



EPA NATIONAL LIBRARY NETWORK

Strategic plan

FY 2012-FY 2014

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MESSAGE FROM THE CIO

As the U.S. Environmental Protection Agency's (EPA) Chief Information Officer, I am committed to making sure we provide access to quality environmental information. One of the Agency's most important and valuable information resources is our National Library Network (Library Network). The Network provides library services to both EPA employees and the public to ensure they can access information they need to make informed environmental decisions. Advances in technology have provided boundless opportunities to access information sources more readily through electronic means. The Library Network has embraced this trend by digitizing EPA publications in the library collections, providing access to materials online, and answering questions through the "Ask a Librarian" chat reference service.

EPA will continue to build on the Library Network's successes to ensure that EPA employees and the public receive exemplary library services. To guide the Network toward its future vision, the Agency developed the ***EPA National Library Network Strategic Plan FY 2012-2014***. This Plan sets the foundation for the Network's future and provides library customers with a picture of where the Network is going and how the Agency plans to get there.

The Strategic Plan lays out goals in four key areas—Library Network governance; services; electronic and physical collections; and communications, outreach and training. The core of the Library Network is its collaboration; and through this coordination, the Network will work to achieve the goals laid out in the Plan. The Network libraries cross geographical and programmatic boundaries and serve a myriad of customers, and they will continue to use collaboration and the leveraging of individual expertise to provide EPA staff and the public with the information services they need to conduct their work.

I am confident that through the implementation of the Library Network Strategic Plan, the Agency will improve our library services, continue to grow our electronic and physical library collections, ensure ongoing and consistent funding for the Agency's libraries, and make certain EPA employees are knowledgeable about the services available to them and how to access them. I am committed to service quality; and I know, through the implementation of this Plan, the Agency will enable customers who rely on the Library Network to continue to obtain the resources they need to protect human health and the environment.

Sincerely,



Malcolm D. Jackson
Assistant Administrator for Environmental Information
and Chief Information Officer



1. INTRODUCTION

For the U.S. Environmental Protection Agency's (EPA) libraries, it is the best of times; information technologies make possible wondrous advances in service delivery. For EPA libraries, it is also the worst of times; resources are shrinking at a time when demand is increasing. To navigate these challenging times, the EPA National Library Network needs a strategic plan.

1.1 Overview

The EPA National Library Network (Library Network) provides Agency staff and the public with access to accurate, objective and timely environmental information to facilitate decision-making. The Library Network is composed of libraries and document repositories located in EPA's Headquarters, Regions, field offices, research centers, and specialized laboratories. In addition to professional library staff and physical (paper) collections, the Library Network supports and makes available virtual library resources that provide Agency staff and the public with access to EPA information and library services. The public can search for information in the Online Library System (OLS), the Library Network's online catalog, and can access full-text, digital EPA publications via the National Service Center for Environmental Publications (NSCEP) database. In addition, EPA staff have access to electronic journals and other premium resources for research through the Desktop Library, as well as services such as Ask a Librarian online chat reference service and desktop training opportunities.

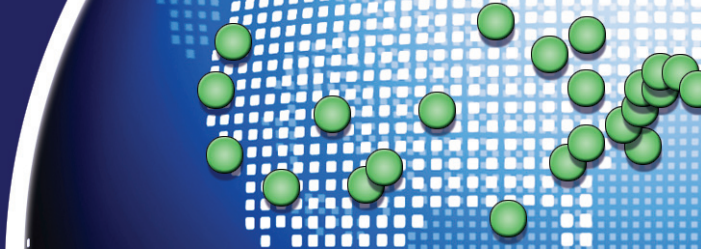
To function effectively in today's environment of greater user expectations for faster electronic delivery of services, ever-increasing digital resources and rapidly-changing technology, the Library Network will continue to evolve to become a more fully-distributed and coordinated community. A more distributed Network will enable EPA to leverage the expertise and resources of the geographically diverse libraries to improve access to collections and ensure that core information services of reference/research, interlibrary loan (ILL)/document delivery, and access to electronic library services are available at all local Network libraries. At the same time, a collaborative Library Network enables individual libraries to streamline operations and reduce redundancies. Through coordination across the Library Network, each library can function as both a convenient, local facility meeting the needs of local customers, as well as a Network node providing integrated, Network-wide access to its collections, and knowledgeable reference and research services to EPA and public customers. This concept of EPA Library Network also exemplifies the principles of the One EPA Initiative which seeks to incorporate increased cooperation and collaboration into the Agency's operational culture.

In Fiscal Year (FY) 2011, EPA formed a cross-Agency workgroup to develop a strategic plan that provides a roadmap for building a robust network of libraries serving the information needs of EPA staff and the general public. This document, *EPA National Library Network Strategic Plan* (Plan), outlines a three-year strategy (FY 2012-2014) for building on the Library Network's past successes and recent accomplishments to provide employees and the public with convenient and timely access to environmental information. The Plan supports the realization of the Library Network's vision and mission.



Library Network Mission:

The EPA National Library Network supports EPA staff and the public by providing timely and accurate information in appropriate formats at the point of need.



Guiding Principles

The Plan is built upon the following guiding principles. The Library Network will:

- Strive to provide all EPA staff with access to services and collections regardless of where they are located.
- Provide the public with information services and access to Agency information.
- Respond to all library requests in a timely manner and in the most appropriate format.
- Provide library services in alignment with Agency and local missions and priorities.
- Maximize the use of resources and technologies.

Network Priorities

The guiding principles drive all the work that the Library Network does on a day-to-day basis. Based on the guiding principles and the future direction of the Library Network, EPA developed the following priorities for FY 2012-2014:

- Educate stakeholders on the value and the day-to-day activities of the Library Network.
- Utilize a responsive and collaborative organizational structure to provide effective library services to customers.
- Increase coordination and collaboration among Network libraries to improve services and make efficient use of expenditures.
- Strengthen the Library Network governance structure to increase stakeholder input and support.
- Meet increasing demands from users for accurate and timely information.
- Leverage technology to deliver point-of-need access to library services for EPA staff and the public.
- Provide fully accessible collections and resources in the most appropriate format to support the mission of the Agency.

The Plan includes goals and measurable actions that support the guiding principles and the realization of the priorities for FY 2012-2014. The Plan includes a phased approach to ensure the actions are implemented effectively and that the Library Network's customers receive the information they need to make informed environmental decisions.



Introduction

1.2 Background

The following sections provide background on the Library Network structure and the drivers for this Plan.

The Library Network Structure

From its inception, the EPA National Library Network was designed to encourage collaboration and realize efficiencies. In practice, the Library Network often functioned as a collection of disparate libraries to serve the information needs of local customers. Several different EPA Program Offices and the ten Regions independently funded and managed the libraries. Regardless, there was always some degree of cooperation among the Network libraries, mostly informal, which has increased in recent years.

The Library Network currently communicates on a regular basis through daily listserv traffic, monthly teleconferences, and in-person annual meetings. Collaborative projects and workgroups regularly engage network librarians through additional channels, and include efforts such as the Ask a Librarian live chat service, the webinar-based National Training Program, and contributions to the Library Network's regularly-updated Core List for an Environmental Reference Collection publication. In recent years, EPA librarians have worked together to evaluate trial products, manage Agency-wide electronic subscriptions and address cataloging backlogs, evidencing a high degree of collaboration.

The combined Library Network collections contain a range of general information on environmental protection and management and on basic and applied sciences, as well as extensive coverage of topics related to the statutory mandates that EPA is required to meet. Several Network libraries maintain specialized collections to support specific Regional or Program Office focus. While the libraries differ in function, scope of collections, extent of services, and level of public access, the Library Network provides a common framework and enables the libraries to collaborate on the delivery of services to EPA staff and the public.

EPA has a highly skilled library workforce dedicated to delivering quality library services to meet the Agency's information needs. Professional librarians are available in each library to manage collections and resources and to assist EPA staff and the public. A National Program Manager (NPM) in EPA's Office of Environmental Information (OEI) has the responsibility to provide assistance and guidance in the operation of libraries and to bring focus and cohesion to the Library Network community. The NPM also serves as the EPA-appointed representative to work with external library professionals and stakeholders.

Figure 1-1 illustrates the interrelationships among EPA's libraries and resources that form a fully integrated EPA National Library Network.



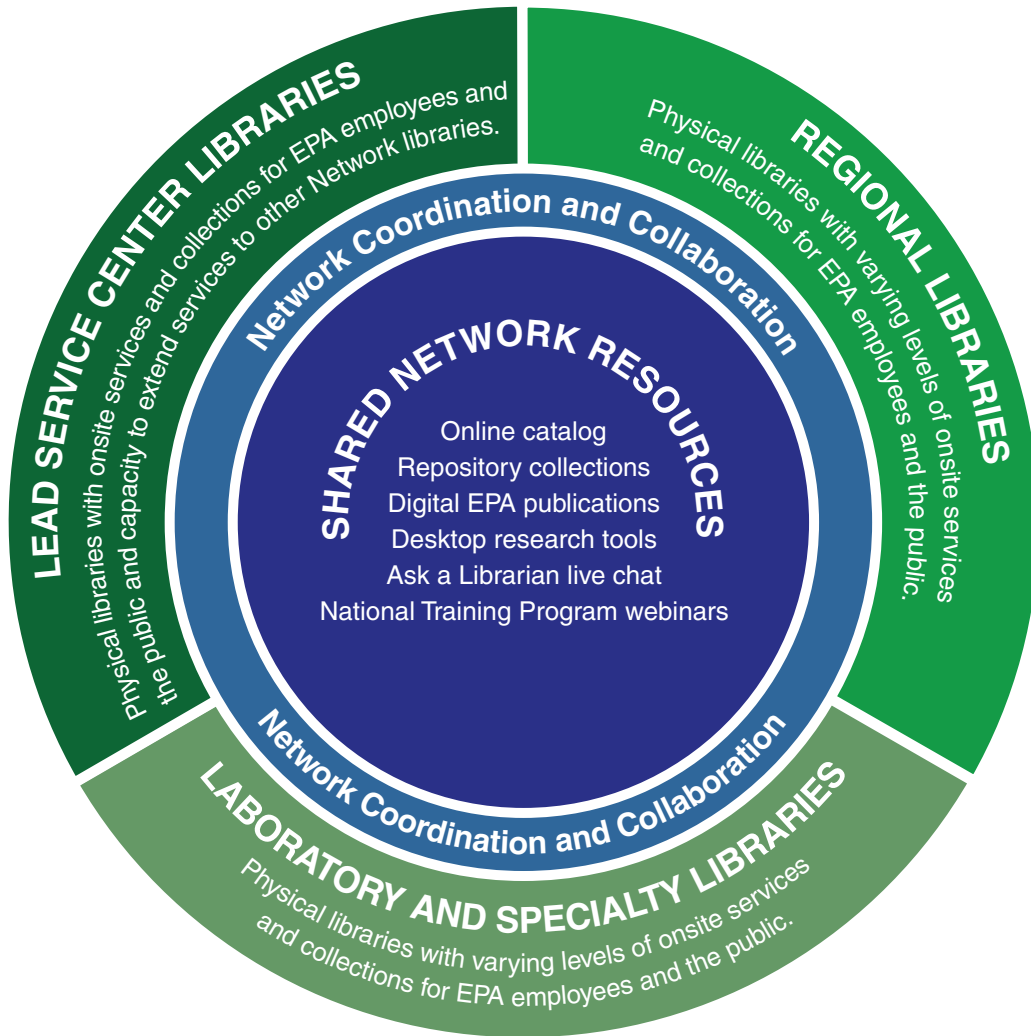


Figure 1-1: National Library Network Model

As the figure depicts, the EPA National Library Network relies heavily on coordination and collaboration among its libraries and resources.

Introduction

The Regional Libraries, the Laboratory and Specialty Libraries, and the Lead Service Center Libraries are physical libraries with customized collections and varying levels of onsite services for EPA staff and the public. All locations support the Agency's mission by managing collections, providing specialized resources, and offering reference and research services to EPA's scientific and regulatory community and the public.

- **Regional Libraries** meet local and Regional needs related to scientific research, environmental regulation, and outreach. They are often the first point of contact for public inquiries.
- **Laboratory Libraries** primarily serve EPA's scientific research community, and **Specialty Libraries** are distinguished by special focus areas and subject-specific collections.
- **Lead Service Center Libraries** have the capacity to offer reference/research services and/or administrative/technical functions to other Network libraries. Current Lead Service Center Libraries include Research Triangle Park, North Carolina (ILL and reference support); Andrew W. Breidenbach Environmental Research Center (AWBERC) in Cincinnati, Ohio (cataloging, ILL and reference support); and Region 3, Philadelphia, Pennsylvania (ILL and business reference support).

The Network libraries are supported by a robust collection of shared resources, including Virtual Library Tools and Resources and Repository Library Collections.

- **Virtual Library Tools and Resources** include digital EPA publications and an online catalog available to all users. The Network supports desktop access to electronic subscriptions, a live chat reference service, and webinar training for EPA employees.
- **Repository Library Collections** provide access to EPA documents for Network libraries, EPA employees and the public. Repository Libraries retain and manage the collections to enable other Network libraries to address space and funding challenges by transferring library materials that are still of value, but not often used by local patrons. The Repository Libraries are located in Washington, DC (EPA Headquarters); Research Triangle Park, NC; and Cincinnati, OH.

Drivers for Change

In developing the EPA National Library Network Strategic Plan, EPA analyzed three key reports: the *Information Needs Assessment Report (August 17, 2009)*, the 2010 Government Accountability Office (GAO) report entitled *Environmental Protection Agency: EPA Needs to Complete a Strategy for Its Library Network to Meet Users' Needs*, and the Strengths, Weaknesses, Opportunities and Threats (SWOT) analysis conducted with the Library Network and internal stakeholders in December 2010. The following sections provide a high-level summary of the findings from these three reports.



Information Needs Assessment Report

In 2009, EPA conducted an Information Needs Assessment. The goal of the Assessment was to determine the future information needs of an increasingly mobile workforce and to find ways to leverage technology to serve EPA library customers. Based on the feedback gathered during this study, the *Information Needs Assessment Report* recommended the following essential actions for the EPA National Library Network:

- Provide a broader selection of electronic journals via the Desktop Library.
- Conduct a vendor portfolio management study and optimize Desktop Library resource offerings.
- Enhance search capabilities on EPA websites.
- Market, promote and raise awareness of library offerings.
- Offer more training on how to use library resources and services.
- Provide remote access for offsite workers.
- Offer expanded and consistent operating hours that are clearly posted.
- Provide information sharing and collaboration tools.
- Improve turnaround time for interlibrary loan, especially for books.
- Complete the feedback loop regarding research findings and resulting actions.

U.S. Government Accountability Office Report

GAO submitted a report to Congress in September 2010 entitled *Environmental Protection Agency: EPA Needs to Complete a Strategy for Its Library Network to Meet Users' Needs*. The report reviewed:

- The status of EPA's overall strategy for its Library Network.
- The status of EPA's plan to reopen the libraries it closed in 2006, and other actions planned or taken.
- EPA's efforts to digitize Agency documents to make them available electronically on the Internet.
- EPA's efforts to communicate with staff and other stakeholders about its Library Network.

GAO reviewed regulations, Agency funding and inventory of documents and interviewed EPA staff and contractors, as well as independent library professionals. GAO also assessed the reliability of EPA's data on library holdings and EPA's staff survey on library use and needs. The following are GAO's recommendations for executive action.



Introduction

The Agency should complete EPA's strategic plan for the Library Network, including implementation goals and timeframes. In so doing, EPA should outline details for how funding decisions are to be made to ensure that decisions are informed and transparent.

- EPA should complete an inventory of Library Network holdings to identify what items remain to be cataloged and digitized.
- EPA should digitize documents produced under its assistance agreements and make them available to federal employees and other authorized users for federal government purposes.
- EPA should make explicit in future assistance agreements that it can include any documents produced under the agreements in the Agency's online publications database without obtaining prior permission from the copyright holder.
- If EPA cannot make an agreement to make documents available in a public online database, the Agency should digitize documents produced under future assistance agreements and make them available to federal employees and other authorized users for federal government purposes.
- EPA should ensure that the data analysis protocols for conducting surveys of users' needs—including sampling procedures and response rates—use sufficiently sound methodology to provide reliable information on which to base decisions and allocate resources efficiently.



Strengths, Weaknesses, Opportunities and Threats

In December 2010, the Library Network conducted a Strengths, Weaknesses, Opportunities and Threats (SWOT) analysis with the Network librarians and other internal stakeholders to highlight additional drivers for change. *Figure 1-2* provides an overview of the key areas identified in the analysis. Through the implementation of this Plan, the Library Network will leverage its strengths and opportunities to address and mitigate the identified threats and weaknesses.

Figure 1-2: The Library Network SWOT Analysis

Strengths

- Experienced professional librarians with collective institutional knowledge
- Coordination, collaboration and cooperation across the libraries
- Collaborative tools, such as Ask a Librarian, National Training Program and Desktop Library
- Sharing of information and support across the Library Network to fulfill information requests
- The depth of information represented by the individual library collections in the Library Network—both print and electronic
- Sharing of library best practices

Weaknesses

- No common funding strategy among EPA offices and Regions for the Library Network
- Lack of equal cooperation of libraries in the Network
- Inadequate level of staffing at some libraries
- Online Library System (catalog) is difficult to use
- Lack of user-friendly EPA library interfaces
- Lack of a prominent presence on the epa.gov website
- Lack of centralized purchasing and cataloging
- Limited outreach about services to EPA staff
- Limited or uneven training opportunities for staff

Opportunities

- Options for centralized purchasing, cataloging and microfiche services
- Implement Web 2.0 social networking tools for collaboration
- Design and enhance employee access via library websites
- Enhance metadata in Online Library System (catalog)
- Develop and formalize a communications and outreach plan
- Increase training opportunities
- Explore new technologies to deliver information to users
- Implement centers of excellence
- Obtain more journals and publications for the Desktop Library

Threats

- Budget fluctuations
- Rapidly changing technology is difficult to address
- Lack of management support and engagement
- Structure of library contracts inhibits ability to respond to changing needs
- Patrons not using the library for services
- Perception that all materials are freely available on the Internet
- Customers not aware of library offerings
- Lack of subject-specific knowledge among some federal library managers
- Rising prices of subscriptions and resources



2. TARGET STATE

Through the implementation of this Plan, EPA will strengthen its network of libraries that provides employees and the public with access to environmental information. To ensure the Library Network has a robust plan to implement and realize its priorities, the Agency developed a set of goals and actions that address the recommendations in the three reports summarized in *Section 1.2.2: Drivers for Change*. The following sections detail the strategic goals and actions the Library Network will undertake in FY 2012-2014 to achieve the priorities laid out in *Section 1.1: Overview*. The goals and actions are organized around four strategic improvement areas: 1) Library Network Governance; 2) Library Services; 3) Library Network Electronic and Physical Collections; and 4) Communications, Outreach and Training. Each section includes a summary table with the actions to support the goal and the phase in which they will be implemented. The Library Network will begin implementation of Phase 1 actions in FY 2012 and will sequence the implementation of Phases 2 and 3 actions as appropriate. The timeframes for implementation are based on current resource levels and will be adjusted if resource levels change. *Section 3.0: Implementation Plan* contains a description of the implementation process for this Plan, and how EPA will evaluate and adjust the implementation timeframe if resource levels change.

2.1 Library Network Governance

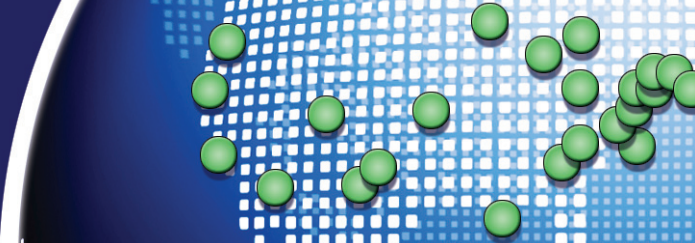
The Library Network's governance process provides oversight for the overall operation of the libraries and ensures coordination across the Network. In FY 2012-2014, EPA will implement and formalize governance processes to ensure the most effective management of the Library Network and its resources.

EPA's Assistant Administrator for Environmental Information and Chief Information Officer (CIO) has the overall responsibility for the governance and coordination of the Library Network. The NPM in OEI has the responsibility to provide assistance and guidance to offices in the operation of the Network and to ensure the individual libraries provide efficient and cost-effective library services. Federal Library Managers (FLM) report to their local management and are responsible for the oversight, management and operation of their individual libraries. A Library Advisory Board, comprised of union and management representatives, reviews, evaluates and makes recommendations to the CIO on library operations.

The EPA National Library Network Policy establishes uniform governance and management for the Library Network. In addition, library procedures, for operations common to all libraries, ensure consistency in service delivery and establish baseline standards for operations. The NPM oversees the implementation of the policies and procedures. Individual libraries develop local policies and procedures based on Library Network level documents. The Network libraries review and revise the policies and procedures on a regular basis and develop additional policies, procedures, standards, and guidance as needed.

Currently, no consistent funding mechanism is in place for the libraries. Most library funding is part of general funds from national and local EPA programs. Individual libraries are supported by a variety of Program Offices and Regions, which results in inconsistency of local funding; this in turn, can lead to uneven service delivery.





In the past, EPA libraries have depended upon informal coordination and cooperation to deliver information services. With increasing demands for information and resource constraints, a robust Library Network governance structure is necessary to streamline operations, eliminate redundancies and contain costs while leveraging the strengths of all libraries in order to meet user needs. To that end, the EPA has established three specific governance goals for the Library Network.

- **Goal 1:** Increase and establish formal mechanisms to obtain senior-level and stakeholder points-of-view and expertise in library governance.
- **Goal 2:** Formalize and stabilize library resource allocation.
- **Goal 3:** Increase coordination and participation in Library Network operations in keeping with the One EPA concept to improve service delivery while building on existing strengths and maximizing use of resources.

The following sections provide a description of the actions the Library Network will undertake in FY 2012-2014 to implement and formalize a robust governance process for the Network.

Goal 1: Establish Formal Mechanisms for Management and Stakeholder Input

To accomplish the first goal to increase and establish formal mechanisms to obtain senior-level and stakeholder points-of-view and expertise in library governance, EPA will establish an internal, Agency-wide National Library Council comprised of:

- Senior-level managers (SIOs or their designees) from EPA stakeholder programs (e.g., OEI, ORD, OARM, OAR, OW, OCSP and OSWER)
- Senior-level managers (Assistant Regional Administrators, Directors of Public Affairs) from the Regions
- OEI senior management
- The NPM for the EPA National Library Network

The National Library Council will provide input on Network goals and direction, work with the Network to seek solutions to management and funding issues, support and facilitate coordination among Network libraries, and serve as points of contact between the members' organizations and the Network.

In addition, the NPM will represent the Library Network on Agency information management boards and committees, such as the Library Advisory Board, the Web Council, the Search Workgroup, the Office of Research and Development (ORD) Science and Technology Policy Council (STPC), and appropriate subcommittee(s) of the Quality and Information Council (QIC). Partnerships with these organizations will increase efficiency of Agency information functions by sharing expertise, expanding connections, and streamlining processes.



Target State

Table 1-0: Actions for Gathering Input and Expertise

Number	Actions	Timeframe
1.1	Establish a National Library Council	Phase 1
1.2	Establish Library Network representation on Agency information management boards and committees	Phase 1

Goal 2: Formalize and Stabilize Library Resource Allocation

The Library Network and its libraries need a formal funding process to ensure adequate resources to enable long-range planning, to increase efficiency of expenditures, and to provide for day-to-day operations of individual libraries. As a first step, EPA will form a budget subcommittee under the National Library Council to work with the NPM and recommend appropriate funding mechanisms and minimum levels of funding. The subcommittee will prepare recommendations for implementing a formal, permanent library resource allocation process and for establishing an Agency-wide procedure to track library spending. The subcommittee will explore additional sources of sustainable and one-time revenue to support Network libraries and the Desktop Library. In addition, the subcommittee will research additional resources for the Headquarters and Chemical Libraries to establish them as one of the Agency’s “flagship libraries.”

As part of the formal resource planning process, the Library Network will identify unnecessary redundancies in resource use and service provision throughout the Network, as well as areas for increased efficiency in spending. The formal library resource planning process will include a review of return on investment every three to five years to ensure spending is in line with information needs and Agency priorities.

Through the Office of Information Analysis and Access (OIAA), the Library Network will establish standard Memoranda of Understanding (MOU) with EPA Program Offices that provide monies and/or in-kind services for Network resources to ensure stability of funding levels. In addition, the Network will work with OEI, other EPA offices, and the Regions to ensure that libraries are included as line items within their funding mechanisms.

Table 2-0: Resource Allocation Actions

Number	Actions	Timeframe
2.1	Form a National Library Council Budget Subcommittee under the National Library Council	Phase 1
2.2	Establish MOUs with Program Offices that provide Library Network funding	Phase 1
2.3	Develop a formal Library Network resource allocation process	Phase 1
2.4	Work with Program Offices and Regions to develop funding mechanisms that include line items for libraries	Phase 1



Goal 3: Increase Library Network Participation and Coordination

In the current climate of decreasing federal resources, it is imperative that the Library Network increase coordination and collaboration among the libraries. Such collaboration is highly encouraged by EPA senior management through its One EPA Initiative. While all EPA libraries currently participate in the Network to some degree, the level of participation varies from library to library. Because each EPA location is unique in its information needs, all libraries have something unique to contribute to the Network: research expertise in a specific subject area, technical skills, successful outreach strategies, unique collection materials, etc. Effective service delivery and cost containment in the future will depend on leveraging the strengths and sharing the skills of each library in the Library Network.

To ensure consistency in service quality and to ensure an understanding of each library’s contribution, the Library Network will establish formal standards for core library services at all locations. In addition, the Library Network will establish a formal framework for fluid library operations to ensure continuity of services across the Network by maximizing capabilities and resources. A plan will be developed to provide services to a particular location should that library be forced to close temporarily due to a disaster situation; and the existing Library Network procedure for disaster planning will be revised to include the Network-level plan, as well as Continuity of Operations Plan (COOP) support at the local level.

Many of the Network libraries are staffed under a national support contract, and some are staffed under local or General Services Administration (GSA) contracts. Since effective library service delivery depends to a great degree on quality of staffing, it is critical to manage the contracts effectively. The contracts can also be used to encourage innovation and contain costs. To increase cooperation between the contractors and EPA, the Library Network will establish a federal and contractor workgroup to identify additional opportunities for collaboration and recommend action items. In addition, the Library Network will develop a written reference guide for federal library managers and library contractors on effective and appropriate use of library contracts. The Library Network will also designate a Library Program Technical Advisor as a point of contact to contracting officers on the national library contract and to be available to other federal library managers as needed.

All EPA libraries spend significant amounts of time and money in making library purchases. To reduce procurement paperwork and provide volume discounts, the Library Network will explore and establish Agency-wide purchasing agreements for items common to all libraries such as journal subscriptions, books and documents, and will make such agreements available for local library use on an optional basis.

Table 3-0: Library Network Coordination Actions

Number	Actions	Timeframe
3.1	Establish formal standards for core library services at all locations	Phase 1
3.2	Establish a federal and contractor workgroup	Phase 1
3.3	Develop guidance on effective and appropriate use of library contracts	Phase 1



Target State

Table 3-0: Library Network Coordination Actions (continued)

Number	Actions	Timeframe
3.4	Designate a library contract Program Technical Advisor	Phase 1
3.5	Explore and establish Agency-wide umbrella contracts for common library purchases	Phase 2
3.6	Establish a formal framework for fluid library operations to ensure continuity of services	Phase 2
3.7	Prepare disaster contingency plan at the Network level	Phase 2
3.8	Revise Disaster Planning Library Network procedure	Phase 2

2.2 Library Services

The Library Network provides services to both EPA employees and the public. The Library Network's FY 2012-2014 goals for library services include the following:

- **Goal 1:** Increase coordination and collaboration among Network libraries in providing services to users, and ensure access to information for all EPA staff while making efficient use of Agency expenditures.
- **Goal 2:** Enable internal and external users to access information independently by creating and enhancing tools and resources.
- **Goal 3:** Ensure quality and timeliness of services across all libraries.

The following sections outline each goal and the actions the Library Network will implement to achieve the Library Services goals.

Goal 1: Increase Service Coordination

In FY 2012-2014, the Library Network will increase coordination and collaboration among Network libraries in providing services to users, and ensure access to information for all EPA staff while making efficient use of Agency expenditures. To accomplish this goal, the Library Network will undertake strategic actions in the areas of reference and research assistance and document delivery.

Reference and Research Assistance

Reference and research assistance are among the core functions of the EPA libraries. The Library Network currently collaborates informally to provide these services and to share resources and expertise. Each library has professional library staff onsite; however, each Agency location has a range of subject specialties among its staff, making it difficult, at times, for local librarians to provide the in-depth research sometimes required for all specialties. Identifying librarians with educational expertise and experience in certain subject areas, such as chemistry and business information, as specialists who can provide assistance to any Network library as needed would increase service levels and create efficiencies.



The Library Network is conducting a pilot live chat reference service, known as Ask a Librarian, for EPA staff. The participating libraries collaborate to provide coverage—each library responds to all incoming live chat requests during assigned time periods. This type of service is also called virtual reference or distributed reference. The Library Network will expand library participation in the Ask a Librarian service to provide efficiency and increase chat agent service availability. In addition, the Library Network will explore implementing public access to the service.

The Library Network will develop dynamic information services that respond to and support the evolving goals and priorities of the Agency as well as the respective local organizations. The development process will consider the needs of the users, and services may include proactive announcements regarding current topics of interest or the deployment of Intranet pages that provide links to relevant Web resources.

The Library Network maintains a Web-based knowledgebase with answers to commonly asked questions on environmental and regulatory topics. This service provides users with a self-service option when seeking answers to questions, along with the ability to submit new questions. The Library Network will continue to add new questions and responses to ensure the knowledgebase contains timely information on important Agency topics and to avoid duplication of research efforts.

The Library Network will explore options for the mobile delivery of reference, specialized research assistance and chat reference service, and will implement these options as appropriate, in order to increase the communication formats and timely delivery of these services.

The Library Network will also explore collaborative agreements with other EPA Program Offices to provide access to information. The collaborative agreements will ensure increased awareness of program information and technology across the Agency.

Document Delivery

EPA libraries supply materials such as books, articles, films, standards, etc., requested by EPA staff but not available in a local library's collection. Although interlibrary loan is the primary means of providing such materials, at times the process can be extraordinarily time-consuming. The Library Network will investigate options for Agency-wide purchase agreements with commercial document delivery services for materials that are difficult to obtain. This will achieve cost savings for EPA libraries nationwide and reduce turnaround times.

The Library Network will also investigate Agency-wide license agreements for specific types of materials such as engineering standards. The Library Network will encourage digital delivery whenever possible to meet user expectations of shorter turnaround times for such requests.



Target State

Table 4-0: Service Coordination Actions

Number	Actions	Timeframe
4.1	Explore and encourage the use of coordinated Library Network subject matter specialists, as needed	Phase 1
4.2	Expand library participation in Ask a Librarian service	Phase 1
4.3	Research and make recommendations on the feasibility of using commercial document delivery services	Phase 1
4.4	Explore and implement collaborative agreements with EPA Program Offices and Regions for information sharing	Phase 2
4.5	Evaluate the option of expanding Ask a Librarian service to the public and implement as appropriate	Phase 3
4.6	Explore and implement options for the mobile delivery of services as appropriate	Phase 3
4.7	Develop services to support the evolving goals and priorities of the Agency and their respective local organizations	Ongoing
4.8	Update and expand content of library knowledgebase	Ongoing
4.9	Explore and establish Agency-wide license agreements for additional resources	Ongoing

Goal 2: Enable User Access with Tools and Resources

The Library Network will enable internal and external users to access information independently by creating and enhancing tools and resources. The Library Network provides and/or partners with other Agency organizations to provide a robust suite of tools and resources, such as the EPA Desktop Library, Online Library System (OLS) and digital repository that enable users and library staff to conduct research and find the information they need to do their jobs. In addition, Network representatives participate on the EPA Search Workgroup to ensure that customers can search for and find the online resources they need, such as journals on the Desktop Library, items listed in OLS, or electronic materials in the digital repository of EPA publications through NSCEP.

To ensure these Library Network resources continue to meet customer needs in the most appropriate manner, the Library Network continuously evaluates as well as seeks feedback on needed improvements or additions. The Library Network will continue to support these resources and make enhancements as appropriate.

EPA Desktop Library

The Desktop Library is EPA's gateway to both premium fee-based subscription as well as free online information resources for Agency staff. EPA recently increased access to online journals and electronic books and implemented enhancements to tools and resources. The Library Network will continue to invest additional resources into the Desktop Library and adjust electronic resources as necessary to ensure employees have



the resources they need while containing costs. The Network will complete an assessment of Desktop Library usability and implement enhancements based on the results. Finally, the Network will explore and implement enhancements as needed to the recently deployed electronic resource management system (ERM).

Online Library System

OLS is the combined online catalog of holdings in all EPA libraries. It remains the most comprehensive listing of and index to EPA publications. The Library Network will establish an OLS Workgroup to evaluate and recommend enhancements as needed.

Digital Repository of EPA Publications

EPA provides online access to Agency publications through the NSCEP Web-based online gateway to free electronic copies of EPA publications. Network libraries have been instrumental in contributing documents to the digital repository by preparing, processing and sending materials from their collections for digitization. The Network libraries will continue to contribute to this effort by evaluating collections, following Library Network procedures, and providing materials for digitization as appropriate. Network librarians will continue to offer recommendations for enhancements when appropriate and/or when requested by NSCEP representatives.

Table 5-0: Tools and Resources Actions

Number	Actions	Timeframe
5.1	Complete an assessment of Desktop Library usability	Phase 2
5.2	Explore and implement enhancements to the Desktop Library ERM	Ongoing
5.3	Establish OLS Workgroup and make recommendations for enhancements as appropriate	Ongoing
5.4	Continue to support the NSCEP digital repository by evaluating collections, providing materials for digitization and recommendations for enhancements	Ongoing



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Goal 3: Ensure Quality and Timeliness of Services Across All Libraries

The Network libraries strive to provide quality and timely services, and to provide information in the most appropriate and user-friendly format at the user's point-of-need. Network libraries provide core services of reference/research, ILL and document delivery, either onsite or through an agreement with a Lead Service Center Library. The Network will develop measurements for "quality" and "timely" core services, and will incorporate the measurements into Library Network procedures. In order to enable state-of-the-art technologies at all library locations and to facilitate increased digital delivery of information, the Network will develop an Information Technology (IT) roadmap that will define minimum technology requirements for EPA libraries.

Table 6-0: Service Quality and Timeliness Actions

Number	Actions	Timeframe
6.1	Develop an IT roadmap to define minimum technology requirements at library locations	Phase 2
6.2	Develop measures for "quality" and "timely" for use by all libraries and incorporate into procedures	Ongoing

2.3 Library Network Electronic and Physical Collections

The Library Network's collections provide valuable information to EPA staff and the public through physical and electronic resources. In FY 2012-2014, the Library Network will work to complete the inventory and cataloging of the collections, increase electronic access through digitization, and improve coordination of collection management and cataloging across the Network.

Currently, the Library Network maintains over 313,000 unique titles in its physical collections. This includes books, EPA publications, other government publications, journals, audio-visual materials, and microfiche/microfilm. Depending on format, these materials can be accessed in the library, online or through interlibrary loan. Network libraries evaluate their collections to identify those materials that need to be cataloged, retained, dispersed, and/or digitized. All libraries maintain an onsite reference collection composed of core titles and other resources to meet local needs. Some libraries coordinate journal purchases, but overall the collections are managed locally with limited informal coordination. Duplications exist within the Library Network's collections and represent a potential area for reducing redundancy and saving cost.

The Library Network has procedures in place to manage cataloging, library materials dispersal, collection development, and digitization processes for EPA libraries and repositories.

While the Library Network has extensive physical and electronic collections, improved coordination and access would allow for the collections to be utilized to their fullest extent. The Library Network has three goals to improve the overall coordination and management of the Network's collections.



- **Goal 1:** Complete the inventory and cataloging of all library collections.
- **Goal 2:** Increase electronic access to EPA publications through digitization.
- **Goal 3:** Coordinate Library Network collection management to ensure an appropriate and balanced mix of electronic and physical collections.

The following sections provide a description of the activities the Library Network will undertake in FY 2012-2014 to strengthen the management of and access to the Network's electronic and physical collections.

Goal 1: Complete Inventory and Cataloging of Collections

Over the past several years, the Library Network has prioritized reducing the backlog of uncataloged library materials. The Network libraries will continue this inventory of uncataloged materials by identifying and processing materials according to Library Network procedures using a three-phased approach:

1. EPA publications
2. General collection materials
3. Historical/Special collections

By FY 2014, the Network will complete the processing of EPA publications and all other general collection materials. The libraries will also establish a timeline to complete the inventory and processing of historical or special collections that have not been defined as part of the general collection. Through the inventory process, the libraries will also evaluate their physical collections to determine which materials should be retained, dispersed or digitized.

In addition, the Library Network will establish standards for Network cataloging to ensure consistent cataloging practices are used across the Network. The Library Network intends to explore options for developing lead cataloging service centers to ensure adherence to cataloging standards and reduce duplicative tasks when possible. These service centers will continue to be available to provide cataloging to Network libraries that need assistance with this task.

The Network utilizes two types of specialized libraries to ensure access to EPA publications: repository libraries and a dark archive. The repository libraries retain copies of EPA publications available for use; the dark archive retains a non-circulating copy of EPA publications which ensures perpetual access to the material in case of damage or loss of the circulating copies. The Library Network will continue to systematically track materials as they are transferred to the repository libraries and dark archive to ensure the retention of these valuable resources. To allow for greater collection security and to reduce the risk of total collection loss in the event of a disaster, the Library Network will identify a separate space for the dark archive in a location remote from the Headquarters Repository Library. The Library Network will review the dark archive collection criteria annually and update them as appropriate.



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Table 7-0: Collection Inventory and Cataloging Actions

Number	Actions	Timeframe
7.1	Determine the amount and location of uncataloged materials	Phase 1
7.2	Complete inventory of EPA publications	Phase 1
7.3	Complete inventory of general collection materials	Phase 2
7.4	Establish standards for Network cataloging to complement existing Cataloging procedure as part of the procedural guidance for the Network	Phase 2
7.5	Explore the development of lead cataloging service centers	Phase 2
7.6	Establish timeline for inventory of special collections	Phase 3
7.7	Identify a secure space for the dark archive	Phase 3

Goal 2: Increase Electronic Access through Digitization

Network libraries will continue to provide EPA publications for digitization from their physical collections to enable electronic access to its materials. The Library Network is currently in the final stages of Phase II of the digitization project; Phase II includes all known, one-of-a-kind EPA publications in library collections. Completion of Phase II will enable the Network to embark on Phase III of the project in FY 2012. Phase III will include the digitization of non-unique EPA publications in repository library collections, followed by any and all remaining non-unique EPA publications in the rest of the library collections. Digitization efforts will continue through the Plan’s implementation period with additional EPA publications digitized as they are published and/or made available. Network libraries will follow established procedures and schedules for digitization throughout the project.

Recently the Library Network Digitization Workgroup developed a report on what materials should and should not be digitized, including products resulting from Agency assistance agreements as identified by GAO. OEI will explore resolution of the GAO concerns and will finalize the report by the end of the first quarter of FY 2012.

The Library Network will increase access to EPA publications by cataloging and providing these materials for digitization. To ensure the Library Network’s customers can discover electronic resources, the Network will update the process by which Internet links are included in OLS and ensure that all digital repository materials in NSCEP are linked in OLS. The Library Network will also explore and report on a strategy for updating Online Computer Library Center (OCLC) records to include NSCEP URLs.

Finally, a multi-office workgroup will implement and monitor the Agency’s procedure for information access, which addresses born-digital documents, publications that are created and exist only in a digital format. The workgroup will include the Web Workgroup and representatives from various programs and divisions. This will ensure that electronic documents are cataloged and added to the NSCEP digital repository. The Network will formalize a process for cataloging born-digital documents to supplement the existing Cataloging procedures.



Table 8-0: Digitization and Electronic Access Actions

Number	Actions	Timeframe
8.1	Finalize Digitization Workgroup Report	Phase 1
8.2	Finalize digitization of non-unique EPA publications in repository library collections	Phase 2
8.3	Explore and report on a strategy for updating OCLC records to include NSCEP URLs	Phase 2
8.4	Digitize all non-unique EPA publications in remaining library collections as well as additional publications as they become available	Phase 3
8.5	Update process by which Internet links are included in OLS	Phase 3
8.6	Develop a process to ensure all digital repository materials are represented in OLS	Phase 3
8.7	Establish a process for cataloging born-digital documents to supplement the existing Cataloging procedures	Phase 3
8.8	Form a multi-office workgroup to develop and implement an Agency procedure to ensure electronic documents are cataloged and added to NSCEP	Phase 3

Goal 3: Coordinate Library Network Collection Management

The Library Network will coordinate collection management to ensure an appropriate and balanced mix of electronic and physical collections. Currently, the Network libraries supplement the physical core reference collections with resources to meet local needs. Moving forward, the collections will continue to be tailored to local needs but with increased coordination at the Network level. The Library Network will also explore options for collaboration with the Office of General Counsel to ensure efficient and effective funding and management of law collections and other legal resources to support the enforcement mission of the Agency.

To ensure that the Library Network has the most appropriate balance of electronic and physical collections, the Network will conduct a portfolio gap analysis, and analyze historical ILL data, usage statistics, patron feedback, and existing survey responses to determine additional resources and funding needed to support the collections. The resources will be adjusted as necessary to meet the information needs of Agency staff. The Library Network will increase access to online journals, including back-files, as resources allow.

The Library Network will develop and implement a formal plan to increase coordination of journal purchases within the Network. It will also explore joint licensing within the Agency and with other federal agencies to realize potential cost savings.

To ensure coordinated management across EPA, the Network libraries will develop a strategy to guarantee consistent management of their collections. This strategy will address subject-specialized collections in local libraries. In addition, the Network will explore a strategy to consolidate the current microform collections, where appropriate, and will develop a plan for microfiche acquisition and retention. The Network will also work with Program Offices to identify documents designated for internal use only, often referred to as “X” documents,



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and will develop a strategy for the appropriate management of these documents. As part of its overall collection management strategy, the Network will ensure that titles in the *Core List for an Environmental Reference Collection* are represented in the overall Network collections, and that the essential reference collection titles identified within the list are represented or available electronically in every library.

The Library Network will continue to update existing procedures applicable to resource management to ensure consistent management of the collections across the Network, including the EPA Repository Library Management, the Library Materials Dispersal, and the Collection Development and Management procedures.

Table 9-0: Collection Management Actions

Number	Actions	Timeframe
9.1	Collaborate with Program Offices to identify and manage internal "X" documents	Phase 1
9.2	Ensure that titles in the Core List for an Environmental Reference Collection are represented in the overall Network collections	Phase 1
9.3	Ensure essential reference collection titles identified within the core list are represented or electronically available in every library	Phase 1
9.4	Collect data from existing sources and conduct a portfolio gap analysis to determine additional resources (collections) and funding to support additions	Phase 1
9.5	Explore options for efficient and effective funding and management of law collections	Phase 2
9.6	Coordinate the local purchase and management of journals throughout the Agency	Phase 2
9.7	Explore a strategy for microform consolidation, acquisition and retention	Phase 2
9.8	Develop a strategy to guarantee consistent management of local collections	Phase 3

2.4 Communications, Outreach and Training

In FY 2012-2014, the Library Network will expand awareness of EPA Library services and resources by increasing outreach efforts to EPA staff and the general public. The Library Network currently communicates about its resources and services to internal and external users; however, the Network would benefit from increased communication about its offerings.

As new information technologies are emerging, the role of the librarian is expanding from information-provider to information-enabler. As an information-enabler, the Network libraries will give users the tools and knowledge to perform research on their own or to better partner with professional library staff in identifying and locating the information they need.

In FY 2012-2014, the Library Network will also increase training opportunities for users and expand its orientation support for librarians and managers. Some EPA libraries offer local training; however resources vary for these



individual offerings. Some users do not know what resources are available to them or how to make requests. Increased Library Network attention to centralized communications, outreach and training support to stakeholders and user communities will help to address these variances.

The Library Network has two goals to improve its overall communications, outreach and training efforts.

- **Goal 1:** Increase awareness of the Network libraries' offerings through outreach efforts.
- **Goal 2:** Expand training opportunities.

The following sections provide a description of the activities the Library Network will undertake in FY 2012-2014 to expand awareness of the Network's services and resources and to increase user skills through training programs.

Goal 1: Expand Awareness of Network Libraries

The Library Network currently provides outreach and communications support for EPA library services, including, but not limited to, national conference exhibits and presentations; publications such as the *Core List for an Environmental Reference Collection* and the *EPA National Library Network Annual Report*; template outreach materials for use and customizing by individual EPA libraries; and localized customer service reports for library managers. In addition, the Library Network creates and maintains the Web/Intranet presence for EPA libraries and the Network. The Library Network also develops consistent branding and communications for Agency-wide library services, including the webinar-based National Training Program, Ask a Librarian live chat reference, and the suite of electronic resources available through the EPA Desktop Library. To build upon these efforts and increase awareness of EPA libraries and their services, the Library Network will formalize its outreach efforts, explore expansion of some of its services to the general public, and improve its online presence to communicate its offerings effectively.

As one of its specific actions, the Library Network will develop a robust communications and outreach plan that will identify all of its key audiences and specify how it will communicate and highlight its services to them. The plan will include strategies for raising awareness of library services to upper level management, as well as other audiences. As part of this formalized plan, the Library Network will develop its central hub for template outreach materials, some of which are currently retained in an online workspace for EPA libraries. Within this portal, the Library Network will also collect existing outreach materials from local libraries for reuse and adaptation by others. The Library Network will explore new formats, such as video tutorials, curriculum guides, widgets, and graphical reports. To address variances between libraries, the Library Network will codify its best practices for local library Intranet sites and will develop baseline standards for the sharing of information about library services. Both the communications and outreach plan and Intranet site standards will add to the formalized library guidance under the EPA Library Network Communication Strategies Procedure.

Within the next two years, the Library Network will explore expanding several of its services to the general public and will prepare feasibility reports for expanding each of the targeted services. These include Ask a Librarian live chat reference, the National Training Program, and communication through various social networking tools. The Library Network will also explore the feasibility of conducting a comprehensive needs assessment of its



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public users, as it did for internal EPA users in 2009. By offering new methods of communication with library users, awareness of EPA library services will grow.

Lastly, the Library Network will evaluate and redesign its public website, which is the central access point to EPA library services for the general public. The Library Network will significantly retool the site's current content to better reflect user needs and library offerings.

Table 10-0: Communications and Outreach Actions

Number	Actions	Timeframe
10.1	Develop and incorporate a Library Network communications and outreach plan as part of the procedural guidance for the Network	Phase 1
10.2	Redesign and provide linkages to the Network's public website to expand awareness of offerings and enhance the user experience	Phase 1
10.3	Develop a central portal for disseminating outreach materials to local libraries and collecting locally-developed outreach materials	Phase 2
10.4	Refine and incorporate Library Network standards for local Intranet sites as part of the procedural guidance for the Network	Phase 2
10.5	Explore and report on the feasibility of expanding current internal-only offerings to the public and increasing social networking opportunities	Phase 3
10.6	Explore and report on the feasibility of conducting a needs assessment of public users	Phase 3

Goal 2: Expand Training Opportunities

The Library Network currently offers a range of training opportunities to end-users as well as orientation support to library staff and Federal Library Managers. It recently launched an internal National Training Program to educate EPA staff on specific tools and resources within the suite of library services. The Library Network will expand the topics offered and explore alternatives to the program's current webinar technology to allow on-demand playback of these training sessions. It will also explore the feasibility of extending the program to external audiences by partnering with outside organizations. The Network will continue to track participation in the National Training Program to ensure that new outreach efforts are reaching the desired audiences.

The Library Network plans to further improve its training curriculum by creating learning opportunities that are specific, targeted and customized to the needs of the individual or small groups. As part of this effort, it will investigate alternative technologies for delivering training, including on-demand modules and contextual help within online services. These additions will better serve users at their point of need.



The Network libraries have always worked together to share technical support and expertise; however, more formal mechanisms are needed to increase support to Network librarians, particularly solo librarians and Federal Library Managers with less library education and experience. The Library Network currently offers a short orientation to both groups as needed, and provides training sessions as part of its Annual Meeting. However, training targeted to the different roles of each group is also needed. Going forward, the Library Network plans to formalize and implement a mentoring and training program for Federal Library Managers with less library experience. Among other benefits, this program will help managers provide appropriate oversight for library operations and will highlight opportunities within contract-operated libraries, such as embedded librarianship. To enhance its orientation curriculum, the Library Network will develop an orientation portal on its Intranet site. This will make Library Network orientation materials available to all new and veteran librarians as needed.

Table 11-0: Training Actions

Number	Actions	Timeframe
11.1	Explore and implement options for alternate training formats and opportunities	Phase 2
11.2	Enhance and extend outreach efforts, and track participation of new audiences in the National Training Program	Ongoing
11.3	Develop and implement a mentoring and training program for Federal Library Managers	Ongoing
11.4	Develop an online Network orientation portal for new librarians	Ongoing



3. IMPLEMENTATION PLAN

The Library Network will work over the next three years to implement the goals and actions laid out in this Plan. The Library Network NPM, in concert with OEI management, is responsible for overseeing the implementation of the Plan. There are many external factors that will affect the Library Network's ability to implement the activities laid out in this Plan, such as resource constraints, ongoing day-to-day operations of the Network libraries, changing Agency priorities, and new requirements from external sources. For this reason, the NPM will ensure that the implementation of this Plan is closely managed and that the schedule is monitored and updated as needed to ensure the actions are implemented effectively.

The NPM will develop a project plan for the implementation of the actions laid out in this Plan and will use the phased implementation approach laid out in this Plan to prioritize the actions and develop an implementation schedule that is feasible given current resource levels. The NPM will ensure that leads are assigned for each of the actions in this Plan. The NPM will employ project management principles to oversee the implementation of the Plan, such as monthly check-ins with the leads to ensure the actions are being implemented effectively. The NPM and the action leads will meet every six months to evaluate the Library Network's progress in meeting the actions laid out in the Plan and will adjust the project plan as needed.

In addition, the NPM will update OEI management and Agency senior-leadership, such as the Quality and Information Council and the Assistant Regional Administrators, every six months on the progress in implementing the Plan and report any adjustments the coordination team makes to the implementation schedule due to resource constraints or changes in priorities.

At the end of Strategic Plan implementation period—during FY 2014—the Library Network will conduct a follow-up to the 2009 "EPA Information Needs Survey" to evaluate the effectiveness in implementing the actions that were developed to address the results from the survey (Refer to Section 1.2.2 Drivers for Change for the Information Needs Assessment recommendations). The implementation of the survey will be dependent upon resource availability. The Network will ensure that the survey methods employed provide reliable data on which to evaluate users' needs and make decisions on future direction.

Based on the results of the survey and an evaluation of the overall implementation of the goals and actions laid out in this Plan, the NPM will develop an assessment document with the outcomes the Network achieved from the implementation of this Plan. In addition, the Library Network will use the results of the survey to inform the development of its FY 2015-2017 Strategic Plan.

Table 12-0 lays out the actions described within this Plan. The table is organized by goal, objective and phase. The Library Network will begin implementation of Phase 1 actions in FY 2012 and will sequence the implementation of Phases 2 and 3 actions appropriately. The schedule is based on current resource levels and will be adjusted if the Library Network's resource levels or Agency priorities change.



Table 12-0: Library Network Strategic Plan Implementation Timeframe

Number	Actions	Implementation Timeframe
LIBRARY NETWORK GOVERNANCE		
1.0	Establish Formal Mechanisms for Management and Stakeholder Input	
1.1	Establish a National Library Council	Phase 1
1.2	Establish Network representation on Agency information management boards and committees	Phase 1
2.0	Formalize and Stabilize Library Resource Allocation	
2.1	Form a National Library Council Budget Subcommittee under the National Library Council	Phase 1
2.2	Establish MOUs with Program Offices that provide Library Network funding	Phase 1
2.3	Develop a formal Library Network resource allocation process	Phase 1
2.4	Work with Program Offices and Regions to develop funding mechanisms that include line items for libraries	Phase 1
3.0	Increase Library Network Participation and Coordination	
3.1	Establish formal standards for core library services at all locations	Phase 1
3.2	Establish a federal and contractor workgroup	Phase 1
3.3	Develop guidance on effective and appropriate use of library contracts	Phase 1
3.4	Designate a library contract Program Technical Advisor	Phase 1
3.5	Explore and establish Agency-wide umbrella contracts for common library purchases	Phase 2
3.6	Establish a formal framework for fluid library operations to ensure continuity of services	Phase 2
3.7	Prepare disaster contingency plan at the Network level	Phase 2
3.8	Revise Disaster Planning Library Network procedure	Phase 2



Implementation Plan

Number	Actions	Implementation Timeframe
LIBRARY SERVICES		
4.0	Increase Service Coordination	
4.1	Explore and encourage the use of coordinated Library Network subject matter specialists, as needed	Phase 1
4.2	Expand library participation in Ask a Librarian service	Phase 1
4.3	Research and make recommendations on the feasibility of using commercial document delivery services	Phase 1
4.4	Explore and implement collaborative agreements with EPA Program Offices and Regions for information sharing	Phase 2
4.5	Evaluate the option of expanding Ask a Librarian service to the public and implement as appropriate	Phase 3
4.6	Explore and implement options for the mobile delivery of services as appropriate	Phase 3
4.7	Develop services to support the evolving goals and priorities of the Agency and their respective local organizations	Ongoing
4.8	Update and expand content of library knowledgebase	Ongoing
4.9	Explore and establish Agency-wide license agreements for additional resources	Ongoing
5.0	Enable User Access with Tools and Resources	
5.1	Complete an assessment of Desktop Library usability	Phase 2
5.2	Explore and implement enhancements to the Desktop Library ERM	Ongoing
5.3	Establish OLS Workgroup and make recommendations for enhancements as appropriate	Ongoing
5.4	Continue to support the NSCEP digital repository by evaluating collections, providing materials for digitization and recommendations for enhancements	Ongoing
6.0	Ensure Quality and Timeliness of Services Across all Libraries	
6.1	Develop an IT roadmap to define minimum technology requirements at library locations	Phase 2
6.2	Develop measures for "quality" and "timely" for use by all libraries and incorporate into procedures	Ongoing



Number	Actions	Implementation Timeframe
LIBRARY NETWORK ELECTRONIC AND PHYSICAL COLLECTIONS		
7.0	Complete Inventory and Cataloging of Collections	
7.1	Determine the amount and location of uncataloged materials	Phase 1
7.2	Complete inventory of EPA publications	Phase 1
7.3	Complete inventory of general collection materials	Phase 2
7.4	Establish standards for Network cataloging to complement existing Cataloging procedure as part of the procedural guidance for the Network	Phase 2
7.5	Explore the development of lead cataloging service centers	Phase 2
7.6	Establish timeline for inventory of special collections	Phase 3
7.7	Identify a secure space for the dark archive	Phase 3
8.0	Increase Electronic Access through Digitization	
8.1	Finalize Digitization Workgroup Report	Phase 1
8.2	Finalize digitization of non-unique EPA publications in repository library collections	Phase 2
8.3	Explore and report on a strategy for updating OCLC records to include NSCEP URLs	Phase 2
8.4	Digitize all non-unique EPA publications in remaining library collections as well as additional publications as they become available	Phase 3
8.5	Update process by which Internet links are included in OLS	Phase 3
8.6	Develop a process to ensure all digital repository materials are represented in OLS	Phase 3
8.7	Establish a process for cataloging born-digital documents to supplement the existing Cataloging procedures	Phase 3
8.8	Form a multi-office workgroup to develop and implement an Agency procedure to ensure electronic documents are cataloged and added to NSCEP	Phase 3



Implementation Plan

Number	Actions	Implementation Timeframe
LIBRARY NETWORK ELECTRONIC AND PHYSICAL COLLECTIONS (CONTINUED)		
9.0	Coordinate Library Network Collection Management	
9.1	Collaborate with Program Offices to identify and manage internal "X" documents	Phase 1
9.2	Ensure that titles in the Core List for an Environmental Reference Collection are represented in the overall Network collections	Phase 1
9.3	Ensure essential reference collection titles identified within the core list are represented or electronically available in every library	Phase 1
9.4	Collect data from existing sources and conduct a portfolio gap analysis to determine additional resources (collections) and funding to support additions	Phase 1
9.5	Explore options for efficient and effective funding and management of law collections	Phase 2
9.6	Coordinate the local purchase and management of journals throughout the Agency	Phase 2
9.7	Explore a strategy for microform consolidation, acquisition and retention	Phase 2
9.8	Develop a strategy to guarantee consistent management of local collections	Phase 3



Number	Actions	Implementation Timeframe
COMMUNICATIONS, OUTREACH AND TRAINING		
10.0	Expand Awareness of Network Libraries	
10.1	Develop and incorporate a Library Network communications and outreach plan as part of the procedural guidance for the Network	Phase 1
10.2	Redesign and provide linkages to the Network's public website to better communicate offerings and enhance the user experience	Phase 1
10.3	Develop a central portal for disseminating outreach materials to local libraries and collecting locally-developed outreach materials	Phase 2
10.4	Refine and incorporate Library Network standards for local Intranet sites as part of the procedural guidance for the Network	Phase 2
10.5	Explore and report on the feasibility of expanding current internal-only offerings to the public and increasing social networking opportunities	Phase 3
10.6	Explore and report on the feasibility of conducting a needs assessment of public users	Phase 3
11.0	Expand Training Opportunities	
11.1	Explore and implement options for alternate training formats and opportunities	Phase 2
11.2	Enhance and extend outreach efforts, and track participation of new audiences in the National Training Program	Ongoing
11.3	Develop and implement a mentoring and training program for Federal Library Managers	Ongoing
11.4	Develop an online Network orientation portal for new librarians	Ongoing



APPENDIX A: GLOSSARY

The following are definitions of terms within the Library Network Strategic Plan.

Ask a Librarian

The Library Network's online reference service that enables customers to request and receive assistance from Network librarians via "chat" in the online environment. Ask a Librarian chat reference service also includes options for customers to search the knowledgebase of frequently asked questions or to submit their own questions for librarian assistance.

Born-Digital Documents

Publications that are created and exist only in digital format, usually published directly to the Web.

Catalog

A comprehensive inventory of the books, periodicals, maps, and other materials in a given library collection, arranged in systematic order to facilitate retrieval (usually alphabetically by author, title, and/or subject). The catalog for the EPA National Library Network is the Online Library System (OLS).

Catalog Record

An entry in a database that describes the physical attributes of a work, including its subject(s) and gives the physical location of the item and/or links to the work online. Also known as Bibliographic Record.

Cataloging

The process of creating entries for a catalog. In libraries, this usually includes bibliographic description, subject analysis, assignment of classification notation, and activities involved in physically preparing the item for the shelf, tasks usually performed under the supervision of a librarian trained as a cataloger.

Collaborative Purchasing

In the context of the EPA National Library Network, the purchasing of certain resources through a single subscription or licensing agreement to be used by patrons across the entire Agency or a portion thereof. The aim of collaborative purchasing is to reduce the annual subscription price of electronic information resources that might be otherwise duplicated through multiple institutional subscriptions. The cost of collaborative purchases may be shared among the participating libraries. Also applies to joining other federal agencies in purchasing resources.

Dark Archive

For the EPA National Library Network, a collection of second-copies of EPA publications that are not circulated or used by patrons, but are retained to ensure perpetual access to the materials in case of loss or damage.

Digitization

The conversion of hard copy documents, printed text or images into digital form through the use of scanning technologies.





Dispersal

The transfer of library materials to other libraries. Materials may be dispersed to other EPA libraries or to external libraries, such as those of other federal agencies, state governments or universities. Dispersal may occur as part of a library's normal weeding schedule or as part of a larger effort to reduce the physical size of the library collection.

Disposal

The removal of library materials from the library collection, following appropriate laws, regulations and procedures for disposal of government property.

Document Delivery Service

The provision of published or unpublished documents in hard copy, microform or digital format, usually for a fixed fee upon request. In most libraries, the document delivery service is provided by the interlibrary loan office on a cost-recovery basis. The patron is usually required to pick up printed material at the library, but electronic full-text may be forwarded via e-mail. Also refers to the physical or electronic delivery of documents from a library collection to the residence or place of business of a library user, upon request.

EPA Desktop Library

A collection of electronic resources, including freely available and subscription-based services, available to all EPA staff via the Intranet. The EPA Desktop Library is funded by the Working Capital Fund and managed by the Office of Environmental Information with contributions from other Program Offices.

Interlibrary Loan (ILL)

The process by which a library requests materials from, or supplies materials to another library. This service is provided upon request of a library user for materials not available in the local library.

Law Collections

Collections of specialized materials for use by attorneys, regulators, and/or enforcement offices. These collections are maintained in the Office of General Council's Law Library at headquarters as well as at several Regional libraries.

Library FAQs Knowledgebase

A dynamic Internet knowledgebase with answers to commonly asked questions.

Microfiche

A small card-shaped sheet of photographic film designed for storing miniaturized text and/or microimages arranged sequentially in a two-dimensional grid.



Appendix A: Glossary

National Service Center for Environmental Publications (NSCEP)

Based in Cincinnati and managed by Office of Administration and Resources Management (OARM), NSCEP maintains and distributes EPA publications in hardcopy, CD-ROM and other multi-media formats. The NSCEP website also serves as a digital repository, providing an online gateway to free, electronic copies of EPA publications.

National Training Program

A service offering of the EPA National Library Network that provides EPA staff with live webinar-based classes on Library Network information resources and services.

Online Library System (OLS)

The online catalog for the EPA National Library Network, which provides bibliographic records for the items residing in EPA libraries and links to documents on environmental topics on the Internet. OLS allows searches by author, title, subject heading, any standard numbers that are assigned to the work, classification number, and allows for keyword searching of the record.

Online Computer Library Center (OCLC)

OCLC is a nonprofit, membership-based, computer library service and research organization dedicated to the public purposes of furthering access to the world's information and reducing information costs. OCLC maintains the largest catalog and interlibrary loan network in the world, which assists librarians and the general public with locating, acquiring, cataloging, lending, borrowing, and preserving library materials.

Periodical

A serial publication with its own distinctive title, containing works written by more than one contributor, issued more than once, generally at regularly-stated intervals of less than a year, without prior decision as to when the final issue will appear. Although each issue is complete in itself, its relationship to preceding issues is usually indicated by an issue and/or volume number. Content is usually controlled by an editor or editorial board. The category includes subscription-based materials including magazines, journals, and newsletters, but not proceedings or the other regular publications of corporate bodies as they relate primarily to meetings. Newspapers are not formally classified as periodicals.

Physical Collection

The materials, whether books, maps, microforms, scrolls, CD-ROMs, DVDs or any other items that physically reside in a library or its storage space and are managed by one or more mechanisms of bibliographic control.

Reference

Services provided by library staff to meet the information needs of patrons (in person, by telephone, or electronically), including but not limited to answering questions, instructing users in the selection and use of appropriate tools and techniques for finding information, conducting searches on behalf of the patron, directing users to the location of library resources, assisting in the evaluation of information, and referring patrons to resources outside the library when appropriate.



Repository Library

A central place where library collections are stored and made accessible. EPA repository libraries collect and preserve EPA documents and other materials deemed of value to the EPA National Library Network.

Specialized Research Assistance

Reference assistance of an in-depth nature provided to all EPA employees. These information requests usually require more extensive time and/or resources to fulfill.

X Documents

EPA publications intended for internal use only whose publication number is designated as such by the use of the letter identifier "X", e.g. 600-X-00-001.



APPENDIX B: ACRONYMS

AWBERC Andrew W. Breidenbach Environmental Research Center

CIO Chief Information Officer

COOP Continuity of Operations Plan

EPA Environmental Protection Agency

ERM Electronic Resource Management System

FAQ Frequently Asked Questions

FLICC Federal Library and Information Center Committee

FLM Federal Library Managers

FY Fiscal Year

GAO Government Accountability Office

GSA General Services Administration

ILL Interlibrary Loan

MOU Memoranda of Understanding

NSCEP National Service Center for Environmental Publications

NPM National Program Manager



OAR Office of Air and Radiation

OARM Office of Administration and Resources Management

OCLC Online Computer Library Center

OCSP Office of Chemical Safety and Pollution Prevention

OEI Office of Environmental Information

OIAA Office of Information Analysis and Access

OLS Online Library System

ORD Office of Research and Development

OSWER Office of Solid Waste and Emergency Response

OW Office of Water

QIC Quality and Information Council

SIO Senior Information Official

SWOT Strengths, Weakness, Opportunities, and Threats

STPC Science and Technology Policy Council

URL Uniform Resource Locator



