ESDN | Phase 2 Project Plan

SCOPE & MANAGEMENT

Working Draft, 5/28/2015

VERSION HISTORY

Version #	Implemented by	Version Date	Advisory Review
1	Kerri Willette	01/14/2015	01/22/2015
2	Kerri Willette	05/18/2015	05/27/2015
3	Kerri Willette	05/28/2015	Changes per 5/27 review

FULL PROJECT SCOPE

Empire State Digital Network (ESDN) is a service hub that shares New York's rich digital cultural heritage with the [Digital Public Library of America](#) (DPLA). ESDN is administered by the [Metropolitan New York Library Council](#) (METRO) in collaboration with eight allied regional library councils collectively working as [NY 3Rs Association, Inc.](#) (NY3Rs). Together, they provide the necessary personnel and technological infrastructure needed to contribute digital resources from hundreds of New York's libraries, archives, museums, and cultural heritage institutions to the Digital Public Library of America.

Project staff consists of a project manager, metadata specialist, and technology specialist. Additionally, an advisory committee and working groups provide policy and programmatic guidance on key issues for ESDN.

Project Timeframe

Phase 1

(October 2013-April 2015) focused on recruiting the necessary personnel, establishing a governance structure, installing and testing the open source harvester/aggregator, and ingesting content from Phase 1 contributors. Contributors to Phase 1 included digital collections hosted by NY3Rs councils (METRO Digital Culture, New York Heritage, Hudson River Valley Heritage, and Long Island Library Resource Council) as well as collections from Columbia University, the State Archives and the State Library.

Phase 2

(May 2015-April 2016) will focus on recruitment of digital collections outside of the initial cohort. These include libraries, archives, museums, and cultural heritage institutions not hosted by the NY3Rs regional councils (i.e. larger academic libraries, smaller cultural heritage institutions, etc…). Ongoing recruitment will be facilitated through NY3Rs regional councils. Each council will designate an ESDN liaison to serve as the face of ESDN in each region. Regional liaisons will coordinate outreach, communication and contribution workflows between ESDN staff and contributing organizations. ESDN will provide formal processes, documentation and training to ensure consistent opportunities for contribution statewide. Low cost membership options may be made available for institutions outside the NY3Rs regional council that are interested in participating.

PHASE 2 PLAN
Background

Phase 1

During the initial phase of the ESDN project timeline, the following explicit goals were achieved:

- ESDN is fully staffed with a Project Manager, a Metadata Specialist, and a Technology Specialist.
- A formal Data Exchange Agreement with DPLA is in place.
- Advisory Committee, Metadata Working Group, and Regional Outreach Group are successfully convened and operational.
- REPOX, an open-source harvesting/aggregation tool was tested and implemented and is now fully hosted and supported by METRO.
- Metadata from initial contributing collections was successfully ingested, transformed and contributed to DPLA.

In addition to the above, ESDN staff worked with initial ingest partners to carve out workflows and procedures that will support the expansion of contributions in Phase 2. Although a formal, written communication plan has not been published, a working model is in place for coordinated communication and contribution workflows through the 3Rs regional councils.

As of this writing, ESDN has contributed 87,667 records to the DPLA. The first contribution to DPLA included records from 71 institutions in the 3Rs hosted collections, and more than 50,000 records from the New York State Library. By the end of Phase 1, ESDN will contribute remaining collections from our initial contributor cohort, bringing in thousands more records from New York state institutions. We anticipate that by the beginning of Phase 2, ESDN will have contributed over well over 100,000 records from New York institutions to DPLA.

Phase 2

The second phase of the project plan will focus on growing New York's cultural heritage content in DPLA while establishing realistic benchmarks for further growth and project sustainability.

Partnerships that were established with NY3Rs regional liaisons during Phase 1 have helped solidify contribution workflows that will accommodate rapid growth in Phase 2. Not only will ESDN rely on established workflows to continue adding collections from 3Rs hosted projects, but regional liaisons will also take a lead role in recruiting new partners from institutions around the state that host content locally.

During this year of growth, recruitment of new partners will focus primarily on institutions with collections in various metadata formats, hosted in a variety of content management tools with the explicit purpose of refining workflows and processes to accommodate a wide-range of contributors in the future. While onboarding new content types, ESDN staff hopes to gain a better understanding and some realistic measures for how much growth the project can sustain during the course of the year.

As the project expands beyond Phase 2, ESDN will partner closely with regional liaisons to

identify and grow content that embodies the full range of New York's institutions and communities. Ultimately, the project aspires to reflect the state's ethnic, cultural and racial diversity so that the depth and breadth of New York's rich cultural heritage is truly represented in DPLA.

In addition to growing contributions and measuring capacity for future growth, ESDN will need to develop a long-term project vision and strategic plan. Project staff will also work closely with the METRO Executive Director in consultation with the Advisory Committee to develop a sustainable business plan that addresses long-term funding, technology support, and staffing needs for the coming years.

SCOPE

In Scope
Phase 2 of the project is defined by the following aspects:
- Implementing and documenting consistent contribution and communication workflows in collaboration with 3Rs regional liaisons.
- Developing and sharing contribution guidelines and tools for prospective and participating partner institutions statewide.
- Coordinating with regional liaisons to recruit contribution partners from outside the initial cohort.
- Hosting and promoting statewide and regional workshops, webcasts, and one-on-one consults for existing and potential partners.
- Developing consistent educational and outreach materials in support of good practice in digitization, rights management, and metadata creation at collecting institutions statewide.
- Measuring growth capacity for project workflows, liaison roles, and ESDN technology infrastructure.
- Using DPLA's API to analyse and describe ESDN collection data.
- Developing tools for evaluation, assessment and storytelling.
- Supporting expansion of the DPLA Hub Network by sharing project documentation, tools, and outcomes with new and potential service hubs in other states and regions.
- Developing formal strategic and business plans for the hub.

Out of Scope
- Assisting member institutions in collection digitization.
- Addressing issues related to long-term preservation of digitized materials.
- Addressing issues related to long-term preservation of metadata.
- Exploration of options for a New York State search experience built on the DPLA API.

MILESTONES

Phase 2 Initial Timeline
January-April 2015
- Contribute initial partner content to DPLA.
- Coordinate statewide and regional publicity for initial DPLA ingest in collaboration with 3Rs liaisons.

- Streamline data normalization and transformation processes in REPOX in preparation for partner expansion.
- Publish formalized contact and contribution information for potential partners on ESDN website.
- Coordinate with Regional Outreach Group to identify at least 5 non-hosted institutional partners in each region.
- On-ramp content from newly digitized collections in the Metropolitan New York region in fulfillment of Knight News Challenge grant award obligations.

May-August 2015
- Migrate REPOX to a Linux environment on an Amazon Web Services platform.
- Refine mapping workflows and regional communication processes for non-hosted contributing partners.
- Work with Regional Outreach Group to establish consistent and formal statewide communication plan for ESDN.
- Grow DPLA contributions by at least 100,000 new records from New York State collecting institutions.
- Transition Metadata Working Group membership to include metadata experts from institutional partners.
- Develop a proof-of-concept collection reporting tool for ESDN data using the DPLA API.

FUNCTIONAL ROLES AND RESPONSIBILITIES

ESDN Project Team Responsibilities

The ESDN project team will continue to be housed and supported by the Metropolitan New York Library Council (METRO) office. The project team will be responsible for the facilitation and execution of project growth and expansion of contribution to DPLA. The team will coordinate and lead communication with with 3Rs regional liaisons. ESDN will maintain, expand and evaluate ingest technologies and workflows to accommodate the rapidly growing demand of New York institutions that wish to participate in DPLA.

The team will:
- Support appropriate technologies and tools.
- Establish scalable and sustainable workflows and processes for data ingest, remediation, and sharing.
- Liaise and facilitate communication with contributing institutions, 3Rs regional liaisons, as well as Advisory Committee and working groups wherever necessary.
- Maintain Data Exchange Agreement with DPLA and permission letters with contributing institutions.
- Coordinate sharing ESDN metadata with DPLA.
- Develop tools for assessment and evaluation.

Contributor Responsibilities

Contributing institutions will be asked to:
- Manage collection development and set priorities for digitization of resources.
- Secure funding for digitization of local resources.
- Assure privacy and other legal considerations and clearly designate usage rights.

- Assign metadata according to requirements and standards established by the ESDN.
- Make metadata freely available under a Creative Commons CC0 license.
- Configure OAI or other sharing protocols for local systems.
- Notify ESDN of changes to local systems, metadata mappings, or metadata practices for contributed collections.
- Notify 3Rs liaisons when new collections are ready for harvest and promotion.

TECHNOLOGY INFRASTRUCTURE

REPOX, the open-source aggregation tool implemented during Phase 1, is currently running on Windows servers hosted at METRO. In order to streamline certain workflow activities that are not supported in a Windows environment, we will migrate REPOX to a Linux server in Phase 2. That server will be hosted on an Amazon Web Services space to also ensure consistent backups and greater stability.

While current project technologies and workflows are sufficient to sustain ESDN for the foreseeable future, long-term solutions for support and maintenance of project tools and infrastructure will be explored in Phase 2.

COMMUNICATION

In Phase 2, the following steps will be taken to ensure communication and outreach for ESDN:
- Collaborate with Regional Outreach Working Group to establish a consistent communication plan for ESDN across the regions.
- Work with NY3Rs Association to coordinate publicity through regional outlets.
- Broaden Metadata Working Group membership to include representation from contributing institutions.
- Create and distribute a quarterly project newsletters.
- Share project documentation on the ESDN website and on GitHub.
- Establish a strong social media presence.
- Raise project profile through participation in local and national conferences, panels, and discussion groups.

FUNDING AND SUSTAINABILITY

Financial contributions from METRO and the NY3Rs Association will support ESDN operational expenses for the remainder of Phase 2. METRO's board of trustees voted in their September 9, 2014 board meeting to extend their financial commitment to ESDN through the end of the fiscal year 2016/2017. Likewise, the NY3Rs Association has extended its financial support to ESDN through the end of fiscal year 2014/2015. Given that much of the work related to the Service Hub is directly connected to the digital services NY3Rs regional councils have been providing for years, we expect that some amount of future expenses will be absorbed by regional programs over time. External funding sources will also be explored in collaboration with DPLA in coming years. During Phase 2 a more formal business plan will be developed and will address strategies for long-term funding and sustainability.

CHALLENGES

As it grows, ESDN will face several challenges. Long-term sustainability in terms of funding and scalability will need to be considered and addressed during Phase 2. In particular,

scalability of processes and supporting technologies is key to the project's ability to grow. Metadata ingest is and will continue to be a very manual process. Given our small staff, the on-boarding of new partners will need to be staggered and well planned. Certain steps in the workflow may be streamlined through further automation, however in general, a high level of staff intervention will always be necessary. For this reason, managing expectations around capacity and rate of growth for the hub will be paramount.

Additionally, while we are committed to reflecting a wide range of diverse communities and cultures in our contributions to DPLA, identification and recruitment of those materials may be challenging. We will rely heavily on the council liaisons to broaden outreach. However, there are collecting institutions outside of the NY3R's membership that will also need to be reached. ESDN staff will work closely with the Advisory Committee and Regional Outreach Group to investigate strategies to identify and include partners from underrepresented communities.

ASSESSMENT

in Phase 2, project staff will investigate and potentially develop tools for enhanced assessment and evaluation. While DPLA provides some analytical tools for measuring use of content discovered through their portal, ESDN hopes to enhance reporting around the content we've harvested and how New York materials in DPLA are being used and by whom.

The project team will also continue to investigate development of tools and scripts to aid in metadata quality assessment. These tools will help contributing institutions work with ESDN to discover and address inconsistencies in local data. They will also enhance ESDN's ability to evaluate the overall quality of the metadata we harvest.

Project success in Phase 2 will primarily be measured in numbers of records ingested and shared with DPLA. Web analytics from DPLA, contributing partners and locally developed tools will help measure impact through quantitative means. Additional evaluation will be done around growth of types and numbers of New York institutions that contribute to DPLA through ESDN.