

NLG-LIBRARIES-FY18-1 Columbus Public Library

Cindy Fesemyer, Director of the Columbus Public Library is the lead applicant.

Collaborators include:

- Peter Kaland, President of the Columbus Public Library Board of Trustees;
- Matt Schreiber, Director of Planning and Development for the City of Columbus;
- Patrick Vander Sanden, City Administrator for the City of Columbus;
- and a Planning Consultant (firm or individual) to be hired as part of the grant activity.

Summary: Columbus Public Library seeks a \$48,000, National Leadership Grant in the Planning/Community Anchor category with a Community Performance goal.

From previous community conversations, Columbus Public Library leadership knows Columbus citizens are calling for a citizen-informed municipal plan that addresses their aspirations for their community. We propose to take a leadership position in a community-wide, collaborative, municipal planning project in rural Wisconsin, slated for 2018-19.

This project is about rural libraries sitting at the leadership table within their municipalities, from population 250 to 25,000. The overarching goal of this project is for the Columbus Public Library to share its experiences nationally as it expands its community engagement efforts in the Columbus, Wisconsin area. To achieve this goal, we intend to:

- push the boundaries of the small/rural public library as a municipal and community leader
  - by leveraging national community engagement tools
  - by developing a Citizen Engagement Team to design and carry out an engagement plan
  - by strengthening existing community partnerships and creating new ones
  - by learning from a paid municipal planning consultant
  - by applying project findings to a future library strategic plan
- advance library leadership models that address the needs of whole municipalities,
  - by learning from national experts in the library field,
  - by sharing our experiences nationally.

All activities will be accomplished from May 1, 2018 to April 20, 2019.

The local deliverables include a citizen-informed municipal plan, increased leadership potential and increased library clout. National deliverables include a blueprint for citizen-led engagement drawing from multiple community engagement toolboxes, a podcast of our experiences featuring interviews with other library leaders in the field of community engagement, and the development of national conference and webinar sessions.

Project Outcome will be our local assessment tool and post-session surveys will be our national assessment tool.

This project is about rural libraries sitting at the leadership table within their municipalities, from population 250 to 25,000.

### **STATEMENT OF NATIONAL NEED**

Public libraries are occupying leadership roles within their municipalities at an increasing rate. Library leadership includes larger urban libraries piloting social and racial justice efforts on behalf of citizens and other city departments. Examples of this trend include the Madison Public Library's work with the Racial Equity and Social Justice Initiative and the Hartford Public Library's Racial Equity Organizers. Small libraries can do the same work, though, by necessity, with fewer fiscal and human resources and focused on issues of import to rural America.

Community engagement is a current hot topic in libraries a strategic priority for IMLS. This trend was strengthened with the Aspen Institute's report: *Rising to the Challenge: Re-envisioning Public Libraries* and the American Library Association's Libraries Transforming Communities programs. Cindy Fesemyer, Library Director in Columbus, was an early adopter of community engagement in public libraries and helped inform the directions of ALA's LTC: Models for Change and beta tested the Aspen Institute's *Action Guide* before it was published. In both cases she kept the little guys in mind by keeping an eye on representation of small and rural libraries within these national trends.

Through this grant Columbus Public Library will continue to be a national leader in community engagement and share its experiences as a small library that can make big change through citizen involvement. In national library circles, Columbus, Wisconsin has been a topic of conversation when it comes to community engagement and citizen-led planning and projects. We were a finalist for [2017 Best Small Library in America](#) precisely because one of *Library Journal's* judges "sees 'something infectiously organic' about the Columbus Public Library's approach to community engagement."

We propose to leverage this ILS grant to take that community engagement expertise to the next level. We've already ratcheted up our efforts beyond citizen potlucks and civic improvement projects; the Columbus Public Library was an integral partner in convening the local business community to help itself get through 6 months of major Main Street road construction. Through this work we strengthened our relationship with the local Chamber of Commerce and individual business owners. Now we are looking to model rural library leadership at the municipal level by turning our outward focus on City Hall and the citizens represented therein.

### **BACKGROUND**

Like many rural areas located outside of urban centers, Columbus, Wisconsin is changing from a rural agricultural and manufacturing community into a bedroom community of the Greater Madison area. We are just over 5,000 in population and growing a bit each year. Newer residents expect a dynamic and vibrant community, while established, multi-generational families prefer to honor its deep and historic roots and are more skeptical of change.

Like much of the Upper Midwest, Columbus, Wisconsin is primarily a white, lower- to middle-class community with agricultural and manufacturing roots. With those industries came a small percentage of Spanish-speaking families. Now, as larger neighboring cities continue to price out potential new home owners and renters, people are looking up the road to Columbus. As such, we are experiencing an influx of new people who are further diversifying the region. Throughout the entire community, rural poverty continues to widen the gap in access to basic literacies that go beyond basic English language skills such as technology, education, employment, health and more. We are seeing more instances of seemingly lower-income people settling in the area, creating a need for more social services than presently exist in our region.

Satisfying all of these community needs can be challenging, but the library's 2015 Strategic Plan both simultaneously honored community history, provided and/or helped coordinate more social services, and introduced innovative, citizen-led programming. As one of the 10 libraries in the original American Library Association's (ALA) [Libraries Transforming Communities \(LTC\): Turning Outward](#) program, Columbus library and community leaders learned and honed the Harwood Institute's community engagement tools, resulting in that dynamic strategic plan.

It's time for a new plan for the library and, more importantly, for the municipality as a whole.

We know most small municipalities around the country, like Columbus, Wisconsin, employ few staff members and that their elected officials serve in a part-time capacity. For purposes of accommodating future growth in the Columbus, Wisconsin community, we must create partnerships with municipal staff, community organizations and at least one hired planning consultant. Leaders from the Columbus Public Library will explore the boundaries of library leadership as our municipality embarks on its first citizen-informed plan for growth. We will explore how a small library can contribute to municipal-level planning and strategizing when financial and human resources are scarce.

After three years of library leaders advocating for community-wide, citizen-involved planning, municipal leaders will kick off the process in mid-2018. Among those municipal leaders will be the Columbus Public Library Director, Cindy Fesemyer, bringing the library's DIY community engagement expertise to the table and sharing wins and challenges with a national audience along the way. Most importantly, and building on the library's stellar track record since "turning outward," citizen leaders will be included in the planning team for the first time in the history of Columbus municipal planning efforts.

## **PROJECT DESIGN**

### **Pushing the boundaries of the small/rural public library as a municipal and community leader**

As an extension of Cindy Fesemyer's [PLA Leadership Academy](#) project (March 2017), for which IMLS funding has ended, we will launch a collaborative effort with multiple municipal

departments, in consultation with citizens and a paid consultant, to formulate a plan for future growth and change in Columbus, Wisconsin. Director Fesemyer's PLA Leadership project was to convince municipal and elected leadership that planning for growth is a necessary step toward a more vibrant, citizen-engaged community. Her project was realized when City Council members allocated money in the 2018 budget to hire an outside municipal planner. To help them prioritize planning in this way, the Columbus Public Library agreed to provide 25% of the cost of the planning professional and to save money by leading community engagement aspects of the planning process.

The Columbus Public Library is nationally known for using [Harwood Institute](#) tools to inform library programming. Harwood teaches individuals and organizations to "turn outward" by asking citizens what they want for their community, assigning themes to what is heard, reporting back our findings to the community and working with the community itself to help realize those aspirations. This project proposes a collaborative, comprehensive planning process rooted in the fact that we are already "turned outward." To build on that quality, the library will deploy community engagement tools from other community engagement organizations that will include and go beyond the Harwood Institute practices.

As an advisor for the ALA [LTC: Models for Change](#) effort taking place now at ALA, Cindy Fesemyer is uniquely positioned to explore use of planning tools from the [Asset Based Community Development Institute](#), [National Coalition for Dialogue & Deliberation](#), [Conversationcafe.org](#), [Essential Partners](#), [Everyday Democracy](#), [Future Search](#), [National Issues Forum](#) and [World Cafe](#). All of these tools serve to connect organizers with the communities they serve, to honor disparate voices and to help create change. Most nationally-promoted examples of use of these engagement tools come from large organizations in large urban settings. We are interested in exploring how these tools of change can be adapted for use in smaller towns to achieve the best possible impact.

In the case of this project, the change will come with leadership from a Citizen Engagement Team. The library will train this team to act as the community convener and facilitator of multiple community-wide conversations. Because the team will be relatively small and not overly hampered by typical municipal bureaucracy, they will be able to access the efficacy of engagement tools as they're deployed, tweaking, repeating and/or abandoning plans throughout the process. To start, the team will be given an overview of the basic principles and methods for the community engagement models mentioned in the paragraph above. They will discuss the strengths and weaknesses of each of the tools in relation to their unique community and arrive at their own recipe for citizen-led community engagement that pulls tools from a variety of toolboxes. The resulting engagement plan will be carried out by members of this team who will convene and lead the activities.

Because we are approaching this planning project with a desire for as much public participation as possible, we want to take our time in developing a prototype that is repeatable down the road as our own community needs change. Our Citizen Engagement Team will be designed around community engagement models that rely on consensus building in order to promote buy-in from the beginning of the process. We won't know exactly which engagement models we'll adopt until we create and educate our team, but know absolutely that the models we choose will reach far into the diverse communities in the region. A fantastic byproduct of our engaged planning project is the creation of a working team of citizen and municipal leaders that can be convened as community issues arise down the road, setting a new standard for municipal leadership. Additionally, we will have a planning framework that can be adopted and adapted by other municipalities, especially those in more rural areas that don't have many extra resources to put into community-led initiatives.

The success of our community engagement plan is defined by who we talk with, how deep and how far we can reach. Library leaders will be very clear with Columbus administrative and elected leaders that this process must represent people other than the usual suspects who already have the ears of state politicians and county boards. The library will continue to play the role of the great equalizer, bringing diverse people to the table for more robust and expansive conversations. This process is about the aspirations of more than the few Columbus citizens who own vast lands and properties. The library is a third space for people of fewer means such as renters, un- and under-employed, non-English speakers, and folks without social networks. We are also a home for people who don't participate in the community in a mainstream, way such as home school families and our aging populations. We will help bring forth their voices.

Columbus Public Library is a trusted first stop in a small town that offers few direct social services. Our partnership with the Columbus Literacy Society, for example, makes us the first contact for non-English speakers looking for ESL assistance. With a still active agricultural and manufacturing base, more and more ESL families are moving to the area and we're proud to serve their literacy needs. For example, during a previous round of community conversations held in 2014-15, we learned that Spanish speaking families needed assistance navigating the Columbus Recreation Department in order to get their kids into local sports leagues. This was a real and pressing need that was very easily remedied with the help of a translator and a fellow soccer mom, but would have never been discovered if we hadn't taken the opportunity for good conversation. Mapping community relationships such as this are a key to reaching into the diverse communities of Columbus. The Community Engagement Team will engage in Community Mapping to document their personal communities and layer those maps over each other's in order to determine which communities are under-represented in our process. (Please see more on Community Mapping in the DIVERSITY PLAN section below.)

With this key work from the Citizen Engagement Team, the municipality will pay less for consultant services because the team will inform the consultant on the wants, needs and aspirations of the town rather than the consultant having to assess public opinion themselves. Additionally, by gathering aspirations ourselves, with citizens leading the charge, the library will strengthen relationships within the community, further develop the trust of the community, and end up with a municipal plan that was created via a transparent process involving a diverse citizenry.

When we match the findings of the Citizen Engagement Team with professional planning know-how, our final product will answer two questions: (1) What service delivery model best meets our rural community's aspirations? (2) Do we have the assets—the facilities, financing and local expertise—needed to make good on that service model? It is our intention that the Citizen Engagement Team will assist in hiring the consultant in order to ensure a good fit with the community. We will depend upon the consultant's expertise to help us answer these two questions. We expect them to map our community in a manner similar to the one that will be used with the Citizen Engagement Team to find good community partners, but through the lenses of services, facilities, finances and local expertise. Together municipal leaders, Columbus citizens and our consultant will craft a vision and plan for Columbus's future. This is a key deliverable for our project.

At the local level, we'll complete the engagement cycle by reporting back to all who participated in helping create the municipal plan and all who are simply interested to know more. Reporting back is a key ingredient in true community engagement, one often overlooked by political or issue-oriented community organizers who move into an area to win an issue or political seat and leave after ballots are cast. In the case of libraries engaging with our communities, we don't leave. Our relationships continue; we report back our findings to show our respect for citizen time and energy. Reporting back is a great way to increase buy-in for the result and to continue to be transparent in our actions. Three years ago, following a series of Harwood Community Conversations, the library re-convened the same groups as the original conversations with the sole purpose of sharing our findings. As a result, we felt a greater sense of confidence in our outcomes by truth-testing them with the very people who helped inform the content. More traditional means will also be employed to share the outcome of this project. Local print and radio media will run stories, all possible social media outlets will be tapped and municipal departments will be encouraged to share the results via their websites.

The findings of this project, in addition to informing the content of the municipal plan, will inform the content of a future strategic plan for the library itself. Our 2014-15 library strategic planning included rounds of community conversations and citizen surveys through which we learned of people's desires to live in a vibrant and welcoming place for all and to take part in a socially connected community. Specifically, they wanted more things for kids to do after school, places for teens to hang out and more opportunities for social gathering for adults. The library and a number of community partners have been working on these issues for the past three

years and have made noticeable change in the community with emphasis on community-wide activities and opportunities for all. We expect to explore higher level aspirations as we plan for the next round of library strategic planning. It is the intention of the Library Board to dovetail the library's planning efforts with the new municipal plan once it is completed. We foresee a need for increased municipal capacity to fulfill the terms of the new municipal plan and will tailor the library's own plan to be responsive to the needs of the city and its citizens.

Potential risks to our project include the possibility of not finding a good working partnership between municipal and citizen leaders. Change is inevitable, but change is also hard, especially in rural communities. Rural leaders and citizens sometimes do not embrace change equally. This possible flaw is mitigated by the new energy that is represented in municipal leadership with a couple of new hires who are eager to engage the Columbus community. There is also risk in not finding the right community partners for community conversations about Columbus's future. If we don't partner past the usual suspects, that flaw in the process would taint the potential outcomes of the project. This possible flaw is mitigated by the deep and broad relationships the library already has across the community and our desire to reach further still. Most importantly, our project would be threatened if the public perceives a lack of transparency in the process. The library is leveraging its good reputation, acting as convener and sharing tools of true community engagement with the team to help mitigate this possibility.

We will further assess our efficacy in maintaining open transparent conversation throughout the process by adopting the [Project Outcome](#) surveys to be distributed after Community Engagement Team activities. The library was an early adopter of this tool that provides resources and tools to create surveys and analyze outcome data at the library. We will continue to use the survey tool, specifically the Civic/Community Engagement Survey, for this project. Our results will be entered into the data dashboard to add our findings with those of many other libraries across the county, thus creating a national dataset for measuring library programs reach and efficacy.

Residents of Columbus, Wisconsin and its surrounding areas will be front and center throughout this project. In previous community conversations, residents made it clear that they want to know the municipality's strategic direction so they can get on board and help get us there. As an example, in a 2015 community conversation, one business owner said she was 100% behind Columbus's marketing plan and public image. Sadly, no such plan or image was in place then, nor is it now. It's citizens like that business owner who will be dependable partners in our planning process. The opinions of all regional residents will inform the future direction of Columbus, as they are the ones who benefit directly from a cohesive vision and plan for their community.

**Advance library leadership models that address the needs of whole municipalities**

Equally important to our local deliverable, we will share our experiences on the national level so libraries can engage their communities and create collaborative municipal plans with or without consultant support. Via a regular podcast and national webinars, trainings and conference sessions we will share with library leaders across the country our victories and our challenges from this project, recommending methods that worked and pointing out those that didn't. We want others to learn from our wins and missteps.

The podcast will be geared toward library professionals and community organizers who have an interest or stake in better serving their communities. Listeners will hear a case study unfold in real time and learn our opinions on various engagement tools. They'll learn our ups and downs with assembling and training our Citizen Engagement Team. They'll share in our lessons learned as we strive for transparency throughout the process. Libraries that are already engaging citizens can look to our experiences as additional information on moving forward in their own cities and towns. Libraries that have not yet turned outward to better serve their communities can use our experiences as another reason why they should get started.

The podcast will include interviews with involved citizens at the local Columbus level as well as experts across the country. Because we can only tell our own story, it will be important to include other engaged professionals in the podcast. Currently, two other library professionals, Erica Freudenberer (Mover & Shaker 2016) of the Southern Adirondack Library System (NY) and Amber Williams of the Spokane (WA) County Library District, have expressed interest in being some of those voices. Additionally, Cindy Fesemyer, the lead on this project, currently sits on two national Advisory Councils for organizations exploring themes similar to this project: ALA's Libraries Transforming Communities: Models for Change; and the Free Library of Philadelphia's current IMLS Laura Bush 21<sup>st</sup> Century Librarian Program for the continuing education project, "Skills for Community-Centered Librarianship." These relationships will provide a treasure trove of possible advisors, interview possibilities, and sharable experiences.

Cindy Fesemyer will also develop presentations for webinar and live conference sessions that share our whole project from start to finish. In order to encourage more small and rural libraries to apply for grants like this, it will be important to share our whole experience, starting with the IMLS pre-application, and encourage others to try their hand at grant writing as a way to start a new initiative. This asset-based, collaborative planning model will be shared in partnerships with ALA, PLA and other national library organizations.

National aspects of this project will be measured by partner agencies that routinely deploy post-program surveys for their webinars and conference sessions. For example, gatherings such as ALA and PLA national conferences provide paper and/or electronic surveys for quick feedback from participants. Results are typically shared with the parties who provided the content of the sessions in order to inform future efforts. Using this data, our national sessions can be adapted as identified by survey results. Additionally, the podcast that accompanies this



project will be a great vehicle for reporting on outcome tools, like Project Outcome, which is available to all public libraries, free-of-charge, via PLA.

Our hope is that the Columbus Public Library can continue to inspire conversation, creativity and passion among library professionals in more rural parts of our country. Librarians are a fairly literal bunch who want a tested recipe for new efforts. Whether they are doing a new library strategic plan or a full-blown municipal plan, this project will address those needs. As we share the exact ingredients of our planning process, we can hand smaller libraries without robust municipal staffs and budgets a DIY way to develop library leadership and create positive community-informed change. True change comes at the hands of true leaders. Libraries, especially the many, many small libraries in America that might be the only public agency for miles around, can certainly be agents of change in their communities. If not us, then who?

### **Timeline, project team and resources**

The project will begin in May 2018 and run through the end of April 2019. Following is our expected sequence of events:

#### Locally

- May and June 2018 will be devoted to choosing members of and developing the Engagement Team, setting vision and direction and a plan to engage the community in this strategic project.
- May and June will also be when the municipality hires a planning consultant with input from the Engagement Team.
- June through December will be devoted to collecting community aspirations data.
  - In July and August the Engagement Team will learn about and select various tools for gathering citizen opinion and create the plan for deployment.
  - They will convene aspirational conversations and deploy other engagement tools as determined September through December.
- January through March 2019 will be devoted to reading the data, finding common themes, and reporting it back to the community to make sure we have it right.
- The consultant will collect and analyze demographic, economic, service, and facilities data for the municipality throughout this time period.

#### Nationally

- Podcasting will occur June 2018 through April 2019, with the potential to continue well past the grant project timeline.
- National webinars, trainings and conference session deliverables will be developed toward the end of the grant period with the intention of delivering them starting in April 2019 and going well beyond the timeline of this grant.

The project team includes:

Cindy Fesemyer, Director of the Columbus Public Library

Peter Kaland, President Library Board of Trustees  
Matt Schreiber, Columbus Director of Planning and Development  
Patrick Vander Sanden, Columbus Administrator  
Resumes are included for these four team members.

This project team is not to be confused with the Citizen Engagement Team which will be determined closer to the project start date. The Engagement Team will consist of 1-2 municipal staff, Cindy Fesemyer from the library, possibly an elected representative and 2-4 Columbus citizens.

Much of the heavy lifting for this project will fall to Cindy Fesemyer and Matt Schreiber. Matt is a new addition to the Columbus municipal administration team. He comes to us with planning experience and is looking forward to leveraging the skills he already possesses and learning new tools, including citizen-led engagement. The two will work closely with the consultant hired by the municipality and the Engagement Team. The consultant is expected to cost approximately \$100,000. The library will bring 25% of that cost to the table via this grant and the City of Columbus will bring the remainder.

Additionally, with a staff of 6.0 FTE at the Columbus Public Library, a part-time assistant will be hired to help cover internal library duties while Director Fesemyer works with the Citizen Engagement Team and the paid consultant, and develops and delivers national deliverables. It is estimated that wages and benefits for this part-time position will cost approximately \$22,000 for the year of the project, a portion of which would be covered by this grant. Another \$1,000 is budgeted for expenses associated with public convenings for refreshments, facility rental, flip charts, etc.

#### **DIVERSITY PLAN**

This project is all about the Columbus area and citizen aspirations for their future—all citizens in all communities regardless of legal status. As our municipality strategizes about growth, local citizens are the ones who stand to gain or lose the most depending on the directions taken. It behooves us to engage our growing diverse populations—from home schoolers to high schoolers; from newly arrived immigrants to multi-generational Columbus families; from old agricultural money to the rural poor—as these are the people who will help shape the future of their community and the library within it. Because our project is about engaging our community, we can only create a good end result if we engage all diverse aspects of the region and genuinely listen to them share their hopes and fears for the future.

In order to ensure the Community Engagement Team engages diverse people from across our community, together we will map the community, including individuals and organizations, within the entire Columbus region. Layering our maps on top of each other we'll determine communities where we have strong existing connections and those in which we'll need to work

harder to collect opinions. To do so, we'll leverage existing relationships and ask community partners to help us make those key connections with us. As an example of community mapping, please see our additional attachment to these grant materials. It is a rendering of a portion of the library's own living, breathing Community Map that has been developing over the past five years. Imagine the potential reach of the Citizen Engagement Team when they add their own maps to the Community Mapping effort.

### **NATIONAL IMPACT**

By sharing our experiences along the course of the project via a national podcast, we will show how plans can change and we adapt throughout the project. Additionally, the podcast will feature interviews with other library professionals who are agents of change in their own communities so we can learn from each other along the way. By creating a community of practice and dialog via the podcast, we can model the nimbleness required of true change agents.

In addition to helping generate enthusiasm for leadership among rural library professionals, we will end this project with a step-by-step planning process that can duplicated as is or adapted for the particulars of any given municipality and/or library. Through our work with a professional municipal planning consultant, our Engagement Team will become well-versed in the components of a robust vision and plan for the future. We will have access to data sources and methods that can be shared for use by libraries that lack the financial or human resources to engage professional planners themselves.

### **AFTERWORD . . . WHAT HAPPENS AFTERWARD**

The momentum built throughout this project will be sustained as we begin working the plan we set for ourselves as a result of this project. Truly, this grant funds the process of creating the municipal plan. The real work will come when we are ready to act upon our plan. We feel confident that citizens will be ready to help create change for themselves and their families, friends and neighbors. This is another amazing by-product of community engagement: the level of commitment citizens feel to an end result because they helped create that plan in the first place. It is our hope that municipal leadership will continue tapping citizen leadership that emerges as a result of this project. Together we can create real and lasting change.

The high level of citizen buy-in and satisfaction will affect the future of the library within the municipality, as well. In large part, this planning project itself is the next big step for a small library that honors our community. Columbus citizens already know that their library is a catalyst for positive change. By taking a leadership positions in this project, the library's reputation for asking good questions, listening to people, and acting on what we hear will be further reinforced, providing us brighter opportunities and more options to tackle whatever comes next for Columbus, Wisconsin.



# DIGITAL PRODUCT FORM

## Introduction

The Institute of Museum and Library Services (IMLS) is committed to expanding public access to federally funded digital products (i.e., digital content, resources, assets, software, and datasets). The products you create with IMLS funding require careful stewardship to protect and enhance their value, and they should be freely and readily available for use and re-use by libraries, archives, museums, and the public. However, applying these principles to the development and management of digital products can be challenging. Because technology is dynamic and because we do not want to inhibit innovation, we do not want to prescribe set standards and practices that could become quickly outdated. Instead, we ask that you answer questions that address specific aspects of creating and managing digital products. Like all components of your IMLS application, your answers will be used by IMLS staff and by expert peer reviewers to evaluate your application, and they will be important in determining whether your project will be funded.

## Instructions

- Please check here if you have reviewed Parts I, II, III, and IV below and you have determined that your proposal does NOT involve the creation of digital products (i.e., digital content, resources, assets, software, or datasets). You must still submit this Digital Product Form with your proposal even if you check this box, because this Digital Product Form is a Required Document.

If you ARE creating digital products, you must provide answers to the questions in Part I. In addition, you must also complete at least one of the subsequent sections. If you intend to create or collect digital content, resources, or assets, complete Part II. If you intend to develop software, complete Part III. If you intend to create a dataset, complete Part IV.

## Part I: Intellectual Property Rights and Permissions

**A.1** What will be the intellectual property status of the digital products (content, resources, assets, software, or datasets) you intend to create? Who will hold the copyright(s)? How will you explain property rights and permissions to potential users (for example, by assigning a non-restrictive license such as BSD, GNU, MIT, or Creative Commons to the product)? Explain and justify your licensing selections.

The digital intellectual property created as a result of this grant activity is the podcast. As of now, we intend to license it as "Approved for Free Cultural Works" via Creative Commons which states: "Free cultural works are the ones that can be most readily used, shared, and remixed by others, and go furthest toward creating a commons of freely reusable materials."

**A.2** What ownership rights will your organization assert over the new digital products and what conditions will you impose on access and use? Explain and justify any terms of access and conditions of use and detail how you will notify potential users about relevant terms or conditions.

We will not impose ownership regulations.

**A.3** If you will create any products that may involve privacy concerns, require obtaining permissions or rights, or raise any cultural sensitivities, describe the issues and how you plan to address them.

N/A

## Part II: Projects Creating or Collecting Digital Content, Resources, or Assets

### A. Creating or Collecting New Digital Content, Resources, or Assets

**A.1** Describe the digital content, resources, or assets you will create or collect, the quantities of each type, and format you will use.

A podcast detailing a municipal planning experience, possibly including interviews of participants and experts in the field.

**A.2** List the equipment, software, and supplies that you will use to create the content, resources, or assets, or the name of the service provider that will perform the work.

Mobile phones and laptops for recording. Laptops using Audacity for recording.

**A.3** List all the digital file formats (e.g., XML, TIFF, MPEG) you plan to use, along with the relevant information about the appropriate quality standards (e.g., resolution, sampling rate, or pixel dimensions).

Audacity creates a WAV file. The format for sharing the podcast has yet to be determined.

## **B. Workflow and Asset Maintenance/Preservation**

**B.1** Describe your quality control plan (i.e., how you will monitor and evaluate your workflow and products).

Unknown at this time.

**B.2** Describe your plan for preserving and maintaining digital assets during and after the award period of performance. Your plan may address storage systems, shared repositories, technical documentation, migration planning, and commitment of organizational funding for these purposes. Please note: You may charge the federal award before closeout for the costs of publication or sharing of research results if the costs are not incurred during the period of performance of the federal award (see 2 C.F.R. § 200.461).

Unknown at this time.

## **C. Metadata**

**C.1** Describe how you will produce any and all technical, descriptive, administrative, or preservation metadata. Specify which standards you will use for the metadata structure (e.g., MARC, Dublin Core, Encoded Archival Description, PBCore, PREMIS) and metadata content (e.g., thesauri).

Unknown at this time.

**C.2** Explain your strategy for preserving and maintaining metadata created or collected during and after the award period of performance.

Unknown at this time.

**C.3** Explain what metadata sharing and/or other strategies you will use to facilitate widespread discovery and use of the digital content, resources, or assets created during your project (e.g., an API [Application Programming Interface], contributions to a digital platform, or other ways you might enable batch queries and retrieval of metadata).

Unknown at this time.

## **D. Access and Use**

**D.1** Describe how you will make the digital content, resources, or assets available to the public. Include details such as the delivery strategy (e.g., openly available online, available to specified audiences) and underlying hardware/software platforms and infrastructure (e.g., specific digital repository software or leased services, accessibility via standard web browsers, requirements for special software tools in order to use the content).

Shared via a yet-to-be-created website with promotion from national organizations if possible.

**D.2** Provide the name(s) and URL(s) (Uniform Resource Locator) for any examples of previous digital content, resources,

or assets your organization has created.

Unknown at this time.

### **Part III. Projects Developing Software**

#### **A. General Information**

**A.1** Describe the software you intend to create, including a summary of the major functions it will perform and the intended primary audience(s) it will serve.

**A.2** List other existing software that wholly or partially performs the same functions, and explain how the software you intend to create is different, and justify why those differences are significant and necessary.

#### **B. Technical Information**

**B.1** List the programming languages, platforms, software, or other applications you will use to create your software and explain why you chose them.

**B.2** Describe how the software you intend to create will extend or interoperate with relevant existing software.

**B.3** Describe any underlying additional software or system dependencies necessary to run the software you intend to create.

**B.4** Describe the processes you will use for development, documentation, and for maintaining and updating documentation for users of the software.

**B.5** Provide the name(s) and URL(s) for examples of any previous software your organization has created.

#### **C. Access and Use**

**C.1** We expect applicants seeking federal funds for software to develop and release these products under open-source licenses to maximize access and promote reuse. What ownership rights will your organization assert over the software you intend to create, and what conditions will you impose on its access and use? Identify and explain the license under which you will release source code for the software you develop (e.g., BSD, GNU, or MIT software licenses). Explain and justify any prohibitive terms or conditions of use or access and detail how you will notify potential users about relevant terms and conditions.

**C.2** Describe how you will make the software and source code available to the public and/or its intended users.

**C.3** Identify where you will deposit the source code for the software you intend to develop:

Name of publicly accessible source code repository:

URL:

## **Part IV: Projects Creating Datasets**

**A.1** Identify the type of data you plan to collect or generate, and the purpose or intended use to which you expect it to be put. Describe the method(s) you will use and the approximate dates or intervals at which you will collect or generate it.

**A.2** Does the proposed data collection or research activity require approval by any internal review panel or institutional review board (IRB)? If so, has the proposed research activity been approved? If not, what is your plan for securing approval?

**A.3** Will you collect any personally identifiable information (PII), confidential information (e.g., trade secrets), or proprietary information? If so, detail the specific steps you will take to protect such information while you prepare the data files for public release (e.g., data anonymization, data suppression PII, or synthetic data).

**A.4** If you will collect additional documentation, such as consent agreements, along with the data, describe plans for preserving the documentation and ensuring that its relationship to the collected data is maintained.

**A.5** What methods will you use to collect or generate the data? Provide details about any technical requirements or dependencies that would be necessary for understanding, retrieving, displaying, or processing the dataset(s).

**A.6** What documentation (e.g., data documentation, codebooks) will you capture or create along with the dataset(s)? Where will the documentation be stored and in what format(s)? How will you permanently associate and manage the documentation with the dataset(s) it describes?

**A.7** What is your plan for archiving, managing, and disseminating data after the completion of the award-funded project?

**A.8** Identify where you will deposit the dataset(s):

Name of repository:

URL:

**A.9** When and how frequently will you review this data management plan? How will the implementation be monitored?