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PLSR
PUBLIC LIBRARY SYSTEM REDESIGN PROJECT

Collections Workgroup Report

April 2, 2018

This report is part of a larger report presented to the PLSR Steering Committee:
http://www.plsr.info/april2018report

Collections Workgroup

TABLE OF CONTENTS

PROJECT MANAGER INTRODUCTION

The report of the Collections Workgroup is part of a culmination of a larger process to consider how to best provide public library system services in Wisconsin. Building on the work of many, its goal is to develop a plan for implementation of new models of service. The process, led by a Steering Committee, will result in recommendations from the Steering Committee to the Department of Public Instruction (DPI). The workgroup reports are provided to the Steering Committee as an input to their recommendation process.

In order to develop new models of service, the project manager formed workgroups of community members. The PLSR Steering Committee, with the guidance of the project manager, selected workgroup leads and facilitators from a pool of applicants for each service area and assigned liaisons from DPI and the Steering Committee to each group. In March 2016, the facilitators, leads and liaisons to each workgroup reviewed the applications from potential participants to determine the composition of the workgroups.

The following report is the result of the workgroup's consideration of their topic area over the past two years.

ABOUT THIS REPORT

The PLSR process asked each workgroup to answer the following question in the course of their model development: what is the best way to maximize resources, improve services and provide increased equitable access to services? They were not asked to recommend an overall structure for collaborative public library services (i.e. determining if there should be library systems), who might provide the services described or how the services would be funded.

To answer the question posed to them, the workgroup created a model of service, which is included in the following report.

In addition to the service model, the report includes suggestions or recommendations in the following areas. The intent of these recommendations is to provide the Steering Committee with information as they consider overall governance and structure.

STAFFING MODEL

Recommendations include the number of positions and descriptions of the job duties. The staffing numbers account for management of the service area but not overall administrative staffing, as those considerations will be taken up by the Steering Committee.

ESTIMATED BUDGET

Rough figures for what the new model might cost. These are generally presented as a range of costs. Some costs, such as equipment, are service area dependent and are included in the recommendation. There are costs, however, that cannot be included in the service area budgets either because the cost cannot be known until the overarching structure is determined or because there is a philosophical decision that would need to be made by that overarching structure in order to determine costs. The workgroup discussed these costs and details of those discussions can be found in the Project Manager's report.

IMPLEMENTATION

The workgroup has provided recommendations related to implementation that include priorities for implementation, what might be easier to implement within the existing structure and barriers or concerns around implementation. Implementation recommendations are limited; any implementation of service models depends heavily on the structure recommendation from the Steering Committee and the subsequent work of DPI.

GOVERNANCE

The workgroup has provided recommendations for service accountability and service user involvement, including feedback mechanisms.

SOME POINTS TO KEEP IN MIND WHILE READING THE REPORT

THE REPORTS ARE LIMITED TO THE SCOPE OF THE WORKGROUP'S CHARGE

The workgroup was instructed to focus on how best to deliver services and how to deliver the best services. The Steering Committee is responsible for making recommendations related to funding, structure and administration. Therefore, the report does not include answers to questions such as:

- Will there be systems and, if so, how many?
- Who will provide services?
- How will services be funded?
- When will it be implemented?
- What exactly will governance look like?

CONCENTRATING ON STAFFING NUMBERS IS NOT GOING TO GIVE AN ACCURATE PICTURE OF WHAT IS BEING PROPOSED

The workgroup was asked to provide an ideal organizational chart for their service area once the service area was completely up-and-running in the new model. At the same time, many of the workgroups proposed implementation plans that ramp up the services over a period of many years and provide for assessment of staffing levels during that time so that, once fully implemented, the service area is appropriately staffed.

BUDGETS ARE ROUGH, BALLPARK ESTIMATES

Implementation is where costs will be more precisely determined. The costs in this report are ballpark estimates that give a sense of cost to help contextualize the models.

GOVERNANCE RECOMMENDATIONS ARE GENERAL AND LIMITED TO ASSESSMENT WITHIN THE MODEL

Without a clear understanding of structures supporting the service models, the workgroup was unable to offer governance and accountability recommendations beyond the scope of the services. For example, the workgroup could not recommend appointing authorities, though they could recommend oversight bodies for the service.

THE MODELS ARE FUTURE FACING BUT NOT FUTURISTIC

The workgroup was given a service area to consider and was asked to redesign the current service while keeping in mind the future. As they each developed their model, they considered how it would support change and growth in the future, but they were not designing models that focused on (or predicted) future services.

THE REPORTS ARE NOT THE END OF THE PROCESS

While these reports are an important step in the process, they are far from the end. The Steering Committee will work with Core Recommendation Collaborators, Model Development Summit Participants and a facilitator to build their recommendations for DPI. In addition to the workgroup recommendations, many other sources of information will be considered during the Steering Committee's recommendation development process. After the Steering Committee submits their recommendations to DPI, there are a number of steps and processes that DPI may undertake to further vet the recommendations with the library community and others.

For more information about the process and reports, please see the complete Project Manager's Report, linked from http://www.plsr.info/workgroups/workgroupreport/

MODEL OVERVIEW

The Collections Workgroup's charge is twofold: to recommend how to continue and expand the coordination, purchasing, contracting and management of electronic resources for Wisconsin public libraries and to craft recommendations for the most efficient and effective collaborative methods to collect, create and make accessible, throughout the state, digital content. To meet this charge, the workgroup recommends:

Electronic Resources
- Wisconsin public libraries will have access to a baseline of electronic resources available to everyone. Individual libraries or groups of libraries may purchase additional resources for their patrons beyond this baseline.
- These e-resources will be easily discoverable through a single access point listing e-resources purchased at both state and local levels.
- Evaluation, negotiation, purchasing, support and assessment of electronic resources for state and local resources as desired will be centrally managed by a statewide entity.

Digital Collections
- A central agency will provide digitization services for public libraries in Wisconsin.
- Services will include project evaluation, consultation, digitization & reformatting, metadata creation, preservation, and hosting.
- Traveling digitization kits will be available for content not digitized by the central agency.

WORKGROUP MEMBERS

Lin Swartz-Truesdell, Kenosha Public Library/Kenosha County Library System (Lead)
Rose Ziech, South Central Library System (Facilitator)
Scott Brouwer, La Crosse Public Library
Wyatt Ditzler, Beloit Public Library
Mellanie Mercier, Bridges Library System
Nyama Reed, Whitefish Bay Public Library
Gerard Saylor, L.D. Fargo Public Library (Lake Mills)
Molly Warren, Madison Public Library

Past members
Elisabeth Kaune, Milwaukee Public Library
Andrea Schmitz, Monroe Public Library (formerly Badger Ridge Middle School (Verona))

Steering Committee Liaison
Beth Carpenter, Appleton Public Library

DPI Liaison
Martha Berninger

CHARGE OF WORKGROUP

The Collections workgroup's charge is twofold: recommending how to continue and expand the coordination, purchasing, contracting and management of electronic resources for Wisconsin public libraries and crafting recommendations for the most efficient and effective collaborative methods to collect, create and make accessible, throughout the state, digital content. Although the charges are complementary, they are different enough that the workgroup needed to explore the areas separately and thus have made similar, though unique, recommendations for each.

In each case, however, the workgroup envisions an environment in which all residents in the state have access to a suite of resources that are easily discoverable, accessible and trainable. Further, all libraries in the state are provided with centralized services for electronic resources and creating digital collections.

ELECTRONIC RESOURCES

Wisconsin public libraries have a strong history working together to solve problems and save money to provide access to physical and digital collections to the residents of Wisconsin. In fact, models of how to coordinate electronic resources already exist and have been an excellent foundation for the work of this group.

For the purposes of their model, the workgroup is defining "electronic resources" broadly to include any library resource that has been purchased, either through a one-time purchase or a subscription, and is accessible by electronic devices. This definition would include databases, e-books and e-audiobooks. In developing their model, the workgroup focused not on any specific formats, but on developing a model that could accommodate a variety of formats, now and into the future.

BACKGROUND

Currently, Wisconsin residents can access electronic resources, such as journals, newspapers, magazines and other databases through the Department of Public Instruction's (DPI) BadgerLink, which is Wisconsin's online library that provides access to licensed content. In 2015

(the most current data available at the time of writing this report[1]), BadgerLink provided forty-eight databases to citizens across the state.

The Wisconsin Public Library Consortium (WPLC), a consortium of all sixteen public library systems that includes all libraries in the state, provides e-books and e-audiobooks to Wisconsin residents. The consortium began building a collection with OverDrive, their primary vendor, in 2005. Since 2011, the consortium partners have spent at least $1,000,000 per year to develop the shared OverDrive collection. As of February 2018, they own over 182,000 copies of over 71,000 titles.

Wisconsin library systems have also been providers of electronic resources, asking for trials of databases, purchasing resources and providing marketing materials to their member libraries. In 2015, systems provided a range of databases to their member libraries. In eight of the seventeen systems, no databases were purchased for member libraries. In the other nine systems, between two and twelve databases were available to member libraries. And, finally, individual libraries in 2015 reported providing anywhere from 0 to 123 databases locally. This means that in Wisconsin there are communities that have the minimum number of databases available to them (48) while others have 60, 70, and at the very highest end, 173 databases when BadgerLink resources are totaled with local library and system databases.

The main problems with these models are gaps in service and redundancies in labor. Different libraries and library systems pursue coordinating, purchasing, contracting, marketing and management of electronic resources in various manners. Some libraries complete the process independently, others have system staff who perform the work, others use cooperative purchasing services (for example WiLS), and yet others simply rely on BadgerLink for access to electronic resources.

Further, there are libraries and systems that simply do not have the funds to purchase certain resources or even have positions, even in part, dedicated to the work that goes into the purchasing and management of electronic resources. This ultimately results in inequity with some library patrons having access to fewer resources. Library systems reported a total of nearly four FTEs that were responsible for work related to electronic resources in 2014. Of course, at some systems, there was no staff time dedicated to this work. Only Winnefox Library System reported a full staff position that provided services related to electronic resources. It is very difficult to know how many staff members at public libraries are, at least in part, working in this area. However, the workgroup knows, based upon knowledge of their own libraries, that

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[1] Statistics at the Public Library Level, 2015, via the Department of Public Instruction. https://dpi.wi.gov/sites/default/files/imce/pld/xls/15publib.xls Last accessed January 11, 2018.

the time spent on electronic resources is relatively small and is often a small component of one or more staff members' roles. Kenosha Public Library, for example, has approximately .25 FTE of time from multiple positions working on electronic resources. Other smaller libraries reported essentially no time spent on providing this service, other than to answer questions from patrons and to do a minimal amount of marketing of the resources.

In addition, because library staff, DPI staff, library system staff and others perform similar work, functions are being duplicated. For example, several different people may negotiate a trial of the same database. Better coordination throughout the lifecycle of electronic resources will lead to gains in efficiency. Multiple negotiations and negotiators can also result in inconsistent pricing, leaving one library to pay more than another does for the same resource. For example, three libraries or systems requested quotes for a popular tutorial product. Below is a table of the quotes each library received. Of the three libraries, Library B has the smallest population and the need for the smallest number of licenses. Because they are purchasing on their own, they pay more per license than does a library that has a need for many more licenses and much larger population, such as Library A.

	Cost per license	Cost per person of population
Library A	$248.00	$0.026
Library B	$500.00	$0.177
Library C	$315.00	$0.098

DIGITAL COLLECTIONS

Libraries, along with archives, museums and other institutions, are often the curators and caregivers for local cultural and historical records. Over the past decades, many Wisconsin public libraries have made these historical images, texts, recordings, objects and more accessible to all residents of the state and indeed the country and world through their digitization efforts. These efforts increase access to materials, add new library users and engage patrons in new ways. In many cases, libraries and library systems partner with local historical societies and museums to help bring their unique collections to the larger world. These collaborations are a valuable way for libraries to support their communities and in turn, illustrate their expertise related to technology and collections.

Some libraries have digitized and host their own collections, some have digitized collections that are hosted and made available through Recollection Wisconsin and some libraries have worked with other institutions to create digital collections to showcase the cultural heritage of their community. Additionally, library systems have brought member libraries together to

collaboratively digitize and make available content representing a region of the state. Often these digitization projects are grant funded, most frequently through Library Services and Technology Act (LSTA) grants administered through DPI. Between 2013-2016[2], just over $75,000 of LSTA money funded 16 projects under the Digitization of Library Historical Material category; 11 grants were awarded to public libraries and five to library systems. Library system digitization activities vary widely. For example:

- South Central Library System (SCLS) has a position on staff dedicated to supporting member libraries in their efforts to digitize materials in all formats and make them electronically accessible to patrons. The position was initially funded by a Library Services and Technology Act grant, and the system is considering offering their services to others in the state. SCLS also offers a scanning kit and a book scanner for member library use.
- Wisconsin Valley Library Services and Indianhead Federated Library System are working to collaborate to offer interested member libraries consultation, best practices and support for digital projects via Project Ion. This project is dependent on staffing at both systems.
- Other systems may not offer any central support or, though they acted once as a digital project lead, they no longer offer support in this area. In some cases, this is because libraries in the system are leading their own projects. This is particularly true in Milwaukee County Federated Library System, which has libraries such as Whitefish Bay and Brown Deer that work directly with Recollection Wisconsin to create CONTENTdm collections hosted by Milwaukee Public Library.

In August of 2016, Wisconsin joined the Digital Public Library of America (DPLA) as a service hub, offering new possibilities for digital content from the Badger State to be found alongside materials from across the country and from such venerable institutions as the National Archives and the Smithsonian.

The process of digitizing, making accessible and preserving content can be complex and expensive. Specialized equipment may be necessary, staff may need training to properly digitize and describe materials, outreach efforts should be undertaken to promote the collections and proper storage of the digital content must be maintained. Some libraries and systems have the resources to do all of these things or have the resources, including staff time, to write competitive grant applications. However, many do not. This means that there are libraries that

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[2] Wisconsin LSTA Activities Prior to 2016, https://dpi.wi.gov/pld/lsta/administration/prior-to-2016, last accessed 2/19/2018

have been unable to digitize collections or have not been able to continue with digital collection work.

There is little reason for every library with a unique collection to invest their hard to come by funds in specialized digitization equipment and staff training, especially if the project is one time or short term. Yet, without trained and dedicated staff, too often digital projects are not completed or in some cases even started.

It should also be noted that increasingly, digital preservation is becoming an issue for libraries. As more content is digitized and more born-digital content is collected, libraries must grapple with how best to preserve and make this content available long term. The inequities that exist for the creation of collections will almost certainly exist for the preservation of digital content.

PROCESS TO DETERMINE RECOMMENDATIONS

The Collections workgroup began meeting on June 7, 2016, and met on a near monthly basis until the recommendations were completed. The group met in-person when possible at the Oconomowoc Public Library, which was a central location for the team. In a few cases, the group met virtually and most of those meetings were recorded. Throughout the PLSR process, the Collections workgroup used Dropbox to share and save files and used a Google sheet to track deadlines and decisions.

While the entire group was actively engaged in decision-making, research and analysis was divided first by area (Electronic Resources or Digital Collections) and then amongst the workgroup members. After a survey of other states (as described in the Project Manager's report, linked from http://www.plsr.info/workgroups/workgroupreport), the workgroup determined which states to research further, related to digital collection services and electronic resources, based upon commonalities as well as unique and interesting methods for how the services are delivered. In some cases, workgroup members did a scan of websites and online materials. The workgroup interviewed, either via email or telephone, representatives (both from state government positions overseeing collaborative services and from non-profits contracted to provide service) from the following states: Massachusetts, Ohio, Washington, Wyoming and Minnesota.

The Massachusetts digital collection model was particularly useful in the refinement of the workgroup's vision for collaborative methods to collect, create and make accessible digital content. The state's implementation of a centralized digitization center includes "one-stop shop" services provided by Boston Public Library for most aspects of a digital project lifecycle: digital reformatting, metadata creation and harvesting for DPLA, hosting repository and

consultation on many topics related to digitization. These services are supported by the state and offered cost-free to all cultural heritage organizations within Massachusetts. This forms an efficient pipeline for digitizing local history content and making it available to the public. Staff at public libraries across the state do not need to acquire special equipment or training or spend time reformatting materials, on top of their day-to-day duties, to digitize their cultural heritage collections, nor is cost a barrier. The centralized digitization center also ensures that the digital objects and metadata that are produced are of high quality and conform to applicable standards.

The workgroup also contacted service providers in the state during the information gathering stage, including the Department of Public Instruction, Milwaukee Public Library, WiLS, Recollection Wisconsin, the Wisconsin Public Library Consortium and University of Wisconsin Digital Collections to fully understand how services related to Electronic Resources and Digital Collections are or have been provided collaboratively in Wisconsin. In some cases, this research identified examples that were overly complex, and therefore not a match for the group's vision of simplified and streamlined services.

Members from this workgroup were included on the Defining the Help Center, Regions and Resource Sharing Topic Teams. The recommendations of these teams helped guide the recommendations related to help desk staffing and content as well as potential regional digitization services.

FEEDBACK POINTS AND MODEL REFINEMENT

The workgroup's review panel helped further refine the workgroup's vision and final recommendations. In particular, the workgroup clarified recommendations around governance and decision-making and better defined equitable access to electronic resources. Specifically, the feedback resulted in a clearer articulation of how policies such as what materials would be included in the statewide digital collections and the baseline electronic resources collection, as well policies related to procurement and licensing would be determined. Additionally, the feedback from the review panel pointed out that the Digital Collections model was missing critical details related to digital preservation and storage.

Review panel members included:

- Evan Bend, Outagamie Waupaca Library System
- Tom Carson, W.J. Niederkorn Library
- Joe Davies, Burlington Public Library
- Ann Hanlon, University of Wisconsin-Milwaukee Library

- Dorothea Salo, University of Wisconsin-Madison iSchool
- Bradley Shipps, Outagamie Waupaca Library System

Initially and for a significant part of this process, this workgroup envisioned regional digitization sites, where libraries could use equipment to perform reformatting. Through workgroup discussion, the workgroup refined this portion of the model, in fact removing these regional sites from their recommendations. The group worked to understand the needs of the library community -- if a library would reformat materials without assistance, would they be satisfied with a traveling kit? If willing to travel to a regional location, might the library be willing to travel or ship their materials to a central location that would have staff dedicated to digitization? The workgroup decided that in both cases, the answer was yes. By streamlining the model, the workgroup was able to remove additional equipment and space from their model and its budget.

SERVICE MODEL RECOMMENDATIONS
ELECTRONIC RESOURCES
GENERAL OVERVIEW

- Wisconsin public libraries will have access to a baseline of electronic resources available to everyone. Individual libraries and/or regions or groups of libraries may purchase additional resources for their patrons, beyond this baseline.
- These e-resources will be easily discoverable through a single access point listing e-resources purchased at both state and local levels.
- Evaluation, negotiation, purchasing, support and assessment of electronic resources for centralized resources and local/regional resources as desired will be centrally managed by a statewide entity.

The Collections Workgroup recognizes the importance of equitable access to reviewed and trusted information for all Wisconsin residents. A strong collection of e-resources supports this need and provides a digital branch of materials that are available 24/7 to all. The Electronic Resources model would provide libraries across the state access to a baseline of electronic resources that are available to everyone in the state. These resources should be easily discoverable, accessible and easy for patrons to learn how to use.

Not all electronic resources can or should be managed centrally. Specific resources may be needed at certain libraries and not others. The model calls for centralized assistance for libraries that choose to purchase additional resources beyond what will be available statewide, including assistance with selection, negotiation, licensing, marketing and training for locally

selected materials. These services will save libraries time and money by leveraging statewide buying power and reducing duplicated effort that occurs when multiple libraries all have to contact vendors for quotes and negotiations.

The model also calls for a statewide discovery portal to help the end-user login or determine which libraries own which databases for use on-site or remotely. The portal would include both statewide and locally purchased resources and would allow patrons and library staff alike to locate where a resource can be accessed when not available locally.

While this model specifically addresses electronic resources, it is our hope that the model's flexibility would allow for other shared collections (electronic or physical) to be developed as need or interest warrants.

The model will benefit both large and small libraries by providing centralized services and creating both equity and efficiencies. Some examples:

A small library with limited funding is interested in databases or products for their users.
The centralized staff would work with the library staff to make sure they knew about any centralized resources already available to them. If the library was interested in more resources, the centralized staff would help by providing suggestions of resources, connecting them with others who might have those resources and/or arranging trials. Once the library decides what to purchase, the centralized staff would negotiate contracts, invoice the library and assist with their authentication needs.

A larger library wants to get database X.
Since they already know the resource they are looking for, the library would contact the centralized staff to get quotes. The centralized staff would check to see if other libraries are interested in the same resource in order to maximize buying power. Once ready to purchase, centralized staff would negotiate contracts, invoice the library, manage license/rights records and help with any other setup needs.

Below are the specific model elements and services developed by the Collections Workgroup for the Electronic Resources model.

SERVICES
Policy
Policy development by the statewide entity would define and address e-resource issues, including but not limited to, nondisclosure agreements, accessibility requirements, patron-

privacy requirements, local sensitivities to content, assessment practices, pricing models, patron-driven acquisition, etc. These policies would be used for the acquisition of statewide resources and recommended for the acquisition of local or regional resources.

Selection
Centrally managed product trials and evaluation are core components of this model.

For statewide resources, library practitioners will provide input about the needs and requirements for products and for evaluation standards. That collection's selection would be managed by a statewide entity and would include trial, trial evaluation, yearly assessment of purchases and ongoing re-selection.

Understanding that library staff and the patrons they represent are on-the-ground experts, a feedback mechanism for library staff to suggest new products is a core feature of this model. Feedback will be ongoing and will coordinate with centralized selection that is managed by the statewide entity. It is not immediately necessary but would be beneficial to incorporate feedback mechanisms for patrons to participate in trials centrally managed by a statewide entity.

For local or regional resources, centralized staff would assist with selection by arranging for product trials, raising awareness of available products and assisting libraries with identifying appropriate products for their needs.

Procurement
For local or regional resources, the model calls for centrally managed negotiation of discounts and group pricing to maximize cooperative purchasing power. This core element would allow for easy to access pricing and quoting. By utilizing state-sized negotiating power, libraries will be better able to convince electronic resources vendors to meet library and patron needs, rather than just the bottom line; it will help libraries statewide save time and money, which can then be reallocated to other vital library resources.

Licensing/Rights Management
For all resources, the model includes centralized negotiations of contracts as well as pricing, which will allow all public libraries in the state to share the same licensing terms, created with the input of the community. The centralized staff would also be responsible for recordkeeping related to licensing and rights management for statewide, regional and local resources that are acquired through the centralized service.

Discovery and Access
Making electronic resources available to patrons through a statewide discovery layer and centrally managing authentication are key elements of the model. Ideally, patrons would be able to identify all electronic resources available to them through a discovery layer, specifically:

- Locating where a specific resource would be available, based on their location.
- Finding out what resources libraries near them would have, based on their location.
- Determining what resources they can access remotely.
- Browsing lists of everything they have access to remotely by subject and specific resource.
- Browsing lists of everything available in the state, with indications of what is geographically close to them.
- Being redirected to the nearest library when searching for a resource not available from their library.

Remote access would be provided by library card, IP address and, ideally, by geolocation.

The ILL\ILS Workgroup has included a discovery layer in their model and the Collections Workgroup has discussed the desired functionality with them. While some of the features described above would be dependent on the discovery layer chosen and on the cataloging standards of the ILS regions, there was agreement that these would all be features to work towards.

Training, Support and Consulting
This model envisions questions from library staff about electronic resources products being answered by staff through a centrally managed help desk.

For the statewide resources, centrally-produced support and documentation for training staff and the public to use electronic resources is a core expectation that would be shared out to all libraries.
For local or regional resources, training materials would be part of a regularly maintained catalog that would be available to all libraries in the state and a clearinghouse of vendor or locally produced materials would also be part of this service.

Publicity
For the statewide resources, centrally produced promotional materials that are customizable and reusable are a core feature of this model.

For local or regional resources, publicity materials would be part of a regularly maintained catalog that would be available to all libraries in the state and a clearinghouse of vendor or locally produced materials would be part of this service.

DIGITAL COLLECTIONS
GENERAL OVERVIEW

- A central agency will provide digitization services for public libraries in Wisconsin.
- Services will include project evaluation, consultation, digitization and reformatting, metadata creation, preservation and content hosting.

Developing digital collections can be daunting for libraries that have never undertaken such a project before and challenging for libraries that have completed (or started) a digital project and would like to both continue the work and make sure it is accessible well into the future. Consulting, reformatting and metadata services, equipment sharing and training, making collections discoverable and accessible to the public and preservation are all areas where libraries would benefit from a new service model offering standardization and centrally-managed creation and support services. While the services and standards would be managed centrally, circulating digitization kits would also be provided to meet different levels of library need.

The model provides services for libraries that have already digitized content as well as those who are starting digitization projects:

A library has a collection of materials that they would like to have digitized and would like options on what to do.
Library staff would contact the centralized staff to consult with them about the project. The centralized staff could help the library identify the appropriate path for their materials: applying to have them processed by centralized staff, borrowing a digitization kit to do the project, purchasing their own equipment, etc. If the content is accepted for processing by the centralized staff, the materials would be digitized, metadata would be created and the content would be uploaded to the centralized hosting platform. If the library staff would be doing the scanning on their own, the centralized staff would help with planning for the project by providing training and guidelines for copyright, metadata, access, etc.

A library has a digital collection stored in an obsolete format.
Library staff would contact the centralized staff to talk with them about options to convert the material to another format. The centralized staff would provide advisement and support on

how this could be done, including options for outsourcing to a vendor if most appropriate. If resources were available and the content met the guidelines for selection, the materials could be sent to the centralized staff or vendor to convert to an accessible format.

The proposed multi-pronged approach offers flexibility for libraries in the state. In some cases, libraries can work with the centralized staff to create materials for a statewide digital collection or in cases in which the content is already in a digital form, have it assessed for inclusion. This option would include selection, reformatting, metadata, hosting, preservation and outreach. However, there are many libraries that may not want to have content included in a statewide collection for any number of reasons (or may not qualify based on collection policies). For these libraries, consulting and training materials are available centrally, along with the option to take advantage of cost savings on equipment or storage that may be available as a result of a larger buying pool that is able to negotiate lower prices. For libraries that wish to scan materials in their library, circulating digitization kits will be available.

SERVICES
Selection and Digital Collection Policy
As with physical collections, it is important that digital collections are selected according to a policy. This will ensure that resources such as time, server space and money are spent wisely. For materials digitized by the statewide entity, there will be a selection policy that will be designed with equity in mind and will honor the importance of topics and resources of local interest to specific communities or underrepresented populations. It will also take into account condition of materials and at-risk formats needing more immediate attention.

Libraries that have collections they would like to see digitized can submit their collections for review and the centralized organization will evaluate the collections to see if they meet the established criteria. If they cannot, the libraries can still digitize the collections on their own through utilization of traveling digitization kits and will still benefit from centralized training materials and assistance.

Consultation and training will be available to libraries that would like assistance with selection and policy development for their own institution.

DIGITAL COLLECTIONS EQUIPMENT AND SCANNING
Digitization and reformatting will be provided for those collections that are selected for digitization by the central agency.

For materials that are not digitized centrally, digitization kits will be made available for circulation throughout the state, so libraries can scan local collections on their own. Written documentation will travel with the kits and the central agency will be available for consultation help.

Additionally, for those libraries that do wish to purchase digitization equipment such as scanners, centralized purchasing will be available and will allow libraries to purchase equipment at lower prices.

Hosting and access platform
A centralized hosting and access platform will be made available. Details related the platform will be determined in the implementation process. The workgroup envisions this solution as available for materials selected for centralized digitization, as well as those that are not.

Centralized Training and Consultation
Many libraries have staff members who need training and consultation on various aspects of the digital project lifecycle, including selection criteria, copyright and metadata guidelines/creation. Training and consultation will be offered statewide for libraries completing digitization projects on their own. Training on applicable copyright laws and metadata standards are necessary pieces of the training curriculum.

Metadata and Catalog Access
Centrally digitized collections will have metadata created centrally as well. For libraries whose collections are not digitized centrally but who require assistance with metadata, centralized assistance will be made available. The central agency will provide standardization, cleanup and enhancement of locally-created metadata.

To encourage findability and discovery, libraries will be encouraged to incorporate their digital collections into their catalogs through APIs or MARC records. Additional training or assistance may be needed or desired for this. In addition to this, centrally-created marketing materials could assist libraries in helping patrons find and use digital collections. These materials would be customizable at the local level.

Collections with the appropriate scope will continue to be made available via Recollection Wisconsin and the Digital Public Library of America.

Preservation

Digital preservation is a growing concern within the library community and one the workgroup is suggesting be addressed by a statewide digital preservation platform and support to assist libraries with digital preservation strategies.

STAFFING MODEL

The staff numbers were arrived at through analysis of current staffing levels at agencies and organizations that perform similar work. Staffing levels at the Department of Public Instruction's BadgerLink and numbers from cooperative purchasing organizations, such as WiLS, informed the Electronic Resources staffing numbers. Digital Collections staffing numbers were based upon staffing levels at the University of Wisconsin Digital Collections, with an added a percentage to account for a higher expected volume and management of traveling digitization kits. The workgroup recommends, due to the nature of the work, that centralized digital collections staff work in person at a centralized reformatting center. Electronic Resources staff would not need to be in a single, shared location.

ELECTRONIC RESOURCES

The workgroup recommends a staff of 5.5 FTE to provide the Electronic Resources services included in their model. The staff is not regionally based, providing services to the state as a whole.

The model includes a 0.5 FTE director that would manage the staff and Electronic Resources services. This position would require an MLIS.

The rest of the staff is divided into seven distinct service area roles as described below:

Selection of Electronic Resources (Staffing Needs: MLIS / 1.25 FTE)
- Ability to identify new electronic resources and trends in e-resources of interest to public libraries
- Manage and evaluate product trials
- Create evaluation policy and standards for:
  - Feedback collection via surveys, etc. for assessment of products by library staff
  - Feedback collection via surveys, etc. for assessment of products by patrons
  - Mechanism for library staff to suggest new titles
  - Mechanism for collecting statistics and analysis of use

Procurement of Electronic Resources (Staffing Needs: MLIS / 0.25 FTE)
- Manage:
    - Negotiations of discounts
    - Group pricing to maximize cooperative purchasing power
    - Easy to access pricing and quoting

Licensing / Rights Management (Staffing Needs: Support Staff / 0.5 FTE)
- Provide leadership for governance processes
- Develop policy related to licensing and contracts for:
    - Negotiation of contracts
    - Record keeping related to contracts, licensing and rights management

Discovery and Access (Staffing Needs: Support Staff / 0.5 FTE)
- Manage authentication
- Make resources available through a statewide discovery layer
- Manage a centralized listing of libraries that subscribe to electronic resources

Training, Support and Consulting (Staffing Needs: Support Staff / 1 FTE)
- Produce support documentation for staff and public
- Maintain a centrally available catalog of training materials
- Manage Helpdesk for staff asking questions related to products

Publicity (Staffing Needs: Support Staff / 0.5 FTE)
- Produce customizable, reusable promotional materials for products
- Maintain a catalog of publicity materials

Analysis (Staffing Needs: Support Staff / 0.5 FTE)
- Run, interpret and provide statistics on use of electronic resources for libraries
- Use statistical analysis to communicate/review ongoing support or changes in electronic resources offerings

DIGITAL COLLECTIONS

The workgroup recommends a staff of 12 FTE to provide the Digital Collections services included in their model. The staff is not regionally based, providing services to the state as a whole, but would be centrally located with the centralized reformatting center.

The model includes a 0.5 FTE director that would manage the Digital Collections services. This position would require an MLIS.

The rest of the staff is divided into seven distinct service area roles as described below:

Selection and Digital Collection Policy (Staffing Needs: MLIS / 0.5 FTE)
- Develop Digital Collection Policy and review process
- Review collections submitted by libraries
- Select collections for digitization
- Offer project support
- Help libraries prepare digitization project proposals

Digital Collections Equipment and Scanning (Staffing Needs: MLIS / 2 FTE; Support Staff 2 FTE)
- Determine schedule for items centrally digitized
- Communicate with local libraries about their materials/projects
- Stay on top of best practices and advancements in technology and equipment
- Manage:
    - Scanning of physical items
    - Reformatting digital items as needed
    - Researching digitization equipment
    - Working with libraries and vendors to purchase equipment
    - Maintain and upgrade all equipment
    - Develop process for and coordinate circulation of kits and provide support

Hosting (Staffing Needs: MLIS/ 1 FTE; Support Staff 0.5 FTE)
- Research and select hosting services and collection management systems
- Upload collections to website
- Maintain and troubleshoot uploaded collections

Access to Digital Collections (Staffing Needs: MLIS / 1 FTE; Support Staff 0.5 FTE)
- Provide expert metadata resources
- Create, review and standardize metadata
- Facilitate contribution of collections to other organizations
- Stay on top of access and data trends
- Migrate collections as necessary
- Manage Helpdesk for staff asking questions related to products

Centralized Training and Consultation (Staffing Needs: MLIS/ 1.5 FTE)
- Offer consultation and training services
    - Direct consultation and training with traveling kit on site if requested
    - Policy creation

- Digital collection development
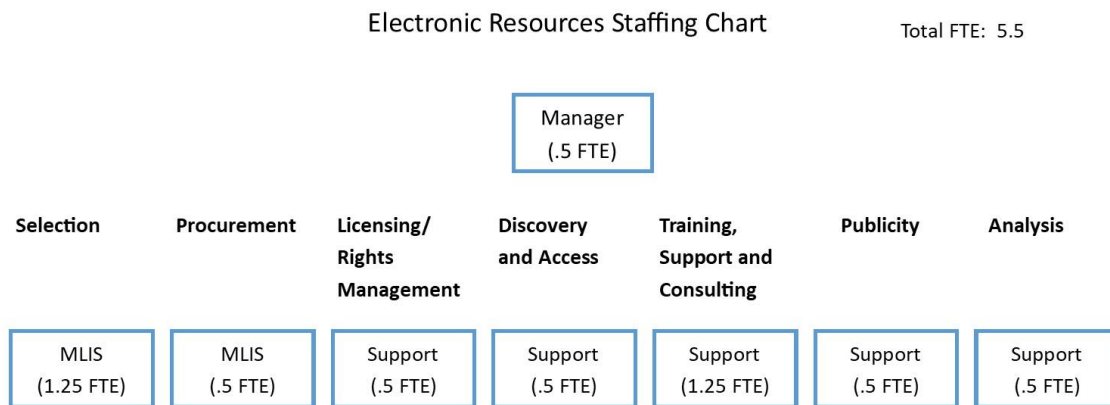- Copyright
- Metadata
- Other

Training and Support of Digital Collections (Staffing Needs: MLIS/ 0.5 FTE; Support Staff/ 1 FTE)
- Create marketing materials for libraries to customize
- Create training documents that can be easily accessed and shared
- Produce support documentation for staff and public
- Maintain a centrally available catalog of training materials
- Manage Helpdesk for staff asking questions related to digitization projects
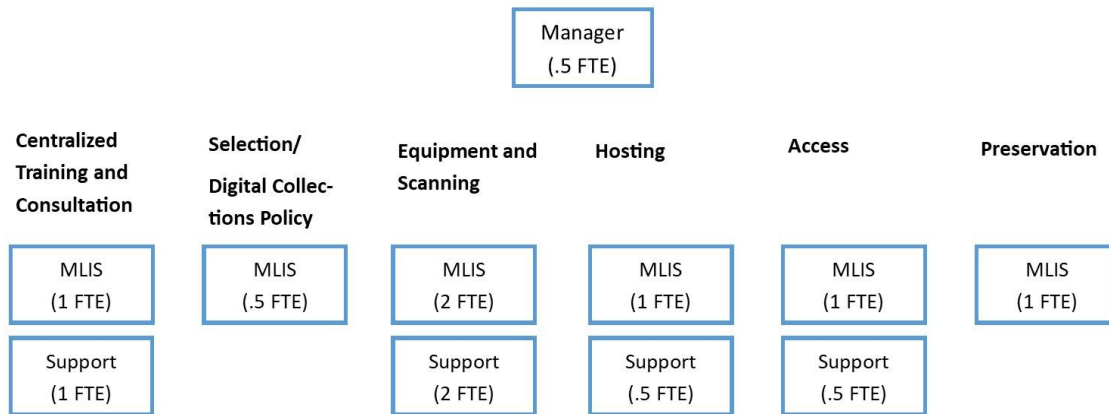
Preservation (Staffing Needs: MLIS/ 1 FTE)
- Working knowledge and expertise in digital preservation software
- Manage ingest and storage of preservation master digital content
- Perform quality control on preserved digital content
- Work with libraries to preserve their digital collections and items

Below are organizational charts of the staffing model proposed by the workgroup:

Electronic Resources Staffing Chart   Total FTE: 5.5

Manager (.5 FTE)

Selection	Procurement	Licensing/ Rights Management	Discovery and Access	Training, Support and Consulting	Publicity	Analysis
MLIS (1.25 FTE)	MLIS (.5 FTE)	Support (.5 FTE)	Support (.5 FTE)	Support (1.25 FTE)	Support (.5 FTE)	Support (.5 FTE)

Digital Collections Staffing Chart   Total FTE: 11

		Manager (.5 FTE)			
Centralized Training and Consultation	**Selection/ Digital Collections Policy**	**Equipment and Scanning**	**Hosting**	**Access**	**Preservation**
MLIS (1 FTE)	MLIS (.5 FTE)	MLIS (2 FTE)	MLIS (1 FTE)	MLIS (1 FTE)	MLIS (1 FTE)
Support (1 FTE)		Support (2 FTE)	Support (.5 FTE)	Support (.5 FTE)	

WHY THIS MODEL

Ensuring and improving equity is a core desired outcome of both components of the Collections service model. Currently, there are many ways in which the pieces of the proposed service model are accomplished locally, regionally and across the state. For example, currently, libraries and systems obtain publicity and marketing materials from the resource vendors which may result in an abundance of material from a certain vendor and little from another. Some systems have marketing toolkits for the products they purchase (Facebook banners, etc.), while others do not have funds for this. The proposed model would equalize this access. The following tables illustrate how equity can be improved by the service model as well describing the work currently being done by entities that exist to provide statewide access to services.

Equity, for purposes of this section and the tables below, is defined as services that are equally available to all libraries in the state, without additional charges (membership fees, services charges, etc.). There may be other providers in the state that offer many of these features. For comparison charts for the Electronic Resources and Digital Collections components of the model showing which organizations already perform at least some of this collaborative work, see Appendix A: Digital Collections Comparison and Appendix B: Electronic Resources Comparison.

ELECTRONIC RESOURCES

Model features	Equity advantage of proposed model over current	What is already helping with statewide equity
Maintaining a catalog of publicity materials / Centrally produced customizable, reusable promotional materials	Improve access to materials and marketing	BadgerLink has promotional materials for their resources around the state.
Answering questions from library staff about databases	Single point of contact for this sort of help, available to all libraries	Google group exists for WPLC/OverDrive support. BadgerLink staff answer questions about their resources.
Maintaining a catalog of training materials / Centrally produced support and documentation for training staff and the public to use	Centrally produced materials and documentation would make access to training more equitable.	Google group exists for WPLC/OverDrive support. Run training sessions, paid for by systems/libraries for OverDrive.

BadgerLink produces and has them on a website. Training pieces are produced by DPI and some by vendors, all posted on BadgerLink site. |
| Centralized listing of libraries that subscribe to e-resources | Allows patrons across the state to know where, even if they need to travel, they can access e-resources. | Does not currently exist. |
| Making e-resources available to patrons through a statewide discovery layer | Centralized discovery layer does not currently exist. Discovery of resources available to a patron is dependent on how the resources are presented through the ILS or on a library's website. In many cases, they are not present in the ILS. A statewide discovery lawyer with e-resources would make access and awareness equitable. | Some of the resources are available through WISCAT. Patrons are searching local catalogs rather than WISCAT primarily. |

Centrally managed authentication	Some systems do authentication for libraries that purchase e-resources individually; some do it for system-wide databases only. This is less of an equity issue as that of efficiency.	BadgerLink authenticates for the statewide resources
Recordkeeping related to licensing and rights management	Increase efficiency and access	BadgerLink for statewide resources / WPLC for statewide e-resources
Centralized negotiations of contracts / Centrally managed negotiation of discounts and group pricing to maximize cooperative purchasing power / Easy access pricing and quoting	Centralized negotiations would benefit all libraries.	BadgerLink for statewide resources / WPLC for statewide e-resources
Centrally managed product trials and evaluation. Library practitioners provide input about the needs and requirements for products, including development of evaluation standards.	Centrally managed trials and evaluation would mean input from all libraries, resulting in resources that fit the needs of library patrons.	BadgerLink and WPLC provide some opportunities for trials, product evaluation and feedback. BadgerLink does not offer trials but gathers feedback on resources that are licensed. For WPLC, library and patron feedback is solicited for the annual Collection Development Workgroup; WPLC can arrange trials as the group requests as well.

DIGITAL COLLECTIONS

Model features	Equity advantage of proposed model over current	What is already helping with statewide equity
Centralized project evaluation and scheduling	Evaluation of projects would be available to any public library; centralized scheduling would have transparent policies.	WPLC newspaper project evaluates and schedules newspaper digitization projects.
Centralized consultation and training on selection and policy development	Improve access to consultation and training on selection and policy development	Does not formally exist although Recollection Wisconsin does answer questions and presents information regardless of membership.
Centralized reformatting of content	Ensures equitable access to reformatting equipment and practices. Output will be high quality and standard.	Past LSTA grants offset cost for those who applied and qualified.
Centralized consultation and training on equipment and software	Equalize access to consultation and training on equipment and software	WPLC Digital Projects Toolkit, created through and by Recollection Wisconsin, includes training for scanning and file storage.
Digitization kits that circulate regionally among libraries	Libraries can reformat materials regardless of location (though there may be limits in terms of materials).	Past LSTA grants offset cost for those who applied and qualified. The Recovering Analog and Digital Data (RADD) lab at SLIS exists for anyone who can travel to use it, and now there are mobile versions of the RADD equipment.
Centralized consultation and training on copyright	Equalize access to consultation and training on copyright	WPLC Digital Projects Toolkit, created through and by Recollection Wisconsin, includes training for this topic.
Centralized creation, consultation and training on metadata and software	Ensures equitable access to metadata creation, consultation and training. Output will be high quality and standard.	WPLC Digital Projects Toolkit includes training for this topic. Recollection Wisconsin provides centralized metadata guidelines, templates and QA tool.

Centralized hosting and access platform	Single hosting platform could increase efficiency and decrease duplicative training and work; access would be equitable.	
Continue harvesting collection metadata for DPLA	Collections are discoverable.	Recollection Wisconsin Governing Partners contribute cost of DPLA membership on behalf of the state.
DPLA should continue to be a discovery portal	Collections are discoverable.	DPLA is available to everyone to use.
Statewide preservation initiative developing best practices and coordinated platform	Equalize access to consultation and training on preservation and shared access to a platform for preservation	A digital preservation summit occurred in 2017 to discuss collaboration among different types of libraries.

IMPLEMENTATION RECOMMENDATIONS

The workgroup recommends that the first step of implementation of both models be one of planning. For Digital Collections, an assessment of projects that might be part of the centralized collection and the identification of the location of a centralized digitization site would be logical early steps. Additionally, a statewide inventory, using the model components as a guide, of existing equipment, training materials and policies would allow for the proper deployment of resources.

The first steps for Electronic Resources implementation would focus on data gathering, likely through surveys and multi-type discussion, to learn which products are requested most frequently. This will help determine the baseline of databases available to all public libraries and what vendors to pursue. Understanding exactly what the libraries want will feed into the top model priorities, centralized trials and negotiations.

The workgroup also used the equity grid (see above) to prioritize implementation of the model activities and to consider what activities are dependent upon other factors.

ELECTRONIC RESOURCES

Activity	Priority
Centralized negotiations of contracts / Centrally managed negotiation of discounts and group pricing to maximize cooperative purchasing power / Easy to access pricing and quoting	Higher priority
Centrally managed product trials and evaluation. For centralized resources, library practitioners provide input about the needs and requirements for products, including development of evaluation standards.	Higher priority
Centrally managed authentication	Higher priority
Centralized listing libraries that subscribe to e-resources	Medium priority that is dependent upon the higher priorities
Making e-resources available to patrons through a statewide discovery layer	Medium priority that is dependent upon the higher priorities.
Record keeping related to licensing and rights management	Medium priority that is dependent upon the higher priorities
Maintaining a catalog of publicity materials / Centrally produced customizable, reusable promotional materials	Lower priority
Answering questions asked by library staff about databases	Lower priority
Maintaining a catalog of training materials / Centrally-produced support and documentation for training staff and the public to use	Lower priority

DIGITAL COLLECTIONS

Activity	Priority
Centralized reformatting of content	Higher priority
Centralized creation, consultation and training on metadata and software	Higher priority: metadata can be as much of a barrier as actual reformatting so centralizing its creation will help get projects completed
Centralized hosting and access platform	Higher priority - need a place to make projects completed by the central services available to the public.
Centralized project evaluation and scheduling	Medium priority - feeds into centralized reformatting.
Centralized consultation and training on selection and policy development	Medium priority - feeds into centralized reformatting.
Centralized consultation and training on copyright	Medium priority - feeds into centralized reformatting.
Continue harvesting collection metadata for DPLA	Medium priority
DPLA should continue to be a discovery portal	Medium priority
Statewide preservation initiative developing best practices and coordinated platform	Medium priority
Centralized consultation and training on equipment and software	Lower priority
Digitization kits that circulate regionally among libraries	Lower priority

As noted earlier in this report, there are existing providers of some of the services included in the Electronic Resources and Digital Collections models and these should be considered in the implementation of this services. Wisconsin Public Library Consortium (WPLC), WiLS, Recollection Wisconsin, BadgerLink and the Wisconsin Digital Archives are all examples of existing statewide providers. Appendix A: Digital Collections Comparison and Appendix B: Electronic Resources Comparison contain comparison charts for the Electronic Resources and Digital Collections components of the model showing which organizations already perform this collaborative work.

ASSESSMENT/EVALUATION OF RECOMMENDATIONS AFTER IMPLEMENTATION

Using desired service outcomes as a guide, the workgroup proposes the following points and methods to assess the success of the model.

Desired Service Outcome	Electronic Resources Model	Digital Collections Model
Patrons are aware of what electronic resources and digital collections are available within a certain area.	Centralized portal of resources. • Baseline resources usage would be tracked by statistics measured by actual searches, sessions or downloads • Authentication stats.	Awareness of the platform available for digital content. • Statistics such as user sessions and downloads will be tracked.
Librarians will be able to create digital collections.	Not Applicable	Usage of central scanning facility and traveling kits. • Assess outputs of the central facility • Track number of libraries contributing/hosting • Determine percentage of libraries using services • Track uses of kits
All libraries will have a baseline of electronic resources.	Seek feedback from library staff and patrons to establish benchmarks.	Not Applicable
Electronic resources are easily discoverable, accessible and trainable.	Seek feedback from library staff and patrons	Not Applicable

Desired Service Outcome	Electronic Resources Model	Digital Collections Model
Efficient, collaborative quoting and purchasing (reduce duplication).	Seek feedback and track usage of service: • Comparison survey before/after of how much time staff spend on these activities • Satisfaction survey • Number of libraries using the service • Number of subscriptions	Not Applicable
Electronic resource vendors and products will work to meet library and patron needs.	Seek feedback from library staff and patrons	Not Applicable

ESTIMATED BUDGET

ELECTRONIC RESOURCES

The workgroup identified only annual staff salaries to include in their budget for their model for Electronic Resources.

Costs for the staffing model, as described above, were developed using the common staff salaries described in the Project Manager's report (linked from http://www.plsr.info/workgroups/workgroupreport) and the Human Resources Subcommittee recommendation of 28% for benefits. The total annual staff salaries and benefits would be $353,885. The detailed calculations are included in Appendix C: Collections Staff Salary Calculations.

While the model includes a shared collection of baseline resources for the state, the workgroup does not have a budget estimate for that component of the model. The workgroup focused on creating a staffing model to support the development of such a collection. Decisions would need to be made around the relationship of this proposed collection to existing services and collections and also around what resources to include before a budget can be created.

DIGITAL COLLECTIONS

The workgroup identified the following areas to include in the budget for their model:

ANNUAL STAFF SALARIES

Costs for the staffing model, as described above, were developed using the common staff salaries described in the Project Manager's report (linked from http://www.plsr.info/workgroups/workgroupreport) and the Human Resources Subcommittee recommendation of 28% for benefits. The total annual staff salaries would be $835,267. The detailed calculations are included in Appendix C: Collections Staff Salary Calculations.

EQUIPMENT AND SOFTWARE FOR THE CENTRALIZED SCANNING CENTER

The workgroup estimates that the startup costs for the equipment for the centralized scanning center would be approximately $137,657 - $262,657 based on actual prices of the following pieces of equipment:

- One high-volume book scanner (estimated $125,000) {not included in the lower estimate}
- Two overhead camera-based tabletop all-purpose scanners (estimated $65,000 per scanner)
- Two large format photo scanners (estimated $3,429 per scanner)
- One standard photo scanner (estimated $799)

Software startup costs would be approximately $739 for a one-time purchase of photo imaging software and an annual subscription cost for photo editing software ranging from $720-$899 for four to five licenses.

CENTRALIZED ACCESS AND HOSTING PLATFORM/PRESERVATION SOLUTION

Because of the way products are available or bundled, costs for the centralized access and hosting platform are presented with the costs for the preservation solution. For the purposes of this budget, the workgroup priced out two potential options. These prices have not been negotiated.

Option One

One option to meet these multiple needs is to use CONTENTdm as the centralized access and hosting platform and MetaArchive as the preservation solution. Together, these platforms would cost $24,008.96 for initial setup and $12,508.96 annually for one to two terabytes of data. Additional storage costs would be required as content is added.

Option Two

Another option would be to use Preservica EE, which is a centralized access and hosting platform along with a preservation solution. One advantage of a single solution like Preservica is that staff would not need to track and manage files in multiple platforms. The total annual cost of this solution would be $64,000 for the first year and $59,000 for subsequent years with 20 TB of storage.

TRAVELING KITS

Based on current prices for the equipment in the South Central Library Digitization Kit, the workgroup estimates the cost per kit to be $1,500. The kit includes a compact scanner, photo editing software, laptop and case. The workgroup is recommending that there be eight kits purchased to start, reflecting the number of regions in the proposed Delivery model. The intent would be that any kit would be available to any library in the state.

ADDITIONAL EQUIPMENT NEEDS

While all of the equipment budgeted by the workgroup is for the reformatting of print resources, the workgroup recognizes that additional equipment may be added over time to assist with other formats, such as audio and video. It may be more economical in some cases to have specialized formats scanned by vendors than to acquire the equipment. The workgroup has budgeted a pool of $15,000 per year to accommodate the need for additional scanning equipment or vendor services.

EQUIPMENT REPLACEMENT FUND FOR DIGITAL COLLECTIONS

It is estimated that all of the digitization kits will need to be replaced in three to five years. One-third of the replacement costs for the kits, or $4,000, is budgeted for years three through five. The equipment at the centralized scanning center should have a longer lifespan. For the high-end scanners, it is likely that parts will be replaced, rather than the entire scanners. The workgroup is estimating 20% of the initial purchase costs should be a safe number to budget in years four and five for replacements and repairs. A small amount of funds is budgeted for years one and two for miscellaneous replacement and repair, primarily intended to account for "wear and tear" on the traveling kits.

A summary table of the budget for the workgroup is included as Appendix D: Collections Workgroup Budget Summary.

The proposed budget from the workgroup includes a significant investment in order to provide more equity in services, particularly in the area of Digital Collections. Creating and staffing a centralized scanning center would be a new investment in funds, but would create efficiencies,

would allow the work to be done to high standards and would free local staff time or would allow libraries without the time to invest to move forward with digitizing collections. Partnering with another institution to provide scanning and reformatting services may be a suitable alternative to forming an entirely new facility. The Resource Libraries Workgroup's proposed model may accommodate this type of partnership with a public library, or a partnership through one of Wisconsin's academic libraries, cultural heritage organizations or private sector businesses could be considered.

The Electronic Resources budget would offset some costs spent by libraries and systems for the work of acquiring electronic resources. It would create efficiencies in the procurement and management of statewide and local resources. In addition, through centralized procurement, costs for resources would be lowered and standardized. As illustrated by the database purchasing example on page 13, larger-scale purchases with one entity negotiating the cost could mean substantial savings.

GOVERNANCE RECOMMENDATIONS
ELECTRONIC RESOURCES

Based on existing successful models in the state, the Collections workgroup recommends the creation of a standing committee to determine the electronic resources to be part of the baseline resources available to all libraries. This committee should have an equal representation of staff from urban, suburban and rural libraries to ensure inclusive decision-making. The workgroup desires that the initial and future selection of electronic resources be grounded in librarian input and feedback from public library patrons.

After selection of resources is completed, the committee should meet regularly to identify new resources for testing, consider new formats, evaluate existing resources and terminate ineffective resources. Policy development by the standing committee would define and address e-resource issues, including but not limited to, nondisclosure agreements, accessibility requirements, patron-privacy requirements, local sensitivities to content, assessment practices, pricing models, patron-driven acquisition, etc. This committee will gather public user input.

The standing committee will form subcommittees or workgroups for specific projects as needed. Subcommittees may be needed to provide more ongoing selection for e-book collections or other resources that require more oversight and maintenance than an annual subscription product. As projects develop, the standing committee may delegate duties to other subcommittees and take on management duties related to coordinating the work of those subcommittees.

DIGITAL COLLECTIONS

The workgroup recommends the creation of an advisory group to discuss the centralized digital collection's growth and improvement. The advisory group will propose policy changes to assist local libraries in determining what collections they should prioritize for digitization. The advisory group will include staff from public libraries as well as contributors and experts from other types of institutions (Wisconsin Historical Society, UW System, public libraries, genealogy experts, etc.) that create digital collections in Wisconsin.

Governance of Digital Collections includes:

- The advisory group will annually review policies, especially collection policy. The advisory group will prioritize project topics and subjects.
- Digitization equipment. Staff will maintain organization's equipment and determine maintenance and replacement schedules and will provide an annual report to the advisory group on equipment use and process. The report may include equipment evaluation from practitioners.
- Agency policy and staff determine digitization projects selected, performed and hosted by the organization.
- Digitization by local libraries or other institutions must follow guidelines of the organization to be included on organization's digital collection platform.

APPENDIX A: DIGITAL COLLECTIONS COMPARISON

Service	Recollection Wisconsin	Wisconsin Digital Archives
Selection and Digital Collection Policy	• The Recollection Wisconsin DPLA Service Hub has established a Collection Policy and Copyright Policy	• Collection contains state documents (as defined by Wis. Stat. ch. 35.81(3)) published by the Executive and Judicial branches of Wisconsin State Government, state government task forces, initiatives, boards, commissions, councils and special study groups, dating from 2001 to present
Consultation and training	• Free consultation and training in selection, copyright, project planning, metadata, etc. Consultants are experts at RW partner institutions including Marquette University and UW-Milwaukee • Has developed a comprehensive, self-directed online course, Digital Projects Toolkit, covering these issues	• Training, support and consulting is provided by the Document Depository
Equipment and Scanning	• Not available	• Not available
Hosting	• Offers centralized hosting for digital collections, utilizing the CONTENTdm content management system, in partnership with Milwaukee Public Library	

Service	Recollection Wisconsin	Wisconsin Digital Archives
Access to Digital Collections	• In partnership with UW-Madison, harvests metadata from partner collections on a quarterly basis and provides the aggregated metadata (currently 478,000 records) to DPLA. Metadata is made available for centralized searching	• Provides an online repository that is full-text searchable through use of CONTENTdm • Libraries can download catalog records into local OPACs for individual state documents. All state documents in the Wisconsin Digital Archives are available through persistent URLs in catalog records
Marketing / Publicity	• Provides centralized marketing for digital collections through an active social media presence, print materials and a presence at statewide conferences such as WLA, Wisconsin Local History and Historic Preservation and Wisconsin Council for the Social Studies • Offers a customizable press release template for Content Partners	• Shares monthly blog posts in the Wisconsin Libraries for Everyone blog • Partner of the Digital Public Library of America (DPLA) discovery layer
Preservation	• Investigating opportunities for statewide collaboration around digital preservation. RW's new initiative, Curating Community Digital Collections, funded by an IMLS Laura Bush 21st Century Librarian grant, will place library school students from UW-Madison and UW-Milwaukee at small libraries and cultural heritage institutions around the state. Students and library staff will receive training in digital preservation and work together to plan for preservation of digital content.	

APPENDIX B: ELECTRONIC RESOURCES COMPARISON

Service	DPI / BadgerLink	WiLS	WPLC
Policies	• Receives and shares information and recommendations on program policies and practices with the Council on Library and Network Development (appointed by the Governor), the Library Services and Technology Act Advisory Committee and the Department of Administration. • Members of the larger library community are surveyed regularly after training opportunities, at conferences and at random intervals.	• Maintains a set of ideal license terms that are used in license negotiation with vendors. • The terms are reviewed by the organization's Cooperative Purchasing Advisory Committee (CooPAC) and CooPAC advises WiLS on other policy development. • Works with members to identify new models for subscription electronic resources and works with vendor partners to attempt to implement and assess new models.	• Board and Steering Committee develop policy to address issues related to Wisconsin's Digital Library. • Policy recommendations are implemented by the project manager. • Project manager monitor models for pricing and acquisition and work with the Selection Committee to choose appropriate models for the consortium.

Service	DPI / BadgerLink	WiLS	WPLC
Selection Practices	• Databases procured through a Request for Proposal process led by the Department of Administration (DOA). • Input on the type of resources to be procured is gathered from the public and from staff of public, school and academic libraries and from the Council on Network Development. •	• Product trials for members, both on a case-by-case basis and for the entire membership. • Help groups and individual libraries develop evaluation standards for trials. • While not directly involved in the yearly assessment of resources at the individual level, learn and share best practices for doing so.	• The Digital Collections Workgroup evaluates current vendor and reviews potential new vendors. • The project manager collects information about potential new vendors and products for their use, along with managing surveys of both patrons and staff about the current product. • The Digital Collections Workgroup and Steering Committee welcome feedback and ideas for new vendors at any time. • The Digital Collections Workgroup formally collects this type of feedback annually and makes recommendations to the Steering Committee based on their research. • WPLC maintains a "virtual focus group" of over 2,500 patrons to whom they send surveys and activities to help assess product developments that impact the virtual library.

Service	DPI / BadgerLink	WiLS	WPLC
Procurement Practices	• Procuring on a statewide basis reduces the total cost to the state. Estimates show that the current resources cost the state as a whole approximately $2.6 million, compared to the roughly $74 million it would cost if each public, school and academic library licensed the same resources. • The management of the databases at a statewide level ensures that all Wisconsin residents have access to a foundational collection of information tools. • As a state agency, the Department is required to adhere to procurement practices managed by the Wisconsin Department of Administration (DOA). • Procurements are managed by DOA with guidance and input from the Department of Public Instruction.	• Manages two different types of negotiations: discounts for individual subscriptions and creation and management of group purchases. • Negotiation of discounts and group pricing for over 434 cooperative purchasing members of all types (academic, public, school, and special). • Allows new subscribers to join while negotiating favorable pricing for the group. • Pricing and quoting are easily accessible to members through the MyWiLS portal.	• Project manager negotiates license terms and pricing for products included in Wisconsin's Digital Library.

Service	DPI / BadgerLink	WiLS	WPLC
Licensing / Rights Management	• Executes contracts with each of the vendors selected through the procurement process. • BadgerLink content is licensed for personal and educational use by Wisconsin residents.	Negotiates license and pricing terms with 128 vendors on behalf of all cooperative purchasing service members and signs agreements on behalf of their members.	Project manager negotiates and signs contracts for Wisconsin's Digital Library on behalf of WPLC.
Recording Keeping	• Maintains all records and contracts related to BadgerLInk.	Maintains all licenses that have been negotiated with vendor partners.	Project manager maintains all contracts and license agreements for products included in Wisconsin's Digital Library.

Service	DPI / BadgerLink	WiLS	WPLC
Discovery and Access	• Authentication of patrons is accomplished using software licensed from Autographics, Inc (AG). • Manages the information required to validate users, including IP Address, Wisconsin public library card data and/or student identification. • The federated search software, also licensed from AG, allows content from many of the BadgerLink databases to be retrieved alongside remote library catalogs connected through the Z39.50 protocol, and the vestigial Union catalog maintained by Wisconsin libraries and the staff at RL&LL. BadgerLink resources can be configured for direct retrieval within the search results of many learning management systems or integrated library systems.	• Does not provide an authentication solution for members, though they do help and advise on authentication for specific products. Does not maintain any discovery solutions.	• No centrally managed authentication platform for Wisconsin's Digital Library. • Project manager works with the vendors and with the WPLC partners on setting up and maintaining authentication. Does not maintain any discovery solutions.

Service	DPI / BadgerLink	WiLS	WPLC
Training, Support and Consulting	• Work with vendors to provide regularly updated webinars, posters, bookmarks, and videos. • Users can subscribe to, or view updates on BadgerLink via the Badger Bulletin. • BadgerLink team members provide in-person training sessions, webinars, presentations and updates at conferences and meetings of organizations including genealogical societies.	• Fields questions from all cooperative purchasing members about all aspects of electronic resources, including selection, procurement, authentication, and use. Because WiLS does not have statewide resources, they do not produce support materials and documentation for any resources. They do maintain links to vendor support for their vendor partners, which are available through their website.	• Project manager answers questions from library staff about the resources included in Wisconsin's Digital Library. • Project manager maintains a support course that is available to all staff to learn about OverDrive. • There is a Google Community for those who provide support to ask questions of one another. A website with support documentation is also provided.
Publicity	• Customizable and reusable outreach materials and graphics for websites are produced by BadgerLink staff and vendors, and are available on the BadgerLink: Get the Word Out page.	Does not currently produce promotional materials for electronic resources purchased through the WiLS cooperative purchasing service.	• WPLC members receive some promotional materials that are customizable from the vendor. A page of promotional materials that includes vendor materials is available through the WPLC website. Locally produced materials are shared through the blog and email lists.

APPENDIX C: COLLECTIONS STAFF SALARY CALCULATIONS

ELECTRONIC RESOURCES

Position	Number	Salary per FTE	Benefits per FTE (28%)	Total	Notes
Manager	0.5	$66,825.00	$18,711.00	$42,768.00	Approximate average of existing system positions that can be identified as managers
MLIS	1.5	$59,000.00	$16,520.00	$113,280.00	Matches CE/Consulting: 95th percentile of existing system positions that can be identified as consultants
Support	3.5	$44,160.00	$12,364.80	$197,836.80	90th percentile of OES Library Technicians

$353,884.80

DIGITAL COLLECTIONS

Position	Number	Salary per FTE	Benefits per FTE (28%)	Total	Notes
Manager	0.5	$66,825.00	$18,711.00	$42,768.00	Approximate average of existing system positions that can be identified as managers
MLIS	7.5	$59,000.00	$16,520.00	$566,400.00	Matches CE/Consulting: 95th percentile of existing system positions that can be identified as consultants
Support	4	$44,160.00	$12,364.80	$226,099.20	90th percentile of OES Library Technicians

$835,267.20

Grand Total **$1,189,152.00**

APPENDIX D: COLLECTIONS WORKGROUP BUDGET SUMMARY

Category of Expense	How it was determined	Amount
Annual Staff Salaries	Managers: Approximate average of existing system positions that can be identified as managers MLIS: Matches CE/Consulting Support: 90th percentile of OES Library Technicians Includes 28% of salary as benefits.	Electronic Resources: $353,885 Digital Collections: $835,267
Equipment/software for centralized scanning center	Current prices for ideal equipment. High-end range includes high-volume book scanner which may not be necessary.	Hardware startup costs: $137,657 - $262,657 Software startup costs: $739 + an annual subscription ranging from $720 to $899.
Centralized hosting and access/Preservation solution	Current prices from multiple vendors for annual subscription	Option 1: $24,009 for initial setup; $12,509 annual cost for 1-2 TB of data. Option 2: $64,000 for the first year; $59,000 for subsequent years for 20 TB of data.
Equipment for traveling kits	Current prices for ideal equipment	$12,000 (8 kits at $1,500 per kit)
Additional equipment needs for Digital Collections	Estimation of additional funds for equipment needed or vendor work for other formats	$15,000 annually
Equipment replacement fund for Digital Collections	Estimated replacement schedule	Year 1: $1,500 Year 2: $1,500 Year 3: $4,000 Year 4: $32,000 - $58,000 Year 5: $32,000 - $58,000