



INTERNATIONAL CITY/COUNTY
MANAGEMENT ASSOCIATION
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icma.org

REQUEST FOR PROPOSAL

Original Date Issued: July 22, 2025

Deadline for Questions: July 29, 2025

Closing Date: August 15, 2025

Anticipated Award Date: August 29, 2025

Subject: **Request for Proposal No. ICMAHO/ICMA/OCR Scanning/2025**

The International City/County Management Association (ICMA) seeks proposals from eligible Respondents for professional services for ICMA in Washington, D.C. ICMA anticipates awarding one (1) single award a result of this solicitation. ICMA reserves the right to award more or fewer awards than anticipated above.

Questions concerning this solicitation should be directed to the Tad McGalliard, Managing Director, Innovation and Research at tmcgalliard@icma.org with a copy to workwithus@icma.org.

All communications must include the solicitation title, **ICMAHO/ICMA/OCR Scanning/2025** in the subject line.

No communication intended to influence this procurement is permitted except by contacting the designated contacts above. Contacting anyone other than the designated contacts (either directly by the Respondent or indirectly through a lobbyist or other person acting on the respondent's behalf) in an attempt to influence this procurement: (1) may result in a Respondent being deemed a non-responsive Respondent, and (2) may result in the Respondent not being awarded a contract.

This solicitation in no way obligates ICMA to award a contract nor does it commit ICMA to pay any cost incurred in the preparation and submission of a proposal.

ICMA bears no responsibility for data errors resulting from transmission or conversion processes.

ICMA appreciates your responsiveness and look forward to a mutually beneficial business relationship.

Sincerely,

Tad McGalliard

Managing Director, Innovation and Research

tmcgalliard@icma.org

ABOUT ICMA

ICMA advances professional local government worldwide. Our mission is to advance professional local government through leadership, management, innovation, and ethics. ICMA provides support, data and information, peer and results-oriented technical assistance, training, and professional development to more than 14,000 ICMA members, city, town, and county experts and other individuals and organizations throughout the world.

SCOPE OF WORK

The International City/County Management Association (ICMA) is seeking proposals from qualified companies to digitize its legacy materials. This project will include digitizing back issues of our magazine, newsletters, and out-of-print books to create searchable, high-quality digital archives accessible to members and other local government stakeholders. The selected firm will ensure that the digitized materials are accurately preserved in formats that align with industry standards and that they are compatible with existing ICMA digital platforms.

In April 2025, History Associates prepared a Collections Assessment Report for the materials that ICMA is planning to archive. The report is included as part of this solicitation package to help your organization better understand the collection and our needs.

SUBMISSION REQUIREMENTS

Responders are asked to submit both a technical proposal and a cost estimate.

Technical proposal. Each firm should provide a brief technical proposal of three to no more than six pages that responds to each of the following questions.

1. **Company Profile and Prior Performance.** Please describe your company's experience and capabilities. Provide short descriptions of two similar projects like those of ICMA.
2. **Assessment of Materials:** How will your firm identify and handle materials that require conservation or repair prior to digitization?
3. **Digitization Process:** Can you describe the equipment, software, and techniques you will use for the digitization process? How will you ensure high-resolution scanning and OCR capabilities?
4. **Metadata Creation:** What strategies will you employ to develop metadata for the digitized materials? ICMA is unsure if we want to create searchable metadata but would like your firm to discuss how you would develop it and how it would or would not make our collection more easily accessible.
5. **Quality Control:** What quality assurance processes will you implement to ensure the accuracy and completeness of the digitized materials? How will ICMA be involved in reviewing and approving samples before full-scale production?
6. **Access to content:** How will ICMA be able to access all the content, both during the review / quality control process and for final content? We would prefer online access.

7. **Project Timeline and Reporting:** Can you outline a clear timeline for project milestones and completion? How will you provide regular progress reports, and how will you address any challenges encountered during the project?

Cost Estimate. Please provide a complete cost estimate of no more than two pages that is fully inclusive of all expected project management costs, as well as an estimated cost per page or other consistent approach for

- semi-destructive sheet-fed scanning;
- non-destructive approaches that maintain hard copies of ICMA's existing resources.
- high resolution OCR **with** metadata; and
- high resolution OCR **without** metadata.

TYPE OF CONTRACT TO BE AWARDED

TBD

CONTRACT TERM AND DELIVERY DATES

ICMA expects this scope of work to be completed within 6 months. Final delivery dates will be negotiated upon award.

EVALUATION AND AWARD PROCESS

Offers will be evaluated based upon the technical proposal and cost estimate. Both elements are considered important. ICMA reserves the right to award under this solicitation without further negotiations. The respondents are encouraged to offer their best terms and prices with the original submission.

INSTRUCTIONS TO THE RESPONDENTS

Respondents interested in providing the services described above should submit a proposal following the prescribed format in the Submission Requirements section of this RFP. Adherence to the proposal format by all respondents will ensure a fair evaluation with regard to the needs of ICMA. Respondents who do not follow the prescribed format may be deemed non-responsive.

Please submit your proposal to workwithus@icma.org with a subject line noting the RFP title and number found on page one of this solicitation. No phone calls please.

Additionally, please complete each of the required forms along with your submission. For accessing the forms below, please note that you must hold down the "control" key and click on the link simultaneously.

- ICMA Vendor/Supplier Form <https://forms.icma.org/240425868576973> - (this first form includes as W-9)
- ICMA Vendor Application <https://forms.icma.org/240396639279067>
- ICMA Direct Deposit Form <https://forms.icma.org/240394548117055>

Applications received after the closing date stated on the top of page 1 will be rejected.

GENERAL CONDITIONS

Proposal Submission - Late proposals and proposals lacking the appropriately completed forms will be returned. Faxed proposals will not be accepted. Proposals will not be accepted at any other ICMA location other than the email address above. If changes are made to this solicitation, notifications will be sent to the primary contact provided to ICMA from each Respondent. ICMA takes no responsibility for effective delivery of the electronic document. The vendor offer will be rejected if the vendor modifies or alters the electronic solicitation documents.

Contract Award - ICMA anticipates making one award under this solicitation. It may award a contract based on initial applications without discussion or following limited discussion or negotiations. Each offer should be submitted using the most favorable cost and technical terms. ICMA may request additional data or material to support applications. ICMA expects to notify Respondents in approximately one month from the proposal due date whether your proposal has been selected to receive an award.

Limitation - This solicitation does not commit ICMA to award a contract, pay any costs incurred in preparing a proposal, or to procure or contract for services or supplies. ICMA reserves the right to accept or reject any or all proposals received, to negotiate with all qualified sources, or to cancel in part or in its entirety the solicitation when it is in ICMA's best interest.

Disclosure Requirement - The Respondent shall disclose any indictment for any alleged felony, or any conviction for a felony within the past five years, under the laws of the United States or any state or territory of the United States and shall describe circumstances for each.

When a Respondent is an association, partnership, corporation, or other organization, this disclosure requirement includes the organization and its officers, partners, and directors or members of any similarly governing body. If an indictment or conviction should come to the attention of ICMA after the award of a contract, ICMA may exercise its stop-work right pending further investigation or terminate the agreement.

No Gifts - It is ICMA's Policy that no gifts of any kind and of any value be exchanged between respondents and ICMA personnel. Discovery of the same will be grounds for disqualification of the Respondent from participation in any ICMA's procurements and may result in disciplinary actions against ICMA personnel involved in such discovered transactions.

Equal Opportunity - In connection with the procurement of the specified services, the firm warrants that it shall not discriminate because of race, color, religion, sex, national origin, political affiliation, non-disabling physical and mental disability, political status, matriculation, sexual orientation, gender identity or expression, genetic information, status as a veteran, physical handicap, age, marital status or any other characteristic protected by law.

Small and Disadvantaged Businesses - ICMA shall use good faith efforts to provide contracting and procurement opportunities for SBD's. SDB categories include minority business enterprises (MBE), woman-owned business enterprises (WBE), small veteran and disabled veteran owned businesses, Historically Black Colleges and Universities (HBCUs), predominantly Hispanic Universities (HACUs), small businesses in Historically Under-utilized Zones (HUBZones) and private voluntary organizations (PVOs) principally operated and managed by economically disadvantaged individuals.

APPENDIX

History Associates Report

END OF REQUEST FOR PROPOSAL



INTERNATIONAL CITY/COUNTY
MANAGEMENT ASSOCIATION

International City/County Management Association

COLLECTIONS ASSESSMENT REPORT

April 15, 2025

PRESENTED BY:



7361 Calhoun Pl. Suite 310, Rockville, MD 20855 / 301.279.9697 / www.historyassociates.com

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EXECUTIVE SUMMARY

Founded in 1914, the International City/County Management Association (ICMA) provides local governments' access and information to resources for advancement of their individual local community. As the professional association for local government, ICMA's mission is "to advance professional local government through leadership, management, innovation, and ethics."¹ ICMA's core activities are "advocacy, annual conference, ethics education and training, research, publications, leadership and professional development, and global programs."² As the premier resource for local governments around the world, ICMA focuses on creating multiple surveys annually to compile current data on local governments and their needs. ICMA focuses on providing local governments access to data, leadership learning, and a group of local government leaders. Through their organization, ICMA assists over 13,000 members to inform and shape the way local governments impact communities across the globe.

With more staff working remotely, a much smaller workforce is onsite daily. The reduced staffing has made the main goal of this project to downsize ICMA's physical collections to conserve space while preserving the important documents in their collection. HAI's objective is to provide ICMA with a roadmap on how to organize, digitize, and ultimately reduce their needs for physical collection space.

PROJECT SCOPE

HAI provided one project manager and one archivist to complete a thorough collections assessment. Archivist Julia Weber conducted a one-day site visit on February 14, 2025, to ICMA's office in Washington, DC. While onsite Weber conducted a high-level survey of ICMA's archival collections to understand the content and condition of the collections. The archivist assessed approximately 150 linear feet of materials from ICMA's storage. These collections, consisting of five main records series, include three primary publications from ICMA: *Public Management* magazine, *The Municipal Yearbook*, and the *ICMA Newsletter*. One of ICMA's main goals is to digitize these materials, organize their storage, and deaccession materials that are no longer needed or can be transferred to their offsite archives for long term storage.

¹ "Who We Are." icma.org. Accessed February 24, 2025. <https://icma.org/who-we-are>.

² "What We Do." icma.org. Accessed February 24, 2025. <https://icma.org/what-we-do>.

COLLECTIONS CONTENT

ICMA's collections are comprised of a variety of text-based records. These materials have been divided into five main collections for the purpose of HAI's survey and report (see Figure 1): Legacy Publications, Green Books, Board Meeting Minutes, Reports, and Conference Materials. The HAI team assessed each of these collections to provide context and clarity into the contents and conditions of the collections, access and use by staff, and the importance of the collection in ICMA's holdings. The archivist recorded details about the collections including material location, extent, formats, arrangement, record types, date ranges, and condition concerns (see Attachment A).



Figure 1: Collections Content

A. Observations

Legacy Publications

ICMA's legacy publications include the *Public Management* (PM) magazine, *The Municipal Yearbook*, and the *ICMA Newsletter*. These publications account for approximately thirty-six (36) linear feet (31%) of the total collection. ICMA stakeholders ranked these publications amongst the highest priority for digitization and long-term preservation during this process.

Public Management Magazine

The *Public Management* magazine is the official magazine of ICMA, published monthly. ICMA has bound volumes of the magazine from the first volume published in 1919 to volume ninety-eight (98) published in 2016. ICMA's website has an online archive of the PM magazine from 2020 to present. The editions dating from 2017 to 2019 are not accounted for. The PM magazine encompasses nine linear feet of the collection.



Figure 2: Public Management Magazine

The Municipal Yearbook

The Municipal Yearbook is a compilation of yearly data collected through surveys created by ICMA. *The Municipal Yearbook* compiles data on the development of local governments. ICMA first published it in 1919 as the *City Manager's Yearbook*. The format was changed in 1934, and the updated version of the publication was renamed *The Municipal Yearbook*. It encompasses nineteen (19) linear feet of the collections, representing 1919–2014 in bound volumes.



Figure 3: The Municipal Yearbook

The ICMA Newsletter

The *ICMA Newsletter* was a weekly publication that existed in physical print form from 1934-2009. Now an online newsletter, the publications contain up to date news on the world of local government. The ICMA Newsletter encompasses approximately 8 linear feet of the collection.



Figure 4: ICMA Newsletter

Green Books

ICMA in-house publishing company, ICMA Press, publishes various books created by ICMA. The main books in this collection, known as 'Green Books', are "authoritative source books on local government."³ This series houses publication on four main topics:

- Emergency Management
- Local Planning
- Local Government Finance
- Managing Fire and Emergency Services



Figure 5: Green Books

This part of the collection encompasses approximately twenty-two (22) linear feet.

³ ICMA. Accessed February 24, 2025. https://icma.org/sites/default/files/ICMA-GPM-Marketing_Brochure.pdf.

Board Meeting Minutes

ICMA holds bound volumes of the Board of Directors meeting minutes from 1934–2013. The meeting minutes comprise approximately seventeen (17) linear feet of collection space. The organization switched to digital meeting minutes in 2014 and ceased the printing and collection of physical copies. ICMA maintains two identical copies of the meeting minutes, one set of bound volumes and one set of unbound copies. Board of Directors meeting minutes are a high priority for future digitization efforts. Utilizing the unbound copies of minutes will lower the timeline and cost of digitization as the absence of bindings simplifies the process.

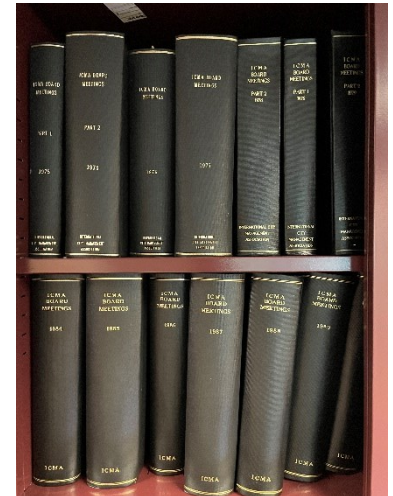


Figure 6: Board Meeting Minutes

Reports

Since its inception, ICMA has conducted surveys and published reports on local governments. These reports are one-offs, and many of them are outdated. Examples of reports include, “Police Management Today: Issues and Case Studies,” “Ideas in Action: A Guide to Local Government Information,” and “Celebration: Honoring 100 Years of Serving Communities.” These reports are approximately thirty-seven (37) linear feet of the collection. The maintenance of outdated reports may be an unnecessary use of space and money as the information may be rarely accessed and no longer accurate. Outdated materials should be considered low priority for digitization and may be determined unnecessary for digitization.



Figure 7: Reports

Conference Materials

ICMA maintains two drawers of conference related materials that include brochures and various audiovisual (AV) materials that feature presentations from conferences. These materials encompass only four (4) linear feet of the whole collection. A large portion of the conference material consists of VHS tapes. These tapes should be converted into a preservation format. Many types of legacy AV material are not ideal for long term preservation as the carrier itself will deteriorate and the methods for viewing the formats are becoming obsolete. Converting VHS tapes to a digital format will extend their preservation and ensure future accessibility and use.



Figure 8: Digital
Conference Material

PRESERVATION AND CONDITION OF COLLECTIONS

There is little concern about the condition and safety of ICMA's paper collections at present as the materials have been stored in stable environment at ICMA's Washington, DC, office. The entirety of the collections, including the bound materials, AV recordings, and loose papers, have been safely maintained and remain in good condition. Much of the unbound materials are not stored properly in folders within filing cabinet drawers. Much of the unbound materials are not stored properly in folders within file cabinet drawers. In order to prevent damage to these records, loose paper material should be properly housed in archival folders as a long-term preservation tactic. AV materials are at risk as the analog formats are in a constant state of degradation, and playback technology is on the path to obsolescence.

Legacy publications are stored on bookshelves, organized thematically by title and chronologically within each publication. Some of the shelves are filled to capacity with the bound volumes, but there are multiple shelves where the publications are slouching or stacked vertically. Storing loose papers and soft bound books with no support can lead to the pages curling or bending over time. Filling shelves and utilizing bookends to support materials are effective solutions to extend the preservation of physical publications. HAI recommends prioritization of these publications for digitization efforts. The legacy publications contain valuable information about the city management profession as well as the history and evolution of ICMA as an organization.

'Green Books' are primarily stored alongside the legacy publications on bookshelves. The majority of the books are hardcover so there is little concern for immediate preservation of these materials. Many of these books are available to purchase through ICMA's online bookstore or third-party sites because they have been commercially published by ICMA Press. The availability of physical copies allows ICMA to give this element of the collections lower priority for a digitization effort. Having a digital copy for internal ICMA employees and members to use may help to provide wider access to the data collected in these books, but could decrease the likelihood of ongoing sales of physical copies to the public if made freely accessible.

The Board of Directors meeting minutes are currently stored at ICMA's Washington, DC, office in two different physical formats. One set of minutes exists in a series of bound volumes arranged chronologically. The second set of Minutes consists of loose paper copies. Both sets of Board Meeting Minutes range from 1934–2013. This collection is considered a high priority for digitization for both informational and legal purposes. ICMA may relocate bound volumes to offsite archival storage while using loose copies to

facilitate a faster and more cost effective digitization project. Additionally, digitizing loose papers will help to preserve the binding of the bound volumes.

ACCESS AND USE

Facilitating access and use of materials are fundamental functions of all historical collections. Access can be thought of as the ability, right, or permission to use an item within an established set of parameters. Access can be divided into two types: physical access, which is direct contact with the object or digital equivalent, and intellectual access, which provides information about the object such as documentation, interpretation, or photographic images. In this context, use is defined as the ability of ICMA staff and members to view, reference, and learn from historic materials in the archival collection.

HAI understands that the purpose of this assessment is to help guide ICMA towards their goals of creating well-organized historical collections, enhancing the preservation of historic materials, increasing the access and use of historic collections, and reducing the office footprint of historical materials.

Access

The legacy publications, consisting of the *Public Management* magazine, *The Municipal Yearbook*, and the *ICMA Newsletter*, are the primary candidates for digitization and preservation for future use. While these publications are not routinely accessed by staff in the physical office, it is important to preserve the information contained therein and allow staff and members to access remotely. There is little intellectual control over these publications, including the knowledge of whether or not there are preservation copies already in ICMA's main archival storage.

The 'Green Books' collection represents official data publications of the annual surveys ICMA sends to local governments. The compilation of these data points reflects the importance for local governments to have access to information that may inform decision making. Local governments have requested data points from ICMA through physical use of the collection, however having access to a digital version of the book will allow for better and quicker access.

The Board meeting minutes transitioned from physical documents to born-digital format in 2013. As such, minutes from 2014–present already exist digitally and are easily accessible. The meeting minutes from 1934–2013 have not been digitized, making them difficult to access by those outside of the ICMA offices. Current access to the physical materials is limited to those onsite, and digitizing the older paper volumes will increase accessibility for remote users.

The reports are largely one-off publications by ICMA that focus on specific research goals or on case studies of local governments in need of support. These reports are rarely used by staff, and, with no intellectual control over which reports are held at ICMA, access is extremely limited. However, many of these reports have become outdated as city management develops and new laws, guidelines, and procedures are implemented. The ICMA reports collection, particularly reports with outdated or false data, should be considered a lower priority for digitization and preservation if the materials will not be accessed regularly.

The conference material is largely left untouched. Because many of the conference keynote addresses or other speeches are already in an AV format, access is limited. Current access to AV materials requires the user to be in the ICMA office. HAI did not observe the necessary technology to view those materials onsite, eliminating any access and use of the VHS tapes. Digitizing the AV material into remotely accessible formats will allow for more ICMA staff to use these materials and assist with long-term preservation of the recordings.

Use

Collections are often preserved for a specific use. In the case of ICMA's collections, preservation will further its mission to advance local government can be furthered by using the legacy publications, 'Green Books,' Board meeting minutes, reports, and conference material by increasing the accessibility of historic collections. Efforts to organize physical materials more thoroughly can increase the accessibility for in-person users. Digitizing collections and hosting them online can increase the accessibility and usability for ICMA members by making the available remotely, eliminating the need for in-person visits. Once digitized, historic collections can be relocated to ICMA's offsite archival storage.

RECOMMENDATIONS

Digitization Prioritization

Given the scope of materials being held by ICMA, HAI recommends an internal review of materials to prioritize digitization needs. When reviewing materials, stakeholders should evaluate each series in the collection (legacy publications, green books, board minutes, reports, conference materials) to determine the current amount of use, relevance to the mission of the organization and historical collection, and validity of the information.

HAI has prioritized the collections based on observations during the onsite survey:

1. Legacy Publications

These materials follow the changes to the City/County Management profession, as well as development of ICMA, over the course of nearly a century. The articles in the Public Management and data in The Municipal

Yearbook may hold the most research value to users in terms of industry trends and developments. The ICMA Newsletter provides weekly updates on news related to local government, an auxiliary to the more in-depth articles that might be found in the Public Management magazine.

The majority of the materials included in legacy publications are hard bound into book format. This will pose additional considerations during the digitization process. Bound materials can be digitized using overhead cameras and book cradles to preserve the materials in their current state. Materials that are bound can be difficult to digitize completely if the content falls too far “in the fold”, and the camera is unable to capture content that is near the bound edge of the page. Additionally, digitized content can appear skewed as it bends into the fold. The process of digitizing bound content can take longer and be more expensive than digitizing loose pages.

Bound volumes can be unbound to facilitate more comprehensive scanning at a lower price. The primary result of removing bindings is that materials must be rehoused after the digitization process for storage and preservation. In this instance it may look like rehousing materials into archival folders at a volume or issue level and collected in archival boxes. Rehoused materials could then be sent offsite for long-term storage and occasional physical access, when necessary. There is a risk of damage to materials when removing binding, particularly for materials that are already fragile. If it is ICMA’s intention to preserve the original copies of materials within the legacy publications, HAI recommends consulting directly with digitization vendors to understand the likelihood of damage to materials during the process.

2. Board Meeting Minutes

ICMA’s extensive collection of board meeting minutes is a valuable record of the history of ICMA, illuminating topics of concern and discussion throughout the years, who was involved, the decision-making process, and the actions taken. Board meeting minutes can be a useful tool for researchers who look to track the development of the organization as well as for board members to guide future discussions and decision-making.

ICMA currently maintains two copies of the board meeting minutes, one set of bound minutes and one set unbound. HAI recommends that ICMA utilize the unbound copies to facilitate digitization while boxing bound volumes in archival containers and sending them to offsite storage for long-term preservation.

3. Reports

ICMA holds a robust collection of surveys and reports that may hold valuable insights into the processes, trends, and developments in local government. However, reports and studies of local government can go out of date quickly as policies and operations change. Unless historically relevant, older reports may have little value to researchers and ICMA members.

HAI recommends that ICMA stakeholders review the reports to assess the validity of reports and digitize only reports that maintain research value. While only a portion of the reports may be digitized for increased online access, physical reports may be rehoused into archival containers and sent to offsite storage for long-term preservation and retrieved for research access as necessary. Current reports may exist in a born-digital format and may be included in the digital collection with varying degrees of access based on monetization.

4. Green Books

Similar to the legacy publications, the green books may hold intrinsic research value about key aspects of local government. However, like the previously discussed one-off reports, it appears that the green books receive regular updates that will cause digitized editions to become out of date. Additionally, ICMA monetizes the green books through the ICMA webstore as well as other online retailers.

HAI recommends that ICMA stakeholders review the contents of the green books collection to assess the validity of the materials and digitize only those materials that maintain their validity and will be useful to researchers and ICMA members. If ICMA wishes to continue to monetize green books, some digital collection publishing platforms offer solutions to monetize collections to varying degrees.

5. Conference Materials

HAI recommends that ICMA stakeholders review the conference collateral and audiovisual recordings to determine their relevance to the collection. Materials that were developed and presented by ICMA members may be digitized and included in online collections if deemed valuable as a research tool by ICMA stakeholders. Materials collected at conferences but not created or presented by ICMA members should not be digitized and included in the collections.

Archival Processing

HAI understands that ICMA currently has collections of undigitized materials, a limited amount of PDF content that was digitized in the early 2000s, and current born-digital materials. HAI recommends a phase of digital archives processing to follow the digitization work that will prepare materials for ingest to a digital access platform.

The first step of processing the collection would include identifying and gathering the full contents of the digital materials from the three stages of digital content creation listed above. HAI's archivists would survey the collections to better understand the contents and create a file hierarchy, organizing the materials into thematic series and subseries in much the same way one would organize physical papers. The archivists would then collect metadata about each file that would be ingested into the digital access platform along with the files, providing technical and descriptive information about the files and their contents. HAI's

archivists then work with the platform providers to facilitate the ingest of materials and assist in the development of user-based presentation as necessary.

ACTION PLAN

To successfully preserve and promote the collections, and prepare for digitization, HAI has outlined a series of recommended actions for ICMA. The following action plan summarizes the prioritized recommendations for each series in the collection.

Legacy Publications

- Prioritize publications for digitization based on current access and use
 - Includes the *Public Management* magazine, *The Municipal Yearbook*, and the *ICMA Newsletter*
 - Approximately thirty-six (36) linear feet of the total collection
- Remove duplicate copies and organize chronologically
- Relocate physical copies to ICMA archive after digitization

Green Books

- Prioritize for digitization based on current access and use of books
- Remove duplicate copies and organize by theme and chronologically
- Relocate physical copies to ICMA archive after digitization

Board Meeting Minutes

- Utilize loose copies of Board meeting minutes for digitization efforts
- Deaccession loose copies after digitization is completed
- Relocate bound copies to the archive

Reports

- Organize by theme and chronologically
- Evaluate reports to understand priority for digitization
 - Outdated reports are lowest priority for digitization
 - If information is entirely unusable, digitization may not be necessary
 - Reports identified as valid or useful may be considered for digitization efforts
 - Physical reports, including digitized items and reports deemed unnecessary for digitization, may be relocated to offsite archival storage, or deaccessioned

AFTER DIGITIZATION

ICMA will need to select a system to store and provide access to digitized content after digitization is completed. HAI's recommendations for systems to assist in managing and providing access to digitized content are discussed below.

ArchivesSpace is a collection management system that can help ICMA manage historical collections in physical and digital format. The ArchivesSpace platform will provide support for the entire archival process from accessioning and processing materials to description and access, and provide support for archival standards for finding aids, including Encoded Archival Description (EAD) and *Describing Archives: A Content Standard (DACS)* to ensure archival descriptions are consistent, interoperable, and meet professional best practices. Hosting ArchivesSpace through LibraryHost is a low-cost hosting and expert support in all technical requirements, or they offer on-premises installation if preferable.

CONTENTdm is a collection management software designed to help libraries, museums, archives, and other cultural institutions store, manage, and provide access to their digital collections. It supports a wide range of media types—including photographs, documents, audio, video, and 3D objects—making it a versatile solution for preserving and showcasing digitized and born-digital materials. CONTENTdm allows organizations to create customizable public websites to display their collections, while also providing robust metadata tools, search functionality, and long-term preservation features. CONTENTdm has integrated the WorldCat Digital Collection Gateway into their platform, making it easy to publicize collections to students and researchers through library catalogs worldwide.

PastView is an archival publishing and discovery platform for digital archival content, ideal for publishing vast amounts of collection data. PastView's storytelling capabilities are robust, with a variety of tools and features that can help create specialized collections or digital exhibitions with interesting narratives. PastView makes it possible for clients who do not utilize a system like ArchivesSpace to upload their digitized collections into a behind-the-scenes secure cloud storage area to save materials and associated metadata. They utilize a search system that is simple and intuitive to navigate by end-users. The user portal has an attractive, engaging design and content for users, with the ability to present virtual collections and enable direct access to historical assets. PastView has the capability to monetize collections through varying levels of subscription access.

A Hosting Partnership with a library or university offers an alternative to ICMA investing in the systems necessary to host the digitized content. This can be an attractive option for institutions looking for a hands-

off method of providing access to materials. The first hurdle in a partnership like this is finding an institution that is willing to host the materials. In general, each repository will have a unique mission to provide access to materials in specified areas of interest and study. Finding a repository with a user base to whom the ICMA collections will provide value may require a lengthy process of exploration and conversation. Another issue to consider is that, in most cases, a partnering repository may require the donor (ICMA) to relinquish rights to the materials so that the institution has freedom to use and share materials as they see fit, removing ICMA's ability to limit or monetize access to certain materials.