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Note: The term “agent” is used to refer to the operator (a library staff member receiving and answering questions). The term “client” is used for the questioner. This overview is indebted to “Appendix 1: Software Feature Checklist” (<http://alaeditions.virtualreference.net/>) a draft of what will be published as an appendix in *Going Live: Starting and Running a Virtual Reference Service* by Steve Coffman (ALA Editions, forthcoming May 2003).

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1. Engaging the Client (how service is made accessible to clients)	UC Priority	Comments:
Access/Promotion <ul style="list-style-type: none"> <li><input type="checkbox"/> Link or icon in web pages (session established by clicking a URL)</li> <li><input type="checkbox"/> Button in browser               <ul style="list-style-type: none"> <li><input type="checkbox"/> Download required? Y / N</li> </ul> </li> <li><input type="checkbox"/> Icon on desktop               <ul style="list-style-type: none"> <li><input type="checkbox"/> Download required? Y / N</li> </ul> </li> <li><input type="checkbox"/> Proactive link automatically suggesting help under preset conditions               <ul style="list-style-type: none"> <li><input type="checkbox"/> Download required? Y / N</li> </ul> </li> </ul>	Required. Client must not be required to download something to access the service.	
Customization of what Client sees before starting: <ul style="list-style-type: none"> <li><input type="checkbox"/> Ability to customize look</li> <li><input type="checkbox"/> Ability to customize location where link, button, icon, etc. appears</li> <li><input type="checkbox"/></li> </ul>	Required	
<ul style="list-style-type: none"> <li><input type="checkbox"/> Ability to specify sites or applications (e.g., by URL) which trigger button, link, or icon appearing, offering help</li> </ul>	Desirable	

2. Client identification, pre-session (who are you? client type, etc.)	UC Priority	Comments:
Initial self-introduction <ul style="list-style-type: none"> <li><input type="checkbox"/> Form where client enters name, ID #, status, question, etc.               <ul style="list-style-type: none"> <li><input type="checkbox"/> Customizable</li> <li><input type="checkbox"/> Built into software (or must be programmed by library)</li> </ul> </li> <li><input type="checkbox"/> Client registers and then uses login/password (cf. Amazon or NYTimes)</li> <li><input type="checkbox"/> Certificate or cookie for future logins</li> </ul>	Required in some way	
Verification of client introduction information <ul style="list-style-type: none"> <li><input type="checkbox"/> Manual authentication by agent</li> <li><input type="checkbox"/> Automated check against database of authorized users               <ul style="list-style-type: none"> <li><input type="checkbox"/> Compatible with existing client databases on each campus</li> </ul> </li> </ul>	Require means to authenticate patron	
Proxy server integration/interaction (see TABLE 6 - more discussion) <ul style="list-style-type: none"> <li><input type="checkbox"/> Works with campus proxy server               <ul style="list-style-type: none"> <li><input type="checkbox"/> Local server</li> <li><input type="checkbox"/> EZ-Proxy</li> <li><input type="checkbox"/></li> </ul> </li> </ul>	Require works with all campus/library proxy servers.	

3. Client requirements (what clients are required to do to use the service)	UC Priority	Comments:
Operating systems compatibility <input type="checkbox"/> PC <input type="checkbox"/> Mac <input type="checkbox"/> Special workarounds required, or diminished features?	Required: PC & at least some way to provide service to Mac clients	
Browser compatibility <input type="checkbox"/> Any browser, any version <input type="checkbox"/> Limited to:	Require what clients are likely to have available	
Configuration required <input type="checkbox"/> Nothing difficult for basic chat (to start with, maybe walk client through other setting needs) <input type="checkbox"/> Browser settings <input type="checkbox"/> Computer settings <input type="checkbox"/> Other:	Require chat without difficulty, and other changes must be easy to achieve.	
Connection required of client (speed) <input type="checkbox"/> Works with dial-up at 28K or slower <input type="checkbox"/> Requires DSL, Cable, or faster <input type="checkbox"/> Workaround for slow connections?	Require works if slow (dial-up) connection; not limited to high-speed.	
Downloads <input type="checkbox"/> Proprietary (button or other software) <input type="checkbox"/> Web utility (RealAudio, Flash, QuikTime) <input type="checkbox"/> Instant Messenger <input type="checkbox"/>	Other than a "standard" plug-in, client download must not be required to access the service.	
Hardware add-ons required of client <input type="checkbox"/> Sound card <input type="checkbox"/> Speakers <input type="checkbox"/> Microphone <input type="checkbox"/> Camera	These add-ons must not be required of client to use basic service.	
Firewall or network limitations <input type="checkbox"/> Works thru campus department firewalls or networks - required <input type="checkbox"/> Works thru personal firewall programs (e.g. ZoneAlarm) - not required	Must work with all units on campuses	
Compatibility with screen readers or other adaptive software (ADA)	Required insofar as ADA mandates	

4. Communication media between agent & client (how interact)	UC Priority	Comments:
<input type="checkbox"/> Chat or other typed messaging <ul style="list-style-type: none"> <li><input type="checkbox"/> Ease of use</li> </ul> <i>Detailed features in TABLE 11, Agent interface</i>	Chat required	
<input type="checkbox"/> Voice over IP <ul style="list-style-type: none"> <li><input type="checkbox"/> Simplex (one person talks at a time, like a CB radio)</li> <li><input type="checkbox"/> Duplex (both can talk, like a phone)</li> <li><input type="checkbox"/> Computer configuration and bandwidth requirements</li> <li><input type="checkbox"/> Easy installation and use for client</li> </ul>	Highly Desirable (must also work without hardware this requires)	
<input type="checkbox"/> Streaming audio (one way, perhaps for classes) <ul style="list-style-type: none"> <li><input type="checkbox"/> Computer configuration and bandwidth requirements</li> <li><input type="checkbox"/> Ease of installation and use for client</li> </ul>	Desirable	
<input type="checkbox"/> Video <ul style="list-style-type: none"> <li><input type="checkbox"/> Computer configuration and bandwidth requirements</li> <li><input type="checkbox"/> Ease of installation and use</li> </ul>	Desirable	
<input type="checkbox"/> Follow-up when service not active <ul style="list-style-type: none"> <li><input type="checkbox"/> E-mail option</li> <li><input type="checkbox"/> Integration of e-mail with other reference services</li> </ul>	Required	

5. Co-browsing possibilities (agent and client can see the same content)	UC Priority	Comments:
<ul style="list-style-type: none"> <li><input type="checkbox"/> Co-browsing I: Escorting*</li> <li><input type="checkbox"/> 1-way only</li> <li><input type="checkbox"/> 2-way</li> <li><input type="checkbox"/> Agent able to choose who leads</li> <li><input type="checkbox"/> Ability to turn off/on client's ability to lead</li> <li><input type="checkbox"/> Background searching without escorting, while keeping escort alive</li> </ul> <p>Required of client:</p> <ul style="list-style-type: none"> <li><input type="checkbox"/> Download</li> <li><input type="checkbox"/> Browser requirements</li> <li><input type="checkbox"/> Operating system or platform</li> </ul> <p>Connection/speed required for client _____</p> <p>Workarounds for slow connection:</p>	<p>Co-browsing required in some form</p>	
<ul style="list-style-type: none"> <li><input type="checkbox"/> Co-browsing II: Application Sharing**</li> <li><input type="checkbox"/> 1-way only</li> <li><input type="checkbox"/> 2-way</li> <li><input type="checkbox"/> Ability to turn off/on client's ability to lead</li> <li><input type="checkbox"/> What can/cannot be shared (programs, files, drives)?</li> <li><input type="checkbox"/> Security provisions</li> <li><input type="checkbox"/> Required of client: <ul style="list-style-type: none"> <li><input type="checkbox"/> Download</li> <li><input type="checkbox"/> Browser requirements</li> <li><input type="checkbox"/> Operating system or platform</li> </ul> </li> </ul> <p>Connection/speed required for client _____</p> <p>Workarounds for slow connection:</p>		
<ul style="list-style-type: none"> <li><input type="checkbox"/> Co-browsing III: Other co-browsing means</li> </ul> <p>Describe:</p> <p>Differences from Escorting or Application Sharing:</p> <p>Advantages/Disadvantages over Escorting or Appl. Sharing</p>		
<p><b>*Escorting:</b> A form of co-browsing in which web-pages retrieved by agent are seen remotely by client (e.g., e-Gain 24/7 or LSSI). Can be reciprocal or 1-way. Can entail varying levels of interactivity (remote cursor control, scroll control, forms sharing, etc. - SEE TABLE 7 for checklist of these options).</p> <p><b>**Application Sharing:</b> A data or video-conferencing capability, adapted for some co-browsing systems. It lets two or more users interactively work on the same application at the same time. The application is loaded and running in only one machine; however, keystrokes are transmitted from and screen changes are transmitted to the other participants. Application sharing provides the same capability as remote control software.</p>		

6. Means of authenticating clients in restricted-use sites (control of access to restricted/licensed databases and sites)	UC Priority	Comments:
<ul style="list-style-type: none"> <li><input type="checkbox"/> Login &amp; password <ul style="list-style-type: none"> <li><input type="checkbox"/> Integrate with library or campus logins</li> <li><input type="checkbox"/> Proprietary</li> </ul> </li> <li><input type="checkbox"/> IP Authentication <ul style="list-style-type: none"> <li><input type="checkbox"/> Uses special software or remote server (e.g., Easy Proxy)</li> <li><input type="checkbox"/> Can be integrated with library or campus existing proxy server <ul style="list-style-type: none"> <li><input type="checkbox"/> Integrated with library's client database for authentication</li> <li><input type="checkbox"/> Requires local server</li> </ul> </li> </ul> </li> </ul> <p>Reliability of authentication means: Databases that cannot be co-browsed:</p> <p>Workarounds when co-browsing does not work:</p> <p>Means of communicating access or denial to client and agent</p>	<p>Require some means to ensure ineligible clients cannot access restricted sites (without override, below).</p>	
<ul style="list-style-type: none"> <li><input type="checkbox"/> Ability of agent to override: can agent take client anywhere at agent's discretion without client entering password?</li> </ul>	<p>Required for the duration of the session.</p>	
<ul style="list-style-type: none"> <li><input type="checkbox"/> Supports both local server and remote proxy authentication (e.g., Easy Proxy)</li> </ul>	<p>Required</p>	

7. Content sharing tools (features available within co-browsing for interaction to explore, send, explain, share, teach during a session)	UC Priority	Comments:
<input type="checkbox"/> Co-browsing in some form (see TABLE 5 for details)	Required	
<input type="checkbox"/> Application sharing beyond web pages (see TABLE 5 for details)	Desirable for training beyond web and browsers	
<input type="checkbox"/> Screenshots (image, no active links) Required of client: <ul style="list-style-type: none"> <li><input type="checkbox"/> Download</li> <li><input type="checkbox"/> Browser limitations</li> <li><input type="checkbox"/> Operating system or platform limitation</li> </ul> <input type="checkbox"/> Automated screenshots (images sent automatically to client) Required of client: <ul style="list-style-type: none"> <li><input type="checkbox"/> Download</li> <li><input type="checkbox"/> Browser limitations</li> <li><input type="checkbox"/> Operating system or platform limitation</li> </ul>	Required in addition to some form of co-browsing	
<input type="checkbox"/> Page pushing (sends live page to client, not flat image as in screenshot) <ul style="list-style-type: none"> <li><input type="checkbox"/> Opens in separate window or same browser window</li> <li><input type="checkbox"/> Links work</li> <li><input type="checkbox"/> Forms work</li> </ul> Required of client: <ul style="list-style-type: none"> <li><input type="checkbox"/> Download</li> <li><input type="checkbox"/> Browser limitations</li> <li><input type="checkbox"/> Operating system or platform</li> </ul>	Required in addition to some form of co-browsing	
<input type="checkbox"/> File sharing (send image, Word, pdf, or other files) Types of files sharable:  Files that open in client's browser:  Files that require other application(s) on client machine  Required of client: <ul style="list-style-type: none"> <li><input type="checkbox"/> Download</li> <li><input type="checkbox"/> Browser limitations</li> <li><input type="checkbox"/> Operating system or platform</li> </ul>	Desirable	

Table 7 continued on next page

7. <b>Content sharing tools</b> (features available within co-browsing for interaction to explore, send, explain, share, teach during a session)	<b>UC Priority</b>	<b>Comments:</b>
Form sharing (what agent types, client sees; or either can share) <ul style="list-style-type: none"> <li><input type="checkbox"/> 1-way</li> <li><input type="checkbox"/> 2-way</li> <li><input type="checkbox"/> Special key required to make form content visible</li> </ul> Required of client: <ul style="list-style-type: none"> <li><input type="checkbox"/> Download</li> <li><input type="checkbox"/> Browser limitations</li> <li><input type="checkbox"/> Operating system or platform</li> </ul>	Required	
Interacting with client's screen <ul style="list-style-type: none"> <li><input type="checkbox"/> Co-scrolling <input type="checkbox"/> 1-way only <input type="checkbox"/> 2-way</li> <li><input type="checkbox"/> Ability to see each other's cursor <input type="checkbox"/> 1-way only <input type="checkbox"/> 2-way</li> <li><input type="checkbox"/> Ability to highlight text on screen <input type="checkbox"/> 1-way only <input type="checkbox"/> 2-way</li> <li><input type="checkbox"/> Drawing on client's screen</li> </ul> Required of client: <ul style="list-style-type: none"> <li><input type="checkbox"/> Download</li> <li><input type="checkbox"/> Browser limitations</li> <li><input type="checkbox"/> Operating system or platform</li> </ul>	Highly desirable	
White board shared Hardware requirements for agent:  Required of client: <ul style="list-style-type: none"> <li><input type="checkbox"/> Download</li> <li><input type="checkbox"/> Browser limitations</li> <li><input type="checkbox"/> Operating system or platform</li> </ul>	Desirable	



8. Group sessions/Training/Meetings	UC Priority	Comments:
<p>Slide shows/Presentation</p> <p>Range of slide show software supported (PowerPoint, etc.)</p> <ul style="list-style-type: none"> <li><input type="checkbox"/> Script or text or chat with slides</li> <li><input type="checkbox"/> Automatic display (agent need not lead)</li> <li><input type="checkbox"/> Slide show animation works</li> <li><input type="checkbox"/> Slide show sound sent</li> </ul> <p>Number of client sessions supported simultaneously _____</p> <p>Number of agents able to participate as trainers at once _____</p> <p>Required of clients:</p> <ul style="list-style-type: none"> <li><input type="checkbox"/> Download</li> <li><input type="checkbox"/> Browser limitations</li> <li><input type="checkbox"/> Operating system or platform</li> </ul>	<p>Highly desirable for group training to remote clients</p>	
<p>Online Meetings</p> <p>Maximum number of clients participating _____</p> <p>Maximum number of agents allowed _____</p> <p>Any reference software features not available:</p> <ul style="list-style-type: none"> <li><input type="checkbox"/> Meetings archivable</li> <li><input type="checkbox"/> Can incorporate PowerPoint or other presentations</li> </ul> <p>Meeting management features</p> <ul style="list-style-type: none"> <li><input type="checkbox"/> Block client's chat</li> <li><input type="checkbox"/> Client questions ("raising hands")</li> <li><input type="checkbox"/> Ability to remove individual clients from meeting</li> </ul> <p>Required of clients:</p> <ul style="list-style-type: none"> <li><input type="checkbox"/> Download</li> <li><input type="checkbox"/> Browser limitations</li> <li><input type="checkbox"/> Operating system or platform</li> </ul>	<p>Required for group training to remote clients</p>	

<b>9. Interconnectivity among agents during sessions</b> (multiple clients, multiple sessions, transferring clients, etc.)	<b>UC Priority</b>	<b>Comments:</b>
<input type="checkbox"/> Ability to engage & transfer multiple clients at one time	All required	
<input type="checkbox"/> Ability to handle multiple agent sessions at one time		
<input type="checkbox"/> Back channel communication between agents		
Compatibility for transferring among other brands of digital reference service	Desirable	

<b>10. Queuing and routing structure</b> (handling incoming clients)	<b>UC Priority</b>	<b>Comments:</b>
Queue management <input type="checkbox"/> Multiple queues within system, campuses, and libraries <input type="checkbox"/> Ability to customize look client sees for each queue <input type="checkbox"/> Agents can monitor multiple queues <input type="checkbox"/> Agents can choose which queue(s) to monitor	All required	
Automatic call routing methods <input type="checkbox"/> Not automatic (agent checks selected queues) <input type="checkbox"/> Next available agent <input type="checkbox"/> Load balancing (priority to less busy) <input type="checkbox"/> Skills based <input type="checkbox"/> Other:	Require routing appropriate to many varied operations	
Conference and transfer <input type="checkbox"/> Can transfer clients between agents <input type="checkbox"/> Can transfer clients between service points <input type="checkbox"/> Group response <input type="checkbox"/> Warm transfer (transcript up to transfer to recipient of transfer)	Transfer ability required	
Message to client if busy or unavailable <input type="checkbox"/> If all agents busy <input type="checkbox"/> If system unavailable <input type="checkbox"/> Customizable?	Appropriate messages required	

11. Agent's interface (what agent sees and has to make work)	UC Priority	Comments:
<input type="checkbox"/> Ability to work with multiple clients <ul style="list-style-type: none"> <li><input type="checkbox"/> How many?</li> </ul> <input type="checkbox"/> Ease of use	All Required	
<input type="checkbox"/> Bookmarks for frequent URLs <ul style="list-style-type: none"> <li><input type="checkbox"/> Multi-leveled (system/campus/service point/personal)</li> <li><input type="checkbox"/> Ease of organization into categories</li> <li><input type="checkbox"/> Ease of modification</li> <li><input type="checkbox"/> Ease of use</li> </ul>	All required	
<input type="checkbox"/> Alerts <ul style="list-style-type: none"> <li><input type="checkbox"/> Visual</li> <li><input type="checkbox"/> Audible</li> <li><input type="checkbox"/> Remote alert (when away from service point)</li> <li><input type="checkbox"/> Choices and ability to change options</li> </ul>	Highly desirable	
<input type="checkbox"/> Client connection live or disconnected indicator	Required	
<input type="checkbox"/> Other client activity indicators <ul style="list-style-type: none"> <li><input type="checkbox"/> Quality of connection indicator</li> <li><input type="checkbox"/> Whether client typing or browsing</li> </ul>	Highly desirable	
Layout & design <ul style="list-style-type: none"> <li><input type="checkbox"/> Easy to use (in general, as compared to other dig ref systems)</li> <li><input type="checkbox"/> Easy to browse web (screen/frames/windows large enough)</li> <li><input type="checkbox"/> Foreign language interface</li> <li><input type="checkbox"/> Handle foreign characters (non-Romanized keys)</li> <li><input type="checkbox"/> Customizable names of elements in interface</li> </ul>	Highly desirable	
<input type="checkbox"/> Chat <p>Features in chat:</p> <ul style="list-style-type: none"> <li><input type="checkbox"/> Scripts: <ul style="list-style-type: none"> <li><input type="checkbox"/> Multi-leveled (system/campus/service point/personal)</li> <li><input type="checkbox"/> Ease of modification</li> <li><input type="checkbox"/> Ease of use</li> </ul> </li> <li><input type="checkbox"/> Spell checking</li> </ul> <p>Emoticons</p>	All required except: Spell checking desirable; Emoticons optional	

Table 11 cont'd, next page

11. Agent's interface, cont'd	UC Priority	Comments:
Hardware requirements Monitor size: <input type="checkbox"/> Sound <input type="checkbox"/> Camera <input type="checkbox"/> Microphone	N/A	
Operating system requirements <input type="checkbox"/> PC only Minimum level of Windows _____ <input type="checkbox"/> PC or Mac Minimum level of Mac OS _____	Both highly desirable	
Browser requirements <input type="checkbox"/> Netscape, version _____, or higher <input type="checkbox"/> IE only, version _____, or higher <input type="checkbox"/> Not browser limited	Require agents to be able to work from various stations	
Connection speed requirements		
Firewall or network limitations		
Compatibility with Adaptive Software & Devices (ADA)		

12. Session transcripts (record of chat sessions and content shared)	UC Priority	Comments:
<input type="checkbox"/> Verbatim transcripts <input type="checkbox"/> Live links in transcripts	Highly desirable	
<input type="checkbox"/> E-mailing of transcripts <input type="checkbox"/> Automatic to client <input type="checkbox"/> Client chooses yes or no <input type="checkbox"/> Customizable e-mail message with transcript	Highly desirable	
Access and organization <input type="checkbox"/> by patron ID <input type="checkbox"/> by session # <input type="checkbox"/> other	Must be serviceable and support client privacy	
Security Data ownership (by whom) _____ Control over data (retention, sharing, etc.):	Require high degree of security and client privacy	

13. Client profiling (data collected on patrons)	UC Priority	Comments:
Data collected on clients:  <input type="checkbox"/> Ability to customize what is stored	Highly desirable	
<input type="checkbox"/> Privacy protection <input type="checkbox"/> Client able to opt out <input type="checkbox"/> Default anonymity (must opt in) <input type="checkbox"/> Profiling may be disabled	Adequate privacy protection required	
Data protection mechanisms:  Data owner _____ <input type="checkbox"/> Control over data by library  <input type="checkbox"/> Adequate data security measures	Require adequate client privacy and access to data for administrative purposes	

14. Satisfaction surveys	UC Priority	Comments:
<input type="checkbox"/> Automatic survey available <input type="checkbox"/> Content customizable <input type="checkbox"/> Optional to client <input type="checkbox"/> Sent to agent <input type="checkbox"/> Linked to session transcript <input type="checkbox"/> Anonymous	Highly desirable	
<input type="checkbox"/> Reporting and analysis tools provided <input type="checkbox"/> Suitable to library reference needs	Required	

<b>15. Administration</b> (ability to change, manage, customize, generate reports as needed, etc.)	<b>UC Priority</b>	<b>Comments:</b>
What does local administration of system allow:		
<input type="checkbox"/> Modify/customize survey forms	Required	
<input type="checkbox"/> Modify content of scripts, bookmarks, other shared content	Required	
<input type="checkbox"/> Generate statistical reports	Highly desirable	
<input type="checkbox"/> Modify system configuration and look	Highly desirable	
<input type="checkbox"/> Two- (or more) tiered administration available (systemwide, campus, service point configuration abilities) <ul style="list-style-type: none"> <li><input type="checkbox"/> Features supported at each level: <ul style="list-style-type: none"> <li><input type="checkbox"/> Shared library/campus profiles</li> <li><input type="checkbox"/> Shared library/campus policies and/or procedures</li> </ul> </li> </ul>	Required for UC consortium	

<b>16. System licensed or hosted (ASP)</b> (similar to: buy or lease)	<b>UC Priority</b>	<b>Comments:</b>
<input type="checkbox"/> Hosted (software resides on server run by vendor) <ul style="list-style-type: none"> <li>Security: <ul style="list-style-type: none"> <li><input type="checkbox"/> Who owns data (e.g., patron profiles, transcripts)</li> </ul> </li> <li>System reliability: <ul style="list-style-type: none"> <li><input type="checkbox"/> Downtime, redundancy</li> <li><input type="checkbox"/> Guarantees of vendor performance</li> </ul> </li> <li>Location of servers <ul style="list-style-type: none"> <li><input type="checkbox"/> Speed of traffic</li> </ul> </li> </ul>	Preferred	
<input type="checkbox"/> Licensed (purchase software operate locally)	Not desirable	

<b>17. Customization</b> (see also individual sections)	<b>UC Priority</b>	<b>Comments:</b>
What CANNOT be customized:	Require ability to customize extensively	
<input type="checkbox"/> Customization adequate to address each campus's needs <ul style="list-style-type: none"> <li><input type="checkbox"/> Customization adequate to address many service points within a campus</li> <li><input type="checkbox"/> Additional licenses or seats required to customize</li> </ul>		

18. Agent training, support, and documentation	UC Priority	Comments:
Training offered <ol style="list-style-type: none"> <li>1. Software use</li> <li>2. Virtual reference practice &amp; skills</li> <li>3. Training with each software upgrade</li> </ol>	1 & 2 required. 3 desirable if upgrade major.	
Training levels: <ol style="list-style-type: none"> <li>1. for local trainers (who must create documentation and train others)</li> <li>2. for all staff involved</li> <li>3. for administrators</li> </ol>	1 & 3 required. 2 desirable.	
Training approach <ol style="list-style-type: none"> <li>1. On-site</li> <li>2. Live online</li> </ol> Other:	1 required. 2 desirable.	
<input type="checkbox"/> Documentation provided:	Adequate documentation and updates required	
<input type="checkbox"/> System support Hours available:	Adequate support required	

19. Standards Support (as opposed to proprietary & incompatible with other and future systems)	UC Priority	Comments:
<input type="checkbox"/> Plans to adapt to new technologies for communication	Required	
<input type="checkbox"/> Between other digital reference systems	Highly desirable	

<b>20. Pricing and costs</b>	<b>Comments:</b>
Initial fees (setup, servers, etc.)	
Annual or monthly fees for ongoing service	
Other ongoing fees	
Other one-time fees	
Cost of future upgrades	
Cost of initial training	
Cost of training to upgrades	