LIBRARY SERVICES
& TECHNOLOGY ACT

FIVE –YEAR PLAN FOR MICHIGAN

OCTOBER 2012

THROUGH SEPTEMBER 2017

Library of Michigan

INSTITUTE of Museum and Library SERVICES

MICHIGAN Department of Education

2012-2017 Five Year Plan for Michigan

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MISSION OF THE LIBRARY OF MICHIGAN

"The Michigan Legislature created The Library of Michigan to guarantee the people of this State and their government one perpetual institution to collect and preserve Michigan publications, conduct reference and research and support libraries statewide."

An agency of the Michigan Department of Education, the Library of Michigan is comprised of two main divisions: Statewide Library Services; and Reference Research Services and Collections Management Services. Statewide Library Services provides consulting services, library staff certification, continuing education programs, resources and training, and the Michigan eLibrary, the virtual library with resources for all Michigan residents. Reference Research Services provides research and support for all departments of state government, including the Michigan legislature and courts. Collections Management Services maintains the Library of Michigan collections, including the Law Library, Michigan Collection, Rare Book Room, government documents and other materials.

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, Michigan libraries and the millions of people who use them. We bring technology, literature, reference service, 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 staff strives to

- Meet the information needs of all branches of 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

The Library of Michigan has actively engaged in needs assessment throughout the timeframe of the previous five-year plan. Through the assessment activities, the Library has reached out to Michigan residents, library users, the library community and specific stakeholder groups such as the Library of Michigan LSTA Advisory Council and state library associations. Library staff also strives to remain abreast of national trends and reports, such as the Pew Internet & American Life Project, OCLC research reports, and the IMLS Five-Year Strategic Plan 2012-2016.

Assessment activities over the time period included:

- Biannual LSTA Advisory Council meetings

- 2009 Michigan eLibrary (MeL) statewide surveys, which analyzed the usage and impact of the elements of MeL. The surveys were done by EPIC MRA, a social research group, and included the following

    o A random phone survey of Michigan residents

    o An online survey of Michigan library users (posted on Michigan public, academic and school library sites as well as the state library site).

    o An online survey of Michigan library staff

- The Five-Year Plan for 2007-2012 Evaluation, completed in 2012, which included:

    o Separate online surveys for Michigan library users and library staff, done by EPIC MRA.

    o Focus groups of library staff, from all library types, conducted by Hartzell-Mika Consulting.

    o A review of usage data and management files of LSTA funded projects by Hartzell-Mika Consulting.

- Needs Assessment meetings in 2012, which focused on a discussion of the 2007-2012 Five-Year plan goals and activities and possible future goals and activities.

- Statewide IdeaScale survey in 2012 for those unable to attend the needs assessment meetings, which also focused on a discussion of the 2007-2012 Five-Year plan goals and activities and possible future goals and activities.

- Solicitation of comments through annual surveys for programs such as Summer Reading.

Audiences and Locations

The individuals participating in these assessment activities were library directors, administrative staff, public services staff, technical services staff, paraprofessionals, trustees, K-12 and higher education students, public library users and the public.

The Library of Michigan specifically targets libraries of various types and requests information on type of library when appropriate, so the above individuals represent the following library types:

- 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, both public and private

- 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

For assessment activities taking place in specific locations, versus statewide surveys, the Library held meetings in diverse geographic areas, including the Upper Peninsula and the upper Lower Peninsula. The five evaluation focus group meetings were in Sault Ste. Marie, Lansing, Kalamazoo, Midland and Plymouth. The three needs assessment meetings were in Southfield, Kalamazoo, and Gaylord.

The 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.

The Five Year Plan for Michigan, 2007-2012 evaluation final report (www.michigan.gov/lsta) and the EPIC MRA surveys 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 statewide LSTA listserv.

Analysis

The Library of Michigan staff reviewed comments received through meetings and other regular activities, using that information to inform the more formal analysis done through the EPIC MRA surveys and the Five-Year plan evaluation. These materials included detailed statistical analyses, transcripts, and reports. The Library of Michigan staff used these materials to develop discussion guides for the needs assessment meetings and IdeaScale survey. Finally, in developing the new goals and activities for this Five-Year plan, the Library also reviewed the survey data and meeting transcripts to quantify areas of need, both for the state overall and for specific geographic areas.

For the surveys and the evaluation, Library of Michigan selected EPIC MRA, a survey research firm with experience working with libraries, and Hartzell-Mika, a library consulting group.

In specific, EPIC MRA used the following methodology for the surveys, including a phone survey and two sets of online surveys. Respondents in the telephone survey of the general public were selected utilizing an interval method of randomly selected records of households on the Qualified Voter File of the state of Michigan with commercially listed telephone numbers, as well as through random-digit dialing techniques when needed to complete geographical quotas. The sample was stratified, so that every county and jurisdiction was represented in the sample according to its contribution to the total population of the state. For the library users and library staff surveys, the online methodology was selected as being the most cost-effective means to garner data. Other methods were considered (e.g. on-site personal interviews, telephone interviews, hard copies for patron use, etc.) but time, cost and confidentiality constraints precluded serious consideration of anything but an online format. The calculated error rate for the online library staff survey was ±3.6 percent, and the error rate for the online patron survey was ±1.8 percent.

Hartzell-Mika used the following methodologies for conducting the overall report: a review of the data and analysis from EPIC-MRA for both sets of surveys; facilitation of five focus groups and documentation of the discussions; thorough review of all documents compiled by the Library of Michigan regarding activities related to the LSTA programs; and interviews with key staff, to create the final evaluation report.

Results

The Hartzell-Mika evaluation report notes that "The Library of Michigan's strategy of providing services through statewide programs has provided success in many areas and is a positive impact on both residents and library staff throughout the state. In many areas of the five-year plan, especially the Michigan eLibrary program, the Library of Michigan was able to adequately show progress in providing services to residents." Subgrant programs were less successful, primarily due to declines in staff and budget, which did not allow the Library of Michigan to offer subgrants after the first year.

The responses from all library types are overwhelmingly positive in support of the statewide projects encapsulated in MeL, including databases and the statewide resource sharing catalog. The public and library user surveys indicated that a large number of Michigan residents are aware of and are using these resources, supporting the contention from librarians that these are vital resources. While libraries would like local programs and grants as well, with the level of budget and staff cuts that have occurred over the

past five years, the libraries are depending on a core and stable level of materials and resources that they receive through MeL. MeL provides equitable statewide service for all Michigan residents in terms of materials available, geographical coverage and service population demographics.

The Library of Michigan will encourage new services and programs in the coming five years, building upon the current statewide programs that remain at the core of our services to libraries and Michigan residents.

Updating Needs Assessment

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

• Collect data from libraries across the state on library service on an annual basis and compare this data to previous state and national data trends;

• Solicit feedback from the LSTA Advisory Council, the Library of Michigan Board of Trustees, the Library of Michigan School Library Advisory Group and the following listservs: the LSTA user group (a state listserv for those interested in the LSTA program), michlib-l (a state listserv for Michigan libraries), mamelist (the listserv for the state school media specialist association), and MALC (a statewide listserv for academic libraries).

• In regard to the MeL and MeLCat programs, solicit feedback from the MeL user groups and MeLCat committees. Members of these groups are participant library representatives working with the Library of Michigan and our subcontractor, the Midwest Collaborative for Library Services, 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, including biennial surveys of library staff and library users of all library types.

Identified Needs

The Library of Michigan, in collaboration with librarians around the state, identified the following needs for Michigan residents.

1. Users continue to need equitable access to materials, both print and digital, on a range of topics and at their point of need. Libraries need a consistent and stable source of materials to meet this need.

2. Users need access to 21st century skills and training, especially in rural and underserved urban areas of the state, although this is an issue in all communities. Users need workforce development training, digital literacy education, support for improved reading literacy, and assistance with a range of social and government services. Libraries need professional development and training materials to meet these needs.

3. Users need consistent and equitable services from libraries to assist them in lifelong learning and community engagement. Libraries need to be able to easily share best practices for services and for developing local partnerships to meet this need

Methods to serve these needs are described in the following goals, programs and activities, which are in order by priority. The outcomes reflect the potential benefits to Michigan residents and communities.

GOALS

To meet the identified needs of Michigan's residents, the Library of Michigan has established the following goals for the next five years. In collaboration with libraries, state agencies and other stage groups, the Library intends to improve statewide services to achieve these goals. Goals are in order by priority. Priority was established by the number of residents impacted by a particular goal and by amount of support from libraries for projects related to the goals.

Goal 1: Michigan residents will have equal access to resources and materials in various formats for lifelong learning.

> Need: Users continue to need equitable access to materials, both print and digital, on a range of topics and at their point of need. Libraries need a consistent and stable source of materials to meet this need.

> LSTA Purposes: Section 9121 (3), (4), (7), and (9).

Goal 2: Michigan residents will have opportunities to gain new skills and improve skills to engage in the 21st century community and economy.

> Need: Users need access to 21st century skills and training, especially in rural and underserved urban areas of the state, although this is an issue in all communities. Users need workforce development training, technology literacy education, support for improved reading literacy, and assistance with a range of social and government services. Libraries need professional development and training materials to meet these needs.

> LSTA Purposes: Section 9121 (5) and (6).

Goal 3: Michigan libraries will actively pursue partnerships and initiatives that support community development and engagement.

> Need: Users need consistent and equitable services from libraries to assist them in lifelong learning and community engagement. Libraries need to be able to easily share best practices for services and for developing local partnerships to meet this need.

> LSTA Purpose: Section 9121 (2), (6) and (8).

PROGRAMS (ACTIVITIES)

To meet the goals set forth, the Library of Michigan will work toward the following objectives through coordinated activities. In keeping with the needs assessment data analysis, the activities continue to support those statewide programs identified as vital to local communities throughout the state. If possible within the time frame of the plan and budgetary constraints, the Library may also support regional pilot programs to test the feasibility of new statewide projects. The focus for these pilot programs, if implemented, will be the development of innovative programs or technologies and the adoption of these regionally or statewide by libraries. Areas of focus may include aligning statewide services, MeL components or local collaborations with national initiatives such as the IMLS Building Digital Communities or the Edge library service benchmarks.

Goal 1: Michigan residents will have equal access to resources and materials in various formats for lifelong learning.

- Objective 1: Residents will have access to physical materials in libraries across the state.

  o Activity 1: MeLCat, the statewide resource sharing catalog, software will be maintained to provide consistent access to materials to residents. Outcome: Users will have access to needed materials. Timeline: 2012-2017.

  o Activity 2: Library staff will be trained in the use of the MeLCat system to ensure user access is equitable and timely. Outcome: Users will receive materials at their time of need. Timeline: 2012-2017.

  o Activity 3: MeLCat system improvements will be reviewed and implemented to allow users to request materials with a mobile device. Outcome: Users will have less restrictive access to materials. Timeline: 2013-2015.

- Objective 2: Residents will have access to digital materials at their time of need.

  o Activity 1: Statewide database subscriptions and portals will be maintained to provide consistent, stable access to digital materials. Outcome: Students and lifelong learners will have access to needed materials at their time of need. Timeline: 2012-2017.

  o Activity 2: Statewide database content will be made more accessible to users through the use of discovery software. Outcome: Users will find appropriate materials with simple searches. Timeline: 2013-2014.

  o Activity 3: Mobile search applications for statewide databases will be implemented to allow access to materials through a wider range of devices. Outcome: Users will access to materials with most mobile devices. Timeline: 2013-2015.

- o Activity 4: Access to digitized historical materials will be provided through continued support of the MeL Michigana collection. Outcome: Users from all areas of the state will be able to access Michigan historical primary sources. Timeline: 2012-2017.

- Objective 3: Underserved rural and urban communities will have equitable access to materials.

  - o Activity 1: The Plinkit project will provide small communities with modern library websites. Outcome: Residents of small and rural communities will have access to MeL databases, community information and government services as needed. Timeline: 2012-2017.

  - o Activity 2: Community libraries needing affordable Internet access will have E-rate training and support. Outcome: Underserved rural and urban libraries will understand their options to provide Internet access and technology infrastructure in their communities. Timeline: 2012-2017.

  - o Activity 3: Statewide training and partnerships will allow more public libraries to have fast, stable Internet access through participation in broadband initiatives. Outcome: Libraries will be aware of broadband initiatives for their communities. Timeline: 2012-2017.

Goal 2: Michigan residents will have opportunities to gain new skills and improve skills to engage in the 21st century community and economy.

- Objective 1: Libraries will share best practices to improve local services and programs for residents.

  - o Activity 1: Libraries will have access to information and training on workforce development services and materials. Outcome: Residents will use their libraries to improve their job search skills. Timeline: 2012-2017.

  - o Activity 2: Libraries participating in the Plinkit program will have access to skill building sites and materials through Plinkit templates for their communities. Outcome: Residents of underserved communities will have access to appropriate and up to date skill building sites. Timeline: 2012-2017.

  - o Activity 3: Users will have access to online training and tips for MeL and government resources through tutorials and videos. Outcome: Users will be able to use MeL and government materials more effectively after using tutorials. Timeline: 2012-2017.

- Objective 2: Librarians will have the opportunity to improve their 21st century skills so that they can provide quality training and services to their communities.

  - o Activity 1: Small and rural libraries will have access to a full professional library conference experience through the biennial Rural Libraries Conference. Outcome: Librarians will learn how to provide new services and programming to their community through training at Rural Libraries Conference. Timeline: 2014 and 2016.

- o Activity 2: Librarians will have access to training for the Michigan eLibrary's resources in order to direct users to appropriate resources and train them in their use. Outcome: Libraries will regularly suggest MeL to users and provide MeL training. Timeline: 2012-2017.

- o Activity 3: Libraries will receive training on cutting edge issues in library services through statewide workshops done in partnership with the state library groups. Outcome: Librarians will implement new services or improved services for their communities after attending workshops. Timeline: 2012-2017.

- o Activity 4: Libraries will learn to evaluate and improve services through voluntary state public library and school media center benchmarks. Outcome: Management and services will improve in libraries that participate in benchmarking programs. Timeline: 2012-2017.

- Objective 3: Libraries will assist unemployed, underemployed and students to develop job related skills and digital literacy skills.

  - o Activity 1: Libraries will assist job seekers and students by providing training and access to online vocational and educational training. Outcome: Job seekers and students will build technical and educational skills at their library. Timeline: 2012-2017.

- Objective 4: Libraries will work to develop emergent and family literacy skills in their communities.

  - o Activity 1: Libraries will work with children and teens in their communities to maintain and increase literacy through Summer Reading programs, both traditional programs and online programs. Outcome: Participating teens and children will be active readers. Timeline: 2012-2017.

  - o Activity 2: Children aged infant through second grade, especially from underserved populations, will have access to emergent literacy programs through the Michigan Reads! One State, One Children's Book Program. Outcome: Participating parents and caregivers will receive information on emergent literacy and will read to their children. Timeline: 2012-2017.

Goal 3: Michigan libraries will actively pursue partnerships and initiatives that support community development and engagement.

- Objective 1: Libraries will partner with teachers and school librarians to provide training and resources to improve student support.

  - o Activity 1: Libraries and schools will partner to increase student and family knowledge of Summer Reading and other literacy activities. Outcome: Students and families will understand libraries are a resource to improve literacy for children of all ages. Timeline: 2013-2017.

- o Activity 2: Teachers in public and private schools will find curriculum material and teaching support through the Michigan Online Resources for Educators (M.O.R.E.) and MeL's K-12 specific resources. Outcome: Teachers will use M.O.R.E. and MeL to enrich their classroom materials. Timeline: 2012-2017.

- Objective 2: Libraries will work state and local business and economic development groups to encourage entrepreneurship.

  - o Activity 1: Libraries will promote MeL business databases and portals to local businesses and entrepreneurs. Outcome: The business community will use MeL resources to help with their businesses. Timeline: 2012-2017.

Overall Program Timeline:

The majority of the activities the Library of Michigan will do in support of the Five-Year plan goals and objectives will be in place throughout the time period of the plan. Those that will occur in certain years are listed below.

2013: Development of mobile application for MeLCat; Implementation of discovery software for MeL databases; Development of mobile application for MeL databases.

2014: Continued refinement of mobile application for MeLCat, discovery software for MeL databases, and mobile application for MeL databases; Rural Libraries Conference; Development of school and library partnership for Summer Reading.

2015: Continued refinement of mobile application for MeLCat, discovery software for MeL databases, and mobile application for MeL databases.

2016: Rural Libraries Conference; Development of school and library partnership for Summer Reading.

2017: Development of school and library partnership for Summer Reading.

Role of Federal Funds:

Federal funds play a vital role in accomplishing these goals, outcomes and activities. For the Michigan eLibrary, federal funds allow the State of Michigan to provide these resources to Michigan residents and all Michigan libraries through the efficiencies of a statewide contract. Statewide contracting for these resources greatly reduces the costs and staff time devoted to acquiring the resources. For other objectives, such as training and literacy efforts, federal funds provide seed money that allows the Library of Michigan to create resources and materials libraries may use in their communities, freeing them from the necessity of developing these materials locally.

FOCAL AREAS MATRIX

FOCAL AREAS	ACTIVITIES	BENEFICIARIES
Lifelong Learning	Libraries will have access to information and training on workforce development services and materials. (Goal 2, Objective 1, Activity 1)	Job seekers.
	Libraries participating in the Plinkit program will have access to skill building sites and materials through Plinkit templates for their communities. (Goal 2, Objective 1, Activity 2)	Residents of small and rural communities.
	Users will have access to online training and tips for MeL and government resources through tutorials and videos. (Goal 2, Objective 1, Activity 3)	All residents.
	Small and rural libraries will have access to a full professional library conference experience through the biennial Rural Libraries Conference. (Goal 2, Objective 2, Activity 1)	Residents of small and rural communities.
	Librarians will have access to training for the Michigan eLibrary's resources in order to direct users to appropriate resources and train them in their use. (Goal 2, Objective 2, Activity 2)	All residents.
	Libraries will receive training on cutting edge issues in library services through statewide workshops done in partnership with state library groups. (Goal 2, Objective 2, Activity 3)	Various segments of the public.
	Libraries will work with children and teens in their communities to maintain and increase literacy through Summer Reading programs, both traditional programs and online programs. (Goal 2, Objective 4, Activity 1)	Children and teens.
	Children aged infant through second grade, especially from underserved populations, will have access to emergent literacy programs through the statewide	Children and families, including low income.

	Michigan Reads! One State, One Children's Book Program. (Goal 2, Objective 4, Activity 2)	
	Libraries and schools will partner to increase student and family knowledge of Summer Reading and other literacy activities. (Goal 3, Objective 1, Activity 1)	Children and teens.
	Teachers in public and private schools will find curriculum material and teaching support through the Michigan Online Resources for Educators (M.O.R.E.) and MeL's K-12 specific resources. (Goal 3, Objective 1, Activity 2)	Teachers and K-12 students.
Capacity Building	The Plinkit project will provide small communities with modern library websites. (Goal 1, Objective 3, Activity 1)	Residents of small and rural communities.
	Community libraries needing affordable Internet access will have E-rate training and support. (Goal 1, Objective 3, Activity 2)	Residents of small and rural communities.
	Statewide training and partnerships will allow more public libraries to have fast, stable Internet access through participation in broadband initiatives. (Goal 1, Objective 3, Activity 3)	All residents.
	Libraries will learn to evaluate and improve services through voluntary state public library and school media center benchmarks. (Goal 2, Objective 2, Activity 4)	All residents.
Human Services	None	
Employment & Economic Development	Libraries will assist job seekers and students by providing training and access to online vocational and educational training. (Goal 2, Objective 3, Activity 1)	Job seekers and students.
	Libraries will promote MeL business databases and portals to local businesses and entrepreneurs. (Goal 3, Objective 2, Activity 1)	Small businesses and entrepreneurs.

Civic Engagement	None	
Information Access	MeLCat, the statewide resource sharing catalog, software will be maintained to provide consistent access to materials to residents. (Goal 1, Objective 1, Activity 1)	Users of MeLCat participating libraries.
	Library staff will be trained in the use of the MeLCat system to ensure user access is equitable and timely. (Goal 1, Objective 1, Activity 2)	Users of MeLCat participating libraries.
	MeLCat system improvements will be reviewed and implemented to allow users to request materials with a mobile device. (Goal 1, Objective 2, Activity 3)	Urban residents.
	Statewide database subscriptions and portals will be maintained to provide consistent, stable access to digital materials. (Goal 1, Objective 2, Activity 1)	All residents.
	Statewide databases will be made more accessible to users through the use of discovery software. (Goal 1, Objective 2, Activity 2)	All residents.
	Mobile search applications for statewide databases will be implemented to allow access to materials through a wider range of devices. (Goal 1, Objective 2, Activity 3)	Urban residents.
	Access to digitized historical materials will be provided through continued support of the MeL Michigana collection. (Goal 1, Objective 2, Activity 4)	Residents and students.

COORDINATION EFFORTS

The Library of Michigan, as the state library agency, works in partnership with library groups throughout the state, including the Michigan Library Association, the Michigan Association for Media in Education (school media specialists association), the nonprofit Midwest Collaborative for Library Services, public library cooperatives, tribal libraries and works closely with small public libraries that typically serve underserved urban and rural areas.

The Library, as part of the Department of Education, also works with the state Head Start office and local programs, the state Great Start Readiness office and local programs and public and private schools with K-2 classrooms as part of our Michigan Reads! early literacy program. Within the department, we work with the Michigan Department of Education leadership group and the technology directors group to help MDE staff and their constituents understand the resources and partnership opportunities available with the state library and their public libraries.

In other education areas, we also actively promote K-12 appropriate MeL materials to the Michigan Reading Association, the Michigan Council of Teachers of English, and the Michigan Association of Computer Users in Learning. We continue to work with the REMC Association of Michigan on providing our Michigan Online Resources for Educators, part of MeL, directly to teachers. We have partnered with the Michigan Virtual University (MVU) on providing tutorials for MVU students.

In the areas of digital access and broadband, we continue to work with the Merit Network, a nonprofit serving the networking needs of Michigan public universities, regional broadband cooperatives, Connect Michigan, a nonprofit promoting broadband access, the State of Michigan Department of Technology, Management and Budget, and Michigan State University to ensure that public libraries have access to the information necessary to provide appropriate digital access in their communities.

In the areas of economic and workforce development, we reach out through the Department of Human Services to state foster care groups and through the Michigan Economic Development Corporation to economic development groups. We continue to work with state workforce development agencies as a follow up from a Project Compass program. We have brought together public libraries and the following nine state agencies or contracted non-profits; Michigan Works, Adult Education Service, Fidelity Bonding Program, Michigan Jobs & Career Portal, Michigan National Career Readiness Certificate, Michigan Rehabilitation Services, Michigan Talent Bank, Unemployment Insurance Agency, Veterans' Employment Services.

These activities provide the Library of Michigan partners to work with and increase knowledge and usage of our federally funded programs throughout the state. As such, we will continue working with these agencies and groups, as well as others throughout the time frame of this Five-Year plan. Those mentioned above are not an inclusive list of the Library's outreach.

EVALUATION PLAN

Evaluation of the LSTA program will include the ongoing analysis of the program activities to review participation, usage and outcome goals to ensure these will be met within the allotted time frame. The periodic repletion of a statewide survey of Michigan residents, library users and library staff will allow comparisons for ongoing programs over time and insight into programs in addition to annual usage statistics. Evaluation will also examine the management of the LSTA program as a whole. An independent, formal evaluation will be completed in 2016 in accordance with LSTA requirements.

Data sources will include:
1. Formal survey of Michigan residents, library users and library staff about LSTA programs midway through the five-year plan.
2. Annual project surveys for programs such as Summer Reading.
3. Monthly and annual usage data as is available for specific programs.
4. Independent evaluation, including a survey of library users and library staff, of the Five-Year plan.

STAKEHOLDER INVOLVEMENT

The key stakeholders of the Michigan LSTA program are all Michigan libraries and Michigan Residents, including underserved populations, small business owners and entrepreneurs, job seekers, teachers and students. 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 MeL databases, committees of librarians are convened to identify the core information needs and to review the products of companies who respond to bids for database contracts. For MeLCat, participating libraries' staff serves on policy advisory committees. For Plinkit, a group of participating libraries work with the Library staff for training and product development.

For ongoing evaluation, the Library of Michigan has a longstanding 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 Library of Michigan also solicits feedback on LSTA programs from the Library of Michigan Board of Trustees and the Library of Michigan School Library Advisory Group. Feedback is requested as needed during program development and activities.

The LSTA Advisory Council membership and the stakeholder group members represent are listed on the inside cover of this plan. The Library of Michigan Board of Trustees represents the following stakeholder groups: the general public, academic libraries, public libraries, schools, special libraries, the state library association, the legislature, and the state courts.

For both announcements about LSTA programs and policies and to request feedback on those programs and policies, the Library of Michigan has a listserv dedicated to the LSTA program. Such announcements and requests are also sent to other state listservs, including michlib-l, a general Michigan library listserv, the school library media specialist association listserv (mamelist) and a statewide academic library listserv (MALC). These listservs provide a forum for feedback on LSTA programs and activities.

Library of Michigan staff have booths promoting LSTA projects at annual statewide conferences, including the Michigan Library Association (MLA) conference, the Michigan Association for Media in Education (MAME) conference, and a variety of education related conferences.

Finally, Library of Michigan staff also participates in appropriate associations and user groups, such as MLA and MAME. The State Librarian is a member of the Board of Directors for both the Michigan Library Association and the Midwest Collaborative for Library Services. This participation gives staff the opportunity to understand the needs of the library community and that community the opportunity to speak directly to staff outside of formal channels or surveys.

Usage data, information on local needs, comments on current programs and requests for modifications to current programs or for new programs are reviewed by the Library of Michigan staff regularly and are kept internally as part of project planning files. Formal meeting notes are distributed to group members to ensure accuracy and completeness. Formal survey results and evaluations are posted on the Library of Michigan LSTA web site for stakeholder review and use.

COMMUNICATION AND PUBLIC AVAILABILITY

The Library of Michigan staff makes every effort to provide information and solicit feedback on the LSTA program and specific LSTA funded projects. Stakeholder groups identified by the Library and included in these efforts are Michigan library staff of public, academic, K-12 and special libraries, library cooperatives, state library associations, state and local officials and Michigan residents. Documents created as part of the Library's communications efforts are kept as part of the Library of Michigan's state government documents collection and are also accessible electronically through the Library of Michigan's catalog permanently.

The results and benefits of the following communication procedures is the increase in awareness and impact of the projects and the understanding of the public and library groups of how to comment on the projects.

Communications Procedures

Message	Channel	Audience/Stakeholders	Promotion	Timeframe
Drafts of major documents such as the Five Year plan revisions, policies and reports	Digital and printed documents.	LSTA Advisory Council, Library of Michigan Board of Trustees.	Via meetings, email, listservs and mail.	As needed.
Five Year plan	Digital and printed documents.	All stakeholder groups.	Via meetings, email, listservs, website and mail.	Every five years and as needed for background information.
Annual Reports and Annual Fact Sheet	Digital and printed documents.	All stakeholder groups.	Via meetings, email, listservs, website and mail.	Annually and as needed for background information.
Press releases on specific LSTA programs	Digital documents.	All stakeholder groups.	Via website, email and listservs. Delivered to media outlets.	As needed.
Promotion of LSTA projects and programs.	Print and digital brochures, articles, training materials, etc.	Appropriate stakeholder groups, e.g. K-12 training materials to K-12 teachers and administrators.	Via website, email, listservs and in print at professional workshops and conferences and to the public through their libraries.	As needed.

MONITORING

The Library of Michigan continually monitors LSTA funded projects through various methods. With each method, we actively solicit comments, which are reviewed by statewide service staff regularly.

- Occasional statewide surveys of library users, staff and stakeholders.

- Provision of annual reports and fact sheets to the public and the library community.

- Communication of LSTA funded activities and outcomes through traditional and electronic means, such as: printed materials, state conference presentations to user groups and library groups, email communications to focused listservs for school libraries, academic libraries, public libraries and a specific LSTA related listserv.

- Review of individual programs through the collection of benchmarking and usage data for the annual IMLS State Programs report.

- Evaluations of workshops and conferences provided through LSTA programs.

- Evaluations of materials provided through LSTA programs.

- Review of the Five Year plan goals as needed by Library of Michigan statewide services staff and the state LSTA Advisory Council.

- Submission of the Five year plan evaluation to IMLS.

- Biennial audit by the State of Michigan Auditor General's office, as required.

The data, evaluations and feedback gathered through these methods will be reviewed on an ongoing basis, and at least annually for each individual activity. The review will determine if the activities are meeting the stated goals and if the program activities are conforming to the five year plan and the LSTA purposes. If the analysis shows that the program should be modified to meet the appropriate goals, the Library of Michigan staff, in consultation with the LSTA Advisory Council, will review the program and submit a revision of the Five Year plan to the Institute of Museum and Library Services if necessary.

ASSURANCES

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

- Program Assurances for 2013 Grant Award

- Certifications Regarding: Nondiscrimination; Debarment and Suspension; Drug-Free Workplace; Federal Debt Status; and Lobbying

- Assurances of Non-Construction Programs

- State Legal Officer's Certification of Authorized Certifying Official

- Reporting Sub-awards and Executive Compensation

- Internet Safety Certification for Applicant Public Libraries, Public Elementary and Secondary School Libraries, and Consortia with Public and/or Public School Libraries