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# Commonwealth of the Northern Mariana Islands State Library

Library Services and Technology Act

Grants to States Program Implementation Evaluation  
FFY 2018 - FFY 2022

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Library Director

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# EVALUATION SUMMARY

## Introduction

This is an evaluation of the implementation of the 2018-2022 Five Year Plan for the Library Services and Technology Act (LSTA) Grants to States<sup>1</sup> program for the Commonwealth of the Northern Mariana Islands (CNMI) State Library (CNMISL). The Institute of Museum and Library Services (IMLS) is the federal agency responsible for implementing the LSTA, which distributes federal funds to each of the U.S. states and territories. The IMLS' authorizing legislation requires LSTA fund recipients to conduct an independent evaluation of each Five Year Plan period for programs funded. This report is based on a review of three years of performance, with a focus on Federal Fiscal Year (FFY) 2018 - FFY 2020 as the primary data available at the time of evaluation.

The CNMISL is the only public library system in the CNMI and is also the designated State Library Administrative Agency (SLAA).<sup>2</sup> CNMISL reports directly to the Commonwealth Library Council (CLC), appointed by the CNMI Governor. CNMISL oversees the technical aspects of library operations for the main library facility in Saipan (JKPL), as well as for the Antonio C. Atalig (ACA) Memorial Library on the island of Rota, the Tinian Public Library (TPL) on the island of Tinian, and the new Fernando M. Benavente Memorial Library on Saipan, in collaboration with the respective mayors of Rota and Tinian municipalities. CNMISL employs 19 Full Time Equivalent (FTE) staff members and six Librarians across four library locations, a bookmobile, and a Technology Mobile Express,<sup>3</sup> both of which operate on Saipan.

An end user survey conducted by the evaluators in 2021 underscored the critical role that JKPL plays in the community. Nearly a third (28%) of respondents report that their family comes to the library at least once a week, and over 60% of respondents report that they have seen significant improvement in their own or their children's reading ability thanks to the library's services and programs over the past three years. Because internet access is prohibitively expensive due to geographic challenges in the CNMI, many people do not have home internet, making the library a crucial free internet access point for users. A quarter of respondents report having no home internet access beyond their phone, and 25% say they come to the library to use public access computers. In a broader community survey conducted by the library in 2018, 39% of 605 respondents reported coming to the library to use technology, including accessing the internet and printing services. Lastly, nearly a third of respondents to the 2021 survey reported relying on the library's free meal pick up services during the pandemic to supplement their family's

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<sup>1</sup> The report will refer to the Library Services and Technology Act's Grants to States Program simply as LSTA throughout this report.

<sup>2</sup> CNMISL and JKPL are used interchangeably throughout this report.

<sup>3</sup> The Technology Mobile Express is a bookmobile filled with technology instead of books (mifi, laptops, tablets)

nutrition, offered in collaboration with the PSSCNP under the USDA Summer Food Service Program.

Given the CNMI estimated 2020 population of 47,329,<sup>4</sup> the CNMI's annual LSTA allotment from the IMLS of approximately \$79,690<sup>5</sup> thousand per year translates into \$1.68<sup>6</sup> per person on an annual basis. This comprises one of the smallest total allotments of LSTA funds among all of the states and territories that receive LSTA funding. Compared to regional peers,<sup>7</sup> JKPL is fortunate to have strong financial support from the local government – 39% higher than the regional average.<sup>8</sup> The vital role that JKPL plays in the community is highlighted by the high level of library visits, circulation, and library wifi usage compared to the regional averages. Despite the many successes of the library, funding per capita is still far below the national average, and LSTA funds alone are inadequate to meet the library and information needs of residents. The CNMISL's challenge has been to find ways to stretch that \$1.68 per person to provide truly transformative library services; to leverage a small amount of money to accomplish major results by strategically deploying funds, including some public and private monies where available, in support of library and information services. The library had the additional challenge during the evaluation period of providing services and meeting emerging needs while in the midst of two major natural disasters.

In October 2018 a super-typhoon hit the island, deeply impacting the population, and damaging library buildings, resources, and a bookmobile. Following this, from March to May 2020, JKPL was closed by government directive due to the COVID-19 pandemic and had to quickly pivot to meet the needs of its users during this global crisis. This context is critical in understanding the choices CNMISL made in the innovative ways they supported users and transformed library spaces, both virtual and physical, during these turbulent times.

There are three goal statements in the CNMISL 2018-2022 LSTA Plan. They are:

**GOAL 1: Literate CNMI**

CNMI libraries provide equitable access to literacy services and programs so that the CNMI community can be successful in all of life's endeavors.

**GOAL 2: 21st Century Skills**

CNMI libraries provide training and access to information for library users and staff so that they have the skills needed to be successful in the 21<sup>st</sup> century.

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<sup>4</sup> 2020 Census <https://www.census.gov/data/tables/2020/dec/2020-commonwealth-northern-mariana-islands.html>

<sup>5</sup> Four Year LSTA Grants to States Allotment average ((FFY 2018 State allotment + FFY 2019 State allotment + FFY 2020 State allotment + FFY 2021 State allotment) / 4)

<sup>6</sup> Four Year LSTA Grants to States State allotment average / United States Census Bureau population estimate July 1, 2020

<sup>7</sup> IMLS defines CNMI's regional peer group as the "Outlying Areas," including American Samoa, Guam, CNMI, Puerto Rico, and the U.S. Virgin Islands.

<sup>8</sup> Public Library Survey, FFY 2019 (latest available data).

### GOAL 3: Maintain & upgrade CNMISL Technology Infrastructure

Meet CNMI patrons' needs for workforce development by improving the technological infrastructure for the entire Library System. Provide Internet access for patrons in all public library facilities via patron-owned devices connected to wireless service provided by CNMISL.

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## Agency's Internal Assessment and Evaluator's Assessment

As part of the assessment process, the evaluators asked Erlinda Naputi, Director of JKPL, as well as other key staff identified by the Director, to offer their appraisal of progress their agency had made toward achieving each of the three goals included in the *CNMISL LSTA Five Year Plan 2018-2022*. The evaluators prefaced their request for this internal assessment by noting the fact that the state was only three years into the implementation of the Five Year Plan. Consequently, it was acknowledged that it was unlikely that all goals would be completely or finally achieved. Table 1 offers a summary of both the CNMISL's internal assessment and the evaluators' conclusions.

**Table 1. CNMISL's and Evaluator's Assessment of Achievement**

GOAL	CNMISL's Internal Assessment	Evaluators' Assessment
GOAL 1: Literate CNMI	Achieved	Achieved
GOAL 2: 21st Century Skills	Achieved	Achieved
GOAL 3: Maintain & upgrade CNMISL Technology Infrastructure	Achieved	Achieved

**Goal 1 - Literate CNMI:** The evaluators' conclude that CNMISL has **ACHIEVED Goal 1**. The library developed and supported successful adult and early and emergent literacy programs, such as Motherread/Fatheread CNMI, in-person and virtual Storytimes in English and Chamorro, and Stationary Activities. The library provided innovative services and programs that encouraged reading and community involvement, including community cultural classes ranging from oral history workshops to talaya throw net fishing classes, foreign language classes, and the Cultural Corner. These programs serve to heighten community involvement and cement the role of the library as a community anchor. Importantly, CNMISL pivoted and continued to provide these services virtually or distanced in the midst of a global pandemic, as well as in the aftermath of supertyphoon Yutu, when the library additionally served as the first FEMA relief center opened on Saipan. The library's work developing and encouraging community involvement positioned them well to serve two critical community functions during the pandemic in what may be the best example of outstanding success in the midst of a trying situation: as a

distribution site for the CNMI Public School System (PSS) Child Nutrition program, ensuring that students had meals during virtual learning, and in providing direct support for the community to understand and file Pandemic Unemployment Assistance (PUA) and Federal Pandemic Unemployment Compensation (FPUC) applications to the CNMI Department of Labor.

The library additionally met all Goal 1 target outputs as stated in the Five Year Plan, with the exception of one that was derailed by the pandemic. Outputs were fulfilled, as adult learners generally reported meeting their literacy goals, the time that parents spend reading to their preschool children increased, participants in library programs reported an increased sense of community, and low-income families increased use of library services and collection materials. Within the evaluation period before the pandemic, materials circulation increased 33.9%.

**Goal 2 - 21st Century Skills:** Based on a review of both the continuing education opportunities in which staff participated, as well as the resulting programs offered to the public in computer literacy, health, and financial skills and the volunteer program, the evaluators conclude that CNMISL has **ACHIEVED Goal 2**. Before the pandemic, CNMISL funded staff attendance at library-related training opportunities and conferences both on- and off-island so that staff are able to continuously provide quality library services to the community. Due to the time zone difference, staff are not often able to participate in online synchronous professional development, as it all occurred in the middle of the night. Similarly, travel restrictions limited the ability to bring trainers to the island. This posed challenges for ongoing continuing education goals. Staff provided numerous crucial trainings that support 21st century skills to the community, including a wide range of technology courses out of the Information Technology Center (ITC) and self-paced Applied Digital Skills online courses. Working with community partners, the library also provided a range of health literacy programs. The library also worked to expand its volunteer program until renovations at the main location in addition to the pandemic halted progress. When the global pandemic struck midway through the Five Year Plan period, it caused disruptions not only to professional development opportunities for staff, but also limited in-person classes offered to patrons by the library for a time. These disruptions prevented CNMISL from utilizing the full LSTA allocation and small amounts of LSTA funding were returned in FFY 2019 and FFY 2020 as a result. Staff persevered, and continued to fulfill planned activities for Goal 2 to the extent possible. CNMISL pivoted to provide help where the community needed it most and four CNMISL staff were trained in providing adjudication, technology support, call center services, and verification and certification of applications for over 33,000 filers who submitted their PUA and FPUC applications to the CNMI Department of Labor during COVID.

The library successfully completed almost all Goal 2 target programs and most outputs and outcomes as stated in the Five Year Plan. The library increased awareness of library activities via promotional methods such as social media; customers reported that staff provided efficient and effective customer service; staff increased their knowledge and skills based on participating in professional development; reference services increased by 151.9% pre-pandemic; and a measurable program for computer literacy was developed.

**Goal 3 - Maintain & upgrade CNMISL Technology Infrastructure:** The evaluators conclude that CNMISL has **ACHIEVED Goal 3**. CNMISL provided an ebook subscription service, up-to-date online public access technology infrastructure, and developed and supported libraries as local community hubs for broadband activity. Funds were used to upgrade public access computers and equipment at all three branches of CNMISL; to provide printers, laptops, and projectors; and to pay for other technology services critical to the library's ability to serve the public such as website hosting, the RFID Security System, and the OPAC. The library leveraged the new printers during COVID to assist the community by freely printing resumes and job application materials, as well as PUA and FPUC applications. The first tablets were made available to patrons on the islands of Rota and Tinian, and LSTA funds were used to install technology at the newly opened Fernando M. Benavente Memorial Library on Saipan, which serves the community in a particularly economically disadvantaged area. E-books were made available through the ILS system for the first time and were used by over a third of respondents to the evaluators' patron survey. Goal 3 received high praise in the evaluators' stakeholder survey, in which community partners, Friends of the Library, and staff highlighted the many ways in which these expenditures assisted in workforce development and helped bridge the digital divide.

The library additionally completed all of Goal 3 target programs and the majority of outputs and outcomes as stated in the Five Year Plan. As successful outcomes, patrons enjoyed a larger selection of reading materials and were able to perform more activities online, had more online resources available to use, and website/OPAC upgrades improved the OPAC search and reservation experience. A number of target outputs were well exceeded prior to the pandemic. From FFY 2017 to FFY 2019, patron visits increased 42%, registered borrowers increased 17.6%, and laptop and mifi use increased by 151.3% and 968.7% respectively. Additionally, the total collection increased by 25% from FFY 2018 to FFY 2022.

**A-2. To what extent did CNMISL's Five-Year Plan activities achieve results that address national priorities associated with the Measuring Success focal areas and their corresponding intents?** Programs conducted with LSTA funds mapped to every focal area and virtually every intent.

**A-3. Did any of the following groups<sup>9</sup> represent a substantial focus for CNMISL's Five-Year Plan activities?** The following groups met the 10% threshold identified by the IMLS as representing a substantial focus for LSTA-funded activities: Library workforce, individuals living below the poverty line, Individuals that are unemployed/underemployed, Ethnic or minority populations, and School-aged youth (age 6-17).

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<sup>9</sup> The groups are: Library workforce (current and future); Individuals living below the poverty line; Individuals that are unemployed/underemployed; Ethnic or minority populations; Immigrants/refugees; Individuals with disabilities; Individuals with limited functional literacy or information skills; Families; Children ages 0-5; School-aged youth.

CNMISL will make the evaluation report available on the website and utilize the results for developing the next LSTA plan. The evaluators have used a mixed-methods approach utilizing focus groups, interviews, surveys and review of administrative data and website to complete this evaluation.

## EVALUATION REPORT

“We are thankful for all the funding assistance made available to our small library community. We are truly grateful for all the opportunities our public library has to offer. We have a great public library, full of humble, courteous, and friendly employees!” - Community Partner

### Background

The CNMI is made up of 14 islands of the Mariana archipelago in the northwest Pacific with a land mass of 179 square miles, including Guam, the largest and southernmost island in the archipelago, which is separately administered by the U.S. as a non-incorporated territory and not included in this evaluation report. The CNMISL is the SLAA that manages the LSTA Program for CNMI. The system is composed of three main library branches: the main library, JKPL, which is located on Saipan; the Antonio C. Atalig Memorial Public Library, which is located on Rota island; and the Tinian Municipal Public Library on Tinian island. Virtually all of the CNMI's population of 47,329 resides on the three southern islands of Saipan, Tinian, and Rota. Saipan (population 43,385), home to 91.7% of the CNMI's population, is the seat of the CNMI government and possesses the bulk of the CNMI's commercial infrastructure. Tinian (population 3,136) and Rota (population 2,044) make up the remaining 8.3% of the population. Geographically, the CNMI is closer to the Asian mainland than to either Hawaii or the continental U.S. Its location and insular geography make travel, especially to the U.S. mainland, expensive and time consuming. These logistical challenges affect the library's operations and professional development opportunities.

A 2010<sup>10</sup> Census Bureau estimates put the ethnic population of CNMI at 50% Asian (including 35.3% Filipino), 34.9% Native Hawaiian or other Pacific Islander (including 23.9% Chamorro and 4.6% Carolinian), and 13% two or more other ethnicities or races. Only 17% of the population speak English as a first language, while the first language for a third of the population is a Philippine language, 24.1% Chamorro, 10% speak other Pacific Island languages (including Carolinian), and 7% speak Chinese as a first language.<sup>11</sup> English, Chamorro, and Carolinian are all official languages.

As of data last reported by the Census in 2009, 44% of all households earn below the poverty level; this number increases to 57% of households with children under five year old. Only 15% of adults have a bachelor's degree, while 18% never completed high school or its equivalent.

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<sup>10</sup> Demographic profiles have not yet been released for CNMI for the 2020 census.

<sup>11</sup> <https://www.cia.gov/the-world-factbook/countries/northern-mariana-islands/>



Forty percent of the working population does not have full time work<sup>12</sup> and a third of the population has no health insurance.<sup>13</sup>

In October 2018 when CNMI was still recovering from 2015’s typhoon Soudelor, super-typhoon Yutu made landfall on the islands of Tinian and Saipan. Yutu was the strongest typhoon ever recorded to impact the Mariana Islands and the second-strongest to strike the United States or its territories. Two-dozen citizens lost their lives and at least 133 others were injured. Significant portions of the island’s buildings and critical infrastructure were damaged or destroyed.<sup>14</sup> This storm left thousands without homes, and deeply impacted the CNMISL and its users. The typhoon toppled the library’s new bookmobile, and the main library facility on Saipan was flooded with 2-3 inches of water. Despite these damages, JKPL was able to keep library doors open in Saipan, serving as the first FEMA disaster center opened on the island. This was enabled by a FEMA-supplied generator. Staff opened the doors every morning at 6:00am and did not leave until 9:00pm during this difficult recovery time. When the typhoon hit, only the library director had completed Disaster Preparedness training. The library hopes to extend this training to all library staff in the future due to the likelihood of similar future catastrophes. Staff’s dedication and hard work during this time was highlighted in survey comments, such as:

"After the two typhoons the resiliency of the staff of the Library is superb!"

**Table 1. PLS FY2019 data, CNMISL compared to peer average (Outlying Areas)**

Statistic (PLS, FFY2019)	Outlying Areas average	CNMI	% difference
Staff per 25k capita	5.65	9.24	63.7%
Librarian per 25k capita	1.12	2.92	160.9%
Local funding per capita	\$ 9.37	\$ 13.02	39.0%
Collections per capita	1.49	1.79	20.1%
Visits per person	1.39	2.88	107.2%
Circulation per capita	0.38	1.06	178.9%
Wifi usage per capita	0.03	0.05	66.7%

Compared to regional peers,<sup>15</sup> JKPL is ahead in many areas, as shown in Table 1. JKPL is lucky to have strong financial support from the local government – 39% higher than the regional average. This funding allows JKPL to have more staff and collections per capita than the regional average. JKPL

enjoys 160% more librarians per capita among its staff than the regional average. JKPL’s community outreach efforts and creative programming show excellent returns and its value in the community, highlighted by the high level of library visits, circulation, and library wifi usage JKPL experiences compared to the regional average.

<sup>12</sup> “Full time work” is defined as working fewer than 35 hours per week

<sup>13</sup>[http://www2.census.gov/census\\_2010/10-Island\\_Areas\\_Detailed\\_Cross\\_Tabulations/CNMI/CNMI\\_2010\\_Census\\_Detailed\\_Crosstabulations\\_Part1\\_v3.xlsx](http://www2.census.gov/census_2010/10-Island_Areas_Detailed_Cross_Tabulations/CNMI/CNMI_2010_Census_Detailed_Crosstabulations_Part1_v3.xlsx)

<sup>14</sup> <https://www.fema.gov/press-release/20210318/super-typhoon-yutu-one-year-later>

<sup>15</sup> IMLS defines CNMI’s regional peer group as the “Outlying Areas,” including American Samoa, Guam, CNMI, Puerto Rico, and the U.S. Virgin Islands.

JKPL contracted with Quality Metrics, a firm specializing in library consulting, to perform the evaluation of the Five Year Plan for FFY 2018 - FFY 2022. The primary evaluators were Joyce Chapman and Genya O’Gara, with Martha Kyriolidou providing administrative, research, and editorial support. Ms. Chapman conducted the evaluation of JKPL’s FFY 2013 - FFY 2018 LSTA implementation plan, and brought her understanding of the goals of CNMISL and the needs of the communities to the current evaluation. The evaluators have no other affiliation or past relationship with the library or any staff member of the library. The primary audiences intended for this report are the IMLS, who use the reports to understand trends and inform policy at the federal level; CNMISL, who will use the report to reflect on the past and plan for the future; and the citizens of CNMI, who may use the report to better understand how the territory’s LSTA funds are used. A broader community of state librarians, library development officers and consultants are also interested in library issues across the US and its territories. The report will be made publicly available on the IMLS’ website, and CNMISL is free to distribute or make the report public in any other way desired.

## Overview of the Five Year Plan

There are three goals in CNMISL’s *LSTA Five Year Plan 2018-2022*. Each of the goals is stated below, and LSTA-funded activities carried out in support of the goal are described. Finally, the evaluators’ assessment of whether each goal has been achieved, partially achieved, or not achieved is presented. Table 2 shows the distribution of spending across goals and years, as well as cumulative expenditures during the three-year evaluation period. Due to disruptions caused to planned expenditures by the pandemic, CNMISL returned small amounts of unused LSTA funds in both FFY 2019 and FFY 2020.

**Table 2. CNMISL LSTA expenditures by year and goal**

Goal	FFY 2018 LSTA Expenditure	FFY 2019 LSTA Expenditure	FFY 2020 LSTA Expenditure	3-Year (FFY 2018- 2020) Total	% TOTAL Expenditures
<b>1: Literate CNMI</b>	\$13,290.00	\$13,340.00	\$17,234.77	\$43,864.77	18.34%
<b>2: 21st Century Skills</b>	\$45,698.00	\$25,929.00	\$13,424.50	\$85,051.50	35.55%
<b>3: Maintain &amp; upgrade CNMISL Tech Infrastructure</b>	\$17,348.00	\$34,468.00	\$44,388.02	\$96,204.02	40.22%
Goal subtotal	76,336.00	73,737.00	75,047.29	\$225,120.29	94.11%
Total allotment	\$79,735.00	\$79,904.00	\$79,580.00	\$239,219.00	100.00%
Returned funds		\$3,217.00	\$1,531.71		

% Admin costs	4.26%	3.48%	3.97%		3.90%
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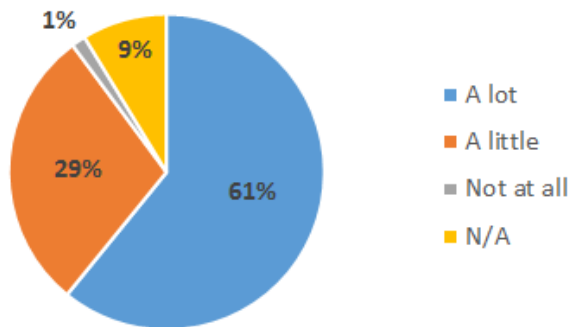
## Goal 1 Retrospective Assessment

*Goal 1: Literate CNMI. CNMI Libraries aim to provide equitable access to literacy services and programs so that the CNMI community can be successful in all of life’s endeavors.*

### Description and Discussion

In pursuit of Goal 1, CNMISL developed and supported adult literacy services and programs (Program I), early and emergent literacy services and programs (Program II), and services and programs that support and encourage reading and community involvement (Program III). Goal 1 expenditures represent 18.34% of the total LSTA allotment for the FFY 2018 – FFY 2020 period. LSTA funds were used for materials and supplies associated with programming, and also to cover staff wages for the Information Technology Center (ITC) Coordinator, a critical staff position that delivers all technology training and maintains the ITC.<sup>16</sup> This position would not be possible without LSTA funding. In an end user survey conducted by the evaluators in fall 2021,

In the past three years, have you seen improvement in your own or your children’s ability to read because of library services or programs?



50% of respondents reported that they come to the library in order to improve their or their family’s reading skills, and over 60% report that they have seen significant improvement in their own or their children’s reading ability due to the library’s services and programs over the past three years. CNMISL partnered with over 150 organizations and agencies to provide quality library services and programming to the community on the islands of Saipan, Tinian, and Rota. In a survey of library stakeholders conducted by the evaluators (“the stakeholder survey”), 55% of respondents praised

programs funded by Goal 1. Comments highlighted the importance of varied programs from Motherread/Fatheread CNMI to technology and digital literacy courses and ukulele lessons. Library stakeholders emphasized the impact of programming expenditures in overcoming the digital divide:

<sup>16</sup> In FFY 2018 - FFY 2020 the entire salary and benefits of the ITC Coordinator were paid from LSTA funds. CNMISL split the funds evenly across all three goals in the SPR to represent the fact that this position contributes to facets of each goal. Beginning in FFY 2022, this position will be transferred to local funds.

“Literate CNMI...provides many particularly in poverty stricken communities the chance to thrive and compete with others more educated and the privileged.”

- Friend of the Library

## Early and emergent literacy services and programs



LSTA funds have supported a wide variety of programs targeted at early literacy, including the Collaborative Summer Library Program (CSLP); Early Literacy Story Hour and Children's Story Hour; family literacy classes (including Motherread Fatherread CNMI); National Library Week celebration events; 1,000 Books Before Kindergarten; Saturday Celebrity Storytime; Book-a-Treat; and Children's

Library Stationary Activities. In a broad community survey conducted by the library in 2018, 43% of 605 respondents reported coming to the library for children's programming and books.

A staple CNMISL offering across years is Storytime (also called “read aloud”) for children, which is held in both English and Chamorro, the native language of many citizens. The library plays an active role in fostering children's knowledge of Chamorro and their cultural and linguistic heritage. In response to the global pandemic, Toddler and Children's Storytime Craft activities were transformed by joining with community partners to create a Virtual Storytime program. Storytime was able to continue as well, following social distancing measures by incorporating distanced movement, exercise, and singing.

An example of a successful early literacy program was the Children's Library Stationary Activities, which ran from FFY 2018 until the beginning of the pandemic, with over 1,300 participants in FFY 2018 alone. These were free early literacy and children's stationary daily activities in library makerspace areas, including a science and technology corner, board games, STEAM activities, math activities, mega block building, audiobooks, literacy games, and arts and crafts. In May 2020 due to the pandemic, the program was replaced by Learning Kits to Go, which included school supplies coupled with craft activities and learning kits for families.

An ongoing cornerstone of the literacy program is the CSLP, which provides free educational and cultural activities for early literacy, children, teen, and adult patrons during the summer

months, including STEAM related activities, exploratory space programs, arts and crafts, music, dance, Story Exploring activities, Storytimes, technology days, special guest speaker days, community presentations, reading challenges, and movie days. In the library’s 2018 community survey, 35% of 605 respondents reported coming to the library specifically for these summer programs. In the evaluators’ 2021 end user survey, 67.3% of respondents who participated in CSLP over the prior three years reported that they were “very satisfied,” and an additional 23.1% reporting that they were “satisfied.” In FFY 2018, 281 surveys were submitted by participants providing impact data on the CSLP events offered by the library. In FFY 2019, the library received 453 responses, and during the first summer of the pandemic in FFY 2020, they received 196 participant surveys.

**Table 3. Impact survey response data, Collaborative Library Summer Program, 2018-2020**

	Strongly Agree			Agree			Neither Agree nor Disagree			Disagree			Strongly Disagree		
	FFY18	FFY19	FFY20	FFY18	FFY19	FFY20	FFY18	FFY19	FFY20	FFY18	FFY19	FFY20	FFY18	FFY19	FFY20
My child learned something by participating in the Collaborative Summer Library Program.	74%	69%	68%	19%	26%	24%	4%	3%	3%	0%	0%	0%	2%	1%	4%
I feel that my child is more confident about what he/she just learned.	62%	61%	68%	26%	30%	24%	9%	5%	3%	0%	1%	0%	2%	3%	4%
My child intends to apply what he/she just learned.	63%	58%	71%	22%	31%	21%	12%	7%	4%	1%	1%	0%	2%	5%	4%
My child is more aware of resources and services provided by the library.	69%	64%	69%	23%	27%	26%	3%	6%	1%	2%	0%	0%	1%	2%	4%
My child is more likely to use other library resources and services	69%	62%	67%	21%	25%	25%	6%	7%	2%	1%	1%	2%	2%	4%	4%

Across all years of the evaluation cycle, over two-thirds of participants “strongly agree” that either their child (or themselves, depending on who had participated) learned something new via participation, and each year over 60% of participants “strongly agree” that they are more confident about what they learned. Overall, most parents and adult participants report successful outcomes from the program, highlighting the success of library staff’s hard work and outreach around these programs. Survey respondents left comments praising the CSLP, such as:

“I love the Adult Summer Program!”

“What I learned today made me more confident in what I want to do in life.”

Adhering to local and federal pandemic health and safety guidance, in the summer of FFY 2020 CNMISL offered an innovative socially distanced summer learning program to encourage people of all ages to read and engage in STEAM activities. The program was based on the theme, “Imagine Your Story.” Each participant received a “Package-to-Go!” kit, which included books, activities, and supplies. Program partners included the CNMI Public School System, the First Lady Diann Tudela Torres Foundation, Friends of the Joeten-Kiyu Public Library, and the Mayors’ Offices of Rota and Tinian. The program was open to 500 registrants, with priority

registration for underserved and underprivileged children. The library distributed more than 640 reading packages. Package To-Go required staff to transform the Children's Library by preparing for CSLP pick up, installing protective barriers and dividers, new signage, removing furniture to meet social distancing requirements, set up tele-registration, and implement new cleaning, sanitizing, and disinfecting procedures.

In the summer of FFY 2020, CNMISL also served as a distribution site for CNMI Public School System Child Nutrition Program Summer Meals-To-Go program, ensuring that students had access to meals during virtual learning. Nearly a third of respondents to the evaluators' end user survey reported using the library's free meal pick up services during the pandemic to supplement their family's nutrition.

### **Adult literacy services and programs**

CNMISL developed and supported many adult literacy services and programs beyond CSLP. Library programs targeted at adult literacy include NaNoWriMo writing events, Motherread/Fatheread CNMI Family Literacy Program, National Library Week celebration events, Teen Book Talk, language classes, and virtual reading challenges.

The Motherread/Fatheread CNMI Family Literacy Program is an important adult literacy program that helps adults practice and learn to read to their children, in turn improving the literacy skills of children. The program brings parents together once a week for eight weeks with a trained instructor. During a session, they read children's literature and discuss questions such as the motivations of characters in the story, which can then be read and discussed again at home. JKPL sends program trainers in cycles around the islands to conduct the program at different elementary schools. Parents who complete the program can sign up to become Certified Parent Trainers or Certified Story Exploring Instructors in future cycles. Pre- and post surveys were administered to all program participants in FFY 2018 - FFY 2020, and results show marked increases in parents' confidence in reading to children, spending time reading and discussing books together, and visiting the library. Adults who participated in the program left the following comments in response to the question, "what did you learn?"

"Confidence to read to my kids, because I couldn't do it before."

"My kids feel more loved because of the time I can give them through reading."

In FFY 2019, the library joined with community partners to host the National Novel Writing Month (NaNoWriMo) in November 2020. CNMISL provided two study cubicles for program participants, and free novel printing and binding services for participants.

### **Services and programs that support and encourage reading and community involvement**

The library offered a variety of programs that heightened community involvement and cemented the role of the library as a community anchor. Community cultural classes provided by the library included ukulele classes, oral history workshops, talaya throw net fishing classes, LGBTQ

Essay Contest, Trunk A Treat and Book A Treat, Family Movie Day, the CNMISL Anniversary Celebration (held in December every year), foreign language classes, Kidz Camp, and Art Camp.

The talaya is a traditional Chamorro fishing method, by which a circular net with weights on the ends is thrown over fish to catch them. The talaya throw net fishing classes offered by the library



were much appreciated by the public, and helped citizens connect to Chamorro culture. One respondent to the evaluators' 2021 end user survey listed these classes as the most valuable part of their library experience, saying:

“[I] got to research [with] the library's Pacific Collection literature about cultural practices using the talaya and then utilized that background knowledge to take on hands-on learning during the summer.”

CNMI Cultural Corner was a new program in FY 2020 that uses social media during the pandemic to highlight items (including books, artifacts, author talks, and interviews with local citizens) from the Pacific Collection, a longstanding special collections room in the library that contains rare books and primary source materials, as well as artifacts, related to the Northern Mariana Islands and nearby areas. The program spotlights Chamorro, Carolinian, and Micronesian books, primary sources, and artifacts and shares important historical information with the community. The program is spearheaded by the Pacific Librarian, who also conducts oral history interviews with native Chamorro and Carolinian people about the area, and shares their written responses online. This program has enhanced the sense of community among participants, and the role of the library, culturally. The program has been so popular that JKPL plans to continue it indefinitely post-pandemic.

“The library plays a huge role in my culture because we can learn about our past through books. It's a great way for those who don't know about our culture to learn about it. It's also great for the kids to be able to see themselves and their history in books at the library.”

“JKPL has been an ambassador of our culture. They help share and preserve it from their collection of literature, through their outreach programs, and cultural awareness activities. JKPL is safeguarding our local culture and knowledge. We all know that knowledge is power.”

Art Camps are free, and local artists conduct classes on literacy and appreciation of cultural, indigenous, and sustainable artwork, such as traditional Mwarmwar Making, Painting, Lei Making, Recyclable Flower Making, Bead Making, and Recyclable Paper Art. As part of the ukulele classes, CNMISL lent out free ukuleles to participating children who did not have one

available. Participants learned how to read music, play songs, utilize the library's resources, and make new friends.

In FY 2022, the library collaborated for the first time with the local LGBTQ group, TProject (<https://t-projectcnmi.org/>), to host an LGBTQ Essay Contest as well as a shelf display of books in the library dedicated to LGBTQ resources and a program that provided patrons with a raffle ticket for each book checked out from the shelf, entering them in a raffle to win a Kindle Fire.<sup>17</sup> The essay contest was very well received, with seven submissions including four from the small, remote island of Rota. CNMISL also taught language literacy classes in partnership with local instructors during this LSTA period. The library has offered basic Chamorro, Refaluwasch, Spanish, and Chinese classes in order to foster appreciation of different cultures, citizens' historical connection to the CNMI, and teach basic conversational skills. Using ARPA funds, the library was able to acquire a Mango Languages subscription for patrons to complete self-paced language learning in 2021 to replace the in-person courses.

### **Pandemic response**

When the global pandemic struck CNMISL was able to pivot to meet user needs in a time of crisis. CNMISL transformed library programs and services by developing and supporting pandemic-safe early literacy, children's teens, and adult literacy services in compliance with guidelines from the Office of the Governor's COVID-19 Task Force, Commonwealth Healthcare Corporation, Office of Homeland Security Emergency Management Office, IMLS, the American Library Association, and the Centers for Disease and Control. The library provided curbside pick-up services and library card application via phone, while also expanding free wifi services to the parking lot so the internet could be accessed by the public while the facilities were closed. The library additionally provided free printing and scanning services for employment and school needs. Because the library is a trusted institution within the community, they were able to serve two additional critical community functions during the pandemic: first, serving as a distribution site for the PSS Child Nutrition program, which ensured that students had meals during virtual learning; and second, as a location providing direct support in filling out and filing pandemic assistance and unemployment applications to the CNMI Department of Labor. These additional and increased services met the immediate needs of the community during this crisis.

## **Conclusion - Retrospective Question A-1**

### **A-1. To what extent did Five Year Plan activities make progress towards Goal 1?**

The evaluators' conclude that CNMISL has **ACHIEVED Goal 1**, Literate CNMI. The library developed and supported successful adult and early and emergent literacy programs, such as Motherread/Fatheread, in-person and virtual Storytimes in both English and Chamorro, and Stationary Activities, and provided innovative services and programs that encourage reading and community involvement, including community cultural classes such as ukulele classes, oral

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<sup>17</sup> LSTA funds were not used for the raffle or essay contest prizes.



history workshops, talaya throw net fishing classes; as well as foreign language classes and online resources, and childrens Art Camp. These programs serve to heighten community involvement and cement the role of the library as a community anchor.

In the evaluators' stakeholder survey, 55% of respondents praised programs funded by Goal 1. Comments from the survey highlighted the importance of varied programs, from Motherread/Fatheread to ukulele lessons. Importantly, CNMISL pivoted and continued to provide these services virtually or distanced in the midst of a global pandemic, as well as in the aftermath of supertyphoon Yutu. The library's work developing and encouraging community involvement positioned them well to serve two critical community functions during the pandemic – as a distribution site for the CNMI PSS Child Nutrition program, ensuring that students had meals during virtual learning, and in providing direct support for the community in understanding and filing for PUA and FPUC. Throughout these efforts, CNMISL actively collected user and program data to inform how programs were, or could better meet, community needs – using this data to shape and improve the literacy and community services offered.

The library additionally completed all Goal 1 target programs, outputs, and outcomes as stated in the Five Year Plan, with the exception of one output that was derailed by the pandemic (5% annual increase in library visits after events are advertised). Adult learners generally reported meeting their literacy goals, the time that parents spend reading to their preschool children increased, participants in library programs reported an increased sense of community, and low-income families increased their use of library services and collection materials. See Appendix K for more details.

## Goal 2 Retrospective Assessment

*Goal 2: 21st Century Skills. CNMISL libraries work to provide training and access to information for library users and staff so that they have the skills needed to be successful in the 21<sup>st</sup> century.*

### Goal 2 Description and Discussion

Goal 2 expenditures represent 35.55% of CNMISL's total LSTA allotment for the FFY 2018 – FFY 2020 period. In pursuit of Goal 2, CNMISL funded staff attendance at library-related training opportunities and conferences both on- and off-island so that staff are able to continuously provide quality library services to the community. Staff in turn provided community programming around health literacy and computer literacy out of the ITC. The library's volunteer program was expanded to increase capacity until the pandemic arrived.

#### **Library staff professional development**

Staff participated in numerous trainings around technology. They were trained in the use of Microsoft Office software with a focus on reports creation, data sharing, and digital

documentation. Training was also provided on proper maintenance and good computer/internet practices for safe and secure use of computers. Programming and platform-specific training included how to plan and facilitate the Great Stories Book Club for young adults, and virtual learning resources trainings for EbscoHost, Gale Cengage, Axis 360, and Baker & Taylor platforms. Staff were also trained in COVID-19 response plans and procedures. While not paid for with LSTA funds, CNMISL was competitively selected to have several staff – including the LSTA-funded ITC Coordinator – trained as part of the 4th Story Exploring Certified Teacher Cohort in the 2019 Motherhead/Fatheread Institute. After completing this training, staff delivered numerous Motherhead/Fatheread trainings (see Goal 1).

Conferences attended by staff and funded by LSTA dollars included ALA Midwinter; the CSLP; the Annual Pacific Islands Association for Libraries, Archives, and Museums (PIALA) Conference; and the Mid-Winter Chief Officers of State Library Agencies (COSLA) Meeting. Money allocated for the annual 2019 COSLA training was returned to IMLS when a travel request was not approved by local officials. Staff learned about resource sharing tools and networks in the Pacific Islands and gained skills in the development of continuing education programs at PIALA. COSLA and ALA provided programming on issues of common concern and national interest that furthered state library agency relationships with state agencies, national library networks, the federal government, and national organizations. LSTA funds also paid for professional membership with various library professional associations. These memberships provided career opportunities for CNMISL staff to meet other librarians, share experiences, and learn from each other, as well as to learn about the latest library trends.

In the stakeholder survey, respondents discussed the impact of funds spent on Goal 2. A third of all survey respondents who are library staff praised the use of LSTA funds for staff training in 21st Century Skills. One staff member pointed out the critical nature of the training – as well as library technology – after super typhoon Yutu:

“The CNMI suffered damages from a super Typhoon in October 2018, we were able to assist the community as the designated FEMA Assistance Center. Having the technology and skills made the library and its staff and management knowledgeable to set up the equipment needed for the Center.” - Library Staff Member

In post-surveys submitted by staff after professional development opportunities were completed,<sup>18</sup> staff universally “strongly agreed” that they learned something by participating in the trainings, that they feel more confident about what they learned, that they intend to apply what they learned, and that applying what they learned will help improve library services to the public.

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<sup>18</sup> CNMISL had a 100% completion rate for post-professional development staff surveys.

I strongly believe that the 21st Century Skills had the greatest impact on the library...The program provides opportunities for the library to ensure that the staff have the right equipment and needs to support and help the community.”

- Library Staff Member

### **Programming for the community in 21st century skills**

Library staff provided numerous crucial training sessions to end users that supported the goal of 21st Century Skills. Respondents to the evaluators’ stakeholder survey emphasized the impact of this programming in overcoming the digital divide. CNMISL teaches computer literacy for people ages 10 and up out of the ITC at the main library in Saipan; the ITC Coordinator also trained library staff on Tinian and Rota to provide computer literacy classes on the neighboring islands. The ITC Coordinator conducts ongoing Basic Computer classes, as well as classes specifically for the retired and elderly. Computer classes cover basic usage, internet safety etiquette, keyboard/mouse practice, online reference resources, and how to use research databases. The ITC Coordinator also conducts classes on Introduction to Typing for Kids, Resume Building, Microsoft Word, Microsoft PowerPoint, Microsoft Excel, AV2 Books, Keyboarding, Hour of Code, JKPL Online Resources, and Educational Games. Use of the ITC increased 47.4% during the evaluation period before the pandemic, and sessions at the ITC workstations increased 36.5%. Participant evaluations were very positive, with the majority of users strongly agreeing that they have learned something through their participation in post-class outcomes surveys.

“The class introduced me to more online resources I could use and can be helpful in my college classes.” -JKPL Online Resources Participant

“Thank you & I love you all!” - Resume Writing Workshop Participant

Self-paced, free Applied Digital Skills Classes were made available to learners to develop digital skills for the evolving workforce through a video-based curriculum. The Digital Skills courses are taught in the context of creating a specific project, such as creating a resume or preparing a business plan. Computer classes assisted with workforce development and employment, and CNMISL partnered with Google, the CNMI Departments of Labor and Commerce, the Saipan Chamber of Commerce, CNMI PSS, the Northern Marianas College, and the Small Business Development Center on these efforts.

“Since I started doing work in [the] Information Technology Center, I've enjoyed and learned a lot and loved the customer service here in Joeten-Kiyu Library... Thank you Joeten-Kiyu Library Staff for your Great Customer Service!!!! :)”

One of the objectives under Goal 2 in the Five Year Plan is to provide health literacy training to the public. In FFY 2018 JKPL partnered with the Northern Marianas College's Nursing Club, Cooperative, Research, Extension, Education, Services (NMC CREES), Department of Public Health's WIC Program, and the Northern Marianas Humanities Council to provide blood

pressure checks, diabetes prevention outreach services, child health outreach and pop up clinics, adult and child mental health awareness programs, as well as free healthy cooking demonstration classes, zumba classes, and family health and wellness presentations. The annual pop up clinics in the library continued through March 2020.

The library partnered with other community organizations to offer the first virtual Women's Summit in 2019. On the heels of this successful program, CNMISL and community partners hosted a meeting with the 2020 panelists and Summit Planning and Execution Team to discuss the action plan to support the 2020 Summit theme, "Women Leading Sustainable Development" in alignment with the Division for Sustainable Development Goals (DSDG) in the United Nations Department of Economic and Social Affairs (UNDESA), SDG #5 "Gender Equality." The event was successfully held in October, 2020. CNMISL participated in round table discussions and presented virtual learning resources available via the library's website in support of programs and services for women.

### **Volunteer program**

The Five Year Plan sought to leverage and maximize the skills and expertise of community members looking for volunteer opportunities increasing outreach about the program and increasing volunteers. From FFY 2018 to FFY 2019, the number of library volunteers successfully expanded by 8.7%, and the number of volunteer hours increased by 9.0%. However, the program functioned in a barebones capacity with the onslaught of the pandemic, with only 23.3% of the FFY 2019 number of volunteers in FFY 2020. While only the second half of the FFY 2020 year was affected by the pandemic, the majority of volunteers are high schoolers who volunteer during the summer, so the impact on the volunteer program numbers was significant. Additionally, a renovation in the main lobby prior to the pandemic caused the library to stop accepting volunteers for the first half of 2020. Even so, CNMISL volunteers gained a great deal of experience, with 85.7% of the FFY 2020 high school volunteers indicating that they learned skills that they intend to apply. In describing the skills developed during their service, volunteers most often noted increasing their communication and organizational skills. Also mentioned were time management, teamwork, book-shelving, and arts and crafts.

"I learned how all the books in the library are organized, learned how to organize them, learned to interact with others, learned how some things are made (like the Oobleck and DIY Tie Dye activities). Lastly, I learned what it's like to be in a workplace environment." -Library Volunteer

"I developed creativity skills and communication skills. The JKPL staff recorded and uploaded a video of me, which helped me gain some confidence. I also learned some art skills from the activities for the children. I plan to pass down those activities to my tutees at Kagman Elementary School." -Library Volunteer

Importantly, all volunteers surveyed reported being comfortable asking questions of their supervisors, and in exit and evaluation surveys, overwhelmingly noted a positive volunteer experience.

“I think this is a great program! I would recommend others to do so, if they are interested. I learned a lot from this experience, made new friends, and most of all, enjoyed it!”

- Library Volunteer

Additionally, CNMISL staff report that volunteers are core to the Summer Reading Program (SRP), and are considered leaders, consistently behaving in a friendly and professional manner. In the first half of FFY 2020, CNMISL successfully increased outreach, creating and disseminating an informational video promoting volunteer services, and celebrated volunteers with care packages and free books.

### **Pandemic response**

COVID posed a major obstacle to libraries during this funding cycle, but CNMISL pivoted to provide help where the community needed it most, focusing on alternate forms of staff training to meet community needs, including the FFY 2020 training of staff to provide adjudication and technology support for the PUA applications.

## **Goal 2 Conclusion - Retrospective Question A-1**

### **A-1. To what extent did Five Year Plan activities make progress towards Goal 2?**

The evaluator's conclude that CNMISL has **ACHIEVED Goal 2**, and would have achieved all of the corresponding measures if not for the pandemic. CNMISL funded staff attendance at library-related training opportunities and conferences both on- and off-island so that staff are able to continuously provide quality library services to the community; staff in turn provided community programming around health literacy and computer literacy out of the ITC. The library's volunteer program was expanded to increase capacity until the pandemic began.

Taken together, these programs enabled CNMISL to deliver on its goal of training public library system staff in 21st century skills, and enhancing the capacity of staff to deliver quality library and information services in areas such as computer literacy. Unfortunately, the global pandemic struck in the middle of the Five Year Plan cycle, causing disruptions to professional development opportunities for CNMISL staff, as well as limiting in-person classes offered to patrons by the library for a time. Because of the difference in time zones, staff are not often able to participate in live virtual synchronous continuing education, and travel restrictions halted plans for in-person off island professional development, and also limited the ability to bring trainers on island. These disruptions caused CNMISL to return small amounts of LSTA funding in FFY 2019 and FFY 2020. Staff persevered, and continued to the extent they were able to fulfill planned activities for Goal 2. COVID posed a major obstacle to libraries during this funding cycle, but CNMISL pivoted to provide help where the community needed it most, including focusing training for four CNMISL staff on supporting users in submitting PUA and FPUC applications to the CNMI Department of Labor during COVID, as detailed earlier in this report.

The library successfully completed almost all Goal 2 target programs, outputs, and outcomes as stated in the Five Year Plan. The library increased awareness of library activities via promotional methods such as social media, customers reported that staff provided efficient and effective customer service, and staff increased their knowledge and skills based on participating in professional development. Based on the available data, the evaluators were unable to assess whether a measurable program for computer literacy was developed, and whether volunteers reported a new understanding of the community needs addressed by the library. A target that could not be met due to the pandemic was the ability to measure an “increased number of participants who report gaining knowledge or new skills as a result of participation in library programs,” as there is a gap in comparable programs and participation during the time period evaluated due to the pandemic. Targets and outcomes marked as somewhat complete were also those that were impacted by the COVID-19 crisis. This was particularly true of the volunteer program and professional development. See Appendix K for more details.

## Goal 3 Retrospective Assessment

*Goal 3: Maintain & upgrade CNMISL Technology Infrastructure. Meet CNMI patrons’ needs for workforce development by improving the technological infrastructure for the entire Library System. Provide Internet access for patrons in all public library facilities via patron-owned devices connected to wireless service provided by CNMISL.*

### Goal 3 Description and Discussion

Goal 3 expenditures represent 40.22% of CNMISL’s total LSTA allotment for the FFY 2018 – FFY 2020 period. Because internet access is prohibitively expensive due to geographic challenges in the CNMI, many people do not have home internet, making the library a crucial free internet access point for users. According to the 2016 CNMI Household Income and Expenditure Survey Report, 52.7% of citizens had an internet connection, 18% had broadband internet, and 41.5% had a personal computer.<sup>19</sup> A quarter of respondents to the evaluators’ 2021 patron survey report having no home internet access beyond their phone, and 25% said they come to the library in order to use public access computers. In a broader community survey conducted by the library in 2018, 39% of 605 respondents reported coming to the library to use technology, such as accessing the internet and printing services. Twenty new computers were installed at the ITC at the main library on Saipan, all of which are now on a high-speed broadband connection of 130Mb along with a VTC-only wireless internet connectivity. While not LSTA funded, all library facilities have used eRate funds to provide substantial internet speed

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<sup>19</sup>

<https://www.ims.gov/blog/2021/03/ims-cares-act-state-library-spotlight-unemployment-school-summer-meals-and-native>

updates for the public since the last evaluation cycle. The main branch is now able to accommodate more simultaneous internet users and allow for more broadband-type features such as hi-definition and streaming video, downloading, and data exchange. The increase in service is over 100 times the previous speed of 9Mb. Additionally, concurrent with the expanded resources and spaces, in January 2020 the CNMISL used LSTA funds to install 12 video surveillance cameras in the JKPL for protection and safety of the community and staff.

Funds were used to upgrade and expand public access computers and technology at all branches of CNMISL. This included FFY 2018 funds for eight new all-in-one PC units – four at the Antonio C. Atalig (ACA) Memorial Library and four at the Tinian Public Library – as well as FFY 2022 funds for an additional five new all-in-one computers at each branch, along with two laptops and two projectors for patron use within each library. LSTA additionally funded the first tablets for the branch libraries on Rota and Tinian in FFY 2022; each library received 12 tablets. The Library Director, ITC Coordinator, and other staff traveled to Rota to train branch staff on use of the new tablets, including connecting the devices to library wifi and demonstrating how to navigate titles and content for different levels (emergent reader, elementary, junior high, high school, adult, and manâmkö<sup>20</sup> users). While on island, staff performed maintenance on existing software and technology, connected the Biometric Time Clock for the branch, conducted an inventory of supplies and technology, share best practices, documented requests for supplies, provided branch staff with updates on new books for the community, and discussed the mission, goals, and vision for ACA Memorial Library with branch staff. Additionally, JKPL successfully opened a fourth branch library, the second on Saipan, in a high poverty area of the community in November 2021. The technology within the new space – including four public computers, four tablets, and wireless internet access – was enabled by FFY 2021 LSTA funds. While JKPL does not currently have a technology lending program, in FFY 2022 the library received FCC Emergency Connectivity Funding as part of the American Rescue Plan Act of 2021 to purchase 125 Chromebooks with wifi hotspots and will implement the first technology lending program in FFY 2023. Given the lack of internet access for so many in CNMI, this program will likely interface with and impact LSTA programs in the future.

Using FFY 2019 funds, CNMISL was able to purchase two printers for patron use for employment and educational purposes. The library leveraged the new printers during COVID to assist the community by freely printing PUA and FPUC applications. FFY 2019 funds were additionally used to purchase a paper shredder to properly dispose of documents with sensitive information.

Funds paid for the annual maintenance and renewal costs for the SirsiDynix ILS Horizon and RFID Security System, as well as the annual subscription to Zoom online meeting software, and the annual hosting fee for the library website, <https://cnmilib.org/>. Zoom software is additionally available for the public to use from the Video Tele-Conference Room at the main JKPL library. Upgrades and updates improved remote and in-person services for library users, including a

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<sup>20</sup> Manâmkö' is a Chamorran word that means "elderly."

2018 website design update; a 2020 website update reflecting changes in the ILS; enhanced ILS capabilities to reserve titles and review account status online; and finally, the promotion of the newly acquired and expanded virtual learning resources (Gale Cengage, EBSCOhost, READsquared, Niche Academy, Digital Pasifik virtual database, Baker & Taylor Axis 360).

One important shift from the last Five Year Evaluation is that patrons are now able to access ebooks through the ILS Horizon System, and all patrons have access to a subscription collection of 5,000 ebooks, which fulfills the final Goal 3 program in the Five Year Plan. One-third of respondents to the evaluators' end user survey said they had used library ebooks in the past three years, and 65% reported that they were "very satisfied" with the process of accessing ebooks. Only five percent reported that they were unsatisfied in any way.

In the library stakeholder survey, Goal 3 received the highest praise, with 74% of respondents discussing the ways in which these expenditures had improved services and impacted the community and staff. Respondents – including community partners, Friends of the Library, and staff – highlighted the digital divide and the fact that many residents have no internet access or computers at home. The libraries provide the only source of free computers, Word processing software, and internet access for a significant segment of the population. Because internet access is very expensive due to geographic challenges in the Northern Mariana Islands, many people do not have home internet, making the library a crucial free internet access point for users. A quarter of respondents come to the library to use public access computers – the same percent that reported having no home computers or internet access other than their phone. In a broader community survey conducted by the library in 2018, 39% of 605 respondents reported coming to the library to use technology, including accessing the internet and printing services. Stakeholders also emphasized the heightened importance of library technology during COVID in their survey responses, when physical access to many spaces and services has been limited and the only way to access many services was online:

"Maintain and Upgrade CNMI Technology may have had the most impact, as computer devices to access the internet and word processing applications are not readily available for FREE use in our community. The LSTA investment helps ensure our community has a reliable and responsive hub for access to technology and literary resources to satisfy our intellectual needs and enhance our capacity and engagement in literature and research." - Community Partner

"Making more books accessible online and providing wi-fi service to the community at the library. This was especially important during COVID and after Super Typhoon Yutu when power and physical access to services was otherwise limited."  
- Community Partner

"During the Covid-19 pandemic, we had a lot of our community members who were computer illiterate. I saw the staff at the Joeten-Kiyu Public Library took their time to assist those who are in need, most especially the elderly." - Friend of the Library



## **Pandemic responses**

In meeting Goal 3, the library staff had to quickly shift ways in which they had hoped to provide services during the COVID-19 pandemic. This meant converting, reconfiguring, and moving technology spaces as needed. For example, in April of 2020 the JKPL ITC was relocated to the Main Lobby and fourteen computer workstations were opened in that space that complied with social distancing measures (including 12 in the main lobby and two in the Children's library). Updates to library operations were made on a weekly basis. Free wifi was provided for the community in collaboration with the CNMI PSS, for community partners and bookmobile patrons. The video teleconference room was also temporarily converted into a quarantine space during the pandemic, and the video conference technology was relocated to the Children's Library and the Main Lobby of JKPL to facilitate virtual meetings and public conferences.

## Goal 3 Conclusion - Retrospective Question A-1

### **A-1. To what extent did Five Year Plan activities make progress towards Goal 3?**

The evaluator's conclude that CNMISL has **ACHIEVED Goal 3**. Funds were used to upgrade public access computers and equipment at all three branches of CNMISL; to provide printers, laptops, and projectors; and to pay for other technology services critical to the library's ability to serve the public such as website hosting, the RFID Security System, and the OPAC. The library leveraged the new printers during COVID to assist the community by freely printing employment and educational materials, as well as PUA and FPUC applications. The first tablets were made available to patrons on the islands of Rota and Tinian, and LSTA funds were used to install technology at the newly opened Fernando M. Benavente Memorial Library on Saipan, which serves the community in a particularly economically disadvantaged area. Ebooks were available through the ILS system for the first time and were used by over a third of respondents to the evaluators' patron survey. Goal 3 received high praise in the evaluators' stakeholder survey, in which community partners, Friends of the Library, and staff highlighted the many ways in which these expenditures assist in workforce development and help fight the digital divide.

The library additionally completed the majority of Goal 3 target programs, outputs, and outcomes as stated in the Five Year Plan. As per successful outcomes, patrons enjoyed a larger selection of reading materials and were able to perform more online activities (such as reserving materials via the OPAC) and had more online resources available to use. One output target, the "number of patrons using software applications" was unable to be assessed as this is not a metric that the libraries tracked during the evaluation period. Finally, CNMISL had hoped to "increase the number of patrons visiting the library by 10%." Due to pandemic closures, this target was not met. See Appendix K for more details.

## Conclusion

CNMISL has worked hard and fulfilled much of what it aspired to do in its Five Year Plan, in spite of major setbacks caused by super-typhoon Yutu and the global pandemic. Indeed, if there is a single criticism one may express it is that perhaps too many performance measures and targets were set in the Five Year Plan. In the next Plan, CNMISL may consider targeting fewer data points to track, focusing on those that will most inform program management and library decision making. Beyond the programs laid out in the Five Year Plan, CNMISL excelled in its role as a community anchor in times of trouble, quickly pivoting to provide creative virtual and distanced services during the pandemic, volunteering as a FEMA disaster relief center in the aftermath of super-typhoon Yutu and as a distribution site for the CNMI PSS Child Nutrition program, and providing much needed direct support for the community as thousands of citizens sought to understand and complete PUA and FPUC applications.

## Retrospective Assessment Questions A-2 and A-3

**A-2. To what extent did CNMISL’s Five-Year Plan activities achieve results that address national priorities associated with the Measuring Success focal areas and their corresponding intents?**

In a document entitled *State Program Reporting Requirements*, IMLS provides helpful guidance to SLAAs to assist them in their planning and reporting activities. A key element of this document is the presentation of “Focal Areas” and “Intents.” The Measuring Success focal areas are: Lifelong Learning, Information Access, Institutional Capacity, Economic and Employment Development, Civic Engagement, and Human Services. The focal areas are permissive rather than prescriptive; there is no obligation for LSTA-fund recipients to fund projects and activities in all six areas. Appendix D provides a detailed mapping of CNMISL’s goals/projects to LSTA focal areas and intents. The results achieved are in line with the national priorities associated with the Measuring Success framework and their corresponding intents. Numerous activities within Goal 1, “Literate CNMI,” map to the focal area of Lifelong Learning, and others address Civic Engagement and Human Resources. Programs within Goal 2, “21st Century Skills,” address the Measuring Success focal areas of Institutional Capacity, Lifelong Learning, Civic Engagement, and Human Resources (specifically, intent 2 “personal or family health & wellness”). For Goal 3, “Maintain and upgrade CNMI Technology Infrastructure,” activities map to both Information Access, Institutional Capacity, and Human Resources.

**A-3. Did any of the following groups represent a substantial focus for CNMISL’s Five-Year Plan activities? (Yes/No)**

Virtually all residents of CNMI are part of ethnic/minority populations, according to IMLS definitions.<sup>21</sup> According to the evaluators' 2021 library patron survey, only 1.66% of library users identify as Caucasian, while 31.67% are Filipino, 28.33% are Chamorro, 11.67% are Chinese, and 10% are Korean. Among the population served, 44% of households live below the poverty line according to the most recently available census data. According to a 2016 patron survey, 39% of respondents reported that their annual household income is less than \$10,000; 61% report it is less than \$20,000. In the same survey, only 51% of adult patrons reported being employed in any capacity, 19% were unemployed, and 15% were students. While funds are not funneled directly to programs targeting ethnic minorities, the under and unemployed, or people of lower socio-economic backgrounds, the evaluators believe that all three groups represent a substantial focus of Five Year Plan activities with more than 10% of funds benefiting these populations, based on the demographics of the overall population served. A significant amount of the library's use is by students and school-aged children. Thirty percent of survey respondents at the main library in 2018 were students. The library does not have a way to identify the percentage of its LSTA budget that directly goes to serving this population, but believes it to be more than 10%. Lastly, the library spends more than 10% of LSTA funds on the library workforce. Over the three-year period, 13.80% of expended funds went to professional development opportunities for staff, while an additional 1.30% went to professional journals for library staff, and 57.91% were spent on staff salaries and benefits. The library has undertaken programming targeted at other populations as well, including children (0-5) and individuals with disabilities, but LSTA funding expended on these efforts does not approach the 10% threshold.

<b>GROUP</b>	<b>YES/NO</b>
Library workforce (current and future)	<b>YES</b>
Individuals living below the poverty line	<b>YES</b>
Individuals that are unemployed/underemployed	<b>YES</b>
Ethnic or minority populations	<b>YES</b>
Immigrants/refugees	NO
Individuals with disabilities	NO
Individuals with limited functional literacy or information skills	NO
Families	NO
Children (aged 0-5)	NO

<sup>21</sup> Email correspondence from IMLS staff to Sandra Stanley of the Guam Public Library System on February 12, 2017 indicated that the Pacific island populations would fall into the categories of ethnic and minority populations.

School-aged youth (aged 6-17)	YES
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## Process Questions

**B-1. How has CNMISL used any data from the State Program Report (SPR) and elsewhere (e.g., Public Libraries Survey) to guide activities included in the Five-Year Plan?**

The CNMISL utilizes data acquired from library surveys, statistics, public comments, oral testimonials, letters of support, and evaluations by reporting these data onto the SPR (State Program Report), PLS (Public Libraries Survey), CCR (Community Centric Report), and Annual Reports. Moreover, the CNMI Census Bureau, CNMI Public School System Annual Report, CNMI Budget Report, CNMI Office of Planning and Development Annual Report, Schoolwide Improvement Progress and Plans, State Educational Agency Plan for the American Rescue Plan Outlying Areas State Educational Agencies Fund, Surveys from community partners, library surveys reports, comments, surveys, testimonials, letters of support, statistics, and evaluations as a guide to assist with planning activities and programs best suitable for the CNMI needs.

Collectively from these library reports, comments, surveys, testimonials, letters, and evaluations the CNMISL bases prior and/or current activities and programs that have sustained partnerships and are aligned with the library’s mission and goals. The data allows CNMISL to create a layout of what community assets and priorities exist in the area, the demographic, social gathering places, etc. Additionally, the CNMISL utilizes this data to reinforce, expand, and improve current library services. From these data, we were able to gain important community vulnerability information to guide us for Outreach Services and CNMISL expansion plans.

**B-2. Specify any modifications CNMISL made to the Five-Year Plan. What was the reason for this change?**

There were no modifications to the CNMISL Five Year Plan.

**B-3. How and with whom has CNMISL shared data from the SPR and from other evaluation resources, used the last Five-Year Evaluation to inform data collected for the new Five-Year Evaluation, and used this information throughout this five-year cycle?**

The CNMISL has shared the library data from the library surveys, evaluations, comments, oral and written testimonies, statistics to SPR, PLS, and CCR by publishing our reports on our [www.cnmilib.org](http://www.cnmilib.org) website. IMLS, PLS, and the CNMI Office of the Public Auditor (OPA) publishes library data reporting independently, and the CNMISL links and shares the report online. We have shared library data with the Commonwealth Library Council, library staff, our governmental partners, community donors, community stakeholders, library staff, Office of the Mayor of Tinian

and Aguigan, Office of the Mayor of Rota, Office of the Governor, and patrons. Furthermore, the CNMISL has presented library data for advocacy and information sharing purposes at the 21<sup>st</sup> Senate Budget Hearing, CNMI Legislature, the Office of Management and Budget, Office of the Public Auditor, Rotary Club of Saipan, 2021 Hawaii Library Association+Pacific Islands Association of Libraries, Archives, and Museums (PIALA) virtual Conference, Saipan and Northern Islands Legislative Delegation, 2019 PIALA Conference, PTSA (Parent, Teacher, Student Association) meetings, 2019 COSLA Conference, 2019/2021 PLS Conference/virtual, 2019 IMLS Territories Meeting, National Library Week and/or JKPL Anniversary 2019, 2020, 2021 community presentations, and granting agencies such as USDA, etc. Library surveys, statistics, comments, and evaluation responses and results from the CNMISL have also been shared during routine weekly staff meetings, oral testimonies presented at volunteer programs, Friends of the JKPL meetings, and community partner meetings. Furthermore, the International Federation of Library Associations and Institutions (IFLA) also requested library data map information in 2019-2021 which we shared.

Through the independent evaluators, surveys on library activities were emailed to patrons (September 2021), community partners, CNMISL staff, and CNMI stakeholders. Evaluation results were shared with CNMISL staff and with the Commonwealth Library Council.

## **Methodology Questions**

### **C-1. Identify how CNMISL implemented an independent Five-Year Evaluation using the criteria described in the section of this guidance document called Selection of an Independent Evaluator.**

CNMISL reached out to their prior cycle evaluator, Joyce Chapman, and contracted directly with QualityMetrics LLC to procure her services. The depth of experience and specific understanding Ms. Chapman gained of the user population and services CNMISL provides in the prior cycle evaluation, coupled with the overall low cost of the contract, allowed CNMISL to sole source these services. QualityMetrics LLC, a library consulting firm headquartered in Silver Spring Maryland, was awarded the contract on May 18th, 2021 to conduct the independent LSTA evaluation. Additional QualityMetrics evaluators included Genya O’Gara and Dr. Martha Kyrillidou. QualityMetrics LLC does not have a role in carrying out other LSTA-funded activities and is independent of those who are being evaluated or who might be favorably or adversely affected by the evaluation results.

QualityMetrics LLC has extensive evaluation experience and demonstrated professional competency in conducting LSTA Grants to States evaluations. QualityMetrics Director and Chief Executive Officer Dr. Martha Kyrillidou carried out more than 20 such evaluations for the 2013-2017 cycle. Quality Metrics evaluator Joyce Chapman conducted evaluations for not only CNMISL but also Guam and American Samoa in the 2013-2017 cycle. Quality Metrics evaluator

Genya O’Gara brings experience implementing and evaluating statewide library initiatives, managing budgets and grant programs, and assessing library services and collections.

Principal consultant Dr. Martha Kyriallidou has deep experience in library evaluation over her 22 years of service at the Association of Research Libraries (ARL). Dr. Kyriallidou has taught Research Methods and Assessment, and Evaluation courses at the University of Maryland and at Kent State University and has extensive practical experience in mixed methods, evaluation and outcomes assessment. Martha is a current member of the Library Statistics Working Group (LSWG), co-chair of the NISO Z39.7 standard, and active in the ISO library statistics working groups.

Ms. Chapman has over a decade of experience working in assessment and data analysis in academic, state, and consortial libraries. She worked as the Data Analysis & Communications Consultant and State Data Coordinator in the Library Development office of the State Library of North Carolina and has currently served for eight years as the Assessment Analyst & Consultant at Duke University Libraries.

Ms. O’Gara is an evaluator with 15 years of experience in libraries and library consortia. Her professional focus has been on the administration, implementation, and evaluation of statewide initiatives, including analyzing the economic benefits of cooperative services, assessing programs and collections, and developing innovative content management and acquisition models. She currently serves as the Deputy Director of VIVA, the academic library consortium of Virginia, and has previous experience in Collection Management, Digital Collections, Special Collections, and Preservation in public academic libraries.

**C-2. Describe the types of statistical and qualitative methods (including administrative records) used in conducting the Five-Year Evaluation. Assess their validity and Reliability.**

QualityMetrics, LLC deployed a mixed methods protocol for data collection that is multi-faceted and rigorous. Reviewing demographic data, quantitative Public Libraries Survey (PLS) data, and State Program Report (SPR) data formed the basis of our knowledge throughout the evaluation process. Providing a cloud-based storage space for JKPL to deposit additional data and files and reflect on the program was the basis of our initial interaction. The evaluators conducted regular conference calls with representatives of the CNMISL as the evaluation team was gathering data. In addition to updating CNMISL staff on progress, the sessions were used to resolve emerging questions and to solicit additional relevant information. Data gathering included (a) conversations with agency staff members, (b) a broad based short survey for library staff and stakeholders with some knowledge and engagement with LSTA funded activities collecting primarily qualitative contextual information about past activities and future needs, and (c) a short survey for library end users, distributed directly to registrants for FFY 2020 summer programs. While QualityMetrics methods typically include focus groups and interviews with project teams, project managers, and other groups, CNMISL is in a unique position: LSTA

funding is not extensive and all staff involved in LSTA programs take part in virtually every meeting with the evaluators. With only one public library system, the primary stakeholders are already in the room. Additionally, many people's first language is not English and many people do not have easy internet access, making virtual focus groups with external stakeholders difficult. The evaluators were pleased with stakeholder and the public's responses to the survey, as well as the many conversations with library staff over the months the evaluation took place.

Researchers and evaluators across the globe are adjusting to the new realities that accompany the pandemic. The technical note below is merely an example.

COVID-19 presented special circumstances and a number of considerations had to be taken into account. The crisis brought the imperative of changing how evaluation work is done and how we engage policymakers, programme managers and beneficiaries as restrictions on travel and 'social distancing' are expected to last.<sup>22</sup>

While virtually no on-site visits were conducted this evaluation cycle due to COVID-19 restrictions, no on-site visit to CNMISL had been conducted in the prior evaluation cycle either due to the exorbitant cost of travel to the Northern Mariana Islands from mainland United States and the limited funds available to CNMISL to pay for an evaluator. However, because Ms. Chapman had conducted the prior cycle evaluation, the evaluators were quite familiar with CNMISL's operations and circumstances. Virtual (Zoom) interviews were held with library staff and administrators.

Furthermore, the COVID-19 circumstances have strengthened the state library agency role – during a time of crisis the profession and the communities were seeking advice and often turned to the state library for answers. Many SLAAs responded by holding frequent and regular statewide community meetings with various groups which elevated the importance of the LSTA activities even when they were disrupted by the pandemic. Creative solutions were identified in most instances as most programs had to turn to virtual delivery for most of the pandemic period. However, virtual programs create adverse effects on marginalized communities that are often more difficult to reach during times of crisis such as COVID-19 presented.

The web-based survey targeting the library community was conducted between August 12 and September 24, 2021. The survey provided some supplementary quantitative information as well as considerable qualitative information. Additional corroborative evidence from comments

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<sup>22</sup> OECD/DAC and IEO/UNDP (2020) Guidance Note: Good practices during COVID-19; UNICEF Evaluation Office (2020) Technical Note: Response of the UNICEF Evaluation Function to the COVID-19 Crisis; WFP Office of Evaluation (2020) Technical Note for {Planning and Conducting Evaluations During COVID-19; UNFPA Evaluation Office (2020) Adapting evaluations to the COVID-19 pandemic; UNDP Independent Evaluation Office (2020) Event planning and implementation during COVID-19; ILO Evaluation Office (2020) Implications of COVID-19 on evaluations in the ILO; FAO Office of Evaluations (2020) Risk analysis and guidance for the management and conduct of evaluations during international and national level COVID-190 crisis and restrictions.

collected in the survey served to triangulate the evidence gathered. Validity and reliability analysis reflect a positivist worldview and in a qualitative naturalistic approach they are being redefined with some divergent views on whether and how one ensures quality and rigor in qualitative inquiry. The notion that naturalistic inquiry needs to exhibit quality, rigor, and trustworthiness is more widespread nowadays.

**C-3. Describe the stakeholders involved in the various stages of the Five-Year Evaluation. How did QualityMetrics – in cooperation with JKPL – engage them?**

Numerous small-group virtual meetings were conducted with library staff in the Northern Mariana Islands. These conversations provided both qualitative evidence and context that supplemented a review of agency-supplied statistical data and information and data submitted in the form of the State Program Reports (SPRs). Staff shared their knowledge of LSTA utilization, enhancing interactions and depth and quality of the conversations. Furthermore, principal investigators Ms. Chapman and Ms. O’Gara conducted both separate and joint conversations with staff and shared and discussed their observations, in order to develop a shared understanding of the meaning of the library experience in the Northern Mariana Islands and how it was supported with LSTA funds. Both investigators participated in many of the meetings with agency staff, allowing for the concept of triangulation to be implemented as evaluators debriefed and compared interpretations and understandings.

**C-4. Discuss how CNMISL will share the key findings and recommendations with others.**

CNMISL will continue to share key findings and recommendations from this evaluation via meetings, presentations, oral and/or written reports with library staff and management, especially the Commonwealth Library Council, Friends of the Joeten-Kiyu Public Library, Office of the CNMI Governor, Office of the Mayor of Tinian and Aguigan, Office of the Mayor of Rota, patrons, community partners, donors, CNMI Legislature, Saipan and Northern Islands Legislative Delegation. CNMISL will continue to share key findings and recommendations with key governmental agencies and stakeholders to advance the library’s best interests for advocacy, planning, and budgetary purposes.



# APPENDICES

## Appendix A: Acronyms

ACA - Antonio C. Atalig Memorial Library  
ARL - Association of Research Libraries  
CCR - Citizen Centric Report  
CLC - Commonwealth Library Council  
CNMI - Commonwealth of the Northern Mariana Islands  
CNMISL - Commonwealth of the Northern Mariana Islands State Library  
COSLA - Chief Officers of State Library Agencies  
DSDG - Division for Sustainable Development Goals  
FEMA - Federal Emergency Management Agency  
FCC - Federal Communications Commission  
FFY - Federal Fiscal Year  
FPUC - Federal Pandemic Unemployment Assistance  
FTE - Full Time Equivalent  
IFLA - International Federation of Library Associations  
IMLS - Institute of Museum and Library Services  
ITC - Information Technology Center  
JKPL - Joeten-Kiyu Public Library  
LGBTQ - Lesbian, Gay, Bisexual, Transgender, and Queer or Questioning  
LSTA - Library Services and Technology Act  
LSWG - Library Statistics Working Group  
NMC CREES - Northern Mariana College's Nursing Club, Cooperative, Research, Extension, Education, Services  
OPA - Office of the Public Auditor  
PIALA - Pacific Islands Association of Libraries, Archives, and Museums  
PLS - Public Libraries Survey  
PSS - Public School System  
PTSA - Parent, Teacher, Student Association  
PUA - Pandemic Unemployment Assistance  
SLAA - State Library Agency Administrative Survey  
RFID - Radio-Frequency Identification  
SPR - State Program Reports  
SRP - Summer Reading Program  
TPL - Tinian Public Library  
UNDESA - United Nations Department of Economic and Social Affairs

## **Appendix B: Interviewees and Survey Stakeholders**

The evaluators held conversations with

1. Erlinda Naputi, Director of the JKPL Library and State Librarian
2. Beth Demapan, Technical Services Librarian
3. Omar Manacop, Systems Librarian
4. Vincent Sablan, Administrative Officer III
5. Caitlyn Crisostomo, Library Assistant I

Stakeholder groups included in the stakeholder survey distribution included

1. Library staff (including interns and volunteers at all three locations)
2. Donors
3. Community partners (including government officials)
4. Friends of the Library
5. Library Board members

## Appendix C: Bibliography of Documents Reviewed

### State agency documents

- SPR reports (FFY2018-FFY2020)
- Public Library Survey data (FFY2018-FFY2020)
- CNMI State library Stats FY19 and FY20
- Evaluation questions, Author Fair 2019
- MR Evaluation Results KAGES Cycle 1 2018-2019
- MR Evaluation Results OES Cycle 1 2018-2019
- MR Evaluation Results WSRES Cycle 1 2018-2019
- MR Evaluation Results GES Cycle 1 2018-2019
- CNMIStateLibraryStats FY18-FY20
- Story Exploring class evaluation KAGES Cycle 1 2018-2019
- Story Exploring class evaluation OES Cycle 1 2018-2019
- SurveyEvalFY18-FY20
- TeenSurvey2018
- 2018 Internet Camp Evaluation results
- CNMIStateLibraryStats FY18-FY20
- Information Technology Center Survey responses 2018
- 2018-2020 staff travel.xlsx
- LSTA volunteer hours 2018-2020.xlsx
- Baker and Taylor ebook access reports (10)
- Compiled technology statistics
- Emails with detailed information about programming

### Federal Agency Data Sources

- Institute of Museum and Library Services, [State Program Report \(SPR\) report](#)
- Institute of Museum and Library Services, [Public Library Statistics](#)
- Institute of Museum and Library Services, [State Profiles](#)
- Institute of Museum and Library Services [“Grants to States” Conference](#)
- Institute of Museum and Library Services, [State Library Administrative Agency Survey](#)
- National Center for Education Statistics, [Academic Libraries](#)
- National Center for Education Statistics, [Schools and Staffing](#)
- United States Census Bureau, [Decennial Census](#) (April 1, 2020)

### Evaluation Resources and COVID-19

- OECD/DAC and IEO/UNDP (2020) [Guidance Note: Good practices during COVID-19.](#)
- UNICEF Evaluation Office (2020) [Technical Note: Response of the UNICEF Evaluation Function to the COVID-19 Crisis.](#)
- WFP Office of Evaluation (2020) [Technical Note for Planning and Conducting Evaluations During COVID-19.](#)

- UNFPA Evaluation Office (2020) [Adapting evaluations to the COVID-19 pandemic.](#)
- UNDP Independent Evaluation Office (2020) [Event planning and implementation during COVID-19.](#)
- ILO Evaluation Office (2020) [Implications of COVID-19 on evaluations in the ILO.](#)
- FAO Office of Evaluations (2020) [Risk analysis and guidance for the management and conduct of evaluations during international and national level COVID-19 crisis and restrictions.](#)

## Other Resources

- Ethel Himmel and William J. Wilson. The Functions and Roles of State Library Agencies. American Library Association, Chicago, 2020.
- The Institute of Museum and Library Services. 2021. Functions and Roles of State Libraries: 2000 and 2020. Washington, DC: Institute of Museum and Library Services.
- Measures that Matter: [Workforce Development Literature Review](#), January 12, 2021.
- Results from the SDC E-Resources Survey (received January 2022).
- Sarah Mervosh, "[The pandemic hurt these students the most.](#)" In print "Pandemic widened U.S. Educational Gap into a Gulf, Research Suggests." *New York Times*, July 28, 2021, Section A, Page 13.
- The School Librarian Investigation: Decline or Evolution? <https://libslide.org/>

## Appendix D: Measuring Success Crosswalk Table

Northern Mariana Islands Measuring Success Focal Areas and Intents	1. Literate CNMI			2. 21st Century Skills			3. Maintain & Upgrade CNMISL Technology Infrastructure		
<b>Lifelong Learning</b>	YES	YES							
Improve users' formal education	YES	YES							
Improve users' general knowledge and skills	YES	YES							
<b>Information Access</b>		YES							
Improve users' ability to discover information resources		YES							
Improve users' ability to obtain and/or use information resources		YES							
<b>Institutional Capacity</b>		YES	YES						
Improve the library workforce		YES							
Improve the library's physical and technological infrastructure			YES						
Improve library operations		YES							
<b>Economic &amp; Employment Development</b>		YES	YES						
Improve users' ability to use resources and apply information for employment support		YES	YES						
Improve users' ability to use and apply business resources			YES						
<b>Human Resources</b>	YES	YES	YES						
Improve users' ability to apply information that furthers their personal, family or household finances		?	YES						
Improve users' ability to apply information that furthers their personal or family health & wellness		YES							
Improve users' ability to apply information that furthers their parenting and family skills	YES								
<b>Civic Engagement</b>	YES								
Improve users' ability to participate in their community	YES								
Improve users' ability to participate in community conversations around topics of concern	?								

## Appendix E: Targeted Audiences Crosswalk Table

	Goal 1. Literate CNMI	Goal 2. 21st Century Skills	Goal 3. Maintain & upgrade CNMISL Technology Infrastructure
Library Workforce (current and future)		YES	
Individuals Living Below the Poverty Line	YES	YES	YES
Individuals who are unemployed/underemployed		YES	YES
Ethnic or Minority Populations	YES	YES	YES
Immigrants/Refugees			
Individuals with Disabilities			
Individuals with Limited Functional Literacy or Information Skills			
Families	YES		
Children (aged 0-5)	YES		
School-aged Youth (aged 6-17)	YES		
General (aged 18-64)	YES	YES	YES
Senior (aged 65+)	YES	YES	

## Appendix F: Expenditure Tables

Goal	FFY2018	FFY2019	FFY2020	FFY 2018 LSTA EXPENDITURE	FFY 2019 LSTA EXPENDITURE	FFY 2020 LSTA EXPENDITURE	THREE YEAR (FFY 2018 - FFY 2020) EXPENDITURE TOTAL	PERCENTAGE OF TOTAL LSTA EXPENDITURES
1: Literate CNMI	X	X	X	\$13,290.00	\$13,340.00	\$17,234.77	\$43,864.77	18.34%
2: 21st Century Skills	X	X	X	\$45,698.00	\$25,929.00	\$13,424.50	\$85,051.50	35.55%
3: Maintain and upgrade CNMISL Technology Infrastructure	X	X	X	\$17,348.00	\$34,468.00	\$44,388.02	\$96,204.02	40.22%
Goal subtotal (expenditures)				\$76,336.00	\$73,737.00	\$75,047.29	\$225,120.29	94.11%
Total allotment				\$79,735.00	\$79,904.00	\$79,580.00	\$239,219.00	100.00%
Returned funds					\$3,217.00	\$1,531.71		
Difference				\$3,399.00	\$2,781.00	\$3,156.00	\$9,336.00	3.90%
Percentage administrative costs				4.26%	3.48%	3.97%		3.90%





## Appendix G: End user web-survey instrument

### Public library services survey

The public library of the Northern Mariana Islands is conducting a review of public library services in the state to assess current services and to inform a plan for library services over the next five years. This evaluation and plan will be submitted to the Institute of Museum and Library Services, a federal agency that provides funding to the Northern Mariana Islands libraries each year. Your input will help shape future library services and the funding that supports them. Additionally, each respondent will be entered in a drawing for a chance to win a \$25 Amazon gift card!

Please take a few minutes to provide feedback about which library services you consider most important to you, your family, and your community. This survey is confidential: it is being conducted by independent evaluators, and library staff will not see your name associated with your response.

While COVID has changed how we interact with the library, think back over the past three years and consider pre-COVID times in your responses as well as more recent interactions. Thank you in advance for helping the public library serve your community better!

Which libraries do you use? (Select all that apply)

- Joeten-Kiyu Public Library
- Tinian Public Library
- Rota Public Library
- Fernando M. Benavente Memorial Library

Before COVID, how often did you visit the library?

- Daily

- Multiple times per week
- Once a week
- A couple times a month
- A few times a year
- Not at all

In the past three years, have you seen improvement in your own or your children's ability to read because of library services or participation in library programs?

- A lot
- A little
- Not at all
- N/A

Which library services have you and your family used in the past three years? (Select all that apply)

- Checking out materials (books, DVDs, CDs, etc.)
- Accessing E-books
- Accessing other electronic resources, such as journals or databases

- Applying for unemployment or pandemic assistance
- Bookmobile services
- Curbside pickup services
- Children's meal pickup
- Improving my reading skills or my child's reading skills
- Meeting friends or relaxing
- Resources for the blind and disabled (11)
- Using library computers**
  - a) Investigating career options, looking for a job, applying for a job
  - b) Using library computers for internet access
  - c) General research/learning new skills
  - d) Completing school work or researching schools
- Children's programming**
  - a) Early literacy reading hour
  - b) Summer reading program
  - c) Computer classes (like, "Typing for kids", "Hour of code")
  - d) Educational games
- Adult programming**
  - a) Attending a community program or meeting (21)

- b) Attending a cultural program or class (language, music, etc.)
- c) Attending a computer class
- d) Attending a community skills training (like, "Basics of Talaya")

Other (Please describe): \_\_\_\_\_

*Carry Forward Selected Choices from "Which library services have you and your family used in the past three years? (Select all that apply)"*

Q17 You said you and your family have used the following library services. How satisfied are you with each service?

	Very dissatisfied	Somewhat dissatisfied	Somewhat satisfied	Very satisfied
Checking out materials (books, DVDs, CDs, etc.)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Accessing E-books	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
<i>...Any other carried forward selections...</i>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

If you'd like to elaborate on why you were satisfied or unsatisfied with a particular service in the question above, you may do so here.

For your family, what programs and services are most important for the library to continue, or to expand?

What programs or services would you like the library to begin offering in the next five years that it does not already?

What other feedback would you like to provide to the library?

What is your race?

- Bangladeshi
- Carolinian
- Caucasian
- Chamorro
- Chinese
- Chuukese
- Filipino
- Japanese
- Korean
- Kosraean
- Marshallese
- Palauan

- Pohnpeian
- Russian
- Thai
- Yapese
- Two or more Races
- Other

Can you access the internet from home?

- Yes, I have wired home internet (1)
- Yes, but only via my cell phone (2)
- No (3)

Is a member of your household a recipient of Medicaid, food stamps, or free and reduced school lunch?

- Yes
- No

If you would like to be entered in the raffle to win a \$25 Amazon gift card, please provide your contact information below. Please do not submit more than one response! Duplicates will be removed before the raffle. Your response is confidential and your identity will not be associated with your survey response.

Name \_\_\_\_\_

Email address \_\_\_\_\_

Mailing address \_\_\_\_\_

# Appendix H: End user web-survey report

## Library End User Survey LSTA Five-Year Evaluation

Report authored by Joyce Chapman, Quality Metrics LLC  
October 2021

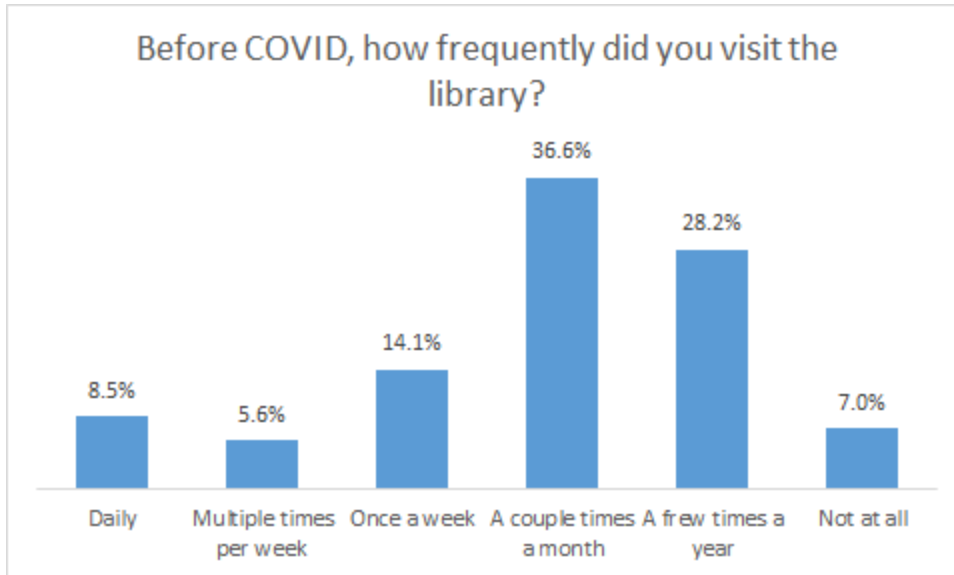
As part of the 2018-2022 LSTA Five Year Plan evaluation process, the Joeten-Kiyu Public Library (JKPL) worked with independent evaluators to distribute a survey to library stakeholders. The survey was built in Qualtrics survey software and distributed by the evaluators via email invitation to 204 library patrons who had participated in summer 2021 programs for which they registered an email address. The survey ran from August 29th through October 1st, 2021. The goals of the survey were to assess the impact of the funds provided by the LSTA program on the people that the library serves, and to inform the library's 2023-2027 Five-Year Plan for LSTA funds. The survey asked respondents to look back over the last few years and provide feedback about which library services they consider most important to themselves, their family, and their community; what new services they would like to see offered or expanded; the extent to which respondents have seen improvement in their own or their children's ability to read because of library services or participation in library programs; and several demographics questions.

### Findings

The survey received 72 responses, which represents a 35% response rate. While 98.6% (70) of respondents use the Joeten-Kiyu Public Library branch and 2.8% (2) use the Tinian Public Library, there were no responses from users of the Rota Public Library or the Fernando M. Benaverte Memorial Library, despite outreach efforts.

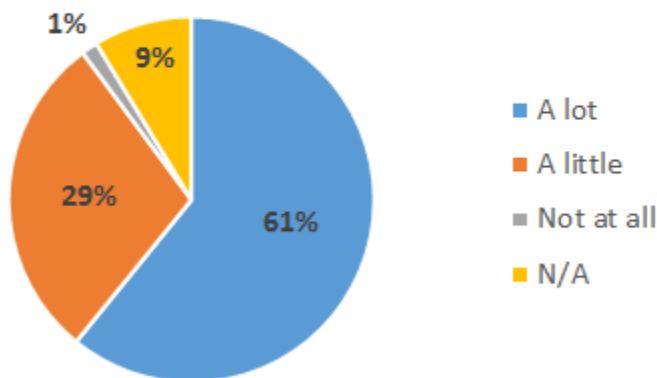
Respondents were asked how frequently they visited the library before COVID. Over 60% of respondents said they use the library a couple times a month or a few times a year. Over a fourth visited once a week or more, and 7% did not come to the library at all before COVID.





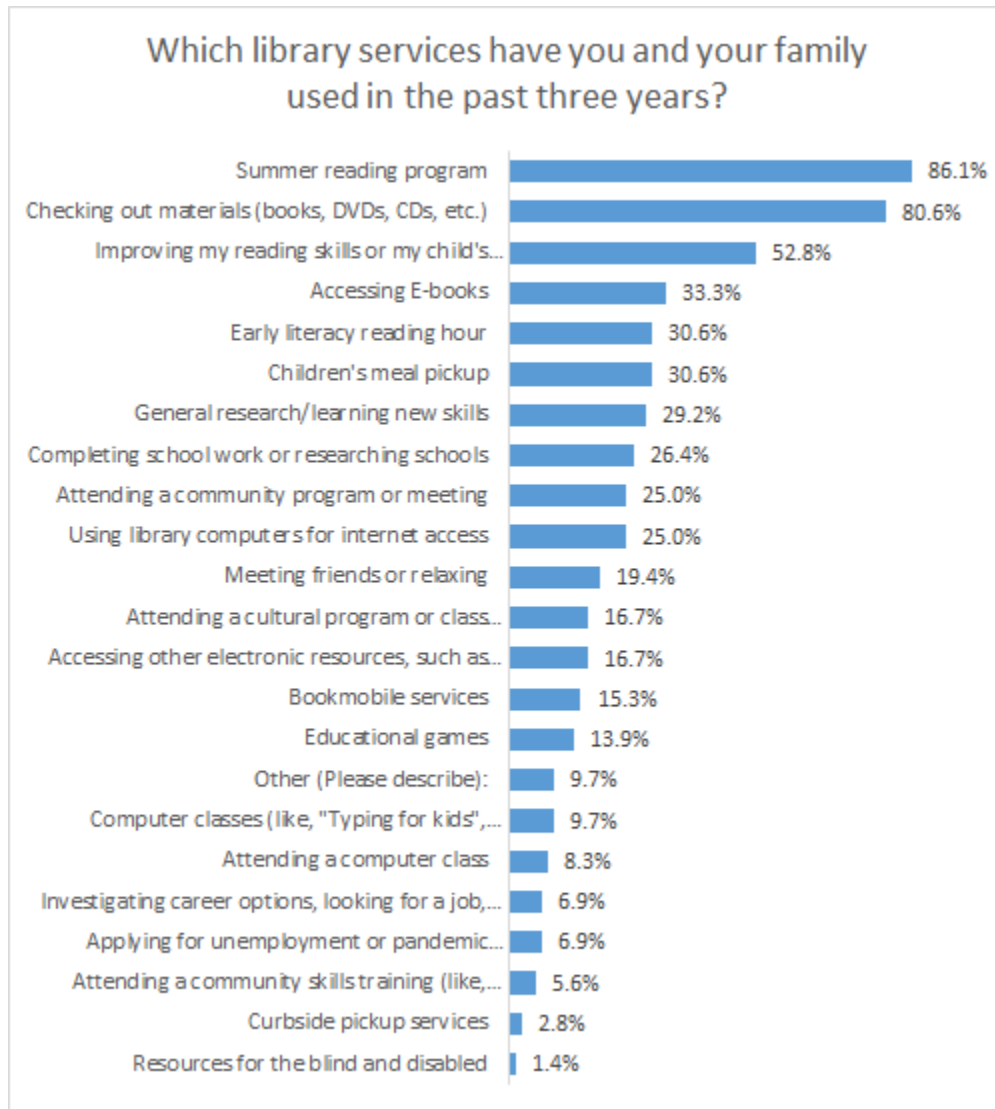
When asked whether they had seen improvement in their own or their children’s ability to read because of library services or participation in library programs, responses were extremely positive. Over 60% said they had seen “a lot” of improvement in their or their children’s reading due to library services and programs. Nine percent said the question was not applicable to them; these individuals likely do not have children and already have no difficulty reading.

In the past three years, have you seen improvement in your own or your children's ability to read because of library services or programs?



Respondents were presented with a list of 22 library services and asked which ones they and their family had used in the past three years. Keep in mind that the survey was distributed to known users whose contact information had been gathered during summer programs, many of which are aimed at children. The most used services were Summer Reading (86.1%) and

checking out materials (80.6%). Over 50% of respondents come to the library to improve their or their family’s reading skills. A third have accessed e-books made available by the library. Between a quarter and a third of respondents have used children’s meal pickup, Early Literacy Reading Hour, attended a community program or meeting, used the public access computers for internet access, or used the library for schoolwork or general research.



Of six write-in responses for “Other,” half were for “Motherread/Fatheread,” and two went on to rate their satisfaction levels with Motherread/Fatheread. Both were “extremely satisfied.”

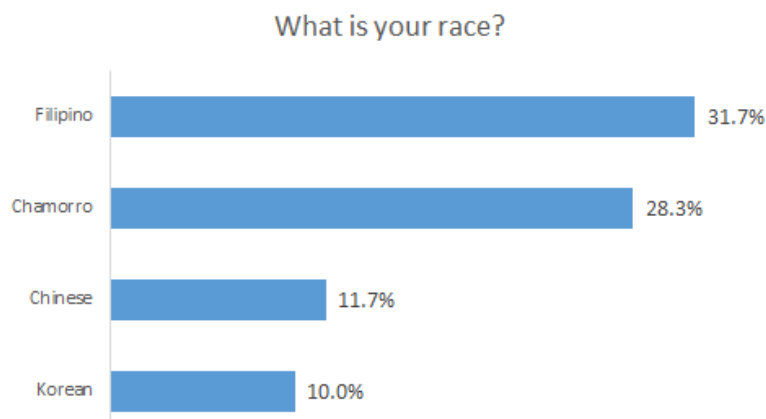
For every program or service a respondent said they had used in the past three years, they were subsequently asked to rate their satisfaction with that service. Not all respondents chose to answer this question. The table below shows both the total number of users who answered the question and the percentage breakdown in level of satisfaction. Satisfaction levels are color coded using a red-to-green scale, with higher percentages appearing greener and lower

percentages redder. The total number of respondents is listed to the far right, and some received only a handful of responses. Of services that received more than five responses, some with the highest satisfaction rates include “using library computers for internet access,” “early literacy reading hour,” and “attending a community program or meeting.” Some of the areas in which there were lower levels of satisfaction (and more than five respondents) include “Accessing other electronic resources, such as journals or databases,” “bookmobile services,” “accessing ebooks,” and “Improving my reading skills or my child's reading skills.” While there is room to examine and improve these and other services, keep in mind that even the areas with the lowest level of satisfaction are still 50% “very satisfied.”

Question	Very dissatisfied %	Somewhat dissatisfied %	Somewhat satisfied %	Very satisfied %	Total who used this service
Curbside pickup services	0.0%	0.0%	0.0%	100.0%	1
Resources for the blind and disabled	0.0%	0.0%	0.0%	100.0%	1
Using library computers for internet access	0.0%	0.0%	17.7%	82.4%	17
Applying for unemployment or pandemic assistance	20.0%	0.0%	0.0%	80.0%	5
Investigating career options, looking for a job, applying for a job	0.0%	20.0%	0.0%	80.0%	5
Early literacy reading hour	5.0%	5.0%	10.0%	80.0%	20
Attending a community program or meeting	0.0%	0.0%	20.0%	80.0%	15
Attending a computer class	0.0%	0.0%	20.0%	80.0%	5
Other (Please describe):	0.0%	0.0%	20.0%	80.0%	5
Attending a community skills training (like, "Basics of Talaya")	0.0%	0.0%	25.0%	75.0%	4
General research/learning new skills	0.0%	5.6%	22.2%	72.2%	18
Completing school work or researching schools	0.0%	5.9%	23.5%	70.6%	17

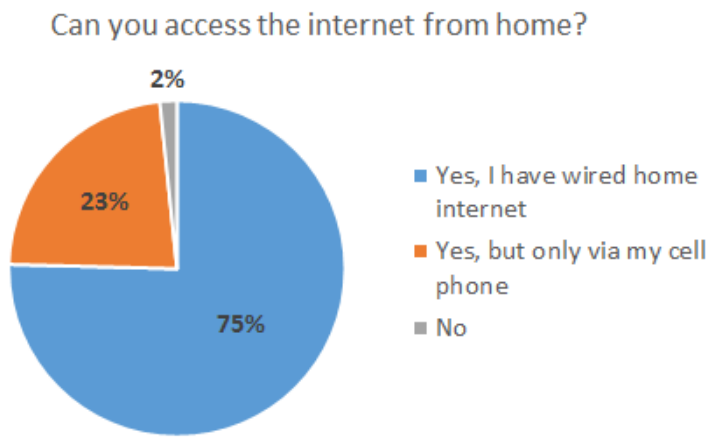
Checking out materials (books, DVDs, CDs, etc.)	4.0%	4.0%	22.0%	70.0%	50
Children's meal pickup	5.0%	5.0%	20.0%	70.0%	20
Educational games	10.0%	0.0%	20.0%	70.0%	10
Meeting friends or relaxing	7.7%	0.0%	23.1%	69.2%	13
Summer reading program	5.8%	3.9%	23.1%	67.3%	52
Computer classes (like, "Typing for kids" or "Hour of code")	0.0%	0.0%	33.3%	66.7%	6
Attending a cultural program or class (language, music, etc.)	0.0%	8.3%	25.0%	66.7%	12
Accessing E-books	0.0%	5.0%	30.0%	65.0%	20
Improving my reading skills or my child's reading skills	9.1%	0.0%	27.3%	63.6%	33
Bookmobile services	22.2%	11.1%	11.1%	55.6%	9
Accessing other electronic resources, such as journals or databases	0.0%	10.0%	40.0%	50.0%	10

Respondents were additionally provided with a free text question where they could elaborate on why they were satisfied or unsatisfied with a particular service, and 25 did so. The majority of these responses were positive feedback, such as, "We are satisfied because the staff of the library are kind, easy to approach, accommodating, and help you each step from the borrowing of books until checking out." There were only a few suggestions for specific changes, including a desire for more books and more DVD titles, more guidance from librarians for children during the Summer Reading Program, and better final prizes for Summer Reading.



Respondents were subsequently asked several demographics questions. When asked about their race, 31.7% of respondents identified as Filipino, 28.3% Chamorro, 11.7% Chinese, and 10% Korean. The remaining 18%

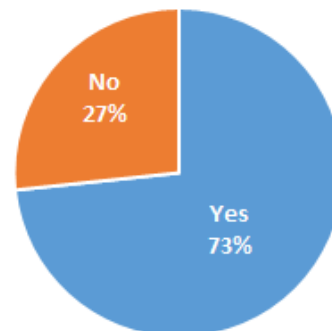
identified among nine other ethnicities, with no category receiving more than 3.3%.



When asked about home internet access, three quarters of respondents have wired home internet, 23% can only access the internet at home from a cell phone, and 2 percent have no internet access at their homes. Keep in mind that this was a web-based survey sent to program participants who had provided email addresses, so responses are expected to be skewed towards those with more internet access.

The last demographic question asked of respondents was whether a member of their household is a recipient of Medicaid, food stamps, or free and reduced school lunch. This question was used as a proxy for income level. Despite the fact that the survey was more accessible to people who have home internet access, nearly three fourths of survey respondents still do have a member of their immediate household who falls into one of these categories.

Is a member of your household a recipient of Medicaid, food stamps, or free/reduced school lunch?



Respondents were asked two additional free text questions. These will be analyzed and utilized as part of the planning process for the next LSTA Five Year Plan.

1. For your family, what programs and services are most important for the library to continue, or to expand? (59 responses)
2. What programs or services would you like the library to begin offering in the next five years that it does not already? (53 responses)

# Appendix I: Stakeholder web-survey instrument

## Library 5-year Evaluation

### Stakeholder questionnaire

Every five years, each state library administrative agency that receives federal funding from the United States government is required to conduct an independent evaluation of its implementation of the Library Services and Technology Act (LSTA) "Grants to States" program. This evaluation must be submitted in order to qualify for ongoing federal funding.

Joeten-Kiyu Public Library (JKPL) is conducting this evaluation now in collaboration with independent evaluators from QualityMetrics. The evaluators are gathering information and data from a number of different sources including the State Program Report that JKPL submits annually to the Institute of Museum and Library Services, internal statistical and narrative reports, and survey data. We'd like your help in assessing the impact of the funds provided by the LSTA program on the library and the people that the library serves. **Your response will additionally help form the library's 2023-2027 Five-Year Plan for LSTA funds.**

You are invited to share your thoughts and ideas by answering three short questions. The survey should take you no more than five minutes to complete. The first question asks you to look back over the last few years and to consider how the LSTA program has benefitted libraries and library users. Second, we'd like to invite you to think about the future and to suggest new ways in which you think LSTA funds should be invested. Finally, we want to give you an opportunity to offer any other observations about JKPL's LSTA program (positive or negative).

Thank you in advance for helping the JKPL serve your community better!

### Background

The Northern Mariana Islands receives a little over \$79,000 in LSTA Grants to States funding each year. Over the first two years of this funding cycle (the only years for which data is available), JKPL spent roughly 45% of LSTA funds on the goal **21st Century Skills**, developing library services that support various literacy activities and programs to advocate for 21st century skills, and providing training and opportunities for library staff to ensure they are equipped to assist the public to acquire such skills. The library spent roughly 33% of LSTA funds on the goal **Maintain and upgrade CNMISL Technology Infrastructure**, including developing and supporting libraries as local community hubs for broadband connectivity, upgrading the Integrated Library System, and maintaining up-to-date online public access computers and technology infrastructure. Roughly 16% in the first two years was spent on the goal **Literate CNMI**, developing and supporting adult and early literacy service and programs.

**Looking back**

Think back over the past three years (2018, 2019, and 2020). Which, if any, of the LSTA-supported programs have had the greatest impact on your library and on the people your library serves? How is library service in your community better because of the investment of LSTA funds? (The programs are "21st Century Skills," "Maintain and upgrade CNMISL Technology Infrastructure," and "Literate CNMI.")

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**Looking ahead**

Look ahead to the years covered by the upcoming five-year plan (Federal Fiscal Years 2023 - 2027). Are there changes in the way that LSTA dollars are invested that you think would significantly improve library services in the Northern Mariana Islands? If so, what are they and why do you think that the change(s) would make a difference. (Note that LSTA funding cannot be used for building facilities or for lobbying purposes).

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**Other comments**

Please feel free to offer any additional comments about Joeten-Kiyu Public Library's LSTA program. What do you like or dislike about the program? What could be improved?

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My role is... (select all that apply)

- Library staff member
- Library Board member
- Friend of the Library

Community partner

Donor

Other. Please describe: \_\_\_\_\_



## Appendix J: Stakeholder web-survey report

### Library Stakeholder Survey LSTA Five-Year Evaluation

Report authored by Joyce Chapman, Quality Metrics LLC

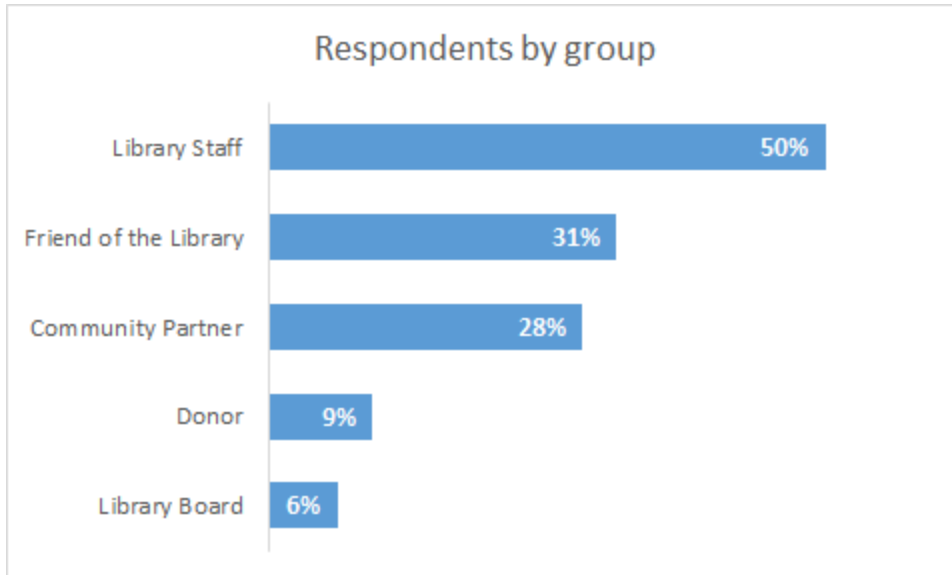
“What I like most [about the library] is access to finding the person that you never thought you could be, and knowing things that you never thought possible.”

- Library Staff Member

As part of the 2018-2022 LSTA Five Year Plan evaluation process, the Joeten-Kiyu Public Library (JKPL) worked with independent evaluators to distribute a survey to library stakeholders. The survey was built in Qualtrics survey software and distributed by the evaluators via email invitation to 99 library stakeholders. The survey ran from August 12th through September 24th. The goals of the survey were to assess the impact of the funds provided by the LSTA program on the library and the people that the library serves, and to inform the library's 2023-2027 Five-Year Plan for LSTA funds. The survey asked respondents to look back over the last few years and to consider how the LSTA program has benefited libraries and library users, to think about the future and to suggest new ways in which LSTA funds should be invested, and provided the opportunity for respondents to offer any other observations about JKPL's LSTA program. The three goals of the current Five Year LSTA Plan were shared with respondents in the survey's introduction ("21st Century Skills," "Maintain and upgrade CNMISL Technology Infrastructure," and "Literate CNMI.")

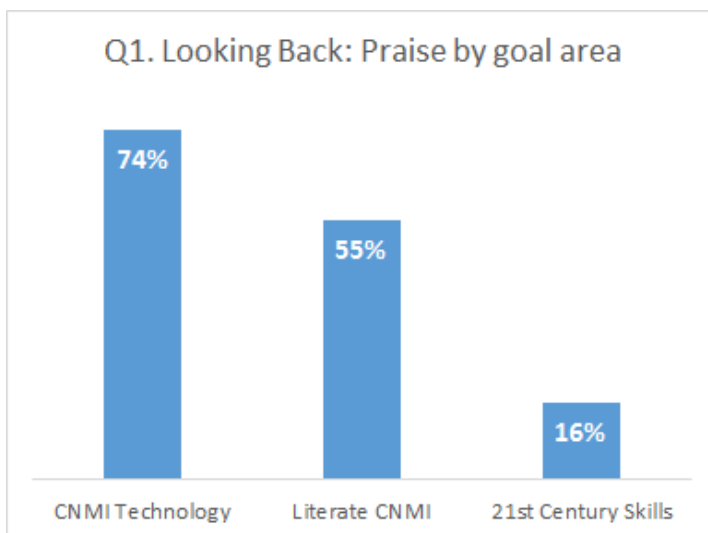
#### Findings

The survey received 71 responses, which represents a 32% response rate. Half (50%) of respondents are library staff members, 31% are Friends of the Library, and 28% are Community Partners. Note that percentages in the chart below do not add up to 100 because respondents were able to select multiple roles.



## Looking back

The first question asked respondents to think back over the past three years and discuss which LSTA-supported programs had the greatest impact on the library and the people the library serves.



All but one respondent provided an answer. Activities conducted under all three goals were praised by many respondents. However, “Maintain and Upgrade CNMI Technology” was praised time and again, by 74% of respondents. A number of respondents highlighted the digital divide and the fact that many CNMI residents have no internet access or computers at home. The libraries provide the only source of free computers, computer software, and internet for a segment of the population. Respondents also emphasized the heightened

importance of library technology during COVID, when physical access to many spaces and services has been limited and the only way to access many services was online.

“I think these programs are all important, however, the Maintain and Upgrade CNMI Technology may have had the most impact as computer devices to access the internet and word processing applications are not readily available for FREE use in our

community. The LSTA investment helps ensure our community has a reliable and responsive hub for access to technology and literary resources to satisfy our intellectual needs and enhance our capacity and engagement in literature and research.” - Community Partner

“Making more books accessible online and providing wi-fi service to the community at the library. This was especially important during COVID and after Super Typhoon Yutu when power and physical access to services was otherwise limited.”  
- Community Partner

“During the Covid-19 pandemic, we had a lot of our community members who were computer illiterate. I saw the staff at the Joeten-Kiyu Public Library took their time to assist those who are in need, most especially the elderly.” - Friend of the Library

**Respondents praised many programs provided via the “Literate CNMI” goal, mentioning Summer Reading, Motherread/Fatheread, technology and digital literacy courses, and ukulele lessons. The impact of literacy programming expenditures overcoming the digital divide is appreciated by library stakeholders.**

“Literate CNMI...provides many particularly in poverty stricken communities the chance to thrive and compete with others more educated and the privileged.”  
- Friend of the Library

**While only 16% of respondents discussed the ways in which funds spent on “21st Century” skills had high impact, the extent and impact of staff training are typically only visible internally to staff. A third of all survey respondents who are library staff discussed the impact of LSTA funds spent on staff training for 21st Century Skills. One staff member pointed out the critical nature of training – as well as library technology – after super typhoon Yutu:**

“The CNMI suffered damages from a super Typhoon in October 2018, we were able to assist the community as the designated FEMA Assistance Center. Having the technology and skills made the library and its staff and management knowledgeable to set up the equipment needed for the Center.” - Library Staff Member

## Looking forward

**Respondents were asked to think ahead to the years covered by the upcoming Five-Year Plan (fiscal years 2023 - 2027) and discuss changes in the way that LSTA dollars are invested that would significantly improve library services.**

The theme that stands out the most in responses is technology. Stakeholders are concerned about the speed with which technology is advancing, and believe it critical that the library provide the community with access to new technology and software, offer evolving technology training classes, provide a robust technology lending program, and provide high quality wifi and internet access at the facilities. Several people discussed a desire to retain the same (or similar) goals as those in the current LSTA plan.

Suggestions for technology related improvements for library services included:

- More library public computers available at more hours
- Buy more ebooks and virtual learning resources for students
- Continuously upgrading computers and technology
- Wifi throughout the buildings strong enough for everyone to use their own devices
- More programing for children incorporating use of technology with literacy skills
- Programming to improve technology literacy of patrons of all ages
- Continuous staff training to keep abreast of changing technologies
- A technology lending program that allows patrons to take home laptops, tablets
- The necessity of a virtual library as the new norm post-pandemic, and the need to train older populations in particular on how to navigate online resources and programming

Additional ideas for new ways that LSTA dollars could be invested include:

- Enhance the library's accommodation of people with different abilities
- Consider the needs of specific populations based on ethnicity and language
- Make more resources about indigenous Chamorro and Carolinian culture and/or language available online
- Literacy programs for patrons of all ages
- More funding for outreach to the underserved, especially in rural communities
- Increased outreach programs at public schools and in the community
- A dedicated vehicle for the library to better serve schools and community
- Buy more books
- Increasing Package to Go programming
- More programs for young adults, and Game Days for kids
- More programming in general
- Virtual tours
- Self checkout

“Virtual learning resources to help with students' studies, also, purchasing of laptops, tablets, ipads that can help our communities that is not able to come to the library. or faster internet connection.” - Library Staff Member

“I think more online or virtual resources and computer classes would improve the library services in the NMI. They would make a difference because with this whole pandemic and virtual classes, students need more access to online databases and

resources. The computer classes would help everyone if they need basic skills on computers, Microsoft and how to browse the internet.” - Library Staff Member

## Other comments

Finally, respondents were provided with a free text field in which to provide any additional comments, such as what they like or dislike about the program, and what can be improved. Twenty-eight comments were provided. Nearly all of them praised the library system and its staff.

“Erlinda and her staff have done an amazing job under the most trying of conditions, i.e. typhoons, Covid, etc. The community engagement is excellent.”  
- Friend of the Library

“The staff of the library always seems to make the best use of the funds and equipment they have at their disposal and they always add their cheerful enthusiastic participation and interaction which helps the patrons feel welcome and helped.”  
- Friend of the Library

“The Joeten-Kiyu Public Library's LSTA program is outstanding in spite of the challenges caused by super typhoons and COVID 19. The staff have stretched their creativity in ways that still provide services to the public even with challenging circumstances and limited opportunities.” - Community partner

“Overall, I find the library is doing a great job. This is a testament to the effectiveness of leadership at the library. In addition, the staff are always pleasant and as helpful as possible. I love our library!” - Community Partner

“The JKPL does a fantastic job of keeping the library current and accessible. It is well respected and a vital part of the educational environment of the island. I especially credit them for the attention dedicated to the humanities and the arts.”  
- Friend of the Library

**A number of these final comments emphasized the importance of LSTA funding to the community.**

“These funds have been instrumental to the many needs of the JKPL Library.”  
- Library Board Member

“The LSTA program has made a gigantic impact on the Joeten-Kiyu Library over the years. We, along with our patrons, are incredibly grateful for the support and we look forward to the next opportunity to improve the library and improve the overall experience and continue to provide a comfortable and safe environment for them all.”

- Library Staff Member

“We are thankful for all the funding assistance made available to our small library community. We are truly grateful for all the opportunities our public library has to offer. We have a great public library, full of humble, courteous, and friendly employees!” - Community Partner

“The services provided [by LSTA funding] are critical for our community needs...Going forward, personnel will be affected and limited without these essential funds in place.”

- Library Staff Member

Some additional suggestions that arose in this section include:

- Working on a branding and marketing strategy for the library, which would be a roadmap that defines how the library wants the users to experience it and how to engage the community in new ways to alter outdated perceptions
- Developing a general library needs assessment tool that could be distributed over years at functions, after classes, etc. (the form would gather ideas for what the community wants the library to provide or change)
- Partnering with Manamko to better learn what seniors would like at the library
- Setting up a program for children to read to elders

## Appendix K: Completion rates for Five Year Plan program, outputs, and outcome targets

### Goal 1 - Meeting Five Year Plan targets, outputs, and outcomes

All but one of the program, outputs, and outcome targets were completed for Goal 1, and program completion is further detailed in the report narrative. CNMISL kept excellent records during this evaluation period, enacting several new data tracking methods since the last Five Year Evaluation period and implementing the IMLS' pre and post impact survey with impressive rates of return. The only output target that evaluators were unable to assess was Goal 1 Output Target 3, "Users will report a 5% increase in library visits one month after library event advertisement." There is no data currently collected that could be used to analyze the success of this target. Additionally, the typhoon and pandemic both impacted the ability of users to access the physical library, making this output ineffectual even if examining library visits broadly and attempting to correlate them with event advertisements. While it is not easy to directly measure whether low-income families participating in library programming increase their use of community services and collections materials, the evaluators mark this as complete due to the combination of several factors, including the increase in pre-pandemic circulation (33.9% from FFY 2017 to FFY 2019), increases in participation in a number of programs, and the high poverty rate in the community. Because 44% of all households and 57% of households with children under five year old earn below the poverty level,<sup>23</sup> general library use is assumed to also indicate use by low-income families. This was verified by a patron survey conducted by the evaluators in 2021; despite the fact that the web survey was more accessible to people with home internet access, three-fourths of respondents have a household member who is a recipient of Medicaid, food stamps, or free and reduced school lunch.

Goal 1 Programs	Incomplete/ unable to assess	Somewhat complete	Complete
1 - Develop and support adult literacy services and programs in libraries			X
2 - Develop and support early and emergent literacy services and programs in libraries			X
3 - Develop services and programs that support and encourage reading and community involvement.			X
Goal 1 Output Targets	Incomplete/ unable to assess	Somewhat complete	Complete
1 - Number of adult learners			X
1 - Number of volunteers			X

<sup>23</sup> "Full time work" is defined as working fewer than 35 hours per week

2 - Number of parent participants			X
2 - Number of child participants			X
2 - Number of events			X
3 - Number of summer reading participants			X
3 - Number of book club participants			X
3 - Number of programs created to encourage reading and community involvement			X
3 - Produce and promote workshops in the community			X
3 - Users will report a 5% increase in library visits one month after library event advertisement	X		
Goal 1 Outcome Targets	Incomplete/ unable to assess	Somewhat complete	Complete
1 - Adult learners will meet their specific literacy goals			X
2 - Increase in amount of time parents spend reading to their preschool children			X
3 - Increased sense of community by participants of library programs			X
3 - Participants will enjoy varied programming services experienced at the library			X
3 - Low-income families participating in the program increase their use of community services and collections materials provided by the library			X

**Goal 2 - Meeting Five Year Plan targets, outputs, and outcomes**

The majority of program, outputs, and outcome targets were completed for Goal 2, and program successes are further detailed in the report narrative. A target that was not met due to the global pandemic was the ability to measure an “increased number of participants who report gaining knowledge or new skills as a result of participation in library programs,” as the data is not currently stored in such a way as to easily enable this kind of overarching analysis. Targets and outcomes marked as somewhat complete were also those that were impacted by the pandemic. This was particularly true of the volunteer program. For example, in person volunteer numbers decreased with the pandemic, but had increased substantially in the previous year when volunteers could be on-site, leading the evaluators to mark this – as well as the target to have a stable cadre of volunteers – as somewhat complete. Likewise, planned professional development and in-person training for staff was hindered by the pandemic. An additional target that could not be completed was “Library staff will deliver more satisfactory library and reference



services”; while impact surveys were captured for services such as programming, there is no longer a data source tracking satisfaction with reference services since the IMLS pre and post surveys were adopted and the existing library survey was dropped in order to avoid survey fatigue. JKPL plans to reinstate their local survey in 2022 periodically, as the data was found to be helpful for planning and evaluation and is enhanced – rather than replaced – by IMLS impact surveys. The target to increase in-house use of the OPAC and reference services by 30% was met: before the pandemic, between FFY 2017 and FFY 2019 there was a 151.9% increase in reference transactions, and where there is OPAC usage data from FFY 2019 to FFY 2021, there was over a 200% increase in use. The evaluators were unable to assess whether volunteers reported a new understanding of the community needs addressed by the library because this data was not collected.

Goal 2 Programs	Incomplete/ unable to assess	Somewhat complete	Complete
1 - Develop library services that support various literacy activities or programs that advocate 21st century skills.			X
2 - Provide training and develop opportunities for library staff to ensure they are equipped to assist the public to acquire 21st century skills.			X
3 - Encourage libraries to leverage and maximize the skills and expertise of community members looking for volunteer opportunities.			X
Goal 2 Output Targets	Incomplete/ unable to assess	Somewhat complete	Complete
1 - Number of programs			X
1 - Number of participants			X
1 - Create promotional materials			X
2 - Training opportunities for staff to acquire and or enhance their skills			X
2 - Develop and implement a systematic training program in the use of ILS Horizon system			X
2 - Develop a measurable program for computer literacy ranging from basic computing to specific office application software			X
2 - Number of workshops attended			X
2 - Number of trainings attended			X

2 - In-house use of reference assistance at the Circulation and OPAC will increase by 30%			X
3 - Increased number of people who volunteer in the library as a result of the library's volunteerism program		X	
3 - Number of services/programs for which the library utilizes volunteers to expand or enhance the service			X
3 - Library will have a stable cadre of volunteers		X	
<b>Goal 2 Outcome Targets</b>	<b>Incomplete/ unable to assess</b>	<b>Somewhat complete</b>	<b>Complete</b>
1 - Increased number of participants who report they gained knowledge or gained a new skills as a result of participation in a library program	X		
1 - Increased awareness of library activities via promotional fliers, newsletter, CNMISL website, and social media			X
2 - Library staff will deliver efficient and effective customer service			X
2 - Library staff will deliver more satisfactory library and reference services		X	
2 - Increased staff knowledge and skills as result of participating in workshops			X
2 - Staff will report they have gained new knowledge and skills to support their community			X
3 - Volunteers report a new understanding of the community needs addressed by the library	X		
3 - Patrons report that volunteers behave in a friendly and professional manner			X
3 - Volunteers increase skills from working at the library			X

### Goal 3 - Meeting Five Year Plan targets, outputs, and outcomes

The majority of program, outputs, and outcome targets were met for Goal 3, and those relevant to LSTA are further detailed in the report narrative. Others were well exceeded: for example, CNMISL increased the total amount of materials available to patrons by 25% between FFY 2018 and FFY 2022, and the number of registered borrowers increased by 17.6% between FFY 2017 and FFY 2019, prior to the pandemic. The target for a 10% increase in the number of devices checked out was meant to reference mifi and laptop/tablet use. Rates of use of both

these increased exponentially from the end of the last evaluation period through FFY 2019, prior to the pandemic, then fell. Mifi uses increased by 968.7%, in part due to the critical role the library played as a Federal Emergency Management Agency (FEMA) disaster relief center after supertyphoon Yutu that year, and laptop use increased 151.3% over the same time period. The “number of patrons using software applications” was noted as an output target to track, but this is not a metric that the libraries recorded during the evaluation period. Finally, CNMISL had hoped to “increase the number of patrons visiting the library by 10%.” Due to pandemic closures, this target was unable to be fully met. However, prior to the pandemic entrances increased by more than 10% each year, with a 42.0% increase from FFY 2017 to FFY 2019.

Goal 3 Programs	Incomplete/ unable to assess	Somewhat complete	Complete
1 - All CNMI State Libraries will offer and provide e-books as an expanded digital collection resource. CNMISL will acquire an e-book subscription service and provide it to CNMISL.			X
2 - Continue to upgrade CNMISL Integrated Library System (ILS) and have up-to-date online public access and technology infrastructure to increase efficiency, improve speed of access and provide enhanced security for confidential information (e.g. patron records), wireless services, mobile applications, additional services and informational resources.			X
3 - Develop and support libraries as local community hubs for broadband connectivity.			X
Goal 3 Output Targets	Incomplete/ unable to assess	Somewhat complete	Complete
1 - Additional computers and technology devices will be purchased for CNMISL to augment current computer center, which will be used to access e-books			X
1 - Number of patrons who use a device through the library			X
1 - Number of devices checked out			X
2 - Number of new library materials cataloged			X
2 - Number of new library users			X
2 - Number of patrons using new tools and services			X

2 - Number of patrons accessing Wi-Fi			X
2 - Number of patrons using electronic devices			X
2 - Number of patrons using software applications	X		
2 - 20% increase of new library materials for patrons			X
2 - 10% increase of new library users			X
2 - 10% increase of patrons using technology			X
3 - Number of patrons that connect to the Internet through their public library			X
3 - Patrons will enjoy improved Internet connectivity			X
3 - Increase number of patrons visiting the library by 10%		X	
<b>Goal 3 Outcome Targets</b>	<b>Incomplete/ unable to assess</b>	<b>Somewhat complete</b>	<b>Complete</b>
1 - Patrons will enjoy and access electronic devices at the CNMISL			X
1 - Patrons will enjoy larger selections of reading materials			X
1 - Patrons will report a 10% increase in checking out devices through CNMISL			X
2 - Patrons will be able to access up-to-date information through CNMISL OPAC			X
2 - Patrons will report an improvement in searching and reserving books online via OPAC			X
3 - Patrons will be able to do more online activities and have more online resources to use			X