NMI State Public Library System
LSTA Five-Year Plan
2013 – 2017
Adopted by CNMI Library Council
June 26, 2012

John Oliver DLR. Gonzales
Executive Director
JOETEN-KIYU Public Library
NMI State Library
Insåtto Street, Susupe
PO Box 501092
Sa'ipan, MP 96950-1092
Office: (670) 235-7315
Fax: (670) 235-7550
www.cnmilibrary.com

INTRODUCTION

PREFACE

The Northern Mariana Islands' (NMI) Library Services & Technology Act (LSTA) Five Year Plan for 2013-2017 is governed by, guided by, and reflects the overarching purposes identified in the **2010 LSTA Reauthorization Act** (**US PL 111-340**, codified at **20 U.S.C. § 9101**, *et seq*). All new five year plans and activities are to be mapped to any of the six identified focal areas as part of the Institute of Museum and Library Services (IMLS) Measuring Success efforts. Measuring Success seeks to renew IMLS' commitment to better account and quantify the wide range of library programs and activities, which State Library Administrative Agencies (SLAA), or State Libraries, implement and provide to their respective communities.

The NMI State Library System, under the administration and leadership of Joeten-Kiyu Public Library (JKPL), solicited public input from targeted stakeholders on behalf of island residents in the 3 principally inhabited municipalities of Rota, Tini'an, and Sa'ipan. Input regarding comprehensive library needs and services statewide was specifically requested from the Mayor of Rota, the Mayor of Tini'an (as is the traditional protocol), and the Commissioner of the NMI Public School System (PSS) headquartered in Sa'ipan, which serves the largest patron population throughout the 3 islands. Community input responded to the recently completed evaluation of the NMI's LSTA grant programs (2008-2012), conducted by Pacific Resources for Education & Learning (PREL), a Pacific-based educational service agency headquartered in Honolulu, contracted by JKPL in March 2012. This was the first time our Five Year Plan had undergone a professional evaluation process.

Principal Findings	Recommendations
• Some data-based decision making was noted	• Expand and use extant data to inform the new Five Year Plan for 2013-2017
• Some goals were not specifically defined, thus difficult to evaluate	• Create focused goals
• Some goals were not achieved as JKPL did not solely have full authority to achieve them	• Create goals that fall within the exclusive authority of JKPL to achieve devoid from and independent of external organizations beyond its control.
• Some goals had missing outcome data, thus impossible to ascertain	• Prioritize and improve the collection of outcome data

The NMI is an archipelago of 14 islands located in the northwestern Pacific along the Marianas Trench roughly 4,000 miles east of Hawai'i, 1,800 miles south of Tokyo, 2,200 miles north of Australia, and 1,700 miles west of Manila. The Northern Mariana Islands' State Library, ***Joeten-Kiyu Public Library*** is located in the capital and most populated island of Sa'ipan. It serves the direct population in Sa'ipan, and, in collaboration with the respective Mayors, provides technical operations assistance to the branches at ***Tini'an Municipal Public Library*** (**TPL**) just south of Sa'ipan, and the ***Antonio C. Atalig Memorial Rota Public Library*** (**RPL**) on the southernmost island of Rota, just 60 miles north of Guam.

Description of our Unique Island Community

The NMI is a 14 volcanic island chain located in the northwestern Pacific. It is politically affiliated with the United States as a self-governing Commonwealth through a *Covenant* approved by a majority of NMI voters in 1976 that was subsequently ratified by the US Congress and enacted into law by former President Gerald Ford. The 2010 US Census registered a total of 53,883 people residing in the 3 principally populated islands separated by the ocean, including southernmost Rota with 2,527, Tini'an with 3,136, and the capital of Sa'ipan with 48,220 (http://commerce.gov.mp/wp-content/uploads/2012/01/2010-CNMI-Census-Village-Population-Counts.pdf).

The Commonwealth of the Northern Mariana Islands (CNMI) is truly a melting pot of diverse communities with less than half of the population being indigenous *Chamorru* and *Refaluwasch*, while the rest are from Asia, the Freely Associated States (the Federated States of Micronesia, the Republic of Palau, and the Republic of the Marshall Islands), other Pacific Islands, and mainland US. While *Chamorro, Refaluwasch*, and *English* are the official languages, the majority of the indigenous population and foreign national contract workers largely speak their native languages. Over 11,000 students attend 20 public schools and 10 Head Start centers with an average 1:26 student-teacher ratio as per the *CNMI PSS 2011-2012 Facts & Figures* released in September 2011 (http://www.cnmipss.org/wp-content/uploads/2011/10/PSS-Facts-Figures-SY2011-12.pdf).

Access to social services, especially for the most vulnerable and socio-economically disadvantaged population, has been a perennial challenge in the CNMI largely due to the lack of unemployment displacement insurance to temper the increasing unemployment rate, reported at 10% or 3,200 out of an estimated employable population of 40,000 as of October 2005. Evidence of the continuing challenges faced by our geographically isolated island chain, our public schools, too, are faced with resource challenges, poor parental involvement, and increasingly competing priorities, while striving to sustain core competencies to meet its mandate of preparing students through rigorous standards to be marketable and globally competitive. Unemployment is estimated at around 14% for residents 16 years and older (http://commerce.gov.mp/wp-content/uploads/2010/08/2005-HIES-Report-Final-Complete-02.pdf), corresponding to a rise in households competing for meager indigent social programs (Medicaid, drastically cut local medical referral program, Nutritional Assistance Program, Low Income Home Energy Assistance Program, low-income housing, etc.) and difficulty with, or lack of, transportation. The ongoing challenges faced by the community are primarily due to continuing resource constraints, which underscore the compelling need for service providers to be innovative in bringing services closer to residents in each of the principal municipalities.

Tourism remains the principal private sector industry. As was the case in 2011, tourism and the CNMI Government generates most jobs with a struggling private sector further complicated by

lingering uncertainties associated with the November 27, 2009 federalization of local immigration by the US per US PL 110-229. The CNMI continues to suffer economically from reduced airline seat capacity, unrelenting high fuel prices, shrinking private sector, and increasing social pressures. A struggling private sector means meager government revenues, which compromises the delivery of essential public services, including critical public library services.

In its latest request for department budgets in preparation for the April 1st transmission to the CNMI Legislature, the current CNMI Governor's Administration again identified revenue collection estimates at a conservative $102 million for FY 2013 as is for FY 2012, a far cry from the $200 plus million of the 1980s boom years. We are faced with economic and social circumstances in each of our 3 main inhabited municipalities, separated by ocean, which result in citizens and residents increasingly relying on our valuable library services; thus, the LSTA Five Year Plan for 2013-2017 seeks to strategically position our state library system to provide comprehensive traditional library and technology services to our target populations.

Northern Mariana Islands' State Public Library System

NMI PL 7-18 established the CNMI Library Council and JKPL as the NMI State Library in Sa'ipan in December 1991. NMI PL 15-120 qualified JKPL as an eligible educational institution to receive educational tax credit capital contributions. JKPL is a 20,000 square feet fairly modern facility built in 1991 with private benefactor funds. Seven NMI locally funded full time staff members are employed at the central library, 2 at TPL, 2 at RPL, and an additional 4 part-time IMLS funded employees at JKPL. There is currently no professional librarian working at any of the public libraries due to continuing lack of resources, while 2 professional librarians staff one of the public school libraries and the lone community college library in Sa'ipan. Due in large part to the reinstatement of E-Rate subsidized funding and progressive initiatives from the new management, 2 of 3 public libraries are now fully linked through the central library's integrated library server (TPLs catalog database will be fully linked by August 2012) and DSL speed increased from 1.5 to 6 mpbs. TPL has been fully operational to date, and RPL has recently been operational since its soft opening in February 2012. RPL now has computers, a relatively sizable circulating collection, and is scheduled for official grand opening on June 29, 2012. Each public library branch now has operational Information Technology Centers with broadband services and plans are underway to fully train staff to optimize community digital literacy and fully integrate digital services through an interactive central website.

Other than the professional librarian position, historic high staff turnover is a thing of the past as all other locally funded FTEs are filled with years of service ranging from 1 to 19 years. The need for trained professional librarians and technicians remain a priority need although the CNMI will soon welcome the first cohort of 6 Library Education for the US-Affiliated Pacific (LEAP) scholars, comprised of indigenous and resident students from the CNMI, who are expected to graduate with master's degrees in library and information science from the

University of North Texas (UNT), made possible through an IMLS Laura Bush Librarians for the 21st Century grant awarded to PREL and UNT.

An Executive Director, who also serves as the State Librarian, was hired in October 2009 after a 4-year vacancy. The latest statistical snapshot as at June 2012 found collections system-wide approaching 80,000, including print and non-print, children, young adults, fiction and non-fiction. The Information Technology Center (ITC) registered an additional 6,500 patrons from March 2011 to May 2012, and an average of 80 users per day. JKPL's ITC provides an array of community digital literacy activities including free public access to high speed DSL internet, free Saturday computer classes (computer basics, Microsoft Office PowerPoint, spreadsheet, word processing), and customized advanced classes. Through our Five Year Plan our IT staff provides digital literacy training to staff at all our public library branches, and will be working more closely with RPL and TPL to devise a more systematic IT technical assistance and training schedule. JKPL also provides technical consultations onsite as well as through our library outreach services for offsite patrons.

JKPL's Children of Our Homeland Cultural Center (COHL) was established by a grant from the Administration for Native American (ANA) in 2004 through the Sa'ipan Library Friends, a non-governmental organization (NGO) and JKPL's main benefactor, which also raised the initial capital with private benefactors and corporations to build JKPL. COHL incorporates indigenous visual, literary, and cultural elements to serve the unique needs of local children. ANA funded thousands of culturally appropriate collections, which focus on indigenous languages, history, and culture, and supports the PSS *Chamorro and Carolinian Language and Heritage Studies* (CCLHS) curriculum. In fact, COHL and JKPL were a key resource center utilized by the CCLHS' students and instructors for their summer immersion program in 2011. COHL has become the headquarters for CCHLS teachers, parents, and students, facilitating the development of juvenile and young adult cultural literacy library programs in the CNMI. COHL enjoys strong partnerships with local educational, literacy, and cultural entities, collaborating often through resource sharing and outreach efforts to target audiences year round, including the nationally acclaimed family literacy *MotheRead/FatheRead®* Program housed in and operating from JKPL alongside COHL. As noted, due to continuing constraints on local revenues, however, there is still no professional librarian and our Children's Associate Librarian, together with our Children's Library Assistant I and Circulation Supervisor, have been competently developing services, coordinating programs, monitoring the library's patron base, and promoting our expansive collections to public and private educational and cultural partners.

Sustained local and IMLS support of JKPL's Bookmobile program remains a high priority in order to sustain and strengthen equally critical library outreach services to vulnerable at risk populations in Sa'ipan where 90% of the population resides. Library outreach brings traditional information and technology services to these sectors in captive populated villages as they are likely unable to access the central public library due to difficulty with transportation. We are pleased that our current library outreach services, bolstered by collaborative partnerships, continue to provide vital literacy services for early and lifelong learning and access to

information and educational resources in a variety of formats in line with the 2010 Reauthorization Act's priorities.

The previous NMI LSTA Five Year Plan was developed to identify and address current and ongoing community needs. Among others, the plan called for interisland library links and automation of libraries through technology, creation of innovative projects to promote literacy especially to underserved patron groups through meaningful branch provided literacy programs and activities, in addition to practical outreach efforts with educational and cultural entities, and forging lasting partnerships with stakeholders to promote literacy and expand our patron base through enhanced access.

Historically, our community has relied on JKPL to develop and initiate new informational services and educational opportunities. In the last 20 years JKPL has introduced personal computers, offered computer classes, provided free access to the internet, conducted read aloud programs, organized arts and crafts activities, sponsored cultural and conventional story hours, held movie nights, extended library access through the Bookmobile, circulated books on tape, and installed library automation. IMLS funded programs are often the first experience of library-oriented services for underserved groups and will continue to raise the profile of our state library in the overall community and familiarize more segments of the population with the wide range of information and digital literacy services available. Such an approach should also lead to increased use of the library through a greater sense of community as children, students, parents, and the *Manåmko'* (elderly) appreciate how comprehensive library and technology services can positively impact and improve their lives and the lives of family members at home in their respective villages.

JKPL enjoys renewed and improved relations and collaboration with all PSS school libraries, the Olympio T. Borja Memorial Library at Northern Marianas College (NMC), CNMI Archives at NMC, and the Northern Marianas Museum of History and Culture. These partnerships have ignited renewed interest in, and a deeper appreciation of, better cooperation, communication, and coordination in the demonstrated need areas of professional development, leveraging of resources, materials collections, and expanded research base for the common patron population we serve in all three islands. Coordinated services have been created to meet specific cultural and educational needs of local children and families through our respective public library branches.

Overview of Needs Assessment, Goals, Programs, Evaluation Outcomes

All library staff working in the Commonwealth of the Northern Mariana Islands have observed and are familiar with the particular needs of their libraries and ways to improve services to the patrons of their respective islands. The continuing and most pressing needs remain expanded public access to comprehensive community literacy beyond traditional books (including digital media, computers, and internet), and the ability to cooperate and share information and services among libraries that are located on separate islands. The most practical way to fulfill

these needs is through the creation and expansion of automated systems that will connect the libraries into a viable library network. The Five Year Plan can help the CNMI create a strong library system by addressing the following needs:

- ✓ Patron information and technology needs can be met through the continuation and expansion of Information Technology Centers and staff to coordinate and develop library computer services and offer more comprehensive community digital literacy programs.

- ✓ Residents of all islands can gain access to a statewide-automated catalog by extending the Horizon system at Joeten-Kiyu Public Library to branch libraries on Tini'an and Rota. JKPL is the central public library and headquarters of the NMI State Library.

- ✓ CNMI libraries, patrons, and staff can become less isolated through the creation of an improved CNMI Libraries Website that will allow remote access to the library network's catalog, better communication among the branches, and the sharing of library, educational, and cultural services.

- ✓ Literacy programs and underserved patron groups can be better served through the extension of outreach programs through more meaningful collaboration with other private and public educational and cultural institutions and entities.

- ✓ Service to CNMI library patrons can be improved by developing the information skills of library staff through continuing education and training.

Mission

To provide a variety of current information resources and materials to the people of the Commonwealth of the Northern Mariana Islands and establish the library as a window to the outside world, thereby reducing the physical, geographical, cultural, informational, and intellectual isolation of our small island communities.

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 and its natural environment.

GOAL 1: All CNMI Public Libraries will have up-to-date online public computer access to all cataloged library collections for all 3 branches by 2016

LSTA Purpose: To enhance the role of libraries within the information infrastructure of the United States in order to support research, education, and innovation AND to encourage resource sharing among all types of libraries for the purpose of achieving economical and efficient delivery of library services to the public.

FOCAL Area: Information Access

Program
- The state library will procure the equipment and services to enable the Horizon Library Search to be accessible online, linked via each respective library's homepage. *Time Frame: Continually 2013-2017*

Output
- The Joeten-Kiyu Public Library will set up a web-based service for library public access by 2017, utilizing the current connectivity with Rota Public Library and the Tini'an Public Library; JKPL's Horizon server will hold all library materials and records and is the central access point, which will enable online search of all CNMI library collections.

Outcome
- Over 30,000 users on Sa'ipan, 4,000 in Tini'an, and 4,000 in Rota will have access to all 3 library collections with more selection and awareness of the collections available on all 3 islands.
- Library patrons will be able to access bibliographic records for their neighboring island's library materials.
- Library patrons will be able to find and reserve a book online before driving or walking to the library to get it.

Evaluation Methods
- Monthly reports generated on the Horizon will be used to keep track of users reserving books or accessing the online library search.
- Questionnaires available at each library and online will provide feedback on the use of the web-based search.

GOAL 2: All CNMI Public Libraries will offer and provide e-books as an expanded digital collections resource to augment existing physical collections.

LSTA Purpose: To facilitate access to resources in all types of libraries for the purpose of cultivating an educated and informed citizenry.

FOCAL Area(s): Public Access to Information and Lifelong Learning.

Program

- The state library will acquire an E-book subscription service and provide access to the Rota and Tini'an Public Libraries for access by respective community patrons through their library card membership. *Time Frame: Continually 2013-2017*
- Training in the use of devices for E-books and access in the respective computer facilities of each library will be done to ensure optimal use of the E-Book services. *Time Frame: Continually 2013-2017*

Output

- Existing computer facilities in each library, including wireless connectivity to be in place at each library, will enable patrons to access e-books by 2014.
- Wireless devices and tools such as Wi-Fi enabled computer tablets and cellular smartphones will be able to make use of these digital services within each library facility by 2016.
- 20 computers at the JKPL, 12 computers at Tini'an Public Library, and 6 computers at Rota Public Library will be used to access additional resources in the form of e-books by 2014.
- Additional internet ready workstations will be made available as space permits in each public library branch - 5 at Rota Public Library, 10 at Tini'an Public Library, and 30 at Joeten-Kiyu Public Library - to accommodate additional users as necessary by 2017.

Outcome

- Over 30,000 users on Sa'ipan, 4,000 in Tini'an, and 4,000 in Rota will have access to the e-book subscriptions; more selection and awareness of the collections will be available online. Patrons will have a larger library collection and reading material to choose from.
- Patrons will enjoy the convenience of new technology and to learn how it allows for ease of use in requesting and gaining new material online in an instant without waiting in line.

Evaluation Methods

- Subscription based reports by way of website counters will be used to measure hits. Access of e-book materials will be logged and compiled on a monthly basis. Use of e-book enabled devices in the library will be monitored.

<u>GOAL 3:</u> Opportunities for professional development of library staff in the 3 public libraries will be developed and provided in order to more effectively and efficiently serve current and future patrons.

LSTA Purpose: To enhance the skills of the current library workforce and to recruit future professionals to the field of library and information services.

FOCAL Area(s): Library Capacity Building

Program

- Develop & implement a systematic training program in the use of the Horizon server. *Time Frame: Continually 2013-2017*
- Develop a measurable program for computer literacy ranging from Basic Computing to Specific Office Application Software. *Time Frame: Continually 2013-2017*
- Set up weekly or monthly workshops for the use of e-books and Horizon Online Web Search for patrons. *Time Frame: Continually 2013-2017*

Output

- Key staff members at each library will complete at least one training on the Horizon Library Systems software by 2015, after complete connectivity to all public library branches is established.
- All staff at each library will be trained in creating a computer literacy class by 2016.
- All staff at each library will be trained in the use of e-book enabled devices by 2015.

Outcome

- Library services to the community will be improved with the use of new technology as opposed to their previous method of manual checkout. Each library's staff will avail of the automated access to the other library collections through the use of Horizon and the centralized database of each library.
- Library staff assigned to operate their respective Information Technology Centers will be able to provide computer literacy training for the community, thereby improving the knowledge and confidence of the patrons in using the internet and computers at their library.
- Library patrons will experience a more efficient and faster check-in and check-out of books and obtaining assistance in finding materials from the staff.
- Library patrons will experience a more efficient and effective knowledge base from their library service.

Evaluation Methods

- Library staff will provide monthly statistical reports using Horizon to count their patron numbers and circulation numbers
- Library staff in each library will provide monthly statistical report of users to the ITC
- Library staff in each library will provide monthly statistical reports and feedback of participants in their computer literacy program.
- Each Library will have a user feedback form that can be filled out at the patron's convenience.

GOAL 4: All CNMI public libraries will continue to provide valued added technology services by offering comprehensive community digital literacy programs and classes at all public library branches

LSTA Purpose: To promote literacy, education, and lifelong learning and to enhance and expand the services and resources provided by libraries, including those services and resources related to workforce development, 21st century skills, and digital literacy skills.

FOCAL Area(s): Lifelong Learning

Program
- Develop a measurable training program to teach patrons in the basic use of computers and the use of internet and office application software for the community. This learning program will cover subjects in the general use of computers and office applications, such as word processing, spreadsheet, PowerPoint presentation, and internet browsing for research or life interest purposes. *Time Frame: Continually 2013-2017*
- Develop a measurable program to teach in the use of Internet proficiency and safety. *Time Frame: Continually 2013-2017*

Output
- Basic computer training program for patrons will be developed by 2015
- Internet proficiency and safety training program for patrons will be developed by 2016.
- Assigned staff in each library will provide a computer literacy (learning) program on a weekly basis free to library patrons and organizations, in addition to the best uses of the ITC facility, by 2015.

Outcome
- Patrons who participate will develop more confidence in the use of computers and the other technology enhanced services in each library.
- Patrons participating will be able to use their knowledge and skills they have learned in the program in their work place, school, or at home.
- Patrons will enjoy the opportunities of using the ITC for career, educational, and personal entertainment and recreational purposes.
- Patrons will have a greater appreciation of new technology and its integral relation and connection to their public library.

Evaluation Methods
- Staff will monitor statistics on number of participants per week.
- Staff will observe participants in the use of the computers in the ITC.
- Staff will provide questionnaires before and after completed sessions on their classes.

GOAL 5: Expansion and upgrade of the State Library and branch libraries' computer technologies and services towards a more reliable, robust, and integrated network to more efficiently and effectively promote and expand community digital literacy, in addition to leveraging its ITC facilities for use by key educational stakeholders and partners.

LSTA Purpose: To promote continuous improvement in library services in all types of libraries in order to better serve the people of the United States AND to encourage resource sharing among all types of libraries for the purpose of achieving economical and efficient delivery of library services to the public.

FOCAL Area: Information Access

Program
- Each Public Library branch will obtain through the LSTA Five Year Plan the requisite equipment and software to enhance and update their existing technology infrastructure. *Time Frame: Continually 2013-2015*
- Acquisition of economical and environmental friendly equipment such as virtual computing and lower cost applications will be implemented for each library. *Time Frame: 2013-2014*
- Acquisition of web servers and mail servers to meet the online requirements for library public access at home or remotely will be implemented. *Time Frame: Continually 2013-2017*

Output
- Rota Public Library ITC and Tini'an Public Library ITC will be set up with a Virtual Computing System similar to Joeten-Kiyu Public Library by 2015.
- Each public library branch will have wireless capability in its ITC facility by 2015.
- In partnership with the CNMI Public School System, additional computers and switches will be set up to accommodate public school students year round to take and enroll in online courses at any public library branch by 2015.
- Each library will provide at least 5 e-book enabled devices and services in their facility by 2016.

Outcome
- Virtual computing in each public library branch will lower the energy usage and cost of energy consumption in each library.
- Increased users to the computer facility for library patrons with wireless devices.
- Students and teachers will be able to use the ITC facilities in their libraries during the summer and all year round and have better access with the availability of library materials. Therefore, this strategic partnership increases the numbers of users in each library facility.
- Improvement and upgrade of technology services and networks at all public libraries will simultaneously support PSS' Technology Plan's goals of expanding vital partnerships designed to increase access to technology for all students/schools. Improving and maintaining an effective educational technology infrastructure will expand access to technology for all students and teachers. More specifically, upgrades will support the development and utilization of electronic networks and digital learning to provide valuable access to students that would not otherwise be available, especially in Rota and Tini'an.

Evaluation Methods
- Comparison of power and software purchase costs from previous years will be calculated and recorded
- Statistical reports on registered ITC patrons will be compiled each month
- Statistical reports on registered ITC patrons who are students will be compiled based on the type of usage in the ITC facility. Example: students signing in for online courses or online assignments will be recorded.

- Feedback and suggestion forms will be available for students and patrons of each library facility to record and analyze to continually improve services or justify additional services.

IMPLEMENTATION & MONITORING

In the spirit of renewed transparency and accountability through an open and community driven public library system the NMI State Public Library System plans to post key achievements and milestones to its centralized and interactive website for purposes of reporting and monitoring throughout the five year period. A final copy of the NMI LSTA Five Year Plan will be posted on our state libraries website and will be updated to include future revisions, if any. Assigned staff will work as a team to continually monitor and document the implementation of the Plan and will provide periodic progress reports as appropriate and annually to the CNMI Library Council as a matter of policy and to take action, as necessary.