools and at least three key cultural organizations to enhance curriculum and increase awareness of Native American residents to their own cultural heritage.	X	

Programs

Program 1–Create a new domain for the CNMI website, catalog, and email. Time frame: 2008–2012.

The new domain for the library is [*www.cnmilibrary.com*]. This domain hosts the website and email operations for JKPL. Internet searching of the catalog is currently unavailable due to a lack of bandwidth. Searches can only be performed from within the library. The domain does not host the website, catalog, and email operations for the Tinian and Rota libraries.

Program 2–Create and host CNMI libraries website and continually update and improve its information content, including database access and the Pacific Collection. Time frame: 2009–2012.

The CNMI libraries website has existed for some time. However, it was rarely updated. It is now updated frequently with schedules for library programs, the Bookmobile, and news of newly received grants. Remote database access is currently unavailable due to a lack of bandwidth.

Program 3–Integrate the website and catalog by providing a link directing patrons into the catalog system. Time frame: 2009–2012.

This has not been accomplished due to a lack of Internet bandwidth.

Program 4–Appoint an interisland library liaison to coordinate joint projects and conduct regular workshops for staff development. Time frame: continually 2008–2012.

The ITC coordinator at JKPL performs staff development at all libraries in the CNMI, but an interisland library liaison has not been appointed.

Program 5–Publicize and launch the website through CNMI statewide promotion and new user services, including email reference and CD-ROMs for schools. Time frame: continually, and as new services are ready, 2009–2012.

Much of the advertising for the CNMI library website was performed in 2008 through collaboration with the CNMI PSS. All schools received a link to the library website, as well as physical flyers and brochures distributed by the Bookmobile via in-house visits. The ITC, EBSCO access, and computer

classes held at JKPL were also publicized via these methods. CD-ROMs with lesson plans, science projects, and curriculum materials were also developed and distributed to schools.

Because JKPL does not have a reference librarian, email references have not been performed.

Program 6–Work with other institutions to make websites that are part of a greater CNMI cultural and educational consortium. Time frame: 2008–2012.
This program has not been developed yet.

Program 7–Evaluation of the website to determine usage, ease of use, and patron satisfaction. Time frame: annually 2009–2012.
Feedback about the website has not been solicited because the website, which does not reflect the Tinian and Rota libraries, is still incomplete.

Output Targets

Output Target 1–Website will become operational by 2009 and contain information about all three libraries, services, and Pacific collections; it will be linked to the CNMI network catalog within 6 months after the completion of the catalog.
The CNMI libraries website is operational. However, it only reflects information from JKPL. Only basic contact information is listed for the Tinian and Rota libraries. The website is not linked to the CNMI libraries catalog.

Output Target 2–By 2009, the CNMI libraries will have a dedicated system of communication and online interaction for staff and patrons.
With the new domain, CNMI library staff now have dedicated contact information for communication and interaction. Email addresses are hosted through the [*www.cnmilibrary.com*] domain at [*www.cnmi.com*], and all staff also have Gmail email addresses. All email addresses are advertised on the CNMI libraries website.

Output Target 3–Staff from all CNMI libraries will work together to create an online bibliography of over 1,000 Pacific island-related titles and exhibits and develop uniform standards of library service by 2011.
A bibliography of materials from JKPL and the Rota library has been created. The bibliography is hosted locally on the JKPL server and is not available for online access. The Tinian library's materials have not been added to the bibliography.

A library service policy has been developed and adopted at all three libraries. Similarly, a patron use policy governing circulation and the ITC has also been developed and adopted at all three libraries.

Output Target 4–By 2011, publicity will make all CNMI schools aware of the digitized CNMI collection and a library-made CD-ROM will be distributed to every school and key cultural organizations.
The JKPL collection was advertised in the newspaper and through outreach performed by the Bookmobile. A CD-ROM advertising the library was not created.

<u>Outcome Targets</u>

Outcome Target 1–Web access to the CNMI libraries site will create greater awareness of the libraries and experience a yearly increase of 20% in the number of users who access our website, catalogs, and online services.

IT&E, the Internet service provider for the CNMI libraries, gifted extra storage space for the CNMI libraries website. However, in providing extra space, IT&E also moved the CNMI libraries website and eliminated its ability to track visits.

The ITC coordinator mentions that website visits are not an accurate indication of patron interest in JKPL. Many school libraries, for example, have the CNMI libraries website as the default home page. The ITC coordinator has also set the CNMI libraries website as the default homepage of numerous patron laptops. Repeated hits from these sources would skew the number of visits to the website.

Outcome Target 2–The website will become a key tool for library staff, as well as being accessible virtually anywhere by 2009.

The CNMI libraries website is accessible remotely, but no internal survey has been conducted regarding its usage by library staff.

Outcome Target 3–By 2010, library staff from the three libraries will develop a closer working relationship, improve their information technology skills, and develop uniform standards of library service.

The JKPL ITC coordinator has performed training at all three libraries. The libraries have also adopted the same administrative and patron service policies.

Outcome Target 4–Patrons will have remote access to the Pacific Collection and one new media-based program per year due to the initiation of interaction among CNMI libraries.

Remote access to CNMI libraries catalogs is not available yet.

Outcome Target 5–The online Pacific Collection will be used by all CNMI schools and at least three key cultural organizations to enhance curriculum and increase awareness of Native American residents to their own cultural heritage.

Remote access to the CNMI libraries catalog is not available yet, and thus cannot be used by CNMI schools.

GOAL 4

To make the library a pillar of resources and services for educational and cultural centers. This goal addresses *LSTA* priority #5: Developing public and private partnerships with other agencies and community-based organizations.

Success of Goal 4

Programs	Did not complete	Somewhat complete	Complete
Continuation and expansion of the Head Start Reading Program throughout the CNMI. Time frame: continually 2008–2012.			X
Schedule regular workshops or meetings with schools, literacy programs, and cultural centers to develop new outreach programs. Time frame: annually 2008–2012.			X
Work with other youth programs, community centers, and government agencies to create after school and summer reading programs. Time frame:			X

continually 2008–2012.		
Output Targets		
The continuation and expansion of the Head Start Reading Program to all CNMI schools by 2009.		X
Expand the Reading Program to one after school community and one government run summer youth center by 2009.		X
Create one new outreach program per year that will work with another agency to target a new group of underserved patrons.		X
Outcome Targets		
100% of all Head Start students will be read to once a month.		X
50% of senior citizens who have been denied access to library and computer services will take part in outreach classes at the Manamko Aging Center.	X	
Students attending after school and summer programs will have a story hour by 2009.		X
The number of different educational and cultural institutions working with the library will increase 150% by 2012.		X

Programs

Program 1–Continuation and expansion of the Head Start Reading Program throughout the CNMI. Time frame: continually 2008–2012.

JKPL serves the Head Start Reading Program through its Bookmobile. The Bookmobile visits Head Start sites and checks out books to students. Additionally, JKPL staff conduct a weekly Read Aloud Program for Head Start students. Currently, seven Head Start sites are served by the Bookmobile. They are:

1) Dan Dan Head Start
2) Tanapag Head Start
3) Oleai Head Start
4) Kagman Head Start
5) Chalan Kanoa Head Start
6) San Antonio Head Start
7) Garapan Head Start

Program 2–Schedule regular workshops or meetings with schools, literacy programs, and cultural centers to develop new outreach programs. Time frame: annually 2008–2012.

JKPL visits school parent-teacher associations (PTAs) regularly in order to advertise its Bookmobile services and Read Aloud program for Head Start. Schools served by the Bookmobile are:

1) Georgio T. Camacho Elementary School
2) Tanapag Elementary School
3) San Antonio Elementary School
4) Koblerville Elementary School
5) Kagman Elementary School
6) Dan Dan Elementary School
7) Juvenile Detention Unit

Program 3–Work with other youth programs, community centers, and government agencies to create after school and summer reading programs. Time frame: continually 2008–2012.

JKPL has developed numerous after school and summer reading programs. At JKPL, youth participate in the Summer Reading Program and Americorps volunteers come to the library after school to tutor students. The Bookmobile also provides after school and summer services to the community. Youth centers served by the Bookmobile are:

1) Garapan Youth Center
2) Tanapag Youth Center
3) Koblerville Youth Center
4) San Isidro Chalan Kanoa Youth Center

Additional sites served by the Bookmobile are:

1) San Roque Church
2) China Town Village
3) Tottoville
4) Dan Dan Basketball Court
5) Quarter Master Road
6) Kagman II Basketball Court
7) Kagman Community Center

Large events and public occasions frequently request library/Bookmobile presence at their activities. Some of these events include:

1) 25th American Red Cross Walkathon
2) Community Guidance Center, 5th and 6th annual Kick Butts Day
3) CNMI Community Emergency Response Team Walkathon
4) Division of Youth Services Coalition Diabetes Walkathon
5) Division of Youth Services 30th Anniversary

Output Targets

Output Target 1–The continuation and expansion of the Head Start Reading Program to all CNMI schools by 2009.
The Head Start Reading Program has been expanded to all CNMI schools. The list of schools can be found above in Goal 4, Program 1.

Output Target 2–Expand the Reading Program to one after school community and one government run summer youth center by 2009.
According to the list in Goal 4, Programs 2 and 3, the Reading Program has been expanded to more than one after school community and government run summer youth center.

Output Target 3–Create one new outreach program per year that will work with another agency to target a new group of underserved patrons.
According to the list in Goal 4, Program 3, more than one outreach program has been developed per year that works with another agency to target a new group of underserved patrons.

Outcome Targets

Outcome Target 1–100% of all Head Start students will be read to once a month.
Head Start students are read to weekly at 9:30 a.m. Each day the Bookmobile visits a different school to conduct the Read Aloud program.

Outcome Target 2–50% of senior citizens who have been denied access to library and computer services will take part in outreach classes at the Manamko Aging Center.
The Manamko Aging Center has yet to be served by outreach programs from JKPL.

Outcome Target 3–Students attending after school and summer programs will have a story hour by 2009.
The JKPL Summer Reading Program has story hour every Saturday. Children are read to, read books themselves, and are asked to summarize what they have read. Many children also participate in an additional crafts session after story hour. Children receive a certificate of completion for their efforts. An after school story hour has not been developed, but a Saturday story hour has been created.

Outcome Target 4–The number of different educational and cultural institutions working with the library will increase 150% by 2012.
According to the lists in Goal 4, Programs 1, 2, and 3, the number of different educational and cultural institutions working with the library has increased by more than 150%.

GOAL 5
Library staff will be offered education and training in the fields of library science and technology. This goal addresses *LSTA* priority #3: Provide training and professional development, including continuing education, to enhance the skills of the current library workforce and leadership, and advance the delivery of library and information services.

Success of Goal 5

Programs	Did not complete	Somewhat complete	Complete
Pursue professional education and training of staff through competitive grants and other means. Time frame: annually 2008–2012.			X
Provide continuing education and training of non-master's of library science (MLS) staff through staff development activities. Time frame: continually 2008–2012.			X
Coordinate with UH Mānoa to pursue library science classes and education for library staff, especially Native Americans. Time frame: continually 2008–2012.			X
Encourage the creation of community college-level library courses at the NMC. Time frame: 2009–2012.		X	
Have key staff members pursue an MLS or library science classes at an accredited school. Time frame: continually 2008–2012.	X		
Output Targets			
By the end of 2012, 75% of all library professionals will have a bachelor's degree or MLS.	X		
Grants, training, and educational spending will be awarded for library science programs. Time frame: 2008–2012.	X		

Outcome Targets		
Library staff will deliver more satisfactory library and reference services and increase in-house use of the library by 30%.	X	
The presence of native islanders in professional service roles will increase local patron use of the library by Chamorro and Carolinian patrons by 20%.	X	
The employment of staff with vested interest in the islands and their community will decrease the problem of staff turnover.		X

Programs

Program 1–Pursue professional education and training of staff through competitive grants and other means. Time frame: annually 2008–2012.
Recent budget narratives for the JKPL have included attendance at the Pacific Islands Association for Libraries, Archives, and Museums (PIALA) for the staff supervisor of JKPL. The budgets were funded by competitive grant awards. Staff have also attended the Association for Bookmobile and Outreach Services and the Association for State and Rural Libraries. In FY2010, the CNMI government shutdown prevented conference attendance, so funding was diverted to sending the JKPL Director to the American Library Association's annual conference later in the year.

Program 2–Provide continuing education and training of non-master's of library science (MLS) staff through staff development activities. Time frame: continually 2008–2012.
Through a Small Learning Communities grant, JKPL has been creating a community of librarianship in the CNMI. Every year since 2010, JKPL has provided training for all librarians in Saipan, including school librarians and academic librarians at the NMC. Training topics have included technical computer skills and usage of library servers. The Commonwealth Commissioner of Education has attended the trainings in order to learn more about library services that JKPL provides.

Program 3–Coordinate with UH Mānoa to pursue library science classes and education for library staff, especially Native Americans. Time frame: continually 2008–2012.
The University of Hawai'i has visited the CNMI in order to offer librarianship courses at the NMC. One JKPL staff member has enrolled in two separate courses offered in this manner. The courses were developed specifically for rural Pacific librarianship and discussed topics such as Pacific collections and archiving.

Program 4–Encourage the creation of community college-level library courses at the NMC. Time frame: 2009–2012.
Due to the lack of certified librarians in the CNMI, no library courses have been offered at the NMC. JKPL is working with the NMC to partner with Palau Community College, where library courses are offered by certified staff, to remotely access their coursework.

Program 5–Have key staff members pursue an MLS or library science classes at an accredited school. Time frame: continually 2008–2012.
Due to the lack of library science classes offered in the CNMI, staff members have been unable to enroll in an MLS program or study library science coursework. JKPL supported PREL in recruiting six individuals from the CNMI to enroll in the Library Education in the U.S.-Affiliated Pacific (LEAP) program, which enrolls Pacific island librarians in a distance MLS program at the University of North Texas.

Output Targets

Output Target 1–By the end of 2012, 75% of all library professionals will have a bachelor's degree or MLS.

Due to the lack of library science classes available in the CNMI, very few library professionals have their bachelor's and MLS degrees.

Output Target 2–Grants, training, and educational spending will be awarded for library science programs. Time frame: 2008–2012.

Training and spending for library science programs has not been achieved yet because the CNMI lacks certified librarians to develop and teach library science programs.

Outcome Targets

Outcome Target 1–Library staff will deliver more satisfactory library and reference services and increase in-house use of the library by 30%.

While many more services are provided at JKPL than before, particularly electronic services, collecting data on client satisfaction with library staff has yet to occur. Similarly, tracking staff use of library services has also yet to occur.

Outcome Target 2–The presence of native islanders in professional service roles will increase local patron use of the library by Chamorro and Carolinian patrons by 20%.

Both ITC patron usage data and library membership data do not ask patrons to identify their ethnicity or proxy information such as language spoken at home. As a result, the increase in Chamorro and Carolinian patrons at JKPL cannot be ascertained.

Outcome Target 3–The employment of staff with vested interest in the islands and their community will decrease the problem of staff turnover.

The following table illustrates staff employment at JKPL. The *X's* indicate turnover at the corresponding position from the previous year. The *N/A's* indicate that the position either did not exist, or was unfilled. (Due to how the data was presented, PREL evaluators are unable to determine which.)

Employment at JKPL 2008–2012

Position	2008	2009	2010	2011	2012
Director	N/A	N/A			
Administrative Officer					
Children's Assistant Librarian					
Library Assistant II			X (Promoted from Library Assistant I)		
Library Assistant I					
Library Assistant I			X (Promoted to Library Assistant II)		
Library Assistant I		N/A	N/A	N/A	
Library Assistant I		N/A	N/A	N/A	N/A
Library Outreach Assistant / Tutor		X			
Library Outreach Assistant / Tutor	N/A			X	

Library / Bookmobile Assistant	N/A	X (Changed from Technical Support Assistant)	X		
ITC Coordinator					
Technical Support Assistant		X (Changed to Library/ Bookmobile Assistant)			

DISCUSSION

MODIFICATIONS TO THE FIVE-YEAR PLAN

According to JKPL staff, no modifications were made to its Five-Year Plan.

DATA-BASED DECISION MAKING

JKPL presented some evidence of data-based decision making. Specifically, Goal 2, Program 5, which states, "Gather statistics of patron usage and requests for studies to develop future services and library collections," required the collection of data which informed a decision. Based upon the results of patron usage information, computer class hours were shortened in order to allow for more free time in the ITC.

UNCLEARLY DEFINED GOALS

Some goals set by JKPL were not specifically defined and difficult to evaluate. For example, Goal 1, Outcome 2, states, "Renewed patron interest in the library and the new computer services it will provide." This outcome does not specify what exactly "renewed patron interest" is, how it will be measured, or how much renewed patron interest is necessary to achieve this outcome.

Another example of an unclearly defined goal is Goal 1, Outcome 3, which states, "Increase the amount of information and variety of sites patrons can access during a given session." This outcome does not stipulate to what extent patrons' access to sites should be increased. Nor does it mention how patrons' access to sites should be increased.

As a result of these unclearly defined goals, it was challenging to determine whether or not these outcomes had been achieved. Moreover, it is possible that the vaguely worded goals contributed to the lack of activity in achieving them. Without a clear understanding of how renewed patron interest should be measured, library staff might have been confused about how they should increase library interest from patrons, and refrained from acting all together.

LACK OF AUTHORITY IN ACHIEVING GOALS

JKPL set some goals that it did not have complete authority to achieve. While JKPL is the primary library of the CNMI, it does not operate the libraries on Tinian and Rota. Those libraries are staffed and managed by the mayors' offices of the respective islands. JKPL offers consultation and collaboration, but does not provide direct administrative oversight. Nevertheless, numerous goals in JKPL's Five-Year plan require specific actions from Tinian and Rota libraries.

For instance, Goal 1, Output 2, reads, "All the CNMI libraries will have at least one staff member with advanced ITC training and skills by 2012." Due to the management structure of the CNMI libraries, goals such as these are not under the jurisdiction of JKPL to accomplish.

Other goals concerned enrolling staff in continuing education. Goal 5, Program 5, reads, "Have key staff members pursue an MLS or library science classes at an accredited school. Time frame: continually 2008–2012." However, whether or not such continuing education is offered is outside of the purview of JKPL. The NMC is the only institute of higher learning in the CNMI, and does not offer

library science classes due to a lack of qualified instructors. This goal, like the one mentioned above, is not within the authority of JKPL to achieve.

MISSING OUTCOME DATA

The following JKPL goals require some kind of outcome data, whether they be patron registration or staff usage.

Goal	Description
Goal 3, Outcome 2	The website will become a key tool for library staff, as well as be accessible virtually anywhere.
Goal 5, Outcome 1	Library staff will deliver more satisfactory library and reference services and increase in-house use of the library by 30%.
Goal 5, Outcome 2	The presence of native islanders in professional service roles will increase local patron use of the library by Chamorro and Carolinian patrons by 20%.

In the first two cases, a feedback survey would be necessary to collect information from library staff about how much they use library services, and from patrons about how successfully library staff assists them. In the last case, library membership information needs to capture the ethnicity of patrons. In none of these cases was the outcome data available for analysis.

Gathering this type of outcome data is time consuming and it is possible that difficulty deterred collection from even beginning. The last case asks for a comparison between current data and data from previous years. However, this data has never been collected—neither before nor after the goal was developed—since JKPL's library registration system has never captured the ethnicity of patrons. Without the outcome data, it was not possible to determine the success of these goals.

RECOMMENDATIONS

Based upon the evaluation conducted, PREL has developed for the following recommendations for JKPL.

COLLECT OUTCOME DATA

While data collection in general seems very strong, little outcome data collection has been conducted. New JKPL services, such as the website and its numerous programs, have not been assessed. Performing outcome evaluations is time consuming and resource intensive. It is unrealistic for JKPL to assess outcomes for all of its services. However, staff should decide which services are most important to evaluate, and develop instruments to measure those particular services.

Given the emphases of the Five-Year Plan, PREL suggests that the JKPL website, ITC, and Bookmobile outreach efforts be considered for outcome evaluation. Additionally, if JKPL wishes to increase the diversity of the patrons it serves, it should also collect appropriate data for new library registrants so it can identify diversity in its patrons. Relevant information would be age, ethnicity, place of birth, and language spoken at home.

CREATE FOCUSED GOALS

Goal development was very strong overall, but the wording and ambition of some goals prevented them from actually being achieved. These were identified in the discussion section as *unclearly defined goals*, and goals that required activity from outside organizations.

Therefore, for its next Five-Year plan, JKPL should create goals that are more clearly defined. Outputs and outcomes should be associated with measurable benchmarks, as opposed to general language. For example, "renewed patron interest," could read, "JKPL ITC usage will increase by 10% each year compared to the previous year."

Furthermore, JKPL should create goals that fall within the authority of JKPL to achieve. Goals that require resources or decision making from other organizations cannot be fully controlled by JKPL, and are vulnerable to incompletion. Alternatively, JKPL could refocus their goals to concentrate on the aspects that it can control. For instance, as mentioned before, the goal that all CNMI libraries have an ITC coordinator is difficult to achieve because JKPL is not responsible for staffing other libraries. Instead, the goal could be modified to read "JKPL will encourage other CNMI libraries to hire ITC coordinators." This modified goal is similar in intent, but much more achievable for JKPL than the original.

USE EXTANT DATA TO INFORM THE NEW FIVE-YEAR PLAN

While JKPL did use data to make decisions, the comprehensiveness of its data collection suggests that data-based decision making could have been much more widespread. Using its data to inform its new Five-Year Plan would establish a favorable future precedent at JKPL for using data to make decisions.

Specifically, it appears that ITC patron usage and circulation at JKPL are both decreasing, even when controlling for the reduced hours, government shutdown, and electrical problems of the facility. JKPL can use this data as an impetus to develop an instrument to collect outcome data (see first recommendation) to determine why patron usage of these two services is diminishing. Possible explanations could be increasing patron laptop use, leading to a decrease of ITC workstations. More patrons might be accessing information online, leading to a decrease in circulation.

After this information has been collected and analyzed, JKPL can use the results to inform goal setting for these two activities in the next Five-Year Plan. Perhaps more space for laptops needs to be created, or resources diverted from receiving physical materials to acquiring more electronic materials.

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APPENDICES

APPENDIX A. LIST OF ACRONYMS
- PREL–Pacific Resources for Education and Learning
- CNMI–Commonwealth of the Northern Marianas Islands
- JKPL–Joeten-Kiyu Public Library
- *LSTA–Library Services and Technology Act*
- ITC–Information Technology Center
- NMC–Northern Marianas College
- PSS-Public School System

APPENDIX B. LIST OF PEOPLE INTERVIEWED

- Executive Director
- Administrative Officer
- Children's Library Associate
- Library Assistant II
- Library Assistant I
- ITC Assistant
- ITC Coordinator

APPENDIX C. BIBLIOGRAPHY OF ALL DOCUMENTS REVIEWED

Joeten-Kiyu Public Library. (2012). *Circulation records.* Unpublished internal document.

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