

**Library Services & Technology Act
Five-Year Plan for Michigan
October 2007 through September 2012**

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Mission of the Library of Michigan

“The Library of Michigan promotes, advocates for and consistently works to achieve the highest level of library service to the state of Michigan, its government, its libraries and its residents.”

Through a variety of programs, partnerships and initiatives, the Library of Michigan seeks to best serve the information needs and interests of the legislature, state government, and Michigan libraries and the millions of people who use them. We bring technology, literature, culture, history and a sense of connection to the people of Michigan, whether at the library, on the road or via the Web.

The Library of Michigan statewide library services and public services staffs strive to

- Meet the information needs of the legislature and state government
- Meet the administrative, developmental and technical consulting needs of Michigan libraries
- Meet the library service needs of individuals and agencies as a statewide resource.

Needs Assessment

Overview

In preparation for this LSTA Five-Year Plan for Michigan, the Library of Michigan actively sought input on from the library community and residents of the state of Michigan.

As part of the previous Five-Year plan evaluation, the W. J. Schroer Company conducted four focus groups with library administrators, two discussions sessions with Michigan Library Association members during the 2006 Michigan Library Association Conference, an online statewide survey of library staff, and a random statewide telephone survey of library users. Included in these evaluation activities were questions about the current and future needs of libraries, librarians and users. W. J. Schroer also did a comprehensive evaluation of MeLCat, the statewide catalog and resource-sharing program, and QSAC, the public library and library cooperative quality standards program.

The Library of Michigan conducted a series of thirteen State Librarian Town Meetings throughout the state to meet with librarians and library staff to discuss the current state of library services and the unmet needs of libraries and state residents. The Library of Michigan then met with the LSTA Advisory Council to discuss how the evaluation and town meeting results compared with the experiences of the groups they represented.

Audiences and Locations

The individuals who participated in these meetings, focus groups and surveys were library directors, administrative staff, public services staff, technical services staff, paraprofessionals, trustees, students and the public. These individuals represented the following types of libraries:

- Public libraries from all six class sizes (Michigan classifies public libraries based on the population the library serves, from Class I: 0 – 3,999 to Class VI: 50,000 or more).
- K-12 school libraries
- School public libraries (in some rural communities in Michigan, K-12 and public libraries are merged into one institution).
- Community college libraries
- Public and private four-year college and university libraries
- Tribal libraries
- Corporate and special libraries
- Non-profit libraries
- Library cooperatives, serving public and other library types

The Library of Michigan LSTA Advisory Council is comprised of thirteen members, each representing either a library type or a library user group. Library types include public, school, institutional, special, and academic libraries as well as library cooperatives. Library users represented include persons with disabilities and from disadvantaged communities.

Geographic areas represented in the needs assessment activities are as follows.

City	Geographic Area	Date	Event
Detroit	Southeast	October 12, 2006	Conference Discussion sessions
Ann Arbor	Southeast	November 7, 2006	Focus Group
Grand Rapids	Southwest	November 8, 2006	Focus Group
Gaylord	Northern Lower Peninsula	November 8, 2006	Focus Group
Marquette	Upper Peninsula	November 9, 2006	Focus Group
Brighton	Southeast	March 5, 2007	Town Meeting
Macomb Township	Southeast	March 6, 2007	Town Meeting
Detroit	Southeast	March 12, 2007	Town Meeting
Flint	Southeast	March 13, 2007	Town Meeting
Jackson	Southern Lower Peninsula	March 28, 2007	Town Meeting
Kalamazoo	Southwest	March 19, 2007	Town Meeting
Spring Lake	Southwest	March 22, 2007	Town Meeting
Midland	Central Lower Peninsula	April 2, 2007	Town Meeting
Alpena	Northern Lower Peninsula	April 3, 2007	Town Meeting
Cadillac	Northwest	April 4, 2007	Town Meeting
Houghton	Upper Peninsula	April 17, 2007	Town Meeting
Escanaba	Upper Peninsula	April 18, 2007	Town Meeting
St. Ignace	Upper Peninsula	April 19, 2007	Town Meeting
	Statewide	Winter 2007	Online survey
	Statewide	Winter 2007	Telephone survey
Lansing	Statewide representation	May 15, 2007	LSTA Advisory Council meeting

Analysis

The W. J. Schroer Company provided detailed statistical analyses, transcripts and reports from the evaluation activities. Library of Michigan staff used these materials to develop discussion guides for the town meetings. Library of Michigan staff also analyzed town meeting discussions to quantify the discussion topics. In order to develop overall and geographic priorities, topics were analyzed by how often and in what geographic areas of the state they were an issue.

Results

The overwhelming result of the needs assessment was the libraries need support to provide more materials and services in an equitable fashion statewide. Libraries in the state of Michigan are funded primarily through local millages or individual school budgets, so there is wide disparity in the financial and personnel resources available. The Michigan eLibrary (MeL), which is a collection of databases, other electronic materials, and MeLCat, the statewide catalog and resource sharing system, was viewed across geographic areas and library types as the most important current LSTA program. MeL provides cost efficiencies for materials and services, and serves as a model collaborative partnership between libraries and among various library types in the state. Participating libraries rotate membership on the MeLCat catalog advisory committee and MeLCat resource sharing policy advisory committee, both which serve to enhance the public experience of the MeLCat system.

In general, using LSTA funds to support statewide access to electronic materials, resource sharing and training were seen as a vital way to provide a basic level of service, materials and professionalism to users across the state. In the current economic environment, communities and schools struggle to maintain quality services and sustain funding. The Michigan eLibrary serves as an important statewide resource that is always available to Michigan residents.

The Five Year Plan for Michigan, 2002-2007 evaluation final report (www.michigan.gov/lsta) and the State Librarian Town Meetings report (www.michigan.gov/lma) were posted on the Library of Michigan website for various stakeholders to read. Notification of the reports' availability was posted on Michigan library related listservs, sent to the LSTA Advisory Council and the LSTA listserv, as well as being posted on the Library of Michigan announcements web page.

Process for Updating Needs Assessment

As needs assessment is a continual process, the Library of Michigan will

- Collect data from libraries across the state on library service on an annual basis and compare to previous state and national data trends;
- Solicit feedback from the LSTA Advisory Council, the Library of Michigan Board of Trustees, the LSTA user group (a state listserv for those interested in the LSTA program, currently with 140 members), and michlib-1 (a state listserv for general Michigan library topics, currently with 1,855 members).
- In regard to the MeL and MeLCat programs, solicit feedback from the MeL user group, the MeLCat catalog committee and the MeLCat resource sharing policy committee. Members of these three groups are participant library representatives working with the Library of Michigan and our subcontractor, the Michigan Library Consortium, to ensure appropriate policies and training to facilitate the widest use of MeL and MeLCat by Michigan libraries.
- Perform assessment surveys with librarians and users as part of statewide initiatives.

Michigan Statistical Summary

The challenges Michigan libraries face in providing quality services and materials to users is set against the following background. Data is provided from the Census Bureau 2005 Community Survey of Michigan, the Bureau of Labor Statistics and the Library of Michigan FY 2005/2006 Public Library Annual Report.

Population: Of the total estimated population of 9,865,583, 25.5% are under 18 and 12.1% are 65 and over. 15.6% of the population is disabled.

Income: The percentage of Michigan families living below the poverty level is 9.2%, an increase of 1.8% from the last Five-Year plan data. The rate of individuals living below the poverty line has increased from 10.5% to 13.2%. While the median household income is \$46,039, 15% of households have an income of \$15,000 or less.

Employment: The unemployment rate in Michigan's civilian labor force was reported as 6.9% in 2006. The seasonally adjusted rate for April 2007 from the Bureau of Labor Statistics is 7.1%

Industry: Manufacturing is no longer the largest employer in the State of Michigan at 18% of employed individuals. Educational services and health care is now the largest industry at 19%. Retail trade is a distant third, at 11% of employed individuals.

Education: 13% of Michigan residents 25 or older do not have a high school diploma, while only 24.7% have a bachelors degree or higher.

Libraries: Libraries in Michigan are increasingly vital to their communities. Library visits are increasing at 4.48 per capita in 2005, compared to 4.1 in the previous Five-Year Plan data, which puts Michigan at a nationwide rank of 31. Circulation has also increased from 5.4 to 6.28, ranking Michigan at 32. Michigan public libraries are also now the number one point of online access for people without an Internet connection at home, school or work. Finally, operating income per capita for public libraries is \$36.63, \$1.31 of which is state funding, which gives Michigan a ranking of 20 nationwide.

Michigan has the following libraries reporting directory information.

- 386 public libraries with 283 branch locations
- 1,266 school libraries
- 157 academic libraries
- 142 special libraries (corporate and non-profit)
- 9 Native American tribal libraries
- 12 subregional Libraries for the Blind and Physically Handicapped

Identified Needs

The needs of state residents and libraries that were found through the above process and analysis are the following, in order by priority.

1. Users need equitable statewide access to materials in a variety of topics and formats and at their time of need. Libraries need consistent, fast resource sharing and statewide access to digital materials to assist these users.
2. Users need improved basic services and programming from libraries in rural and underserved areas of the state. Libraries in underserved rural and urban areas of the state need assistance developing services and programming in the areas of technology, generation specific programming, and outreach and marketing to non-users or populations having difficulty using a library.
3. Users in underserved rural and urban areas of the state need access to quality services and programs offered through new techniques and new technologies. Libraries in underserved rural and urban areas of the state need assistance in staying current with new techniques and new technologies. We need scalable model programs for use in underserved rural and urban libraries in order to provide current, quality services and programs to users.

The solutions to these three needs are described by the following goals and programs, which are in order by priority. The outcome targets reflect the potential benefits to Michigan residents.

Goals

To meet the needs identified in the needs assessment, the Library of Michigan has established the following goals for Michigan.

To meet the first need, for equitable statewide access –

Goal I: Equity of Access

Increase equity of information access and library resources by providing basic statewide access to information and resources and special assistance to libraries in underserved rural and urban communities, and to libraries that are working to provide service to persons having difficulty using a library.

To meet the second need, for improved basic services and programming in rural and underserved areas –

Goal II: Equity of Service

Increase equity of service to Michigan residents by providing professional development resources and opportunities to libraries throughout the state to improve public services, programming and outreach, especially to underserved rural and urban populations.

To meet the third need, for new technologies and programming in rural and underserved areas –

Goal III: Equity in Innovation

Foster new, innovative services and programs by funding scalable pilot projects for use by libraries statewide to meet and anticipate Michigan residents' constantly changing needs for library services and information.

Programs

Goal I: Equity of Access

- Increase equity of information access and library resources by providing basic statewide access to information and resources and special assistance to libraries in underserved rural and urban communities, and to libraries that are working to provide service to persons having difficulty using a library.

Need: Users need equitable statewide access to materials in a variety of topics and formats and at their time of need. Libraries need consistent, fast resource sharing and statewide access to digital materials to assist these users.

LSTA Purpose: 1. Expanding services for learning and access to information and educational resources in a variety of formats, in all types of libraries, for individuals of all ages; 2. developing library services that provide all users access to information through local, state, regional, national and international electronic networks; and 3. providing electronic and other linkages among and between all types of libraries.

Goal I Programs:

1. Expansion, continuous improvement, and marketing of the Michigan eLibrary (MeL), an electronic library of article databases, e-books, educational materials and practice tests, Michigan historical documents, Michigan related Internet sites and MeLCat, the statewide catalog and resource sharing system.

Time Frame: 2007-2012

Output Targets:

- Resources for unemployed and underemployed workers will be promoted via MeL.
- MeL marketing resources, including a MeL speakers bureau, will be available to all libraries.
- A majority of Michigan related library digitization projects completed by 2012 will be available through MeL Michigan.
- All Michigan Educators' Resources records will be linked to the new state curriculum grade level content expectations.
- The Best of the Web database will grow by 50%.

Outcome Targets:

- A majority of K-12 social science & history teachers, higher education history faculty and genealogy and local history groups surveyed will be aware of and report using MeL Michigan as a Michigan history source.

- A majority of K-12 teachers surveyed will be aware and report usage of Michigan Educators' Resources, along with other areas of MeL.
 - 10% of state residents surveyed will be aware of the Michigan eLibrary.
2. Expansion and further development of MeLCat, a statewide catalog and resource-sharing network.

Time Frame: 2007-2012

Output Targets:

- 75% of public libraries will have joined MeLCat by 2011 and participating public libraries will be representative of public library sizes and locations throughout the state.
- 50% of higher education students will have access to a participating MeLCat library.
- 30% of K-12 students will have access to a participating MeLCat library.
- The MeLCat request fulfillment rate will increase to 95%.

Outcome Targets:

- More library users and students will know about and use MeLCat as evidenced by
 1. a 20% increase in loan initiation rates of public library users as compared to the previous five-year period.
 2. a 40% increase in loan initiation rates of K-12 and higher education students as compared to the previous five-year period.
3. Develop strategies for improving access to MeL in underserved rural and urban communities by providing technology consulting for libraries.

Time Frame: 2007-2009

Output Targets:

- Guidelines for recommended telecommunications infrastructure and software applications to access MeL resources will be developed and distributed to library directors, administrators and trustees.
- Guidelines for the effective use, maintenance and sustainability of the necessary onsite equipment to access MeL resources will be developed and distributed to library directors, administrators and trustees.

Outcome Targets:

- A minimum of 75% of library directors in Michigan's underserved rural and urban communities will report an understanding of the telecommunications infrastructure and software applications that are necessary to effectively access MeL.
- A minimum of 75% of library directors in Michigan's underserved rural and urban communities will report an understanding of the onsite equipment necessary to effectively access MeL.
- A majority of library users surveyed in Michigan's underserved rural and urban communities will report that their library's connectivity level is important to them and access to MeL is beneficial to them.

Goal II: Equity of Service

- Increase equity of service to Michigan residents by providing professional development resources and opportunities to libraries throughout the state to improve public services, programming and outreach, especially to underserved rural and urban populations.

Need: Users need improved basic services and programming from libraries in rural and underserved areas of the state. Libraries in underserved rural and urban areas of the state need assistance developing services and programming in the areas of technology, generation specific programming, and outreach and marketing to non-users or populations having difficulty using a library.

LSTA Purpose: 5. Targeting library services to individuals of diverse geographic, cultural, and socioeconomic backgrounds, to individuals with disabilities, and to individuals with limited functional literacy or information skills; and 6. targeting 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.

Goal II Programs:

1. Provide resources and training materials for librarians.
 - a. Topics will include technology training, library management, program development, marketing, meeting generation specific needs (such as children, young adult and seniors), literacy topics such as emergent literacy, summer reading, and adult literacy, preservation or outreach to special populations (ethnic, immigrant, disability, etc.).

Time Frame: 2007-2008

Output Target:

- Resources and training materials will be used by a majority of libraries in rural and underserved areas of the state.

Outcome Target:

- Libraries using training will report increased library program attendance, more use of computer resources in the library and greater usage of the library by underserved populations.

2. Develop an online tutoring component in MeL in order to provide residents with an opportunity to improve basic technology use, learn about MeL and to use online state government services.

Time Frame: 2009-2010

Output Target:

- Tutorials on how to use basic current technology and how to use MeL will be developed and provided to residents via MeL.
- Tutorials on how to use online state government services will be developed in conjunction with other state agencies to provide greater access to unemployment services, job training, tax information and licensing requirements and provided via MeL.

Outcome Target:

- A majority of tutorial users will report that the tutorial improved their ability to use the technology, resource or state government service.
- A majority of librarians surveyed will report that state government services tutorials improved their ability to assist users needing state government services.

3. Provide resources and training materials for library trustees, friends, volunteers and local officials to improve knowledge of local library governance issues and thus improve library programming and services. Continue to provide state level leadership for quality service standards and benchmarks to provide libraries with a documentation method to improve services and communicate local issues and achievements to this audience.

Time Frame: 2008-2009

Output Targets:

- A majority of public libraries will use the provided training tutorials as educational tools for their trustees and/or local officials.
- A majority of public libraries will use the provided quality service standards and benchmarks to improve services and communicate with their stakeholders.

Outcome Targets:

- A majority of tutorial users will report that the tutorial improved their knowledge of library governance issues and improved their decision-making in regard to library services and programs.
- A majority of public libraries will report that quality service standards and benchmarks improved their services and assisted in communicating local library issues and achievements to trustees and local officials.

Goal III: Equity in Innovation

- Foster new, innovative services and programs by funding scalable pilot projects for use by libraries statewide to meet and anticipate Michigan residents' constantly changing needs for library services and information.

Need: Users in underserved rural and urban areas of the state need access to quality services and programs offered through new techniques and new technologies. Libraries in underserved rural and urban areas of the state need assistance in staying current with new techniques and new technologies. We need scalable model programs for use in underserved rural and urban libraries in order to provide current, quality services and programs -to users.

LSTA Purpose: 2. Developing public and private partnerships with other agencies and community-based organizations; 5. targeting library services to individuals of diverse geographic, cultural, and socioeconomic backgrounds, to individuals with disabilities, and to individuals with limited functional literacy or information skills; and 6. targeting 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.

Goal III Program:

1. "Modeling the Future." Over the course of the five year plan, fund pilot projects for new, innovative services and programs that will produce scalable models that libraries of varying sizes and types can use to implement the project locally.
 - a. Topics can include the inclusion of new technologies in traditional services, new collaborations to reach special populations, etc.

Time Frame: 2007-2012

Output Targets:

- A minimum of five scalable models will be created and made available to Michigan libraries.

Outcome Target:

- 70% of libraries using models will report an improved understanding and facilitated implementation of the service or program.
- A majority of libraries using the models will report an increased demand for and satisfaction with the service or program by users.

Evaluation Plan

Evaluation of the LSTA program will include the ongoing analysis of the program activities to see if the output and outcome targets are met within the allotted time frame. Evaluation will also examine the management of the LSTA program as a whole.

In addition to the target outputs and outcomes listed for each program, the following will be measured:

1. The number of participating libraries for each program;
2. The number of users;
3. Library staff satisfaction;
4. User satisfaction.

The target outputs and outcomes and the general data listed above will be measured by:

1. MeL and MeLCat library activity statistics collected monthly and tabulated annually;
2. MeL access and material usage statistics collected monthly and tabulated annually;
3. Surveys of participating library staff at the time of participation or completion of program activities;
4. Surveys of participating users at the time of participation.

The Library of Michigan will review the management of the LSTA program as a whole and conduct program analyses to confirm target outputs and outcomes were met through an independent evaluation of the program at the end of the Five-Year plan.

Stakeholder Involvement

The key stakeholders of the Michigan LSTA program are all Michigan libraries and Michigan residents. For the development of this Five-Year plan and the evaluation of the previous Five-Year plan, the Library of Michigan reached out to librarians from all geographic areas of the state, all library types and various job functions; and to the public. Surveys of the public and librarians and meetings with librarians will continue to be used to assess the effectiveness and need of LSTA programs through the next five years.

In specific program areas, additional assistance from stakeholders is sought. For subgranting, the Library of Michigan has volunteer peer reviewers from all library types participate in proposal review. For MeLCat, participating libraries' staff serve on the catalog and resource sharing policy advisory committees.

For ongoing evaluation, the Library of Michigan has established an LSTA Advisory Council as allowed by the LSTA Act. The Advisory Council's thirteen members represent all library types and sizes in the State of Michigan, library cooperatives, public users, users with disabilities and disadvantaged users as well as a member of the Library of Michigan Board of Trustees.

The LSTA Advisory Council assists the LSTA program staff by reviewing policies, programs and goals for the LSTA program on an ongoing basis. Input and feedback on LSTA program development, implementation and evaluation is and will continue to be solicited through meetings and via email through the Advisory Council listserv.

The LSTA Advisory Council was asked to review the previous Five Year plan evaluation, the town meeting results and the draft goals and programs for the new Five Year plan as representatives of their individual libraries or institutions as well as members of the group they represent on the Council. One full Council meeting was dedicated to the discussion.

The Library of Michigan has an LSTA listserv that is used for announcements about and discussion of the LSTA program in Michigan, as well as michlib-l, a general Michigan library listserv. These listservs provide a forum for feedback on LSTA programs and activities. Finally, the Library of Michigan also solicits feedback on LSTA programs from the Library of Michigan Board of Trustees. Feedback is requested as needed during program development and activities.

Membership of the LSTA Advisory Council and the Library of Michigan Board of Trustees is listed below.

2007 LSTA Advisory Council

Member	From	Representing
David Conklin	Oakland County Research Library & Library for the Visually and Physically Impaired	Institutional Libraries
Charlotte Dugas	Munising School Public Library	Multitype Libraries
Carl Hammerstrom	Public	Library Users
Fran Krempasky	Thomas Cooley Law School, Brennan Law Library	Academic Libraries
Stephen Laux	Public	Library Users with Disabilities
Martha McKee	Public	Library Users
Lise Mitchell	Chippewa River District Library	Public Libraries, Class V-VI
JoAnn Mondowney	Flint Public Library	Disadvantaged Library Users
Jeanette Nathan	Ogemaw District Library	Public Libraries, Class I-IV
Diane Nye	E.P. Clarke Elementary School	School Libraries
Nancy Skowronski, ex-officio	Detroit Public Library	Library of Michigan Board of Trustees
Michelle Baird Szidik	Public	Library Users
Tammy Turgeon	Suburban Library Cooperative	Library Cooperatives
June Van Wingen	U.S. Department of Justice, Western District of Michigan	Special Libraries
Nancy R. Robertson, ex-officio	Library of Michigan	State Librarian

2007 Library of Michigan Board of Trustees

Member	From	Representing
Elaine Logan, Chair	Pfizer, Inc.	Special Libraries
Linda Farynk, Vice-Chair	Saginaw Valley University	Michigan Library Association
Representative Fran Amos	House of Representatives	Legislature
Denise Bartlett	Superior Central Public Schools	Schools
Senator Irma Clark-Coleman	Senate	Legislature
Senator Tom George	Senate	Legislature
Charles Myers	City of Lowell	General User
Nancy Skowronski	Detroit Public Libraries	Public Libraries
Michael Smith	Wayne State University	Academics
Francis Spaniola	Public	General Public
Clifford Taylor	Supreme Court	Supreme Court
Representative Aldo Vagnozzi	House of Representatives	Legislature
William Anderson	Department of History, Arts & Libraries	Department of History, Arts & Libraries
Nancy R. Robertson	Library of Michigan	State Librarian

Communication and Public Availability

The Library of Michigan LSTA staff makes every effort to provide information and garner feedback on the LSTA program and specific LSTA funded projects to Michigan libraries, library cooperatives, library associations, librarians, state and local officials and Michigan residents. The following chart indicates communication procedures for the Five Year plan elements, annual reports and other publications and information about the LSTA program and LSTA funded projects.

Both electronic and print documents are kept as a permanent part of the Library of Michigan state government documents collection. Print documents are distributed to state document depository libraries throughout the state.

Message	Audience	Format	Availability	Schedule
Drafts of the Five Year plan, plan revisions, policies and reports.	LSTA Advisory Council, Library of Michigan Board of Trustees	Electronic and print.	Via meetings, email, listservs and mail.	As needed.
Five-Year Plan	All stakeholders.	Electronic and print.	Via meetings, website, listservs and mail. Delivered to state officials.	Every five years. Remains available indefinitely via the website.
Five-Year Plan evaluation	All stakeholders.	Electronic and print.	Via meetings, website, listservs and mail.	Every five years. Remains available indefinitely via the website.
Annual Reports	All stakeholders.	Electronic and print.	Via website, listservs and mail. Delivered to state officials.	Annual. Remains available indefinitely via the website.
Press releases on LSTA programs	All stakeholders.	Electronic and print.	Via website and listservs. Delivered to media outlets.	As needed. Remains available indefinitely via the website.
Promotion of the LSTA program and specific projects through LM4X (Library of Michigan newsletter) articles, bookmarks, training materials, etc.	All stakeholders.	Electronic and print.	Via website, listservs and in print.	Electronic: As needed. Print: To librarians at professional conferences and meetings. Print: To public through libraries on library request.

During the notification and promotion to stakeholders of the availability of LSTA program information, feedback and evaluation will be requested as is appropriate for the particular documents and materials. This feedback will be analyzed at the time of receipt as part of the ongoing monitoring of the LSTA program.

Monitoring

The Library of Michigan LSTA staff will monitor the LSTA program in a variety of ways.

- Consideration of feedback garnered from publicizing the availability of LSTA documents and programs.
- Program review through collection of benchmark and usage data for annual IMLS reports.
- Evaluations of workshops provided through LSTA programs.
- Evaluations of materials provided through LSTA programs.
- Review of the Five Year plan goals as needed by LSTA staff and Advisory Council.
- Site visits to “Modeling for the Future” subgrantees.
- Submission of financial and narrative reports from “Modeling for the Future” subgrantees.
- Submission of the Five Year plan evaluation to IMLS.
- Biennial audit by the State of Michigan Auditor General’s office.

The data and feedback gathered from monitoring activities and stakeholder involvement will be evaluated at least annually to determine if the program activities have begun to deviate from the Five Year Plan. If program implementation has deviated from the Five Year Plan, the program will either be modified to bring it back in alignment with the Five Year Plan or the Library of Michigan staff, in consultation with the LSTA Advisory Council, will submit a revision of the Five Year Plan to the Institute of Museum and Library Services.

Assurances

The Library of Michigan has submitted the following required certifications and assurances with the Five-Year plan:

- Statement of Program Assurances for the 2008 Grant Award
- Certifications Regarding Debarment, Suspension and Other Responsibility Matters; Drug-Free Workplace Requirements; Lobbying; Federal Debt Status; and Nondiscrimination.
- Assurances of Non-Construction Programs
- State Legal Officer's Certification of Authorized Certifying Official