

## Appendix 1 - History of The Evergreen Project

In 2004, the Georgia Public Library System (GPLS) began investigating the feasibility of a custom-built integrated library system to serve their need for a scalable shared catalog. Soon thereafter, the nascent code for Evergreen ILS was introduced as an open-source project, licensed under the GNU General Public License, enabling the software to be freely distributed at no cost to users. In 2006, the Public Information Network for Electronic Services (PINES), the statewide library consortium of GPLS, launched the Evergreen ILS across its then membership of 253 libraries.<sup>1</sup>

Following its launch by PINES in 2006, Evergreen ILS was adopted, both home and abroad, by several library systems and consortia serving libraries of all types. In June 2010, the temporary Evergreen Governance Committee first formally discussed the topic of forming an entity to provide protection from things that might threaten the Evergreen ILS software including liability and copyright or trademark violations.<sup>2</sup> Talks continued throughout 2010, and in 2011 a formal relationship began with the Software Freedom Conservancy to manage the fiscal and legal interests of the unincorporated open-source Evergreen ILS Project. It was also at this time that the Evergreen Oversight Board became the successor to the Governance Committee and the board formally adopted Rules of Governance approved during the 2011 Annual Conference in Decatur, GA.

In 2016, The Evergreen Oversight Board established a taskforce to assess the needs of the Evergreen Project and the relationship with the Software Freedom Conservancy. Through the work of this taskforce and the board, it was determined that the needs of the Evergreen Project had changed in such a manner that the creation of a more formal, incorporated organization was warranted. In 2018, the board voted to form a non-profit entity for Evergreen that would hold both the trademark and assets of the Evergreen Project.<sup>3</sup> In 2019, The Evergreen Project's articles of incorporation were approved by the Missouri Secretary of State<sup>4</sup>, and its tax exempt status was approved in September of 2020 with a retroactive effective date of June 11, 2018.<sup>5</sup>

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<sup>1</sup> From PINES/Evergreen/Equinox August 2009 whitepaper - <https://pines.georgialibraries.org/sites/default/files/files/WhitePaper-PINES-Evergreen-Equinox-8-09.pdf>

<sup>2</sup> Evergreen Governance Committee Meeting Minutes, Tuesday, June 1, 2010 - <https://wiki.evergreen-ils.org/lib/exe/fetch.php?media=governance:2010-06-01-eg-gov.pdf>

<sup>3</sup> Evergreen Oversight Board Meeting Minutes, January 19, 2018 - <http://evergreen-ils.org/meetings/evergreen/2018/evergreen.2018-01-19-13.00.html>

<sup>4</sup> Evergreen Oversight/Project Board Meeting Minutes, December 19, 2019 - <https://evergreen-ils.org/meetings/evergreen/2019/evergreen.2019-12-19-14.03.html>

<sup>5</sup> The Evergreen Project Board Meeting Minutes, October 15, 2020 - <http://evergreen-ils.org/meetings/evergreen/2020/evergreen.2020-10-15-14.00.html>

## Appendix 2 - Suggested Actions to Propel Transformation

Suggested actions and activities to achieve these goals include:

- Define a project vision and priorities
  - Target market - Evergreen can't be everything to every library
  - Global priorities - individual organization priorities can overwhelm the development process
  - Coordinated feature development - orient development around project/market priorities
- Support developers and community engagement
  - Provide clear pathways to join the development community
  - Build relationships beyond current Evergreen users/organizations
  - Create new community member onboarding
  - Reduce barriers to participation
- Develop financial sustainability
  - Increase sources of income
  - Investigate membership models
- Leadership
  - Central coordination and management of project activities and resources
  - Dedicated TEP staff to support critical roles - leadership, marketing/outreach, documentation, developers
  - Foster mentorship relationships with experienced and new community members
  - TEP tools to facilitate community work
  - Advocacy

## Appendix 3 - Themes from Stakeholder Retreat Survey

The themes listed below are from survey responses<sup>6</sup>, listed in order from most prevalent to least:

- **Communication (11 survey responses)**—Responses regarding the theme of communication focused on internal, external, and marketing aspects of TEP. Documentation of processes, both the clarification of existing documentation and the creation of new documentation as desired, was also a theme in communication.
- **Sustainability of Organization (10 survey responses)**—This theme includes TEP's strategy as an organization and the need to address paid staff vs. volunteer input and development. Another important feature is planning for TEP's longevity in the future.
- **Sustainability of Software Development (5 survey responses)** - Comments under this theme largely revolve around ensuring the underlying software stays current with user needs and can grow and accommodate future users. Improvements to existing features are also desired.
- **Sustainability of Funding (5 survey responses)** - Comments that fit under this theme express worry about continued funding and limited resources if funding decreases.
- **Collaboration (3 survey responses)**: These comments focus on community and building relationships within and outside of the community to help it sustain itself..
- **Time Sensitive (2 survey responses)** - These comments express there is risk in not arriving at solutions fast enough - there is urgency underpinning the planning needs.

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<sup>6</sup> Stakeholder Retreat Feedback Report, March 2024,  
<https://docs.google.com/document/d/1xnleYFy6cdgSVxXiiKszgpl-jlwIhOSDHNTigOXfdIM/edit#heading=h.byxtna2v88uv>

## Appendix 4 - Organizational Structure Review and Recommendations

### Existing state of The Evergreen Project

#### Bylaws

- Current bylaws<sup>7</sup> were developed in 2018 to provide the shape and structure of governance necessary for incorporation of The Evergreen Project as a non-profit organization with IRS 501(c)3 tax exempt status.
- Edits to the current bylaws<sup>8</sup> were suggested in 2022 but never adopted.

#### The Evergreen Project Board

- Composed of nine members elected by the Evergreen Community and serving three-year terms.
- Seats that open unexpectedly and outside of the election cycle are filled by appointment of the board.

#### Committees

- The executive, finance, and standing conference committees are mandated in the bylaws.
- Existing ad-hoc committees include outreach, trademark enforcement, bylaws review, strategic plan, and local conference planning. Ad-hoc committees may convene more or less frequently based on need and membership.

#### Staff

- The Evergreen Project does not currently directly employ or contract with anyone for such things as general administration or liaising between the Board, its committees, community interest and work groups, and external relations.
- Administrative tasks are currently accomplished on a pro bono basis by board members and other community volunteers.

### Recommendations for changes to the organizational structure of the Evergreen Project

#### Bylaws

- Ratify changes suggested in 2022 except where they conflict with adopted recommendations for changes to organizational structure
- Incorporate new committee structure upon adoption
- Expand and amend bylaws to include necessary language for additional changes to fundamental structure of The Evergreen Project
- Establish a schedule for review

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<sup>7</sup> Bylaws available at <https://drive.google.com/file/d/1hdX47CN3drwmw4d2E-UhzoBJt5Pmd82L>

<sup>8</sup> Proposed edits available at <https://docs.google.com/document/d/1wC4ROfuGZLYvHlxFj57qP4EoY7I-Tu409HYSyHgml7E>

## The Evergreen Project Board

- Analyze current size and composition of the Evergreen Project Board to determine if it reflects the diversity of the Evergreen community, and if current processes for seating members is the best suited for The Evergreen Project to fulfill its purpose.
- Investigate ways to recruit external stakeholders as possible appointees to the Evergreen Project Board.

## Committees

- Adopt committee structure to apportion responsibilities deemed necessary and appropriate by the Evergreen Project and its Board.
- Recommended committee structure includes continuing, reorganizing and/or establishing the following with bylaw language to describe scope and charge of each:
  - Executive Committee (retain)
  - Finance Committee (retain)
  - Administration (reorganize to combine oversight of trademark, policies, bylaws, annual elections, and board member/candidate recruitment)
  - Events & Outreach (reorganize to combine oversight of conference, hackaway, social media, and website)
  - Planning & Evaluation (establish to oversee ongoing implementation and evaluation of strategic plan)
  - Community Relations (establish to regularly collect feedback from community members and Evergreen ILS users, liaise with interest and working groups, and oversee implementation and evaluation of membership model)

## Staff

Extended comments and recommendations about changes to the concept of staffing the Evergreen Project are included in the Determining Resources section, Using Resources section, and [Appendix 4](#) of this plan.

# Appendix 5 - Staffing and Contributor Structure

## Roles & Duties

There is room in the Evergreen community for many types of participation, from newly-created paid positions to community working groups and interest groups as well as contracting with specialized persons or organizations for specific duties.

### Paid Staff

To date, the Evergreen project has not retained its own paid staff, with the exception of certain contracted services. The next phase of community growth will require someone to be in a dedicated role to manage executing the goals of the strategic plan, and likely other staffing members as well.

### Immediate Goals

The Evergreen Project will budget, plan for, and fill a part-time position. The Evergreen Project may fill this role on a contract basis if a qualified contractor can fulfill the needs of the role. This position will report to the Evergreen Project Board and their responsibilities will include:

- Executing goals of the strategic plan as determined by the board
- Managing the community release, conference, and other schedules in collaboration with community leaders
- Providing a single point of contact for community groups
- General administrative tasks needed by the project as well as providing administrative regularity and accountability
- An initial survey of the grant landscape with a report made to the board
- Other duties as assigned by the board

### Extended Goals

The Evergreen Project will budget and plan for specific incentivization for community release team members, including but not limited to:

- Release Team members for twice-yearly feature releases
- Release Team members for monthly patch / bugfix releases
- Bug Squashing / Feedback Fest coordination
- Translators and documenters

These roles will be filled on a volunteer basis, with approval from the general developer community and confirmation from the Evergreen Project Board. The Evergreen Project may fill these roles on a contract basis if a qualified contractor can fulfill the needs of the role.

Specific tasks include:

- Formalizing the release schedule and process, ensuring that it is accurately documented and that there is accountability for meeting release deadlines.
- Engaging in a comprehensive review of the existing Evergreen Documentation manual to remove or update sections that are outdated and ensure new features are documented consistently and correctly. This may include requiring that release notes files are also added in the appropriate documentation location.

Incentivization might include monetary stipends, conference attendance, travel awards, or other methods to encourage further contribution.

## Contributors

Contributors to Evergreen engage in valuable learning and professional development, even if much of this happens in an informal context. Formal acknowledgement of community work gives contributors the chance to highlight community roles and skills in their resumes, online profiles, and careers.

While Board Members are currently formally recognized, there is little other community acknowledgement of roles.

Contributors will be formally recognized by the Evergreen Project, and given official acknowledgement of the following roles:

- Bug Contributor - One who participates in testing, tagging, and commenting in Evergreen's Bug Tracker
- Code Contributor - One who has authored code or documentation committed to Evergreen's main codebase
- Community Leader - One who leads an interest group or working group
- Committee Chair - One who leads an official Board-sanctioned committee or subcommittee
- Committee Member - One who attends and participates in an official Board-sanctioned committee or working group
- Release Team Leader - One who leads a release team for the twice-yearly feature releases
- Release Team Member - One who is part of a release team for feature and point releases
- [others?]

Official recognition of roles need not wait until paid staff are in place, and can begin as an annual or twice yearly announcement of all contributors and roles on the Evergreen public website.

Additionally, the Evergreen Project will explore a way to identify contributors who are employers, support organizations, or sponsors of community work. Potential models for this exist in the Drupal community<sup>9,10</sup> as well as the VuFind® community.<sup>11</sup>

## Community Members

The Evergreen Community consists of anyone who contributes to Evergreen, via code, documentation, committee work, or other means; as well as anyone working for an institution running Evergreen software. The goal of the Evergreen community is to be inclusive, not exclusive, and provide many paths for members to contribute diverse talents.

To this end, the Evergreen Project will identify areas to be more proactive in inviting community members to participate, including:

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<sup>9</sup> <https://dri.es/a-method-for-giving-credit-to-organizations-that-contribute-code-to-open-source>

<sup>10</sup> <https://www.drupal.org/association/become-a-drupal-certified-partner>

<sup>11</sup> [https://vufind.org/wiki/community:membership\\_levels\\_and\\_benefits:rsp](https://vufind.org/wiki/community:membership_levels_and_benefits:rsp)

- Updating the project website to include concrete contribution suggestions, including guidance for new developers.
- Creating a “Community Orientation” resource page with short content such as videos, slides, or relevant past presentations for new community members explaining how to get involved.
- Working with consortia and/or service providers to assist with onboarding content.
- Creating and maintaining a centralized page for “who to contact about what.”

Additionally, the Evergreen Project Board will formalize committees and subcommittees to ensure that all such groups are appropriately staffed and charged with a clear mission, including yearly goals, budgeted funds, and other structure needed to ensure success of these groups.



# Appendix 6 - Membership Model and Contributor Program

## Membership Model

### Purpose of the membership model

Funds raised from memberships shall be used to support Evergreen Project activities as described in its statement of purpose and aligned with its goals for transformation.

### **Individual - \$100 annually**

Intended for individuals unaffiliated with member organizations, or for additional membership seats for organizations that are already members at a higher membership level.

- 20% conference discount
- One vote for TEP Board elections
- Eligibility to run for **one** TEP Board seat.
- Access to a members-only database of contact information for mentors and Evergreen community experts.
- Ability to participate in live quarterly in-depth webinars. Webinar recordings will be made available to the rest of the community at a later time.

### **Copper - \$500 annually**

- 20% conference discount for employees of the Copper member
- Credited on Evergreen web site and annual report
- Access to a members-only database of contact information for mentors and Evergreen community experts.
- Ability to participate in live quarterly in-depth webinars. Webinar recordings will be made available to the rest of the community at a later time.

### **Silver - \$1,000 annually**

- 20% conference discount for employees of the Silver member
- Credited on Evergreen web site and annual report
- E-badge for member website.
- Access to a members-only database of contact information for mentors and Evergreen community experts.
- Ability to participate in live quarterly in-depth webinars. Webinar recordings will be made available to the rest of the community at a later time.
- One vote for TEP Board elections.
- Eligibility to run for **one** TEP Board seat.

### **Gold - \$5,000 annually**

- 20% conference discount for employees of Gold members and/or, in the case of library consortia, staff at their member libraries.
- Credited on Evergreen web site and annual report.
- E-badge for member website.
- Access to a members-only database of contact information for mentors and Evergreen community experts.
- Ability to participate in live quarterly in-depth webinars. Webinar recordings will be made available to the rest of the community at a later time.

- Listed as one of the sponsors for two quarterly webinars per membership year.
- Three individual memberships for employees and/or member libraries to vote in TEP Board elections.
- Eligibility to run for **one** TEP Board seat.
- 10% discount on conference exhibit space.
- Listed just below platinum members on support providers web page.

#### **Platinum - \$10,000 annually**

- 20% conference discount for employees of Platinum members and/or, in the case of library consortia, staff at their member libraries.
- Credited on Evergreen web site and annual report.
- Organization mentions in the About Evergreen section of community press releases.
- E-badge for member website.
- Access to a members-only database of contact information for mentors and Evergreen community experts.
- Ability to participate in live quarterly in-depth webinars. Webinar recordings will be made available to the rest of the community at a later time.
- Listed as one of the sponsors for four quarterly webinars per member year.
- Five individual memberships for employees and/or member libraries to vote in TEP Board elections.
- Eligibility to run for **one** TEP Board seat.
- The choice to either submit one sponsor blog post per year **or** to present a 15-minute segment at the Evergreen conference.
- An Ally sponsorship or 50% discount on Advocate sponsorship or 25% discount on Champion level sponsorship at the annual Evergreen conference.
- 10% discount on conference exhibit space.
- Listed at top of support providers web page with Sustaining members

#### **Sustaining - \$20,000 annually**

- 20% conference discount for employees of Sustaining members and/or, in the case of library consortia, staff at their member libraries.
- Credited on Evergreen web site and annual report.
- Organization mentions in the About Evergreen section of community press releases.
- E-badge for member website.
- Access to a members-only database of contact information for mentors and Evergreen community experts.
- Ability to participate in live quarterly in-depth webinars. Webinar recordings will be made available to the rest of the community at a later time.
- Five individual memberships for employees and/or member libraries to vote in TEP Board elections.
- Eligibility to run for **one** TEP Board seat.
- The choice to either submit one sponsor blog post per year **or** to present a 15-minute segment at the Evergreen conference.
- An Ally sponsorship or 50% discount on Advocate sponsorship or 25% discount on Champion level sponsorship at the annual Evergreen conference.
- 10% discount on conference exhibit space.

- Listed at top of support providers web page with Platinum members

#### Partners - \$1,000

- For third-party vendors.
- Listed on the web site and annual report as partners with the Evergreen project.
- If exhibiting at a conference, a partner badge is listed alongside their name in any web pages or printed materials highlighting exhibitors.
- The opportunity to submit one partner blog post per membership year.

#### Revenue Estimate

Level	Cost	Estimated Members	Estimated Revenue
Individual	\$100	5	\$500
Copper	\$500	3	\$1,500
Silver	\$1,000	6	\$6,000
Gold	\$5,000	6	\$30,000
Platinum	\$10,000	2	\$20,000
Sustaining	\$20,000	2	\$40,000
<b>Total</b>		<b>19</b>	<b>\$96,000</b>
<b>Partners</b>			
Just one level	\$1,000	3	\$3,000
<b>Total</b>			<b>\$99,000</b>

# Contributor Program

## Introduction

The purpose of the Evergreen Project Contributor Program is to provide an avenue through participation to membership for individuals in lieu of the annual individual membership fee to cover their membership.<sup>12</sup>

## Eligibility

An individual shall be eligible for membership through the contributor program by satisfying one of the following qualifications in the past year:

- Core Committer - participate as active core committer to Evergreen<sup>13</sup>
- Code Contributor - contribute code or documentation to Evergreen
- Bug Contributor - bug contribution through commenting, testing, and tagging in Evergreen's bug tracker
- Feature or Point (maintenance) Release Manager<sup>14</sup>
- Release Team Member - part of the release team for a feature or point release
- Committee Chair - leads an official TEP board sanctioned committee or subcommittee
- Community Leader - leads an Evergreen Community interest group or working group
- mentorship group member<sup>15</sup>
- Committee Member - attends and participates in an official TEP board-sanctioned committee or working group.
- Other eligibility criteria may be determined in the future as need warrants.

## Description

An individual who meets the eligibility criteria and wishes to participate in the contributor program shall be considered an individual membership member with the same rights and privileges as well as an e-badge and special acknowledgment.

To apply to the contributor program, the online application must be submitted. Eligibility will be evaluated on an annual basis following the general membership schedule. In special circumstances<sup>16</sup>, an individual may be considered for a partial year membership during the first year of eligibility.

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<sup>12</sup> The Evergreen Project Contributor Program borrows heavily from the Islandora Foundation Contributor Program which can be reviewed at <https://www.islandora.ca/support-islandora>.

<sup>13</sup> Commits may be to OpenSRF, Evergreen, or Evergreen Documentation. More information about core committers is available at [https://wiki.evergreen-ils.org/doku.php?id=contributing:contributors&s\[\]=core&s\[\]=committer](https://wiki.evergreen-ils.org/doku.php?id=contributing:contributors&s[]=core&s[]=committer).

<sup>14</sup> Feature releases are semi-annual and involve several levels of coordination including community testing and feedback, a focus toward the addition of new features and major updates to existing functionality. They represent the initial version in a new series. Point releases aim to be monthly and focus on bugfixes and documentation edits related to already established series.

<sup>15</sup> The "mentorship group" refers to the "members-only database of contact information for mentors and Evergreen community experts" mentioned in the membership model. This group, the database, and the framework for inclusion in either has not yet been established as of this writing (9/17/2024).

<sup>16</sup> Examples of special circumstances might include changes in employment status such as being hired, promoted, or discharged from employment by an organization affiliated in some manner to the Evergreen open-source integrated library system and/or The Evergreen Project.

## Appendix 7 - Community Feedback Plan

Annual surveys- results published in annual report

- Snippet surveys to get feedback about high level topics
  - Software satisfaction
  - Community engagement

Surveys for all community events and interest groups

- Requires buy-in from event planners and group leaders to utilize surveys
- Requires some level of administrative support to aggregate feedback and help planners and leaders.
- Includes a brief library of standardized surveys to gather basic information about events and interest groups.
  - Aggregated feedback provided to group leaders regularly and TEP Board annually

Capturing reference statistics from [feedback@evergreen-ils.org](mailto:feedback@evergreen-ils.org)

## Appendix 8 - Action Plan Framework

A multi-year action plan framework has been developed to aid in outlining and coordinating the steps required to make continual demonstrative progress in implementation of the Evergreen Project Strategic Plan.

This framework covers the years of the strategic plan and includes monthly detailed action plans for the documentation of tasks to be undertaken and to record their completion in a centralized fashion.

The framework can be viewed here - [☰ Action Plan Framework](#)

## Appendix 9 - Strategic Plan Progress Evaluation

## Appendix 10 - Acknowledgements

### Strategic Plan Authors

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- Andrea Buntz Neiman
- Lindsay Stratton

### 2023 Evergreen Project Board

### 2024 Evergreen Project Board

### Strategic Plan Subcommittee

### Membership Model Subcommittee