**BALIS Administrative Council Meeting**
San Francisco Public Library
100 Larkin Street
Room 601
San Francisco, CA 94102

Friday, July 26, 2013
10:00 a.m.
(Map enclosed)

AGENDA

I.   Call to Order

II. Adoption of the Agenda (Action Item)   Martinez

III. Approval of the Minutes

    A. Approval of the July 20, 2012 minutes (Action Item)   Martinez   Attachment 1

IV. Old Business

    A. CALIFA Enki Report   Crowe/Sanford   Attachment 2

    B. PLP Annual Meeting and Executive Committee Update   Farnsworth/Chisaki

V.   New Business

    A. 2013-14 Innovation and Technology Opportunities Grants: Crowe
       Discussion and Direction

    B. Election of 2013-14 BALIS Chair   Martinez

VI. Reports

    A. System Chair's Report   Martinez

    B. Report of System Administration   Crowe/Jackson

VII. Public Comment - (Individuals are allowed three minutes, groups in attendance, five minutes. It is system policy to refer matters raised in this forum to staff for further investigation or action if appropriate. The Brown Act prohibits the Administrative Council from discussing or acting on any matter not agendized pursuant to state law).

VIII. Agenda Building and Date for next Meeting   Martinez

IX. Announcements   All

X.   Adjournment   Martinez
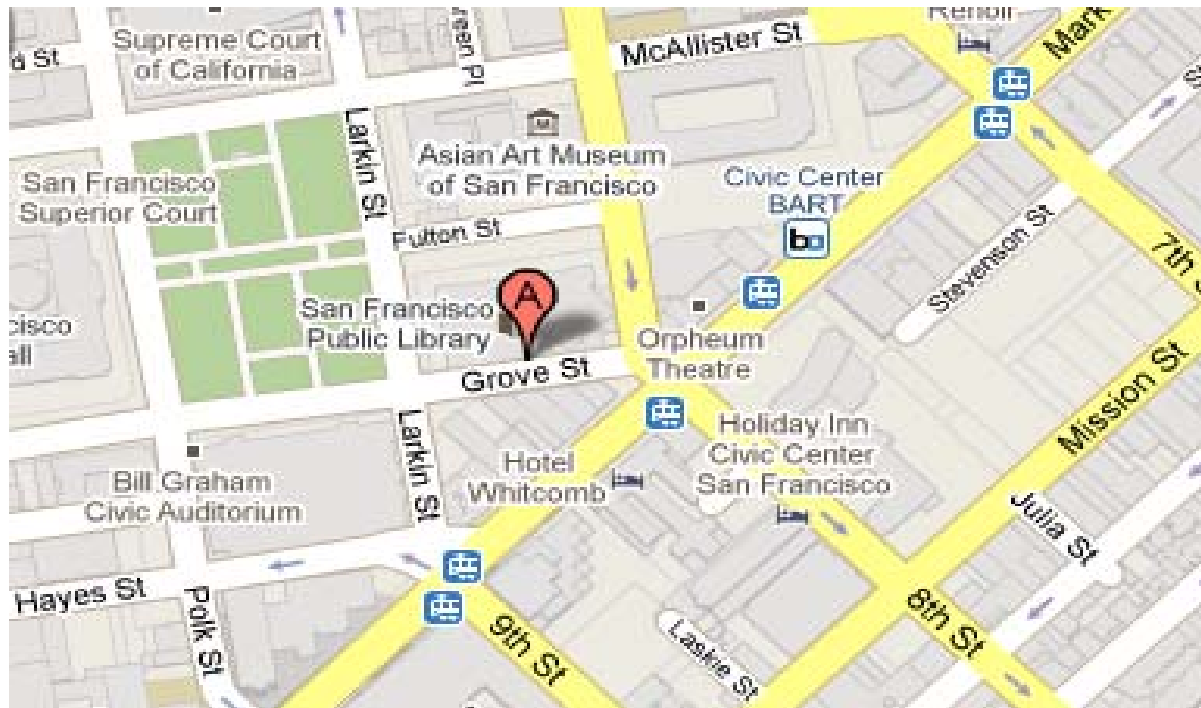
TRAVEL INSTRUCTIONS:

Highway 101 (Northbound): Take US-101 North toward San Francisco. Take exit 434A to merge onto Mission Street/US-101 North toward Golden Gate Bridge. Turn left at South Van Ness Avenue. Turn right at Grove Street. Library will be on the left.

Parking: Parking available at the Civic Center Parking Garage, 355 McAllister Street. It is across the street from the library. Street parking also available.

BALIS Administrative Council Meeting
Walnut Creek Library
Las Trampas Conference Room
1644 North Broadway
Walnut Creek, CA 94596

Friday, July 20, 2012

ACTION MINUTES

Attendees:

Council	**Staff**
Carmen Martinez, Oakland Public	Linda Crowe, PLP/BALIS
Barbara Flynn, Contra Costa County	Terry Jackson, PLP/BALIS
Luis Herrera, San Francisco Public	
Jane Chisaki, Alameda Free Library	
Donna Corbeil, Berkeley Public	
Sean Reinhart, Hayward Public	
Julie Farnsworth, Pleasanton Public	
Katy Curl, Richmond Public	

I.   **Call to Order:** Carmen Martinez chaired the meeting, with a call to order at 9:35 a.m.

II.   **Adoption of the Agenda**: The agenda was approved as distributed.
         (M/S Flynn/Farnsworth)

III.   **Minutes:** The minutes of the February 10, 2012 meeting were approved as distributed.
         (M/S Flynn/Martinez)

IV.   **Old Business**

         A. Advisory Committees for CalifaE-Book Grant: Linda Crowe updated the group on
             the project.   Partners include the California State Library, Kansas State Library, and
             BALIS. Contra Costa County Library will be providing the backend with support from
             Quipu. The mobile application vendor is Boopsie.   The platform will hopefully be up
             and running by CLA and the shared collection open to members by the end of the
             year. Once the consortium is established, libraries can build their own collections or
             share collections in the summer of 2013. There will be two advisory committees: a
             Steering Committee that will include the partners and a Technical Advisory Group or
             "trenches" group to test and provide feedback.   The Council suggested the
             following staff for the Technical Advisory Group: Laura Lent, SFPL and Jamie Turbak,
             Oakland Public; and Donna Corbeil agreed to serve on the Steering Committee.

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V.   New Business

    A. 2012-13 Innovation and Technology Opportunity Grants: The application information was emailed to the Directors on July 9, 2012. The Directors asked for more time to complete the application process, so the application deadline was extended by two weeks. There is $200,000 available for these grants with no single grant to exceed $75,000. The applications are now due on Friday, August 31, 2012.
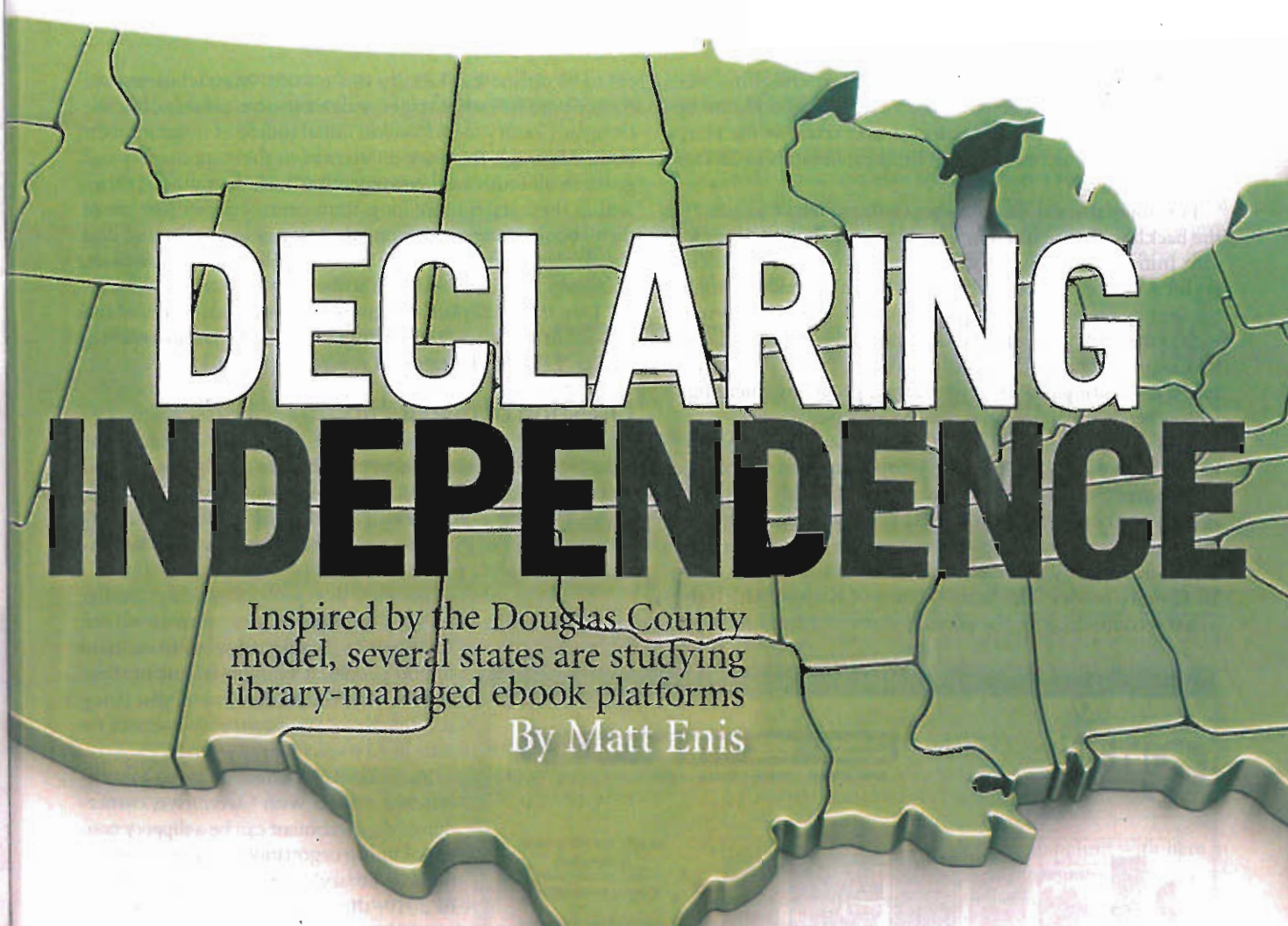
VI.   Reports

    A. BALIS Committees Report: The Council accepted the reports from Adult Services, Children's Services, and Electronic Resources. The Council asked that staff convey their understanding of the workload issues and time constraints in terms of ability to meet in person. The Council asked that Committees move to in-person meetings, on a no-more-than quarterly basis, and asked that as much committee work as possible be done electronically and outside of the actual committee meetings. They expressed interest in moving to PLP Communities of Practice and changing the business model under which the Committees currently operate.

    B. Report of System Chair: No report at this time.

    C. Report of System Administration: Linda updated the Council and advised them that PLP did receive CLSA funding for the 2012-13 fiscal year. The funds will need to be used for delivery and communications; and the revised Plan of Service needs to be submitted by August 1, 2012. The PLP Executive Committee will discuss the funding and potential projects for the year at their next meeting on July 30, 2012.

VII.   Public Comment: No public comment.

VIII.   Adjournment: The meeting was adjourned at 11:25 a.m.

NOTE: The next meeting is now scheduled for Friday, October 12, 2012, 9:30 a.m. at San Francisco Public Library.

DECLARING INDEPENDENCE

Inspired by the Douglas County model, several states are studying library-managed ebook platforms

By Matt Enis

Last month, Connecticut became the latest state to launch an investigation into the pricing and availability of ebooks in public and academic libraries. Supporters of H.B. 5614—the bill that mandates the study—had to scale down their ambitions somewhat. Introduced in January by State Representative Rep. Brian Sear (D-47th Assembly Dist.), the original version of the bill would have forced any publisher selling ebooks in Connecticut to offer those ebook titles to libraries as well and to charge libraries the same prices charged to other consumers.

"Truthfully, we thought 'well, this may not have much of a shot at passing, but at least it will gain some attention, hopefully at the state level among people who should be more aware of what's going on with ebooks,'" explains Richard Conroy, director of the Essex Library Association and board member of the Connecticut Library Association (CLA).

After the bill got off to a promising start, opposition from the publishing industry became predictably intense. Lobbyists and lawyers from the Big Six trade publishers, as well as Apple and Amazon, pressured Connecticut lawmakers and threatened to fight the bill on First Amendment grounds, Conroy says.

The bill appeared unlikely to pass, but based on its initial momentum, "we felt like we had a possible winner here, that we could actually pass something," he says. "So we backed off on the language to go from making them sell the ebooks to us and making them sell at a reasonable rate, to at least getting [a] study under way through the Department of Consumer Affairs."

The revised bill is not so revolutionary. It simply mandates an investigation into the current state of ebook availability in libraries. But with the signature of Gov. Dannel Malloy on June 12, the bill moved Connecticut into the ranks of a growing number of states that are working to ensure that ebooks will be available to their residents in the future, regardless of the vagaries of the publishing market.

"It's not a fairness issue, it's an accessibility issue," Conroy says.

Enter Enki

Librarians are certainly familiar with Conroy's sentiment. The outlook for ebook lending has improved considerably during the past 18 months, with all of the Big Six publishers now either actively licensing frontlist titles to libraries or exploring the possibility via pilot programs. But as recently as the

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winter of 2012, Random House and HarperCollins were alone among that group. Also, last year, Random House began charging a 300 percent markup over retail, while HarperCollins continued its policy of limiting libraries to 26 loans for each ebook.

For librarians, this environment offered fertile ground for the backlash that resulted in movements such as the Reader's First Initiative, a coalition of libraries demanding that publishers lift access restrictions for libraries and that vendors simplify the lending process. These frustrations also spurred innovations such as the library-managed ebook model developed by Douglas County Libraries (DCL) in Colorado. Now, those movements are bearing new fruit with larger programs emerging in California, Kansas, Arizona, and Massachusetts.

In May, California's Califa Group debuted a proprietary ebook platform called Enki. Developed in conjunction with the Contra Costa County Library (CCCL) with the support of software consultancy Quipu Group, Enki was designed to allow member libraries to loan out ebook content hosted on Califa-managed Adobe Content Servers, similar to the Douglas County model. The State Library of Kansas, which provided seed funding for the project, plans to debut Enki to us-

ers of its online EZ Library this month. Massachusetts and Arizona are in earlier stages with their own projects, but the Douglas County model was an initial source of inspiration for both. Although there are differences in their approaches and goals, in all four cases, key objectives include giving libraries within these states more long-term control over a portion of their ebook content and giving them a way to acquire and host ebook content donated by or purchased directly from authors, publishers, and independent distributors.

"I see the Enki platform giving access to small presses and self-published work," says Kansas State Librarian Joanne (Jo) Budler, *LJ*'s 2013 Librarian of the Year.

Question of ownership

Consortial arrangements have long helped states address the issue of ebook access from an affordability standpoint. For example, in late 2005, the Kansas Digital Library Consortium began building a collection of ebooks that would be available to any resident of the state. regardless of whether their local library system had a program in place.

"The state library believes in equity of access," Budler says. "We have a lot of small-town libraries in Kansas—about 300 libraries that [each] serve fewer than 10,000 people. If you live in one of those little towns, the likelihood of you being able to start up your own ebook service for your library users is pretty small."

But as Budler discovered during a much-watched dispute with OverDrive, ownership of digital content can be a slippery concept. During negotiations for the renewal of the state library's contract with OverDrive in 2010, the company's initial proposal would have increased costs associated with the platform by 700 percent through 2014. Though later proposals amended these cost increases, negotiations soon broke down; Budler asked to migrate ebook licenses purchased through OverDrive to a new platform, but the company balked.

The Kansas State Attorney General's office became involved in the ensuing fight, and, ultimately some, but not all, of the Kansas Digital Library Consortium's OverDrive content was moved to the 3M Cloud Library platform that hosts the new Kansas EZ Library. The dispute was a vivid illustration of how, in this new era of licensed content, libraries in many ways are increasingly constrained by the business decisions of both publishers and platform providers.

The problem helped lead to Kansas's involvement with Califa's Enki platform. It helped spur Massachusetts into action as well.

"Libraries are in a tough spot with a middleman negotiating on our behalf," Deb Hoadley, advisor and team leader for the Massachusetts Statewide eBook Project, tells *LJ*. "The [Massachusetts Library

MAKING A STATE-MENT Califa and the State Library of Kansas have launched the proprietary Enki ebook platform, while Arizona (left) and Massachusetts (right) are considering similar platforms of their own

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System (MLS)] Statewide eBook Pilot Project is an attempt to break down barriers created by silos of ebooks constructed by these vendors with their own platform and content. These ebooks are often not owned by libraries, and due to negotiations with publishers, even if a title is owned, it is not transferable to third parties."

Expanding goals

MLS has been working in conjunction with the Massachusetts Board of Library Commissioners (MBLC) on their ebook project since May 2012. Initially, long-term ownership and management of ebook content was a key goal, and MBLC specifically cited the Douglas County model when announcing the pilot program in October 2012. But the aim of the program has since expanded. Making a range of materials available to state residents—including materials purchased under a variety of licensing arrangements—will likely be part of the program as well, according to Cynthia Roach, head of library advisory and government liaison for MBLC.

With those guidelines, the Massachusetts program may ultimately look similar to the programs in Kansas and California, where Enki is intended to supplement, rather than supplant, content purchased from commercial vendors through statewide consortial arrangements.

Still, there remains one area in which ownership remains important to Massachusetts, Roach says.

"There are probably things we do want to own," she says. "We definitely want a local component to our project, and we want the ability to load local content to work with authors in the state who may be willing to give us [content]."

For example, Roach says that an author in Watertown, MA, had approached their local library system about donating several past works as ebooks.

"We want to have a mechanism in place for libraries to accept things like that," she says.

At press time, MLS and MBLC were scheduled to roll out a test version of the platform to 50 pilot libraries in July. After a six-month test, the program will be reevaluated in January 2014.

DAZL'd in Arizona

The Digital Arizona Library (DAZL) hopes to achieve similar goals. As early as 2011, representatives from the Scottsdale Public Library, Pima County Public Library, and Arizona State Library began discussing the idea of a proprietary state ebook platform. Last year, they joined with representatives at the Maricopa County Library District and the Yavapai County Free Library District to study the issue in earnest.

Although DAZL is at an earlier stage of development than the projects in California, Kansas, and Massachusetts, a series of ten on-site and two online focus groups organized by the Bishoff Group and LYRASIS in October 2012 helped define the parameters of the project. Librarians who participated in the focus groups agreed that they wanted an ebook system that would integrate with their existing digital collections and

would complement the investment that individual system had already made in licenses purchased through OverDrive other platforms. Ideally, DAZL content would also be availab to multiple users at the same time to reduce holds lists.

Arizona librarians also thought that a state ebook system should emphasize the collection of adult fiction, young adu fiction, and adult nonfiction regardless of the publisher or pro vider. And, as with the Massachusetts project, content from local authors and publishers will ultimately become a priority.

"I SEE THE ENKI PLATFORM GIVING [LIBRARIES] ACCESS TO SMALL PRESSES AND SELF-PUBLISHED WORK."
—KANSAS STATE LIBRARIAN JOANNE (JO) BUDLER

"We think that there's an opportunity for libraries and their communities to develop something collaboratively, to highlight the stuff that doesn't have a multimillion-dollar advertising budget," says Aimee Fifarek, deputy director of IT and digital initiatives at Phoenix Public Library and DAZL working group project manager.

The first step in the project's development involved coalition building, Fifarek adds.

"One of the things that we've been grappling with here in Arizona is that we know that where other projects have gone really well there has been an existing consortia or collaboration to build upon, and we don't really have a significant resource sharing consortium here. So we didn't have a home for DAZL. That was part of what we started talking about with some of the library directors."

After receiving analyses conducted by the Bishoff Group, LYRASIS, and Carson Block Consulting in late 2012, Fifarek in February submitted a final report and recommendation to Arizona State Librarian Joan Clark The next order of business will be to establish and staff a position for a DAZL project manager at the state library, propose a sustainable budget, and submit RFPs (requests for proposals) to vendors for the development of the platform and its APIs (application programming interfaces). Although at press time, a specific timetable had not been set, a pilot could potentially be ready as early as 2013.

After conducting its own investigation, perhaps Connecticut will follow a similar path. These new models offer libraries a new degree of control over certain types of ebooks and could help libraries begin to build collections of locally created, born-digital content. Also, while most major publishers now appear to be warming to the idea that libraries can be good partners and good customers in the ebook marketplace, this may not always be the case.

"Just because [publishers and vendors] decide today that they are coming around doesn't mean that they won't change that model six months or five years from now," says CCCL deputy county librarian Cathy Sanford, referring to a central motivation behind the development of Enki. "It's not set in stone." ∎

Contra Costa County Library 2012 BALIS Innovation Grant: Marketing and Building the Discover & Go Network

Contra Costa County Library received a $15,000 innovation grant from BALIS for the purpose of designing a marketing strategy and a consequent campaign to promote Discover & Go. To help with the development of a consistent message along with professional branding of the Discover & Go Network across all participating member libraries, Contra Costa County Library hired the consulting firm, Brown-Miller Communications. The firm will create a marketing model giving Discover & Go Network libraries the tools to target and effectively market the program's cultural benefits to patrons and to an expanding Bay Area audience of potential new users, museums, and community partners.

Contra Costa County Library expended the entire BALIS grant funding to develop the marketing model. The funding for the consequent marketing campaign will come from another $15,000 grant that Contra Costa County Library received from Pacific Library Partnership.

Goals and Accomplishments of the 2012 BALIS Innovation Grant

Design a marketing campaign for the Discover & Go brand that increases attendance at venues, further promotes cultural programs, and establishes a precedent for other Bay Area participating libraries.

As a first step toward developing a marketing plan for the Discover & Go Network, Brown-Miller Communications and members of Contra Costa County Library's Discover & Go Marketing Task Team, conducted research to gain a better understanding of the challenges and opportunities among two key target audiences – museums participating in the program and members of the community who are potential Discover & Go users. Key informant interviews were conducted with museum partners and a series of three focus groups were conducted to gain a better understanding of the public's knowledge and attitudes towards the Discover & Go program.

During the months of April and May 2013, Discover & Go museum partners were contacted by Contra Costa County Library staff to participate in key informant interviews. The ten interviewees included a wide representation of museums that are partnering with Discover & Go. These key informants were asked the following questions: What is your familiarity with Discover & Go? What are some of the benefits of working with Discover & Go? What are some of the drawbacks? What is the top reason a museum might not want to join or stop participating?

The responses to these questions were submitted to Brown-Miller for analysis who reported back with their findings at a monthly marketing meeting held at the Library on April 23, 2013.

The findings from these interviews included a list of the museum partners' top benefits for participating in the program:

- Discover & Go extends the reach of museums to areas that our partners may not be able to communicate with on their own.
- Discover & Go generates revenue from sales in the partners' gift shops and cafés.
- Museum partners appreciate the statistical data that the Library provides on a quarterly and annual basis.

The key informants noted some of the drawbacks working with Discover & Go: loss of revenue from ticket sales, the competition of other agencies also asking for passes, and the lack of preparation some of the partners experienced with the initial large response from Discover & Go patrons.

When asked how libraries and museums could better work together to promote Discover & Go, the key informants suggested that libraries use print media for advertisements and include promotions on public transportation. The interviewees also suggested that libraries connect with local civic groups to promote Discover & Go.

To better support museum partners, the following suggestions for the Library were provided by the key informants:

- Provide a ticket giveaway plan that is more financially viable for the museums.
- Contact the museum partners more often about Discover & Go developments.
- Become more familiar with the mission statements of museum partners to serve both the community and the participating venue.
- Contact a museum association as a way of reaching several partners at once.

Make the Discover & Go service accessible to those populations that are culturally underserved due to monetary restrictions, lack of transportation, or awareness of available services.

Contra Costa County Library identified and conducted research with target audiences and brainstormed strategies and tactics to market Discover & Go to underserved communities and individuals. Focus groups were held in three separate regions of Contra Costa County. A total of twenty-two people attended the focus groups with ten participants on May 6 in Antioch, six participants on May 7 in San Pablo, and six participants on May 8 in Pleasant Hill.

Contra Costa County Library 2012 BALIS Innovation Grant:
Marketing and Building the Discover & Go Network

While different areas of the county were represented, participants in the focus groups were mostly college-educated females who were working professionals and living in adult-only households. With the exception of one person, the focus group participants were all active users of the library. Although these participants did not necessarily represent the target audience for the focus group, many of them have worked with individuals in their community as teachers, volunteers, and civic leaders.

Participants were asked about their familiarity with the Discover & Go program along with whether or not they had used the service and what they perceived as the benefits and barriers to participation in the program. Four Discover & Go logo concepts developed by Brown-Miller were presented to the participants. The focus groups revealed an opportunity missed with the existing Discover & Go logo - no clear relationship between the museum tickets and the Library.

In addition to the interviews with the target audiences, in July 2013, a representative from Brown-Miller Communications conducted informal conversations at Contra Costa County libraries in the following underserved communities: Concord, Pittsburg, and San Pablo. After these conversations, a library staff member guided the patrons through the Discover & Go website explaining its functionality and answering other general questions.

Brown-Miller presented their findings from these informal conversations to Discover & Go Task Team Members at their July meeting. According to Brown-Miller, most of the interviewees travel outside of their local area for entertainment and other activities and everyone who heard about the Discover & Go program thought it was an excellent idea. Interviewees stated the following reasons for visiting a cultural institution: to have family fun, to learn new things in an interesting way, to go somewhere good with friends, and to discover and explore.

Produce a Marketing (Publicity) Toolkit for libraries (and venues) participating in the Discover & Go Network to use in their future planning and promotional events.

Brown-Miller Communications conducted a review of the available literature to gain a better understanding of best practices for marketing museums to underserved and low-income communities. The firm will use successful strategies identified in the literature review in the development of the Discover & Go marketing plan.

During the July meeting with the Discover & Go Marketing Task Team, Brown-Miller Communications presented a comprehensive plan for building a marketing toolkit for both libraries and venues. This toolkit will include but is not limited to: standing and vinyl banners, bookmarks, and mouse pads. The Discover & Go Marketing Task Team selected a revised logo,

a combination of the Brown-Millers concept along with the ideas from members of the Team. The logo incorporates the use of an open book icon to link back to the fact that the program is a Library service, as well as a sense of motion and movement was added to the "Go" design element through a change in font type and style.

Presenting, the new and improved Discover & Go logo!

Brown-Miller Communications created and provided Contra Costa County Library with a seven page draft Marketing Plan outlining the steps necessary to build the reputation of and increase participation in the Discover & Go program. The Plan will be used in a subsequent marketing campaign outlined in Contra Costa County Library's grant from PLP.