

The background of the cover is a dense field of overlapping circles in various sizes and colors, including shades of green, blue, pink, and purple. Some circles are solid, while others are hollow outlines. A large, solid pink circle is centered on the page, serving as a backdrop for the title text.

# STRATEGY

2018-2021

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## Introduction

This document establishes a strategic plan for the Open Preservation Foundation (OPF) from **2018** forward.

This plan comprises a number of sections:

**Vision** – sets out what the Foundation aims to achieve as a successful organisation.

**Mission** – describes the core function of the Foundation (how it will achieve its vision).

**Core Values** – underpin how the Foundation behaves and what is important in achieving the mission.

**Strategic Focus** – adds detail about the areas that the Foundation will focus on.

**Strategic Goals** - specific outcomes that the Foundation will pursue.

**Action Plans** - specific tasks that the Foundation will undertake.

**This strategic plan feeds the everyday activities of the Foundation. It guides decisions on the tasks and projects that the Foundation chooses to take on. It measures the success of the Foundation.**

It should be reviewed on an annual basis by OPF members at the Annual General Meeting, and used as a measure of progress of the Foundation towards its goals.

It is anticipated that this strategic plan will be valid for 3 to 5 years with minor amendments, and should have a full review by OPF members after that time in addition to annual progress reviews.

### Vision

Open sustainable digital preservation.

### Mission

Enabling shared solutions for effective and efficient digital preservation; the Open Preservation Foundation leads a collaborative effort to create, maintain and develop the reference set of sustainable, open source digital preservation tools and supporting resources.

This set of tools (including software and standards) enables organisations to evaluate, validate, document, mitigate risk, and process digital content to be preserved in line with desired policies and community best practice.

## OPF Core Values

### Open

OPF believes **open source solutions** provide long-term sustainability of software and knowledge. OPF tools and documentation are made freely available under open licences.

OPF believes that organisations across the globe can benefit from **working collaboratively** and therefore collectively develop shared standards and solutions to common problems.

Many organisations face similar digital preservation challenges and **sharing technology and knowledge** can maximise benefits across the digital preservation community.

OPF tools and knowledge **address common issues** that are faced by many organisations and OPF provides a mechanism to focus mutual effort and resources into common solutions.

Many people or organisations may contribute to tools developed or maintained through open source projects and they have no specific 'owner'. Open source projects need **co-ordination** in terms of a roadmap, prioritisation, a code of conduct for contribution, testing and overall project management. OPF provides this co-ordination and if necessary will help to coach other contributors.

### Member driven

OPF is a member driven organisation that delivers, develops and maintains digital preservation **tools that can be relied on by members** to meet their needs with a long term sustainable solution.

OPF **promotes and facilitates knowledge sharing** amongst members about a wide range of digital preservation topics.

OPF is primarily **funded from membership** however OPF may generate extra funding from projects and consultancy on open technology as appropriate to accelerate OPF strategic goals.

Historically members have predominantly come from the principle domains of: libraries, national and regional archives, research organisations and government agencies. OPF membership is open to all and welcomes new members from outside these sectors.

The resources and set of reference tools that OPF adopts, develops and maintains is determined by members' collective needs and requirements. **Member input** to OPF activity plans as well as roadmaps for individual tools is critical to the success of the organisation in answering the community needs.

OPF is controlled through a board of directors, appointed from and by the members, to ensure that the Foundation continues to **deliver value to all members**.

### Collaborative and Inclusive

The digital preservation community has a large number of collaborative bodies, some centered on fixed term project work, others with longer term constitutions. **OPF seeks to work collaboratively** with such organisations and where practical and effective to set up mutual understanding to align efforts to the best effect for members and the wider community.

OPF will continue to build alliances, and as of summer 2018 OPF has formal Memoranda of Understanding with the UK's Digital Preservation Coalition (DPC), the Netherland's Netwerk Digitaal Erfgoed (NDE), Germany's nestor, the IMPACT Centre of Competence for digitisation, Spain), and the PDF Association.

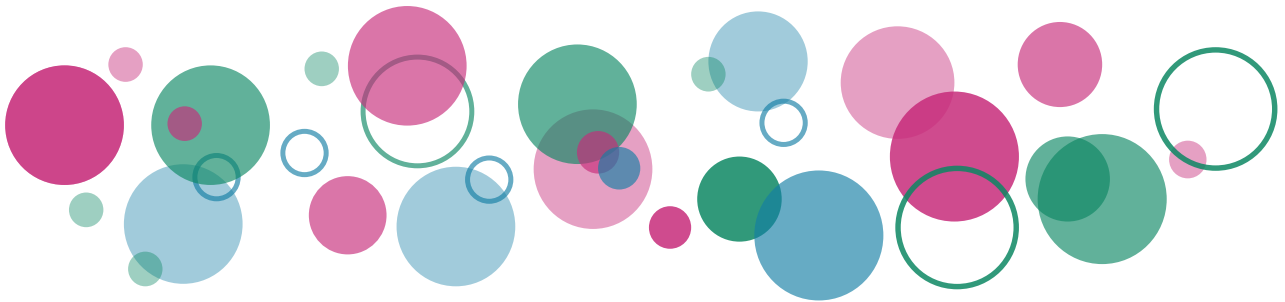
OPF tools and knowledge are designed to assist and encourage **organisations of all types and origins**. Whether setting up digital preservation environments and systems for the first time, or experienced users.

The OPF reference toolset is designed so that the tools can be used **stand alone or embedded in third party software**, including open source and commercial archiving systems.

OPF resources are principally focussed on advancing digital preservation knowledge, the OPF reference toolset, their roadmaps and their real-world use. This will drive the Foundation's collaboration choices.

## Innovative

The Foundation will seek to **participate in community research and development projects** in line with the OPF strategy to advance tools and related digital preservation goals. Such projects may be funded by organisations including the EU, national governments or other national or international organisations.



## Strategic Areas of Focus

### Knowledge sharing

OPF runs a successful programme of webinars and interest groups to support members and the community to share best practice. The interest groups topics are member-led, and the webinars showcase a variety of themes from speakers around the world.

OPF hosts a community blog platform on its website and a digital preservation knowledge base wiki as well as providing hosting for community resources such as COPTR and digipres Q&A.

### Community engagement

Engaging with a community of developers and users helps to identify requirements and deliver new software. Engagement occurs at every level, from simply receiving emails, attending events featuring OPF, through to participating in webinars, product boards or specific interest groups or ultimately delivering code contributions to open source projects.

The community begins with OPF members and expands to involve people and organisations throughout the global digital preservation effort.

Not all community members may be familiar with the principles and ideas of open source projects and software. OPF aims to educate and explain what open source means.

Within the toolset, each element will attract different levels of community contribution and OPF will monitor contribution levels as a key metric.

### Training

Maximising the numbers of users of the OPF toolset and maximising each tool's effectiveness for each user is helped by offering a range of training. This includes providing on-line resources, recorded sessions, effective documentation and live tuition and seminars.

Feedback from training is a vital element that feeds into the product roadmap for improvements.



## Reference toolset composition

The OPF **reference** toolset contains **tools** that:

- are small, modular elements.
- embody an underlying open standard or specification.
- are authoritative in interpretation and enforcement of that standard.
- are open source to allow universal scrutiny and use.
- are identified and secured by a digital signature (platform applicable).
- are of production system quality (subject to implementation).
- can be used alone, or integrated in third-party systems.
- include test data that can be used to check third party tool compliance.

The reference toolset includes software, standard test data sets (or “test corpus”), other standards and best practice (including policies), and may rely on external components that have a robust support mechanism.

Monitoring and developing the collection of tools in the reference toolset, is principally driven from the needs of members and through understanding their processes and daily issues. New software and standards may be adopted through a well-defined process that includes evaluation against the OPF Software Maturity Model.

OPF tools are used in a variety of configurations by various organisations, both centralised and distributed, and as such OPF will be mindful of organisational needs as well as technical needs. The adoption process involves taking the new toolset element from its current condition through to a fully compliant part of the reference toolset, complete with roadmap and plans.

OPF may choose to be part of a development project that leads to a new toolset element or external component that supports the reference toolset.

## Delivering to development roadmaps

Each of the tools that OPF supports needs a development roadmap. This helps define what is needed, encourages collaboration and definition of features, and sets priorities. Delivering new features against the roadmap allows OPF to demonstrate progress and delivery. The OPF product board, made up of member representatives, manages the roadmaps.

OPF will develop code, test strategies, test cases and test data for tools it supports and will supply project management to ensure successful delivery. OPF will also actively encourage other developers to contribute to projects.

## Monitoring toolset usage

Understanding who is using the OPF tools and how they are using them is a measure of success and a vital source of feedback. This helps determine features to go into the development roadmap for a tool. Tool usage and feedback also helps OPF prioritise between tools in terms of where resources are best focussed.

OPF will develop and monitor a set of key metrics for each tool to measure their use and effectiveness. There will be as much commonality of metrics between tools as practical and useful.

## Marketing OPF

OPF will develop, maintain and deliver to a marketing plan that will be regularly updated and reviewed. This plan will focus on ensuring that the digital preservation community knows what OPF aims to achieve and will highlight OPF successes. The plan has four distinct but complementary goals:

1. Build and enhance the OPF brand.
2. Position OPF in the field of digital preservation, specifically to:
  - a. Attract new members and demonstrate membership value to both current and potential members.
  - b. Position OPF as the partner of choice for collaborations.
  - c. Position OPF as an influencer in governmental thought (e.g. European Commission and the USA) and
  - d. Position OPF as the partner for tools and sustainability in government funded projects.
3. Target increasing use of the OPF toolset and eliciting users' feedback on the tools.
4. Target increasing the contribution levels across OPF open source projects.

# Strategic Goals

## More members across more domains

OPF will actively seek more members in existing and new geographic and industry sectors who share the OPF Vision, Mission and Strategy.

## Improve member benefits

OPF will update and revise the statement of member benefits, and look to enhance the list of benefits. Review of member benefits will be carried out in consultation with the board and members. OPF will develop an improved presentation of the member benefits as part of the member recruitment pack.

## Support best practice

OPF runs several special interest groups. The groups offer a forum for members to share information and experiences and also provide feedback to OPF both on specific tools and digital preservation issues in general.

OPF will determine a set of metrics to monitor participation and use and growth of resources. The list of special interest groups will be reviewed on a regular basis by the board based on industry importance, marketing goals as well as levels of participation.

## Open source project guidance

OPF will create a set of guidance documents (code of conduct, contribution guidelines, etc) building on and collaborating with existing players and documentation. This is in itself an open source project and contribution will be sought from members and the wider open source digital preservation development community to evolve existing guidance or create new if necessary.

## Host central community services

OPF will continue to host software and associated resources as well as community knowledge repositories. All such hosting will appropriately reflect the OPF brand and OPF's involvement. Community hosting is a key opportunity for marketing and forms part of the marketing plan. While some hosted items may be co-branded, the OPF brand should normally be dominant. OPF will actively migrate existing hosted services to common URLs, domains and branding as feasible.

## Initial toolset composition

OPF will establish the existing set of reference tools for determining and handling file formats in the digital preservation pre-ingest and ingest process (relating to the OAIS model). In the first instance OPF will also highlight any functional areas that are missing from the toolset as input to the adoption process.

## Roadmaps

OPF will create a roadmap and roadmap process across all the tools that OPF manages. The roadmap process must be common across the toolset, with a common form and presentation of the roadmaps. Roadmap styles for development of documentation, standards and software will be developed. Product boards, made up from member representatives, own the roadmaps.

## Develop the adoption process

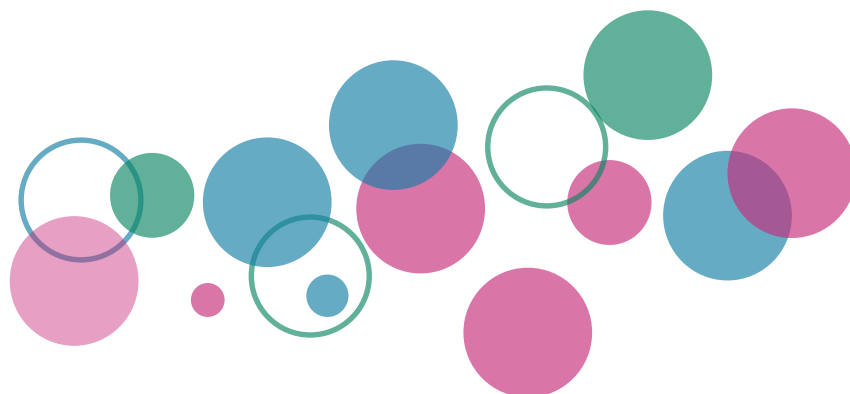
OPF will develop a robust adoption process to determine if OPF takes on a new tool. This process will involve an evaluation against the OPF Software Maturity Model, a determination of any funding available to aid adoption, an estimate of the work required to bring a tool into the OPF toolset, hosting requirements, and targets for its key metrics of use and effectiveness. A technical review and member consultation will inform inclusion of new tools into the reference set.

## Membership approval of a toolset composition

OPF will establish a process for regular member participation to help define the components of the toolset. This will include a full lifecycle of initial toolset composition, new component adoption, gap analysis, and tool retirement.

## Happy and engaged staff

OPF will work to ensure that all staff remain happy and engaged. This includes general working conditions with training and needs met.





# Action Plans

## Resource and project planning

Establish a resource and project planning process to balance the demands on staff, resources and time. Prioritisations to be agreed between staff and the OPF board and project timescales to be set out as project definitions take shape. The plan will balance the needs of immediate activities, limited resources and a long list of activities to be completed. This plan will form a basis of regular reporting to the board of progress and forecasts, and will need on-going revision to reflect emerging priorities and events.

## Management and reporting

Establish appropriate management and reporting processes to ensure that staff and board are fully informed. Establish a membership reporting process on progress and plans on a regular basis between the AGMs.

## Establish a marketing plan and review process

OPF will create and maintain a yearly plan to outline marketing activities and reporting in terms of on-line presence, physical events, promotional material and more. The plan will identify themes and specific topics, specific events and actions as well as establish direction and intent. The marketing plan will be reviewed by the board on a regular basis and updated as necessary as circumstances change.

## New member recruitment

OPF will create and maintain a member recruitment pack and devise a process to bring on new members and determine how they can help OPF and their needs.

The membership pack for potential new members will contain descriptions of the OPF activities, the benefits, obligations and costs of membership and the membership benefits table. It will cover the view of OPF from a management perspective as well as from a practitioner's viewpoint. The membership pack will be reviewed and revised as needed. The pack may be personalised for each potential new member, and will also be suitable for renewing membership.

## Member survey

OPF will perform a regular survey of members and new members as they join. This survey will focus on perception of OPF and also solicit information about the member's position and maturity in digital preservation. Member survey information will feed into best practice projects, roadmaps and toolset composition as well as member benefit prioritisation/ presentation / enhancement.

## Training

Build specific, reproducible and re-usable training courses on components of the OPF reference toolset. Courses will be built as opportunities are identified, including product releases, new adoptions, or participation in events. Courses may be online, in person, a seminar, interactive or tutorial or self-paced or a combination. OPF courses must relate to an element of OPF strategic activities, such as use of a tool in the reference toolset, or participation in the open source development process.

Training sessions are a key way that OPF can be effectively involved in digital preservation events and conferences. Participation and uptake of training resources and sessions will be key metrics and reported back to the board.

## Tech clinics

OPF provides technical clinics for members on specific issues relating to OPF strategic activities such as use of a tool in the reference toolset, or participation in the open-source development process. Participation and uptake of tech clinics will be key metrics and reported back to the board.

## Policy

The Foundation will determine/ adopt a mechanism for cataloguing, documenting and explaining digital preservation policy as relevant to the reference toolset. It will differentiate and link machine actionable policy and 'management accessible' policy. Policy can be seen as a set of choices and settings for elements in the OPF reference toolset, and implementation from management choice to machine action is a key theme.

## Blogs, websites, branding

OPF marketing activity will use OPF channels as determined by the marketing plan. The marketing plan will help to establish priorities and highlight any immediate needs of members. The Foundation plans to update the website (openpreservation.org) to reflect the new strategy and make information more easily discoverable.

## OPF Software maturity model

Building on existing OPF work, establish a set of metrics for software quality and project quality. This set of metrics will be used in the adoption process particularly in the evaluation of tools (and standards), but will also be offered to the community as a tool itself.

## Roadmap process

OPF will build a set of simple product roadmaps with the idea of improving the roadmap format and presentation through an iterative process. Starting with JHOVE each product roadmap will include lists of features requested, documentation required, issues to be fixed etc. OPF Product Boards oversee the roadmaps.

Roadmaps will be made publicly available and used to help drive contribution. The level of granularity in a roadmap should enable items to be tackled by contributors.

Roadmaps will subsequently be developed in the same format for the remaining tools in the reference toolset (veraPDF, jpylyzer, FIDO, etc) in collaboration with Member maintainers as appropriate.

With a roadmap in place, development on the toolset components can be undertaken.

## Test corpus (e.g. corrupted files)

Part of the reference toolset is test data. This test data is both reflective of real world scenarios, both correct and erroneous, and of potential error cases and specification deviance. As part of a test plan, OPF will build appropriate test data sets to check that a tools in the reference toolset will handle a wide range of both typical and outlying test cases.

## Build a knowledge architecture

Mapping out the various sources of information and how they inter-relate concerning the OPF tools and their use. Extends to policies and process analysis.





[www.openpreservation.org](http://www.openpreservation.org)

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