



**The Ralph J. Bunche Library
Strategic Business Plan
2001-2004**

**Developed and Submitted by
The Ralph J. Bunche Library Staff**

2001 Annual Report

April 2002

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INTRODUCTION

The Ralph J. Bunche Library Strategic Business Plan 2001 –2004 (SBP) was published in April 2001. For each of the six SBP Goals, the Library wrote specific Objectives to move us toward the achievement of these Goals.

This report surveys the Objective(s) for each Goal to evaluate the progress we have made on achieving Plan Goals and Objectives. It also addresses the performance indicators for each Goal to determine whether we have achieved our planned results.

Most of our Objectives have been met on or ahead of schedule. However, our most important Objective, to conduct a User Survey, was delayed by procurement and technical issues. As the Survey's results affect many of the Plan's Objectives, i.e., Marketing and Collection Development, some Objectives are still in the implementation stage.

GOALS AND OBJECTIVES STATUS

GOAL 1: *The Library has mechanisms in place to continually evaluate its services and customer needs.*

Objective:

§ *Conduct user survey to determine user base and the current and future information needs of Department personnel by close of FY 2001.*

The first steps of the Action Plan for this Objective were completed on schedule:

- § Form a Library User Survey Committee.
- § Conduct a market survey of potential consultants.
- § Investigate contract vehicles and develop the contractor's Statement of Work.
- § Select a consultant

Although the procurement process for selection of a consultant took longer than expected due to events beyond the Library's control, Silber and Associates was eventually hired in September 2001 to work with the User Survey Committee to develop and test the survey instrument. The consultant held several focus groups of Department employees to gather information for the development of the Survey instrument. The Survey was sent out by electronic mail to 2,000 State employees in late February of 2002. The expected deadlines for the remaining action plan items are:

- § April 2002 – Consultant analyzes data and reviews findings with the User Survey Committee.
- § May 2002 – User Survey Committee reviews and recommends to general management initiatives based on survey results and SPB Goals and Objectives.

Performance Indicators:

Since the survey is not yet completed, the Library has no baseline data to measure the performance for Goal 1. However, it is well to note that Department employees who participated in survey focus groups had positive attitudes about the Library.

GOAL 2: *The Library has an effective public relations and outreach program to inform Department personnel of available resources and services.*

Objective:

§ *The Library will have a marketing plan developed by July 31, 2002.*

The first three steps of the Action Plan for this Objective were accomplished:

- § Marketing Committee was formed.
- § Marketing Committee is gathering input from Library staff and outside sources.
- § Marketing Committee continues to discuss issues such as Intranet visibility, public relations, outreach, Library sponsored programs, advertising options, and partnering with other offices and bureaus.

The Marketing Committee is developing planning documents for several marketing projects, including:

- § Library Newsletter.
- § Mass-mailing address list.
- § Promotional events in the Library and the cafeteria.

However, the Committee cannot formalize a Library Marketing Plan without the input from the User Survey.

Objective:

§ *Implement 20% of the new initiatives in the marketing plan by end of fiscal year 2001.*

Even without a formal Marketing Plan and User Survey results to guide our marketing plans, the Library continues to enhance existing promotional activities and has:

- § Continued to compile Library exhibits and bibliographies.
- § Conducted Library tours.
- § Sponsored annual programs such as Groundhog Shadow Day and Take our Sons and Daughters to Work Day.
- § Updated the Library brochure and other promotional literature.

New programs and activities initiated include:

- § The Model UN Program.
- § Partnership with IIP to present programs at FSI on information resources.

Performance Indicators:

Without baseline data from the User Survey to measure the performance for this Objective, we cannot accurately report on the increase of use of Library services, demands for services, or the number of people needing each service.

GOAL 3: *Library staff is highly motivated, skilled and competent, with salaries, staffing levels, and promotional opportunities comparable to similar positions in other federal and special libraries.*

Objective:

- § *Implement monthly branch staff meetings and quarterly Library-wide staff meetings as of May 2001.*

Monthly branch staff meetings and quarterly Library-wide staff meetings are now scheduled.

Objective:

- § *Research professional literature to identify published studies to benchmark staffing levels, collection size, number of users, and services provided by other libraries by the end of fiscal year 2001.*

Research of the professional literature reveals a number of interesting findings relating to the library job market:

- § A US Bureau of Labor Statistics report cited in the *Boston Globe* (Jan. 13, 2001) indicates that librarians are suddenly in demand as database managers, web masters, or information network administrators. In the article, James Matarazzo, Dean of Simmons College School of Library and Information Sciences states that “libraries are losing some very capable people to jobs such as web masters, and we are losing our catalogers to organize information for databases.” Additionally, the report projects that librarian salaries in some corporate or technical fields could grow 22 percent annually in coming years; but for public or government libraries salary, growth was forecast at about 5 percent a year.
- § *The Occupational Outlook Handbook, 2000-2001* reports that the 1998 median annual income for librarians was \$38,470. The lowest 10 percent earned \$ 22,970 and the highest 10 percent earned more than \$67,810. Federal librarians of all types earned an average of \$56,400 in 1999.
- § The *Wall Street Journal* (10/21/2001) article, “Demand for Librarians Hits an All-time High,” indicates that the meaning of the term ‘librarian’ has changed in the 21st century. The article reports that when a young woman who works

in the digital library at Rutgers University began looking for new job, she searched Monster.Com using terms like 'information retrieval' and 'database management' because they yielded more high level jobs. Searching on the term 'librarian' usually yielded clerical positions requiring only a high school diploma.

The Library continues to research the status of library professionals and technicians and salaries and staffing levels for libraries with collection sizes and services comparable to the Bunche Library.

Objective:

- § *Library managers review training needs of their staff and cross-training requirements of their staff's activities and make specific recommendations by the end of fiscal year 2001.*

Library managers continue to review the training needs of the Library staff and have implemented several on-site programs:

IR Branch:

- § Acquisitions technicians were trained to check-in serials.
- § The cataloging staff was trained to enter records into the AcqAccess database in order to track GPO Depository materials.
- § Serials staff was trained to enter Bureau requisitions.
- § The cataloging staff attended Library.Solutions training on-site at the Bunche Library.

IS Branch:

- § Librarians received advanced searching for databases such as Dow Jones, First Search, and Expanded Academic Index.
- § Library technician staff participated in commercial database searching.
- § The staff attended Library.Solutions training on-site at the Bunche Library.

Additionally, members of the IR and IS branches attended the following courses and meetings:

- § IPS sponsored Boolean Logic training.
- § Customer services workshops.
- § Multi-day Knowledge Management seminar.
- § Project management seminar.
- § Cataloging electronics resources (CORC) workshop.
- § FLICC Library Technicians Institute.
- § American Library Association Annual Conference.
- § Computers in Libraries Conference.

Performance Indicators:

Bunche Library continues to monitor and collect position descriptions on a regular basis from other federal libraries to determine whether the responsibilities and pay of their librarians are commensurate with those in the Bunche Library.

GOAL 4: *The Library has collection management policies that reflect user needs and make optimal use of print and electronic resources.*

Objective:

§ *The Library will begin the drafting of a new collection development policy before the end of calendar year 2001.*

The Library is in the process of drafting a new Collection Development policy. Based on current Bunche policies, policies of other libraries, and the Department's Mission Statement, the draft focuses on defining the breadth and depth of the collection according to broad subject areas, which are further categorized by the Library of Congress Classification Scheme.

Objective:

§ *The Library will begin the drafting of a collection maintenance policy before the end of calendar year 2001.*

The Library Weeding Policy is moving ahead on several fronts:

- § The staff, as a first step, is reading the shelves and cleaning up each stack section to make materials more orderly and accessible for users.
- § The staff is reviewing annuals/continuations titles to determine retention policies.
- § The Library requested a TLC report, listing second copies of titles in order to select those copies to be discarded.

Performance Indicators:

The process of drafting Collection Development and Collection Maintenance policies is underway.

GOAL 5: *The Library has fully functional, high quality, easy to use information management systems.*

Objective:

§ *By April 2, 2001, designate a point of contact from the current staff to represent Library interests and resolve Library.Solutions functional software problems, working cooperatively with Archival and Access Systems Management Division (AAS).*

The Library appointed a point of contact who works with TLC and AAS to anticipate and resolve software and local issues.

Objective:

- § *The Library will establish a working group to compile and prioritize Library.Solutions problem issues by July 1, 2001.*

The Library TLC working group compiled a list of problem issues and presented them to TLC. However, not all issues are easily resolved. The working group continues to meet on a regular basis in order to maintain contact with TLC and to resolve problem issues as they arise.

Objective:

- § *The working group will present its findings to management staff by August 1, 2001.*

The working group will present a report to management by June 1, 2002.

Objective:

- § *The Library will pursue the hiring of a Library Database Coordinator by the end of calendar year 2001. The Database Coordinator will work to ensure the integrity of library databases; define user requirements for library information management systems; review and evaluate library software; represent the Library in Department-wide information and knowledge management initiatives; and cooperate with AAS in their provision of computer operations support, system security, and system administration.*

The Library has included this position in its fiscal year 02 budget request.

Performance Indicators:

As a result of the working group's efforts, we have a better understanding of the features and functions of Library.Solutions as installed at the Bunche site.

TLC activities include:

- § The Library database was rebuilt and re-indexed.
- § TLC version 2.0 was installed.
- § Library cataloging staff attended additional Library.Solutions training.
- § TLC is working on the OPAC diacritics display problem which, when resolved, is expected to produce more accurate display results.
- § The OPAC and Circulation System have been improved significantly.

GOAL 6: *The Library provides its clients desk-top access to a wide range of electronic resources and works cooperatively with other key Department information providers to meet the information needs of the Department.*

Objective:

- § *Before July 1, 2001, the Library will complete negotiations with its serial vendor SwetsNet Navigator for access to electronic journals.*

The Library received a formal proposal from Swets in July 2001 for the purchase of SwetsNet Navigator. As proposed, the product will give us electronic access to all of our print subscription journals which offer free access to the electronic version. A nominal charge from Swets covers their costs for supplying us with a single portal to all of the journals. The Library purchased this product and access to the product was in place in January 2002.

Initially the Library planned to access SwetsNet Navigator" through RIANET, but this presented some technical difficulties. OpenNet Plus will give us a more reliable alternative.

Objective:

§ *The Library will study the feasibility of cataloging electronic resources and present its findings to the Chief Librarian by the end of calendar year 2001.*

In June 2001 the Library's catalogers attended a FLICC sponsored training session on "Cataloging Internet Resources using CORC." The Library is now using CORC cataloging standards and two new electronic resources have been cataloged. Additionally, whenever a print resource has a corresponding hyperlink address, the hyperlink is included in the catalog record. OpenNet Plus has made those hyperlinks active and valuable.

NEW GOALS AND OBJECTIVES - 2002

The Bunche Library has begun several new projects which were the outgrowth of the implementation of the SBP. We will incorporate Goals and Objectives for these new initiatives into the 2002 revision of the Strategic Business Plan, 2001-2004.

§ *Department of State Open Sources Initiative*

The Library is the key player in the Open Sources Initiative and our involvement with this project complements Goal 6 of our SBP. The Library currently provides its clients with access to a wide range of electronic resources on-site in the Library and to the Biography Research Center and Infotrac Onefile on a Department-wide basis. We also cooperate with other key Department information providers (RM, FASI, PA, MMS, IIP and IPS) to meet the information needs of the Department.

Funds for this initiative were requested in the Bureau of Administration FY 2001-2003 Performance Plan, beginning with \$1.5 million and 3 FTE staff in FY 2002 and growing to \$3.5 million and 5 additional FTE staff in FY 2003. The Library drafted a Project Plan for the Open Sources Initiative, which can be fully implemented when funding is approved.

One of the first steps in this Initiative – consolidating the current LexisNexis contracts in the Department -- was completed in September 2001. Bureaus were briefed

regarding the details of the new contract, including the Library's role in monitoring LexisNexis passwords and contract usage.

Susan Fingerman, an expert consultant in the area of commercial online databases, was contracted to evaluate potential databases that meet Department Open Sources user requirements. The Library plans to use the Ms. Fingerman's evaluations as a measurement against the Silber & Associates qualitative focus group results and the quantitative User Survey results.

The Library plans to develop a Statement of Work (SOW) for an enterprise-wide database contract based on the results of the focus groups, User Survey, and database evaluations. We estimate that the SOW will be completed by the end of April 2002 and, depending on the acquisition process and the availability of funding, an enterprise-wide contract will be awarded in September 2002 or in the first quarter of FY 03.

The success of the Open Sources project and the ability to make electronic resources available to Department of State employees is directly linked to the speed and success of IRM's deployment of OpenNet Plus, which became available to RPS in March 2002. Open Net Plus is being deployed in a phased roll-out to Department Bureaus.

Additionally, in cooperation with AAS:

- § Library staff members are in the process of identifying intranet and internet links for the Library's Open Sources Web Page.
- § Open Sources program Library managers meet with the FASI project managers and the Knowledge Management Working Group to keep up-to-date with the projects of other key Department information providers.
- § The Library regularly meets with various subscription vendors who do a large volume of business with the Department, e.g., *National Journal*, to determine ways to leverage current electronic access to their subscriptions into a broader base of Department use at minimal extra cost.
- § The Library evaluates secondary databases for inclusion in the Open Sources Initiative. These databases are more specialized and less expensive than the large databases under consideration, but will be valuable to the success of the Open Sources Initiative. Two specialized databases were purchased thus far-- *InfoTrac One File* and *Biography Resource Center with Marquis Who's Who*.

§ *Stack Maintenance*

As we reviewed Library space requirements, it became obvious that the Library stack areas needed immediate attention. The areas were cluttered and impeded stack maintenance; and they were also dark and dingy, creating an eyesore for our clients. Therefore, we undertook a general cleanup which was followed by a complete painting of the area.

The Library Maintenance Committee was formed and meets on a monthly basis to handle problems as they arise, monitor the status of our physical space, and organize supplies and materials.

§ *Space Planning*

In August 2001, the Library began to explore reconfiguration of its space. The original intent was to redesign the Reading Room in order to locate all staff members on the same floor and improve staff communication and interaction. Working with the architectural and engineering firm, RTKL, Library staff met with the architects, reviewed the literature about current trends in library design, and visited other newly designed libraries and information centers. This led to the expansion of the original design concept into the vision of the Jefferson Information Center, which will be the hub of information resources within the Department

§ *Jefferson Information Center*

As mentioned, the result of our space planning project was the development of a proposal to build the Jefferson Information Center. We envision the Center as the core of the Department's 21st century information resources and services, including Open Sources information, a streamlined print collection, and the State Archiving System.

§ *Acquisitions Management*

In February 2002, Bunche Library and AAS staff met with representatives from A/LM, and Accenture (an A/LM contractor) to review and discuss the Integrated Logistics Management System (ILMS) that Accenture is developing for A/LM. The ILMS will eliminate duplicate processes, replace outdated and disjointed systems (there are currently 20 different non-integrated systems in A/LM alone), and provide desk top automated requisitioning, order and fund tracking, and purchase card management.

The Library staff anticipates moving to the ILMS as our primary ordering instrument and will continue working with AAS, A/LM, and Accenture to ensure a smooth transition.

CONCLUSION

The implementation of the SBP promoted a critical look at all aspects of the Bunche Library. In retrospect, the Ralph J. Bunche Library Strategic Business Plan 2001-2004 began a synergistic process of one complementary Goal or Objective leading to another.

Most importantly, before we could plan for Open Sources, develop a marketing plan, or evaluate the collection development policy, we recognized the need to conduct the User Survey and carefully analyze its results. We were alerted to the disarray in the stack areas and the need to discard unneeded furniture, boxes, and supplies. The cleanup led to a complete painting of the walls, ceilings, and stairwells in the stack areas. We realized that

in order to attract on-site users, the physical layout of the Library should be changed and heretofore closed areas should be opened. In turn, opening up the Library led to a re-evaluation of the services our customers need and this resulted in our vision for the Jefferson Information Center.

The Library staff recognized that we had to move from a "business as usual" attitude to a "21st century information services" attitude that included fresh, new ideas which provided the most relevant resources and most effective client services. Additionally, working to achieve the SBP Objectives encouraged staff teamwork and more open and regular communication with each other and upper management.

The strategic planning process presented the Library staff with many challenges and opportunities. We will achieve the Goals and Objectives of our original SBP and will integrate future projects into Plan revisions.