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HELIN Consortium LORI Grant Final Report HELIN

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Library of Rhode Island (LORI) Grant Final Report 2014

Project Number (see grant agreement):	LGP2014-09
Project Title:	Rhode Island Statewide Digital Repository
Library Name:	HELIN Library Consortium
Project Director:	Robert H. Aspri
Project Director Phone Number:	874-5863
Project Director Email:	baspri@etal.uri.edu
Project Partners (list all applicable):	LYRASIS Presevation Services, New Commons, The Reckoner Group
Project Fiscal Agent (if applicable):	
LORI Funds Expended:	$42,137.51
Cash Match (if any):	$0.00
In Kind Contributions (if any):	$0.00
Total Cost:	$0.00
Number of Persons Served:	1052567
Project Start Date:	4/24/2014
Project End Date:	9/30/2014

I certify that the attached report documents are accurate in in accordance with the contractual agreement covering the Library of Rhode Island Grant project named above.

_____   _____
Library/Consortium Director   Date

Due: October 31, 1014

Mail one print copy with signature to:

Karen Andrews
Office of Library and Information Services
One Capitol Hill

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Providence, RI 02908

Instructions

- Complete and sign the form on page one and then write a narrative for each of the numbered statements below. The narrative should stand on its own and not require the reader to look at additional documentation or the grant application. Provide comprehensive, yet succinct, answers to all applicable questions. Type your narratives in the space provided after each numbered section of the project report.
- Sections of the report will be copied and pasted into a report that OLIS submits to the Institute of Museum and Library Services, therefore OLIS asks that the report is written in the third person. Use "the library" rather than "we" to indicate who did what (e.g., The West Succotash Library offered six workshops).
- When writing the report, look at the LORI Grant application the library submitted and refer to the Definitions of Terms on the OLIS website LORI Grants page.
- List links to all online project content at the end of the report.
- Include photographs, copies of publicity and other documentation about the project even if you have previously submitted such content to OLIS.

Project Report

1. Describe how the project purpose was fulfilled and use examples to illustrate. How was the project's success, or lack of it, measured? If there were stumbling blocks, describe how the library met the challenges.

   The purpose of this project was to collaborate with library and information management professionals, community and business leaders, government and education professionals, and college and university scholars to gather information for a grant to create a statewide digital repository for Rhode Island. During the five months of work on this grant a ten member Project Steering Committee was created, composed of business, government, education, cultural heritage, library and information management leaders; two all day on-site facilitated Steering Committee meeting were held with Partners, LYRASIS, New Commons and the Reckoner Group; eight Conference calls were held with the Steering Committee and the three project partners; two facilitated community workshops were held; four facilitated Focus Group Sessions were held with the community; a project web survey was completed; six Working Groups related to the project were created composed of library and information management professionals, community and business leaders, government and education professionals, and college and university scholars; a repository prototype was designed and from this design, KnowRI, a statewide digital repository web site was created--this website is currently in "beta" version. Through all this work and collaboration a great deal of documentation was created that will allow leaders in the state to quickly and easily access a wealth of information to write grants to support a statewide digital repository for Rhode Island, as well as digitization projects and metadata creation training. The goal of collaboration was achieved, the project was a success, and all the reports and documentation have been archived in the HELIN Library Consortium Digital Repository for ease of access.

This success is clearly evidenced by a recent grant submission to the Knight Foundation. With little time to prepare, but by quickly using the information gathered through the LORI grant, a grant was submitted by the HELIN Library Consortium by September 30th to the Knight Foundation for the creation of a state wide digital repository and portal. The Knight Foundation Challenge to libraries was: "What captures your imagination about the future of libraries? From September 10 to September 30, we're inviting you to submit your idea to win a share of $2.5 million, which we'll award in January of 2015 to the most compelling teams and projects. After submissions close, participants will have the opportunity to refine their submission during the feedback and refinement phases. " The title of the grant application was the following: "Success through collaboration: creating "KnowRI", a Statewide Digital Repository and Portal, to democratize information and promote teaching and learning in Rhode Island and beyond." The idea for the project in one sentence is the following: "The Rhode Island and region digital repository and portal, "KnowRI", will serve as a statewide collaborative resource which will allow better access to information to deepen democracy through teaching, learning and research."

In terms of stumbling blocks , because of changes in dates and processes for IMLS National Leadership Grant submissions in 2014, more consideration is needed by the Project Steering Committee as to when a grant proposal will need to be submitted to IMLS. But the Project met that challenge with a grant submission to the Knight Foundation, and will be exploring grant submissions to the Rhode Island Foundation, the Mellon Foundation, the Digital Public Library of America, the National Endowment for the Humanities, and others.

By partnering with so many diverse groups throughout the state, including library and information management professionals, community and business leaders, government and education professionals, and college and university scholars, the LORI Grant harnessed the business, economic, civic, cultural, library and governmental knowledge to make the planning stages of this project a success—with the ultimate goal to write a successful grant for a statewide digital repository once the appropriate funder for the next phase of the project is identified.

2. Describe the project partners' roles, including the ways in which their participation influenced the project. (if applicable)

LYRASIS provided consulting, facilitating and report writing services for the following tasks:

 Reviewed background documents, policies, and procedures provided by HELIN to gain familiarity with the status of the project.

 Conducted a "Smart Start" meeting with HELIN Executive Director and Project partners, New Commons and the Reckoner Group to review the project plan and begin discussion on project needs.

 Planned and participated in eight conference calls with Repository Steering Committee and project partners.

☐ Developed focus group questions to be used in onsite interviews, in individual and group settings, with Steering Committee members, library representatives, key users, potential stakeholders, as well as business, government, education, cultural heritage, library and information management leaders.

☐ Facilitated four focus groups related to the project onsite at Providence College Library on July 15, 2014.

☐ Developed survey questions which were used in a web-based survey of libraries and Rhode Island Cultural Heritage institutions to determine needs from the statewide digital repository system. This portion of the project was run in coordination with the Rhode Island Historical Society's "RHODI" project as a combined web and telephone survey, since RHODI had also planned to survey its members in Summer 2014 on digital issues.

☐ Drafted stakeholder use cases, which were extracted from the notes from a 2013 Summit Meeting on the project.

☐ Facilitated initial conversations to assist in identifying a repository platform for the HELIN project. Set up conversations with project leaders for the Empire State Digital Network and Mountain West Digital Library so the Steering Committee could learn from the experience of these established projects.

☐ Prepared a final report/action plan on LYRASIS consulting activities and project advances by 9/30/14, detailing needs for an Implementation Grant for the project.

☐ Provided an onsite presentation of the initial draft of the action plan for the Steering Committee, as well as invited business, government, library, education, cultural heritage and information management leaders to a community workshop meeting on 9/15/14.

New Commons provided workshop facilitation, project management software implementation, and report writing for the following tasks:

☐ Designed and facilitated a community briefing on June 24, 2014 to present the draft repository design for feedback and to inform the community of what has been done since last year, what is coming next and to get feedback.

☐ Designed community focus groups sessions facilitated by LYRASIS on July 15, 2014.

☐ Designed and facilitated Digital Repository Steering Committee activities and discussion with LYRASIS on July 16, 2014. and September 15, 2014.

☐ Designed and facilitated Steering Committee and work group activities and discussion on September 15, 2014.

☐ Prepared scope of work and charge for six work groups.

Prepared and maintained a LORI Grant Deliverables Matrix Report and timeline used by LYRASIS, the Reckoner Group and the Steering Committee to chart the progress of LORI Grant deliverables from May through September 30, 2014

 Developed a project management plan for mobilizing volunteer resources of the working group as well as other stakeholders.

 Developed an online work room using Basecamp software to be used to communicate reports and discussions to the Steering Committee and Work Groups, as well as a place to invite comments from others in the RI digital repository community.

 Served as the project and communications manager to keep all of the professional and volunteer contributions aligned, as well as to keep all repository interested parties regularly informed of progress.

The Reckoner Group provided facilitation, design and digital skills for the following tasks:

 Hosted a community workshop and informational meeting on June 19th to crystallize support from the design/programming community, and assemble working groups to push toward building a repository prototype

 Prepared a prototype of the repository platform

 Prepared a branded repository design, KnowRI, including name and url.

 Prepared a working "beta" website for KnowRI at http://www.knowri.org.

3. Describe project activities and methods and state if they were successful or not and why.

    Project Management:

New Commons and LYRASIS served as the project and communications managers to keep all of the professional and volunteer contributions for the LORI Gant aligned. This included New Commons developing a project management plan for mobilizing volunteer resources of the topical working groups. An online work room on BASECAMP was set up to be used by the topical working groups and other volunteers in the library, business, civic, education, government, and digital repository community. Further, New Commons served as the communications manager to keep LORI Grant topical working groups and volunteers regularly informed of progress. Project management was a success as the Steering Committee use the project management site to archive documents, provide online comments, initiate discussion, and receive by email a daily update on the progress of the repository project. Both New Commons and LYRASIS organized and facilitated workshops, focus groups and working groups to successfully keep the line of communication and discussion open to the Steering Committee, as well as the community at large.

⮚ Meet/Speak with Repository Managers:

LYRASIS coordinated meetings with repository managers and the Steering Committee for the LORI Grant, as well as coordinate discussions on the repository platform selection. LYRASIS coordinated meetings with the Empire State Digital Network and Mountain West Digital Library, but the project did not reach a point where discussions with Repository Vendors were held, as more groundwork with Rhode Island institutions needs to be done before vendors are approached. The information received from these managers is archived in the project management site for the LORI Grant final report, as well as in the HELIN Consortium Digital Repository.

The Steering Committee is committed to using an open source repository platform, and is looking to our Steering Committee member from the Digital Ark Corporation to provide guidance and support. We are hoping to capitalize on the success and expertise of the Digital Ark professionals who collaborate with museums, libraries and archives in the academic, entertainment and corporate markets, to offer cost-effective and sustainable solutions for long-term preservation and access to collections online. The Digital Ark uses the free open source content management system, OMEKA, to manage their clients online digital collections . They have been very successful with using OMEKA to offer their clients digital archiving and media development solutions to preserve, manage and share collections online. The Steering Committee is also interested in using OMEKA for the repository platform, utilizing the Digital Ark's success and experience with OMEKA to quickly bring a free, open source repository platform to the state of Rhode Island.

⮚ Do a Scalable Repository Pilot/Prototype:

As an early step in building a robust and intricate statewide digital repository, it was the recommendation of the Reckoner Group to start with a minimum viable prototype that can be used to help flesh out ideas, and create a visual blueprint for the look and feel for the repository, focusing on user interface design to create the best user experience possible. The Reckoner Group successfully built such a prototype for the LORI Grant project which will make it easier to secure funding for the development and launch of the full repository. The prototype was a success and was used to build a digital repository website, KnowRI.
The prototype components include the following:
    o Brand identity
    o Website strategy and information architecture as it relates to user interface
    o Design and development of the website prototype

⮚ Develop a Statewide Digital Repository Website (beta):

The Reckoner Group worked with the Steering Committee to build both a successful prototype and a succesful "beta" website, KnowRI, to house the statewide digital repostory. The Reckoner Group will continue to add functionality and complexity in subsequent phases, refining components and interfaces over time as further capital resources are committed. Using an agile* process, time and cost savings will be provided to the Rhode Island community at

large, thereby building the minimum viable product and bringing it to market. Users' feedback on website improvements will be gathered, analyzed and used to inform decisions related to website evolution.   The result of this "agile process" will be an elegant website solution that is in line with the needs and understanding of the target audience. The KnowRI website has been completed, and in the next phase of our statewide digital repository project the Steering Committee will begin harvesting metadata from existing repositories into KnowRI, as well as adding content on best practices for digitization and metadata creation, etc.

▢ Identify Best Practices in Existing Repositories in Other States:

LYRASIS provided insightful presentations and background information on guideline sets that have been developed by a number of institutions. These guideline sets can easily be adopted and modified as needed for local practice. The LYRASIS presentations considered the following topics: legal implications (copyright); selection of materials; digitization practices; access; and sustainability. All information and recommendations from future working group meetings on these topics will be archived in the project management site, as well as the HELIN Digital Repostory for further use. These presentations were successful in that the Steering Committee will be using the knowledge gained from these presentations to populate the KnowRI website with copyright, collection development, and preservation information, as well as best practices in digitization and metadata creation. The KnowRI website will serve as a "one-stop" site for helping libraries and cultural heritage institutions manage, preserve and archive their digital collections.

▢ Conduct Facilitated Workshops:

New Commons designed and facilitated community briefings and workshops. The briefings and workshops were designed to inform the community of what is being done on the LORI Grant, including what is coming next and to get feedback. The feedback will be archived in the project management site and the HELIN Digital Repository to be used in future repository grants. The workshops were successful as they served to inform the community of the project, as well as generate excitement and create a synergistic attitude throughout the library, business, government, education, cultural heritage, and civic communities.

▢ Conduct Targeted Surveys and Questionnaires:

LYRASIS conducted focus group question development and held focus groups, led survey development, implementation, and analysis, and developed stakeholder use cases which were shared with the Steering Committee. The purpose of these activities was to gather information on digitization priorities and input on repository development from our community stakeholders who do not have digital repositories—including some public libraries, special libraries, historical societies, museums, armories and state and local government agencies. There was a great deal of success from these focus groups, surveys and questionnaires and the many documents and anecdotal materials that were generated serve as proof. Information from the surveys and questionnaires will be stored in the project management site and the HELIN Digital Repository to be used in future grants for the repository, as well as digitization and metadata creation training.

⬚ Engage Topical Working Groups:

The primary partners in this LORI grant—HELIN, LYRASIS, New Commons and the Reckoner Group--engaged topical working groups to prioritize digitization needs; community repository needs; best practices for metadata creation and digitization; stakeholders' needs and use cases; repository website design; repository prototype development; and repository selection processes. The working groups composed of business, government, education, cultural heritage, library, and information management leaders met on September 15th in a session facilitated jointly by LYRASIS and New Commons. At this meeting the Steering Committee and the community leaders volunteered to serve on one of the following six working groups:
1. Metadata Practices and Technical Infrastructure; 2. Content Creation/Standards; 3. Project Sustainability and Funding; 4. Marketing Message/Communication/Community Engagement; 5. Governance and Management; 6. Content Applications. The working groups, each headed by a Steering Committee member, were assigned a "charge" and will be engaged in fullfilling that charge going forward. All information and recommendations from the topical working groups will be stored in the project management site and archived in the HELIN Digital Repository to be used in future grants for the repository, as well as digitization and metadata creation training.

⬚ Draft Stakeholders' Needs and Use Cases:

LYRASIS drafted stakeholder use cases, and background information for some of these use cases were extracted from the 2013 HELIN Statewide Digital Repository Summit Report. The case statements were designed for what would be typical Rhode Island users of the Digital Repository proposed for the first phase. Focusing in on external audiences that would be interested in doing research and using cultural heritage collections, there is profiled a genealogist and local historian, a scholar or teaching faculty member, as well as an artist—in this case an author. The case statements for cultural heritage institutions that would make up the internal audiences for this first phase of build out, there are representative users from a small, local, volunteer-run historical society, a public library with special collections, and a mid-sized academic that has some digital collections online already.

LYRASIS also developed case statements using focus group questions and coordinated onsite interviews, in individual and group settings, with the Steering Committee, member library representatives, key users, and potential stakeholders of the statewide digital repository. The case statements were clearly successful as they consisely illustrated the needs and uses of individuals and institutions with regard to a statewide digital repository. All information from the stakeholder use cases will be stored in the project management site and archived in the HELIN Digital Repository to used in future grants for the repository, as well as digitization and metadata creation training.

4. Enumerate the project outputs, including an analysis of actual outputs compared to anticipated outputs.

   The outputs from this grant included the creation of a ten member Project Steering Committee, composed of business, government, education, cultural heritage, library and information management leaders; two all day on-site facilitated Steering Committee meetings were held with the Grant Partners, LYRASIS, New Commons and the Reckoner Group; eight Conference calls were held with the Steering Committee and our three project partners; two facilitated community workshops were held; four facilitated Focus Group Sessions were held with the community; a project web survey was completed; six Working Groups related to the project were created composed of library and information management professionals, community and business leaders, government and education professionals, and college and university scholars; a workshop on identifying the best practices in existing repositories in other states was held with our partners and the Steering Committee; a workshop was held with our partners and the Steering Committee on the understanding of digitization priorities of stakeholders by the application and results of our targeted survey and focus group questionnaires; the development of a prototype of the statewide repository platform was created and from the prototype, KnowRI, a statewide digital repository web site was created.

   Through all this work and collaboration the outputs from this grant have produced a great deal of important documentation that will allow leaders in the state to quickly and easily access a wealth of information to write grants to support a statewide digital repository for Rhode Island, as well as digitization projects and metadata creation training.

5. Describe the project outcomes. How did the project affect its target audiences? If the project did not have the intended effect, describe why it did not. Also include any unexpected benefits.

   An overall outcome of the project was to build collaboration within a disparate group of professionals in collecting and analyzing data, building prototypes and pilots, and the confidence that this collaboration would grow as efforts continue toward financing and building the Rhode Island Statewide Digital Repository.   A welcome but unexpected effect of this project was the discovery of the synergy between the Rhode Island Historical Society's RHODI project and the KnowRI project, leading to the RHODI project's leader joining the Steering Committee for this project. RHODI will continue to focus on education and training while the KnowRI project will work in parallel to build a digital repository that may incorporate the digital objects and metadata created by the community historical societies. The group accomplished a wide variety of activities in the brief timespan of the grant, and can move forward with a variety of user data, case studies, best practices, and other documentation in hand.

6. Describe how people responded to project activities or content produced by the project.
   [If there were programs, provide meaningful examples of audience response during or after the programs. If the project's participants produced digital content (e.g., a film) or other products (e.g., printed materials) and there was a showing, provide examples of how attendees responded to the content. Include direct quotes when possible.]

The project produced four focus groups that were facilitated by LYRASIS, and many comments on the project came from the focus groups. The following is a summary of the comments produced from each focus group in relation to the statewide digital repository project. Many of these are direct quotes from the community.

Technical Infrastructure Group

▪ Deciding on the technology isn't the big deal, the platform used to search for information is more important
▪ Data wrangling is the hardest part of any repository project
▪ Use open source platforms
▪ If using an open source platform, the project will need to pay for technical staff
▪ Think about centralizing preservation
▪ There should be a responsive design process that puts users first, that is branded and it has to expand for different audiences and consortiums
▪ Think about 3D printing, and other creative and "out of the box" initiatives like digital collections that can be deposited by the public
▪ Develop a statewide registry of digital objects
▪ RI based, RI initial focus
▪ HELIN must build out based on a business plan
▪ The repository will be built out for the Cultural Heritage Institution's first, and there are 460+ of them. They need an ambassador—maybe there is a team of ambassadors to reach out?

Content Creation/Standardization Group – Standards Issues

▪ Dublin Core is the metadata choice
▪ It would be helpful to have local implementation guidelines developed
▪ There are very few individual-institution digital collection development policies in place; over 50% of the group thought it would be useful to have guidance in this area
▪ It would be good to have some thematic development or loose themes to follow for content creation
▪ Content Creation standards are ad hoc; statewide recommendations would be helpful

Content Creation –Copyright Issues

▪ The repository should have requirements that participating institutions will share copyright information, or clear copyright before materials are put up
▪ A lot of institutions aren't concerned about copyright, they are more interested in getting credit/citations (politeness)

Content Creation – Problems and Positives

▪ Presentation is important
▪ Dead links are an issue for current projects
▪ Discoverability is critical—Google optimization is very important

⬚ Reports on how people found your materials—what keywords were used to get to the object—what the phrases were is something that has been helpful at individual institutions
⬚ Pick lists/controlled vocabulary/authority file are really important to the project
⬚ Keyword searching is desired
⬚ RI should think about creating a statewide vocabulary
⬚ When it comes to keywords and using a downloaded controlled vocabulary, TGM is downloadable, Geographic names will also be downloadable…

Management and Marketing Themes

⬚ There is an assumption that the repository will tell a story about the state
⬚ Connecting separate collections and pulling together a narrative seen as important
⬚ Most institutions have some Rhode Island history—institutional history as it talks about themes for the history of the state. Notable people, places and the culture of Rhode Island
⬚ There is a lack of experience around the table in terms of marketing—that is something that the libraries and non-profits don't understand but the Museums and Historical Societies do have marketing people and there should be outreach to those community members
⬚ Need more marketing folks on Steering Committee or Working Groups—look to some of the Historical Society folks for ideas
⬚ Marketing is needed to colleagues within the community that already have the content

Sustainability – Developing Partnerships and Funding

⬚ Arts and Culture and economic development do mesh well already.
⬚ Museums and historical societies, historic sites are huge economic engines themselves
⬚ The OSHEAN group will have to be brought to the table in order to make the repository work
⬚ Fee structures need to be developed for the sustainability of the initiative
⬚ Diversified funding stream is going to be critical to repository success
⬚ The best capital the project has is personal capital
⬚ There should be surcharges if e-commerce was created, pay for services, maybe a fee to harvest metadata
⬚ No funding model should constrain innovation
⬚ There should be a 10 year model for phases
⬚ Explore steps to move toward a state trust model?
⬚ Models for sustainability should be studied

The four focus groups also discussed the digital repository audience, support services and action steps. The following are the comments and direct quotes from members of the community who attended the focus groups.

Audiences/Users Identified

⬚ Scholars, researchers, graduate students, residents, those interested in history, genealogists
⬚ Public interested in general history
⬚ Related but distinct—looking for visual materials; Artisan designers, Graphic designers, Interior designers

☐ College faculty and students
☐ Business community
☐ Education—K-12 audiences

Desired Support Services

☐ Roving archivist, cataloger
☐ Shared resource person for copyright info
☐ Best practices information for digital capture/content creation, metadata
☐ Getting started, then upgrading and revising guidelines
☐ Information on how users can use the materials
☐ Best practices are key, and focusing on intellectual control is important
☐ Having shared resources: webinars or email or telephone calls or a downloadable pdf
☐ For Economic Development organizations that generate content—some guidance about what would be relevant and what should they keep—the collection development policies and collection assessment piece
☐ Creating a "toolkit" on how to assess collections, have a resource bank and to ask for help in state—an authoritative source
☐ A roundtable in the local area and at the state level
☐ See what other people are doing. Someone can present their project; the group can develop programs about current projects
☐ For the small to mid-sized group—what drives everything is funding. A collaborative effort and subsided source is key—to have a fund that supports the "have-nots" will be key
☐ More general education about DPLA is necessary soon

Action Steps

☐ Branding is really important—Work on selecting a name for the project; make a short video and a tutorial about what this is…Donna has a model—the IMLS Connecting to Collections CD
☐ One-page write up (abstract/precis) which can be used for grants and as content for a website
☐ Digital glossary of terms—FAQ developed
☐ Invite the head of RI Tourism to attend digital steering committee meetings
☐ Discuss with the RI Foundation
  o Brainstorm with them to talk about how this might work going forward—get their input and ideas
  o Set up a fund with the RI Foundation and make a major marketing campaign to get people to donate funds—many prominent families do stay in the state and this may have appeal

7. Provide any additional anecdotal information about the project.

    The following are anecdotal quotes from the community about creating a statewide digital repository:

    ☐ It will highlight the importance of Rhode Island.
    ☐ Sharing open access.

⬚ Simple front end with ability to customize

⬚ Expandability as user needs become more defined.

⬚ Single interface ease of access.

⬚ Preservation of both physical and digital object.

⬚ Organization for discovery.

⬚ Connecting fragmented resources.

⬚ Economy of scale--storage.

⬚ Economy of scale--financial advantage

⬚ Democracy of access.

⬚ Openness, removal of "ownership"

⬚ Rhode Island has a lot of small institutions that would be useful together.

⬚ Just because it might not be "perfect" doesn't mean we shouldn't do it.

⬚ Sometimes you need to take a leap of faith.Direct access to resources and archives.

⬚ Simple front end with the ability to customize.

⬚ Include "social" tools so people can customize and connect with others

8. Describe any other results. (Optional)

9. List links to any online project content.

   Documents from the LORI Grant have been archived in the HELIN Digital Repository at the following link:
   http://helindigitalcommons.org/lori/