

Sample Application

2009 National Leadership Grants for Libraries

Demonstration Category

King County Library System

Empowered by Open Source

In order to survive and remain relevant, public libraries must have greater control over their library system software so they can optimize the work environment for staff and provide state-of-the-art services for customers. However, the proprietary integrated library system (ILS) software used by most libraries today ensures the vendors have the control instead of the libraries themselves.

Open Source Library System (OSLS) and the open source model provides an alternative to the current dysfunctional ILS business model. An OSLS empowers libraries to actively engage in the design and optimization of their own system software. Rather than vendors controlling development, the users of the OSLS control development. The OSLS business model spreads the development work across a wide range of contributors, extends the potential pool of service providers, and empowers libraries to optimize service to their customers.

The goals of the Empowered by Open Source project are:

1. Promote OSLS adoption by articulating the benefits to libraries.
2. Increase participation in OSLS projects.
3. Make open source conversions a viable option for public libraries by providing infrastructure elements related to planning, implementation, training, development, and support.
4. Develop a new model of peer-to-peer support for open source libraries.

King County Library System (KCLS) will lead the project and provide continuity throughout the grant period (3 years). In Year One, three innovative, multi-branch libraries will partner with KCLS to help establish the infrastructure elements including: Peninsula Library System (San Mateo, CA), Orange County Library System (Orlando, FL), and Ann Arbor District Library (MI). Working together, these partner libraries will create and develop the critical infrastructure components that have traditionally been provided by ILS vendors and will establish a peer-to-peer support model for open source libraries.

The project will result in a growing community of libraries moving to an OSLS who will benefit from and contribute to software as well as the support infrastructure. Specific products that will result from the project include:

- Peer-to-peer Support: grassroots, collaborative process that incorporates continuous improvement.
- Roadmap to OS Toolset: tools needed to plan and implement an OSLS migration including assessment templates, documentation, work plans, training curricula.
- Dynamic Website of Critical Resources: website will provide libraries with resources, contacts, and communication opportunities.
- Mentoring: a program in which partner library staff with more experience will provide guidance to libraries with less experience.
- Support Services: access to technical experts that can provide specialized assistance
- Promotion of OSLS: through seminars and workshops, OSLS will be promoted throughout the larger library community.
- Broad-based Training Program: technical and organizational training to move libraries into a new self-empowered paradigm.

Measurable outcomes that will provide evidence of the project's success include:

- Number of successful conversions to an OSLS by partner libraries.
- Resources and products used by partners (documentation, consultants, mentoring, etc.)
- Assessment by library partners: each partner will provide an assessment of the costs and benefits of their conversion experience compared to an ILS migration with vendor support.
- Successful recruitment of three additional libraries to the OSLS community each year.

Many libraries are eagerly waiting on the sidelines for the assistance they need to follow the open source pioneers. Many libraries believe that the move is a good one, but they don't have the infrastructure support to do so. This project will address these concerns by building a new model for providing that infrastructure support; one that is provided by libraries themselves.

Needs Assessment

Statement of Need

The prevailing model of the traditional Integrated Library System (ILS) is irreparably broken. The system, in which a single vendor sells a license to a product and provides all support and development services available to that product, does not provide public libraries with the ability to create and adapt services to best serve their constituents. This is attested to by the struggles of many existing vendors to find sustainable business models. Mergers and acquisitions and failures have left libraries stranded with ILS products created by those companies who then abandon the product and force the libraries into expensive and time-consuming migration processes.¹ Some vendors adopt strategies to maximize profits by maintaining archaic code as long as possible rather than committing research and development funds to new products built on a state-of-the-art platform. This makes it difficult, and often impossible, for the vendor to make needed enhancements requested by the users of the software, even if the library has funds available to support the requests.

In order for public libraries to survive and remain relevant, we must have greater control of systems that enable us to offer our users the very best access to information. The Open Source Library System (OSLS) model is an alternative to the current dysfunctional ILS business model and it empowers libraries to actively engage in the design and optimization of their own software. Rather than relying on a single vendor for development and services, an OSLS benefits from the development activities contributed by the users themselves. The more active the user community is in suggesting ideas, finding bugs, contributing code, and sponsoring development, the more dynamic the resulting software can be. Vendors of OSLS software provide services (support, migration, hosting, and development) and their business model are based on the provision of those services rather than the selling of licenses. This business model spreads the development work across a much wider range of contributors and extends the potential pool of service providers.

Migrating to an OSLS from an ILS is more challenging than migrating from one ILS to another ILS because the support system for doing so is less well established. Migrating to an OSLS makes new demands on libraries yet opens up even more opportunities. With no restrictions based on proprietary software and the limited development capabilities of the vendors, libraries can begin to control their work environments and the environments they wish to create for their customers.

Intended Audience and Project Goals

The overriding goal of this demonstration project is to help public libraries move to an OSLS by providing the migration support they need - support they traditionally have sought from vendors - and to establish a network of affiliated libraries (project partners) that contribute to an OSLS support environment. The result will be the dissemination of project results nationally and the creation of a solid sustainable public library resource that is available to facilitate the open source conversions of any libraries that choose to make the transition.

As the second-largest (by circulation volume) public library system in the United States, King County Library System (KCLS) places high demands on its library system software. KCLS is currently in the process of migrating to Evergreen (an OSLS). As KCLS moves through the process of contributing to the software development, modifying internal processes, developing documentation and training programs, and creating a migration work plan, we will work closely with partner libraries in this process. KCLS is eager to work with other libraries in developing a thoughtful, cautious, and manageable work plan that will be a model – a roadmap – for libraries of all sizes to follow.

¹ See Marshall Breeding's excellent graphic of the history of library automation companies starting in the 1960's through the 1980's when the number of companies selling library software exploded to almost 50 companies versus the 22 companies today. Available here: <http://www.librarytechnology.org/automationhistory.pl?SID=20090115839447021>

King County Library System – Empowered by Open Source: an IMLS Demonstration Project Narrative

Project Goals

1. Promote the concept of open source software and articulate the benefits to all libraries of moving to an OSLS.
2. Increase participation in OSLS projects.
3. Make open source conversions a viable option for public libraries by providing infrastructure elements related to planning, implementation, training, development, and support.
4. Develop a new model of peer-to-peer support for open source libraries.

What the Project Will Contribute

During visits with scores of public libraries on this subject, two primary questions/obstacles to OSLS adoption emerge:

1. How do I ensure that the functionality of the OSLS will meet or exceed the service expectations of my community which are based on the functionality offered by my current ILS?
2. If I jump to an OSLS, where do I turn for all of the support services that my vendor currently provides, such as planning, hardware and network preparation, data migration, performance testing, support, disaster recovery, customization, etc.?

Many libraries are eagerly waiting on the sidelines for the assistance they need to follow the open source pioneers. Many libraries believe that the move is a good one, but they don't have the infrastructure support to do so. This project will address these concerns by building a new model for providing that infrastructure support; one that is provided by libraries themselves. This project will provide the step-by-step migration details, create training and documentation resources, recommend business processes, and extend the support options available to public libraries.

With this grant, KCLS will take the lead and work with partner libraries who share a common interest and commitment to make the jump to an OSLS. We will work together to create a roadmap for migrating from the ILS to the OSLS and provide the support needed. Data migration is only one aspect of this change, and we recognize that the entire organization must be migrated to a new way of thinking. Libraries moving to an OSLS must be supported with software tools, templates, project plans, operations manuals, documentation, consulting, mentoring, and training programs that empower them through the process. This project will result in creating the breadth of infrastructure elements needed to make the transition.

National Impact and Intended Results

This demonstration project will have a major impact on public libraries nationally. We know from our work on committees in our professional associations and our frequent contacts with colleagues across the country that open source systems have everyone's attention, and that there is a great collective holding of breath as the pioneering libraries make the jump. Successful pioneer ventures alone cannot of themselves, address the functional and process gaps that we have identified. Key infrastructure elements are lacking for public libraries who would like to make the shift to an OSLS. This new national resource will provide a peer-to-peer alternative to the traditional ILS support model by producing several key components of that infrastructure:

1. A growing community of libraries committed to moving to an OSLS and contributing to the OSLS project.
2. A dynamic online social networking space for staying in contact with other OSLS libraries and sharing stories, contacts, information about activities, and resources. Resources will include a practical roadmap to making the jump to an OSLS supported by freely-available process guidelines and resources, needed collaborative online documentation, vendor resources, software enhancement processes, and hardware and network resources.²

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2. This online community already exists in its formative stages—see the website: www.oss4pl.org (open source systems for public libraries).

3. A sustainable support resource (staffed initially with grant funds, and eventually self-supported by participating library partners). Support resources will include technical and consultative support, trainers and training curricula, mentoring resources, and relationships with libraries that have already made the transition.

Project Design and Evaluation Plan

Scope of the project

The project will have direct impact on public libraries at several levels. The primary impact will be upon the open source conversion projects of the partner libraries in this demonstration project. The partner libraries will be simultaneously producing and consuming the results of the open source conversion process that we develop.

The second level effect will be on the next generation of open source conversion libraries recruited by the partner libraries. The goals of the grant include recruitment of four additional public libraries that plan to move to open source using the processes and resources of the community. These second generation libraries will become partners in the OSLS community and contribute to its sustainability.

The third level of effect will be in the dissemination of project results nationally and the creation of a solid sustainable public library resource at a national level that is available to facilitate the open source conversions for libraries that choose to follow.

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Project Activities and Deliverables

1. Model Open Source Development Principles

Open source projects are characterized by a grassroots, collaborative effort that focus on continuous improvement. To ensure continuous improvement, the work must be transparent. We will use these principles to guide our process.

We will incorporate contributions from the breadth of our partners' experiences in addition to our own. Every lesson learned will become a community lesson learned. Every new evaluation tool, template, work plan, etc., will become community owned and will be subject to the continuous improvement possibilities inherent in this collaborative process. We will provide transparent feedback loops so that libraries can comment on the effectiveness of any tool, training program consultant, vendor, recommended process, etc.

2. Develop Roadmap to OS Toolset

The project team will produce a set of tools that provide guidance, templates, documentation, work plans, and training curricula vital for any library transitioning from ILS to OSLS. The tools will continually evolve (perpetual beta) as we modify them to better meet the needs of our partners and other libraries using them. All partner libraries and users of the tools will be expected to provide feedback, contribute suggestions, and ensure that the tools are informed by user-contributed feedback.

We will create an environment where a participating library can effectively manage a conversion project from planning through implementation while having access to a community that has already gone through, or are currently in the process of, converting. The tools will facilitate effective collaboration with other library partners and facilitate distribution and sharing of processes, training, documentation, and experiences.

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3. Establish Dynamic Website of Critical Resources

The website will be used to provide libraries with resources, contacts, and communication opportunities needed to consider, plan, and implement transition to OS. Examples of resources to be developed include:

- People and vendors (experienced staff, consultants, vendors, service providers)
- Documents (work plans, budgets, ROI tools, planning documents, procedure manuals, training guides)
- Community information (e.g. information about other libraries pursuing the same path with ongoing information about where they are in the process)
- Google maps mash-up documenting the penetration of Open Source ILS software into the U.S. public library market. There are currently 9208³ public libraries, only 184⁴ of which are on Open Source ILS systems.
- OSLS “E-Harmony” Tool (assist libraries to find one another to share resources and/or co-sponsor development on software projects)
- Community driven “OSLS Wish List” to which any visitor can contribute
- Short articles and reviews of products and services provided from a wide range of contributors focusing on the new library ILS marketplace

4. Provide Mentoring

We will develop and coordinate a program in which staff further along in the transition effort can provide guidance to other libraries that are moving through the migration stages.

5. Provide Support Services

A portion of the grant funds will be used to secure key technical staff that can be used on partner projects (e.g. business analyst, data migration specialist, project manager, trainer.). Whether the libraries will pay a fee or whether a membership fee will pay for a certain amount of contract work, or whether staff positions will be created, shall be determined by the library partners over the course of the project.

6. Promote OSLS

We will promote OSLS and its benefits to the library community through seminars and workshops explaining OS and the benefits to the library community. We expect to expand the involvement of libraries in OSLS projects to ensure these products remain dynamic and well-supported.

7. Develop a Broad-based Training Program

In order to move libraries into a new self-empowered paradigm, technical and organizational training will be required. Training will focus on teaching basic skills as well as empowering libraries.

Preliminary workshop topics include:

1. We Are No Longer Just Software ‘Users’
2. What it Means to be Part of an Open Source Community
3. How to Write Technical Documentation
4. Effective Ways to Improve Your Workflow
5. How to Develop Enhancement Requests
6. How to Become a Beta Test Library
7. Committing Your Library to ‘Continuous Improvement’

³ Source: ALA Library Fact Sheet 1 available from <http://www.ala.org/ala/aboutala/hqops/library/libraryfactsheet/alaibraryfactsheet1.cfm>.

⁴ Breeding, M. (2008/9, December/January). The Viability of Open Source ILS, *ASIS&T Bulletin*. Available from http://www.asis.org/Bulletin/Dec-08/DecJan09_Breeding.html.

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8. Best Practices for Co-Sponsoring Software Development
9. Library Staffing for Today's Libraries

Project Timeline

Year 1

- Project kickoff meeting
 - Determine a decision making process
 - Clarify and align long-term goals and Year One goals
 - Establish agreed upon process for decision-making
 - Establish communication plan
 - Establish meeting schedules for project partners, and project team
 - Establish transition plan (who are Year One partners vs. Year Two partners?)
- Synthesize results of kickoff meeting, develop strategy and project plan for Year One
- Gather research material and post to website
- Establish communicating, networking and online meeting tools for website
- Develop additional OSLs modules and develop documentation
- Gather feedback and identify potential partners
- Attend ALA
- Develop training curriculum
- Develop and deliver first set of workshops
- Develop first version of Roadmap to OS toolset based on “release early, release often” approach to ensure collaboration and continuous improvement of roadmap
- Attend national conference (e.g. LITA National Forum)
- Gather feedback and make adjustments to toolset, resource selection, online networking tools
- Prepare year-end assessments

Year 2

- Year Two Kickoff Meeting:
 - Facilitated review of Year One
 - Revisit decision making process, partner roles and responsibilities
 - Clarify and align long-term goals and Year Two goals
 - Re-establish agreed upon process for decision-making
 - Re-establish communication plan
 - Re-establish meeting schedules for project partners, and project team
 - Re-establish transition plan to Year Three
- Synthesize results of kickoff meeting, develop strategy and project plan for Year Two
- Develop documentation and post to website
- Expand website development to include additional collaborative features
 - OSLs Wish List (and Facebook application)
 - ILS Fix List
 - Community reviews (vendors, training, resources)
 - OSLs “E-Harmony” Tool (assist libraries to find one another to share resources and/or co-sponsor development on software projects)
- Expand dissemination of results to other media including library journals, conferences, published white papers and reach out to new potential partners
- Attend ALA Annual
- Develop and deliver additional workshops
- Continue to refine Roadmap to OS toolset
- Develop additional modules/enhancements for OSLs and provide documentation
- Attend national conference (PLA)
- Gather feedback and make adjustments to toolset, resource selection, online networking tools
- Prepare year-end assessments

Year 3

- Year Three Kickoff Meeting:
 - Facilitated review of Year Two
 - Revisit decision making process, partner roles and responsibilities
 - Clarify and align long-term goals and Year Three goals
 - Re-establish agreed upon process for decision-making
 - Re-establish communication plan
 - Re-establish meeting schedules for project partners, and project team
 - Re-establish transition plan to Year Four and self-sufficiency
- Synthesize results of kickoff meeting, develop goals and project plan for Year Three
- Develop documentation and post to website
- Build sustainability
 - Solidify sustainability structures (roles, responsibilities, long term structure and governance)
 - Solidify the underlying cost model (possibilities include dues, services, fees, accounting structures)
 - Prepare project to transition to self-sufficiency
- Continue dissemination of project results
- Attend ALA
- Develop and deliver additional workshops
- Contribute additional enhancements to OSLS and provide documentation
- Continue to refine Roadmap to OS toolset
- Attend national conference
- Gather feedback and make adjustments to website, resources being developed and website collaboration tools
- Prepare year-end assessments

Evaluation Plan

Evaluation of the project will be ongoing. Each year will begin with a facilitated meeting of project partners to critically examine the process and the outcomes of the previous year. The goal of the facilitated meeting will be to eliminate what is not working and promote and improve the components that are working. Prior to the facilitated meetings, each partner library will be required to submit an assessment of their participation (e.g. compare the costs and benefits of being a partner in this project against the related costs and benefits of migrating to an ILS product on their own but with ILS vendor support).

In addition to this annual review, project staff will continually gather statistics about website use and conduct periodic surveys of people using the website resources.

All services - including consultants, software resources, and training programs – will be evaluated with an online evaluation process that will be available to the public (and project). These evaluations will be tabulated to ensure that what isn't working well is addressed. Initiatives that are not meeting the needs of the library community will be eliminated.

Measurable outcomes to be evaluated annually include:

1. The number of successful conversions to an OSLS by partner libraries.
2. Resources and products being used by partners (documentation, resources, consultants, grants, mentoring program, and website networking features).
3. Assessments by library partners (comparing this process to a more traditional ILS conversion process).
4. Successful recruitment of four additional libraries to the OSLS community.

Project Resources, Budget, Personnel and Management

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The institutional responsibilities for project management and implementation fall primarily to King County Library System, partner libraries, and the primary consulting partner hired with grant funds.

The partner libraries for the demonstration project:

- ✓ • King County Library System (WA)
- ✓ • Peninsula Library System (San Mateo, CA)
- ✓ • Ann Arbor District Library (MI)
- ✓ • Orange County Library System (Orlando, FL)

The partner libraries are all multi-branch public library systems with a history of technological innovation and a commitment to the open source vision.

Each partner library will designate .25 FTE to the project as well as two additional representatives who will serve on the initial project team. The project team will provide oversight through Year One (and possibly beyond). The .25 FTE is envisioned as a technical position although the specific technical skills the person brings to the project may vary.⁵

As the lead library, KCLS proposes to use this grant to provide leadership in bringing open source opportunities to libraries throughout the U.S. Leadership continuity will be assured by participation of the King County Library System, which will commit to project oversight for the full three-year duration of the grant. KCLS has significant experience and a growing body of work to bring to the table, including:

- 1) Three years experience assessing, analyzing, and doing development work on the Evergreen open source system as part of a comprehensive project plan to convert to Evergreen and open-source by 2010.⁶
- 2) Leadership positions on the Public Library Association's Technology in Public Libraries committee, where we collaborate with other public libraries on these issues.
- 3) Three years experience as a charter member of the "Firefly" group⁷, consisting of public library staff who, frustrated with status quo service from their ILS, met bi-annually to discuss alternatives and options. KCLS used the Firefly sessions to energize and develop our present Open Source project plan
- 4) Well-established relationships with the Georgia Public Library Service which pioneered Evergreen in 2006, and with the public libraries of British Columbia (currently converting 50 provincial libraries to Evergreen). KCLS is currently working with British Columbia on a collaborative project to upgrade the Evergreen public catalog.
- 5) Well-established relationships and project experience with the Equinox Software.⁸

Key personnel from King County Library System:

Bill Ptacek, Director

Bill has served as the chairperson for the PLA "Technology in Public Libraries" committee. He is known nationally for innovative leadership in public library technology, and leads a library system that ranks second nationally in annual circulation of materials. Bill will provide executive sponsorship to the project.

⁵ For example, the .25 FTE may be a project manager, a programmer, an analyst, a technical writer, or a software tester. Although subject to change at the initial kick-off meeting, the initial plan calls for each partner library to serve a term of one year with the option to continue or rotate out to be replaced by a prospective partner depending upon circumstances.

⁶ See appendices to this proposal for support documentation mapping the history of the KCLS open-source project.

⁷ Firefly libraries have included The Multnomah County Library System (Portland), Las Vegas Clark County Library System, San Jose Public Library, Cuyahoga County Library System (Cleveland), Brooklyn Public Library, Peninsula Library System (San Mateo, CA), and Sacramento City Library

⁸ Equinox Software staff were the original developers of Evergreen, the Georgia PINES Open Source library software.

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Jed Moffitt, Director of Information Technology Services

Jed has served for 10 years at KCLS and has led the implementation of many original systems and technology services including a unique central Automated Material Handling and shipping system that is at the heart of KCLS unparalleled volume and delivery of patron holds. Prior to his work at KCLS, Jed served in a variety of technical, sales, and management capacities at the Dynix corporation, providing commercial ILS systems to libraries nationally and internationally.

Matthew Carlson, Open Source Project Coordinator

Matt is currently leading the KCLS conversion and migration to an OSLS (Evergreen). In addition to his work on the Evergreen ILS, he created the Open Source community website <http://www.oss4pl.org>. Matt brings to the team an understanding of the library system's various workgroups gained over 10 years of service with KCLS in the Circulation, Reference/Quick Answer Service, and the Information Technology Services departments.

Key Personnel from Orange County Library System:

Mary Anne Hodel, Library Director / Chief Executive Officer

Mary Anne has been director and CEO of the Orange County Library System since January 2002. Under her leadership, the system has won numerous awards, library circulation has increased 77% and door counts have increased 43%. Thanks to her innovative thinking, OCLS is a recognized leader in technology and was the first public library in the nation to offer RSS feeds. Orange County's roving reference, virtual library, and mystery shopper programs have both been recognized as national models. She is currently serving on the PLA Board of Directors and the ALA Library Administration and Management Association (LAMA), System and Services Selection (LAMA-SASS) Committee.

Debbie Moss, Assistant Director and Division Head for Technical Services

Debbie has over 25 years of experience with the Orange County Library System. She has oversight for the operational functions supported by the library's ILS (Technical Services, Collection Development, Circulation and the library's home delivery program MAYL). She has led two successful automation system migrations and remains involved in regular troubleshooting and continued development of the system. Currently she is holding a year long discussion with staff called "MY-LS" in which staff will assist via a system wiki and series of meetings in developing an outline of what their ideal automation system looks like.

Eric Atkinson, Information Systems Department Head

Eric has served for 22 years at OCLS where he has led development and implementation of emerging systems and technologies. Eric has been a key participant in several ILS system migrations as well as evaluating and implementing such technologies as text messaging, video conferencing, and wireless VoIP in a library environment. Prior to his work at OCLS, Eric led computer system upgrade and migration efforts in the hospitality and public safety industries.

Key Personnel from Ann Arbor District Library:

Josie Parker, Director

Josie has been the Director of AADL since 2002, and has opened 3 new 15,000+ sf branches, featuring sustainable design and technology, since 2004. With Josie's vision, AADL launched a highly acclaimed and award-winning website in 2005 featuring the first official blog by a public library director. AADL.org has become a model of transparency, interactivity, and patron participation under her leadership, and AADL has led the way in incorporating patron-contributed content into the website and catalog.

Eli Neiburger, Associate Director for IT and Production

Eli joined the AADL staff as a helpdesk technician in 1997 and has been managing AADL's IT program since 2000. In his role as Associate Director for IT and Production, he is responsible for overseeing AADL's web products, IT infrastructure and software development, and library events and marketing. Since the launch of the new aadl.org in 2005, Eli has spoken at conferences throughout the US and Europe

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about blogging, web 2.0 and social networking, tagging and the catalog, and producing videogame events at libraries. His book, "Gamers... in the LIBRARY?!" was published by ALA Editions in 2007.

Ryan Eby, System Administrator

Ryan Eby has been with AADL since 2007 and previously worked in IT at the Michigan State University Libraries. Ryan has led the conversion and migration of AADL services to Open Source software including a custom designed public station management tool build on LAMP and linux thin clients that has saved the organization both time and money. He was a contributor to ALA TechSource's issue on Open Source Software in Libraries and is also an active member of the Code4Lib community.

Key Personnel from Peninsula Library District:

Linda Crowe, Director

Linda is System Director of the Peninsula Library System, Bay Area Library and Information System (BALIS) and South Bay Cooperative Library System (SBCLS). She is responsible for all administrative functions of the three systems, prepares and monitors the budgets, organizes system-wide public relations and has developed numerous innovative grant projects.

Monica Schultz, IT Director

Monica Schultz joined the PLS in 2008. She brings a strong background in IT and project management to her work managing the shared library system for 34 public and community libraries.

John Boggs, System Administrator

John has experience on both sides of the ILS table. After several years with Innovative Interfaces, a well established integrated library systems vendor, John joined PLS to manage the shared system.

The primary consulting partner for the grant will be The Galecia Group. The relationship with The Galecia Group will bring an experienced project manager and systems thinker to the project as well as provide ready access to a wide variety of other personnel who can be brought into the project as needed (e.g. trainers, business analysts, project managers, programmers, web designers, etc.).

Key personnel from The Galecia Group:

Lori Bowen Ayre, Founder and Principal Consultant

Lori has been an advocate for expanding the use of open source software in libraries and has worked with KCLS for the last year on an analysis of its Automated Materials Handling System and the development of library system software requirements. She has an M.L.I.S. and extensive library technology experience based on her years of consulting with public libraries throughout the U.S.

Lucien Kress, Business Analyst

Lucien has a long history of working with libraries in an IT role. He was the coordinator of the KCLS requirements specification project as part of The Galecia Group.

Cheryl Gould, Trainer and Facilitator

Cheryl has been providing training to library staff since 1996. She has taught hundreds of workshops, mentored more than 150 subject matter experts, and created workshops on more than 200 topics. She uses innovative training techniques that get to the heart of the changes needed for libraries transitioning to an OSLS.

Dissemination

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In addition to establishing a dynamic online presence at <http://oss4pl.org>, we will work with other online Open Source library communities such as <http://oss4lib.org>, <http://open-ils.org>, <http://www.extensiblecatalog.org/>, <http://oleproject.org>, and <http://koha.org> to ensure that we are building on efforts already under way.

The project website, <http://www.oss4pl.org> (Open Source Software for Public Libraries), will provide lists of library resources and opportunities for libraries to begin experimenting with the collaborative, “perpetually beta”⁹, and empowering process and will include networking and communications tools for supporting collaboration between partners and gathering feedback.

The project and website will be promoted through library and OS mailing lists, online groups, and social networking sites such as Facebook, LinkedIn, and Ning. Articles about the project will be provided to *Computers in Libraries*, *Library Journal*, *Smart Libraries Newsletter*, and *LITA Newsletter*.

Project participants will present “state of the project” programs at each American Library Association Annual Conference and one other national conferences (e.g. Public Library Association Conference, LITA, etc).¹⁰ Partners will be encouraged to provide similar presentations at their state library conferences and other relevant conferences they attend. All presentations will be podcast and available on the project website. Where possible, the presentations will be videotaped and made available on YouTube as well as the project website.

Sustainability

The project activities will include the development of a transition plan to evolve into a library owned and operated peer-to-peer support organization.

Elements of the sustainability plan include:

- 1) KCLS acting as the fiscal agent
- 2) A decision making process agreed upon by partner libraries representatives
- 3) A national network of partner libraries committed to participating online (contributing content, sharing ideas, contributing to discussions) and meeting regularly via scheduled teleconferences
- 4) Annual synchronized “unconferences” using Open Space methodology with local participation available to any interested library (not just partners)
- 5) A robust website of critical resources for planning, migrating to, and implementing an OSLS
- 6) Tools and resources for promoting OSLS to the library community (e.g. training material, white papers, a standard set of slides to be used for talking points)
- 7) Ongoing community-based listing of national and local resources that provide conversion services and support services with the ability to contribute reviews of listed vendors
- 8) Online networking opportunities for libraries exploring open source or with other shared interests related to migrating to an OSLS

⁹ Tim O’Reilly argued that software in the Internet era is different from the whole way of developing software. He argues that in the new development environment, “users must be treated as co-developers” and that the “open source dictum, ‘release early and release often’ in fact has morphed into an even more radical position, “the perpetual beta,” in which the product is developed in the open, with new features slipstreamed in on a monthly, weekly, or even daily basis.” O’Reilly continues “It’s no accident that services such as Gmail, Google Maps, Flickr, del.icio.us, and the like may be expected to bear a ‘Beta’ logo for years at a time.” From *What is Web 2.0: Design Patterns and Business Models for the Next Generation of Software*, available from <http://www.oreillynet.com/pub/a/oreilly/tim/news/2005/09/30/what-is-web-20.html?page=4>.

¹⁰ The proposal for PLA has already been submitted and is entitled “Taking the Wheel: Open Source Software and Libraries.”

BUDGET FORM - PAGE FOUR

Section B: Summary Budget

	\$ IMLS	\$ Cost Share	\$ TOTAL COSTS
1. Salaries and Wages	504,456.00		504,456.00 ✓
2. Fringe Benefits			0.00
3. Consultant Fees	363,300.00		363,300.00 ✓
4. Travel	130,800.00		130,800.00 ✓
5. Supplies and Materials			0.00
6. Services		1,014,400.00	1,014,400.00 ✓
7. Student Support			0.00
8. Other Costs			0.00
TOTAL DIRECT COSTS (1-8)	998,556.00	1,014,400.00	2,012,956.00
9. Indirect Costs			0.00
TOTAL COSTS (Direct and Indirect)	998,556.00	1,014,400.00 ✓	2,012,956.00 ✓

Project Funding for the Entire Grant Period

1. Grant Funds Requested from IMLS	998,556.00
2. Cost Sharing:	
a. Cash Contribution	
b. In-Kind Contribution	1,014,400.00
c. Other Federal Agencies*	
d. TOTAL COST SHARING	1,014,400.00
3. TOTAL PROJECT FUNDING (1+2d)	2,012,956.00
% of Total Costs Requested from IMLS	49.61%

* If funding has been requested from another federal agency, indicate the agency's name:

Schedule of Completion

Planned Activities	Year One				Year Two				Year Three			
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
Kick off Meeting	\$31,612											
Synthesize results of kickoff mtg, plan Year One	\$13,524											
Gather research and post to website		\$ 31,638										
Establish website networking tools		\$ 34,204										
Develop OSLS modules/enhancements		\$300,000										
Gather feedback, identify other potential partners		\$ 19,943										
Attend ALA			\$50,006									
Develop training curriculum			\$17,528									
Develop and deliver first set of workshops				\$47,002								
Develop initial roadmap to OS toolset				\$47,586								
Attend national Conference				\$48,110								
Gather feedback and make adjustments				\$18,342								
Prepare year-end assessments				\$19,557								
IMLS Grant meeting funds				\$ 4,000								
Year 2 Kick Off					\$32,612							
Synthesize results and plan Year Two					\$13,524							
Develop documentation and post to website					\$31,732							
Expand website collaborative features						\$41,524						
Expand dissemination, reach out to new partners						\$20,292						
Attend ALA							\$50,006					
Develop and deliver additional workshops							\$33,102					
Contribute OSLS modules/enhancements								\$307,380				
Continue to refine Road to OS Toolset								\$ 57,566				
Attend national conference (PLA)								\$ 47,760				
Gather feedback and make adjustments								\$ 22,462				
Prepare Year end assessments								\$ 19,442				
IMLS grant meeting funds								\$ 4,000				
Year Three Kickoff Meeting									\$32,612			
Synthesize results of kickoff meeting									\$13,524			
Develop documentation and post to website									\$33,282			
Build sustainability and prepare for self sufficiency										\$21,164		
Expand dissemination, reach out to new partners										\$20,292		
Attend ALA										\$50,006		
Develop and deliver more workshops										\$24,102		
Provide enhancements to OSLS											\$306,030	
Refine Roadmap to OS toolset											\$ 57,251	
Attend national conference											\$ 47,760	
Gather feedback and make adjustments											\$ 19,082	
Prepare year end assessments											\$ 19,397	
IMLS grant meeting funds											\$ 4,000	

PARTNERSHIP STATEMENT

Complete one of these forms for each formal partner.

Legal name of applicant organization (5a from Face Sheet): King County Library System

1. Legal name of partner organization: Ann Arbor District Library

2. Partner DUNS number: 120464896

3. Mailing address

Street1: 343 South Fifth Avenue Street2: _____

City: Ann Arbor State: Michigan Zip+4: 48104-2217

4. Partner Web address: http://aadl.org

5. Partner project contact name: Eli Neiburger

Title: Associate Director for IT and Production

Telephone number: 734-327-4245 E-mail: eli@aadl.org

6. Governing control of partner (choose one):

- | | |
|---|--|
| <input type="checkbox"/> State Government | <input type="checkbox"/> Nonprofit with 501(c)3 IRS Status (Other than Institution of Higher Education) |
| <input type="checkbox"/> County Government | <input type="checkbox"/> Nonprofit without 501(c)3 IRS Status (Other than Institution of Higher Education) |
| <input type="checkbox"/> City or Township Government | <input type="checkbox"/> Private Institution of Higher Education |
| <input type="checkbox"/> Special District Government | <input type="checkbox"/> Individual |
| <input type="checkbox"/> Regional Organization | <input type="checkbox"/> For-Profit Organization (Other than Small Business) |
| <input type="checkbox"/> U.S. Territory or Possession | <input type="checkbox"/> Small Business |
| <input type="checkbox"/> Independent School District | <input type="checkbox"/> Hispanic-serving Institution |
| <input type="checkbox"/> Public/State-Controlled Institution of Higher Education | <input type="checkbox"/> Historically Black Colleges and Universities (HBCUs) |
| <input type="checkbox"/> Indian/Native American Tribal Government (Federally Recognized) | <input type="checkbox"/> Tribally Controlled Colleges and Universities (TCCUs) |
| <input type="checkbox"/> Indian/Native American Tribal Government (Other than Federally Recognized) | <input type="checkbox"/> Alaska Native and Native Hawaiian Serving Institutions |
| <input type="checkbox"/> Indian/Native American Tribally Designated Organization | <input type="checkbox"/> Nondomestic (non-U.S.) Entity |
| <input type="checkbox"/> Public/Indian Housing Authority | <input checked="" type="checkbox"/> Other (specify) <u>Independent Library District</u> |

7. What is the partner organization's mission? [500 characters]

The existence of the Ann Arbor District Library assures public ownership of print collections, digital resources, and gathering spaces for the citizens of the library district. We are committed to sustaining the value of public library services for the greater Ann Arbor community through the use of traditional and innovative technologies.

8. Describe the partner organization's service area (audience served, including size, demographic characteristics, and geographic area). [500 characters]

AADL serves a population of 155,000 living in the City of Ann Arbor and surrounding townships, an area of approximately 125 square miles in Southeast Michigan. The city is 75% White, 12% Asian and 9% African American, with 17% of the population foreign-born. The average household income is \$46,000 and the average family income is \$72,000. Due to the presence of the University of Michigan, a high percentage (59%) of library district residents hold advanced degrees.

9. List the partner's key roles and responsibilities in the project. [1000 characters]

As a partner on this project, AADL would contribute significantly to the development of documentation, training plans, migration roadmaps, and the discussion and decision making that is central to the project. In addition, AADL would contribute our considerable software design and assessment experience and the efforts of our software development team in concert with resources from KCLS and the other partners to determine, design, and develop needed functionality for Evergreen and other open source tools as needed.

AADL will also contribute to the presentations and promotional aspects of the project, continuing to spread the word about open source and this partnership at industry conferences. In addition, AADL brings experience in producing small-scale unconferences that can be easily replicated at local and regional libraries throughout the country to maximize the impact of the grant and the accessibility of informational events in a time when travel budgets are tight.

Please note:

- A. Submission of this application by the authorized representative of the applicant organization reflects the partner organization's agreement with the following statements:
 - We will carry out the activities described above and in the application narrative.
 - We will use any federal funds we receive from the applicant organization in accordance with applicable federal laws and regulations as set forth in the program guidelines and the terms and conditions of the grant award.
 - We assure that our facilities and programs comply with the applicable federal requirements and laws as set forth in the program guidelines.
- B. Prior to submission of the application, the applicant will ensure that the partner organization has provided to the applicant a signed original of this Partnership Statement for the applicant's records. Such original will be made available to IMLS, if requested by IMLS.

PARTNERSHIP STATEMENT

Complete one of these forms for each formal partner.

Legal name of applicant organization (5a from Face Sheet): King County Library System

1. Legal name of partner organization: Orange County Library District (Orlando, Florida)

2. Partner DUNS number: 08-241-2941

3. Mailing address

Street1: 101 East Central Boulevard

Street2: _____

City: Orlando

State: Florida

Zip+4: 32801-2471

4. Partner Web address: http://www.ocls.info

5. Partner project contact name: Debbie Moss

Title: Assistant Library Director & Division Head for Technical Services

Telephone number: 407-835-7430

E-mail: moss.debbie@ocls.info

6. Governing control of partner (choose one):

- | | |
|---|--|
| <input type="checkbox"/> State Government | <input checked="" type="checkbox"/> Nonprofit with 501(c)3 IRS Status (Other than Institution of Higher Education) |
| <input type="checkbox"/> County Government | <input type="checkbox"/> Nonprofit without 501(c)3 IRS Status (Other than Institution of Higher Education) |
| <input type="checkbox"/> City or Township Government | <input type="checkbox"/> Private Institution of Higher Education |
| <input type="checkbox"/> Special District Government | <input type="checkbox"/> Individual |
| <input type="checkbox"/> Regional Organization | <input type="checkbox"/> For-Profit Organization (Other than Small Business) |
| <input type="checkbox"/> U.S. Territory or Possession | <input type="checkbox"/> Small Business |
| <input type="checkbox"/> Independent School District | <input type="checkbox"/> Hispanic-serving Institution |
| <input type="checkbox"/> Public/State-Controlled Institution of Higher Education | <input type="checkbox"/> Historically Black Colleges and Universities (HBCUs) |
| <input type="checkbox"/> Indian/Native American Tribal Government (Federally Recognized) | <input type="checkbox"/> Tribally Controlled Colleges and Universities (TCCUs) |
| <input type="checkbox"/> Indian/Native American Tribal Government (Other than Federally Recognized) | <input type="checkbox"/> Alaska Native and Native Hawaiian Serving Institutions |
| <input type="checkbox"/> Indian/Native American Tribally Designated Organization | <input type="checkbox"/> Nondomestic (non-U.S.) Entity |
| <input type="checkbox"/> Public/Indian Housing Authority | <input type="checkbox"/> Other (specify) _____ |

7. What is the partner organization's mission? [500 characters]

The Orange County Library System, a public enterprise, brings value to the residents of the district through collections, staff, services and facilities. The Library connects our changing community to the evolving world of ideas, information and technology. Through continuous innovation, the Orange County Library System will create a well informed, well connected community, making Orange County a great place to live, learn, work, and play.

8. Describe the partner organization's service area (audience served, including size, demographic characteristics, and geographic area). [500 characters]

The Orange County Library System, (Orlando, FL) serves 1,000,000 residents in a 1,003 square mile area. Our diverse international population has 25% Hispanic and 18% African American residents. In fiscal year 2008, our 435,000 active borrowers checked out over 10,000,000 items, visited our website 4,300,000 times and received 803,571 home delivered items through our flagship MAYL service. Five of our 15 locations are open 7 days a week with the remaining locations open 6 days a week.

9. List the partner's key roles and responsibilities in the project. [1000 characters]

The Orange County Library System will designate two members to serve on an eight-person project core team which will provide oversight through the duration of the project. Partner libraries will serve terms of a minimum of one year with the option to continue or rotate out to be replaced by a prospective partner depending upon circumstances.

The full duration of the project is anticipated at 3 years. The three-year time frame will allow sufficient time for the partner libraries to capitalize on their personal open-source conversion experiences and to incorporate those results into the resulting open-source conversion model for the benefit of the project and prospective partners.

Please note:

- A. Submission of this application by the authorized representative of the applicant organization reflects the partner organization's agreement with the following statements:
- We will carry out the activities described above and in the application narrative.
 - We will use any federal funds we receive from the applicant organization in accordance with applicable federal laws and regulations as set forth in the program guidelines and the terms and conditions of the grant award.
 - We assure that our facilities and programs comply with the applicable federal requirements and laws as set forth in the program guidelines.
- B. Prior to submission of the application, the applicant will ensure that the partner organization has provided to the applicant a signed original of this Partnership Statement for the applicant's records. Such original will be made available to IMLS, if requested by IMLS.

PARTNERSHIP STATEMENT

Complete one of these forms for each formal partner.

Legal name of applicant organization (5a from Face Sheet): King County Library System

1. Legal name of partner organization: Peninsula Library System

2. Partner DUNS number: 03-786-0772

3. Mailing address

Street1: 2471 Flores St

Street2: _____

City: San Mateo

State: CA

Zip+4: 94403

4. Partner Web address: http://plsinfo.org

5. Partner project contact name: Linda Crowe

Title: Executive Director

Telephone number: 650-571-6799

E-mail: Crowe@plsinfo.org

6. Governing control of partner (choose one):

- | | |
|---|--|
| <input type="checkbox"/> State Government | <input type="checkbox"/> Nonprofit with 501(c)3 IRS Status (Other than Institution of Higher Education) |
| <input type="checkbox"/> County Government | <input type="checkbox"/> Nonprofit without 501(c)3 IRS Status (Other than Institution of Higher Education) |
| <input type="checkbox"/> City or Township Government | <input type="checkbox"/> Private Institution of Higher Education |
| <input checked="" type="checkbox"/> Special District Government | <input type="checkbox"/> Individual |
| <input type="checkbox"/> Regional Organization | <input type="checkbox"/> For-Profit Organization (Other than Small Business) |
| <input type="checkbox"/> U.S. Territory or Possession | <input type="checkbox"/> Small Business |
| <input type="checkbox"/> Independent School District | <input type="checkbox"/> Hispanic-serving Institution |
| <input type="checkbox"/> Public/State-Controlled Institution of Higher Education | <input type="checkbox"/> Historically Black Colleges and Universities (HBCUs) |
| <input type="checkbox"/> Indian/Native American Tribal Government (Federally Recognized) | <input type="checkbox"/> Tribally Controlled Colleges and Universities (TCCUs) |
| <input type="checkbox"/> Indian/Native American Tribal Government (Other than Federally Recognized) | <input type="checkbox"/> Alaska Native and Native Hawaiian Serving Institutions |
| <input type="checkbox"/> Indian/Native American Tribally Designated Organization | <input type="checkbox"/> Nondomestic (non-U.S.) Entity |
| <input type="checkbox"/> Public/Indian Housing Authority | <input type="checkbox"/> Other (specify) _____ |

7. What is the partner organization's mission? [500 characters]

The Peninsula Library System strengthens local libraries through cooperation, enabling them to provide better service to their diverse communities.

PLS' mission is to gather enough knowledge and provide input on Open Source ILS to evaluate flexibility and control of the ILS system in order to extend services provided to patrons as well as to achieve the compatibility of third party applications and the ILS. Enabling PLS to be technically and culturally prepared for the day of migration.

8. Describe the partner organization's service area (audience served, including size, demographic characteristics, and geographic area). [500 characters]

San Mateo County California located in San Francisco Bay Area. Population as of December 2008 724,2566 with a 0.3% annual growth. Median age is 39 years old, Owner Occupied Housing 166,655, Median Household Income \$95,493, and unemployment -2008Q2YTD 14,465

9. List the partner's key roles and responsibilities in the project. [1000 characters]

Roles for this project is to provide feedback on the development of the Open Source ILS by reviewing documentation submitted to developers, evaluating the application hands on, and sharing information gathered from additional sources. 176 hours per year from two PLS staff members will be invested in the project. Hours invested will include two day in person meetings, up to half day per month via teleconference, and preparation as well as follow up time.

Please note:

A. Submission of this application by the authorized representative of the applicant organization reflects the partner