

Commonwealth of the
Northern Mariana Islands
CNMI State Library

LSTA
Five Year Evaluation 2003-2007

**Submitted to the
Institute of Museum and Library Services**

Prepared By:
CNMI State Library, Saipan
(Joeten-Kiyu Public Library)
Erlinda C. Naputi, Acting State Librarian
with assistance from
Kevin Latham, Former CNMI State Librarian, Director, 2003-2007

March 31, 2007

INTRODUCTION

I. Introductory Statement and Summary of Impact of IMLS funds to Support State Library Services

Provide a general statement on the impact of LSTA funds on library services in your state. Discuss the overall progress in the delivery of library services and the importance of Federal support.

The United States Commonwealth of the Northern Mariana Islands (CNMI) in the western Pacific consists of fourteen islands, the three most populated being Saipan, Tinian and Rota. The CNMI IMLS Five Year Plan has mainly impacted projects on Saipan though projects have also added equipment and service to the Tinian Public Library. Many of the goals of the Five Year Plan fell short do to the failure of the Rota library to open during this grant period. A library building exists on the island of Rota but funding for staff, operations and materials has yet to be established. When the 2003-2007 Five Year Plan was written it was imagined that the Rota library would be operation some time in 2005. The failure to open the Rota library highlights the many economic difficulties facing the CNMI. These difficulties have had devastating consequences for Saipan, the CNMI's capitol, with a population of approximately 71,000 people of different ethnic and cultural backgrounds. Chamorros and Carolinians comprise the island's indigenous population. Additional groups include Filipinos, Chinese, Japanese, other Micronesians, Koreans, Americans (US citizens from North America) and people from Asian nations including Thailand, Bangladesh, and Sri Lanka. The government, tourism and garment industries generate most of the jobs on Saipan along with a struggling private sector. The economy in this part of the world continues to be depressed. With the continued unrest in the Middle East and fear of SARS and bird flu, tourism in the Commonwealth is falling yearly. The CNMI has suffered huge downturns with the withdrawal of Japan Airlines' and other carrier's direct flights to Saipan, creating a huge reduction in the number of tourists. Many businesses and garment factories are closing. These misfortunes have had a ripple effect throughout the private sector that in turn affects government revenues and educational spending. A new governor and administration are dealing with the situation with dramatic budget and personnel cuts. This has had serious consequences including a reduction in the government workweek and many unemployed people are leaving the CNMI for the States.

The educational system in the CNMI is still developing and lags behind U.S. standards. It has been suffering due to lack of funding and is less able to provide for those with greater and special needs. It has many bilingual students and many students for whom English is a second language. Many parents of school children in Saipan do not have a high school diploma and there weren't even any high schools at all on Tinian and Rota until the early 1990s. Additional strain to the schools included the implementation of teaching standards requiring teacher to pass the PRAXIS. This and the government job cuts lead to a huge shortage of qualified teachers. The troubles in the schools have made the library system and other literacy agencies are crucial to providing additional educational opportunity.

The Joeten-Kiyu Public Library (JKPL) functions as the State Library Agency. It is the only public library servicing Saipan, an area of 48 square miles. The library was built in 1991 and is an excellent facility. It has nine full-time staff members including two professional librarians. The Library Director is also the CNMI state librarian. Collections include over 66,000 items including over 15,000 children's books and 6,000 non-book items. Its Information Technology Center (ITC) averages 60 computer users per day. The library has adult and children's services, and outreach programs. JKPL functions on a local budget that pays little more than salaries and basic operating expenses. This budget has been reduced yearly and is now in danger of even further cuts. The government has reduced the work week but closing all agencies including the library every other Friday. This is a means of reducing salaries. In addition, all agencies are required to pay utility bills, which have gone up

dramatically. Power outages have become commonplace and were occurring daily for several weeks. The economic situation has made federal programs the only means for library development. It is impossible to overstate the importance of federal funding to library services in the CNMI. Equipment, computers, materials and outreach programs are only possible through IMLS or other grants. JKPL is the beneficiary of an Administration for Native Americans (ANA) grant received in fall 2004 by the Library Friends, a non-profit group and the library's main benefactor. This group raised the initial funds to create JKPL. The ANA project, entitled "Children of our Homeland" Library and Cultural Center (COHL), has created a new library at JKPL that incorporates indigenous visual elements and serve the unique needs of local children. ANA is also funding materials, which will focus on indigenous languages, history and culture and support the Public School System (PSS) curriculum. The new library will also become the headquarters for the development of juvenile and young adult literacy, library services and cultural programs in the CNMI. It has strong partnerships with local educational, literacy and cultural agencies. The development of COHL was greatly determined by IMLS programs for which it provides support and funding.

IMLS projects have always led the way for library development in the CNMI. Through the years these projects have created strong partnerships with the college and public school libraries. The community depends on JKPL to initiate new services and educational opportunities. Through local and IMLS funding, JKPL introduced the general population to personal computers, the Internet, read aloud programs, a bookmobile, books on tape, and library automation. The IMLS 2003-2007 Five Year Plan continued to deliver many of these programs and established new services for Head Start, the Manamko, PSS libraries, PSS students, JKPL staff and the public. The progress made toward many of the goals have exceeded expectations. IMLS programs are often the first experience of library-oriented service for underserved groups and will continue to raise the profile of the library in the overall community and familiarize more segments of the population with the services available. This has led to increased use of the library through a greater sense of community as children, students, parents and the elderly see how outreach services can positively affect their lives and the lives of their family members. Also there has not been a strongly developed system of cooperation and communication between the public and school libraries especially in regards to professional development, materials collections and scheduling of homework assignments in support of the PSS curriculum. As the COHL has been developed it has enhanced the goals of the Five Year Plan, helping create new services to meet the specific cultural and educational needs of local children and families; these federally funded services will strive to develop a model of library service for many institutions and pacific island communities.

II. Overall report of results in achieving goals and objectives based on Five-Year Plan.

The CNMI Five Year Plan 2003-2007 set forth goals and objective all of which were tied directly to the development of information technology to enhance capacity local libraries to provide automated services. The most urgent needs identified were continued public access to computers and the ability to cooperate and to share information and services among libraries that are located on separate islands. The most practical way to fulfill these needs was through the creation and expansion of automated systems that will connect the libraries into a viable library network. The Five Year Plan strived to create an integrated library network linking all libraries including the Joeten-Kiyu Public and State Library, (JKPL) the public libraries on Tinian and Rota, the Northern Marianas College libraries, and the CNMI public school libraries. Progress was made in developing automation and services at JKPL, the Northern Marianas College (NMC) library on Saipan, thirteen public school libraries on Saipan

and Tinian, and planning and initial setup of services at the Tinian public library which opened a new facility in October, 2006. Previously the public library had been housed in the same small building as the NMC library.

The 2003-2007 Five Year Plan proposed create a strong CNMI library system by addressing five important needs and goals for meeting these needs. The goals and the progress towards fulfilling them are outlined below.

Need #1: *The continuation and improving of the library information technology centers at CNMI libraries through broadband service.*

Goal: **All CNMI libraries will have up-to-date public computer access services, facilities, and trained staff to oversee all future automated innovations.**

Progress was made toward this goal however the overall aim to provide access at all three islands with IMLS funding was not met due because the library on Rota was not opened during the grant period.

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

Progress was made toward this goal, but the Rota Library has not yet opened. The Tinian Public Library was housed in the NMC Tinian Campus library but a new library was built during the grant period. It is opened in October 2006 as a new structure and now provides a separate facility to serve public needs. The IMLS Five Year Program helped to provide 6 computers, technical support and equipment for the Tinian library when it was at both locations. In 2004 additional computers were installed at Tinian by the JKPL Information Technology Center (ITC) staff.

Target #2: All CNMI libraries will have at least one staff member with advanced ITC training and skills by 2006.

Progress was made toward this goal, but the Rota Library has not yet hired staff to be trained. The Tinian Public Library received additional computers and support from the JKPL ITC staff. Training was provided to the lone staff member and librarian at the Tinian NMC/Public library. Support and training began in 2004 and continued throughout the grant period. The Tinian library was able to maintain its own public access computers. At the end of the grant cycle in fall 2006, personnel was employed to staff the new Tinian Public Library. This staff received and is continuing to receive training from JKPL staff both for public access computers and the use of the shared DYNIX Horizon library automation system.

Target #3: Continued functioning of library ITCs through 2007 including upgrading and maintenance of equipment and implementing new services.

Much progress was made toward this goal, but the Rota Library has not yet opened or established an Information Technology Center. JKPL improved its Information Technology center twice during the grant period. In 2004, the ITC was expanded and doubled in size and the number of computers available to the public increased to 20 stations. A network printer/photocopier was also purchased for the ITC. Later that year four machines were moved to the Manamko Center providing computer access and classes for seniors at the island's facility for the elderly. In 2006 major improvements were made to the computer services at JKPL. The ITC acquired Internet Café style software, which allows patrons with more advanced computer skills to make unsupervised use of the Internet and application

software. This greatly reduced the amount of staff time needed in the ITC while increasing the hours of patron access. The Children of Our Homeland Library Center was opened in September of 2006 providing four new computers for use by juveniles. Tinian library was also given more computers and now has 12 machines for public access.

Target #4: Broadband connections made available in all 3 libraries by 2004, increasing quality and desirability of Internet access.

Much progress was made toward this goal, but the Rota Library has not yet opened. Broadband access was acquired for JKPL in 2004 and for the Tinian Library in 2005. Broadband improved patron satisfaction with Internet services and allowed for advances in the development of the DYNIX Horizon system. This included connecting JKPL with the NMC library in 2004 and the upgrading of the system to include a HIP server in 2005. Broadband also made possible the automation project for public schools libraries by making it possible to download MARC records for the conversion of records. Also in 2005-2006 JKPL applied for and received E-rate to cover communications costs for its services and those at the new Tinian Library.

Need #2: *Provide CNMI residents greater access to library collections and inter-library services through the creation of an automated library network.*

Goal: **Improve and expand CNMI library and patron services by allowing access to a network of library catalogs, information sources and services.**

Progress made surpassed this goal but the overall aim to provide access at all three islands' public libraries with IMLS funding was not met due because the library on Rota was not opened during the grant period. The goal was surpassed in scope by the automation of thirteen of the public school libraries.

Target #1: Within two years the 3 libraries will be connected and capable of using the online Horizon catalog that currently holds the Joeten-Kiyu Public Library collection and the Borja Collection of the Northern Marianas College.

Progress toward this goal was made but not met because the library on Rota was not opened during the grant period. However in terms of overall automation of CNMI libraries, the goal was surpassed in scope by the automation of thirteen of the public school libraries. In 2004 JKPL was connected with the NMC library and the Horizon System was upgraded to version 7.3.3 and a HIP server was added in 2005. JKPL and NMC staff participated in joint training sessions conducted by DYNIX Australia staff. The new PAC interface made possible by the HIP server made searching much easier for patrons. Progress was also made towards connecting Tinian to the system. Equipment was provided and broadband connections established, linking Tinian and JKPL. The librarian at the Tinian library also received training to catalog on Horizon and began conversion of the Tinian library collection. There was huge progress made towards the automation of the public schools. Beginning in 2005 public school libraries began automation under the direction of IMLS funded JKPL staff. Thirteen school libraries were automated using the LibrarySoft system. This involved the purchasing of software and equipment, conversion and downloading of MARC records, and using the system by public schools for circulation and cataloging.

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

Progress toward this goal was made but not met because the library on Tinian was not connected during the grant period. However in terms of overall automation of CNMI libraries, the goal was surpassed in scope by the number of records cataloged and the automation of thirteen of the public school libraries using the LibrarySoft system.

JKPL acquired a large number of new items which it acquired through the COHL project. It currently has over 66,000 items including over 15,000 children's books and 6,000 non-book items. As described under Target#1 above, NMC was connected to the system and beginning in 2004 they added an additional 81,661 records. Beginning in 2005, the public school libraries added over 50,000 new records to the LibrarySoft System.

Need #3: *Reducing the isolation of each island's service area by creating a CNMI Libraries Website and email system that will allow for further sharing of library services, remote patron access to the library network's catalog and the digitizing of the CNMI system's Pacific Collection.*

Goal: Strengthen the profile and interoperation of the CNMI library system through the creation of an accessible website and a dedicated system of online communication.

Progress toward this goal was made but fell well short of the objective. A committee of staff from several CNMI libraries was never established to work on this project.

Target #1: A website will become operational by 2004 and contain information about all three libraries, services and Pacific collections; it will be linked to the CNMI network catalog within six months after the completion of the catalog.

Progress toward this goal was made but fell short of the objective. A JKPL website has been created in 2004 and has been updated a few times, but it is still under construction. The website www.cnmilibrary.com only has information about JKPL and does not include other CNMI libraries. In 2005 a link to the HIP server was established on the website to provide Internet access to the library catalog.

Target #2: By 2005 the CNMI libraries will have a dedicated system of communication and online interaction for staff and patrons.

Progress toward this goal was made but fell well short of the objective. In 2004 a new email service was established to serve the JKPL staff and Tinian Library. There is still no system for all CNMI libraries.

Target #3: Staff from all CNMI libraries will work together to create an online bibliography of over 1,000 Pacific Islands related titles and exhibits and develop uniform standards of library service by 2006.

Progress toward this goal was made but fell well short of the objective. Only simple pilot digitization projects have been attempted including one done in conjunction with COHL at <http://www.cnmilibrary.com/articles/mrqloadsite1.html> In addition one JKPL staff member took part in a digitization initiative at the Library of Congress.

Target #4: By 2006, publicity will make all CNMI schools aware of the digitized CNMI collection and a library made CD-ROM will be distributed to every school and key cultural organizations.

Did not work toward this goal, as there were no projects worthy of being compiled.

Need #4: *Strengthening of the libraries outreach programs to schools, educational and cultural centers.*

Goal: To make the library a pillar of resources and services for educational and cultural centers.

Progress made surpassed this goal. Although the outreach projects established were not all identical to the targeted projects, the ones completed were of much greater scope. The creation of the COHL with a large ANA grant award established the library as the most important informational center for children in the CNMI. The outreach program to automate public schools was also greater in scope than the perceived objectives.

Target #1: The continuation and expansion of the Head Start Reading Program to all CNMI schools by 2007.

Progress made surpassed this goal. The Head Start program was expanded more quickly and was serving all CNMI schools by 2005. Later the project was transitioned to Head Start staff that is now doing the project.

Target #2: Expand reading program to one after school community and one government run summer youth center by 2005.

Did not work toward this goal. Instead, the COHL project was pursued. Though Children of Our Homeland is not an IMLS project, it did provide an award of nearly one million dollars and resources that have enhanced all IMLS projects especially those involving children's services and outreach. These resources have been used in support of the Five Year Plan for public school outreach, public access computers, library automation, Manamko projects, digitization, and materials acquisitions.

Target #3: By 2003 the creation of an outreach program between CNMI libraries and senior citizens centers.

This goal was met and previously outlined in Need#1, Target#3. This project provided four machines for use by the elderly at the Manamko Center. Also over classes were taught and over 70 Manamko learned to use the Internet and computers. In addition a small library of over 700 items was established. This project ran for three years and has been transitioned to Manamko staff who were trained by the IMLS Outreach Coordinator.

Target #4: One new outreach program per year that will work with another agency to target a new group of underserved patrons.

This goal was met. Since 2003 new programs were added yearly, the Head Start program, Manamko Program, PSS Automation Project, and a PSS Homework Center program. Additional resources were acquired by other funding including the Children of Our Homeland, Department of Education, Library Friends and NMI Humanities Council. All these projects enhanced the IMLS Five Year programs. These programs include Motherhead, Department of Corrections library materials, Traditional Medicine and several others.

Need #5: *Service to CNMI library patrons can be improved by developing the skills and knowledge of library staff through continuing education and training.*

Goal: Library staff will be offered college level education and training leading to study in the fields of library science and information technology.

Progress was made toward this goal. An arrangement was made with NMC to allow JKPL staff to take free classes in conjunction with cooperation on IMLS automation projects. The result was that four staff members took over ten classes.

Target #1: By the end of 2007 75% of all library professionals will have a bachelor's degree or MLS.

Progress was made toward this goal. Through the arrangement with NMC and the hiring of a professional Technical Service Librarian. By 2005, the percentage of professionals with a degree increased from 50% to 60%. Another staff member who does not have a degree qualified for professional status under CNMI government equivalency through a combination of experience and education. This goal will not be realized until the CNMI recovers from the economic problems and can afford to hire professionals.

Target #2: Grants and training and educational spending will be awarded for library science programs 2003-2007

Progress was made toward this goal. In 2003 and 2004, the JKPL Children's Librarian took Library Science courses at the University of Hawaii, Manoa. During these years she took cataloging and children's literature classes with IMLS funding. In summer 2006, a staff member participated in the joint IMLS/PREL Pacific Library Training Institute program also at the University of Hawaii, Manoa.

III. Results of In-Depth Evaluations

Need #2, its goal, outcomes targets and program were selected for an in-depth evaluation.

Need #2: *Provide CNMI residents greater access to library collections and inter-library services through the creation of an automated library network.*

Goal: Improve and expand CNMI library and patron services by allowing access to a network of library catalogs, information sources and services.

LSTA Purpose: The establishment of a statewide network to link all CNMI libraries electronically and improve access to collections and services.

Need #2: *Provide CNMI residents greater access to library collections and inter-library services through the creation of an automated library network.*

Goal: Improve and expand CNMI library and patron services by allowing access to a network of library catalogs, information sources and services.

Overall Evaluation

This will be based on the degree to which the stated goals were met. This aimed for result of the creation of a CNMI-wide library network was approached by expanding the capacities of JKPL, Tinian, NMC, and PSS libraries. It was hoped the expansion of each would create overlap were all libraries could be connected. JKPL, NMC, and Tinian would expand their catalog with the DYNIX Horizon system. With the inability of Rota to participate, the PSS libraries were automated instead. They acquired LibrarySoft and each school created its own catalog. Ultimately these catalogs will all be connected via the Internet. Finally the entire network could be linked by an Internet Site, which was the goal for Need#3 of the Five Year Plan.

Target#1: Within two years the 3 libraries will be connected and capable of using the online Horizon catalog that currently holds the Joeten-Kiyu Public Library collection and the Borja Collection of the Northern Marianas College.

The three libraries referred to are JKPL, NMC and Tinian and the time frame referred to was 2003-2005. This goal was not fully realized. Only 2 of the 3 libraries were connected and fully met this target. JKPL and NMC completed conversion on the DYNIX horizon system and have operational systems. Tinian was not connected because it focused on the creation of its new library building. It was also determined that connecting the system to the old library would be a waste of effort as the library would occupy a new facility in the near future. It took the community on Tinian three years to complete the new library and relocate all materials, equipment and staff. Tinian library was finally opened in October, 2006. During the grant cycle Tinian made significant progress toward developing the catalog. Equipment including computers and DYNIX software were provided. Training was also given to the lone Tinian staff member who also began conversion of the Tinian collection. E-rate was also established and a dedicated connection to the DYNIX server was made. It remains now for Tinian to continue to catalog all remaining items and then go online. This is estimated to be completed by 2007.

The connection between JKPL and NMC has been established and is working well. There have been a few shortcomings, which have been identified by staff and patrons at both JKPL and NMC. The first is the configuration of the OPAC interface which often defaults to the wrong library. Other difficulties include the ability of patrons to use the catalog for Internet access rather than as a library catalog. Both of these situations have been solved by software and hardware configuration. Other troubles which are more problematic include power outages which can occur at JKPL were the server is housed. This shuts down service to NMC. Despite these setbacks the new system has been well received by patrons especially those at the college. There was no online PAC for students until 2005. The development of the DYNIX system is an important priority for the CNMI libraries. Eventually the system should also include the Rota library.

Data gathered for the evaluation for the quality of the DYNIX System are based on statistics generated by the system itself. These figures are not as anticipated and were affected by a number of other factors including the drop in local funding for new books. It OPAC service are based mostly on patron and staff satisfaction. Comments were solicited and the new system was also publicized in the newspapers. Also the educational significance of the catalog at the NMC library cannot be overlooked as the over 1200 students now have access to an automated system which they will need to become familiar with should they attend classes in the States.

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

At the start of the grant it was uncertain how many items were going to be added to the new catalog. NMC and JKPL were in the process of heavily weeding the collection. NMC had not yet added items to the catalog and there was also a turnover of librarians at both libraries and for over two years neither had a Technical Services professional. It was doubtful to the progress that might be made. The target of 50,000 items was extremely low and should have been doubled. As it turns out NMC was able to catalog all of its over 81,000 items during the grant period. The JKPL collection rose and fell during the grant period ending with over 66,000 items. The progress was due to the diligence of the JKPL and NMC staff and the hiring of two new professionals at NMC in 2003 and 2004 and the hiring of a Technical Services Librarian at JKPL in 2005. The notable failure of the DYNIX Horizon catalog was the inability of the Tinian Public Library to open and automate. During the five years covered by the grant, the Tinian Library was both the functioning library for the NMC Tinian Campus and the Tinian Public Library. It had two small collections one cataloged arranged by Dewey number for the public and the other in the Library of Congress Classification for the students. JKPL provided most of the materials for the Dewey collection and NMC provided for the students. Difficulties arose when the new library was being constructed. It was to be built on property owned by NMC with HUD funding. The library was to continue to be both a public and college library. Ultimately this arrangement did not work and the new library became a public library. There were difficulties in determining the responsibilities for library services, materials and equipment as both NMC and JKPL were contributing. Progress toward cataloging the Tinian Library was not made while it was unclear where the collections might end up. It became clear when the new library was finish and it will be the future focus of IMLS projects.

A welcome surprise, which added to the achievement under this objective as well as Needs #3 and #4 was the progress made on the PSS catalog. Much of this was done with competitive grant funding but some Five Year funds were used. Much of the energy and staff time that would have been used at

Tinian was redirected to the public schools. Thirteen public schools had their collections cataloged using the LibrarySoft Automation System. This involved purchasing or acquiring software, and other equipment, working with PSS staff and volunteers to create lists of ISBN numbers, download MARC records, teaching the use of the LibrarySoft system, installing and testing LibrarySoft systems and completing library collection automation. Training was given to the PSS library staff who were taught to use the new software and become familiar with the hardware and they implement automation system as a part of daily service at each PSS library. Workshops and provide technical support were also given. This project worked toward the development of a PSS union catalog and in the future this can be linked via the Internet or school collections can be migrated to DYNIX or a new system. Thirteen school libraries complete automation and added over 50,000 items to their catalogs. These schools are using LibrarySoft daily.

The anticipated targets are discussed below.

Key Outcome Targets:

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

This target was not reached. In 2003 the focus was on increasing interlibrary loan as that was the main source of materials for the tiny Tinian library which served only 4000 patrons and generated an average of less than one interlibrary request monthly. It was determined that the creation of the catalog would increase Interlibrary loan. This did happen initially but it was later determined that and increase in the collections at the Tinian library was a more viable solution. Books from JKPL and NMC were given or loaned to the Tinian library. An increase in interlibrary loans was also negated by the failure of NMC and JKPL to extend borrowing privileges to each other's patrons.

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

This target was not reached due to the failure of the Tinian library to open and automate during the grant period. Due to the small size of the Tinian collection, this was not a significant failure. Much of the collection at Tinian was donations of extra copies, which are already available at the JKPL library. A total of over 92% of all circulating materials is available to the public.

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

This target was not reached due to the lack of funding for the purchase of books. JKPL had been experiencing a steady decline in circulation from 2003-2005, which was commensurate with the percentage of decline in the local budget. Since 2003 there had been no local funding for book and materials purchases. In 2006, many new additions were received from funding by the COHL project. Circulation began to rise especially among children, but some of these gains were negated by the government austerity measures, which closed the library every other Friday and Saturday and power outages that reduced open hours. The 2006 circulation was below the 2003 and 2004 levels but the decline was finally reversed. The impact of the new material can be felt in the large increase in circulation compared to the fewer number of patrons visiting the library and applying

for new cards in 2006. It was evident that automation alone cannot increase library use or circulation but rather the acquisition of interesting materials.

JKPL usage statistics for tracked by the DYNIX Horizon system are listed by year below.

At the start of the grant at the end of 2002, a total of 26, 174 patrons had library cards.

Year	Patrons Visiting Library	Library Cards issued	Total Circulation
2002	NA	NA	70,000
2003	108,880	1779	68,977
2004	109,693	1473	57,411
2005	96,063	2007	56,709
2006	74,952	1353	64,582

The anticipated program and changes to it are discussed below.

Program:

- 1. Contract ISP service for broadband services and equipment linking all three libraries through a dedicated connection. *Time Frame: 2004-2007***

This was done on schedule beginning in 2004 and costs were shared by JKPL and NMC. JKPL acquired three broadband lines and NMC acquired two. JKPL’s application and receipt of E-rate funding in 2006 has changed this step yearly to the reapplication for E-rate. This was a welcome development considering the budget problems. The E-rate is now an essential requirement for the continuation of these services.

- 2. Provide continuing training for staff at each library location in use of new equipment, software and cataloging procedures. *Time Frame: continually 2003-2007***

This was done on schedule beginning in 2004. Training included Master’s level cataloging classes, DYNIX staff conducted training, PREL/IMLS classes, and training of staff by the Technical Services Librarian. A total of seven staff member were trained this way. The new Tinian staff is now being trained at JKPL.

- 3. Encourage public use and awareness of catalog. *Time Frame: 2003-2007 as catalog becomes available at each location***

This was done most aggressively at NMC which employed four professional librarians and incorporated bibliographic instruction into its curriculum. Use of the new Horizon PAC became a regular part of the curriculum and classes were taught weekly. The upgrade of the catalog was also advertised at JKPL through he newspapers and through instructional guides and brochures. Over 20 class visits were conducted yearly and included instruction in the use of the catalog.

- 4. Convert current manual library catalogs on Tinian and Rota to online Horizon system. *Time Frame: 2003-2005***

This was not completed. Rota library has not opened. As outlined above only partial progress was made at Tinian.

5. Gather statistics of patron usage and requests for studies to develop future services and library collections. *Time Frame: continually 2003-2007*

This was done at NMC and JKPL. NMC included statistics in its annual report. JKPL uses DYNIX generated statistics for IMLS, ANA, and local budget reports and applications. This is essential for applying for additional federal funding.

IV. Progress in showing results of library initiatives or services

Unfortunately the CNMI has never established a system to measure outcomes of appropriate initiatives or to develop resources for outcome-based planning and evaluation. The CNMI lacks the capacity in the number of professional librarians on-island. The turnover is also very high. NMC had three different directors during the duration of this project. By the end of 2006, all professional librarians at JKPL and NMC left their libraries or had their contracts terminated due to government austerity measures. During the grant period, JKPL has been overwhelmed by the volume of work required by all its federal programs especially the COHL project which consumed most of the work load. There was only one MLS degreed librarian at JKPL from 2003-2005 and two from 2005-2007. Currently there are currently no MLS professionals at JKPL or NMC and only two at PSS, one of whom works as a classroom teacher.

V. Lessons Learned

Unfortunately the main lesson learned through IMLS project is not to develop projects too complex for the staff and professional capacity for the library. The lack of professional and experience staff to carry through all programs was evident. The addition of the COHL project added a huge workload to all JKPL staff. It is important to try whenever possible to develop projects, which include an IMLS funded employee to follow through and complete the project. Additional projects without additional staff can overwhelm staff. Selection of staff that is hired is also crucial and all employees should be experienced and up to the task. This is a real challenge on a small island with few qualified applicants for any announced position. The same is true of partnerships as it is essential that partners have the capacity and motivation to do their share of the project.

The following is a list of projects that were conducted and what was learned from each.

Information Technology Center: This is essential to any library and is worth the effort and expense. Information technology is a great way to increase patron satisfaction and fulfill informational needs. It is very important that capable staff is employed and trained. Also it is an important to update equipment software and services. Using Internet Café software is a good way to provide service with less staff. It is also important to provide patron and staff training and assistance.

The DYNIX Horizon Automation Project: An automated catalog is essential to any library and is worth the effort and expense. However the need and/or wisdom of developing joint catalog should be considered. It may not be the best arrangement to link a public library catalog to a college library catalog. Also the DYNIX system might not be the best choice for a small system. It is best to investigate alternatives and find the best and most cost effective system for your situation. Another

important consideration is partnerships and the importance of establishing Memorandum of Agreements and an effective system of communication. This is essential for then CNMI were staff turnover is quite frequent.

The LibrarySoft School Library Automation Project: An automated catalog is essential to any library and is worth the effort and expense. With strong participation of school staff, this project is surprisingly easy to complete. The LibrarySoft system is very affordable and ideal for a standalone system in a small library like those in the schools in the Pacific Islands. The most important part of the project is the enthusiasm the school staff will have for this project. Developing a strong partnership is essential when helping another library automate. A smart way to save time and effort when automating from scratch is to use mobile shelving and remove books one stack at a time. If books are kept in order as they are processed and cataloged, it is easier to place items back on the shelf when finished. Much time can be wasted looking for books when items are scrambled up. This was the single most important time and effort saving technique developed by this project.

Website and Digitization: A website is also essential to any library and is worth the effort and expense. JKPL has been frustrated by the amount of time it has taken for in-house staff to create and maintain the website. The same is true for digitization. It is important to hire diligent staff who can update the website or choose a contractor who can do so. It is recommended that an outside vendor be used to provide website development and maintenance. It is hard to find skilled staff and impractical to train them. It is also a good idea to develop partnerships with other agencies. JKPL was fortunate to have the funding and resources of the COHL project to bring interested and skilled individuals to participate.

Outreach Programs: These programs are extremely problematic in that they take staff away from the library and bring them out to other agencies. If they have other duties at the library, work performance may suffer. It is important to arrange staff schedules or hire new staff who do not need to work in the library and can dedicate all their time to outreach and being at other locations. Also it is crucial to develop a strategy to transfer the program to the other agency otherwise the entire program will end if or when grant funding is no longer available.

HeadStart: This program was a great way to expose juvenile to read aloud programs at an early age, but the amount of time it took the JKPL Children's Librarian and her assistant to travel to remote locations, conduct story times and return worked to the detriment of children services at JKPL. Each hour the Children's Librarian was away was one less hour of providing service in house. The program was eventually transitioned to the Head Start staff. A plan to transition the project and require HeadStart participation should have been developed earlier.

Manamko: This computer literacy program was a delight as the Manamko were wonderfully enthusiastic and appreciative participants. An additional position was created and dedicated to outreach. This alleviated the setback of loss of staff time. Similar disadvantages were discovered when it came time to transition the project. Fortunately, the Manamko themselves (rather than the Manamko Center staff) took responsibility for the project. The more capable Manamko taught others computer use and kept the computer center operational. Technical troubles have hampered the project and this has been the biggest setback.

Public School System: These programs have worked well only when the enthusiasm at both the administrative and staff levels were high. Lack of interest by staff or administrators will make any

progress unlikely and if such a situation is encountered it is best to move to another location. To work with any agency that is larger and more complex than the library providing the outreach, it is essential to communicate with administrators and develop a Partnership Agreement or Memorandum of Agreement. When the Public School Staff and administrator got behind the program, a surprising amount of work can be done. Huge setback occurred in 2006 when new austerity measures reduced the professional staff and working hours at both PSS and JKPL.

Staff Training/Education: JKPL's experience with these programs were somewhat disappointing. Though several staff took college and Master's level courses, none followed through or showed a continued commitment to pursuing coursework, which would lead to a degree in Library Science. Perhaps this goal was unrealistic given the few candidates.

University of Hawaii Master's Classes: The Children's Librarian, who did not have an MLS, took classes in 2003 and 2004 at the campus in Hawaii. Though the course were a big plus and needed as there was no professional cataloging items, setbacks included the expense and time involved away from the library. As with the Head Start program, while the Children's Librarian was away, children's services at JKPL suffered. The Children's Librarian retired a year after taking courses and made the project of limited value to JKPL. A better strategy would be to find a program that will allow for online classes.

NMC Classes for JKPL Staff: All JKPL staff has been offered free classes at NMC. This is a great plus for the staff, unfortunately few have taken continued advantage of this opportunity. The main drawback to this program is the scheduling conflicts that arose when staff had to take specific classes. Also in the CNMI, it is often the case that individuals taking advantage of professional development opportunities leave the CNI soon after completing them and look for work elsewhere. The one staff member who took the most classes left the library for the military.

PREL Pacific Libraries Training Institute Program at the University of Hawaii: Though not funded by the Five Year grant this greatly contributed to its goals and objectives. By all accounts this was a wonderful opportunity and all participants from the CNMI enjoyed the program. It was also great to have professionals from University of Hawaii and PREL arrange and organize this project. Minimal staff time was needed to prepare JKPL staff for this program. The only down side of this program was loss of the staff during the duration of the project but this was a small price for the enthusiasm and experience gained.

VI. Brief description of the evaluation process

Those who contributed to the evaluation process of Five Year projects include the following individuals

Kevin Latham, MLS, former Director of the Joeten-Kiyu Public Library and former CNMI State (Commonwealth) Librarian

Julia Allen, MLS, former Technical Service Librarian at the Joeten-Kiyu Public

Erlinda Naputi, acting State Librarian and Children's Librarian at the Joeten-Kiyu Public Library
Roy Rechebei, the acting Joeten-Kiyu Library Director and ITC Coordinator

Jean Cruz Arthur, outreach assistant/instructor for IMLS projects

Art Sondheim, MLIS, librarian/classroom teacher for PSS.

Nancy Nielsen, MLS librarian for PSS.

Patty Aguon-Cruz, Library Aide for PSS

Evaluation Methods:

As mentioned under IV. Progress in showing results of library initiatives or services, the CNMI has lacked professional capacity to develop a standard methodology and system of evaluation. The CNMI government has always required a yearly evaluation of each government agency at the time of budget submission. This requires JKPL to develop an annual report which requires outlining the accomplishment of the agency, comparing the last year's achievements to the previous year, listing anticipated achievements for the coming year, describing problem areas, and giving an impact statement for the need for funding. The yearly budget report has fostered JKPL to develop an evaluation process for the library, which includes gathering statistics, critical comparison of yearly goals, sighting positive developments and problem areas, and giving an impact statement. Many of these methods were applied to the Five Year Evaluation.

Statistical data was the most important method used. A great number of statistics were collected from a number of sources. These sources were used as measures for outputs and compared and tracked over the grant period. Statistics were collected from the following sources.

- The DYNIX Horizon system showing library usage, progress toward automation, development of the catalog, use of the system by NMC staff and students, and collection development.
- The LibrarySoft system in PSS libraries which provided information on the automation process and collections.
- The 3M Check point system which shows daily patron traffic and counts
- ITC user database and NetTime Internet Café software showing patron use of public access computers and the Internet.
- Circulation desk logs of class visits and special programs.
- Reports and logs kept by IMLS staff showing daily tasks and outreach classes and other activities.
- Inventories of computers and equipment available in the libraries and outreach centers.

Meetings with JKPL professionals and IMLS funded staff to discuss the progress of programs and reviewing of annual reports and yearly developments of IMLS programs. This was an important way of identifying outcomes that improved or affected library services.

Meetings with JKPL, IMLS funded staff, and other agency stakeholders to discuss the progress of programs and reviewing of annual reports and yearly developments of IMLS programs. These were

both formal meetings of all PSS school library staff and informal visits with individuals. This was another important way of identifying outcomes that improved or affected library services.

Surveys given to staff, stakeholders and patrons to measure progress towards goals, and satisfaction with programs. These also helped identify problem areas.

The only costs incurred in the evaluation process were for staff time.

7 staff x 100 hours = \$2,000.00