



STRATEGICALLY GUIDING ORGANIZATIONS THROUGH GROWTH AND CHANGE

**RAILS Resource-Sharing Overlay Project
Research: Stage Two; Organizational
Dynamics**

Prepared For:
Reaching Across Illinois Library System

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Executive Summary

Introduction

In 2013, the RAILS Consortia Committee began exploring the potential of a software product that could connect as many libraries of any type as were interested. The software would "lay over" the existing integrated library systems already in use and connect them to allow resource sharing without requiring that the libraries and consortia change their ILS to a single product. They assigned this research to the Overlay Project Working Group which designed a 3 stage research process.

The first stage identified three (and a possible fourth) software products which could work.

This report focuses on the second stage whose objective was to identify the organizational dynamics which would affect both the overlay software's necessary functioning as well as the personal, political, governing, and funding perspectives within the region.

RAILS enjoys a rich diversity of libraries within its region. Because of this diversity there was no expectation that a single answer would be found for any possible question or option. From the beginning the search was for a range of acceptable answers rather than one absolute or averaged answer.

Information Gathering

Early in the design process it was determined to incorporate as many viewpoints as possible. In addition to hearing many different voices, it was also hoped that getting library representatives talking about their preferences and needs as a group would help all of them better understand the overlay concept, learning together and from each other. To accomplish these results, a robust process for gathering information from the libraries was implemented.

The primary objectives of the information gathering were to reach out in multiple forums (including individual consortium visits, web based meetings, and state stakeholder conversations) and formats (open-ended focus groups and a close-ended survey) to gain insight into the needs, values, and preferences which should guide further decisions. The specific goal was to gain enough insight to allow RAILS to determine if an overlay could be successful and, if so, what functions and features would be best to maximize that success.

The information to be gathered included:

- An understanding of consortium members' views on resource sharing within RAILS
- Aspirations and expectations for a successful resource-sharing project
- Functional requirements for a successful resource-sharing software
- Concerns and potential barriers of an overlay resource sharing software
- Political factors (governance, shared policies, cost sharing) which would affect the success of a resource-sharing software

This would be accomplished through five successive rounds of information gathering. The first four would be open ended dialog to ascertain the range of viewpoints. The final round was a member wide survey which was largely close ended and designed to test the validity of the tentative insights derived from the first four rounds.

The five rounds were:

- Focus group with the Consortia Committee and Consortia Futures Subcommittee to gain their perspectives both concerning the questions to be answered as well as recommendations concerning the further process of information gathering
- Meetings with statewide stakeholders (the Illinois State Library, Consortium of Academic and Research Libraries of Illinois and the Illinois Heartland Library System) to gain insight into the questions based on their unique perspectives
- Focus groups held at each consortium in RAILS (which included a meeting with library leaders and a separate meeting with individuals directly involved in the interlibrary loan process) to start gathering the wide range of voices
- A series of web based focus groups allowing those not in a consortium to participate as well as gaining insights into any differences or preferences between library types by designing the sessions to focus on those groups

Focus Group Information

Each of the first four rounds used questions that were largely identical except for small differences based on differences of participants or format. Each of these live sessions also included a short audio presentation from a representative of the Midwest Collaborative for Library Services that has implemented, and for several years managed, a successful project very much like the one RAILS is considering. For the consortia visits there was an added feature in that there were two separate sessions at each, one for library decision makers and one for library staff working in ILL.

The meetings with statewide stakeholders were very positive. While they had some doubts about using an overlay approach they were supportive of the efforts to try it and see if it could work. If successful, while currently a RAILS project, it might have statewide implications.

Synthesizing the input from all of the focus groups led to a number of repeated themes which are summarized below under the specific categories of inquiry.

Functionality

- Most important of all is to have a drastically improved experience for the patrons throughout the entire ILL process. Their expectations are high due to today's world of excellent online shopping and cloud apps.
- But it also has to enhance what library staff experience, making the ILL process more effective and efficient and, ideally, providing better information for collection development and other library decisions.
- And it has to work in a totally or nearly totally seamless manner with the existing ILS, search tools, etc. already in place. There is neither time nor budget for implementing major overhauls.

Governance (administration and cost)

- The governing group of any such collaborative needs to be clearly charged and empowered to take action. No matter where it resides it should be of a size and type to do so.
- Likely areas for shared policies include: circulation, materials restrictions (collections or specific items), collateral financial issues (fines, fees, lost, damaged, etc.), record standards, equitable lending and borrowing, and maintaining local control to the extent possible.

- Costs must be affordable, equitable, transparent, and scaled. It was noted that in today's economic environment budgets are a zero sum game. New costs must be covered by dropping other costs.

Political (buy in)

- OCLC has been an important part of the Illinois library world. Many libraries seem to feel that in order to justify the effort and investment needed to participate in the overlay it would have to offer significant improvements beyond OCLC. Others have a less pleasant experience and/or fee and would readily turn to an appropriate alternative.
- Libraries want to know that it can work in the Illinois environment and that it can be demonstrably sustained for several years.

The Larger System

- The overall improvement of ILL depends not just on the software working, but on all of the other parts of ILL working as well. As one party commented, "Increased volume benefits patrons until it undermines good service."
- The benefit of the software is mutually dependent on the ability of staff, internal processes, delivery, available training, and technical support. If the software changes the ILL equilibrium (e.g., leads to volumes which cannot be effectively handled or requires technical skill and resources a library lacks), it might actually have a negative effect on ILL overall.

The range of acceptable answers was quite wide in a number of very different ways and topics as can be seen in the comments below.

- All requests must be mediated --- No request should be mediated
- We don't want to lose OCLC --- We can't wait to reduce our reliance on OCLC
- Consortium needs lots of hands in governance --- Less consortium work allows fewer hands and lower overhead
- We will pay our fair share --- We will need financial support to participate

Survey Information

An active choice was made to try to increase responses rather than to get a statistically representative sample. Having more voices was more important. An open invitation to each library member went out. They were encouraged to participate and allowed one response per library. Rather than limit the respondent to a particular position the library could choose which individual would respond (many were directors but there were also individuals in ILL as well as other positions). Any analysis of the survey must be considered in light of these two factors, yielding useful information but not necessarily representing the perspectives of the entire RAILS membership.

The primary information gathering in the survey rests on the back of Questions 9-10 and 12-16. Those questions before Question 9 gather demographic information on the respondents and those questions after Questions 11, 17 and beyond largely ask for optional individual input or requests for additional information. The most representative and objective (and likely most influential) are the close ended questions listed below.

- Question 9 asked about the value of different functionalities influencing the experience of the library as derived from the earlier rounds of information gathering
 - Results assessment; all of the functionalities were desirable and 12 of the 17 tested were highly desirable
- Question 10 asked about the value of different functionalities influencing the experience of the patron as derived from the earlier rounds of information gathering
 - Results assessment; all 8 of the listed functionalities were highly desirable
- Question 12 asked if the respondent thought they would want their library to participate in the overlay if it offered everything they wanted and also if they thought their governing body would want the library to participate
 - Results assessment; a majority would want their library to participate, a small but significant percentage would not want their library to participate, the remainder were uncertain; in general the likelihood of their estimate of their governing bodies wanting to participate was slightly lower than their own nearly across the board
- Question 13 asked if the respondent felt that the overlay would be an important place for RAILS to invest
 - Results assessment; A slight majority felt that the overlay was an important place for RAILS to invest, a small but significant percentage felt that the overlay was not an important place for RAILS to invest and the remainder was uncertain
- Question 14 tested the preference for several different ways of contributing to the overlay if they participated (including library resources, fees and governance)
 - Results assessment; staff time and a flat annual fee were the two most attractive and a share of the annual software license fee and a share of the initial software cost were the two least attractive
- Question 15 tested four current ILL areas which the earlier information gathering indicated could be improved
 - Results assessment: The only area that a majority of respondents saw as needing improvement was "multiple steps needed to complete."
- Question 16 tested several possible "deal breakers" that would cause a library to not participate
 - Results assessment; all of those listed were deal breakers for at least 40% of respondents, the highest being cost increases which was a deal breaker for 79%

In addition to the overall survey results, individual breakdowns by demographic categories were investigated. The only two indicating significant differences from the overall results or offering unique and useable insights were those for library type (academic, public, school and special) and ILS type (LLSAP, independent consortium, shared system among members of the same organization, online catalog but independent, and no online catalog) Differences were found primarily for questions 12 and 13.

Question #12-Participation

Concerning the library type differences and insights, "Public libraries" was the only group which was strongly positive about participation. Those who were less certain (with a majority in the middle range) were academic and school libraries. And those with a majority in the unlikely category were special libraries. The belief that their governing entities would be less interested than the staff was found in the full survey and also found here for each of the groups.

Concerning the ILS type differences and insights, "LLSAP" and "No online catalog" groups were the only groups which were very strongly positive about participation. "Online catalog

shared by multiple school libraries" and "Independent automation consortium" were the most unlikely to participate. The others were approximately spread across the range.

Question #13-Value

Concerning library type differences and insights, all types except for "Special" had at least 50% of responses as "yes." And all except for "Public" had 50% or more who "don't know."

Concerning the ILS type differences and insights, only "Independent Consortium" had a majority who did not see it as a valuable place to invest. "Online Catalog Stand Alone" was mixed with 41% each for "value" and "don't know." A strong majority of the others saw "value."

Conclusions

By identifying desirable and undesirable factors and conditions and their potential ranges of acceptability in the open ended-information gathering, and then testing them in the survey, a number of conclusions in several areas were identified as likely.

Important to a successful resource-sharing software

Ultimately anything that makes the process more intuitive, effective, and efficient for the patrons and for the library staff is important. If one must be sacrificed for the other, then the patron's experience is more important. Greatly improved patron experience, greatly improved interlibrary loan processes, and greatly improved information on resource-sharing activity to assist library decisions are all important.

Risks and uncertainties concerning the success of resource-sharing software

Given the relatively large percentage of libraries in the study that are neither for nor against at this point, it is difficult to predict overall participation. The potential for success exists based on evidence from other larger overlay projects but the end state for RAILS is uncertain at this time.

- **Best case scenario:** An initial set of libraries participates and proves that it works. The software delivers on all of the desired benefits and capabilities; libraries and patrons love it, unique items are being discovered and borrowed and the RAILS resource-sharing environment is much richer. Because of the success many more libraries (though still not all) decide to participate.
- **Moderate case scenario:** An initial set of libraries participates and proves that it mostly works. There are improvements for the patron and library experiences but for a significant number of libraries not enough to justify the investment of time and money to participate. The participants increase but do not swell.
- **Worst case scenario:** An initial set of libraries participates and finds it doesn't work well enough to continue; some stop participating. A few new libraries see enough value or value due to their unique set of circumstances and needs and join. Some equilibrium is established but the resource-sharing overlay not widespread in its use.

Implications for the Governance (administration and finance)

Given the diversity and the differences between libraries in terms of what works best for them, there is no single answer, but there were several strong themes.

Implications for building political capital and buy-in

Again, there is no one single solution but rather a number of possible solutions depending on whom you are speaking with.

Implications overall for the process of moving forward

- Universal participation is unlikely so the level of penetration needed for sustainable success must be assessed.
- Convincing those on the fence will likely require even more information and a stronger value proposition. They will need evidence both of capability and of sustainability.
- Illinois is a unique environment and libraries want to see evidence of achieved success in a similar environment and they want guaranteed sustainability.
- Ultimately success of the overlay will rely on the capability of the entire set of systems involved in ILL including delivery, capacity, shipping processes, etc. As one party commented, "Increased volume benefits patrons until it undermines good service."
- Costs are a zero sum game. Any additional cost to a library will almost certainly have to be gained by giving up something else so it has to be worth the giving up.
- The software has to add a lot to functionality given that most of the libraries in a consortium feel well served already.
- Functionality must significantly enhance patron experience, library effectiveness and management information.
- OCLC is a known quantity and change is often costly and unpleasant. Many will require a significant improvement in experience to justify participation.
- While all functionalities are seen as valuable, individual libraries have differences of priority based on their own situation. Having customizable options in functions of the software system which would not undermine its utility would be preferable.
- Between the number of large existing consortia and the wide use of OCLC, Illinois is far ahead in resource sharing compared to most places where an overlay has been successful. The bar for improvement is much higher here.

Recommendations for moving forward

- When developing the Request For Proposal consider not just the functionalities desired but also how the software affects, and is affected by, the larger system of processes and activities that support it.
- There is a strong case made for a "proof of concept." While examples from other states or different projects can be found, the "just like this, just like here" standard seems the most likely to pull libraries on the fence into the game. This indicates that a pilot study would be of value.
- Any solution seems unlikely to take the entire race unless it wins the trifecta of enhanced patron experience, streamlined library process, and increased information for improving operational decisions.
- Approach the project from a systems perspective; focus not just on the software's capability but also on the capability of all other elements contributing to the success of interlibrary loans (delivery, ILL processes, labeling, etc.) If one element increases volume but one or more of the others do not have the capacity to handle it, then the ultimate result is a system failure. It will be necessary to make sure that all elements have the capacity to handle and respond to changes that the software might bring.

Full Report

Goals and Objectives of this Research

This information gathering process was the second stage of an overall process whose goal was to identify overlay software that could connect as many libraries of any type as were interested. The software would "lay over" the existing integrated library systems already in use and connect them in order to allow resource sharing without requiring that the libraries and consortia change their ILS to a single product. The first stage focused on identifying if there was even a software product currently in production which was capable of effectively doing the job. This work was completed by the Galecia Group and the Quipu Group and identified three (and one possible fourth) products that appeared to be capable.

The focus of Stage 2, this stage, was to identify the organizational dynamics which would affect both the overlay software's necessary functioning as well as the personal, political, governing, and funding perspectives within the region. Understanding these could influence both the decision to move forward and the decision as to which product was best for the job.

The libraries within the RAILS region are very diverse. Because of this it was not realistic to seek "the" answer but rather to search for a "range" of acceptable answers. The information gathering process was designed to hear from as many voices as possible in recognition of this diversity. In addition, it was felt that the information gathering could serve a dual purpose by allowing libraries a platform to share their reasons for different perspectives, learn together, and find out more about what was being proposed.

The primary objectives were to reach out in multiple forums (including individual consortium visits, web based meetings, and state stakeholder conversations) and formats (open-ended focus groups and a close-ended survey) to gain insight into the needs, values, and preferences which should guide further decisions. The specific goal was to gain enough insight in order to determine if an overlay could be successful and if so what functions and features would be best to maximize that success.

Among the information which needed to be gathered was:

- An understanding of consortium members' views on resource-sharing within RAILS
- Aspirations and expectations for a successful resource-sharing project
- Functional requirements for a successful resource-sharing software
- Concerns and potential barriers of an overlay resource-sharing software
- Political factors (governance, shared policies, cost sharing) which would affect the success of a resource-sharing software

The RAILS Board's Consortia Committee assigned the oversight of the research and investigation to the Overlay Project Working Group, which issued a Request for Proposal and subsequently hired Growth Management Consulting, Inc. to complete Stage 2.

Information Gathering Process

The information gathering process was designed to gather input from the RAILS audience that would help answer these questions:

- What functionality would be needed in the overlay software?
- What would a collaborative effort among those who joined into the shared overlay software need to look like in terms of governance, cost sharing, and policies?

From the start it was assumed that there would be many varying perspectives and that rather than finding a single point on the scale of answers, that finding a range of acceptable answers along the scale would be both more realistic and more beneficial in making any future decisions.

There were essentially five rounds of information gathering.

The first four included focus group style meetings with the RAILS Consortia Committee and the Consortia Futures Subcommittee, statewide stakeholders (the Illinois State Library, CARLI and the Illinois Heartland Library System), visits at each consortium (which included a meeting with library leaders and a separate meeting with individuals directly involved in the interlibrary loan process), and a series of web based focus groups which allowed those not in a consortium to participate as well, allowing insights into any differences or preferences between library types. These four rounds were open-ended. They used a set of standard questions designed to draw out the range of values and an unbiased set of responses about possible answers.

An additional component of the live sessions (not including the web based focus groups) was to provide access to representatives from a statewide system that had successfully implemented and is currently operating an overlay similar to the one which RAILS is considering. In between, the library leadership and the ILL staff participated in a joint session during which either Randy Dykhuis, Executive Director of Midwest Collaborative for Library Services, or Debbi Schaubmann, Manager of Shared Resource Systems for Midwest Collaborative for Library Services, told their story of successfully starting and operating a similar project for the Library of Michigan.

The fifth round of information gathering was accomplished by the distribution of an online survey. The survey primarily included close-ended questions but also offered a few open-ended comment opportunities.

Conceptually the plan was to use the open-ended input to identify within a range of acceptability what both the overlay software and the collaborative effort would need to include. Since this input method was assessed qualitatively, both the specific insights and their ranges would be tested with the more quantitative survey. An additional area of research which the survey could address but was difficult to assess in the focus groups, was whether or not there were differences in the ranges among different library groups based on size, type, and other factors.

The results from this series of information gathering and their potential meaning and implications are found in the sections below.

Results from the Focus Groups

All of the themes from the first four rounds of open-ended information gathering were assessed concerning what they seemed to indicate regarding software functions, patron experience, governance, funding, and likelihood of participation. These proposed ranges and preferences were used to develop a survey in which value and preference, as well as the range of that value or preference could be determined.

Some of the most outstanding and repeated themes are included below under one of the specific categories.

Functionality

- First and foremost the functionality should achieve exceptional improvements in patron experience, discovery, and ease of use.
- Secondly, the functionality should achieve more effective and efficient ILL processes for library staff.
- Thirdly, the functionality should provide better information for internal library operations (requests, tracking information, packaging and shipping materials) and decision making (usage statistics, customized reports and queries, etc.).
- The software has to work extremely well with existing integrated library systems, discovery tools, and processes.
- The software has to add a lot to functionality given that most of the libraries in a consortium feel well served already. To them, the risk of adding a new system needs to be outweighed by a large enough benefit.

Governance (administration and cost)

- A decision body with a clear charge and with authority and accountability is needed. There were different opinions about how representative it needed to be, but clear agreement that all participants' viewpoints should be considered when making major decisions.
- The governance group should be small enough to make decisions in a reasonable amount of time (though it may also utilize committees to do analysis and make recommendations).
- Likely areas for shared policies include: circulation, materials restrictions (collections or specific items), collateral financial issues (fines, fees, lost, damaged, etc.), record standards, equitable lending and borrowing, and maintaining local control to the extent possible.
- Costs must be affordable, equitable, transparent, and scaled. It was noted that in today's economic environment there is a zero sum game. New costs must be covered by dropping other costs.

Political (buy in)

- The system would have to offer significant improvements on what is available in OCLC now to win over everyone. There are those who know how to use OCLC well and/or need to reach beyond Illinois which makes them wary of adding another layer given the extra effort that could take. Others have a less pleasant experience and/or find it costly and would be happy to jump to something new if an alternative was available.
- Due to the perceived difficulty of previous similar attempts and to the challenging economic environment in Illinois today, libraries need to know that it can work in Illinois. And obviously that it must also be sustainable for a meaningful period of time.
- Illinois has a unique library environment so seeing something similar work in a situation like Illinois' would increase credibility.

The Larger System

- The overall improvement of ILL depends not just on the software working, but on all of the other parts of ILL working as well. As one party commented, "increased volume benefits patrons until it undermines good service."
- The benefit of the software is mutually dependent on the ability of staff, internal processes, delivery, available training, and technical support. If the software changes the ILL equilibrium (e.g., leads to volumes which cannot be effectively handled or requires technical skill and resources a library lacks), it might actually have a negative effect on ILL overall.

The range was quite wide in a number of very different ways and places as can be seen in the comments below.

- All requests must be mediated --- No request should be mediated
- We don't want to lose OCLC --- We can't wait to reduce our reliance on OCLC
- Consortium needs lots of hands in governance --- Less consortium work allows fewer hands and lower overhead
- We will pay our fair share --- We will need financial support to participate

A more in depth overview of the focus groups can be found in Addendum 1.

About the Results from the Survey

The survey gathered information on respondent demographics and interests in additional information, as well as answers to questions specifically about the overlay and its possibilities. The questions gathered responses concerning the value of software functions from a library and a patron perspective, whether it was likely that their library would want to participate in the overlay, whether or not the overlay was an important place for RAILS to invest, in what ways their library might be willing to contribute to the overlay if they did participate, what areas of ILL might be enhanced, and potential deal breakers to their library participating. The elements being tested were identified in the focus groups themes and the hypothesis was that they would show value in the survey responses and that the strength of that value versus other elements would be evident.

Below you will find the summarized results from the survey which was the fifth information gathering method used. Before sharing that information it is important to point out a few things about the distribution of the survey which might have had an impact on the responses.

When developing the questions it was decided to keep them to a reasonable number to increase participation and survey completion. If the range of preferences and values on a topic seemed relatively certain or if knowing what the range was would not directly influence the decision process, the question was not asked. Questions concerning topics which the focus groups indicated were difficult to judge without a real product and plan in place were also minimized.

In order to increase access and input to the survey by as many libraries as possible, it was decided not to attempt to develop a randomized and representative population of responses. Unfortunately this meant that while many of the results are quantitative, they are not statistically significant and cannot be taken to represent RAILS as a whole. On the basis of those who did answer, some opinions have been formed. In general, the results mirror what was heard during the focus groups which were more representative (though not statistically sampled) and so it is likely that they confirm the validity of each other.

The results are divided into two sections. The first section covers the results of the survey as a whole and the second section looks at differences in responses among selected library groupings.

The survey results, the analysis of these results based on what we heard, and some of the possible indications can be found below. These results are focused on Questions 9-17.

Summary Results for the Survey

The primary information gathering in the survey rests on the back of Questions 9-17. Those questions before Question 9 gather demographic information on the respondents and those questions after Question 17 largely ask for additional information desired and the method of getting it to the individuals who wanted it.

Questions 9 and 10 both asked about multiple possible functions and characteristics of the overlay software that would impact its successful operation and the experience of those who used it. Question 9 focused on factors more directly impacting the library itself and Question 10 focused on factors more directly impacting the patrons. Question 11 offered a space for comment on other functionality, characteristics, or potential benefits important to the overlay.

There had been some in the focus groups who believed that today's technology would not be capable of being successful. Question 12 asked for the likely participation of the library in an overlay if it could meet all of their desires identified in the questions above. The focus groups made it clear that it was not just the library director or ILL staff who would have to be convinced, it would also in many cases require the approval of the governing entity, so Question 12 asked for their estimated likelihood of participation both from their own perspective and from the perspective of their governing entity.

There was a wide range of perspectives around whether or not the overlay software was the most important, or if it was even an important place for RAILS's investment. Some speculated that it was an "answer seeking a question," that it was "redundant" because of what was already in place, and that helping libraries who had severe constraints or tackling the underserved areas of the region were more valuable. Question 13 asked whether or not library respondents felt it was a valuable place to invest even if their library personally did not participate; this question probed the underlying perceived value to the region, not just the library they were from.

Two of the questions that need to be answered about the overlay are also difficult to assess given that the answers will depend on who participates and on what the collaborative effort would actually require from the libraries. The first question is how such an entity might be governed and the second is how such an entity might be funded (either in dollars or in kind). Question 14 attempted to test some of the ideas arising on these topics during the focus groups.

One of the topics the focus groups tried to explore was the nature of everyone's current ILL process. If the overlay is to add value it must provide something better, different, or more so than what is already in place. Groups were asked to discuss their current process within their current integrated library system (ILS) and, if appropriate, their current consortium. Many of those present, particularly those in a consortium and those using WorldShare ILL, reported that they were quite satisfied now. Others were much less satisfied for any number of reasons including manual tracking, unexpected outages or problems, and the lack of a clear formula for determining OCLC fees. Digging a little deeper though, some of those who were satisfied, when pressed, indicated that not all of their current process was uncomplicated. For example, an ILL staff member who knew which library to send requests to for what sort of items liked being able to specifically choose the library the request goes to. When asked how long it takes to build such knowledge and ability they estimated about 2-3 years on the job. Other ILL staff indicated that things were good but also found things that could be improved (like more automatic tracking and information). But truthfully they find no fault with the current process. Question 15 tested the level of comfort with the current process by asking them to indicate if any of the types of things described by some as burdensome were areas for improvement for most.

Many projects are taken off their wheels by an absolutely unacceptable condition or functionality; what seems like a small piece of the whole may be enough to cause many people to say no to the project even if they love everything else about it. The presence of possible "deal breakers" was tested in Question 16.

In case there was anything important lurking out there that the focus groups and visits did not identify, Question 17 offered a place to gather thoughts and suggestions that would influence participation that had not yet been discussed.

For the most part, the survey appears to confirm that initial conclusions from the qualitative information gathering concerning both library and patron experience desired qualities. There is one exception in which the degree of value held in the responses was not quite as high as expected. In Question 9, it was expected that all of the items would be very important but there were five factors which were rated as just below "High." They are still important, just not as important to the group as a whole as expected. This may be due to individual differences based on individual library situations.

When it came to the questions of respondents' intention to participate and their perceived value of the overlay project, a relatively large portion of the responses indicated that the respondents were on the fence, neither very likely nor very unlikely in both questions. These two topics (likely participation and perceived value of the project) are critical factors for the decision of which or if any, product should be purchased.

There are people who clearly stand opposed at this time (slightly less than 20 percent seeing participation as unlikely and not valuable, slightly more than 50 percent seeing it as likely and valuable, and the remainder in the middle based on what they know now.).

During the open-ended information gathering a common response to concrete questions like the intention to participate or the value of the project were "how can we know with so much unknown?" The specific software implemented and the specific shared policies agreed to could have significant impact on the actual experience of the patron and in the library. Until they can see it and assess it, many found it hard to say yes or no to such a large decision. In a sense, the survey seems to have validated this finding as well, though it means the "yes" or "no" answer is ultimately difficult to determine at this point.

Question #9

How important are each of the following possible functions for a successful overlay software? (Please rate each factor on a 1-10 scale, with 1 being not at all important and 10 being extremely important.)

Answered: 139 Skipped: 15

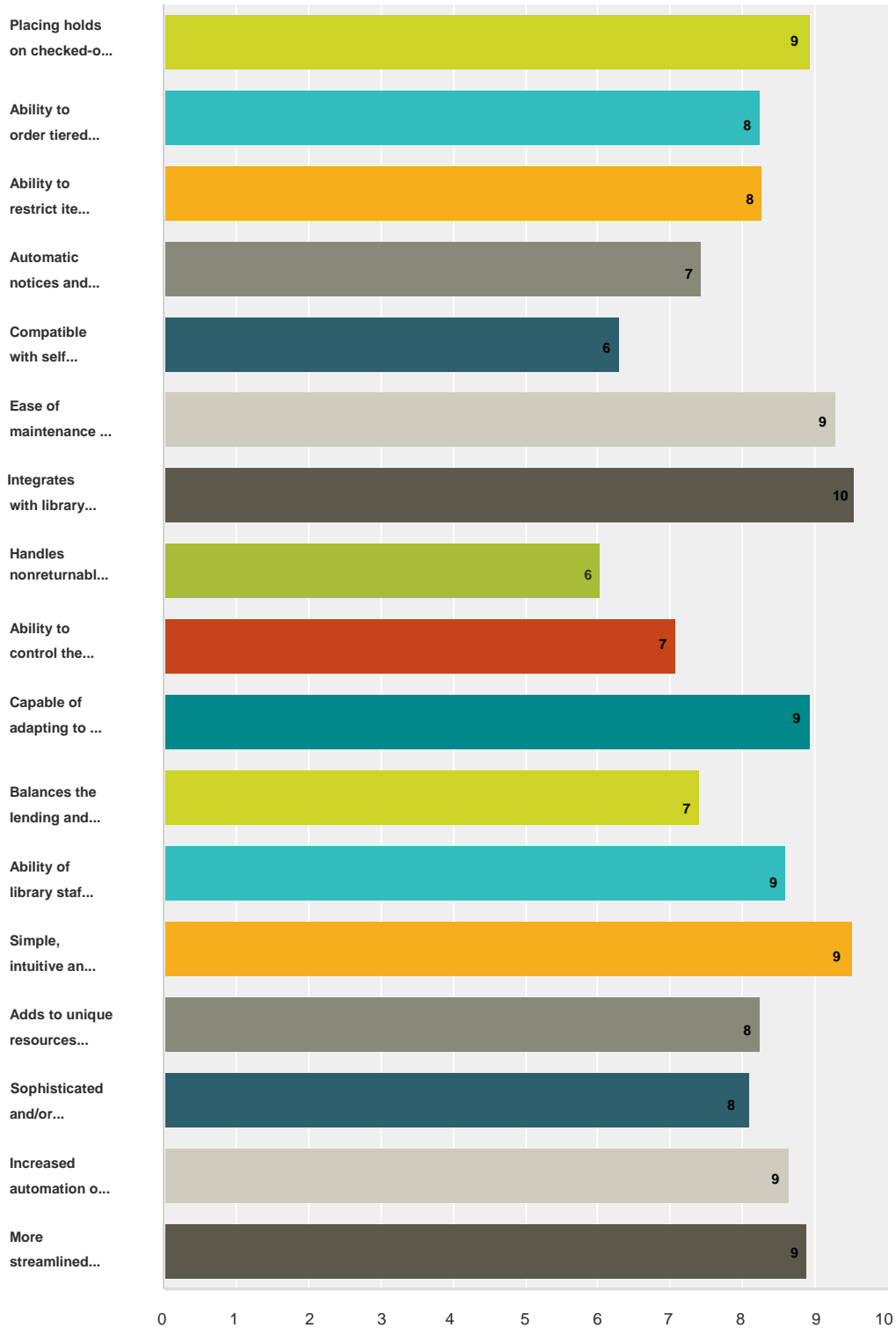


Table of Values for Functions Using Low, Mid and High Value Ranges

Note: **RED** cells show the overall percentage for each range.

	1 (1)	LOW 2 (2)	3 (3)	4 (4)	5 (5)	MID 6 (6)	7 (7)	8 (8)	HIGH 9 (9)	10 (10)	No opinion (11)
Placing holds on checked-out materials.	2	4	4	1	3	2	3	10	21	82	6
% within Range		7.25%				6.52%			81.88%		4.35%
Ability to order tiered searching priority (for example, local first then region).	8	2	3	2	7	6	7	18	21	54	11
% within Range		9.35%				15.83%			66.91%		7.91%
Ability to restrict items from lending, (such as new items and special collections).	5	2	5	3	9	4	5	17	23	63	3
% within Range		8.63%				15.11%			74.10%		2.16%
Automatic notices and alerts to library staff (such as "request to be reviewed," "item shipped," etc.)	8	3	5	2	8	13	18	23	26	24	7
% within Range		11.68%				29.93%			53.28%		5.11%
Compatible with self-checkout.	36	3	9	3	10	2	7	9	11	29	20
% within Range		34.53%				15.83%			35.25%		14.39%
Ease of maintenance and amount of work required to it run at the local library staff level	2	0	0	2	3	4	3	9	20	91	5
% within Range		1.44%				8.63%			86.33%		3.60%
Integrates with library's current integrated library system to avoid adding another set of processes.	2	0	1	0	1	1	1	9	21	92	10
% within Range		2.17%				2.17%			88.41%		7.25%
Handles nonreturnables (such as photocopies).	24	10	12	4	12	13	7	13	8	10	24
% within Range		33.58%				26.28%			22.63%		17.52%
Ability to control the number of search results displayed (such as "1" or "all").	4	5	6	5	22	17	15	14	16	22	11
% within Range		10.95%				43.07%			37.96%		8.03%

	1 (1)	LOW 2 (2)	3 (3)	4 (4)	5 (5)	MID 6 (6)	7 (7)	8 (8)	HIGH 9 (9)	10 (10)	No opinion (11)
Capable of adapting to new standards and formats.	0	1	3	1	3	6	6	20	28	57	12
% within Range		2.92%				11.68%			76.64%		8.76%
Balances the lending and borrowing within individual libraries.	10	5	2	1	15	11	13	23	21	24	14
% within Range		12.23%				28.78%			48.92%		10.07%
Ability of library staff to authenticate a reciprocal borrower's status online.	6	0	0	2	8	5	4	21	27	52	12
% within Range		4.38%				13.87%			72.99%		8.76%
Simple, intuitive and understandable for library staff.	1	0	0	0	0	2	4	13	23	87	8
% within Range		0.72%				4.35%			89.13%		5.80%
Adds to unique resources available.	3	2	0	6	10	10	10	19	25	37	16
% within Range		3.62%				26.09%			58.70%		11.59%
Sophisticated and/or customizable reporting capabilities.	3	1	2	5	11	7	12	27	24	39	8
% within Range		4.32%				25.18%			64.75%		5.76%
Increased automation of interlibrary loan workflow.	2	0	3	3	8	5	5	22	26	49	14
% within Range		3.65%				15.33%			70.80%		10.22%
More streamlined work process for the staff involved.	1	1	2	1	4	4	8	18	29	64	6
% within Range		2.90%				12.32%			80.43%		4.35%

Assessment

The ranges are fairly evident and there is a clear tendency for all of the functions to be highly valued in terms of the overlay's success. This validates what was heard in the focus groups, which is not surprising since the questions are being tested based on the values indicated in those focus groups. But it does seem to show that all of the functions above are very valued.

In order to differentiate along the range, an unscientific proxy for a high value, moderate value, and low value was used based on a rough dividing of the responses into thirds with 1-3 being low, 4-7 being moderate, and 8-10 being high. All of the functions are valued based on the average (seen in the graph), but this filter did help to understand more deeply than the statistical average what the results showed.

Only three of the functions were rated below the high values of 8-10. Looking at the lower value end of items scoring below an 8 shows that they were pulled down not by a steady downward

tendency but by a significant number of responses rating them very low. One possible explanation is that the three may have very different values to different types of libraries. For example, nonreturnables were generally seen in the focus groups as not important, unless you were an academic library where most ILL was reported to be leaning toward nonreturnables. It would be understandable that types of libraries, based on whom they serve or their mission, could view the value of some of the functions to their specific libraries very differently.

A note of caution: Because of the way the survey tool works, setting "Don't Know" as an end point meant it was assigned a value of 11. While it appears not to affect the overall range or tendency, it should be noted. The averages of the low, mid, and high values in the chart offer what may be a clearer picture (see chart on previous page).

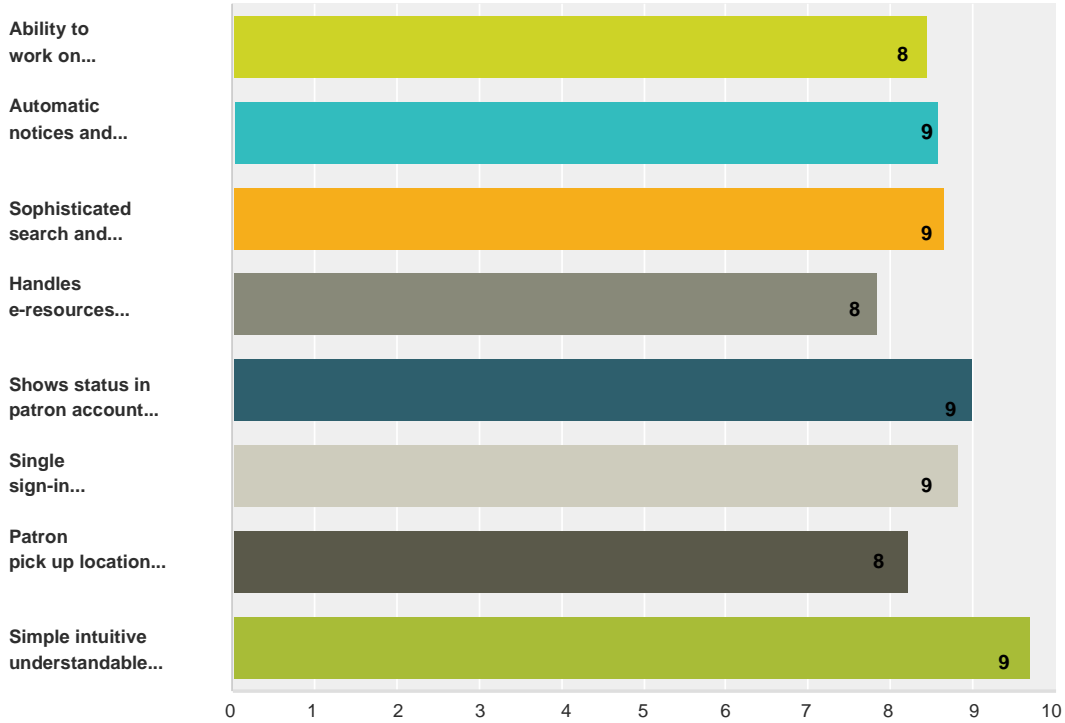
Possible Insights

Given the consistently higher values of all functions, it appears that they are all important for the success of the overlay. There are some differences likely due to library type (e.g., nonreturnables) or library situation (e.g., self-checkout integration). Some functions appear less important for some library groups than others, but they are still seen by many as high value.

Question #10

How important are each of the following possible functions for a successful overlay software?
(Please rate each factor on a 1-10 scale, with 1 being not at all important and 10 being extremely important.)

Answered: 138 Skipped: 16



	1 (1)	LOW 2 (2)	3 (3)	4 (4)	5 (5)	MID 6 (6)	7 (7)	8 (8)	HIGH 9 (9)	10 (10)	No opinion (11)
Ability to work on multiple devices (such as mobile phone as well as computer).	2	1	3	3	12	3	7	18	26	58	5
% within Range		4.34%			18.11%				73.91%		3.62%
Automatic notices and alerts to patron (such as "due soon," "book received and waiting," etc.)	3	3	1	2	6	3	7	20	32	55	6
% within Range		5.06%			13.04%				77.54%		4.35%
Sophisticated search and discovery.	2	0	2	2	9	5	6	19	30	54	8
% within Range		2.92%			16.06%				75.19%		5.84%
Handles e-resources (such as e-books).	12	2	3	4	8	6	4	18	24	51	6
% within Range		12.32%			15.95%				67.39%		4.35%
Shows status in patron account (such as holds, checked out, etc.)	3	0	0	3	2	1	9	19	22	73	5
% within Range		2.19%			10.95%				83.21%		3.65%
Single sign-in patron authentication.	3	1	1	3	3	5	9	11	26	64	10
% within Range		3.69%			14.72%				74.27%		7.35%
Patron capability to specify pickup location.	10	4	2	2	6	2	9	12	19	63	9
% within Range		11.58%			13.77%				68.12%		6.52%
Simple, intuitive and understandable for patrons.	2	1	0	0	0	0	0	5	15	107	7
% within Range		2.19%			0.00%				92.70%		5.11%

Assessment

The average scores for this question even more strongly show that all of the functions are highly valued in terms of the overlay's success. Every function is at 8 or above for average value. This validates the strong statements in the focus groups that the primary focus has to be on patron experience to be successful.

Possible Insights

Given the consistently higher values of all functions it appears that they are all important for the success of the overlay for a vast majority of all libraries who responded.

Question #11

Do you have any other thoughts or suggestions about functionality, characteristics or potential benefits of the overlay software?

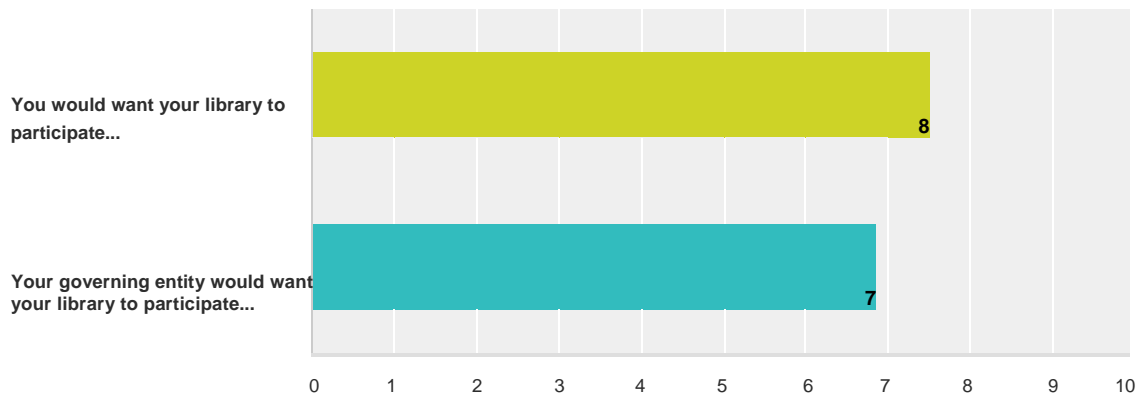
Response Themes

- The overlay would have to work seamlessly with the various ILS systems, with no duplication of effort.
- More information is needed to understand the overlay and assess our interest.
- It seems to duplicate what we already get in OCLC, why bother?
- Need to decide what materials to lend. Returnables will be an issue for some; either because they need them or because lending them could be problematic. Realia and manipulatives may be useful.
- It has to be affordable and doable for very small libraries with very limited funding, no IT staff, and already short-handed on staff.
- Interest in being able to choose functions at the library level and to train staff on a process specific to the library.
- It has to be very easy for patrons to understand. If not they will ignore it or go to staff to do it, which would defeat the purpose.
- Concerned about this being the best use of monies when there are so many other challenges.
- We would expect volume to go up so work productivity would also need to go up because of the overlay.
- There are differences of opinion concerning what the interface looks like, how it functions, and whether or not it requires patrons to step out of the library catalog or not.

Question #12

If the overlay software and its associated services (delivery, training, support, etc.) could deliver the functions, characteristics and benefits you valued above at an affordable cost, how likely is it that:

Answered: 137 Skipped: 17



Percentage of responses using the Low, Mid and High Value Structure

	1 (1)	LOW 2 (2)	3 (3)	4 (4)	5 (5)	MID 6 (6)	7 (7)	8 (8)	HIGH 9 (9)	10 (10)	Total	Weighted Average
You would want your library to participate?	5.88% 8	2.94% 4	1.47% 2	3.68% 5	8.82% 12	8.09% 11	7.35% 10	13.97% 19	13.97% 19	33.82% 46	136	7.51
% within Range		10.29%			27.94%				61.76%			
Your governing entity would want your library to participate?	8.89% 12	2.96% 4	5.19% 7	4.44% 6	9.63% 13	9.63% 13	6.67% 9	13.33% 18	14.07% 19	25.19% 34	135	6.86
% within Range		17.04%			30.37%				52.59%			

Assessment

There is a wide range of current intention towards participation but it appears that there is a trend toward doing so. The consistent difference in values between whether the library would want to participate and how they estimated the interest of their governing entities, suggests that on average the library staff believes that the governing entity will be less inclined than they are to participate. This validates a handful of comments during the focus groups concerning that it is not just the library director who has to be convinced; in many cases so must those they report to.

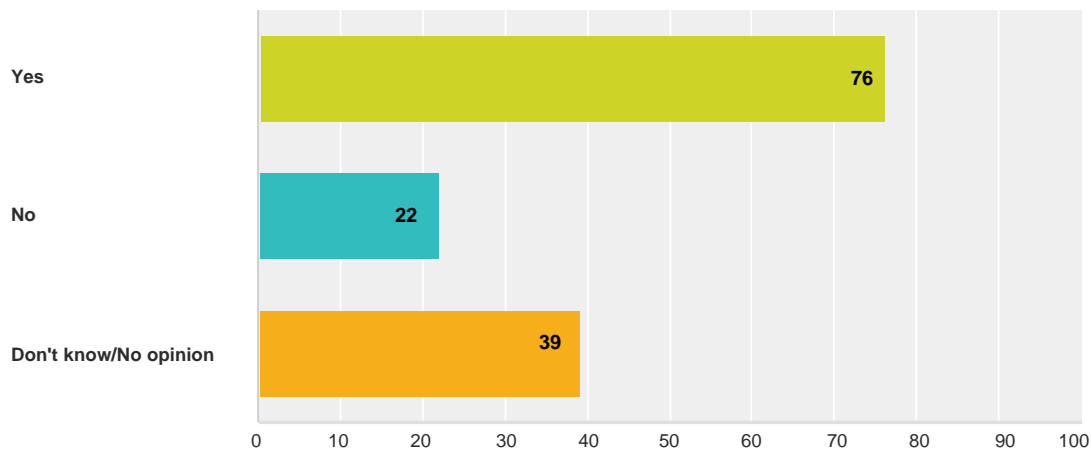
Possible Insights

Approximately 62 percent indicated a high likelihood of participation and they were a much larger group than the other two put together. Also interesting is the vast number of those in the middle who, based on comments during the focus groups, may need more information or to see an actual proposed overlay including its cost and functions.

Question #13

Do you feel that an overlay, whether or not you chose to participate, would be an important place for RAILS to invest?

Answered: 137 Skipped: 17



Answer Choices	Responses
Yes (1)	55.47% 76
No (2)	16.06% 22
Don't know/No opinion (3)	28.47% 39
Total	137

Assessment

There are a large number of people who believe that the overlay is an important place to invest. But there are also a significant number of people who feel it is not. And again there is a rather large group in the middle which may indicate that they do not know enough, haven't processed it yet, or are waiting for more detail. These results confirm what was heard in the focus groups. Many were positive, some were strongly negative, and a good number were still uncertain.

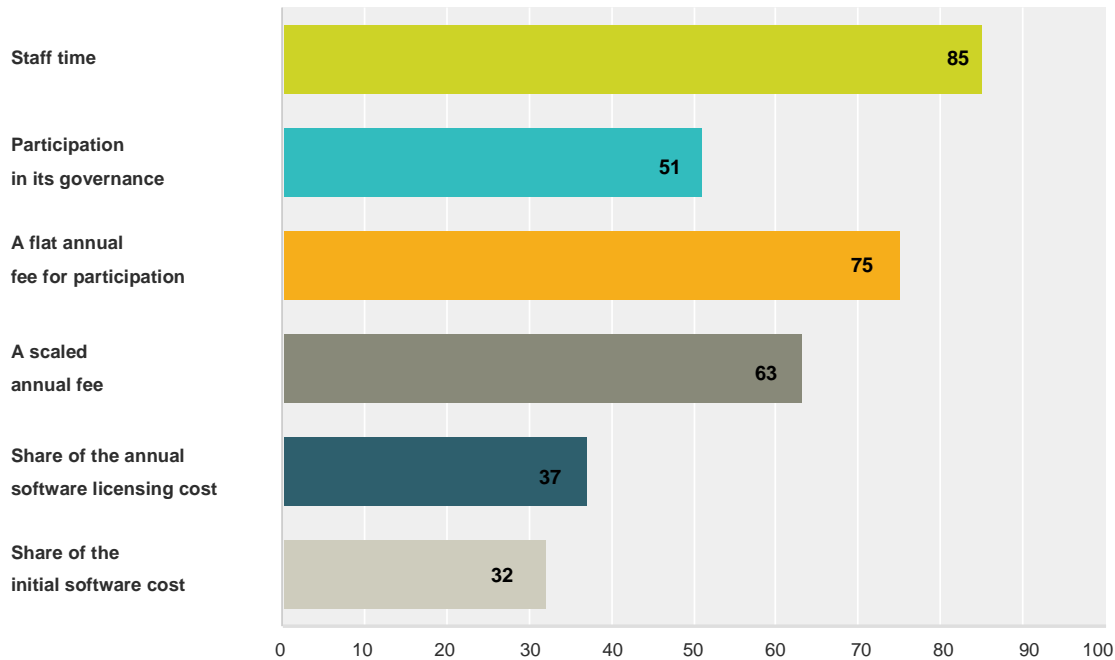
Possible Insights

Given that so much of what the overlay costs and how it functions depends on the choice of the software, there was a limited amount of tangible information that could be provided to help people assess its attractiveness. This may explain why there was a large portion responding that they "Don't Know." That said, nearly 20 percent of those responding indicated that they are opposed even with this limited information. That would seem to indicate that they hold a very strong opinion about an overlay and its worth.

Question #14

If your library did participate in an overlay, which of the following contributions to its success would seem reasonable? (Check all that you would consider)

Answered: 130 Skipped: 24



Answer Choices	Responses
Staff time. (1)	65.38% 85
Participation in its governance. (2)	39.23% 51
A flat annual fee for participation scaled to library size. (3)	57.69% 75
A scaled annual fee based on a rational and understandable formula. (4)	48.46% 63
Share of the annual software licensing/maintenance costs. (5)	28.46% 37
Share of the initial software cost. (6)	24.62% 32
Total Respondents:	130

Assessment

The categories tested were those most heard in the focus groups when asked about governance and cost sharing. It is too early to determine what this might look like for a RAILS overlay. However, RAILS was interested in at least finding out some of the options to consider if they do an overlay so they will have some ideas about what the preferences were for how it looked and for how its governance is structured.

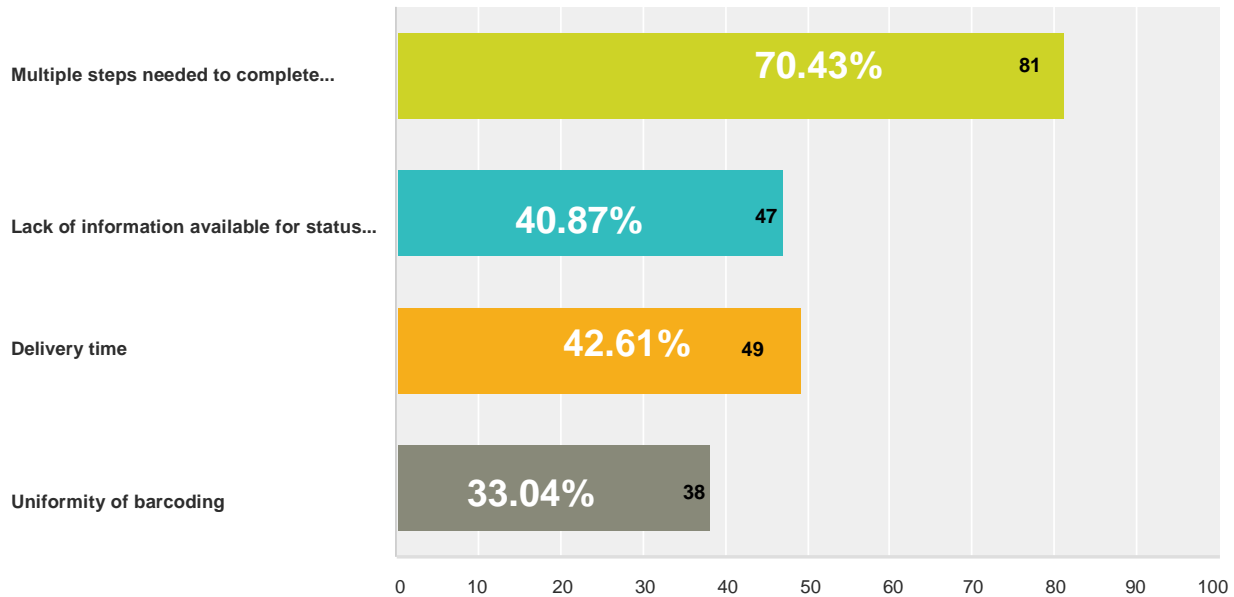
Possible Insights

In terms of cost there is minimal interest in being responsible for a variable fee based on some factor. The reasons for this could be many including ease of budgeting. The most favorable form of cost sharing that the respondents saw was the use of staff time. If both of those are true, then a bulk of the costs of the overlay external to the library would largely need to be covered or be apportioned in an understandable and transparent process.

Question #15

Which of the following elements of your existing library-to-library ILL process would you find valuable to improve? (Check all that you would consider)

Answered: 115 Skipped: 39



Assessment

The response rate on this question was much lower than many of the others so the results have to be considered cautiously. This low response level may suggest that people are satisfied with the way it works now and don't imagine any possible improvement beyond what they have now is possible, that they do not understand their ILL processes well enough to answer or assess the question or based on a great multitude of other possible reasons. For those who did answer the clear winner was fewer steps (which echoes the comments in focus groups and the survey suggestion that improved workflow and productivity are positively valued). The least popular was uniformity of barcoding which was a topic heard less frequently in the focus groups and, based on one response in the survey, could cause more pain than would leaving it as is.

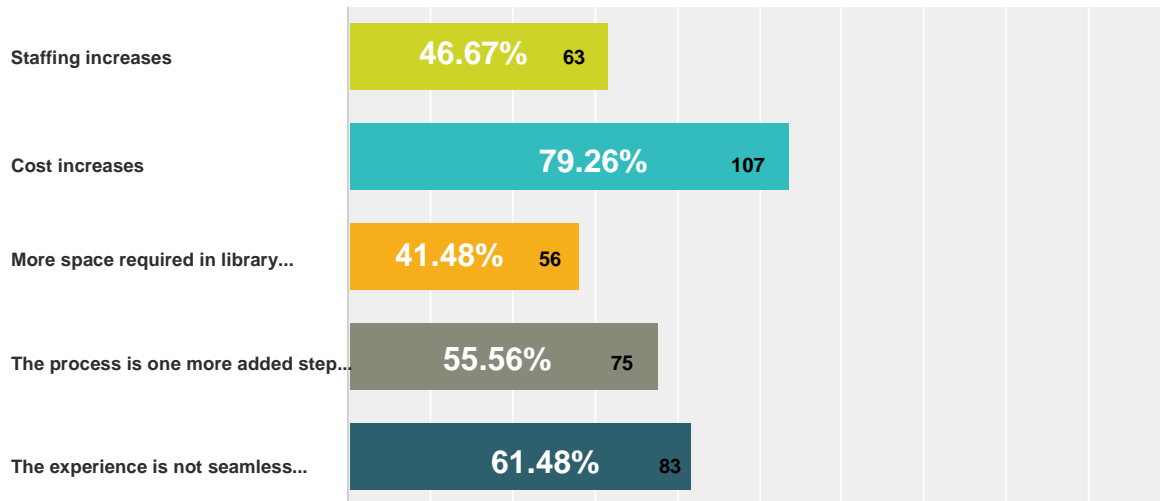
Possible Insights

In general, ease of use is critical. If the software does not make both patron experience and library experience effective, efficient, and pleasant, it will not be seen favorably. It is possible that the first item impedes experience more than others or that different libraries see each item other than the first differently based on their individual library's situation.

Question #16

Which of the following, IF they occurred, would cause you to not participate in an overlay?
(Check all that you would consider)

Answered: 135 Skipped: 19



Assessment

These deal breakers were frequently heard during the focus groups (which is why they are in the survey). The question attempts to answer what conditions or situations would be so negative that they would automatically cause the library to not be involved. If these are known, they can be considered in the choices of software and functionality. While only cost increases created a strong universal reaction, the others received a significant response, which makes them all important to consider.

Possible Insights

A strong aversion to any cost increases was indicated, as it was in Question 14. Given that cost was the only really strong deal breaker identified among them (at almost 80 percent), it might mean that the others are more variable or are just part of the mix. Determining the total cost and how it would be covered will be critical for the overlay's value and success.

Question #17

Do you have any other thoughts or suggestions about things that might influence your decision to participate in the overlay?

Response Themes

- It needs to improve patron experience and library experience.
- It needs to be easy to maintain, manage, and use.
- Staff workflow and productivity should be improved.
- Cost, cost, cost.
- Sustainability will influence participation. We need to know that it will be around for many years to take on the task of implementing it at the library.
- Concern that the overlay could glitch and have a negative impact on lots of libraries.
- The case for doing this has not been made.
- It has to improve overall user experience, not just offer more items.
- Those in a consortium now already have a pretty good experience, participating will be an add-on, not a problem fixer.

Results of the Survey by Grouping

Overview

In addition to looking at how the region as a whole felt, we also wanted to determine if there were any significant differences among different groupings of libraries. Initially the thought was to consider differences by type (academic, public, school, and special), by size (population, budget), by ILS type (LLSAP, independent consortium, shared system among members of the same organization, online catalog but independent, and no online catalog) and by region (region, distribution center). Region was not considered because while there were results that could be analyzed that way, there were often very few responses from many of the regions (0-3 libraries) so it did not seem as they could be considered as representing the region.

Below you will find the results and assessments from the comparisons using the other types of groupings.

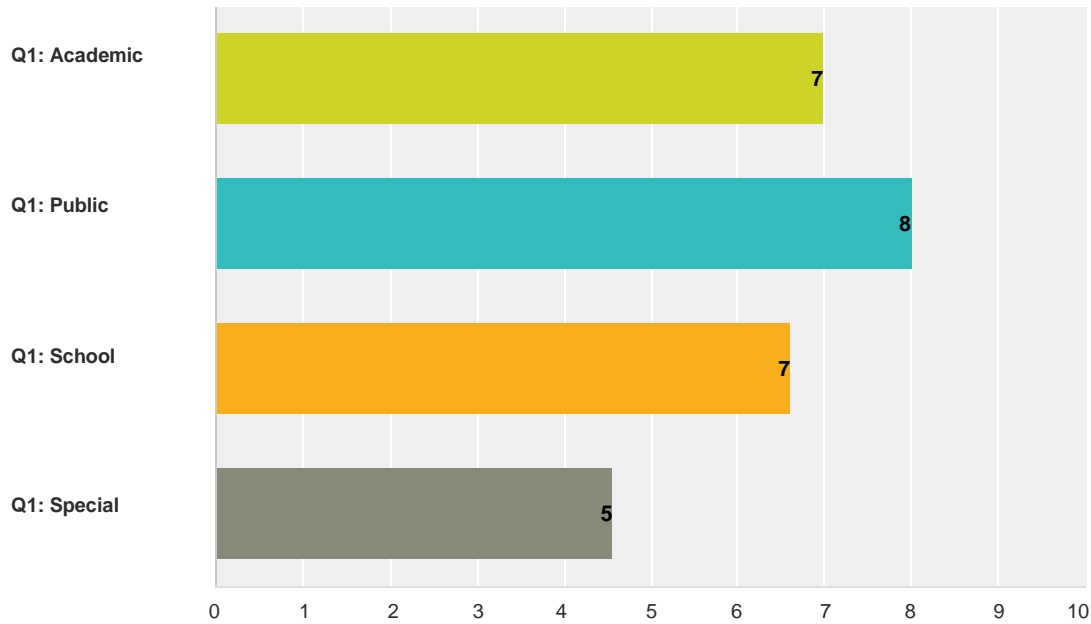
Question # 12

If the overlay software and its associated services (delivery, training, support, etc.) could deliver the functions, characteristics and benefits you valued above at an affordable cost, how likely is it that:

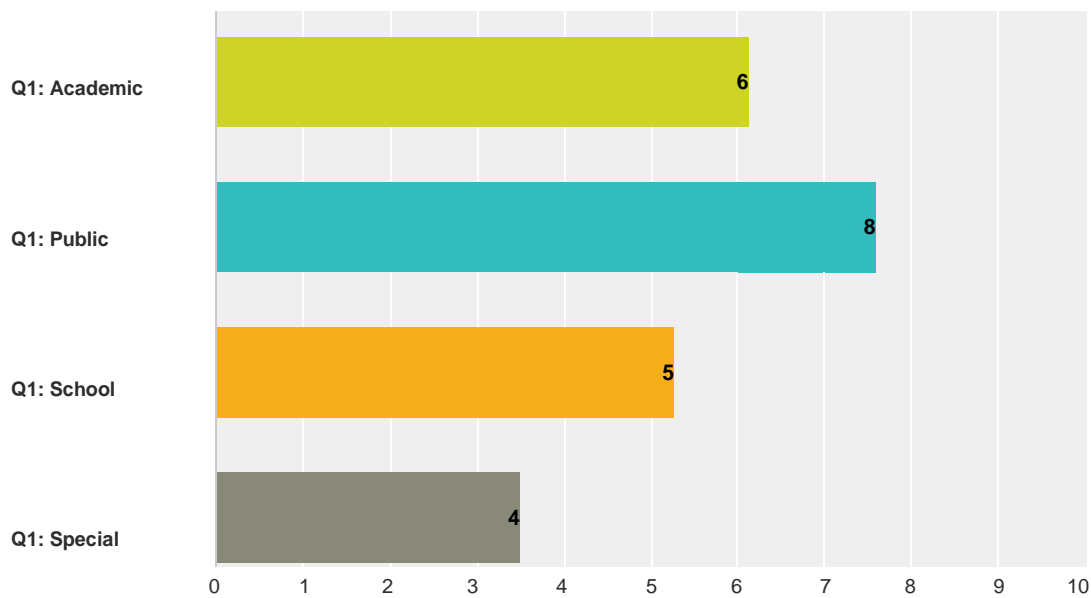
BY TYPE:

Answered: 136 Skipped: 0

You would want your library to participate?



Your governing entity would want your library to participate?



You would want your library to participate?										
	1 (1)	LOW 2 (2)	3 (3)	4 (4)	5 (5)	MID 6 (6)	7 (7)	8 (8)	HIGH 9 (9)	10 (10)
Q1: Academic (A)	0.00% <i>% within Range</i> 0	0.00% 0	0.00% 0	14.29% 1	0.00% 57.15% 0	28.57% 2	14.29% 1	28.57% 2	0.00% 42.86% 0	14.29% 1
Q1: Public (B)	3.03% <i>% within Range</i> 3	3.03% 8.08% 3	2.02% 2	1.01% 1	6.06% 20.20% 6	6.06% 6	7.07% 7	15.15% 15	16.16% 71.71% 16	40.40% 40
Q1: School (C)	11.11% <i>% within Range</i> 2	0.00% 11.11% 0	0.00% 0	5.56% 1	22.22% 50.00% 4	11.11% 2	11.11% 2	0.00% 0	16.67% 38.89% 3	22.22% 4
Q1: Special (D)	25.00% <i>% within Range</i> 3	8.33% 33.33% 1	0.00% 0	16.67% 2	16.67% 41.67% 2	8.33% 1	0.00% 0	16.67% 2	0.00% 25.00% 0	8.33% 1

Your governing entity would want your library to participate?										
	1 (1)	LOW 2 (2)	3 (3)	4 (4)	5 (5)	MID 6 (6)	7 (7)	8 (8)	HIGH 9 (9)	10 (10)
Q1: Academic (A)	0.00% <i>% within Range</i> 0	0.00% 14.29% 0	14.29% 1	14.29% 1	14.29% 57.16% 1	14.29% 1	14.29% 1	14.29% 1	0.00% 28.58% 0	14.29% 1
Q1: Public (B)	5.15% <i>% within Range</i> 5	3.09% 11.33% 3	3.09% 3	2.06% 2	5.15% 23.71% 5	10.31% 10	6.19% 6	16.49% 16	16.49% 64.94% 16	31.96% 31
Q1: School (C)	16.67% <i>% within Range</i> 3	0.00% 22.23% 0	5.56% 1	11.11% 2	27.78% 55.56% 5	5.56% 1	11.11% 2	5.56% 1	11.11% 22.23% 2	5.56% 1
Q1: Special (D)	33.33% <i>% within Range</i> 4	8.33% 58.33% 1	16.67% 2	8.33% 1	16.67% 33.33% 2	8.33% 1	0.00% 0	0.00% 0	0.00% 8.33% 0	8.33% 1

Assessment

Public libraries were the only group which was strongly positive about participation. Looking at the middle ground for public, academic, and school groups it indicated that there are many who are not really decided, pro or con. Special libraries are the only group strongly negative. In the web based focus group with specials they indicated a real interest, but also several difficulties (including that the collection was there for employees who needed it regularly and that given their mission lending would likely not be seen as beneficial even though the librarian did). The belief that their governing entities would be less interested than they found in the full survey is found here for each of the groups.

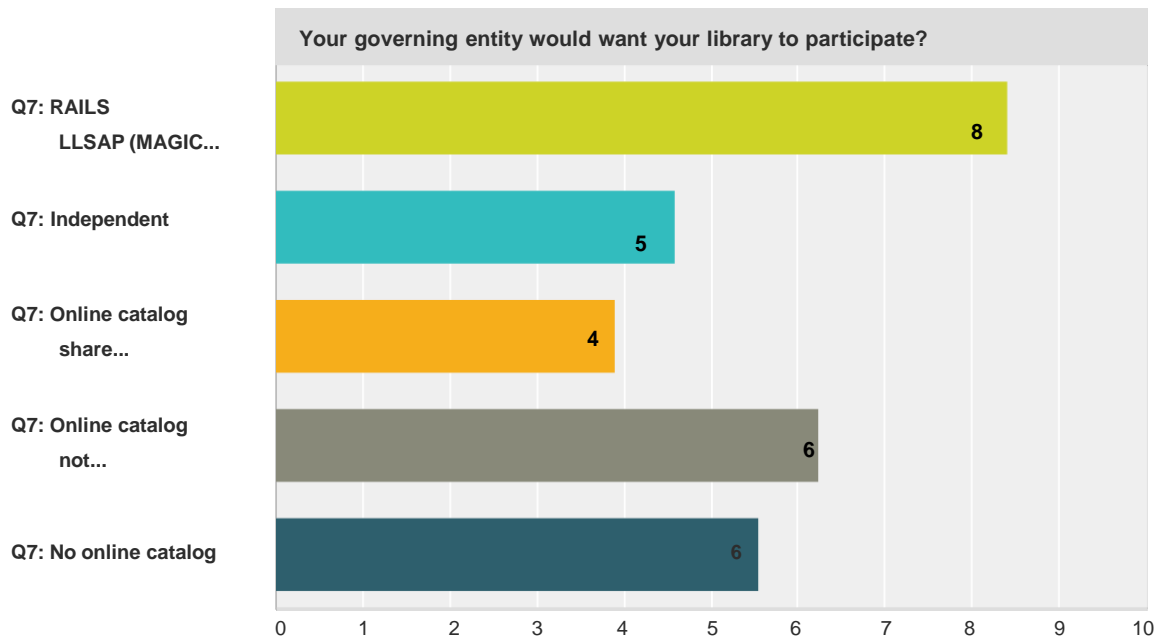
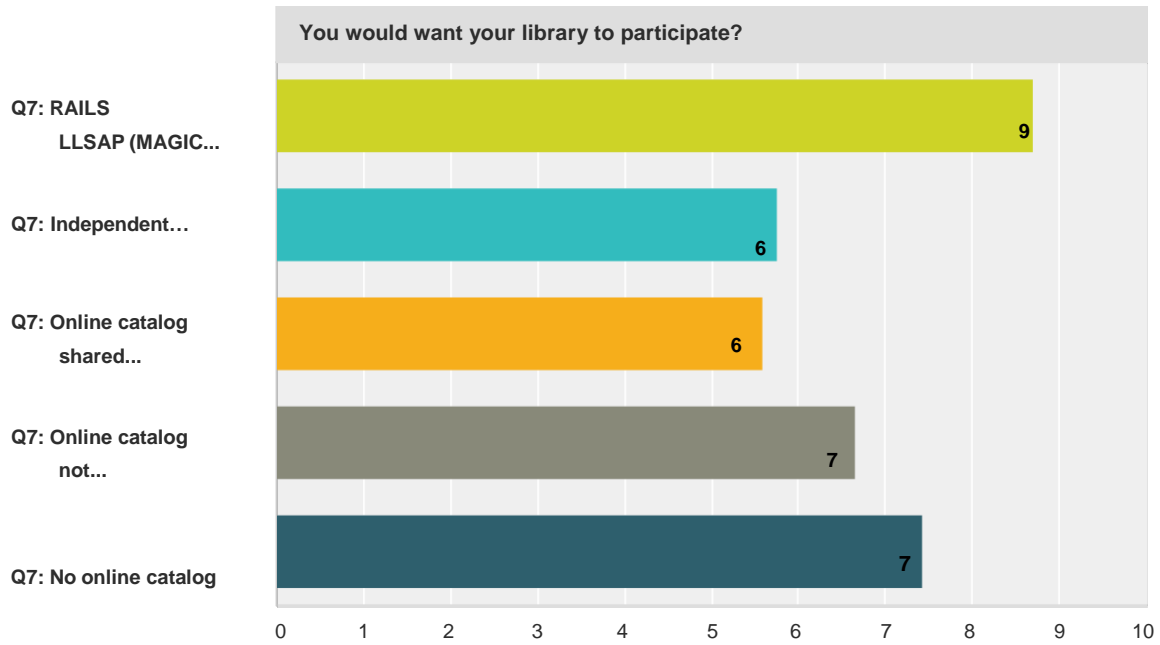
Possible Insights

Public libraries will likely be the strongest participants. Academic and school libraries are somewhat favorable, but many are not decided. Specials are strongly unlikely to participate. In each case it is likely due to the different groups' differences in mission, situation, audience, and governance. For example, school libraries indicated a concern about lending without their intervention as their patrons may be under the age of consent, many academic libraries are already participating in CARLI's I-Share which makes some of the overlay redundant and have to ensure that their collection is there to support both classroom learning and research, and special libraries serve employees who might need a specific title for emergency situations (like a surgeon preparing for, or in the middle of, a difficult surgery). Publics are already used to lending nearly anything to people of all ages in the general population. Their only hesitation, and only for some, was that their taxpaying patrons come out ahead and are not faced with finding the resources they desire on the shelf.

These insights need to be viewed in the context of Illinois' administrative rules for membership in regional library systems. Although participation in an overlay project would not be mandatory, libraries are required to participate in resource sharing activities as a condition of full membership in RAILS (<https://www.railslibraries.info/resource-sharing>).

BY ILS TYPE

Answered: 136 Skipped: 0



You would want your library to participate?										
	LOW 1 (1)	2 (2)	3 (3)	4 (4)	5 (5)	MID 6 (6)	7 (7)	8 (8)	HIGH 9 (9)	10 (10)
Q7: RAILS LLSAP (MAGIC, PrairieCat, RSA, or SWAN) (A)	1.52%	0.00%	0.00%	1.52%	4.55%	4.55%	6.06%	15.15%	18.18%	48.48%
	% within Range	1.52%			16.68%				81.81%	
	1	0	0	1	3	3	4	10	12	32
Q7: Independent automation consortium comprised of different agencies (for example, CCS, I-Share, LINC, NIC, Pinnacle, RiverShare, Rock River Library Consortium) (B)	11.76%	5.88%	11.76%	5.88%	11.76%	5.88%	11.76%	17.65%	0.00%	17.65%
	% within Range	29.40%			35.28%				35.30%	
	2	1	2	1	2	1	2	3	0	3
Q7: Online catalog shared by multiple school libraries within a single district (C)	30.00%	0.00%	0.00%	10.00%	10.00%	10.00%	0.00%	0.00%	20.00%	20.00%
	% within Range	30.00%			30.00%				40.00%	
	3	0	0	1	1	1	0	0	2	2
Q7: Online catalog not shared with other libraries (standalone) (D)	2.94%	8.82%	0.00%	5.88%	14.71%	14.71%	8.82%	14.71%	14.71%	14.71%
	% within Range	11.76%			44.12%				44.13%	
		A								A
Q7: No online catalog (E)	11.11%	0.00%	0.00%	0.00%	11.11%	11.11%	11.11%	11.11%	0.00%	44.44%
	% within Range	11.11%			33.33%				55.55%	
	1	0	0	0	1	1	1	1	0	4

Your governing entity would want your library to participate?										
	1 (1)	LOW 2 (2)	3 (3)	4 (4)	5 (5)	MID 6 (6)	7 (7)	8 (8)	HIGH 9 (9)	10 (10)
Q7: RAILS LLSAP (MAGIC, PrairieCat, RSA, or SWAN)	1.56%	0.00%	1.56%	1.56%	7.81%	4.69%	6.25%	14.06%	20.31%	42.19%
	% within Range	3.12%			20.31%				76.56%	
	1	0	1	1	5	3	4	9	13	27
Q7: Independent automation consortium comprised of different agencies (for example, CCS, I-Share, LINC, NIC, Pinnacle, RiverShare, Rock River Library Consortium)	17.65%	11.76%	17.65%	11.76%	5.88%	5.88%	5.88%	11.76%	0.00%	11.76%
	% within Range	47.06%			29.40%				23.52%	
	3	2	3	2	1	1	1	2	0	2
Q7: Online catalog shared by multiple school libraries within a single district	40.00%	0.00%	10.00%	10.00%	10.00%	10.00%	0.00%	10.00%	10.00%	0.00%
	% within Range	50.00%			30.00%				20.00%	
	4	0	1	1	1	1	0	1	1	0
Q7: Online catalog not shared with other libraries (standalone)	5.88%	5.88%	2.94%	2.94%	14.71%	20.59%	11.76%	17.65%	11.76%	5.88%
	% within Range	14.70%			50.00%				35.29%	
	2	2	1	1	5	7	4	6	4	2
Q7: No online catalog	22.22%	0.00%	11.11%	11.11%	11.11%	11.11%	0.00%	0.00%	0.00%	33.33%
	% within Range	33.33%			33.33%				33.33%	
	2	0	1	1	1	1	0	0	0	3

Assessment

The "LLSAP" and "No online catalog" groups were the only groups which were very strongly positive about participation. Looking at each group it can be seen that a significant percentage of the "Not highly likely" responses were in the middle. "Online catalog shared by multiple school libraries" and "Independent automation consortium" were the most unlikely to participate. For schools, it could be that they are serving a very different type of audience. For independent automation consortia, it may be that they are independent for a reason. During the focus groups there were comments that included concern about getting too wrapped up in governance, not being able to be as nimble when part of a larger shared resource collaboration due to commitments to policy and software within the larger shared collaborative, and the benefit of being able to shift quickly when strategic situations called for it. The belief that their governing entities would be less interested than they found in the full survey is found here for each of the groups.

Possible Insights

LLSAP libraries will likely be the strongest participants. "No online catalog" libraries are positively inclined to participate. They are also likely to be the most difficult to get up and running and to maintain both due to the lack of an automation system and to their potentially constrained budgets (though they may have the absolute most to gain). Independent automation consortia will likely need to see enough benefit, or few enough constraints by way of maintaining the system or by shared policies to overcome what they may perceive to be things that will get in their way.

Question #13

Do you feel that an overlay, whether or not you chose to participate, would be an important place for RAILS to invest?

BY TYPE

	Yes (1)	No (2)	Don't know/No opinion (3)	Total
Q1: Academic (A)	50.00% 4	0.00% 0	50.00% 4	5.84% 8
Q1: Public (B)	61.62% 61	19.19% 19	19.19% 19	72.26% 99
Q1: School (C)	50.00% 9	5.56% 1	44.44% 8	13.14% 18
Q1: Special (D)	16.67% 2	16.67% 2	66.67% 8	8.76% 12
Total Respondents	76	22	39	137

Assessment

With the exception of the special libraries group, all library types strongly believed that the overlay was a valuable place for RAILS to invest. Of the portion of responses not seeing value, each of the groups had a significantly sized portion of responses in the "Don't know/No opinion" camp. Only a limited percentage of respondents in any group saw the overlay as not being an important place to invest (but remember that those who were negatively oriented to the overlay for whatever reason were vehemently so).

Possible Insights

By type it will likely be a "wait and see" approach. Until a more tangible proposal is in front of them, or until they see more information and/or actual results, they are hesitant.

BY ILS TYPE

	Yes (1)	No (2)	Don't know/No opinion (3)	Total
Q7: RAILS LLSAP (MAGIC, PrairieCat, RSA, or SWAN) (A)	65.15% 43 D	7.58% 5	27.27% 18	48.18% 66
Q7: Independent automation consortium comprised of different agencies (for example, CCS, I-Share, LINC, NIC, Pinnacle, RiverShare, Rock River Library Consortium) (B)	33.33% 6	61.11% 11	5.56% 1	13.14% 18
Q7: Online catalog shared by multiple school libraries within a single district (C)	70.00% 7	0.00% 0	30.00% 3	7.30% 10
Q7: Online catalog not shared with other libraries (standalone) (D)	41.18% 14 A	17.65% 6	41.18% 14	24.82% 34
Q7: No online catalog (E)	66.67% 6	0.00% 0	33.33% 3	6.57% 9
Total Respondents	76	22	39	137

Assessment

A strong majority of LLSAP libraries, "No online catalog," and "Online catalog not shared with other libraries" (shared with schools within a school district) indicated that they saw value. "Online catalog not shared with other libraries" were not as positive concerning the value, but they also had a large portion undecided. The only group whose libraries seemed relatively negative concerning the value was within "Independent automation consortium."

Possible Insights

There was some divergence between how whether or not a type was likely to participate and whether or not they thought the overlay was a valuable place to invest. This may indicate the desire to support the cause (lower value, higher participation) or unable to participate in something desirable because of circumstance (higher value, lower participation).

Conclusions

By identifying desirable and undesirable factors and conditions and their potential ranges of acceptability in the open ended-information gathering and testing them in the survey, there are a number of conclusions in several areas which seem likely.

Important to a successful resource-sharing software

Ultimately anything that makes the process more intuitive, effective, and efficient for the patrons and for the library staff is important. And both the slightly higher ratings on patron factors over library factors and some of the discussions in the focus groups indicate that if one must be sacrificed for the other, then the patron's experience is more important. Ideally it will be a software trifecta; greatly improved patron experience, greatly improved interlibrary loan processes, and greatly improved information on resource-sharing activity to assist library decisions.

Some of the functions and characteristics for success identified include:

- Foremost – achieve exceptional improvement in patron experience
- Achieve more effective and efficient ILL processes for library staff
- Provide better information to help with library operations and decisions
- High levels of software overlay reliability, resilience, and seamless integration with existing integrated library systems
- Achieves significant improvements and enhancements on top of what consortium members have now

Risks and uncertainties concerning the success of resource-sharing software

Given the relatively large percentage of libraries in the study that are neither for nor against at this point, it is difficult to predict overall participation. And given that many in that uncertain camp during the focus groups indicated that they want to have a tangible model that has the same make-up and conditions as the RAILS region and that has worked, it is going to be challenging to help them make that decision.

In addition, given that a small but significant percentage of survey respondents have already determined that they are not interested in participation and don't see value for the project, there is a clearly a chance that the undecided could go either way. If a truly successful resource-sharing venture requires more libraries to participate than indicate current interest, RAILS will know that the resource-sharing overlay's final success is uncertain.

The potential for success exists based on evidence in other larger overlay projects but the end state is uncertain at this time.

- **Best case scenario:** An initial set of libraries participates and proves that it works. The software delivers on all of the desired benefits and capabilities; libraries and patrons love it, unique items are being discovered and borrowed and the RAILS resource-sharing environment is much richer. Because of the success many more libraries (though still not all) decide to participate.

- **Important preparations:** Know how to measure success and track its progress over time. Report out and be prepared to ramp up.
- **Moderate case scenario:** An initial set of libraries participates and proves that it mostly works. There are improvements for the patron and library experiences but for a significant number of libraries not enough to justify the investment of time and money to participate. The participants increase but do not swell.
 - **Important:** Know how many is enough to make it successful and affordable and have a plan to build to at least that number. Continue to improve and enhance its capabilities to make it more attractive.
- **Worst case scenario:** An initial set of libraries participates and finds it doesn't work well enough to continue; some stop participating. A few new libraries see enough value or value due to their unique set of circumstances and needs and join. Some equilibrium is established but the resource-sharing overlay is not widespread in its use.
 - **Important:** Establish a minimum number of participants to make it worthwhile and work to gather them. Have an exit plan in case you cannot. Look for ways to improve upon the software or the processes to support it to add more value overall.

Implications for the Governance (administration and finance)

Given the diversity and the differences between libraries in terms of what works best for them, there is no single answer, but there were several strong themes.

The themes include:

- A decision body with a clear charge and accountability is preferred
- The decision body should be small enough that it can make decisions in a timely manner
- Developing shared policies is going to be a lengthy process of sharing and compromising (though a focus on sharing principles may help)
- Costs must be affordable, equitable, transparent, and scaled

Implications for building political capital and buy-in

Again, there is no one single solution but rather a number of possible solutions depending on whom you are speaking with.

Some of the strongest themes include:

- The resource-sharing software needs to show a clear improvement on or over OCLC and what already is delivered by consortia today
- Libraries will have to make a significant effort and potentially a cost to participate so they need assurance that it will be sustainable for multiple years to justify their investment
- Uncertainty around how it would work in an organization and region such as RAILS means they want substantial assurance that it will work effectively, consistently, and without fail
- They want to see something just like Illinois where it has worked, we are a unique environment

- Some libraries will have no interest in being a part of it regardless of what it offers or how it works for various reasons

Unexpected Findings

There were several insights that were not sought or thought of before Stage 2 began. Some people are already thinking beyond the immediate and into the future.

Some of the things heard include:

- Larger regional connectivity could have positive impacts beyond ILL. For example, people in the focus groups mentioned that it might foster regional collection development planning and that it could create a base for sharing library community as well as materials
- One reason a standalone library may choose to be alone is that without having to seek or follow group agreed standards they may make any changes they wish or need to (in policy, system, or process) quickly. This gives them more room to be innovative and to fluidly change as they choose. Being part of a consortium might slow that down. Being part of the overlay may give them the best of both worlds; few group requirements and lots of additional items available for patrons
- One of the most frequent suggestions for where RAILS might better invest is helping libraries who cannot afford books. So a good question is whether having resource-sharing software in place would actually make more books available to those libraries (without them having to purchase them)

Implications overall for the process of moving forward

The amount of information kindly shared and the honest viewpoints provided resulted in a wealth of information that led the research to several implications.

- Given the amount of undecided responses concerning libraries intention to participate, and the lower but meaningful number of those who do not intend to participate, it seems certain that universal participation is unrealistic. And given that, it seems important to determine what level of penetration or scale of library size and types is needed to make the overlay software worth investing in.
- Convincing those on the fence will likely require even more information and a stronger value proposition. They will need evidence both of capability and of sustainability.
- Given doubt (deserved or not) based on Illinois' history with similar projects and the state's economic challenges, libraries seek evidence that something that looks like this project in a state similar to Illinois has actually been successful and can show observable, positive results. And if it can be seen, that the overlay project will be sustainable over multiple years.
- Functionality of the larger interlibrary loan environment in which the software operates will affect the overlay's success. This includes not only the software but also how well it integrates with the existing library systems, discovery tools, internal

processes, trained staff, and tracking and delivery systems. Success was seen as being determined by how well the entire ILL eco-system functioned, with the software seen as both enhancing that larger system and also depending on that larger system for its own success. As one party commented, "increased volume benefits patrons until it undermines good service."

- Costs are a zero sum game. Any additional cost to a library will almost certainly have to be gained by giving up something else.
- The software has to add a lot to functionality given that most of the libraries in a consortium feel well served already. To them the risk of adding a new system needs to be outweighed by a large enough benefit.
- First and foremost the functionality should achieve exceptional improvements in patron experience, discovery, and ease of use. Secondly, the functionality should achieve more effective and efficient ILL processes for library staff. Thirdly, the functionality should provide better information for internal library operations (requests, tracking information, packaging and shipping materials) and decision making (usage statistics, customized reports and queries, etc.).
- The resource-sharing software would have to offer tangible improvements on what is available in OCLC now to increase interest and likely sway many of those on the fence. While many are dissatisfied with the multiple steps of the process or the cost of using it, many others feel that OCLC works fine and that the overlay will merely duplicate it. Many in that latter group feel that parts of the OCLC process are challenging (like manual tracking and repeated requests) but that at least they know how to make it work. However, when asked to describe the current process many ILL staff described frustration and lost time due to having to take multiple steps, take many manual actions, and wait for responses. Note: this seemed to be different than the experience of those for loans occurring within their own consortium if they belong to one.
- While the great majority of libraries had similar preference for most of the functionalities, there were also differences in the level of preference for different functionalities and for who controlled the choices (the software or the library) within in different libraries for specific functionalities. Having customizable options in functions of the software system which would not undermine its utility would be preferable.
- The situation in Illinois and RAILS is different than the situations that typically preceded a successful resource-sharing overlay elsewhere. First, many libraries already see a greatly enhanced resource-sharing within their own consortium. Second, a high percentage of the area libraries also have and use OCLC to get those items they need outside of their library and/or consortium. The bar for improvement is much higher here.

Recommendations for moving forward

Based on all that was learned and the noted conditions and implications above there are several strong recommendations:

- When developing the RFP consider not just the functionalities desired but also how the software affects, and is affected by, the larger system of processes and activities that support it.
- There is a strong case made for a "proof of concept." While examples from other states or different projects can be found, the "just like this, just like here" standard seems the most likely to pull libraries on the fence into the game. This indicates that a pilot study would be of value. The actual design of that pilot could take many different directions but one would be to include an appropriate number and type of libraries and consortium to approximate the larger RAILS universe. Honest, transparent, and regular sharing of results (good and bad) could impact the fence sitting.
- Any solution seems unlikely to take the entire race unless it wins the trifecta of enhanced patron experience, streamlined library process, and increased information for improving operational decisions.
- Approach the project from an eco-system perspective. How will the software leverage, and be leveraged by, other sources of ILL success? Identify and address both positive and negative impacts of the software on each other element and re-design or tweak the whole system for maximum success.

ADDENDUM 1

Notes from the Individual Information Gathering Sessions

RAILS Consortia Committee and Consortia Futures Subcommittee Focus Group

A single focus group was held during a joint meeting of the RAILS Consortia Committee and Consortia Futures Subcommittee. There was skepticism but also excitement. For every show of doubt there were generally several responses exhibiting faith that it could and should be done.

Obviously the devil will be in the details. There is probably an overlay option and set of shared policies from which any one of the RAILS members would walk away. That being said, it also appears that there is a great deal of flexibility among most of the members on many of those options. The goal became to identify a "range of acceptability" on a wide set of options.

This stage of the information gathering showed that an understanding of what is known, what outcomes the overlay must produce and what costs (financial, operational, and others) it cannot create are all critical. Getting groups talking together, like at the focus groups, about these types of issues can help them both form a shared vision and a deeper understanding of the issues, both of which might help sooth any fears and concerns.

Moving the information gathering further into the field it was judged important to emphasize the following messages:

- There are strong potential benefits for both the patron (resource expansion, user experience, etc.) AND for the library staff (streamlined processes, fewer manual steps by librarians, etc.)
- The focus groups are being held to make sure specific values, priorities, and needs are heard
- Rather than trying to use input to identify a specific answer for each possible option, the sum of all input will be used to identify a range of acceptability (and thereby also a range of unacceptability) to guide the choices and decisions ahead
- No one will have to participate if they don't want to
- The overlay adds a layer, like a blanket, over current systems and practices that will enhance, not subtract from, what can be done for patrons. And it does not require that organizations are all on one ILS or that they have to change their systems and practices

To gain a maximum level of support, a proof of concept may be needed, working with those who are ready to participate now (even if that is not everyone) to build an operating model. The Consortia Committee and Consortia Subcommittee focus group input and the advice from partner organizations suggested starting with current resources, measure and announce the results and their positive impacts, and then build on the successful stories. It was noted that sharing stories from other similar projects' success (like MeLCat) is

beneficial, but the best guess is that seeing it work in Illinois with all of its unique dynamics and its unique environment may ultimately be necessary.

RAILS Partner Organizations Focus Groups

Three focus group sessions were held with three important statewide partners; the Illinois State Library, the Consortium of Academic and Research Libraries in Illinois (CARLI), and the Illinois Heartland Library System. The opportunity to be involved in the discussion was well received and appreciated by all three organizations.

They were very positive about RAILS willingness to consider the overlay even though some also have doubts. They were all very open and honest in their responses. The biggest takeaway is was that they all congratulate the organization for taking a step and wish them success.

They echoed some of the statements from the Consortia Committee and Consortia Futures Subcommittee focus group in thinking that the ideal situation would be statewide resource-sharing, because that would create the most benefit for patrons and taxpayers. There are some doubts about whether a software overlay will work well enough, but they were also interested in seeing if, and how, it could work.

All three organizations also realize that the RAILS overlay project is focused on RAILS, but also aware that it might also open potential for something bigger in the future. They are also willing, given that it might lead to something bigger, to support the development of the overlay in some fashion.

RAILS Consortia Focus Groups

The scope of this round (11 conversations with two separate sessions with governance and ILL staff with attendance counts of around 6-25 people for each meeting) was much broader than the previous round. As a result, there was a wider range of responses but also a greater opportunity to identify tentative values and preferences. There were many ideas but a short list would include:

- Optimism and skepticism (hope it could work, worried it will not)
- Widely varying degrees of perceived value among the consortia
- For many, the need for a strong value proposition to participate in the overlay, things are pretty good now so it has to be worth the effort and risk
- A list of things that could be better about the current ILL process within consortia that are both more and less interested in an overlay
- The nearly universal sense that the process should be patron centric and that the experience should be more like good online shopping because that is what patrons expect
- Concerns about whether or not delivery, the software, library staff, library space, and library budgets would be capable of handling a drastic increase in volume if the overlay was highly successful
- Curiosity about what is hiding out there now that would become visible and available and whether or not it would actually be unique and valued by patrons

Given the input, it seemed unrealistic that the overlay project would attract universal participation. Many participants wanted to see a "proof of concept" before jumping on the train. This is a strong indicator that a pilot project would be extremely practical and valuable.

Size and Type Web Based Focus Groups

Below are some of the interesting insights gained through the web based focus groups. Some insights are unique to the groups participating and some offer a unique comparison to or that in some special way highlight some of the themes from the in-person focus groups. The web based groups' preferences and concerns identified in the conversations exhibit a high degree of alignment with the majority of those from the in-person groups. The takeaways only include those things that might foster additional insight.

- Publics (of all sizes) are more likely to fear empty shelves than are other library types.
- The smallest libraries (school, special, very small publics) have such limited staff and librarian time that any major changes required (labeling, coding, etc.) or maintenance needs (uploading, upgrades, etc.) may require RAILS assistance. This is also possible for special libraries and academic libraries that have to compete with other departments for their organization's IT staff.
- Many library directors could be totally on board, but they would still need to convince their governing body (and if a public library, also has to convince their patrons).
- In general, libraries with a consortial connection (LLSAP, independent consortium, CARLI's I-Share, etc.) have a higher bar for "how will this be better than what we have."
- CARLI's I-Share libraries would need to be able to do I-Share *and* the overlay. If the overlay caused them to limit their CARLI involvement or prevent them from fulfilling their I-Share commitments (e.g., conflicting policies or rules between CARLI and the overlay), they would not join the overlay.
- There are two things about OCLC that continue to stand out among all groups. OCLC is clunky to use, but people really like being able to set up saved search groups (i.e., custom holdings groups).
- In general, special and school libraries have more unique needs (funding model, ability to allow the public in-person access, etc.) and would possibly need more freedom to override shared policy rules that conflict with those needs.
- Standalones in some cases may not be just individualistic; they might need to be individualistic in order to innovate quickly. This was also a theme that came up in one consortium; don't hold them back by too many rules or policies, only apply the minimum needed to make sharing possible.
- Quite a few of the smaller standalones do old school ILL; find an item by searching each library's catalog, calling or emailing to see if they will lend and what it would cost, agree to borrow, and then physically go to the lending library to pick it up.

Interesting Thoughts and Perspectives

- If the desire is to make ILL more efficient and effective and that extends to or encompasses delivery, one delivery system would be ideal.
- When asked if the overlay would be a value to the region and if RAILS should take it on, one participant stated that, "We have a long history of sharing and this is just a continuation of that history, the next step in our sharing tradition."
- There may be a lot of participation churn for smaller libraries based on their annual budget. Join, drop, join, etc. That may make budgeting for the overlay difficult.
- Being able to communicate with the libraries inside of the ILL software instead of having to turn to a new format (email) would be a great convenience.
- It's about more than sharing resources; it's about sharing community, expertise, knowledge, and support. We tend to be more isolated or to stay within our own type.
- Now that RAILS has gathered information, they need to gather experience and user insight. The next stage should include lots of people from all types of libraries and all types of librarians doing hands on testing. That will really allow RAILS to understand if a product will work or not.
- The next stage should include developing a set of shared goals; what outcomes make this worth doing? For example, "Standalone libraries will see significant increases in their ILL activity." The goals can be the filter and the inspiration for making decisions and taking action. Empowering the patrons and the libraries through the overlay allows the goals to be achieved.

ADDENDUM 2

Stage Two Focus Group Participants Summary

Round 1	Official Name	Acronym
January 21, 2015	Consortium of Academic and Research Libraries in Illinois	CARLI
January 22, 2015	Illinois State Library	ISL
January 22, 2015	Illinois Heartland Library System	IHLS
Round 2		Acronym
March 3, 2015	Resource Sharing Alliance	RSA-NFP
March 4, 2015	RiverShare Libraries	
March 5, 2015	Rock River Library Consortium	RRLC
March 6, 2015	PrairieCat	
March 11, 2015	Cooperative Computer Services	CCS
March 12, 2015	LINKin Libraries	
March 13, 2015	Pinnacle Library Cooperative	PLC
March 16, 2015	Northern Illinois Cooperative	NIC
March 17, 2015	Library Integrated Network Consortium	LINC
March 18, 2015	Multitype Automation Group in Cooperation	MAGIC
March 18, 2015	System Wide Automated Network	SWAN
Round 3	Audience	
April 7, 2015	Small public libraries	
April 7, 2015	Academic libraries	
April 8, 2015	School libraries	
April 14, 2015	Special libraries	
April 15, 2015	Large public libraries	
April 16, 2015	Consortia libraries (make-up session for those unable to attend previous consortial focus groups)	
April 16, 2015	Standalone libraries and non-automated libraries	

ADDENDUM 3

Survey Summary Responses

RAILS Overlay Project Survey 2015

1. Type of library (Please check one)		
Answer Options	Response Percent	Response Count
Academic	6.5%	10
Public	71.4%	110
School	14.3%	22
Special	7.8%	12
<i>answered question</i>	154	154
<i>skipped question</i>	0	0

2. Which RAILS service center is closest to your library? (Please check one.)		
Answer Options	Response Percent	Response Count
RAILS Bolingbrook service center	11.7%	18
RAILS Burr Ridge service center	25.3%	39
RAILS Coal Valley service center	9.1%	14
RAILS East Peoria service center	20.1%	31
RAILS Rockford service center	14.3%	22
RAILS Wheeling service center	19.5%	30
<i>answered question</i>	154	154
<i>skipped question</i>	0	0

3. Approximately how many full-time equivalent (FTE) employees work at your library?		
Answer Options	Response Percent	Response Count
1	24.7%	38
2 - 4	23.4%	36
5 - 8	10.4%	16
9 - 15	10.4%	16
16 - 19	0.6%	1
20 - 49	20.1%	31
50+	10.4%	16
<i>answered question</i>	154	154
<i>skipped question</i>	0	0

4. What is your primary responsibility at your library? (Please check all that apply.)

Answer Options	Response Percent	Response Count
Library Director/Chief Administrator	78.6%	121
Assistant Director	7.8%	12
Adult Services/Reference/Readers' Advisory	18.2%	28
Circulation	18.8%	29
Interlibrary Loan	17.5%	27
IT/Technology	10.4%	16
Marketing/Public Relations/Outreach	16.2%	25
Technical Services	18.2%	28
Youth/Young Adult Services	14.3%	22
<i>answered question</i>	154	154
<i>skipped question</i>	0	0

5. Population Served (Public libraries: please indicate the number of people that reside within the legal service area of your library. Academic, school and special libraries: indicate the number of people in your school or organization who are eligible to use the library.)

Answer Options	Response Percent	Response Count
Under 100	0.6%	1
100 - 499	4.5%	7
500 - 1,499	17.5%	27
1,500 - 4,999	19.5%	30
5,000 - 9,999	9.7%	15
10,000 - 24,999	26.0%	40
25,000 - 49,999	9.7%	15
50,000 - 99,999	10.4%	16
100,000 - 249,999	1.9%	3
250,000 - 499,999	0.0%	0
500,000 - 999,999	0.0%	0
1 million or more	0.0%	0
<i>answered question</i>	154	154
<i>skipped question</i>	0	0

6. Current total library operating budget (including materials budget, salaries, general operating expenditures, etc.)

Answer Options	Response Percent	Response Count
Under \$100,000	26.6%	41
\$100,000 - \$399,999	19.5%	30
\$400,000 - \$699,999	11.0%	17
\$700,000 - \$999,999	3.2%	5
\$1M - \$2.9M	20.1%	31
\$3M - \$4.9M	7.8%	12
\$5M - \$9.9M	8.4%	13
\$10M - \$29.9M	3.2%	5
Over \$30M	0.0%	0
<i>answered question</i>	154	154
<i>skipped question</i>	0	0

7. Which of the following choices best describes your library's automation situation?

Answer Options	Response Percent	Response Count
RAILS LLSAP (MAGIC, PrairieCat, RSA, or SWAN)	48.7%	75
Independent automation consortium comprised of different agencies (for example, CCS, I-Share, LINC, NIC, Pinnacle, RiverShare, Rock River Library)	15.6%	24
Online catalog shared by multiple school libraries within a single district	7.1%	11
Online catalog not shared with other libraries (standalone)	22.7%	35
No online catalog	5.8%	9
Other (please specify) <i>Note: Most of the Other responses were actually from standalone libraries.</i>	10	10
<i>answered question</i>	154	154
<i>skipped question</i>	0	0

8. Which of these 15 RAILS regions is closest to your library? (Please check one)

Answer Options	Response Percent	Response Count
Burr Ridge area	27.9%	43
Freeport area	1.3%	2
Galena area	0.0%	0
Galesburg area	1.9%	3
Joliet area	5.2%	8
Kankakee area	0.6%	1
LaSalle area	5.2%	8
Macomb area	1.9%	3
Moline area	5.2%	8
Northbrook area	16.9%	26
Peoria area	12.3%	19
Quincy area	3.2%	5
Rockford area	9.1%	14
Sterling area	1.9%	3
Sycamore area	7.1%	11
<i>answered question</i>	154	154
<i>skipped question</i>	0	0

9. How important are each of the following possible functions for a successful overlay software? (Please rate each factor on a 1-10 scale, with 1 being not at all important and 10 being extremely important)

Answer Options	1	2	3	4	5	6	7	8	9	10	No opinion	Rating Average	Response Count
Placing holds on checked-out materials.	2	4	4	4	1	3	2	3	10	21	82	8.91	138
Ability to order tiered searching priority (for example, local first then region).	8	2	2	3	2	7	6	7	18	21	54	8.22	139
Ability to restrict items from lending, (such as new items and special collections).	5	2	2	5	3	9	4	5	17	23	63	8.24	139
Automatic notices and alerts to library staff (such as "request to be reviewed," "item shipped," etc.)	8	3	3	5	2	8	13	18	23	26	24	7.42	137
Compatible with self checkout.	36	3	3	9	3	10	2	7	9	11	29	6.28	139
Ease of maintenance and amount of work required to it run at the local library staff level	2	0	0	0	2	3	4	3	9	20	91	9.26	139
Integrates with library's current integrated library system to avoid adding another set of processes.	2	0	0	1	0	1	1	1	9	21	92	9.52	138
Handles nonreturnables (such as photocopies).	24	10	10	12	4	12	13	7	13	8	10	6.01	137
Ability to control the number of search results displayed (such as "1" or "all").	4	4	5	6	5	22	17	15	14	16	22	7.05	137
Capable of adapting to new standards and formats.	0	1	1	3	1	3	6	6	20	28	57	8.92	137
Balances the lending and borrowing within individual libraries.	10	5	2	2	1	15	11	13	23	21	24	7.40	139
Ability of library staff to authenticate a reciprocal borrower's status online.	6	0	0	0	2	8	5	4	21	27	52	8.58	137
Simple, intuitive and understandable for library staff.	1	1	0	0	0	0	2	4	13	23	87	9.49	138
Adds to unique resources available.	3	2	2	0	6	10	10	10	19	25	37	8.22	138
Sophisticated and/or customizable reporting capabilities.	3	1	1	2	5	11	7	12	27	24	39	8.07	139
Increased automation of interlibrary loan workflow.	2	0	0	3	3	8	5	5	22	26	49	8.63	137
More streamlined work process for the staff involved.	1	1	1	2	1	4	4	8	18	29	64	8.87	138
<i>answered question</i>												139	139
<i>skipped question</i>												15	15

10. How important are each of the following possible functions for a successful overlay software? (Please rate each factor on a 1-10 scale, with 1 being not at all important and 10 being extremely important.)

Answer Options	1	2	3	4	5	6	7	8	9	10	No opinion	Rating Average	Response Count
Ability to work on multiple devices (such as mobile phone as well as computer).	2	1	1	3	3	12	3	7	18	26	58	8.44	138
Automatic notices and alerts to patron (such as "due soon," "book received and waiting," etc.)	3	3	3	1	2	6	3	7	20	32	55	8.56	138
Sophisticated search and discovery.	2	0	0	2	2	9	5	6	19	30	54	8.64	137
Handles e-resources (such as e-books).	12	2	2	3	4	8	6	4	18	24	51	7.83	138
Shows status in patron account (such as holds, checked out, etc.)	3	0	0	0	3	7	2	9	19	22	73	8.97	137
Single sign-in patron authentication.	3	1	1	1	3	3	5	9	11	26	64	8.82	136
Patron capability to specify pickup location.	10	4	2	2	0	6	2	9	12	19	63	8.21	138
Simple, intuitive and understandable for patrons.	2	1	1	0	0	0	0	0	5	15	107	9.68	137
<i>answered question</i>												138	138
<i>skipped question</i>												16	16

11. Do you have any other thoughts or suggestions about functionality, characteristics or potential benefits of the overlay software?

Answer Options	Response Count
No summary data. See narrative report.	24
<i>answered question</i>	24
<i>skipped question</i>	130

12. If the overlay software and its associated services (delivery, training, support, etc.) could deliver the functions, characteristics and benefits you valued above at an affordable cost, how likely is it that: (Please rate this on a 1-10 scale, with 1 being not at all likely and 10 being extremely likely)

Answer Options	1	2	3	4	5	6	7	8	9	10	Rating Average	Response Count
You would want your library to participate?	8	12	4	2	5	12	11	10	19	46	7.51	136
Your governing entity would want your library to participate?	12	4	4	7	6	13	13	9	18	34	6.86	135
<i>answered question</i>												137
<i>skipped question</i>												17

13. Do you feel that an overlay, whether or not you chose to participate, would be an important place for RAILS to invest?

Answer Options	Response Percent	Response Count
Yes	55.5%	76
No	16.1%	22
Don't know/No opinion	28.5%	39
<i>answered question</i>	137	137
<i>skipped question</i>	17	17

14. If your library did participate in an overlay, which of the following contributions to its success would seem reasonable? (Check all that you

Answer Options	Response Percent	Response Count
Staff time.	65.4%	85
Participation in its governance.	39.2%	51
A flat annual fee for participation scaled to library size.	57.7%	75
A scaled annual fee based on a rational and understandable formula.	48.5%	63
Share of the annual software licensing/maintenance costs.	28.5%	37
Share of the initial software cost.	24.6%	32
<i>answered question</i>	130	130
<i>skipped question</i>	24	24

15. Which of the following elements of your existing library-to-library ILL process would you find valuable to improve? (Check all that you would consider)

Answer Options	Response Percent	Response Count
Multiple steps needed to complete.	70.4%	81
Lack of information available for status.	40.9%	47
Delivery time.	42.6%	49
Uniformity of barcoding.	33.0%	38
Other (please specify). <i>Note:</i> No summary data. See narrative report.	22	22
<i>answered question</i>	115	115
<i>skipped question</i>	39	39

16. Which of the following, if they occurred, would cause you to not participate in an overlay? (Check all that you would consider)

Answer Options	Response Percent	Response Count
Staffing increases.	46.7%	63
Cost increases.	79.3%	107
More space required in the library.	41.5%	56
The process is one more added on top of those we already have.	55.6%	75
The experience is not seamless for the patron.	61.5%	83
<i>answered question</i>	135	135
<i>skipped question</i>	19	19

17. Do you have any other thoughts or suggestions about things that might influence your decision to participate in the overlay?

Answer Options	Response Count
No summary data. See narrative report.	35
<i>answered question</i>	35
<i>skipped question</i>	119

18. What additional information would help you understand and evaluate the project?

Answer Options	Response Count
No summary data. See narrative report.	27
<i>answered question</i>	27
<i>skipped question</i>	127

19. Would you like to directly receive any information that would address the needs you indicated in the previous question?

Answer Options	Response Percent	Response Count
Yes	23.2%	26
No	76.8%	86
<i>answered question</i>	112	112
<i>skipped question</i>	42	42

20. If Yes, please include your name and email address.

Answer Options	Response Percent	Response Count
Name	100.0%	30
Email	100.0%	30
<i>answered question</i>	30	30
<i>skipped question</i>	124	124

21. Do you have any other comments?

Answer Options	Response Count
No summary data. See narrative report.	26
<i>answered question</i>	26
<i>skipped question</i>	128