Commonwealth of the Northern Mariana Islands (CNMI) State Library - CNMISL

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TINIAN

ROTA

LSTA Five-Year Plan 2018-2022

For submission to the
Institute of Museum and Library Services

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Approved by:
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JUNE 2017

Commonwealth of the Northern Mariana Islands (CNMI) STATE LIBRARY (CNMISL)

MISSION
The Joeten-Kiyu Public Library (JKPL) is the CNMISL information hub, preserving CNMI's cultural heritage and connecting people, libraries and government to the resources and tools they need to succeed and to build a strong community.

BACKGROUND
Opened in December 1991, the Joeten-Kiyu Public Library (JKPL), also CNMI State Library (CNMISL), is the only public library located in Saipan. As the designated State Library Administrative Agency (SLAA), JKPL oversees the technical aspects of library operations for the Antonio C. Atalig Memorial Library on Rota (RPL) and Tinian Public Library (TPL), in collaboration with the respective mayors of both municipalities, leveraging both annual CNMI government appropriations and federal funds primarily from the Institute of Museum and Library Services (IMLS).

CNMI State Library (CNMISL) is a government agency that reports directly to the Commonwealth Library Council (CLC) appointed by CNMI Governor. CNMI State Library is in charge of performing and following activities as defined by Public Law 7-18. NMI State Library, under the direction and leadership of the Director of JKPL who is also the State Librarian, has responsibility to:

- Provide access to information, knowledge and material in support of educational, entrepreneurial, cultural, research, and recreational activities.

- Cheerfully assist the general public in obtaining accurate and up-to-date information, as well as, classic or popular fiction, nonfiction and reference books, magazines and materials in printed, multi-media and digital formats.

- Maintain and expand traditional library services to the readers and nonreaders of all ages. Provide special emphasis on Children's and Youth collections, services and programs.

- Reach out to groups, classes, and individuals who have not traditionally used public library services. Seek out means to serve the underserved throughout all islands of the Commonwealth.

- Pragmatically use computer and related technology to reduce the inherent isolation of island societies and establish the library as a window to the outside world.

- Avoid obsolescence, anticipate trends, and create new models of public access as technology evolves. Take advantage of unexpected breakthroughs as well as changes in technology and other library services.

- Deliver innovative services that anticipate the needs of the library's users.

- Collaborate with the Federal Government, other agencies, organizations and businesses to prudently improve services or resources for the public.

- Promote flexible and responsive administrative structures, procedures and measures in internal and external relations with all governmental entities.

In pursuit of this mission, the libraries of the CNMI will:

- Ensure that the people of the CNMI are given unfettered access to automated information services.

- Expand and improve services to all residents and people who have not traditionally used library services especially children, senior citizens, residents of remote islands, and emerging readers.

- Engage the community and other organizations in enhancing lives through education and promoting, understanding, and preserving the rich Marianas culture, traditions, and heritage.

NEEDS ASSESSMENT

The CNMISL, under the administration and leadership of Joeten-Kiyu Public Library (JKPL), solicited public input from stakeholders on behalf of island residents in the three principally inhabited municipalities of Rota, Tinian, and Saipan. Input regarding comprehensive library needs and services statewide was specifically requested from the Mayor of Rota, the Mayor of Tinian (as is the traditional protocol), and the Commissioner of the NMI Public School System (PSS) headquartered in Saipan. Community input responded to the recently completed evaluation of the NMI's LSTA grant programs (2013-2017), conducted by Ms. Joyce Chapman, a private consultant. This is the second time the Five-Year Plan had undergone a professional evaluation process. The new proposal will continue to use the recommendations from Ms. Joyce Chapman to improve all future Five-Year Plans.

The Joeten-Kiyu Public Library on Saipan functions as the CNMISL. It is a fairly modern facility that was built with private funds in 1991. The library's Information Technology Center serves the entire island with 30 public access computers. Currently fourteen full-time staff members are employed at the central library and one full time employee at TPL and one full time employee at RPL. Joeten-Kiyu Public Library is 25 years old and in need of repairs and expansion in order to continue to serve more than 80% of the CNMI population. The Tinian Public Library has been in operation since 2006. A branch library on Rota was completed in 2002 and opened its doors in 2009.

Each island has different needs resulting from these building projects. Both RPL and TPL need to be connected to a CNMI-wide network in order to make services available to patrons serviced by branch libraries. In addition all three libraries have needs in common. One continuing need on all three islands is materials. The collection ratio of books to resident served is a very low 0.6 per capita. The addition e-book subscriptions will help alleviate the shortage of books. The CNMI needs to approach 3 books per capita in order to adequately serve its residents. Additional staff, equipment and materials are necessary for outreach programs to children, senior citizens, remote islands and other underserved populations.

The CNMISL is funded by both local government sources and federal grants. Despite the economic downturn and limited government resources the local governments have contributed substantial funds to update library collections, and maintaining current library staff suffering from high turnover. There is a desperate need to train professional librarians and technicians especially indigenous Native American to ensure an adequately educated and credentialed staff in the future. Additional assistance is crucial to the continued development and automation of the libraries and creation of a viable library system. The LSTA Five-Year Plan is essential to

continue the progress made in the past seventeen-years in the construction and development of libraries and patron services.

The Five-Year Plan can help the CNMI create a strong library system by addressing the following needs:

1. Digital literacy programs and classes for target patron groups will be added to outreach programs along with increased access to online databases and subscription based e-learning resources. These services will focus on improving patron use of search database, electronic resources and additionally allow for independent learning via Internet to support secondary and college students, career-oriented individuals and lifelong learners. Expand services for learning and access and improve coordination among and between libraries and communities for the purpose of improving the quality of and access to library and information services;

2. JKPL will be the information hub for CNMI libraries. Patrons and staff can become less isolated through the availability of computers and information including the Internet and electronic books and resources to augment the current collections; Residents of all islands can gain access to a statewide-automated catalog by increased accessibility to the Integrated Library System (ILS) Horizon System at Joeten-Kiyu Public Library connected to branch libraries on Tinian and Rota. The catalog will upgrade the library service platform to the Dynix Blue Cloud to allow for easier communication among the branches, and the sharing of library, educational, and cultural services, thereby reducing library operational downtime and burden of server maintenance;

3. Provide professional training and professional development, including continuing education, to enhance the skills of our patrons and the current library workforce and leadership, and advance the delivery of library and information services;

DESCRIPTION OF THE COMMUNITY

The CNMI is made up of 14 islands of the Mariana archipelago in the northwest Pacific with a land mass of 179 square miles. Guam, the largest and southernmost island in the archipelago, is administered by the U.S. as a non-incorporated territory unlike the CNMI which is a US Commonwealth. Geographically, the CNMI is much closer to the Asian mainland than to either Hawaii or the continental U.S. Its location and insular geography have combined to make travel difficult and time consuming, especially to the U.S. mainland. These logistical challenges affect the JKPL's operations and programming.

Virtually all of the CNMI's population of 53,883 resides on the three southern islands of Saipan, Tinian, and Rota. Saipan (p. 48,229), home to 89% of the CNMI's population, is the seat of the CNMI government and possesses the bulk of the CNMI's commercial infrastructure. Tinian (p. 3,136) and Rota (p. 2,527) make up the remaining 11% of the population.

There has been a 24% decline in the CNMI's population over the past 15 years due primarily to the departure of guest workers and to the exodus of hundreds of indigenous residents to attend school or to seek employment opportunities abroad. The estimated median age for the 2010 CNMI population was 33.4. Males comprised 51% of the population and females 49%. Although tiny by mainland standards, the CNMI's population is ethnically diverse. In addition to indigenous Chamorros and Carolinians, who together accounted for roughly 41% of the 2010 population, the CNMI is also home to sizable Asian and Pacific Islander communities. Filipinos represent the largest non-indigenous group accounting for 35% of the population. The remainder of the community is made up of Asian (16%), Pacific Islanders (6%), and Euro- and African-Americans (2%). U.S. citizens comprised 57% of the 2010 population. Such a diverse community presents

challenges and opportunities for the JKPL. On the one hand, consistent with its mission, the JKPL gives priority to addressing issues relating to the indigenous community. Conversely, the CNMI's diverse community provides excellent opportunities to explore multiculturalism in a small, insular democracy.

The CNMI's economy (2015 GDP $922 million) is reliant on the tourist industry which historically has been dominated by the Japanese market. From the mid-1980s to 2009, tourism was supplemented by a robust garment industry whose products were allowed duty free entry into the U.S. (2005 exports totaled $650 million). With the demise of the garment industry and a decade-long decline in tourist arrivals, the CNMI's economy went into a deep recession (2009-2014). The 2014 median household income in the CNMI was $19,958, less than half of the average on the U.S. mainland.

The economy started a recovery in 2015 thanks to a resurgence in tourist arrivals, now principally from China and Korea, and to the legalization of casino gambling on Saipan. This latter development has led to the award of an exclusive 40-year casino license to a China-based firm which has committed to a multi-year 7 billion dollar integrated resort development on Saipan. This surge in Chinese tourists and investments has been facilitated by a temporary "visa waiver" granted to the CNMI by the Department of Homeland Security. The CNMI is the sole U.S. jurisdiction that has been granted the China waiver and it has given the CNMI an important advantage in the Chinese market. However, the wavier can be revoked unilaterally, a situation that adds uncertainty to the ongoing economic recovery.

As with educational organizations in other states and territories, the economy has a significant impact on the JKPL's operations and programs. In 2010 unemployment was nearly 11% and hit a high of 25% in 2007. It remains high today and is complicated by a need for more accurate statistics.

Educational challenges faced by our geographically distant island chain include underfunded public schools, inadequate after-school programs, and poor parental involvement. All school libraries are operating woefully below national standards. The CNMI's educational infrastructure includes public and private K-12 schools on Saipan, Tinian and Rota, a single community college, and public libraries on Saipan, Tinian, and Rota. Public K-12 education is provided by the CNMI Public School System (PSS), an autonomous agency of the CNMI government. PSS administers nine elementary schools, seven junior high school/middle schools, and five high schools with a total enrollment of 10,345. Supplementing PSS are sixteen small, private schools. Private school enrollment in 2015 was 1,969 with Saipan accounting for over 90% of this total.

Due to government austerity measures, all school libraries have little money for technology or collection development. Most libraries have a single staff member working without any assistants. There are only a handful of MLS degreed librarians in the CNMI who have remained far removed from developments in the field of Library Science and unable to put to use knowledge gained through their education.

http://i2io42u7ucg3bwn5b3l0fquc.wpengine.netdna-cdn.com/wp-content/uploads/2017/02/2015-Yearbook-02102017-1-FINAL-FOR-PUBLICAITON-USE-THIS-ONE.pdf
(Source: 2015 CNMI 11th Statistical Yearbook, Central Statistics Division, Department of Commerce)
https://www.bea.gov/newsreleases/general/terr/2016/CNMIGDP_112916.pdf

GOALS

The following three goal areas were created based on the results of all of the feedback we received through our needs assessment. These three goal areas are necessary to meet the challenge of supporting a large community with diverse needs. While broad in nature, they leave enough flexibility to measure success, outputs, and outcomes.

In order to create the most flexible plan that can provide support for the diverse needs of CNMI, we have developed a series of programs for each goal area. The programs help define the broad activities that will support the goal area. Program areas are listed in priority order under each goal.

Goal I: Literate CNMI
- **Goal I, Program I** *(Time Frame 2018-2022)*
  Develop and support adult literacy services and programs in libraries.
- **Goal I, Program II** *(Time Frame 2018-2022)*
  Develop and support early and emergent literacy services and programs in libraries.
- **Goal I, Program III** *(Time Frame 2018-2022)*
  Develop services and programs that support and encourage reading and community involvement.

Goal II: 21st Century Skills
- **Goal II, Program I** *(Time Frame 2018-2022)*
  Develop library services that support various literacy activities or programs that advocate 21st century skills. (Examples: computer literacy, health, financial, etc.)
- **Goal II, Program II** *(Time Frame 2018-2022)*
  Provide training and develop opportunities for library staff to ensure they are equipped to assist the public to acquire 21st century skills.
- **Goal II, Program III** *(Time Frame 2018-2022)*
  Encourage libraries to leverage and maximize the skills and expertise of community members looking for volunteer opportunities.

Goal III: Maintain and upgrade CNMISL Technology Infrastructure
- **Goal III, Program I** *(Time Frame 2018-2022)*
  All CNMI State Libraries will offer and provide e-books as an expanded digital collection resource. CNMILS will acquire an e-book subscription service and provide to CNMISL.
- **Goal III, Program II** *(Time Frame 2018-2022)*
  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.
- **Goal III, Program III** *(Time Frame 2018-2022)*
  Develop and support libraries as local community hubs for broadband connectivity.

GOALS AND PROGRAMS

Goal I: Literate C.N.M.I.
CNMI Libraries provide equitable access to literacy services and programs so that CNMI community can be successful in all of life's endeavors.

Goal I, Program I *(Time Frame 2018-2022)*
Develop and support adult literacy services and programs in libraries.

LSTA Priority *1)Expand services for learning and access to information and educational resources in a variety of formats, in all types of libraries, for individuals of all ages in order to support such individuals' needs for education, lifelong learning, workforce development, and digital literacy skills;*

IMLS Intent *Lifelong Learning – Improve users' general knowledge and skills*

Outputs
 ➢ Number of adult learners
 ➢ Number of volunteers

Outcomes
 ➢ Adult learners that meet their specific literacy goals

Evaluation Methods
 ➢ Pre survey and post evaluation questionnaire will be distributed to program participants
 ➢ Monthly statistical accounts of all program participants
 ➢ Pre-registration forms will be available for all participants

Goal I, Program II *(Time Frame 2018-2022)*
Develop and support early and emergent literacy services and programs in libraries

LSTA Priority *5) Target library and information services to persons having difficulty using a library and to underserved urban and rural communities, including children (from birth through age 17) from families with incomes below the poverty line (as defined by the Office of Management and Budget and revised annually in accordance with 42 U.S.C. § 9902 (s) applicable to a family of the size involved;*

IMLS Intent *Lifelong Learning – improve users' general knowledge and skills*

Outputs
 ➢ Number of parent participants
 ➢ Number of child participants
 ➢ Number of events

Outcomes
 ➢ Increase in amount of time parents spend reading to their pre-school children

Evaluation Method
 ➢ Utilize computer-based technology and simple surveys to measure participants' involvement
 ➢ Monthly statistical reports of participants (including parents and children) and events

Goal I, Program III *(Time Frame 2018-2022)*
Develop services and programs that support and encourage reading and community involvement.

LSTA Priority *1) Expand services for learning and access to information and educational resources in a variety of formats, in all types of libraries, for individuals of all ages in order to support such individuals' needs for education, lifelong learning, workforce development, and digital literacy skills;*

IMLS Intent *Civic Engagement – improve users' ability to participate in community*

Outputs
- Number of summer reading participants
- Number of book club participants
- Number of programs created to encourage reading and community involvement (i.e. book clubs, Teen Computer Gaming, etc.)
- Produce and promote workshops in the community
- Users will report a 5% increase in library visits one month after library event advertisement

Outcomes
- Increased sense of community by participants of library programs
- Participants will enjoy varied programming services experienced at the library
- Low-income families participating in the program increase their use of community services and collections materials provided by the library

Evaluation Methods
- Monthly statistical report will be used to keep track of participants
- Pre and post surveys will be distributed to provide feedback, evaluation, household income, and comments on programs
- Monitor reading level of student participants
- Record keeping of all numbers of books read or numbers of hours spent reading
- Record keeping on new workshops developed and the methods and dates of event promotion and advertisement

Goal II: 21st Century Skills
CNMISL libraries provide training and access to information for library users and staff so that they have the skills needed to be successful in the 21st century.

Goal II, Program I *(Time Frame 2018-2022)*
Develop library services that support various literacy activities or programs that advocate 21st century skills (i.e. computer literacy, health, financial, etc.)

LSTA Priority *1)Expand services for learning and access to information and educational resources in a variety of formats, in all types of libraries, for individuals of all ages in order to support such individuals' needs for education, lifelong learning, workforce development, and digital literacy skills;*

IMLS Intent *Lifelong Learning – Improve users' general knowledge and skills*
Human Services – Improve users' ability to apply information that furthers their personal, family, or household finances

Outputs
- Number of programs

- ➢ Number of participants
- ➢ Create promotional materials

Outcomes
- ➢ Increased number of participants who report they gained knowledge or gained a new skills as a result of participation in a library program
- ➢ Increased awareness of library activities via promotional fliers, newsletter, CNMISL website, and social media

Evaluation Methods
- ➢ Monthly statistics on number of programs offered and number of participants
- ➢ Develop a basic computer skills assessment survey
- ➢ Conduct pre-survey and post survey on program and activities
- ➢ Evaluation surveys for each literacy activity to measure knowledge and skills gained
- ➢ Track the creation of promotional materials

Goal II, Program II *(Time Frame 2018-2022)*
Provide training and develop opportunities for library staff to ensure they are equipped to assist the public to acquire 21st century skills.

LSTA Priority *3)(a) Provide training and professional development, including continuing education, to enhance the skills of the current library workforce and leadership, and advance the delivery of library information services, and (b) enhance efforts to recruit future professionals to the field of library and information services;*

IMLS Intent *Economic & Employment Development – Improve users' ability to use resources and apply Institutional Capacity – Improve library workforce*

Outputs
- ➢ Training opportunities for staff to acquire and or enhance their skills
- ➢ Develop and implement a systematic training program in the use of ILS Horizon system
- ➢ Develop a measurable program for computer literacy ranging from basic computing to specific office application software
- ➢ Number of workshops attended
- ➢ Number of trainings attended
- ➢ In-house use of reference assistance at the Circulation and OPAC will increase by 30%

Outcomes
- ➢ Library staff will deliver efficient and effective customer service
- ➢ Library staff will deliver more satisfactory library and reference services
- ➢ Increased staff knowledge and skills as result of participating in workshops
- ➢ Staff will report they have gained new knowledge and skills to support their community

Evaluation Methods
- ➢ Library staff will provide monthly statistical report of patrons using the library and number of patrons receiving reference assistance
- ➢ Survey will be distributed to measure customer satisfaction, comments and feedbacks
- ➢ Pre and post survey of staff participating in workshops and continuing education

Goal II, Program III *(Time Frame 2018-2022)*
Encourage libraries to leverage and maximize the skills and expertise of community members looking for volunteer opportunities.

LSTA Priority *4) Develop public and private partnerships with other organizations and community-based organizations;*

IMLS Intent *Civic Engagement – Improve users' ability to participate in their community*

Outputs
- Increased number of people who volunteer in the library as a result of the library's volunteerism program
- Number of services/programs for which the library utilizes volunteers to expand or enhance the service
- Library will have a stable cadre of volunteers

Outcomes
- Volunteers report a new understanding of the community needs addressed by the library
- Patrons report that volunteers behave in a friendly and professional manner
- Volunteers increase skills from working at the library

Evaluation Methods
- Tracking of library volunteers, including start dates; tracking of services/programs for which volunteers are used
- Pre-assessment surveys will be distributed to each community volunteer to measure their library skills
- Post assessment surveys will be collected at the end of each volunteer service
- Assessment will be analyzed to measure the success of volunteerism program
- Patrons will be queried about their experience with volunteers

Goal III: Maintain and 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 III, Program I *(Time Frame 2018-2022)*
All CNMI State Libraries will offer and provide e-books as an expanded digital collection resource. CNMILS will acquire an e-book subscription service and provide to CNMISL.

LSTA Priority: *1) Expand services for learning and access to information and educational resources in a variety of formats, in all types of libraries, for individuals of all ages in order to support such individuals' needs for education, lifelong learning, workforce development, and digital literacy skills; 7) Develop library services that provide all users access to information through local, State, regional, national, and international collaborations and networks;*

IMLS Intent *Information Access – Improve users' ability to discover information resources.*

Outputs
- Additional computers and technology devices will be purchased for CNMISL to augment current computer center, which will be used to access e-books
- Number of patrons who use a device through the library

* Number of devices checked out

Outcomes
  * Patrons will enjoy and access electronic devices at the CNMISL
  * Patrons will enjoy larger selections of reading materials
  * Patrons will report a 10% increase in checking out devices through CNMISL

Evaluation Methods
  * Monthly report generated by ILS Horizon System will be used to keep track of users accessing e-book subscriptions and devices
  * Questionnaires will be made available at each library and online to provide data as to patron comfort level on the use e-book and devices
  * Records on computer and technology devices purchased

Goal III, Program II *(Time Frame 2018-2022)*
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.

LSTA Priority *1) Expand services for learning and access to information and educational resources in a variety of formats, in all types of libraries, for individuals of all ages in order to support such individuals' needs for education, lifelong learning, workforce development, and digital literacy skills; 2) Establish or enhance electronic and other linkages and improve coordination among and between libraries and entities, as described in 20 US.C. § 9134 (b)(6), for the purpose of improving the quality and access to library and information services; 7)develop library services that provide all users access to information through local, State, regional, national and international collaborations and networks;*

IMLS Intent *Lifelong Learning – improve users' general knowledge and skills*
Institutional Capacity – Improve library operations

Outputs
  * Number of new library materials catalogued
  * Number of new library users
  * Number of patrons using new tools and services
  * Number of patrons accessing Wi-Fi
  * Number of patrons using electronic devices
  * Number of patrons using software applications
  * 20% increase of new library materials for patrons
  * 10% increase of new library users
  * 10% increase of patrons using technology

Outcomes
  * Patrons will be able to access up-to-date information through CNMISL OPAC
  * Patrons will report an improvement in searching and reserving books online via OPAC

Evaluation Method
  * Monthly reports of number of catalogued materials, new library users, patrons accessing ILS services, Wi-Fi, electronic devices, and software applications

Goal III, Program III *(Time Frame 2018-2022)*
Develop and support libraries as local community hubs for broadband connectivity.

LSTA Priority *7) Develop library services that provide all users access to information though local, State, regional, national and international collaborations and networks;*

IMLS INTENT *Institutional Capacity – Improve the library's physical and technological infrastructure*

Outputs
  ➢ Number of patrons that connect to the Internet through their public library
  ➢ Patrons will enjoy improved Internet connectivity
  ➢ Increase number of patrons visiting the library by 10%

Outcome
  ➢ Patrons will be able to do more online activities and have more online resources to use

Evaluation Methods
  ➢ Survey will be distributed to gather data on the patron satisfaction
  ➢ Patrons will be able to take online surveys through our website (www.cnmilib.org) and also provide comments and feedback
  ➢ Records tracking number of patrons connecting to the Internet at the library

EVALUATION PLAN

The CNMISL will continue to sharpen its focus on evaluation and will incorporate outcome-based evaluation (1) within its own operations and its statewide services to libraries and library systems and (2) within the projects supported by Library Service and Technology Act funding.

To measure the progress of statewide service activities, the State Library will use a variety of in-house survey instruments to assess staff and patron satisfaction feedback about CNMILS initiatives, to see if outcome targets have been met, and to elicit recommendations for further improvement. Output measures, program and workshop evaluations, interviews and other data will also be included in Annual State Program Reports and the Evaluation Report at the end of this Five Year period.

STAKEHOLDER INVOLVEMENT

CNMISL librarians and other interested persons will have had several opportunities to provide input into the development of the draft Five-Year Plan for the JKPL. Stakeholders will have opportunities to provide additional comments on LSTA programs and services through the evaluation of the current Five-Year Plan, as outlined in that document.

CNMISL conducted planning committee meetings, which included stakeholders-- consisting of members of CNMISL staff and librarians, and submitted to Commonwealth Library Council (CLC) for final approval before submission to IMLS. These meetings helped define key statewide resource sharing goals. We will also conduct surveys to gather information on key needs and goals for the next Five-Year Plan. Review teams will be formed to assist in the evaluation and assessment of LSTA projects throughout the 2018-2022 Five-Year Technology Plan. This will provide an opportunity for librarians to participate in a conversation with CLC and discuss needs and goals in an open meeting. The draft plan will be made available to the CNMI library community for final comment. After the comment period, a final draft version of the plan will be created and submitted to the CLC's Board for discussion and approval. Information about participating in these opportunities was widely disseminated through electronic lists, our website, and meetings.

COMMUNICATION AND PUBLIC AVAILABILITY

Upon approval, the 2018-2022 plan will be posted on the CNMISL (www.cnmilib.org) website with an email link for comments. Printed versions will be made available on request. The plan will remain posted throughout the five-year period and beyond. The Commonwealth Library Council Board meetings will also be used to disseminate the content of the final State Plan. Communication with other key stakeholders and members of the library community will be accomplished through formal and informal presentations, written reports, email, blogs, social media, press releases, newsletter features, administrative memoranda, etc. Librarians across the CNMI will be encouraged to provide comment/feedback.

MONITORING

A master list of LSTA funded programs, activities and budgets will be established. Goals and programs will be assigned to an appropriate supervisor, who will regularly make progress reports to the Administrative Officer and Director.

JKPL Director, Administrative Officer, and Director of Finance will work together to track expenditures. Authorized expenditure Commonwealth Library Council Chairman, Director, and JKPL Director will review the plans ensuring that funded projects follow the Five-Year Plan. Projects will be prioritized following the needs outlined in this plan. The projects approved for funding will be based on all of the financial and human resources expected to be available for implementation; evaluation of the prior year programs and activities; and any public input received. Every effort will be made to coordinate state and federal resources to deliver

improved services effectively. Each year, as part of the focusing and action plan development, funds will be budgeted to meet the targeted objectives and activities.

Over the course of the 2018-2022 LSTA Five-Year Plan, the State Library will continue a training program for State Library and library system staff to assist them in using performance (outputs) and results (outcomes) measures in their progress towards excellence. The State Library will assign staff to track implementation of the Five-Year Plan, prepare reports as required.

As part of our LSTA Five-Year Plan, we are required to identify which LSTA Purposes and new IMLS Intent are in alignment with our programs. To better view and manage these alignments, we have created the following tables.

GOAL I: Literate C.N.M.I.
CNMI Libraries provide equitable access to literacy services and programs so that CNMI community can be successful in all of life's endeavors.

PROGRAMS	LSTA PRIORITY	IMLS INTENT
GOAL I, PROGRAM I *(Time Frame 2018-2022)* Develop and support adult literacy services and programs in libraries.	1) Expand services for learning and access to information and educational resources in a variety of formats, in all types of libraries, for individuals of all ages in order to support such individuals' needs for education, lifelong learning, workforce development, and digital literacy skills;	**Lifelong Learning** – improve users' general knowledge and skills
GOAL I, PROGRAM II *(Time Frame 2018-2022)* Develop and support early and emergent literacy services and programs in libraries.	5) Target library and information services to persons having difficulty using a library and to underserved urban and rural communities, including children (from birth through age 17) from families with incomes below the poverty line (as defined by the Office of Management and Budget and revised annually in accordance with 42 U.S.C. § 9902 (2) applicable to a family of the size involved;	**Lifelong Learning** – improve users' general knowledge and skills
GOAL I, PROGRAM III *(Time Frame 2018-2022)* Develop services and programs that support and encourage reading and community involvement.	1) Expand services for learning and access to information and educational resources in a variety of formats, in all types of libraries, for individuals of all ages in order to support such individuals' needs for education, lifelong learning, workforce development, and digital literacy skills;	**Civic Engagement –** improve users' ability to participate in community

GOAL II: 21ST Century Skills

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

PROGRAMS	LSTA PRIORITY	IMLS INTENT
GOAL II, PROGRAM I *(Time Frame 2018-2022)* Develop library services that support various literacy activities or programs that advocate 21st century skills (i.e. computer literacy, health, financial, etc).	1) Expand services for learning and access to information and educational resources in a variety of formats, in all types of libraries, for individuals of all ages in order to support such individuals' needs for education, lifelong learning, workforce development, and digital literacy skills;	**Lifelong Learning** – Improve users' general knowledge and skills **Human Services** – Improve users' ability to apply information that furthers their personal, family, or household finances
GOAL II, PROGRAM II *(Time Frame 2018-2022)* Provide training and develop opportunities for library staff to ensure they are equipped to assist the public to acquire 21st century skills.	3)(a) Provide training and professional development, including continuing education, to enhance the skills of the current library workforce and leadership, and advance the delivery of library information services, and (b) enhance efforts to recruit future professionals to the field of library and information services;	**Economic & Employment Development** – Improve users' ability to use resources and apply **Institutional Capacity –** Improve library workforce
GOAL II, PROGRAM III *(Time Frame 2018-2022)* Encourage libraries to leverage and maximize the skills and expertise of community members looking for volunteer opportunities.	4) Develop public and private partnerships with other organizations and community-based organizations;	**Civic Engagement** – Improve users' ability to participate in their community

GOAL III: Maintain and upgrade CNMILS 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.		
PROGRAMS	**LSTA PRIORITY**	**IMLS INTENT**
GOAL III, Program I *(Time Frame 2018-2022)* All CNMI State Libraries will offer and provide e-books as an expanded digital collection resource. CNMILS will acquire an e-book subscription service and provide to CNMISL.	1) Expand services for learning and access to information and educational resources in a variety of formats, in all types of libraries, for individuals of all ages in order to support such individuals' needs for education, lifelong learning, workforce development, and digital literacy skills; 7) Develop library services that provide all users access to information through local, State, regional, national and international collaborations and networks;	**Information Access –** Improve users' ability to discover information resources.
GOAL III, Program II *(Time Frame 2018-2022)* 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.	1) Expand services for learning and access to information and educational resources in a variety of formats, in all types of libraries, for individuals of all ages in order to support such individual's needs for education, lifelong, workforce development, and digital literacy skills; 2) Establish or enhance electronic and other linkages and improve coordination among and between libraries and entities, as described in 20 US.C. § 9134 (b)(6), for the purpose of improving the quality and access to library and information services; 7) Develop library services that provide all users access to information through local, State, regional, national and international collaborations and networks;	**Lifelong Learning –** improve users' general knowledge and skills **Institutional Capacity –** Improve the library's physical and technological infrastructure
GOAL III, Program III *(Time Frame 2018-2022)* Develop and support libraries as local community hubs for broadband connectivity.	7) Develop library services that provide all users access to information through local, State, regional, national and international collaborations and networks;	**Institutional Capacity –** Improve the library's physical and technological infrastructure

CNMI STATE LIBRARY LSTA FIVE YEAR PLAN 2018-2022 –Evaluation Plan

The following table provides a guide to key outputs and outcomes that need to be considered and used (where appropriate) to measure the impact to LSTA projects.

GOAL	PROGRAMS	GUIDE TO KEY OUTPUTS TARGETS	GUIDE TO KEY OUTCOME TARGETS
GOAL I: **Literate** **C.N.M.I.** CNMI Libraries provide equitable access to literacy services and programs so the CNMI community can be successful in all of life's endeavors.	**GOAL I, PROGRAM I** *(Time Frame 2018-2022)* Develop and support adult literacy services and programs in libraries.	• Number of adult learners • Number of volunteers	• Adult learners that meet their specific literacy goals
	GOAL I, PROGRAM II *(Time Frame 2018-2022)* Develop and support early and emergent literacy services and programs in libraries.	• Number of parent participants • Number of child participants • Number of events	• Increase in amount of time parents spend reading to their pre-school children
	GOAL I, PROGRAM III *(Time Frame 2018-2022)* Develop services and programs that support and encourage reading and Community involvement.	• Number of summer reading participants • Number of book club participants • Number of programs created to encourage reading and community involvement (i.e. book clubs, Teen Computer Gaming, etc) • Produce and promote workshops in the community • Users will report a 5% increase in library visits 1 month after library event advertisement	• Increased sense of community by participants of library programs • Participants will enjoy varied programming services experienced at the library • Low-income families participating in the program increase their use of community services and collections materials provided by the library

GOAL	PROGRAMS	GUIDE TO KEY OUTPUTS	GUIDE TO KEY OUTCOME TARGETS
GOAL II **21st Century Skills** CNMISL libraries provide training and access to information for library users and staff so that they have the skills needed to be successful in the 21st century.	**GOAL II, PROGRAM I** *(Time Frame 2018-2022)* Develop library services that support various literacy activities or programs that advocate 21st century skills (i.e. computer literacy, health, financial, etc).	• Number of programs • Number of participants • Create promotional materials	• Increased in number of participants who report they gained knowledge or gained a new skills as a result of participation in a library program • Increase awareness of library activities via promotional fliers, newsletter, CNMISL website, and social media
	GOAL II, PROGRAM II *(Time Frame 2018-2022)* Provide training and develop opportunities for library staff to ensure they are equipped to assist the public to acquire 21st century skills	• Training opportunities for staff to acquire and or enhanced their skills • Develop and implement a systematic training program in the use of ILS Horizon system • Develop a measurable program for computer literacy ranging from basic computing to specific office application software • Number of workshops attended • Number of trainings attended • In-house use of reference assistance at the Circulation and OPAC will increase by 30%	• Library staff will deliver an efficient and effective customer service • Library staff will deliver more satisfactory library and reference services • Increased staff knowledge and skills as result of participating in workshops • Staff report they have gained new knowledge and skills to support their community

	GOAL II, PROGRAM III *(Time Frame 2018-2022)* Encourage libraries to leverage ad maximize the skills and expertise of community members looking for volunteer opportunities.	• Increase number of people who volunteer in the library as a result of the library's volunteerism program • Number of services/programs which the library utilizes volunteers to expand or enhance the service • Library will have a stable cadre of volunteers	• Volunteers report a new understanding of the community needs addressed by the library • Patrons report that volunteers behave in a friendly and professional manner • Volunteers increase skills from working at the library

GOAL	PROGRAMS	GUIDE TO KEY OUTPUTS	GUIDE TO KEY OUTCOME TARGETS
GOAL III: **Maintain and 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 CNMI State Library.	**GOAL III, Program I** *(Time Frame 2018-2022)* All CNMI State Libraries will offer and provide e-books as an expanded digital collection resource. CNMILS will acquire an e-book subscription service and provide to CNMISL.	• Additional computers and technology devices will be purchased for CNMISL to augment current computer center which will be used to access e-books • Number of patrons who use a device through the library • Number of devices checked out	• Patrons will enjoy and access electronic devices at the CNMISL • Patrons will enjoy larger selections of reading materials • Patrons will report a 10% increase in checking out devices through CNMISL

	GOAL III, Program II *(Time Frame 2018-2022)* 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.	• Number of new library materials catalogued • Number of new library users • Number of patrons using new tools and services • Number of patrons accessing Wi-Fi • Number of patrons using electronic devices • Number of patrons using software applications • 20% increase of new library materials for patrons • 10% increase of new library users • 10% increase of patrons using technology	• Patrons will be able to access up-to-date information through CNMISL OPAC • Patrons will report an improvement in searching and reserving books online via OPAC
	Goal III, Program III *(Time Frame 2018-2022)* Develop and support libraries as local community hubs for broadband connectivity.	• Number of patrons that connect to the Internet through their public library • Patrons will enjoy improved Internet connectivity • Increased number of patrons visiting the library by 10%	• Patrons will be able to do more online activities and have more online resources to use