

ANNOTATED OUTLINE:
**Strategic Plan for EPA's National
Library Network: 2008 and Beyond**

**Office of Environmental Information
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INTRODUCTION

The U.S. Environmental Protection Agency's (EPA) National Library Network (Network) plays a crucial role in the retention of and perpetual access to environmental information. The Network undertakes this responsibility with due diligence to ensure the ability of EPA employees to accomplish the mission of the Agency and to make certain the public has access to information on environmental issues that affect their quality of life and human health.

This revised annotated outline will provide Network stakeholders, both internal and external, with an update on the progress of the forthcoming *Strategic Plan for EPA's National Library Network: 2008 and Beyond* (Strategic Plan). The plan will offer a detailed view of EPA's vision for its National Library Network and its strategy for providing access to environmental information and for the delivery of library services to employees and the public. The final Strategic Plan document and related appendices will provide a functional roadmap for the realization of EPA's vision for a fully modernized Network.

Three questions have emerged in EPA's internal discussions about the future of its National Library Network. Specifically,

- Over the next one to two years, how will EPA's libraries **transition** to an integrated Network providing point-of-need access to library services for EPA staff and the concerned public, fully accessible collections, and an appropriate configuration of walk-in locations?
- Over the next two to three years, how can EPA **enhance** the quality of its library services, its collections, and access to documents through innovative digitization efforts and more efficient use of distributed expertise and network technology?
- Over the next three to five years, how can EPA **transform** its National Library Network into a fully modern institution through broad use of technology, specialized collections, comprehensive information services, and formal Network governance?

Answers to these and other key questions identified by library stakeholders will be used to establish a broad direction for EPA's National Library Network consistent with Agency needs, external stakeholder interests, and library best practices and trends.

Development of the Strategic Plan

In developing the Strategic Plan, the Network will continue to solicit input of EPA Library stakeholders, both internal and external. The plan will set overall goals and objectives and a direction for implementation as it describes the policy framework with supporting procedures, standards, and guidelines for library services to EPA staff and the public. To ensure currency, the plan will be reviewed periodically, its progress evaluated, and strategies updated in response to new opportunities or challenges. The development of the plan will be carried out in a transparent manner, with progress reported to and input sought from communities of interest via a series of meetings and other forums.

Vision for EPA’s Library Services Program

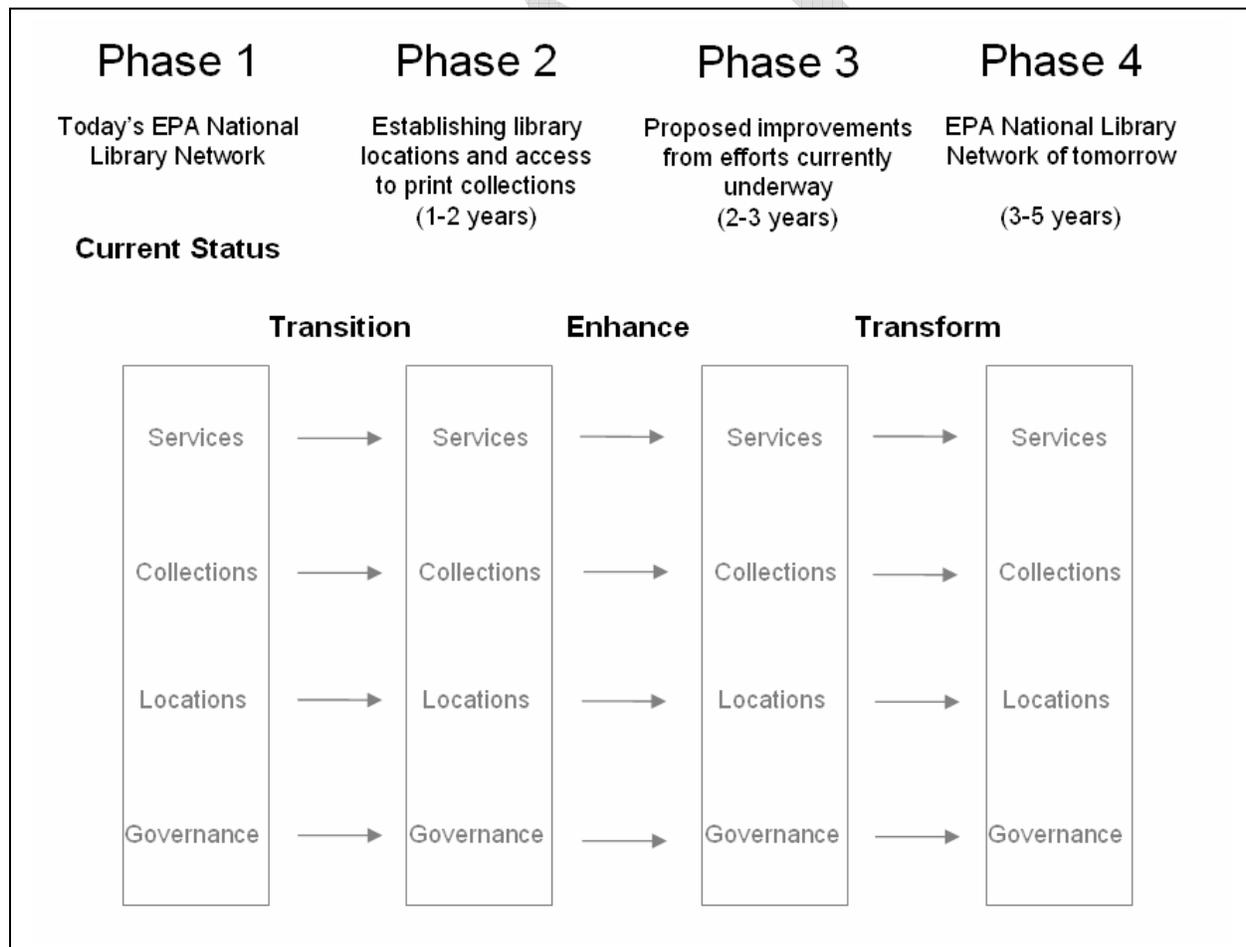
The vision of the EPA National Library Network is to be the premier environmental library network that provides timely access to information and library services to its employees and the public.

To accomplish this vision, the Network will place an increased emphasis on electronic resources and the implementation of new information technologies while maintaining an appropriate level of access to both physical libraries and professional library staff. The libraries of the EPA National Library Network are a key component of the Agency’s information access strategy and play a pivotal role in the delivery of environmental information to both staff and the concerned public.

A Change Model for EPA’s National Library Network

In the process of developing the Strategic Plan, a simple change model has emerged which permits the organization and presentation of the material in a format composed of four distinct phases (See Figure A).

Figure A. Change Model for EPA’s National Library Network



- The first phase, **Current Status**, will provide an outline of today's EPA National Library Network along the four basic features common to all library networks: core library services, document collections, physical locations, and Network governance.
- The second phase, **Transition**, will describe planned improvements to these basic library features, i.e., ensuring access to library collections and establishing an appropriate configuration of physical locations.
- The third phase, **Enhance**, will describe proposed improvements that should be realized from current efforts already initiated by EPA.
- The fourth and final phase, **Transform**, will define the EPA National Library Network of tomorrow.

Concept Model for a Fully Integrated EPA National Library Network

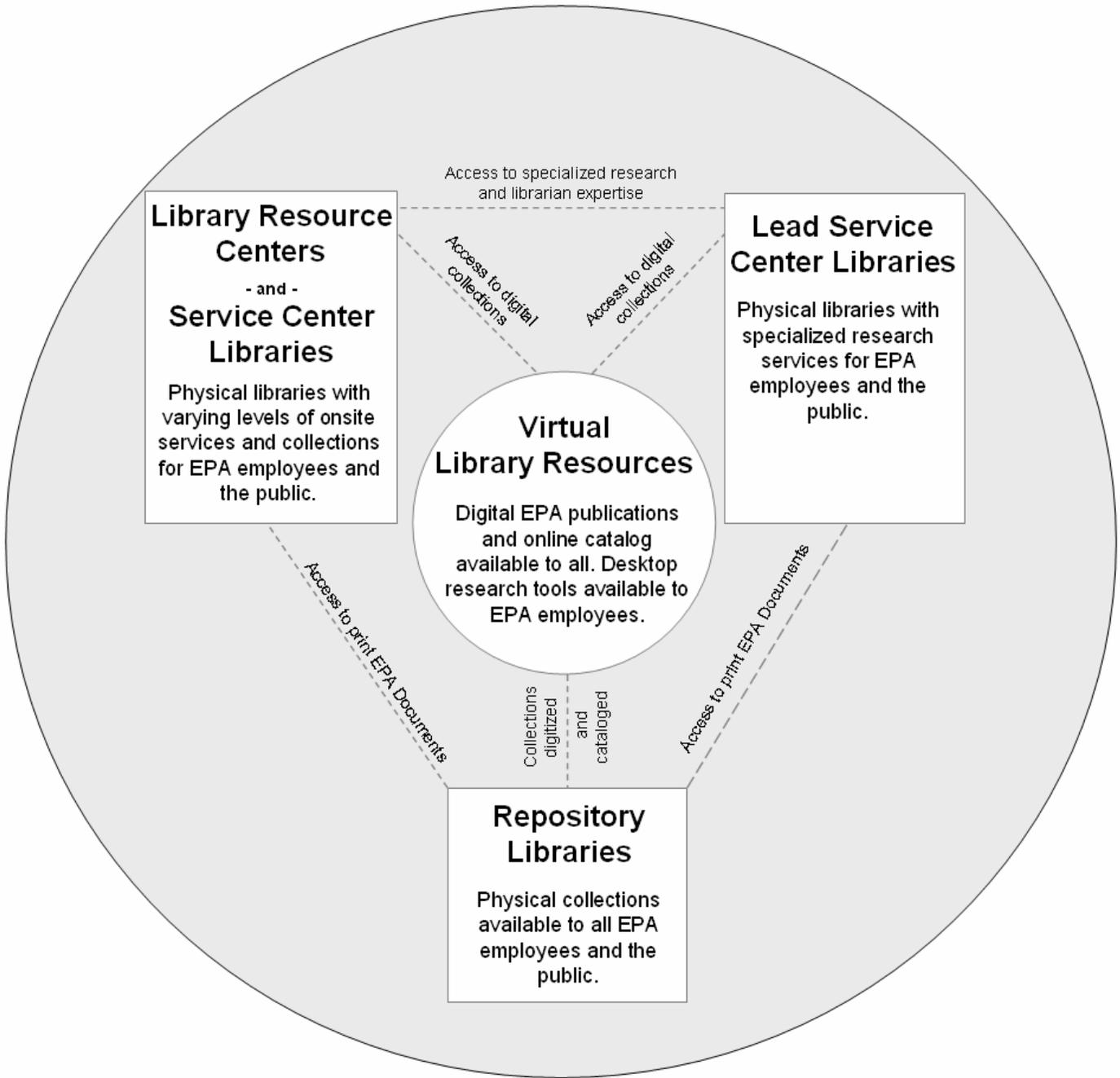
In the recent past EPA's National Library Network has functioned as a collection of independent local libraries, catering primarily to the needs of their local EPA staff audiences and walk-in public visitors. A highly skilled library workforce dedicated to delivering quality library services has consistently provided the vital threads necessary to support the information needs of the Agency. 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, EPA's National Library Network must evolve to meet these challenges as a fully distributed and coordinated Network. Figure B illustrates the interrelationships among libraries and Network resources in a fully integrated EPA National Library Network.

By effectively managing the Network, each library should be able to function as both:

- A convenient, local facility meeting the needs of local EPA staff as well as walk-in visitors; and
- A Network node providing integrated, network-wide access to its specialized print collections, as well as knowledgeable reference and research services to EPA and public customers.

A distributed Network will improve access to collections and ensure the provision of core information services at all local Network libraries, while at the same time enabling individual libraries to streamline operations and reduce redundancies. Most importantly, the EPA National Library Network of the future will be adapted to perhaps the most fundamental cultural change affecting libraries everywhere: a shifting focus from the location of library resources to the location of its customers.

Figure B. Concept Model for a Fully Integrated EPA National Library Network



The appropriate mix of library models to achieve an effective level of library services is yet to be determined.

STRATEGIC PLAN OUTLINE

I. Purpose of the Strategic Plan

- A. The plan will serve as a roadmap for a model 21st-century library network to respond to the challenges of: 1) meeting increasing demands from users for accurate, timely information; 2) incorporating new technologies for the delivery of information; and 3) maximizing available resources through increased coordination within and outside the EPA National Library Network.
- B. The Network will develop goals, measures and strategies to direct EPA's efforts and determine progress over the next five years. The plan will focus on four main areas: services, collections, locations and governance.
- C. EPA welcomes comments and opinions of the Agency's library network stakeholders both inside and outside the Agency as the plan is developed and implemented. In addition, a needs assessment of internal EPA staff will be conducted and will be used as a basis for future planning.

II. Background: EPA's National Library Network: Past, Present and Future

- A. From the Agency's beginnings, its libraries have performed key roles in providing information to EPA staff and the public by responding to research requests and by making Agency publications accessible.
- B. The growth of the Internet and digital technologies have fundamentally changed the way libraries operate and will continue to do so. Choosing and implementing those technologies that serve users in the most advantageous manner at a reasonable cost will be a continuing challenge for all libraries. In addition, libraries must determine the best balance of print and electronic resources.
- C. In order to remain an integral part of EPA's information structure, the Network must adapt to changing user needs, technologies, and resource levels.

III. Current Status of EPA's National Library Network

- A. Since EPA's libraries are managed and funded separately, they vary in user group, size, staffing, subject focus and depth of collection.
- B. Library Reference, Research, and Document Services (See Table 1)
 - 1. In-depth reference/research services are provided to all EPA employees at an onsite library or by a Lead Service Center Library. Public inquiries are processed at those EPA libraries that remain open for onsite access in accordance with local policies. Inquiries made to libraries that are closed for onsite access are referred to Lead Service Center Libraries in accordance with existing agreements.
 - 2. The EPA Desktop Library, a collection of commercial information resources accessible to all EPA staff, is continually evaluated and

maintained by Network librarians. Technical support is also provided by the Network. Selected resources are added or deleted as needed and as funding allows.

3. Interlibrary Loan/Document Delivery services (ILL) are provided to all EPA staff to supplement the physical library collections and the digital resources of the EPA Desktop Library. Loan requests for items from all EPA libraries are also processed.
4. Online Library System (OLS) is the Internet-based catalog of the holdings of all EPA libraries. It is updated on a regular basis.
5. Access to EPA publications is provided electronically via the National Environmental Publications Internet Site (NEPIS), EPA's full-text digital publications database. In addition, the National Service Center for Environmental Publications (NSCEP) makes many print EPA publications available to the public at no charge.
6. The Frequently Asked Questions (FAQs) database is maintained by the Network on EPA's Web site to assist in responding to public inquiries.
7. Training in the effective use of electronic resources, such as the Internet and the EPA Desktop Library, is provided to EPA staff by many libraries.

C. Library Electronic and Physical Collections (See Table 3)

1. Electronic Collections

- a. NEPIS, the database of full-text EPA publications, contains approximately 26,000 digitized EPA publications which represents approximately thirty percent of the estimated total number of EPA publications. All one-of-a-kind EPA materials from libraries closed to onsite access have been digitized and added to NEPIS.
- b. The EPA Desktop Library, available to all EPA staff through the Agency Intranet, consists of the following licensed, commercial resources:
 - Over 500 scientific journals in full text
 - Three environmental news services and five InsideEPA newsletters
 - A wide range of science/business/news information resources
- c. The Network has identified the retention of "born digital" EPA publications as a priority. These materials are published directly to EPA's Web site with no print distribution and are often not included in OLS or NEPIS.

2. Physical Collections at Closing Libraries (See Table 4)
 - a. The physical collection at Region 5 has been completely dispersed. The physical collections at Region 6, EPA Headquarters, and the OPPTS Library have been partially dispersed: the remaining materials from the OPPTS Library will be added to the EPA Headquarters Repository Library. The Region 7 physical collection remains intact.
 - b. Most, but not all, of the dispersed materials has been transferred to another EPA library.
3. Physical collections at remaining libraries are intact except for some cancelled journal subscriptions.
4. Three repository libraries – EPA Headquarters, Research Triangle Park and Cincinnati – have been designated to retain two copies of each EPA publication in paper. These items are available for internal and external loan. Planning is underway for a “dark archive” to retain a second backup paper copy of each EPA document. Materials in the dark archive will not be available for loan.

D. Summary of Access at Library Locations (See Table 7)

1. The libraries in Region 5 in Chicago, Region 6 in Dallas, Region 7 in Kansas City, the EPA Headquarters Library, and the OPPTS Chemical Library in Washington, DC, are closed to walk-in access. All other EPA libraries are open for onsite services.
2. Staff in locations that have closed continue to have access to library services through agreements with Lead Service Center Libraries.
3. EPA libraries that remain open provide access to the public either on a walk-in basis or by appointment, with one exception, the Legislative Reference Library in Washington, DC, which accepts inquiries from the public by telephone.
4. All print materials in EPA collections are accessible, either onsite or by Interlibrary Loan services.
5. All one-of-a-kind EPA publications from libraries that have closed are publicly accessible online through the NEPIS digital archive.

E. Current Status of Network Governance (See Table 10)

1. As of April 2007, overall responsibility for the EPA National Library Network rests with the Agency’s Chief Information Officer (CIO). In May 2007 a National Program Manager was given responsibility for day-to-day operations.

2. A Library Network Interim Policy was signed by the CIO in April 2007.
3. Standard library procedures have been developed and reviewed by the Network's library professionals. The procedures are in the process of being finalized.
4. EPA is working with the Federal Library and Information Center Committee (FLICC) of the Library of Congress on its plans for the future delivery of library and information access services. FLICC has established a board of advisors to work with EPA staff to address challenges and share collective expertise and experience.

IV. Transitioning to Full Service, Document and Walk-in Access

Beginning in FY08 and continuing over the next one to two years, EPA libraries will transition to an integrated Network providing point-of-need access to library services for EPA staff and the concerned public, fully accessible collections, and an appropriate configuration of walk-in locations. The first step in the transition process will include the establishment of onsite walk-in physical library space for EPA staff and members of the public in Region 5, Chicago; Region 6, Dallas; Region 7, Kansas City; and the EPA Headquarters and Chemical Information Center in Washington, DC.

A. Library Services: Extending the Reach of Network Librarians (See Table 1)

1. Professional library staff will be available in each library to provide onsite support to EPA staff and the public.
2. Individual libraries may supplement their local service offerings through agreements with Lead Service Center Libraries. The Lead Service Centers can provide specialized in-depth reference services, as well as Interlibrary Loan/Document Delivery, and Cataloging.
3. Relevant procedures for all services will be finalized.
 - a. Reference/Research Services
 - b. Interlibrary Loan
 - c. Cataloging
4. The EPA Desktop Library will undergo a usability assessment to identify needed enhancements to tools and resources. Efforts will also be made to increase access to online journals.
5. The OLS, EPA's online catalog of library holdings accessible to staff and the public via the Internet, will be upgraded to a new platform.
6. Reviews and assessments of EPA's digital publications archive, NEPIS, will be completed. Priorities for enhancements will be implemented, and digitization processes will be restarted to allow the archive of electronic publications to grow. The procedure for Digital Processes for Libraries

will be finalized to enable libraries to prepare their materials for transfer to Cincinnati for digitization.

7. NSCEP, EPA's print publications distribution center, will continue to maintain a robust collection of up-to-date print titles for distribution free of charge. NSCEP staff will continue to explore enhancements to this system.
8. The EPA Library FAQs knowledgebase will continue to be updated and refreshed regularly by professional Internet librarians to provide the most current responses to public and staff inquiries.

B. Collections: Adapting to Changing Times (See Table 3 and Table 4)

1. All EPA library collections will remain accessible to EPA staff and to the public. Public patrons may access EPA library materials either by visiting the physical library or requesting materials through the Interlibrary Loan process at their local library.
2. Following library best practices, all collections can be supplemented by a responsive Interlibrary Loan/Document Delivery system of services.
3. The re-opened libraries in Regions 5, 6, 7, and EPA Headquarters will establish and maintain a core onsite collection of current, relevant materials targeted to local needs.
4. Repository libraries will retain two print copies of EPA publications. One copy will be available for loan and the second copy will be retained as a back-up in case of damage or loss. Plans will be finalized for the "dark archive which will house the second back-up copy of EPA publications.
5. Procedures relevant to collection management will be finalized.
 - a. Collection Development
 - b. Dispersal of Library Materials
 - c. Digitization Processes for Libraries
 - d. Repository Management
6. The moratorium of transfer of library materials will be lifted to enable libraries to evaluate their collections according to Network procedures and transfer materials to NEPIS for digitization and/or to a repository for retention. All materials will be tracked during transfer and processing operations.
7. NEPIS digitization will be restarted upon completion of evaluation and implementation of recommendations.

C. Locations: Providing Access (See Table 8)

1. Regional libraries previously closed to walk-in traffic will re-open on or before September 30, 2008.
 - a. Region 5, Chicago
 - b. Region 6, Dallas
 - c. Region 7, Kansas City
2. EPA will establish the EPA Headquarters and Chemical Information Center, a combined operation for EPA staff and the public that will include the Headquarters Library and the former OPPTS Chemical Library. The new library will open on or before September 30, 2008.
3. The Library Network will establish standards with regard to physical space, walk-in access for staff and public, collections, and services (currently in development and review process). All EPA libraries will meet or exceed the basic level of operating standards.
4. Relevant procedures will be finalized.
 - a. Managing Physical Space
 - b. Public Access

D. Governance: Maximizing Resources, Increasing Coordination (See Table 10)

1. The Interim Library Policy will be finalized, along with accompanying procedures for standard Network operations.
2. The Library Network will develop and implement a mentoring/training program for new Federal Library Managers.
3. EPA will continue to work with the FLICC board of advisors to ensure the development of plans for the Library Network are based on best practices of library science.
4. EPA will form an internal library board with representatives from EPA programs and Regions to develop goals, resolve management and budget issues, increase coordination, and serve as point of contact.
5. The Network will address the need for formal library budgets.
6. A Library Program Advisor will be designated to assist EPA Contracting Officer and Federal Library Managers with contract oversight and issues.

V. Enhancement of EPA's National Library Network

Over the next two to three years, EPA will enhance the quality of its library services, its collections, and access to documents through innovative digitization efforts and more efficient use of distributed expertise and network technology. Goals, measures and strategies will be defined for each category that follows.

- A. Library Services: Preserving a Human Face (See Table 2)
- B. Collections: Digital Resources, Virtual Access (See Table 5 and Table 6)
- C. Locations: A Customer-Driven Shift (See Table 9)
- D. Governance: Changing the Library Network Paradigm—from independent libraries to a cohesive, distributed Network (See Table 11)

VI. Transformation of EPA's National Library Network

Over the next three to five years, EPA will transform its National Library Network into a fully modern institution through broad use of technology, specialized collections, comprehensive information services, and formal Network governance. Goals, measures and strategies will be defined for each category that follows.

- A. Library Services: Anytime, Anyplace (See Table 2)
- B. Collections (See Table 5 and Table 6)
- C. Locations (See Table 9)
- D. Governance: The Fully Integrated National Library Network (See Table 11)

APPENDIX. Table 1: EPA National Library Network Services: Current Status and Transition

LIBRARY SERVICES	PHASE 1: CURRENT STATUS	PHASE 2: TRANSITION
<p>Reference Assistance – EPA staff and the public Provides answers to questions or assistance with finding information</p>	<p>Available onsite in most libraries.</p> <p>Sites with no physical library obtain services through MOU with Lead Service Center Library.</p>	<p>Professional library staff onsite to provide and/or facilitate services.</p> <p>Libraries may supplement local services through agreements with Lead Service Center Library.</p>
<p>Specialized Reference/Research Assistance Provides in-depth reference/research assistance for EPA staff</p>	<p>Available onsite in most libraries.</p> <p>Sites with no physical library obtain services through MOU with Lead Service Center Library.</p> <p>Network procedure for Reference in draft.</p>	<p>Professional library staff onsite to provide or facilitate services.</p> <p>Libraries may supplement local services through agreements with Lead Service Center Library.</p> <p>Network procedure for Reference finalized.</p>
<p>Document Delivery/Interlibrary Loan (ILL) Provides staff with access to materials not available in local collections and public with access to EPA's collections</p>	<p>Available onsite in most libraries.</p> <p>Sites with no physical library obtain services through MOU with Lead Service Center Library.</p> <p>Public may request ILL through their local library.</p> <p>Network procedure for ILL in draft.</p>	<p>Professional library staff onsite to provide and/or facilitate services.</p> <p>Libraries may supplement local services through agreements with Lead Service Center Library.</p> <p>Public may request ILL through their local library.</p> <p>Network procedure for ILL finalized.</p>
<p>EPA Desktop Library EPA's desktop gateway to online information resources</p>	<p>Professional Internet librarians provide technical support.</p> <p>Access to online journals increased in FY07.</p>	<p>Begin assessment of Desktop Library usability.</p> <p>Explore enhancements to tools and resources.</p> <p>Increase access to online journals.</p>
<p>OLS (Online Library System) Catalog of bibliographic records of holdings in EPA libraries</p>	<p>Accessible to all via Internet</p> <p>Plan for enhancements/upgrades to system.</p>	<p>Accessible to all via Internet.</p> <p>Implement upgraded OLS system.</p>
<p>NEPIS (National Environmental Publications Internet Site) Digital archive of EPA publications available on Internet</p>	<p>Over 26,000 electronic EPA documents freely available for printing, downloading.</p> <p>Digitization project currently frozen pending review of processes.</p> <p>Network procedure for Digitization in draft.</p>	<p>Reviews completed and digitization processes restarted.</p> <p>Digital archive will resume growth.</p> <p>Network procedure for Digitization finalized.</p>
<p>NSCEP (National Service Center for Environmental Publications) EPA's print publication distribution center</p>	<p>Approx 7,000 print titles available free of charge.</p>	<p>No changes.</p> <p>Explore enhancements to system.</p>
<p>Library FAQs Knowledgebase Dynamic Internet knowledgebase with answers to commonly asked questions</p>	<p>Monitored and maintained by EPA's Internet librarians.</p> <p>Questions updated and refreshed regularly.</p>	<p>No changes.</p> <p>Questions updated and refreshed regularly.</p>

Table 2: EPA National Library Network Services: Enhance and Transform

LIBRARY SERVICES	PHASE 3: ENHANCE	PHASE 4: TRANSFORM
<p>Reference Assistance – EPA staff and the public Provides answers to questions or assistance with finding information</p>	<p>Explore “Ask a Librarian” virtual reference service options. Plan strategies for distributed reference teams. Develop coordinated training program for EPA staff.</p>	<p>Implement “Ask a Librarian” virtual reference service. Implement distributed reference teams. Deploy training services for EPA staff.</p>
<p>Specialized Research Assistance Provides in-depth reference/research assistance for EPA staff</p>	<p>Explore and coordinate options for Network subject specialists. Investigate opportunities for collaborative partnerships with other Agency programs and offices.</p>	<p>Deploy coordinated Network subject specialists. Enter into collaborative agreements with other Agency programs and office to provide access to information.</p>
<p>Document Delivery/Interlibrary Loan (ILL) Provides staff with access to materials not available in local collections and public with access to EPA’s collections</p>	<p>Explore enhancements for coordinated services. Investigate options for Agencywide purchase agreements with commercial document delivery services for hard to obtain materials.</p>	<p>Implement enhancements for coordinated services. Establish Agencywide purchase agreements for access to materials.</p>
<p>EPA Desktop Library EPA’s desktop gateway to online information resources</p>	<p>Complete assessment of Desktop Library usability. Investigate funding alternatives for resources. Invest in additional resources for Desktop Library.</p>	<p>Implement enhancements based on usability testing. Establish budget for Desktop Library resources. Adjust electronic resources as necessary to meet information needs of Agency staff.</p>
<p>OLS (Online Library System) Catalog of bibliographic records of holdings in EPA library collections</p>	<p>Implement enhancements to system.</p>	<p>Monitor system and provide upgrades as needed.</p>
<p>NEPIS (National Environmental Publications Internet Site) Digital archive of EPA publications available on Internet</p>	<p>All one-of-a-kind EPA titles digitized. Update OLS records to include NEPIS URLs for linking to digital documents. Establish procedures for archiving “born digital” documents.</p>	<p>Monitor system and provide upgrades as needed.</p>
<p>NSCEP (National Service Center for Environmental Publications) EPA’s distribution center for print publications</p>	<p>Inventory of print documents will grow and change based on user needs. Market NSCEP services to internal and external customers.</p>	<p>Implement upgrades to system, including print on demand. Partner with other Agencies for document services.</p>
<p>Library FAQs Knowledgebase Dynamic Internet knowledgebase with answers to commonly asked questions</p>	<p>Questions updated and refreshed regularly. Monitor system and provide upgrades as needed.</p>	<p>Questions updated and refreshed regularly. Monitor system and provide upgrades as needed.</p>

**Table 3: EPA National Library Network Collections: Current Status and Transition
(Except Libraries Closed to Onsite Access)**

LIBRARY COLLECTIONS	PHASE 1: CURRENT STATUS	PHASE 2: TRANSITION
Physical Collections 234,000 print titles in collections.	Onsite access and/or via interlibrary loan.	Maintain accessibility.
Historically managed as disparate, local collections with some informal coordination.	Network procedures for Collection Development, Digitization Processes for Libraries, Repository Management in draft. Most libraries reduced/eliminated print journal subscriptions in FY06/07.	Network procedures finalized. No action during this phase.
Congressional request to suspend dispersal/donation/recycling of any items from all EPA libraries; EPA Moratorium on dispersal of materials.	Moratorium on dispersal of library materials in effect.	Moratorium lifted allowing transfer of materials to NEPIS and Repository Libraries for digitization and retention in accordance with procedures.
"Non-closing" EPA libraries (amount of uncataloged materials at some locations difficult to access)	Collections remain in place and intact. Uncataloged materials identified, being processed.	Collections evaluated to identify materials for retention. All one-of-a-kind EPA materials transferred to digitization center. Uncataloged materials continue to be processed.
Law Collections	In addition to OGC's Law Library at HQ, Regions maintain legal materials in a variety of methods.	No action during this stage.
Repository Libraries (Headquarters, Cincinnati, Research Triangle Park libraries)	Materials from Regions 5 and 6 received, processed. All materials tracked during transfer. Network procedure for Repository Management in draft. Plan for "dark archive."	Add materials from all EPA libraries. Continue to track materials during processing for access. Network procedure for Repository Management finalized. Finalize plans for "dark archive."
NEPIS (National Environmental Publications Internet Site) Internet-based digital archive of EPA publications with estimated total of 51,000 titles	Est. 30% EPA titles (26,000) digitized full text in NEPIS. All one-of-a-kind EPA publications from closed libraries digitized. Network procedure for Digitization Processes for Libraries in draft. All transferred materials tracked for access.	Digitization re-started after hiatus for evaluation. All one-of-a-kind EPA titles from all EPA libraries processed. Network procedure for Digitization Processes for Libraries finalized. Continue to track in-process materials.
EPA Desktop Library Access to full-text journals, environmental news services, newsletters, and databases	Deployed for staff at all EPA onsite workstations.	Continuing evaluation of existing resources and potential additions by Network management and libraries.
"Born-Digital" EPA Publications Published directly to EPA Web site without print distribution	No formal mechanism to identify these publications. Often uncataloged, not retained in NEPIS or Repository Libraries.	No action during this stage.

Table 4: EPA National Library Network Collections: Current Status and Transition of Library Collections Closed to Onsite Access

LIBRARY COLLECTIONS	PHASE 1: CURRENT STATUS	PHASE 2: TRANSITION
Collections at regional libraries closed to onsite access (Regions 5, 6, 7)	<p>Library Collection Dispersal Criteria developed and issued.</p> <p>Network procedure for Dispersal in draft.</p> <p>All materials available via interlibrary loan.</p> <p>All one-of-a-kind EPA materials from closed libraries digitized except Chemical Library collection.</p> <p>Cataloging records being modified for materials from closed libraries.</p>	<p>Dispersal criteria superseded by Dispersal Procedure.</p> <p>Network procedure for Dispersal finalized.</p> <p>Accessibility continues; materials tracked during transfer.</p> <p>All one-of-a-kind EPA materials from all libraries digitized.</p> <p>Cataloging records modified for all transferred materials.</p>
Region 5	<p>Collection redistributed to other libraries.</p> <p>Materials sent to Network libraries accessible via interlibrary loan through agreement with Lead Service Center Library.</p>	<p>Establish a core onsite collection.</p> <p>Retain interlibrary loan/document delivery services to supplement collection.</p>
Region 6	<p>Approximately 50% of collection redistributed to other libraries.</p> <p>Materials available to EPA staff via interlibrary loan through agreement with Lead Service Center Library.</p>	<p>Core onsite collection retained/reestablished.</p> <p>Retain interlibrary loan/document delivery services.</p> <p>Remaining collection evaluated; eligible materials sent to Repository Libraries.</p>
Region 7	<p>Entire collection retained.</p> <p>Materials available via interlibrary loan through agreement with Lead Service Center Library.</p>	<p>Collection available for EPA staff, public use.</p> <p>Collection evaluated; eligible materials sent to Repository Libraries.</p>
Headquarters	<p>Some materials redistributed to other libraries and some recycled.</p> <p>Designated as Repository Library, collection expands as EPA materials from closing libraries processed.</p>	<p>Collection continues to expand as eligible EPA materials transferred from other libraries are added.</p>
OPPTS Chemical Library	<p>Some materials, including journals, redistributed to other EPA libraries.</p> <p>Other journals recycled.</p>	<p>All remaining materials moved to Headquarters Library, re-established as a special Chemical Collection.</p>

Table 5: EPA National Library Network Collections: Enhance and Transform (Except Libraries Closed to Onsite Access)

LIBRARY COLLECTIONS	PHASE 3: ENHANCE	PHASE 4: TRANSFORM
Physical Collections 234,000 print titles in collections	Maintain accessibility.	Maintain accessibility.
Historically managed as disparate, local collections with some informal coordination.	Revise procedures as needed. Develop and implement plan to coordinate journal purchases. Develop subject-specialized collections with OPPTS as pilot.	Revise procedures as needed. Continue to coordinate journal purchases network-wide. Implement plan for specialized collections.
Congressional request to suspend dispersal/donation/recycling of any items from all EPA libraries; EPA Moratorium on dispersal of materials.	Continued transfer of materials for digitization and retention.	Continued transfer of materials.
"Non-closing" EPA libraries	Additional EPA materials transferred to digitization center.	Completed.
Law Collections	No action at this stage; collections maintained.	No action at this stage; collections maintained.
Repository Libraries (Headquarters, Cincinnati, Research Triangle Park libraries)	Repository collections expand as materials are added. Tracking of in-process materials continued. Repository Management procedure revised as needed. Establish "dark archive" for backup print publications.	Repository collections expand but at slower rate. Tracking of materials continues. Repository Management procedure revised as needed. "Dark archive" continues to grow.
NEPIS (National Environmental Publications Internet Site) Internet-based digital archive of EPA publications with estimated total of 51,000 titles	Digitize all remaining EPA materials from all libraries. Digitization Processes for Libraries procedure revised as needed. Continue to track all in-process materials.	Identify EPA publications not digitized; obtain and process. Digitization of remaining EPA materials completed. Digitization procedure revised as needed. Continue to track in-process materials.
EPA Desktop Library Access to full-text journals, environmental news services, newsletters, and databases	Explore joint licensing with other Federal agencies. Prepare plan to extend access to EPA staff working at home/in the field.	Implement recommendations for joint licenses. Implement plan for distant access to Desktop Library.
"Born-Digital" EPA Publications Published directly to EPA Web site without print distribution	Develop draft Agency procedure to ensure electronic documents are added to NEPIS and circulate for comment.	Implement procedure for electronic documents.

Table 6: EPA National Library Network Collections: Enhance and Transform (Library Collections Formerly Closed to Onsite Access)

LIBRARY COLLECTIONS	PHASE 3: ENHANCE	PHASE 4: TRANSFORM
Collections at regional libraries closed to onsite access (Regions 5, 6, 7)	Revise Dispersal procedure as needed. Tracking and accessibility continues. Continue to modify cataloging records for transferred materials.	Revise Dispersal procedure as needed. Tracking and accessibility continues. Continue to modify cataloging records for transferred materials.
Region 5	Core collection maintained. Interlibrary loan/document delivery services maintained.	Core collection maintained. Interlibrary loan/document delivery services maintained.
Region 6	Core collection maintained. Interlibrary loan/document delivery services maintained.	Core collection maintained. Interlibrary loan/document delivery services maintained.
Region 7	Collection maintained; some decrease in size from transfer.	Collection maintained.
Headquarters	Collection continues to expand with addition of Chemical Collection, repository materials.	Collection continues to expand.
OPPTS Chemical Library	Maintained as special Chemical Collection at HQ.	Maintained as special Chemical Collection at HQ.

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Table 7: EPA National Library Network Locations: Current Status

PHASE 1: CURRENT STATUS LIBRARIES <i>(by type and location)</i>	Library Staff Onsite	Open to EPA Walk-In	Open to Public Walk-In	Access to Services Onsite	Access to Print Collections	Electronic Access to One-of-a-kind EPA Publications
REPOSITORY LIBRARIES						
Headquarters	Yes	No	Open by 9/30/08	No	Yes, via ILL	Yes
Research Triangle Park	Yes	Yes	Yes	Yes	Yes	Incomplete*
Cincinnati	Yes	Yes	Yes, by appt.	Yes	Yes	Incomplete*
REGIONAL LIBRARIES						
Region 1	Yes	Yes	Yes, by appt.	Yes	Yes	Incomplete*
Region 2	Yes	Yes	Yes, by appt.	Yes	Yes	Incomplete*
Region 3	Yes	Yes	Yes	Yes	Yes	Incomplete*
Region 4	Yes	Yes	Yes	Yes	Yes	Incomplete*
Region 5	No	No	Open by 9/30/08	No	Yes, via ILL	Yes
Region 6	No	No	Open by 9/30/08	No	Yes, via ILL	Yes
Region 7	No	No	Open by 9/30/08	No	Yes, via ILL	Yes
Region 8	Yes	Yes	Yes	Yes	Yes	Incomplete*
Region 9	Yes	Yes	Yes	Yes	Yes	Incomplete*
Region 10	Yes	Yes	Yes	Yes	Yes	Incomplete*
SPECIAL LIBRARIES AND COLLECTIONS						
Legislative Reference Library	Yes	Yes	No <i>(but public can call)</i>	Yes	Yes	No
OGC Law Library	Yes	Yes	Yes	Yes	Yes	No
OPPTS Chemical Library	No	No	Open by 9/30/08	No	Yes, via ILL	Incomplete*
NEIC Library	Yes	Yes	Yes, by appt.	Yes	Yes	Incomplete*
RESEARCH LABORATORY LIBRARIES						
NERL/ASMD, RTP, NC	Yes	Yes	Yes	Yes	Yes	Incomplete*
NERL/ESD, Las Vegas	Yes	Yes	Yes, by appt.	Yes	Yes	No
NERL/ERD, Athens, GA	Yes	Yes	Yes	Yes	Yes	No
NHEERL/AED, Narragansett, RI	Yes	Yes	Yes	Yes	Yes	No
NHEERL/GED, Gulf Breeze, FL	Yes	Yes	Yes, by appt.	Yes	Yes	No
NHEERL/MED, Duluth, MN	Yes	Yes	Yes	Yes	Yes	No
NHEERL/WED, Corvallis, OR	Yes	Yes	Yes	Yes	Yes	No
NRMRL/GWERD, Ada, OK	Yes	Yes	Yes	Yes	Yes	No
NVFEL, Ann Arbor, MI	Yes	Yes	Yes	Yes	Yes	No

* "Incomplete" indicates that some publications have been digitized, but not all. Digitization will resume when moratorium is lifted.

Table 8: EPA National Library Network Locations: Transition

(bolded table entries represent changes from Current Status)

PHASE 2: TRANSITION LIBRARIES <i>(by type and location)</i>	Library Staff Onsite	Open to EPA Walk-In	Open to Public Walk-In	Access to Services Onsite	Access to Print Collections	Electronic Access to One-of-a-kind EPA Publications
REPOSITORY LIBRARIES						
Headquarters	Yes	Yes	Yes	Yes	Yes	Yes
Research Triangle Park	Yes	Yes	Yes	Yes	Yes	Yes
Cincinnati	Yes	Yes	Yes, by appt.	Yes	Yes	Yes
REGIONAL LIBRARIES						
Region 5	Yes	Yes	Yes	Yes	Yes	Yes
Region 6	Yes	Yes	Yes	Yes	Yes	Yes
Region 7	Yes	Yes	Yes	Yes	Yes	Yes
Other Regions	Yes	Yes	Yes	Yes	Yes	Yes
SPECIAL LIBRARIES AND COLLECTIONS						
Legislative Reference Library	Yes	Yes	No <i>(but public can call)</i>	Yes	Yes	Yes
OGC Law Library	Yes	Yes	Yes	Yes	Yes	Yes
OPPTS Chemical Library*	Yes*	Yes*	Yes*	Yes*	Yes	Yes
NEIC Library	Yes	Yes	Yes, by appt.	Yes	Yes	Yes
RESEARCH LABORATORY LIBRARIES						
All lab libraries	Yes	Yes	Yes	Yes	Yes	Yes

* The OPPTS Chemical Library will become part of the new EPA Headquarters and Chemical Library.

Table 9: EPA National Library Network Locations: Enhance and Transform

LIBRARIES BY TYPE	PHASE 3: ENHANCE	PHASE 4: TRANSFORM
Repository Libraries	Space requirements will increase because of need to store print copies of EPA documents.	No change in space requirements.
Regional Libraries	Space requirements will generally decrease as services and access become predominantly electronic. Individual libraries can operate under different models (e.g., service center library, library resource center).	No change in space requirements.
Special Libraries and Collections (Law, Legislative, Enforcement, Chemical)	Space requirements will vary over time as some resources become available electronically, while others remain in print.	No change in space requirements.
Research Laboratory Libraries	Space requirements will depend on local needs and availability of resources in digital format. Individual libraries may operate under different models (e.g., service center library, library resource center).	No change in space requirements.

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Table 10: EPA National Library Network Governance: Current Status and Transition

GOVERNANCE ISSUES	PHASE 1: CURRENT STATUS	PHASE 2: TRANSITION
Management and Responsibilities	Interim Library Network Policy issued. Libraries operate independently with local solutions and focus. Strategic Plan under development.	Form an internal, Agency-wide library board representing EPA programs and Regions to develop goals, resolve management and budget issues, increase coordination, serve as points of contact.
Policies and Procedures	Processing comments on draft procedures for Materials Dispersal, Usage Statistics, Digitization Processes for Libraries, Reference/Research, Public Access, Cataloging, Physical Space, Library Disaster Response, Repository Management, Interlibrary Loan/Document Delivery, Collection Development, Communication Strategies.	Interim Library Network Policy finalized. Library Network procedures finalized.
Roles	EPA CIO has oversight responsibility for Network. National Program Manager for Libraries is responsible for day to day assistance and guidance. Local Federal Library Managers (FLMs) responsible for operation of individual libraries.	Develop and implement mentoring/training program for Federal Library Managers with less library experience.
Budget	No standard funding mechanism – usually part of general funds from national and local levels.	Develop formal library budgets.
Contract Support Most EPA libraries are staffed by contractors	Many libraries staffed under a national support contract, some under local or GSA contracts.	Designate Library Program Advisor to assist Contracting Officer and Federal Library Managers with contract oversight.

Table 11: EPA National Library Network Governance: Enhance and Transform

GOVERNANCE ISSUES	PHASE 3: ENHANCE	PHASE 4: TRANSFORM
Management and Responsibilities		Library network representation by the National Program Manager formally added to EPA boards and committees governing information functions.
Policies and Procedures	Responsibility for oversight of procedures implementation assigned to National Program Manager Procedures reviewed and revised as needed.	Procedures reviewed and revised as needed.
Roles	National Program Manger responsible for oversight of procedures implementation.	
Budget	Include line item for libraries in budgets of OEI and other funding EPA Offices. Establish a group under the national library board to work with the National Program Manager to recommend funding mechanisms and levels.	Establish Agency-wide procedures to track library spending. Implement recommendations developed by National Program Manager and library board workgroup.
Contract Support Most EPA libraries are staffed by contractors	Establish workgroup to make recommendations on maximizing library contracts to promote innovation and contain costs.	Implement recommendations of workgroup.