



Oregon State Library

Transformation Project Plan

July 25, 2013

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Implementation Project Managers: Margie Harrison and Susan Westin

Approval Signatures


Approved by: _____ Project Sponsor


Approved by: _____ State Librarian

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Document Change Control

This section provides control for the development and distribution of revisions to the Project Charter up to the point of approval. The Project Charter does not change throughout the project life cycle, but rather is developed at the beginning of the project (immediately following project initiation approval, and in the earliest stages of project planning). The Project Charter provides an ongoing reference for all project stakeholders. The table below includes the revision number (defined within your Documentation Plan Outline), the date of update/issue, the author responsible for the changes, and a brief description of the context and/or scope of the changes in that revision.

Version	Date of Issue	Author(s)	Brief Description of Change
V1.0	July 25,2013	Mr. Kelly Jensen	Final

1. Project Overview

This section of the Project Management Plan provides an overview of the purpose, scope and objectives of the project for which the Plan has been written, the project assumptions and constraints, a list of project deliverables, a summary of the project schedule and budget, and the plan for evolving the Project Management Plan.

1.1 Purpose, Scope, and Objectives

- **Define the purpose and scope of the project.**

The purpose of this project is to lead the planning and implementation of the Oregon State Library transformation, including:

- Eliminate Government Research Services in its current form.
- Consolidate document repository and reference services in State Archives.
- Reduce costs for other programs by implementing changes from 2011 workgroup.

The 2013-15 Governor's Balanced Budget outlines allocation of the Oregon State Library's second year funds as contingent on the reorganization of the State Library, prior to June 2014.

- **Describe any considerations of scope or objectives to be excluded from the project or the deliverables.**

There are currently no specified scope exclusions from this project.

- **Provide a concise summary of:**

- **the deliverables required to satisfy the project objectives, and**

There are several deliverables that should be expected from this project:

- Project Charter
- Integrated project management plan (this document)
- Mapping of current services delivered (AS-IS state)
- Service delivery alternatives analysis & policy questions (TO-BE State)
- Implementation plan for new TO-BE state
- Status report on progress
- Project close out report
- **the methods by which satisfaction of the objectives will be determined.**

The State Librarian will work closely with the Project Governance structure and with the Legislative Fiscal Office to ensure that the project is proceeding as plan with appropriate Legislative oversight.

1.2 Assumptions, Constraints and Risks

- **Describe the imposed constraints and risks on the project schedule**

The project plan assumes that the work to analyze current services, and make recommendations about future services will be completed by September 2013, so that the Legislature can give any policy guidance necessary to the State Library to identify the appropriate future state. The project will review the implementation plan for the future state in November 2013, with implementation work beginning in February 2014.

- **Describe the imposed constraints and risks on the project budget**

The plan assumes that the State Library receives only one year of funding in the 2013 budget, with the second year of funding being held in a special purpose appropriation to be released upon satisfactory report to the 2014 Legislative Session.

The project is budgeting for a contracted project manager for a 12 month period of time.

- **Describe the imposed constraints and risks on the project resources**

The project is currently putting two of the Library managers through business project management training to assist with the work of the Transformation project. The project will require close collaboration between library management and library staff (represented by labor) in order to get this work completed.

1.3 Project Deliverables

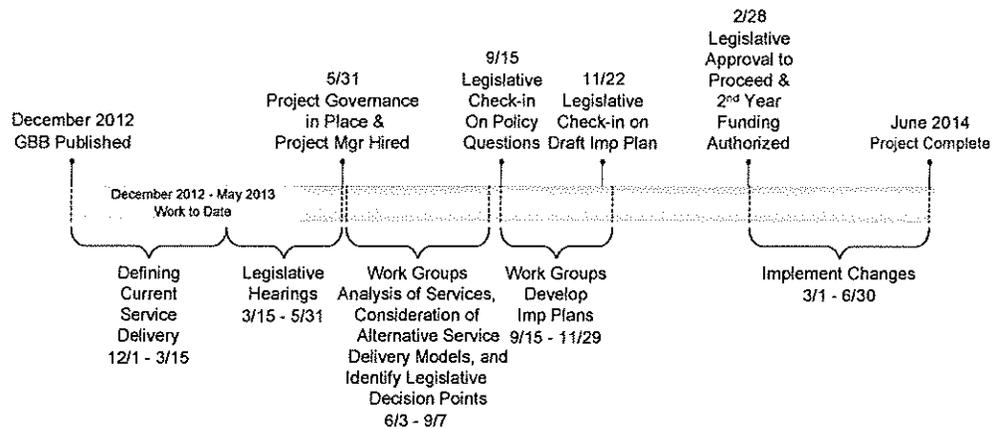
- Identify and list the following, as required to satisfy the terms of the project charter or contract:
 - project deliverables, and
 - delivery dates.

Project Deliverable	Description	Expected Due Date
Project Charter	High-level overview of the project, signed by the project sponsor	May 1, 2013
Project Management Plan (this document)	Defines all aspects of project and project approach	May 31, 2013
Mapping of current services delivered (AS-IS state)	List of services provided by all parts of State Library	Draft complete now; final due July 8, 2013

Project Deliverable	Description	Expected Due Date
Service delivery alternatives analysis & policy questions (TO-BE state)	List of which services should no longer be offered, which services should be moved to another agency, and which services should be provided by State Library – along with any corresponding policy questions for Legislative decision.	Draft by August 26, 2013; final by September 7, 2013
Implementation plan for new TO-BE state	Taking Legislative direction and building plan to implement changes.	Draft by October 25; Final by November 18, 2013
Status report on progress	Monthly	Beginning June 30, 2013
Project close out report	Final report of project process, and lessons learned to be shared with other transformation efforts in state government.	June 30, 2014

1.4 Schedule and Budget Summary

- Provide a summary of the schedule and budget for the project.



The project will use existing budget resources of the State Library and the COOs office to complete the work effort. We will use existing staff with the exception of the addition of a project manager to lead the implementation planning effort.

1.5 Evolution of the Plan

- **Specify the plans for producing both scheduled and unscheduled updates to this Plan.**

This plan is considered final and will only be updated upon approved change requests (as determined by project sponsor).

- **Specify how the updates to this Plan shall be disseminated.**

This plan and other project documentation will be available on the State Library Website on the page for OSL Transformation.

www.oregon.gov/osl/Pages/OregonStateLibraryTransformation.aspx

2. Project Organization

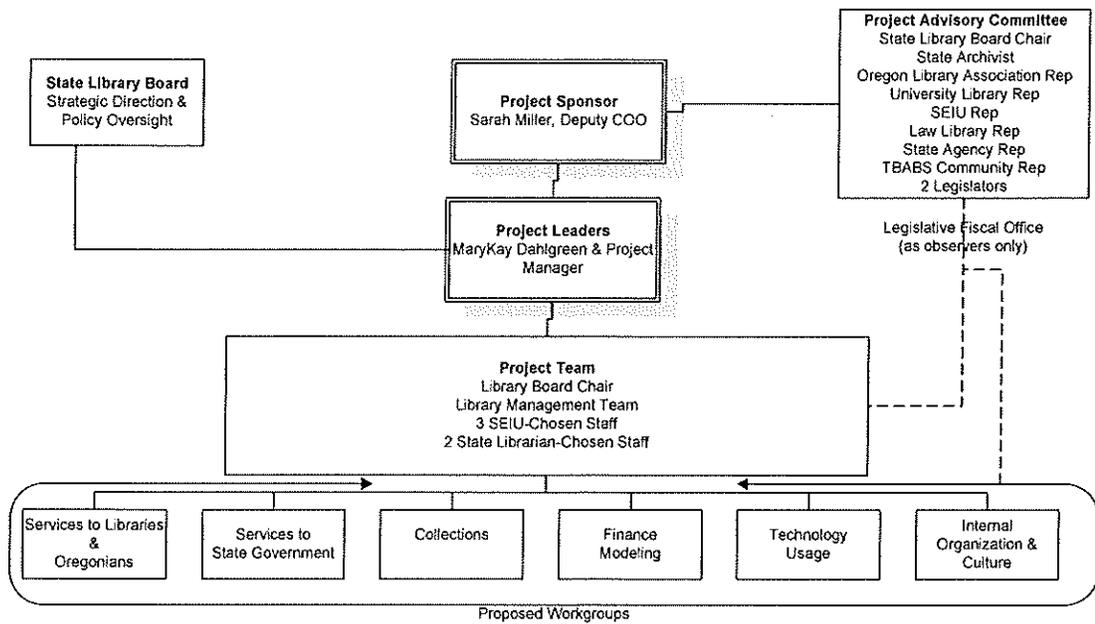
This section of the Project Management Plan specifies the project organization for the project. This section defines the project governance, the project management approach, and the project work groups.

2.1 Project Governance

- Describe the organizational boundaries between the project and external entities.

This project will have responsibility to the Project Sponsor who is the Deputy Chief Operating Officer for Oregon State Government, as well as to a Project Advisory Committee as depicted below.

- Use organizational charts or diagrams to depict the project's external interfaces.



2.2 Internal Project Structure

- Describe the internal structure of the project organization.

As depicted in the organization chart above, the project will be overseen by MaryKay Dahlgreen, the State Librarian and a project manager.

The project team will consist of the State Library Board Chair (or his designee), the Library Management Team, and 5 staff – three chosen by SEIU and 2 chosen by the State Librarian.

The Project Team is responsible for organizing and commissioning the work through the six workgroups, reviewing the work group deliverables,

and synthesizing and composing the drafts of the TO BE state and the final implementation plan.

- **Describe the six project workgroups.**

Each of the six project workgroups includes 10-12 people representing both internal State Library staff members and external partners and stakeholders. The completed roster of workgroup participants is located in Appendix H, Communication and Change Management:

- *Services to Libraries and Oregonians* – focus on determining what services should continue to be offered and how, including implementation of ideas from 2011 Workgroup on Transformation.
- *Services to State Government* – focus on determining what services should continue to be offered and how, including evaluation of alternative service delivery models or elimination of services if no longer essential to state government.
- *Collections* – focus on determining what collections should be kept and how to fund them.
- *Finance Modeling* – focus on how to fund and finance the state library based on proposed changes.
- *Technology Usage* – focus on readying agency technology to support changes in service delivery.
- *Internal Organization and Culture* – focus on readying the workforce to support the proposed changes.

2.3 Project Stakeholders

The following is a list of stakeholders who will need to be involved in the project.

- State Library Board of Trustees
- Three Library Advisory Councils
- Local Public, School, Academic, & Tribal Libraries
- Oregon State Archives
- Oregon State Poetry Association
- Willamette Valley Genealogical Society
- Oregon Historical Society
- Oregon Heritage Commission
- SEIU
- Legislature
- Oregon Library Association

2.4 Project Approach

To date, the project has undertaken the following work:

- 1) **Defined Current Services** – compiled a list of all services provided by the three divisions of the State Library (Library Development Services, Talking Books & Braille, and Government Research Services)
 - The lists are attached in Appendix A, and include:
 - Name of service
 - Customers of service
 - Number served
 - Mandate for service (Federal Law, State Law, Admin. Rule)
 - Current staffing level for service

- 2) **Solicited Feedback & Ideas**
 - COO's office facilitated 5 employee focus groups with 29 staff (74%) participating to generate ideas
 - OSL staff conducted surveys of key stakeholders on use and perceived value of current services
 - State Librarian led discussions with State Library Board

- 3) **Defined Vision for Future**
 - Connect Oregonians to library services by providing leadership, grants and other support to public, school, academic, and tribal libraries.
 - Connect print-disabled Oregonians to reading materials and other information to improve their quality of life.
 - Connect Oregon state government to quality information to support informed decision-making on behalf of all Oregonians.

The Go-Forward project approach includes:

- 4) **Defining the core business processes**
- 5) **Considering staff improvement ideas**
- 6) **Analyzing service delivery alternatives**
- 7) **Implementation plan development**
- 8) **Legislative Subcommittee check-ins**
- 9) **Implementation and communication strategies**

2.5 Roles and Responsibilities

Projects frequently use a RACI Matrix to define the roles and responsibilities of key parts of the project. RACI stands for Responsible, Accountable, Consulted,

and Informed. Responsible is the person who is assigned to do the work. Accountable is the person who makes the final decision and has ultimate ownership. Consulted is a person who must be consulted before a decision is made or action is taken. Informed is a person who must be informed that a decision was made or has been taken.

Task	COO Office	State Librarian	Project Manager	Stakeholder Advisory Group	Project Team	LFO	Library Board	Stakeholders
1. Project Charter	A	C	R	C	C	C	C	I
2. Integrated Project Plan	A	C	R	C	C	C	C	I
3. Mapping of current services delivered (AS-IS state)	C	A	C	I	R	I	C	I
4. Service delivery alternatives analysis & policy questions (TO-BE state)	C	A	C	C	R	C	C	C
5. Implementation plan for new TO-BE state	C	A	C	C	R	C	A	I
6. Status report on progress	A	C	R	I	C	C	I	I
7. Project close out report	A	C	R	C	C	C	C	I

3. Managerial Process Plans

This section of the Project Management Plan specifies the project management processes for the project. This section defines the plans for project start-up, risk management, project work, project tracking and project close-out.

3.1 Work Plan

3.1.1 Work Breakdown Structure

The Work Breakdown Structure is attached as Appendix D. It includes the following major work activities:

- 1) Organizing the work of the project
 - 2) Confirming governance and organizing the project team
 - 3) Establishing communication and change management practices
 - 4) Conducting status reporting
 - 5) Confirming the AS-IS state of OSL services
 - 6) Organizing development of the TO-BE state of OSL services
 - 7) Building an implementation plan for the TO-BE state
 - 8) Planning for Change Management
 - 9) Documenting Lessons Learned and closing the project
- Each of these activities are profiled by the following parameters:
 - necessary resources,
 - estimated duration,
 - products or deliverables of the activity,
 - acceptance criteria for the work activity products, and
 - predecessor and successor work activities.

3.1.2 Schedule Allocation

Please refer to the following documents:

Appendix E, Development Life Cycle for TO-BE State and Implementation Plan

Appendix F, Activity Gantt Chart and Timeline

3.1.3 Resource Allocation

The resources required are primarily the time and talents of the roles noted in the chart below.

Role	Skill level	Activities
Oregon State Librarian	Key executive for the Library	Involved in every aspect of the project;

		acts as the project lead with the project manager
COO's office - Project Sponsor - Project Advisor	Project sponsorship, advisory and oversight roles	Monitors schedule, reviews status reports, and approves documents and deliverables.
Project Manager	Senior level project management	Collaborates with Librarian as a Project Leader to set up and guide the project and report progress. Develops Implementation Plan and later Implements Plan
Project Team 8-10 members	Library managers and representatives knowledgeable about core library functions and/or customer services.	Confirm AS-IS services, develop TO-BE alternatives; create final draft of TO-BE state.
Work Groups 6 Work Groups of 6-8 members	Library managers, library patrons, and representatives	Confirm AS-IS services, analyzes & develops TO-BE alternatives.
Project Coordination & Support	Administrative support for all Project Team activities.	Document progress. Assist with preparing drafts and final reports. Maintains project documents & artifacts.
Advisory Committee 10-12 members	Senior level advisory	Advise Sponsor and Project Leads on project progress, drafts of TO-BE state, and Implementation Plan.
Library Board 8-10 members	Senior level oversight of library operations	Provides State Librarian with Strategic Direction & Policy Oversight

Individuals are listed in Appendix H, Communication and Change Management, and their specific involvement is noted in Appendix D, Work Breakdown Structure.

3.1.4 Budget Allocation

The staff participating in the various roles and activities are (a) salaried employees who will use their existing office resources or (b) non-compensated volunteers. The sole exception is the Implementation Plan project manager, whose fixed fee contract costs are shared by the Library and the COO's office.

3.2 Project Tracking Plan

3.2.1 Requirements Management

- Requirements management is an integral part of status reporting and maintaining the Activity Gantt Chart and Timeline, Appendix F. See also Appendix G, Roles, Deliverables, and Dates.
- The most significant requirement is to develop and deliver on-schedule the TO-BE state of library services and the Implementation Plan for the alternatives approved by the Legislature.
- To balance scope, schedule, and quality, the project leaders will monitor progress in their weekly meetings and reallocate resources as needed.
- In case changes are needed to project requirements, the project leaders will consult with the Project Sponsor in the COO's office who will act as a change control board.
-

3.2.2 Schedule Control

The project schedule is established in the Development Life Cycle (Appendix E) and the Activity Gantt Chart and Timeline (Appendix F). The project leaders will monitor progress toward the milestones in their weekly meetings and report progress in the weekly updates and status reports.

The project leaders will reallocate resources as needed to meet the deliverables and milestones in order to meet schedules and quality standards.

In case corrective action is required when actual progress is inadequate, the project leaders will discuss improvement plans with the Project Advisor and Sponsor.

3.2.3 Budget Control

Because the only budget item in the project is the contract of the project manager, there are no expenditures to monitor. The processes of Schedule Control and Quality Control will also serve to assess the earned value of the project management expense.

3.2.4 Quality Control

Specify the processes to be used to measure and control the quality of the work and the resulting work products.

Specify the use of quality control processes such as quality assurance of conformance to work processes, verification and validation, joint reviews, audits and process assessment.

Quality standards are determined first by the members of the Project Team and the Work Groups (who are subject matter experts) and subsequently by the Advisory Committee and Sponsor.

Quality standards will be applied during the development and the review of initial drafts of the deliverable documents, which are:

- AS-IS list of services
- TO-BE list of services (alternatives to be considered)
- Implementation Plan.

The final verdict on quality will be the acceptability of the deliverables to the Sponsor and Legislative Fiscal Office.

3.2.5 Reporting

Appendix H, Communication and Change Management, lists the various communication methods and frequencies for the project's stakeholders.

The primary reports that monitor project progress include:

- The weekly report of the Library Director ("In the Loop")
- The bi-weekly project status reports from the project manager.

3.2.6 Project Metrics

The key project metrics are (1) timeliness of the milestone and (2) quality of the deliverables – the TO-BE state for library services and the Implementation Plan.

Timeliness will be measured by progress against due dates and will be constantly reviewed.

Quality will be assessed by the reviews of the first drafts of the deliverables by the Project Team, the Advisory Committee, and the Sponsor.

3.3 Risk Management Plan

The assessment of risk will occur weekly in meetings of the project leaders and bi-weekly in review of status reports and progress updates with the Sponsor.

- The primary risks to the project include:
 - Timeliness in completion of the deliverables given the large number of library services to be evaluated and the rather short time frame.
 - This risk will be monitored at least weekly by the project leaders.
 - As needed, they will facilitate the Work Group meetings to maintain the pace of the work.
 - Availability and engagement of OSL staff. This project adds another dimension to the work schedule of OSL staff participating on the Project Team and Work Groups. Their involvement is critical to the quality of the

analyses and proposed alternatives and to the adoption of the Implementation Plan. The time frame for the project is also subject to absence of staff due to summer vacations.

- This risk will be addressed by the Librarian who will adjust workloads as needed and recruit additional staff to support the needs of the project.
- Quality of the deliverables. The proposed TO-BE state of library services must be credible to the Sponsor and the Legislative Fiscal Office,
 - This risk will be monitored continually by the Work Groups as the drafts are created and by the Project Team and Advisory Committee as the drafts are reviewed.

3.4 Project Closeout Plan

The project will have an inflection point upon acceptance by the Legislative Fiscal Office of the Implementation Plan for the TO-BE state. The project management role will shift from the project manager in charge of the process of developing the Implementation Plan to the successor project managers who will lead the implementation.

At that point, the following activities will be scheduled:

- Gathering and documentation of lessons learned to be applied to the Implementation phase and for other state agency transformation projects.
- Identification and renewal of roles going forward for the Project Leaders, the Project Team, the Work Groups, and the Advisory Committee. Confirmation of membership of these groups.
- Review and renewal of this project plan and its appendices, updating and replacing the documents as needed.

4. Appendix A: Library Development Services

Service	Who are the constituents	Number served or Percentage served	Mandated Service	Current Staffing Level for Service (hours/week)	Required Resources
Lead libraries to achieve excellence in services to children and teens					Staff time, computer/ internet access, budget for travel
Administer state general fund grants to local libraries for early literacy and summer reading activities	Public Libraries	129 libraries receive grants - serving lots of kids	OAR - 353 Div 40 ORS 357.780	Librarian - 1 hr/week for administration and 15 hrs/week for consultation Administrative support - 4 hrs/week	General Funds
Staff working with public libraries to improve services based on best practices	Public Libraries	130 public libraries		Librarian - 10 hrs/week consultation	Federal Funds
Provide summer reading program materials to local libraries	Public Libraries	230 public, volunteer and tribal libraries	Partnership with OLA and member of the National Collaborative	Librarian - 1 hr/week - administrative	Federal funds

Service	Who are the constituents	Number served or Percentage served	Mandated Service	Current Staffing Level for Service (hours/week)	Required Resources
Provide intensive, multi-day training for non-degreed staff at local libraries working with children and teens	youth services librarians	20-25 people every other year	Board directed	Librarian - 1 hr/week	Federal Funds
Active participant in governor's P-20 education initiative	Public Libraries, early learning community			Librarian - 6 hrs/week consultation	Federal Funds
Take a leadership role in developing comprehensive statewide library resource-sharing services					
License and purchase online information databases for all Oregonians via their local libraries and Libraries of Organ website.	School, public, academic libraries		OAR 543-060-0000 ORS 357.206	Librarian - 12 hrs/week in administering, promoting and training	Databases are paid with federal funds Staffing with general funds

Service	Who are the constituents	Number served or Percentage served	Mandated Service	Current Staffing Level for Service (hours/week)	Required Resources
Oregon School Library Information Services (OSLIS) website providing access to databases and information literacy activities for all K-12 in Oregon	School libraries and students of Oregon	approx. 560,000 K-12 public school students in Oregon	OSLIS is a project of the Oregon Association of School Libraries (OASL)	Program Analyst - 24 hrs/week coordinating the website, training, reviewing and adding content Librarian 10 hrs/week to provide technical support to the site	Federal Funds
Provide pre-built web sites (Plinkit) to small libraries (public and rural) that are easy to edit and maintain (including hosting, training and support)	public libraries (small)	60 libraries	Board directed	Librarian - 20 hrs/week creating new sites, updating current sites and training library staff	Federal Funds
Collaborate with five other states to plan and execute improvements to Plinkit that benefit all six states.	5 other states			Librarian - 2 hrs/week Provide Plinkit Oregon and Plinking Collaborative projects with technical support, consulting, and software maintenance.	Federal Funds

Service	Who are the constituents	Number served or Percentage served	Mandated Service	Current Staffing Level for Service (hours/week)	Required Resources
Encourage and assist local communities to develop strong school library services and public library services for unserved and underserved Oregonians					
Website that provides access to online databases to Oregonians who do not have local library service (Libraries of Oregon)	Public Libraries and Oregon citizens		Board directed and in cooperation with Oregon State University Library	Librarian - 10 hrs/week Manages the site, collaborated to create new content, and promotes site	Website supported by Federal Funds Staffing is supported by general funds
Quality Education Model report on school libraries provides information about state of school libraries in Oregon	School Librarians and administrators		ORS 357.005(2)(b)	Program Analyst - 1 hr/week - Manages and coordinates the Quality Education Model's (QEM), school library statistics project.	Federal Funds
Support of the above Board goals					

Service	Who are the constituents	Number served or Percentage served	Mandated Service	Current Staffing Level for Service (hours/week)	Required Resources
Gather and publish public library statistics to assist local libraries in decision making and budgeting	Public Libraries	130 public libraries	ORS 357.520 - Annual rpt. OAR 543-010-0036	Librarian - 20 hrs/week - Collects data, trains public library directors on how to collect and report data, consults with libraries Administrative support 10 hrs/week	Federal Funds

Service	Who are the constituents	Number served or Percentage served	Mandated Service	Current Staffing Level for Service (hours/week)	Required Resources
<p>Staff consults with all (public, academic, school and tribal) libraries to improve their services based on current understanding and professional knowledge of librarianship, and in support of programs such as Library Services and Technology Act funded program, Federal Depository Library Program, Summer Reading Program, Early Literacy initiatives and Ready to Read funded programs</p>	<p>Academic, public, school libraries</p>		<p>OAR 357.003</p>	<p>4 Librarians 1 Program Analyst</p>	<p>Federal Funds</p>

Service	Who are the constituents	Number served or Percentage served	Mandated Service	Current Staffing Level for Service (hours/week)	Required Resources
Encourage new and innovative ideas to improve library services using federal LSTA grant funds (grants administration)	School, public, academic libraries	Average of 10 grants per cycle - Award pool of \$600,000	Board directed	<p>Librarian - 20 hrs/week Coordinates the program, consults with grantees on projects, and is the liaison with the LSTA Advisory Council</p> <p>Administrative Support 10 hrs/week</p>	General Funds
Coordinate Oregon's involvement in Letters About Literature, a national reading and writing contest for children and teens to reflect on how a book has changed their life; supports Common Core State Standards	1300 schools	800 participants	Center for the Book in the Library of Congress	<p>Program Analyst - 4 hrs/week - Coordination of the program</p> <p>Librarian - 4 hrs/week - Gather and promote training opportunities in the county</p>	Federal Funds
Disseminate information about CE opportunities to libraries and librarians	130 public libraries				Federal Funds

Service	Who are the constituents	Number served or Percentage served	Mandated Service	Current Staffing Level for Service (hours/week)	Required Resources
Center for the Book - Intellectual Freedom Clearinghouse provides information and resources to libraries dealing with challenges and collects data on challenges and compiles the data into an annual report.	School, public, academic libraries		Center for the Book in the Library of Congress	<p>Librarian - 4 hrs/week - Provide information and resources on intellectual freedom issues in libraries</p>	Federal Funds
Center for the book, special projects that promote books and reading. An affiliate of the Center for the book in the Library of Congress	School, public, academic libraries		Center for the Book in the Library of Congress	<p>Librarian -1 hr/week - Coordinates activities that promote reading, such as the Oregon Book Awards</p>	Federal Funds
Federal Document Program	citizens of Oregon	*MOU partnership with PSU, OSU and U of O	Congressional Designation	<p>Librarian - 12 hrs/week - Liaison with the Government Printing Office, consults with regional and selective depositories in the state</p>	General Funds

5. Appendix B: Talking Book & Braille Services

Service	Who are the constituents	Number served or Percentage served	Mandated Service	Current Staffing Level for Service	Required Resources
Talking Books and Braille Services program	Blind, low vision, physical and reading disabled	5300 10% of eligible population	MOU with National Library Service (NLS) - division of Library of Congress -- NLS Revised Standards and Guideline of Service - Pratt - Smoot Act		
Materials Audio books by Mail	Registered patrons of the program	349,084 circs in the 2012 calendar year	Shall process returned materials within 5 business days		Audio books are provided by NLS, database to used to track items owned, requests made, and patrons who have borrowed books and equipment, and space for books and equipment

Service	Who are the constituents	Number served or Percentage served	Mandated Service	Current Staffing Level for Service	Required Resources
Downloadable book	Registered patrons of the program	1236 registered BARD users (KLAS) -- Avg of 6800/month of downloads			
Print Braille	Blind	115 patrons - Circulation - 2300 (2012)	Contract with Utah State Library	SLS2 3 hrs/week	Supported by donation funds
Newspaper by phone or online (NFB-Newsline)	Registered patrons of the program - Eligible people can be just registered for the program	690 patrons (KLAS)	Agreement with Oregon Commission for the Blind and NFB of Oregon	SLS2 1 hr/week	Supported by donation funds
Equipment	Registered patrons of the program		After registration - within 2 business days send equipment		Equipment (players and headphones) are provided by NLS
Collection Management					
Acquisition		3800 new titles per year		SLS2 1 hr/week	
Cataloging		3800 new titles per year		Librarian 20 hrs/week	
Inventory and processing		19,000 volumes per year		SLS2 5 hrs/week	

Service	Who are the constituents	Number served or Percentage served	Mandated Service	Current Staffing Level for Service	Required Resources
Monitor supply of books versus demand on collection				SLS2 5 hrs/week	
Duplication		Average of 55 titles per month		SLS2 10 hrs/week	
Interlibrary Loan		Order 40 books per month		SLS2 1 hr/week	
Xess (withdrawing of materials and offering to other libraries)		Cassette completed until 2015 -----Digital books - 800 in 2013		SLS2 5 hrs/week	
Housing		220 - 240 books shelved per day		2 SLS1 10 hrs/week	
Retrieving (books and equipment)		Average 1450 books/day		2 SLS1 20 hrs/week	
Daily bulk shipment of books		Average 1450 books/day		2 SLS1 20 hrs/week	
Daily quality inspection of books and equipment		Average 1450 books/day		2 SLS1 30 hrs/week	
Repair		5 -10 books/day		SLS2 5 hrs/week	
Overdues		Average of 300 per month		SLS2 5 hrs/week	
Patron Interaction					

Service	Who are the constituents	Number served or Percentage served	Mandated Service	Current Staffing Level for Service	Required Resources
Registration for eligible patrons		1,161 new patrons in 2012	Within 5 business days of receipt of receipt imitated service	AS2 10 hrs/week	
Suggesting and entering books and updating patron records		Average 304 calls + email + walk-ins per week	Within 5 business days of receipt of receipt imitated service	3 SLS2 40 hrs/week 1 AS2	
Customer care and retention				3 SLS2, AS2, Librarian 20 hrs/week	
Managing patron requests		Average of 5-10 requests lists per day		AS2 5 hrs/week	
Outreach					
Soliciting new customers		1,161 new patrons added in 2012		Librarian 12 hrs/week	
Customer awareness (newsletter)		Newsletter sent out 3 times per year.		AS2 5 hrs/week	
Training of patrons (BARD, online catalog)		Facebook page and website		5 - 10 hrs/week	
Advocacy to national organization and others				Librarian 5 hrs/week	
Fund Development					

Service	Who are the constituents	Number served or Percentage served	Mandated Service	Current Staffing Level for Service	Required Resources
Two annual solicitations			OAR 357.195	Program Analyst 5 hrs/week Student Worker 8 hrs/week	Fund development database (Sage), files, letters, envelopes, bulk mailing
Large Print Calendar				Program Analyst 3 hrs/week Student Worker 4 hrs/week	large print calendar and envelopes
Planned giving program				Program Analyst 2 hrs/week	

6. Appendix C: Government Research Services

Service	Who are the constituents	Number served or Percentage serve	Mandated Service	Current Staffing Level/hrs. per week	Required Resources
<p>Provide resource materials to state agency staff via document delivery, web portal SEIC and collections housed at OSL including:</p>	<ol style="list-style-type: none"> 1. Employees of assessed state agencies 2. Other libraries 3. Oregon citizens 4. General public 5. OSL staff 	<p>SEIC= 34,183 fulltime employees, 8,784 registered SEIC users. Anyone has access to the collection in-house, some items circulate only to state employees.</p>	<p>ORS 357.005(2), ORS 357.007 Location of State Library. Subject to ORS 276.004,</p>	<p>selecting, acquiring, cataloging, processing, shelving, circulating, retrieving, housing, mending, weeding, offering, shipping,</p>	<p>ILS subscription (library catalog and circulation system); OCLC service (cataloging, ILLiad for document delivery and interlibrary loan); TRIM (to come); web portal and server;</p>
<p>Federal documents P+E+M</p>	<p>Employees of assessed state agencies, other libraries, Oregon citizens, general public, OSL staff</p>		<p>Oregon's Regional Federal Depository Library since Nov. 2007</p>	<p>receiving, retrieving, cataloging, processing, shelving, management of program, promoting, housing, (1 staff person in Library Services and various technical services staff in GRS)</p>	

Service	Who are the constituents	Number served or Percentage serve	Mandated Service	Current Staffing Level/hrs. per week	Required Resources
Genealogy (P+F+E)	Oregon citizens, general public		Partnership with WVGs	circulating, retrieving, housing, scanning & copying, processing, staffing 1 Sat per month	
Health and wellness	employees of assessed state agencies			retrieving, shelving, housing, circulating, weeding	
High performance (P+E)	employees of assessed state agencies			acquiring, shelving, housing, retrieving, weeding, circulating, processing, cataloging	
Internal Auditing Library (P)	employees of assessed state agencies			retrieving, shelving, circulating, weeding	
Journals P+F+E	employees of assessed state agencies			acquiring, licensing, housing, retrieving, processing, shelving, circulating, weeding	
Library science P+F+E	employees of assessed state agencies, other libraries,			cataloging, processing, shelving, circulating, retrieving, housing, mending, weeding,	

Service	Who are the constituents	Number served or Percentage serve	Mandated Service	Current Staffing Level/hrs. per week	Required Resources
Maps P	Employees of assessed state agencies, other libraries, Oregon citizens, general public, OSL staff			cataloging, processing, shelving, circulating, retrieving, housing, mending, weeding,	
Materials OSL/State of Oregon do not own that are essential to agency staff 's work	employees of assessed state agencies			retrieving, sending (Interlibrary Loan/Document Delivery)	
Newspapers P +F+E	Employees of assessed state agencies, other libraries, Oregon citizens, general public, OSL staff			selecting, acquiring, cataloging, processing, housing	
Oregoniana P +E	Employees of assessed state agencies, other libraries, Oregon citizens, general public, OSL staff			selecting, acquiring, cataloging, processing, shelving, circulating, retrieving, housing, mending, weeding, offering, shipping,	
Oregon Book Awards P	Other libraries, Oregon citizens, general public, library staff			cataloging, processing, shelving, circulating, retrieving, housing, mending,	

Service	Who are the constituents	Number served or Percentage serve	Mandated Service	Current Staffing Level/hrs. per week	Required Resources
Oregon index P (old stuff)	Employees of assessed state agencies, other libraries, Oregon citizens, general public, OSL staff				
Oregon-California Trails Association (P)	Employees of assessed state agencies, other libraries, Oregon citizens, general public, OSL staff			retrieving, shelving, housing, circulating, weeding	
Other government +NGO documents	Employees of assessed state agencies, other libraries, Oregon citizens, general public, OSL staff				
Photographs (P + E)	Employees of assessed state agencies, other libraries, Oregon citizens, general public, OSL staff				
Poetry P	Other libraries, Oregon citizens, general public		Partnership with Oregon State Poetry Association	cataloging, processing, shelving, circulating, retrieving, housing, mending,	

Service	Who are the constituents	Number served or Percentage serve	Mandated Service	Current Staffing Level/hrs. per week	Required Resources
Reading group book kits P	employees of assessed state agencies, other libraries				
Specialized online resources (information portals and/or personal learning tools, i.e. Lexis Nexis State Capital, Learning Express)	employees of assessed state agencies			acquiring, negotiating licensing fees, managing subscriptions,	
State documents P +E	Employees of assessed state agencies, other libraries, Oregon citizens, general public, OSL staff		ORS357.003(4)	selecting, acquiring, cataloging, processing, shelving, circulating, retrieving, housing, mending, weeding, offering, shipping,	
Training videos P+E	employees of assessed state agencies				
Manage and maintain collections	<ol style="list-style-type: none"> 1. Employees of assessed state agencies 2. Other libraries 3. Oregon citizens 4. General public 5. OSL staff 	Everyone	same as above	90 hrs/wk (excluding digital collections, government docs, cataloging, circulation, retrieving)	Same as above
Acquisition				included above in Collections	
Cataloging				86 hrs/wk	

Service	Who are the constituents	Number served or Percentage serve	Mandated Service	Current Staffing Level/hrs. per week	Required Resources
Housing					
Retrieving				done by everyone during working hours; 24 hrs/wk student workers	
Weeding				included above in Collections	
Checking out and checking in				ref desk 35 hrs/wk	
Mending				mostly done by volunteers	
Processing				included above in Collections	
Identification and selection				included above in Collections	
License, purchase, administer electronic resources & tools for State Agency use				included above in Collections	
Digital collections				75 hrs/wk	
Interlibrary loan & document delivery				74 hrs/wk	
Push current information to state agency staff:	Employees of assessed state agencies	34,183 (# of full-time emp.)			
E-clips electronic clipping service	Employees of assessed state agencies	1,374 subscribers		5 to 8 hrs/wk	staff time, computer/Internet access

Service	Who are the constituents	Number served or Percentage serve	Mandated Service	Current Staffing Level/hrs. per week	Required Resources
Read all about it Oregon blog	Employees of assessed state agencies, Oregon citizens,			1 to 2 hrs/wk	staff time, computer/Internet access
Reports to the Oregon State Legislature blog	Employees of assessed state agencies, Oregon citizens,			1 to 2 hrs/wk	staff time, computer/Internet access
Online databases and news service alerts to help state employees track breaking information on topics of work-related interest	Employees of assessed state agencies	88,055 delivered alerts/yr.		30 mins to 1 hr/wk	subscription to databases/electronic resources
Bibliographies of topical information	Employees of assessed state agencies			included in reference	staff time, computer/Internet access
Listserve/ mailing lists/electronic distribution lists	Employees of assessed state agencies	873 lists, 646321 members			staff time, computer/Internet access
Reference services provides research and reference assistance to state agency staff (and public)	Employees of assessed state agencies, refer Oregon citizens to state agencies	34,183 (# of full-time emp.)	ORS 357.005(2)	1 to 2 hrs/wk 75 hrs/wk (excluding training and Reference Room duties)	staff time, access to collections and databases, computer & Internet access,

Service	Who are the constituents	Number served or Percentage serve	Mandated Service	Current Staffing Level/hrs. per week	Required Resources
Quick (concise) information (like Google)				included above in Reference	
In-depth information searching and finding so that agency staff can analyze and make decisions				included above in Reference	
Training so that agency staff can effectively use state and other information resources				61 hrs/wk	
Locating materials to respond to an information request				included above in Reference	
Consulting on information and materials organization and sharing library science expertise				included above in Training	
Referrals to appropriate state agencies				included above in Reference	
Test Proctoring for state employees (necessary to maintain licensure, accreditation, etc. for various occupations in fields of public service)				2x/yearly	staff to oversee, computer & Internet access

Service	Who are the constituents	Number served or Percentage serve	Mandated Service	Current Staffing Level/hrs. per week	Required Resources
<p>Patron interaction Register patrons Staff Reference desk, answer telephone and assist in person Help public with reference room equipment (scanners, microfilm, copiers, PC) Check out materials to patrons and checking them in upon return Staff Legislative Library, answer telephone and assist in person</p>	<p>Everyone</p>	<p>Everyone</p>	<p>ORS 357.005</p>	<p>Reference Room serviced by GRS staff 35 hrs/wk - Monday - Friday, 10am to 5pm. Interagency agreement w/ Legislative Library for 40 to 45 hrs/wk</p>	<p>Staff time at reference desk (35 hrs/wk; staff time monitoring LiveHelp, L-Net; staff time at Legislative Library (interagency agreement) upkeep of furniture, rent, janitorial, wireless access, shelving, heat/electricity, equipment maintenance and replacement, computers,</p>
<p>Space Public access computers Wireless Chairs + tables Telework facility Local newspapers Poetry Genealogy Meeting rooms Microfilm/microfiche machines/scanners</p>	<p>Everyone</p>	<p>Everyone</p>		<p>Reference Room serviced by GRS staff 35 hrs/wk - Monday - Friday, 10am to 5pm.</p>	

Service	Who are the constituents	Number served or Percentage serve	Mandated Service	Current Staffing Level/hrs. per week	Required Resources
<p>Enrichment for state agency employees and local citizens</p> <ul style="list-style-type: none"> • Lecture series • Exhibits • Book kits 	<p>Lecture & exhibits = Employees of assessed state agencies, Oregon citizens, general public; Book kits = state employees & other libraries</p>	<p>Primarily state employees and people from Salem area.</p>		<p>Lecture = 10x/yearly; staff time = 90 to 110 hrs/year Exhibits = every 1 to 2 years; staff time = 30 hrs/per exhibit</p>	<p>supplies, promotion, time, use of space,</p>
<p>Consult on the organization and functioning of Oregon's internet presence while also administering the search engine for Oregon.gov</p>	<p>Oregon citizens, state employees</p>	<p>3,975 visits to Oregon.gov search box</p>		<p>24 hrs/wk</p>	<p>time, expertise, computer/IT stuff</p>
<p>Provide access to Oregon state government documents, electronically and in print</p>	<p>Everyone</p>	<p>Everyone</p>	<p>ORS 357.003(4)</p>	<p>32 hrs/wk</p>	<p>time, expertise, computer/IT stuff, cataloging, storage (electronic & in-house), supplies,</p>

7. Appendix D: Work Breakdown Structure

Date: 7.15.13		Oregon State Library		Transformation Project		3.1.1 Work Breakdown Structure			
WORK ACTIVITIES				Necessary Resources	Estimated Duration	Products or Deliverables	Acceptance Criteria	Predecessor Activities	Successor Activities
1.1 Organizing the work of the project				[Task 1: Stand up the project processes, strategies, and planning]					
1.1.1	Define the work activities to be accomplished together with the necessary resources, time required, deliverables, due dates, acceptance criteria. Order the work activities along a critical path taking into account the preceding and succeeding activities.	PL, PM, PA	10 -20 hours including revisions	Plans required to build Exhibit D, Work Breakdown Structure	Completeness, sequence.	Meetings and discussions with stakeholders	Building and revising WBS		
1.1.2	Document the work activities in a Work Breakdown Structure (this document)	PM	10 -20 hours	"Work Breakdown Structure" (This document)	Approval by PA and Sponsor	Defining all activities per 1.1.1	1.1.3		
1.1.3	Convert Work Breakdown Structure into timelines and calendars	PM	10 hours	Ex. F, "Activity Gantt Chart and Timeline"; Ex. G, "Roles, Deliverables, Dates"	Approval by PA and Sponsor	WBS document	All project meetings and activities.		
1.1.4	Revise and review project charter	PA, PM	2 hours	Revised Project Charter	Approval by Sponsor	First draft of charter			
1.2 Confirming governance and organizing the Project Team									
1.2.1	Confirm membership and responsibilities of COO's office, Advisory Board, Project Leaders, Project Team, Library Board, and other stakeholders	PL, PM, Sponsor	2 hours	Updated governance diagram, RACI chart, and "Project Agreements"	Sponsor approval	Development of governance models	Communications with stakeholders		
1.2.2	Organize the Project Team and Work Groups, including confirming leaders/"conveners" and recruiting members.	PL, PM, Sponsor	8-12 hours	Membership Rosters, Ex. G, "Roles, Deliverables, and Dates"	Sponsor approval	Definitions of roles and expectations	Project launch meeting		
1.2.3	Organize and conduct the project launch meeting (June 25)	PL, PM, PA, S, PT	8-10 hours	Launch meeting	Participants understand their roles	Organization of PT and Advisory Council	Project work begins. Communications follow.		
1.2.4	Conduct Project Team meetings. Support Work Group meetings as needed.	PL, PM	3-6 hours per week	"Project Team Schedule of Meetings"	Regular meetings making on schedule progress	Organizing and launch	Weekly meetings		
1.3 Establishing communication and change management practices									
1.3.1	Develop and review the Communication and Change Management Plan	PT, PM, PA	2-4 hours	Ex. H, "Communication and Change Management Plan"	Sponsor approval	Discussions with stakeholders	Provide communication		
1.3.2	Prepare and circulate weekly email updates to all stakeholders	PT, PM	1-2 hours per week	"In the Loop" weekly emails	Timeliness (every Tuesday)	PT meetings			
1.4 Conducting status reporting									
1.4.1	Develop and submit status reports to COO's office every two weeks on Wednesday.	PL, PM, PA	1-2 hours per week	"Project Status Report"	Approval by Project Advisor				
1.4.2	Conduct bi-weekly status reviews between Project Leaders and Sponsor (Mondays, 4:00 -5:00)	PL, PM, S	1 hour per week	Verbal update of progress and plans	Sponsor approval				
1.5 Confirming the AS-IS state of OSL services				[Task 2: Facilitating inputs for building the Implementation plan]					
1.5.1	Organize and conduct the work of finalizing the AS-IS map of current OSL services. Document the result.	PL, PM, PT, WG1, WG2	8-10 days	Final draft of AS-IS.	Acceptance by Advisory Committee and Sponsor	Organization of Project Team, Work Groups	Analysis of AS-IS to prepare TO-BE.		
1.6 Organizing development of the TO-BE state of OSL services									
1.6.1	Organize the work of building the TO-BE state including activities, schedule, criteria for analysis, and deliverables.	PL, PM, PT, WG1, WG2	10-14 days	Ex. E, "Development Life Cycle", criteria for analysis	Accuracy, achievable time frame	Completion of AS-IS state.	Building the TO-BE state		
1.6.2	Conduct the work of building the TO-BE state. Create 1st and 2nd drafts. Circulate for comments. Deliver final draft.	PL, PM, PT, WG1, WG2, S, Advisory Cte.	30-35 days	Criteria for analysis, 1st draft for review, final draft of TO-BE	Acceptance by Advisory Committee and Sponsor	Establishing criteria for alternatives.	Socializing final draft with decision makers		
1.6.3	Complete and submit the final draft to decision makers.	PL, Sponsor	5 days	Qualified final draft	Acceptable to Legislative Fiscal Office	Final draft	Building Implementation Plan		
1.7 Building an Implementation Plan for the Future/TO-BE state				[Task 3: Build Implementation Plan]					
1.7.1	Organize the work of building the Implementation Plan including activities and deliverables, including those related to Change Management.	PL, PM, PT, WG1, WG2	8-10 days	Ex. E, "Development Life Cycle "	Accuracy, achievable time frame	Approved TO-BE document	Developing the implementation plan		
1.7.2	Conduct the work of building the Implementation Plan. Create 1st and 2nd drafts. Circulate for comments. Deliver final draft.	PL, PM, PT, WG1, WG2, S, Advisory Cte.	25-30 days	1st draft for review. Final draft incorporating feedback	Acceptance by Advisory Committee and Sponsor	Organizing the work	Preparing for Implementation		
1.7.3	Complete and submit the final draft to decision makers.	PL, Sponsor	5 days	Qualified final draft	Acceptable to Legislative Fiscal Office	Final draft of Implementation Plan	Executing Implementation		
1.8 Planning for Change Management									
1.8.1	While building the Implementation Plan, the Project Team will rely on the Work Group for Internal Organization and Culture to identify the people and processes affected by change and plan for transition and communication	PL, PM, PT, WG1, WG2	5 days	A change management plan	Acceptance by Advisory Committee and Sponsor	TO-BE state defined	Completion of Implementation Plan		
1.9 Documenting Lessons Learned and closing the project									
1.9.1	Organize and conduct the work of conducting de-briefs with project participants and gathering insights. Prepare final report.	PL, PM, PT, WG1, WG2, S, Advisory Cte.	5 days	Lessons Learned and Recommendations for future transformation projects	Usefulness to Sponsor, COO's office, and Legislative Fiscal Office	Completion of Implementation Plan	None		
Definitions of abbreviations: PL = Project leader, State Librarian MaryKay Dahlgren PM = Project Manager = Kelly Jensen PA = Project Advisor = Jeannine Beatrice PT = Project Team "Services Work Groups" includes Services to Libraries and Oregonians, Services to State Government, and Collections "How" Work Groups includes Financial modeling, Technology use, Internal organization and Culture AC = Advisory Committee S = Project Sponsor = Sarah Miller									

8. Appendix E: Development Life Cycle for TO-BE State and Implementation Plan

For the Alternative "TO-BE" STATE OF LIBRARY SERVICES

Version of July 22, 2013

#	Task	Dates	Involved
1	Confirm list of services (AS-IS)	July 8	Project Team
2	Develop criteria for TO-BE	July 8	Project Team
3	Apply criteria to list of services; deliver analysis to Project Team	July 8-26	Work Groups: <ul style="list-style-type: none"> • Services to Libraries & Oregonians • Services to State Government • Collections
4	Add perspectives from previous studies, surveys, etc. to create 1 st Draft	July 29 – Aug 5	Project Team
5	Complete 1 st Draft	Aug 5	Project Team
6	Develop Tech/Fin/Cultural criteria	July 15-22	Work Groups: <ul style="list-style-type: none"> • Finance Modeling • Technology Usage • Internal Organization & Culture
7	Apply Tech/Fin/Cult review to 1 st Draft	Aug 6-16	Work Groups: <ul style="list-style-type: none"> • Finance Modeling • Technology Usage • Internal Organization & Culture
8	Incorporate comments into 2nd Draft	Aug 19-26	Project Team
9	Complete 2 nd Draft	Aug 26	Project Team
10	Circulate and review 2 nd Draft	Aug 26 – Aug 30	Advisory Committee, Sponsor, Library Board
11	Incorporate comments into Final Draft	Aug 30 – Sep 4	Project Team and Project Leads
12	Complete and submit Final Draft	Sep 7	Project Leads

For the
IMPLEMENTATION PLAN

Version of July 22, 2013

#	Task	Dates	Involved
1	Confirm list of services (TO-BE) received from Legislature	Sept 23	Project Team
2	Develop directions for Implementation Planning for the Work Groups	Sep 23	Project Team
3	Build 1 st Draft of Implementation Plan	Sep 23 – Oct 4	Work Groups: <ul style="list-style-type: none"> • Services to Libraries & Oregonians • Services to State Government • Collections
4	Complete 1 st Draft	Oct 4	Project Team
5	Develop Tech/Fin/Cult criteria	Sep 23 – Oct 4	Work Groups: <ul style="list-style-type: none"> • Finance Modeling • Technology Usage • Internal Organization & Culture
6	Apply Tech/Fin/Cult criteria to 1 st Draft	Oct 7-18	Work Groups: <ul style="list-style-type: none"> • Finance Modeling • Technology Usage • Internal Organization & Culture
7	Incorporate comments into 2nd Draft	Oct 21-25	Project Team
8	Complete 2 nd Draft	Oct 25	Project Team
9	Circulate and review 2 nd Draft	Oct 28 – Nov 8	Advisory Committee, Sponsor, Library Board
10	Incorporate comments into Final Draft	Nov 11-15	Project Team and Project Leads
11	Complete Final Draft	Nov 18	Project Leads
12	Submit Final Draft to Legislative F.O.	Nov 20, 2013	Sponsor

Task ID	Task Description	Responsible Parties	Duration	Start Date	End Date
1.7	Building an Implementation Plan for the Future state	PL, PM, PT, WGL, WG2	8-10 days		23-Sep
1.7.1	Organize the work of building the implementation plan including activities and deliverables.	PL, PM, PT, WGL, WG2, S, Advisory Cte.	25-30 days		
1.7.2	Conduct the work of building the implementation plan. Create first draft. Circulate for comments. Deliver final draft.	Project Team	5-10 hours		23-Sep
1.7.2.1	Confirm list of services [10-85] received from Legislature	PT	2-4 hours		23-Sep
2	Develop directions for implementation planning for the Work Groups	Services Work Groups	10-15 hours		Sep 23 - Oct 4
3	Build 1st Draft of Implementation Plan	"How" Work Groups for Fin, Tech, Culture	3-6 hours		Sep 23 - Oct 4
4	Develop Tech/Fin/Cult criteria	"How" Work Groups	9 hours		Oct 7 - 18
5	Apply Tech/Fin/Cult criteria to 1st Draft	PT	9 hours		Oct 21-25
6	Incorporate comments into 2nd Draft	PT	9 hours		25-Oct
7	Complete 2nd Draft	Advisory Cte, Sponsor, Board	4 days of review		Oct 28 - Nov 8
8	Circulate and review 2 nd Draft	PT and Project Leads	5-10 hours		Nov 11-15
9	Incorporate comments into Final Draft	Project Leads			18-Nov
10	Complete Final Draft	Sponsor			20-Nov-13
11	Submit Final Draft for Legislative check-in				
1.8	Planning for Change Management				
1.8.1	While building the implementation plan, the Project Team will rely on the Work Group for Internal Organization and Culture to identify the people and processes affected by change and plan for transition and communication.	PL, PM, PT, WGL, WG2	5 days		25-Oct
1.9	Documenting Lessons Learned and Closing the Project	PL, PM, PT, WGL, WG2, S, Advisory Cte.	5 days		
1.9.1	Organize and conduct the work of conducting de-briefs with project participants and gathering insights. Prepare final report.				2-Dec
1.9.2	Conduct de-brief with Project Team for lessons learned				2-Dec
1.9.3	Prepare instructions to gather insight through Work Group conveners				2-6-Dec
1.9.4	Gain insights and recommendations from Work Groups and other stakeholders				13-Dec
1.9.5	Prepare final report				

Definitions of abbreviations:
 PL = Project Leader, State Librarian MaryKay Dahlgreen
 PM = Project Manager = Kelly Jensen
 PA = Project Advisor = Jeannine Bealze
 PT = Project Team
 AC = Advisory Committee
 S = Project Sponsor / Sarah Miller

10. Appendix G: Roles, Deliverables, and Dates

For the Alternative "TO-BE" STATE OF LIBRARY SERVICES

Version of July 19, 2013

Role	Responsibility	DELIVERABLES FOR "TO-BE" ANALYSIS	Dates
Project Team	<ul style="list-style-type: none"> Organize the work Commission the Work Groups Review Work Group analysis Incorporate previous studies and analysis Create final deliverables 	Confirm list of AS-IS services	July 8
		Develop criteria for analysis of services	July 8
		Build format for TO-BE	July 15-19
		Review 1st draft	July 29-Aug 5
		Review 2 nd draft	Aug 19-26
		Create final draft (Project Leads)	Aug 30-Sep 4
Work Group: "What" Categories: <ul style="list-style-type: none"> Services to Libraries and Oregonians Services to State Gov't. Collections 	Assemble teams of subject matter experts (SMEs) and stakeholders to analyze the list of current services and propose "TO-BE" alternatives for legislative approval.	Conduct meetings of SMEs and stakeholders for analysis of TO-BE options.	July 8-26
		Deliver analysis to Project Team	July 26
Work Group: "How" Categories <ul style="list-style-type: none"> Financial modeling Technology use Internal org. & culture 	Assemble teams of subject matter experts (SMEs) and stakeholders to analyze the list of current services and propose "TO-BE" alternatives for legislative approval.	Develop criteria	July 15-22
		Review and analyze 1 st draft, apply criteria	Aug 6-16
Advisory Committee & other Stakeholders	Provide expert and executive opinion	Review and comment on 2nd draft	Aug 26-30
Sponsor	Provide access to resources, make decisions consistent with legislative direction	Receive, review, and comment on 2nd draft	Aug 26 – 30
		Check final draft with key decision makers	Aug 26 – 30
		Submit final draft to Legislative Fiscal Office	Sept 7

**For the
IMPLEMENTATION PLAN**

Version of July 19, 2013

Role	Responsibility	DELIVERABLES FOR THE IMPLEMENTATION PLAN	Dates
Project Team	<ul style="list-style-type: none"> • Organize the work • Commission the Work Groups • Review Work Group deliverables • Create final deliverables 	Confirm list of services received from Legislature	Sept 23
		Develop directions for the Work Groups	Sept 23
		Build format for Implementation Plan	Sept 23-Oct 4
		Review 1st draft	Oct 4
		Build 2 nd draft	Oct 21-25
		Create final draft (Project Leads)	Nov 11-15
Work Groups: "What" Categories: <ul style="list-style-type: none"> • Services to Libraries and Oregonians • Services to State Gov't. • Collections 	Assemble teams of subject matter experts (SMEs) and stakeholders to develop implementation plans.	Conduct meetings of SMEs and stakeholders to draft an Implementation Plan.	Sept 23-Oct 4
		Deliver analysis to Project Team	Oct 4
Work Groups: "How" Categories <ul style="list-style-type: none"> • Financial modeling • Technology use • Internal org. & culture 	Assemble teams of subject matter experts (SMEs) and stakeholders to develop implementation plans.	Develop criteria	Sept 23-Oct 4
		Review and analyze 1 st draft of Implementation plan; apply criteria. Deliver analysis to Project Team	Oct 7-18
Advisory Committee & other Stakeholders	Provide expert and executive opinion	Review and comment on 2nd draft	Oct 28-Nov 8
Sponsor	Provide access to resources, make decisions consistent with legislative direction	Receive, review, and comment on 2nd draft	Oct 28-Nov 8
		Check final draft with key decision makers	Nov 11-15
		Submit final draft to Legislative Fiscal Office	Nov 20

11. Appendix H: Communication and Change Management

Communication and Change Management

Version 2.02, July 22, 2013

To engage the stakeholders and create a positive context for OSL transformation, the Project Leaders will employ the practices described below.

Please note that this plan will evolve over the course of the project.

Identification of Stakeholders

- Please refer to Stakeholder Communications Chart below.

Participation of Stakeholders

- The Project Team and its Work Groups will include Library staff whose connections with transformation-impacted services will inform its recommendations.
- Once the Project Team and its Work Groups have been formed, their work will be commissioned by the Project Sponsor in a launch meeting.
- The Project Team and its Work Groups will consult periodically with the Project Advisory Committee and other subject matter experts they may recommend.
- The Project Leaders will meet every other week with the Project Sponsor.
- The Project Leader will meet every month with SEIU representatives to discuss progress.

These connections will establish feedback loops to optimize informed participation by the stakeholders.

Communications

- Status reports will be prepared by the Project Manager every other week and shared with the Sponsor, Project Team Leaders, Project Team, work group leaders, and other parties recommended by the Sponsor.
- Weekly project updates, referred to as "In the Loop," will be prepared by the Project Leaders and circulated to the stakeholders noted above.

Formal Updates

- As directed by the Sponsor, formal updates for Legislative Fiscal Office (and other audiences) will be prepared by the Project Team.

Stakeholder Communications Chart

Stakeholder	Communication Method	Frequency	Contacts
State Librarian	1. In-Person Meetings 2. Status Reports 3. In-the Loop e-mails 4. Open-door Office Hours	1. Monthly 2. Bi-Weekly 3. Weekly 4. Bi-Weekly	MaryKay Dahlgreen
Project Team	Multiple	Constant	Team members
Project Work Groups	Multiple	Frequent	Work Group leaders
Project Sponsor, COO's office	Review meetings	Bi-weekly	Sarah Miller, Deputy COO
Project Advisory Committee	1. In-Person Meetings 2. Status Reports 3. In-the Loop e-mails	1. Monthly 2. Bi-Weekly 3. Weekly	Aletha Bonebrake, State Library Board
			Mary Beth Herkert, State Archivist
			Cathryn Bowie, State Law Librarian
			Michele Burke, Oregon Library Association President
			Faye Chadwell, Oregon University System librarian
			Richard Turner, TBABS Advisory Council
			Kris Kautz, Deputy Director of Revenue
			Staff from Senator Courtney's office (not confirmed)
			Dorothy Waller, from Speaker Kotek's office
			Jerry Curry, SEIU representative
Project Team	1. In-Person Work Sessions 2. Status Reports 3. "In-the Loop" e-mails	1. Weekly 2. Bi-Weekly 3. Weekly	MaryKay Dahlgreen, State Librarian
			Susan Westin, Manager LD and TBABS
			Margie Harrison, Manager GRS
			Shawn Range, Business Manager
			Eugene Newbill, OSL staff
			Alice LaViolette, OSL staff
			Elke Bruton, OSL staff
			Jennifer Maurer, OSL staff
			Luis Navarrete, OSL staff
			Sam Hall, State Library Board

			Jessica Rondema, Executive admin.
Workgroups:	1. Work sessions	1. Weekly	
Services to Libraries & Oregonians	2. Reports to Project Team 3. "In-the Loop" e-mails	2. Weekly 3. Weekly	Abigail Elder, Director, Beaverton Public Library
			Allen McKiel, Director, Western Oregon University Library
			Christi Joachim, Patron, Talking Books and Braille Services
			Ebonee Bell, Board Member, OSL and Librarian, Multnomah County Library
			John Russell, Librarian, University of Oregon
			Perry Stokes, Director, Baker County Library
			Ruth Murray, Coordinator, PSU Library Media Program & former President, Oregon Association of School Libraries
			Stephanie Lind, Program Supervisor for Outreach and Youth Services, Washington Co. Cooperative Library Services
			Jennifer Maurer, LD (convener)
			Joel Henderson, TBABS
			Katie Anderson, Library Development
			Robby Pietz, Government Research Services
			Robin Speer, Library Administrative Services, TBABS
Services to State Government			Margie Harrison, OSL Staff (GRS Program Manager) (convener)
			Susan Westin, OSL Staff (LD/TBABS Program Manager) – Back up convener
			Kate McGann, OSL Staff (Collection Management Librarian)
			Jerry Curry, OSL Staff (Information Specialist)
			Sara Belousek, OSL Staff (Document Delivery coordinator)

		<p>Ann Reed, OSL Staff (Federal Program Coordinator)</p> <p>Ray Miao, OSL Board of Trustees</p> <p>Juli Shepard, Librarian, Oregon State Hospital Library</p> <p>Claudia Weston, Government Information Librarian, PSU</p> <p>Layne Sawyer, Reference Coordinator, Oregon State Archives</p> <p>Greg Sanker, IT Service Manager, Dept. of Revenue</p> <p>Jan Norland, Legislative Committee Services</p> <p>Amy Zlot, Multnomah County Health Department</p> <p>Mary Beth Herkert, State Archivist</p>
<p>Collections</p>		<p>Eleanor Berry, Oregon State Poetry Association Past-President</p> <p>Elisabeth Walton Potter, Past Coordinator of National Register Nominations for the State Historic Preservation Office in Oregon</p> <p>Valery King, Oregon State University Associate Professor, Social Sciences and Government Information</p> <p>Elizabeth Tice, President of Willamette Valley Genealogical Society</p> <p>Dave Hegeman, OSL Special Collections Librarian</p> <p>Arlene Weible, OSL Government Documents Librarian</p> <p>Jey Wann, Oregon Documents Coordinator</p> <p>Kate Anderson, OSL Student Worker</p> <p>Alice LaViolette, OSL Reference Coordinator (convener)</p> <p>Eugene Newbill, OSL Serials Specialist</p> <p>Andrea Clarkson, OSL TBABS Specialist</p> <p>(Below 5 members were unable to attend, but sent</p>

Internal Organization & Culture			Vicki Jorgensen , DAS HR
			Rebecca Gray, Department of Housing
			Toby Giddings, DAS Procurement
			Kevin Hamler-Dupras, Department of Education
			Susan Hathaway-Marxer, OSL Board of Trustees
			Chris Adams, OSL Staff
			Jey Wann, OSL Staff
			Jessica Rondema, OSL Staff
			Sarah Cunningham, OSL Staff
			Meagan Button, OSL Staff
			Scott Gilbert, OSL Staff
		Elke Bruton (convener), OSL Staff	
State Library Board of Trustees	<ol style="list-style-type: none"> 1. Board Mtgs 2. E-mails 3. Status Reports 4. In-the Loop e-mails 5. Represented in Advisory Comm. 6. Represented on Project Team 	<ol style="list-style-type: none"> 1. Monthly 2. As needed 3. Bi-Weekly 4. Weekly 5. Monthly 6. Weekly 	Aletha Bonebrake Ebonee Bell Sam Hall Susan Hathaway-Marxer Ismoon Hunter-Morton Ray Miao
Three Library Advisory Councils	TBD	TBD	OSL Program Managers
Libraries: Local Public, School, Academic, & Tribal	TBD	TBD	MaryKay Dahlgreen
Oregon State Archives	State Archivist participates on Advisory Committee, Details above.		Mary Beth Herkert
Oregon State Poetry Association	TBD	TBD	Eleanor Berry
Willamette Valley Genealogical Society	TBD	TBD	Elizabeth Tice
Oregon Historical Society	TBD	TBD	Geoff Wexler
Oregon Heritage Commission	TBD	TBD	David Lewis/ Kyle Jansson
SEIU	<ol style="list-style-type: none"> 1. Sponsor/Lead Check-ins 2. Status Reports 3. In-the Loop e-mails 4. Represented in Advisory Comm. 5. Represented on Project Team 	<ol style="list-style-type: none"> 1. Bi-Weekly 2. Bi-Weekly 3. Weekly 4. Monthly 5. Weekly 	Eugene Newbill Alice LaViolette Glenn Stolburg Stacy Cowan

Legislature & Legislative Fiscal Office	TBD	TBD	John Borden
Oregon Library Association	TBD	TBD	Michele Burke
State Library Reorganization Steering Committee	TBD	TBD	MaryKay Dahlgreen, State Librarian
			Barry Pack, Office of COO
			Jeannine Beatrice, Office of COO
			Mary Beth Herkert, State Archives
			Susan Westin, OSL Manager
			Shawn Range, OSL Manager
			Margie Harrison, OSL Manager
			Sam Hall, State Library Board
			Heather Pitts, OSL Staff
			Joel Henderson, OSL Staff
			Christopher Rumbaugh, Salem Public Library
			Julie Curtis, State Lands
			Bob Disher, Oregon Textbook & Media

Change Management

- Once the TO-BE state of OSL services has been determined, the Project Team will turn its attention to Change Management in order to assist in an orderly transition from the AS-IS to the future state.
- The Work Group on Internal Organization and Culture will have a leadership role in identifying what will change and who will be affected.
- As part of the Implementation Plan, the entire Project Team will identify communication and support activities and resources.

