

December 7, 2022



Keynote Address



What's New, What's Now, What's Next: How do we thrive in our information future reality?



Embracing the Permanence of Change





Dr. Julie Todaro

Dean, Library Services

Austin Community College

FEDLINK Library of Congress

What has changed? What's New, What's Now, What's Next:

How do we thrive in our information future reality?

Dr. Julie Todaro
Embracing the Permanence of Change
December 7th
9:05 am to 10:00 am (ET)
Virtual Conference

"We must change - and as we look to our future, we continue to strive to go far beyond our past recoveries and instead - look at the entire organization to create a viable operation."

- 1. How have we dealt with change in the past?
- 2. How do we each deal with change?
- 3. How was this event unique and does that uniqueness matter during recovery?
- 4. What changed temporarily?
 - 1. forced upon us
 - 2. voluntary
- 5. What might (or should) change permanently?
 - 1. forced upon us
 - 2. voluntary

"Before we move forward; however, we must look at **change** - in and of itself - and deal with how we accept it, understand it, what it is, how we deal with it, how we manage it and build it into our practices and make it a comfortable part of each and every one of our work lives."

Address change in and of itself

How was this event unique and does that uniqueness matter during recovery? Have the discussion...

- Facilities
- Services/Resources
- Departments/areas/functions of the organization
- Individual (Position Description) Roles and Responsibilities
- Team Roles and Responsibilities
- Management style and Leadership style
- Operations
 - Communication
 - Assessment
 - Timing

Tools for Change identifying

normalizing

acclimating

standardizing

- **Surveys** agenda items (one at a time, facilitated)
- **Surveys** unique, larger group with breakout group exercises (using techniques for creative visualization)
- **Surveys** individuals (anonymous available)
- Timelines creating and comparing
- Communication Document Internal Tabula Rosa, Existing document assessment (managers or employees or both with comparison....then choosing standardization)
- Communication Document External Assessment, "Grading," Contextualization
- Operations Documents- Internal Tabula Rosa, Existing document assessment (managers or employees or both with comparison....then choosing standardization)
- Operations Documents External Assessment, "Grading," Contextualization
- Paradigm Shifts Internal and External
- Flowcharts/Process Maps
- Analysis force field, stakeholder, user, vendor

and

• Individual visualization templates, no templates/full personalization

Tools for Change identifying normalizing acclimating standardizing

absolutely recommended

- Surveys individuals (anonymous available)
- Timelines creating and comparing
- Communication Document External Assessment, "Grading," Contextualization
- Operations Documents Internal Tabula Rosa, existing document assessment (managers or employees or both with comparison....then choosing standardization)
- Operations Documents External Assessment, "Grading," Contextualization
- Paradigm Shifts Internal and External
- Analysis force field, stakeholder, user, vendor
- Individual visualization templates, no templates/full personalization
- Design thinking for staff, users, stakeholders

What is here to stay?

- 1. Big Picture
- 2. Extremes
- **3. Timing** (frequent changes, faster)
- 4. Marketing (terminology changed/enhanced)
- 5. Proactive (decision making, decision recommendations)
- 6. Safety and security (plan for & integration of more, different)
- 7. Communicating (contextual and with references/citations)
- 8. Increased digital
- **9.** Assessment (more, different)

Timing

- 1. Immediacy
- 2. Honesty and timing (know, don't know, when, effect, possible)
- **3. Frequency** (moderated to issues, needs)
- 4. Consistency
- **5.** Expectations staff identified (up, across, down, what, when)
- **6. Expectations** users identified (primary, secondary, etc.)
- 7. Big Picture (dates? doesn't matter, guide w/big "picture")
- 8. Clarity (terminology, rationale, supporting research, etc.)
- **9. Standardized** content (terminology, definitions, categories, forms, documentation)
- 10. Access (tracking, grouping/categorization, etc.)

Communication

- 1. Remote leadership (techniques, roles, audience)
- 2. Honesty (know/don't know, can/can't, control/no control)
- 3. Terminology (script/context, interpretation, scripts)
- 4. Marketing (and public relations and branding)
- **5. Standards** (best practices, guidelines)
- 6. Technical writing (categorization, language, design)
- 7. Information/data visuals (paradigm shifts, infographics)
- 8. Audience (internal, external, levels users, umbrella)
- 9. Data (aggregation, application, contextualization)
- 10.Remote management (techniques, roles, audience)

Assessment

- 1. Choosing focus (pick one or more) benefit, value, worth, impact (Address "intangible" and people/expertise first)
- 2. Remote assessment techniques, modes, methods, best practices
- 3. Terminology for data interpretation
- 4. Marketing/public relations/branding (new or the "moment")
- 5. Creating crosswalks/bridges for "apples to oranges"
- 6. Visual representations of data
- 7. Match data to audience processes; products
- 8. Redefine existing/define new measures of user success and your role in that success (design thinking)

What is now here to stay?

Operations

- Placement of tech
- Flexible
- VARIETY of spaces

- Software integrated
- Communicate expectation, behaviors, recommendations
- Tech circulation

- Breadth of competency
- Health/well-being (staff) and users)

Burnout

What's Next...

...and needed to thrive

What are the top twelve management "things" to do now? to do next?

- 1. Continue remote communication techniques
- 2. Practice honesty and evidence (know/don't know, can/can't, control/no control)
- 3. Narrowly define audiences
- 4. Marketing/public relations/BRANDING
- 5. Technical writing
- 6. Alternative aggregation

What are the top twelve management "things" to do now? to do next? (con't)

- 7. Focus on benefit, value, worth, impact
- 8. Delivery assessment
- 9. Redefine measures
- 10. Communicate expectations
- 11. Standardized content
- 12. Focus on Access

What are the first 10 things you should do "tomorrow?"

- 1. Distribute a simple individual survey. Ex.
 - If you could return to March 2020, name three things you would do differently.
 - What three pandemic changes did the library get right?
 - What three pandemic changes did the library got wrong?
- 2. Identify a process for moving ahead to assess measurements using paradigm shifts.
- 3. Begin the discussion for what is next? what stay, what goes?
- 4. Begin the discussion on remote. likes, dislikes, options
- 5. Prepare a presentation. staff, stakeholders, users, etc.

What are the first 10 things you should do "tomorrow?" (cont.)

- 6. Distribute a communication plan for a new timeline for this final stage.
- 7. Distribute a communication plan for 360-degree employee concern.
- 8. Announce a review.
- 9. Query your peers.
- 10. Set aside your strategic plan.

Expanded Narrative for Post Webinar/Session

Appendices

How is this pandemic unique?

- ROLLERCOASTER Expanded ups and downs but the ups were never prepandemic "ups"
- MORE STAGES...began with two, quickly went to three and now we have "post" which could be counted more of a pandemic stage
- MORE VARIENTS (but our research and identification are better so there
 may have been variants but they didn't travel and we didn't "discover"
 them or discover their nuances)
- AGES of INFECTED More adults/older affected initially (early pandemics were children and older)
- LONGER Lasted longer (by years) due to rapid travel, behaviors, politics

How is this pandemic unique? (cont.)

- ECONOMY Impact on supply chain (seen in the context of different 21st first century manufacturing)
- HEALTH STANDARDS More standardized recommendations (not that people took them, but they are there)
- INFORMATION Amount, use and abuse and more information in general (21st century)
- DATA More and different statistics
- TREATMENTS 2020 has significant and varied treatments, vaccines, data and success (1918 vaccines found and administered - existing ones as well as some new - but little data on specific success)
- IMMUNITY Herd immunity predicted but that hasn't come to be except in certain geographic locations & for different reasons

What will revert? And has already?

• Commitment to customer service relationships

 "Programming" (Event, activity, etc.) Services (in-person BUT with care for distancing, timing, and numbers of attendees)

 Users return (now at 40 to 60% with continued growth of # of people accessing us as they used to or "in person")

 Hours of service will expand/return as staffing and money is possible/returns but with different models of delivery

Paradigm Shift

Before x	After x
Had 3 primary services	Have 6 primary services
Hours of service	Same hours, different delivery
• Was "Virtual"	Now "Remote"
Offered 2 ways to reach staff	 Offer 4 ways to reach staff
General request submission for assistance	 Template request for submission of assistance
No assignation of urgency	Three levels to indicate urgency

Thank you for attending!

Contact information is:

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512-415-1805

and

As needed, please leave a message.

Mapping the Federal Information Community





Embracing the Permanence of Change





Annie Rorem

Chief, Federal Research Division

Library of Congress



Mapping the Federal Information Community

Annie Rorem, Federal Research Division

December 7, 2022

Providing the federal government with fee-based global research, analysis, and legal studies since 1948

What is the Federal Research Program?

Research & Analysis Services for Federal Clients

A **cost-recovery program** that allows federal agencies, authorized contractors, and the DC government to quickly procure the world-renowned research expertise housed within the Library of Congress



Policy/Program
Assessment/
Performance Metrics



Business and Economics



Health/Medical Science



Global Legal



Defense and National Security



Social/Behavioral Science



Technology and Data



Updating the FEDLINK Federal Library Directory

Embracing the permanence of change, FEDLINK decided this year to update its directory of federal libraries and information centers.

Goals

- Make the latest operational information available
- Collect additional information on library services
- Create an attractive and easy-to-use visual application
- Understand key differences since last time directory was compiled



Updating the FEDLINK Federal Library Directory

Approach

- Met with Leadership and Research & Metrics Working Groups
- Developed and administered survey
- Piloted, refined, and finalized interactive map
- Compared key data points with 2011 survey responses



Updating the FEDLINK Federal Library Directory

Outcomes

- PDF to be available via FEDLINK webpage
- Downloadable CSV file
- Interactive map



Key Differences since 2011

An increase in the number of Federal libraries overall:

Survey Year	# of Libraries Identified
2011	1,113
2022	1,394

A majority of the newly identified libraries were in three departments:

Department	# of Libraries Newly Identified
Defense	32
Interior (National Park Service)	186
Veterans Affairs	18



Interactive Map

Key Features

- "At-a-glance" snapshot
- Color-coded by department
- Exportable data

Ways to search

- Filter by department
- Enter phrase in search box
- Manipulate the map & click on specific location

Demonstration - FEDLINK Federal Library Directory



QUESTIONS?

CONTACT US

Annie Rorem | Chief







Keynote Address



The Current State of Blockchain and the Information Ecosystem



Embracing the Permanence of Change





Jason Griffey

Director of Strategic Initiatives

National Information Standards Organization











Public Key Encryption

Alice

Private Key

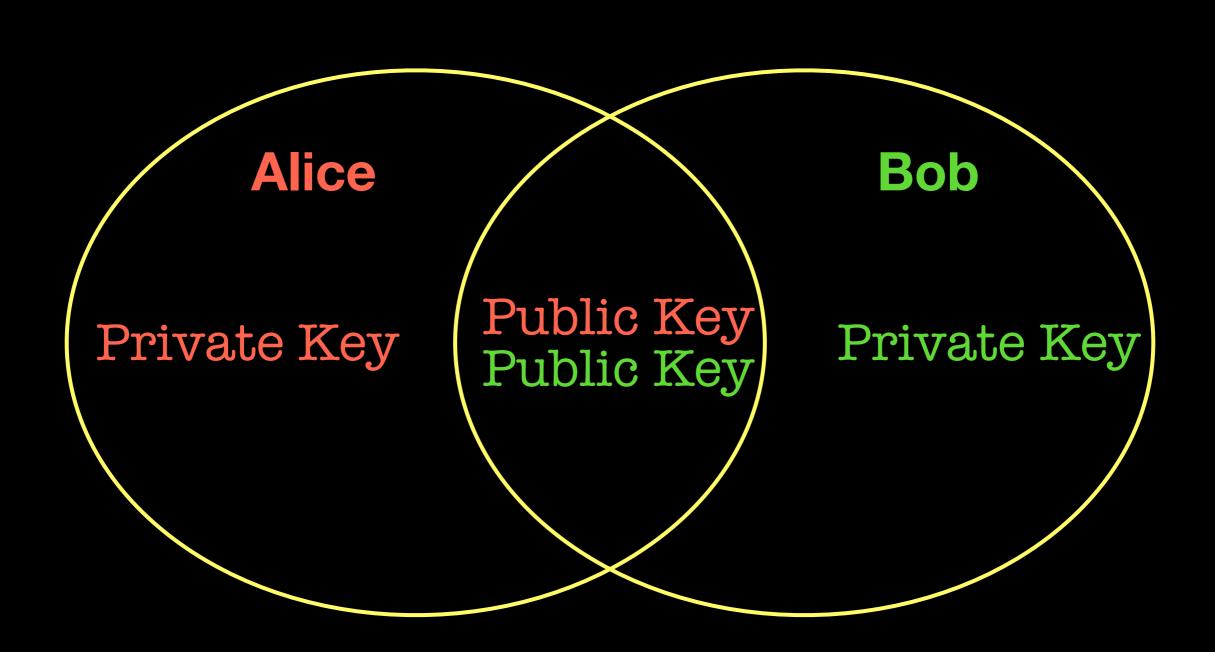
Public Key

Bob

Private Key

Public Key

Public Key Encryption







Hashing function

SHA-512

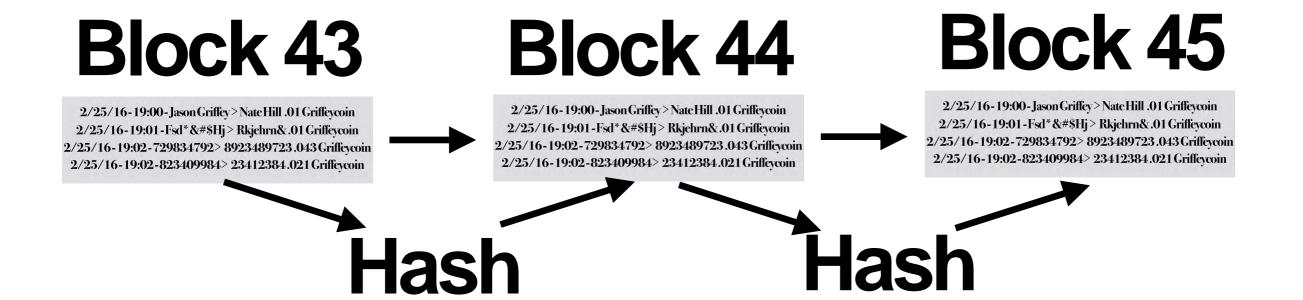
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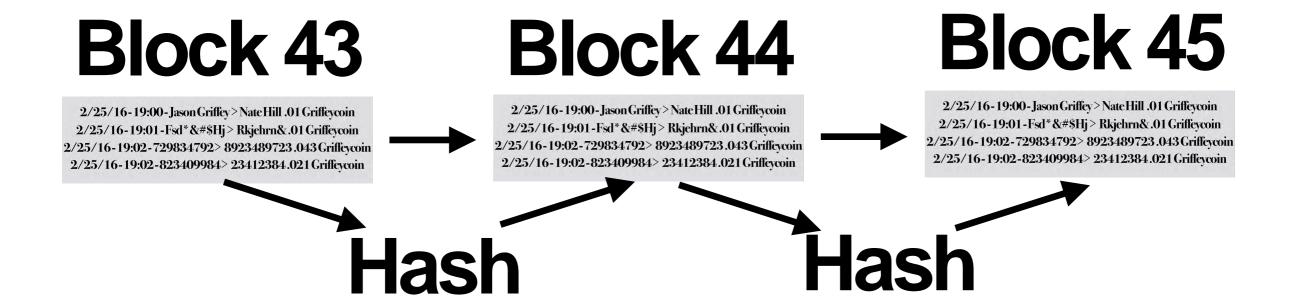


ledger

Date - Time - Identity - Transaction Details

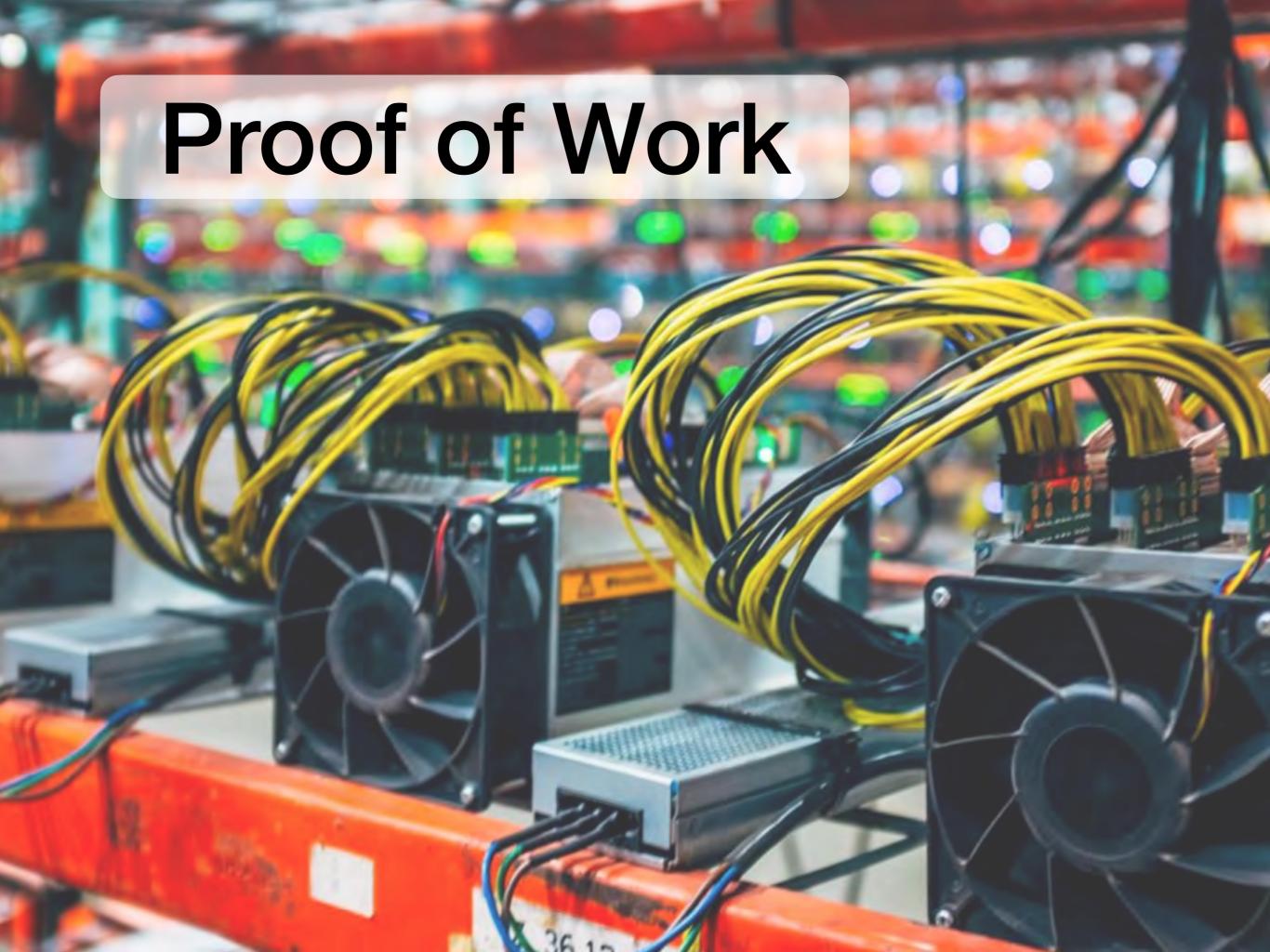
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2/25/16-19:00-Jason Griffey > Nate Hill .01 Griffeycoin
2/25/16-19:01-Fsd* &#$Hj > Rkjehrn& .01 Griffeycoin
2/25/16-19:02-729834792 > 8923489723 .043 Griffeycoin
2/25/16-19:02-823409984 > 23412384 .021 Griffeycoin
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Consensus Algorithms

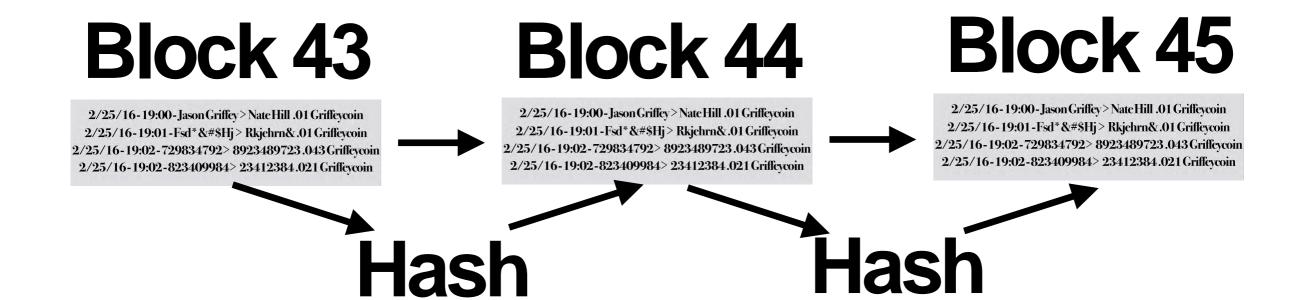












Many Authors Public Verifiability Integrity Decentralized Robust Resistance To Manipulation

ledger

Date - Time - Identity - Transaction Details

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2/25/16-19:00-Jason Griffey > Nate Hill .01 Griffeycoin
2/25/16-19:01-Fsd* &#$Hj > Rkjehrn& .01 Griffeycoin
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ledger

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Database

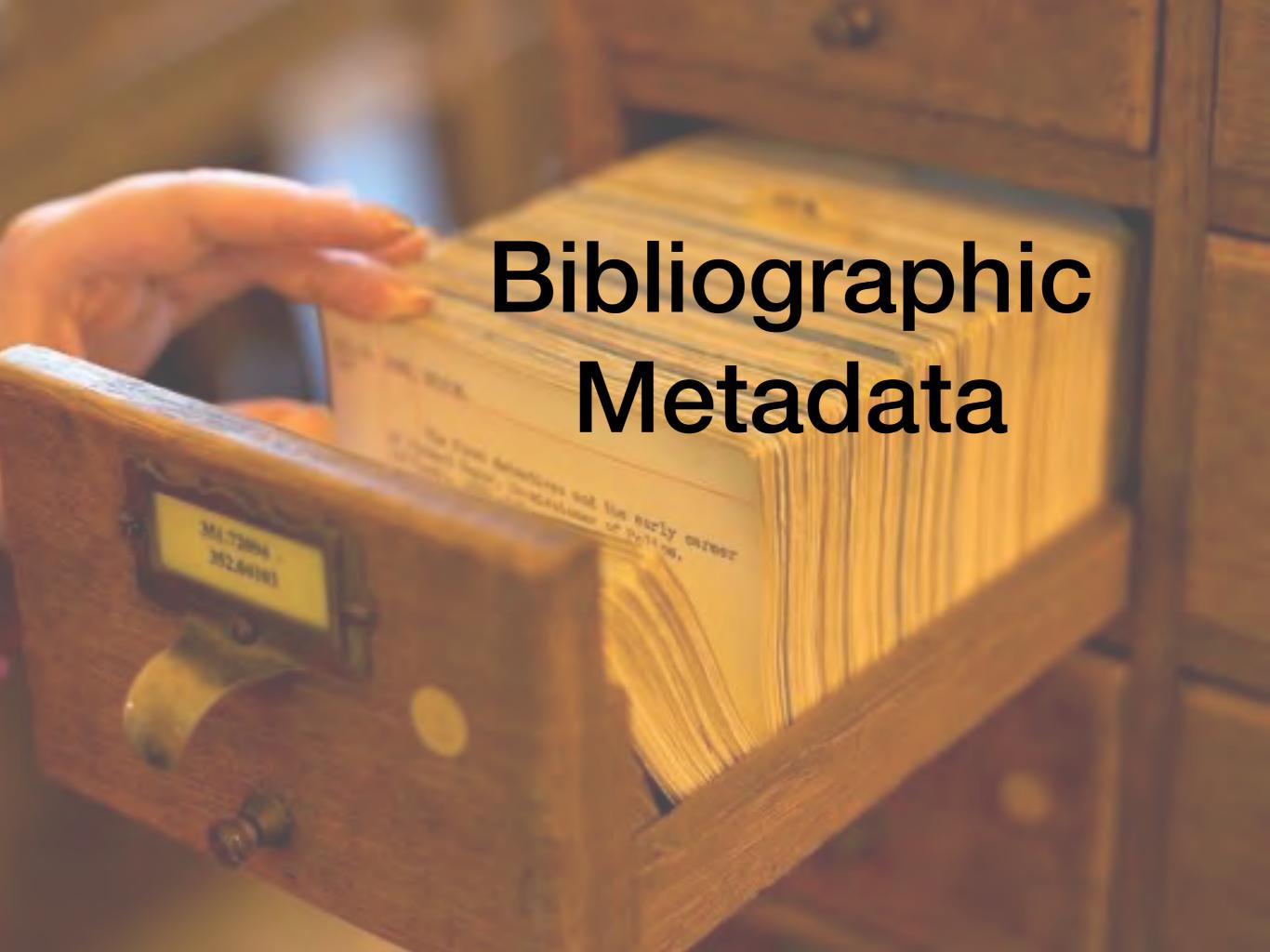
Date

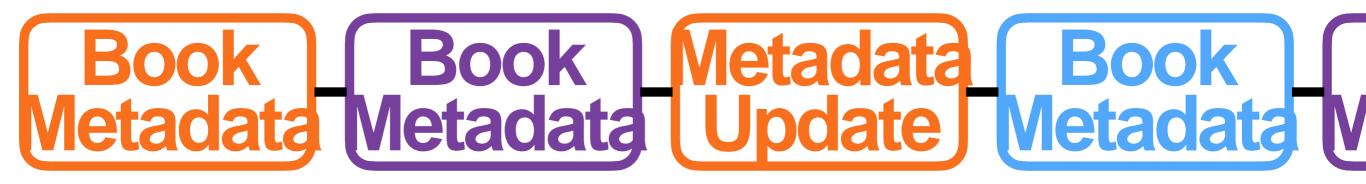
Time

Identity

Transaction







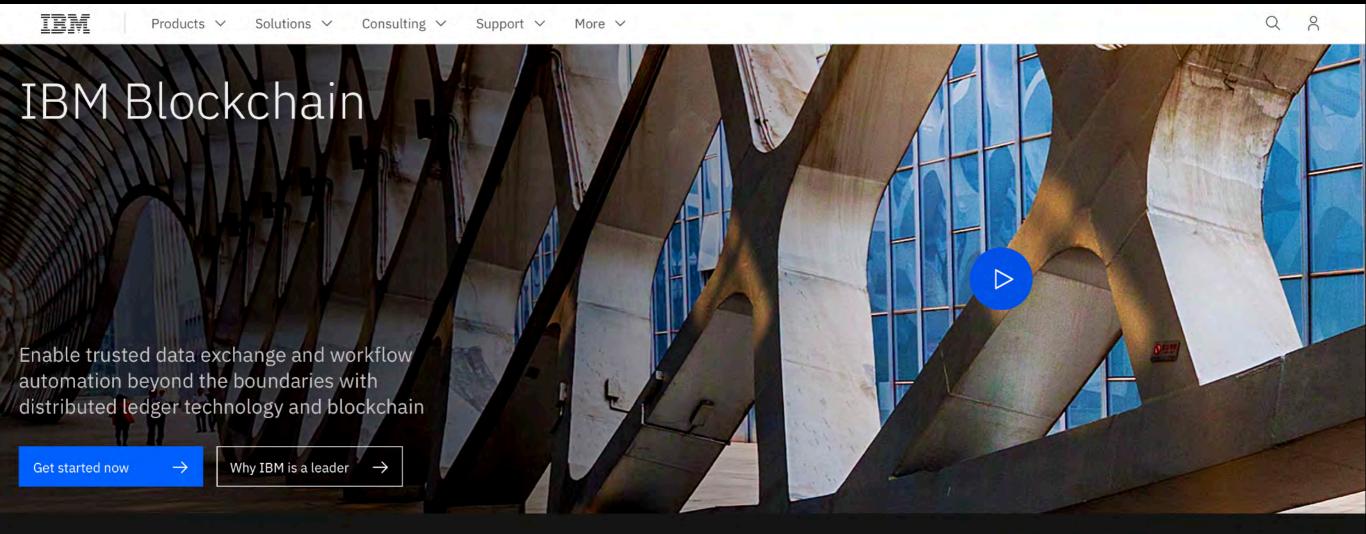
Distributed Verifiable Sovereign Identity



Universal Library Card



Is anyone building something with blockchain that isn't trying to sell you something?



IBM Support for Hyperledger Fabric

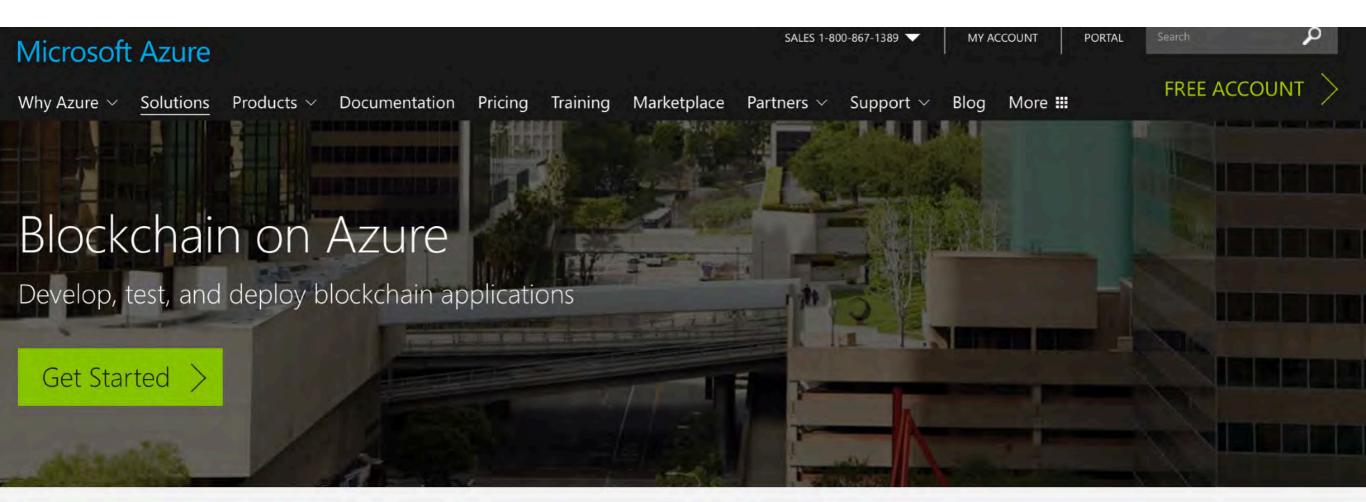
Keep open-source code in check with IBM's unparalleled expertise in supporting Hyperledger Fabric.

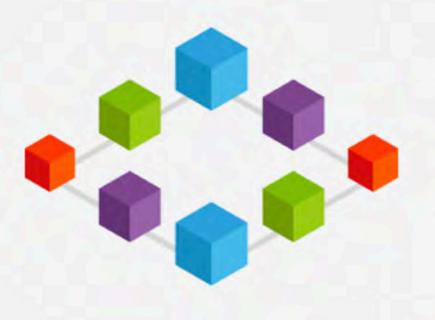
Explore IBM Support

Overview

Achieve operational agility with trust

As businesses adapt to an ever-changing new normal, extended collaboration and optimization beyond





What is blockchain?

Blockchain is a transformational technology with the potential to extend digital transformation beyond a company's walls and into the processes it shares with suppliers, customers, and partners. At its core, a blockchain is a data structure that's used to create a digital transaction ledger that, instead of resting with a single provider, is shared among a distributed network of computers.

The result is a more open, transparent, and verifiable system that will fundamentally change the way we think about exchanging value and assets, enforcing contracts, and sharing data. A growing number of enterprises are investing in blockchain as a secure and transparent way to digitally track the ownership of assets across trust boundaries, reimagine shared business processes, and create new models for cross-organizational collaboration.

Read more about blockchain >

Request a POC

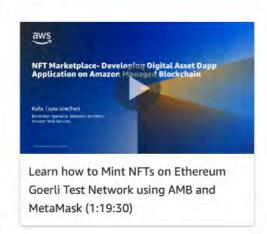
Amazon Managed Blockchain is a fully managed service that makes it easy to join public networks or create and manage scalable private networks using the popular open-source frameworks Hyperledger Fabric and Ethereum.

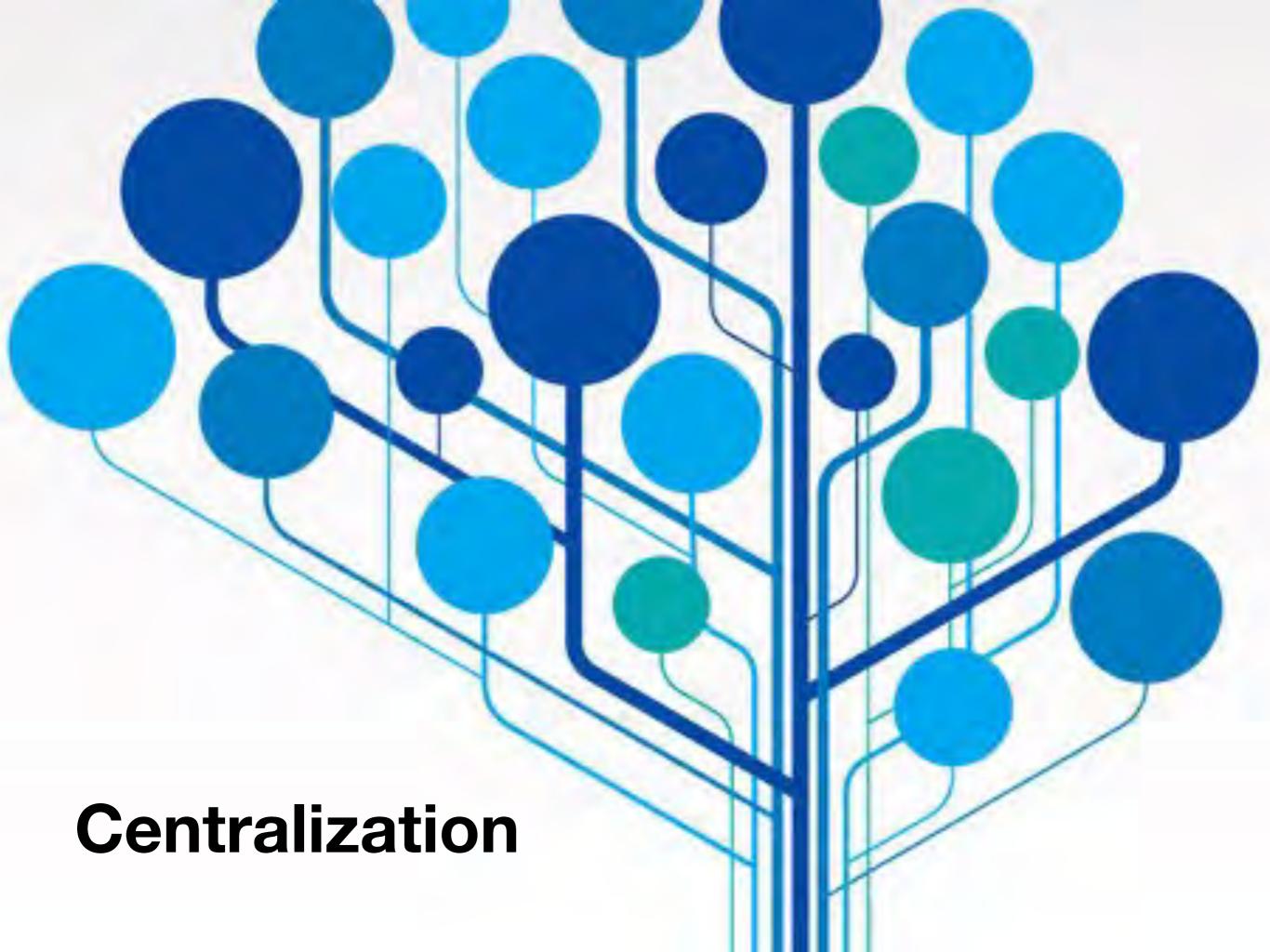
Get Started with Amazon Managed Blockchain

Blockchain makes it possible to build applications where multiple parties can execute transactions without the need for a trusted, central authority. Today, building a scalable blockchain network with existing technologies is complex to set up and hard to manage. To create a blockchain network, each network member needs to manually provision hardware, install software, create, and manage certificates for access control, and configure networking components. Once the blockchain network is running, you need to continuously monitor the infrastructure and adapt to changes, such as an increase in transaction requests, or new members joining or leaving the network.

Amazon Managed Blockchain is a fully managed service that allows you to provision blockchain infrastructure with just a few clicks. Amazon Managed Blockchain eliminates the overhead required to create a private blockchain network or create node(s) to connect to a public blockchain network.

Enterprises seeking to build a private blockchain network can create a Hyperledger Fabric blockchain on Amazon Managed Blockchain in a matter of minutes, and invite partner organizations to the network via their AWS account ID. Once your network is up and running, Managed Blockchain makes it easy to manage and maintain your blockchain network, automating tasks like managing certificates and maintaining peer node availability. Private Hyperledger Fabric blockchains lend themselves to use cases that demand privacy and access controls in a decentralized network environment, such as supply chain data sharing and traditional finance use cases such as settlement of securities transactions. In addition, Amazon Managed Blockchain Hyperledger Fabric is supported in GovCloud, enabling government agencies and contractors to deploy







OPINION
PAUL KRUGMAN

Blockchains, What Are They Good For?

Dec. 1, 2022 4 MIN READ



Amid all the sound and fury over FTX, I'm not sure how many people have noticed that the few institutions that seriously tried to make use of blockchains seem to be giving up.

Five years ago, it was supposed to be a big deal — a sign of mainstream acceptance — when <u>Australia's stock exchange</u> announced that it was planning to use a blockchain platform to clear and settle trades. Two weeks ago, it quietly <u>canceled the plan</u>, writing off \$168 million in losses.

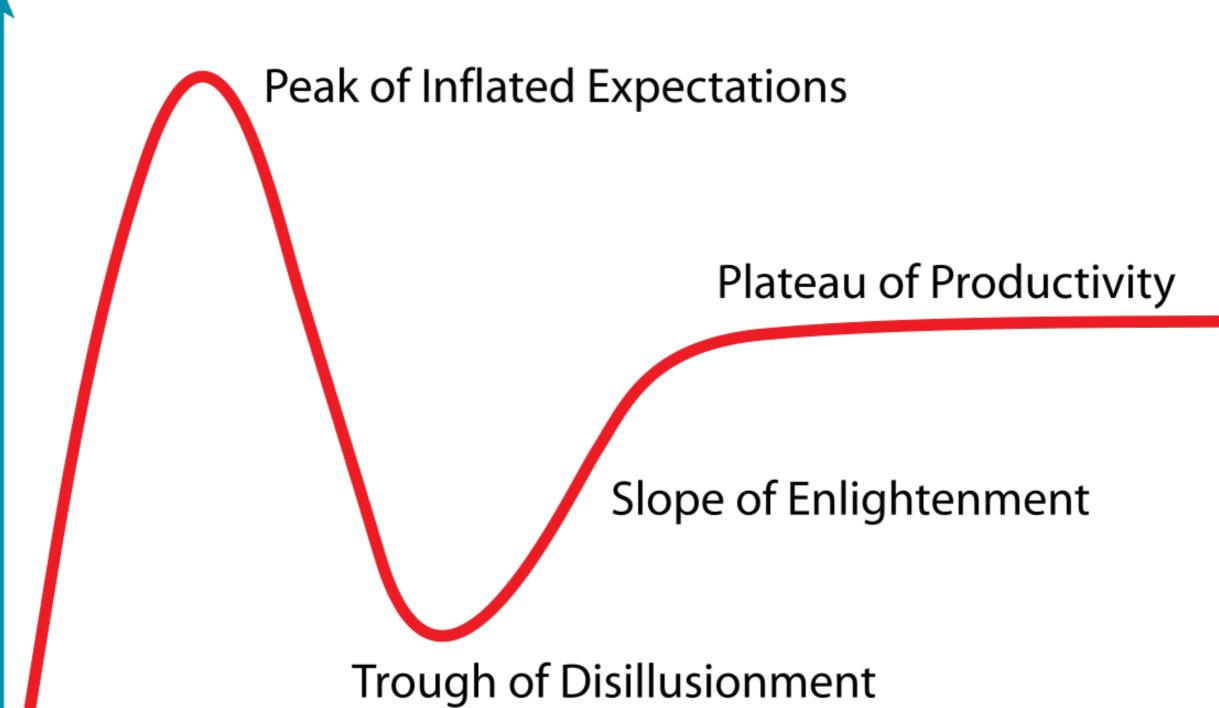
Maersk, the shipping giant, has also <u>announced</u> that it is winding down its efforts to use a blockchain to manage supply chains.

A recent <u>blog post</u> by Tim Bray, who used to work for Amazon Web Services, tells us why Amazon chose not to implement a blockchain of its own: It couldn't get a straight answer to the question, "What useful thing does it do?"

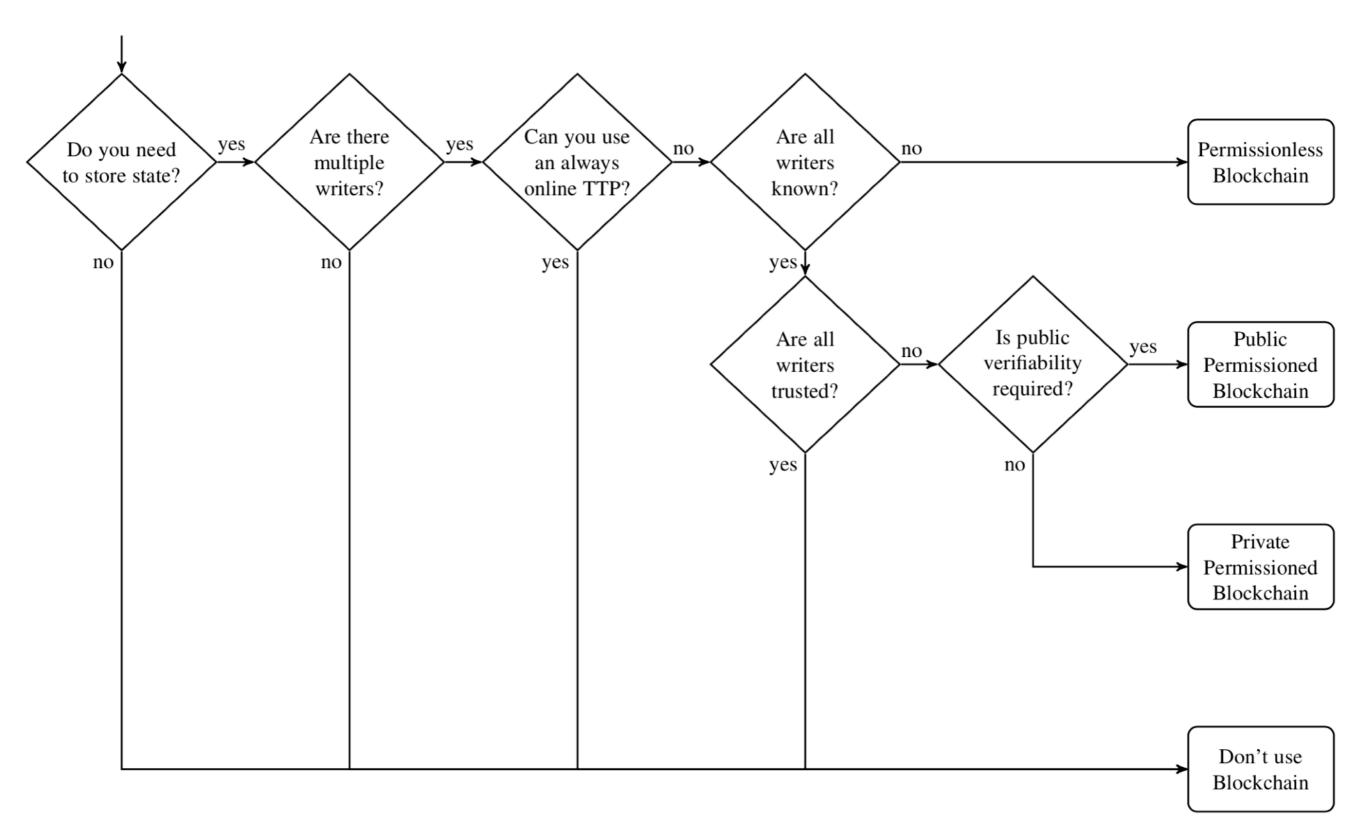


VISIBILITY

Technology Trigger



TIME



http://doyouneedablockchain.com/

https://eprint.iacr.org/2017/375.pdf

Amara's Law

"We tend to overestimate the effect of a technology in the short run and underestimate the effect in the long run."

-Roy Amara

Amara's Law

"We tend to overestimate the effect of a technology in the short run and underestimate the effect in the long run."

-Roy Amara



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Virtual Reference for Federal Librarians



Jennifer McMahan (Moderator)

Deputy Library Director, U.S. Department of Justice



Embracing the Permanence of Change



Dennis T. Clark

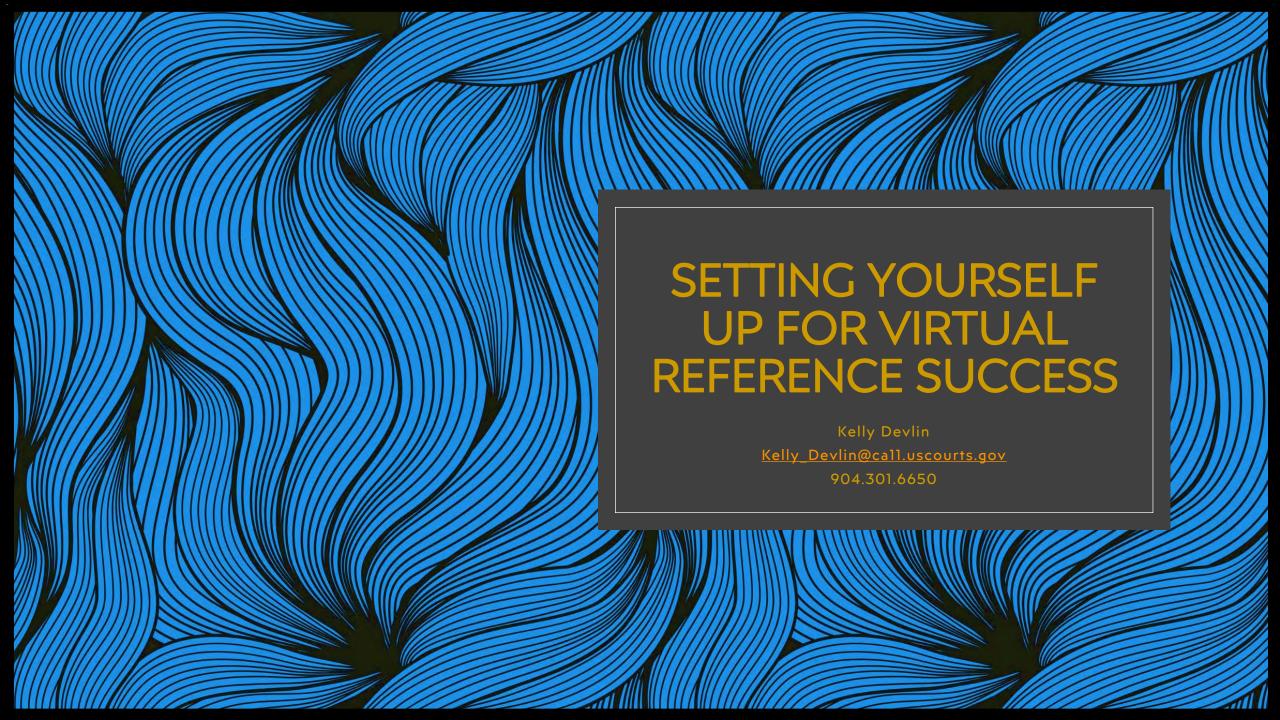
Chief of the Researcher and Reference Services Division, Library of Congress

Kelly A. Devlin

Digital Services Librarian, Eleventh Circuit Court of Appeals

Megan Sheils

Reference & Research Program Manager, Bunche Library, U.S. Department of State





Art by Helen Tosh

MAKE A LIST & PACK A "GO" BAG

BEFORE YOU FLY OFF...



>STOP deliveries

- >FORWARD phones
- >START packing

WHERE WILL YOU FLY OFF TO?

"New" Office Needs

- > Privacy confidential conversations and meetings
- > Quiet meetings, training sessions, being able to think
- Work Surface desk or table big enough for your pc and supplies you will need handy
- > A comfortable chair 'nough said
- > Power electrical outlets nearby or an extension cord
- > ISP must be reliable; bonus if it's speedy

HARDWARE

Standard Equipment

- > PC with power cable
- > 2FA Device with power cable, if needed to access a secure network or resources



Super Cybrarian Equipment

- > PC with power cable
- ➤ 2FA Device with power cable, if needed to access a secure network or resources
- ➤ Network cable if you have CAT 5/6
- Headset with dock, power cable, and/or batteries
- ➤ Second monitor with HDMI cable*
- ➤ Printer with power cable*
- ➤ [Cordless] keyboard, mouse, dongle, and batteries
- ➤ Multi-outlet power strip with surge protection

SOFTWARE

TECHNOLOGY	EXAMPLE	SET UP IN ADVANCE?	URL?	LOGIN CREDENTIALS?	JOB AID?
MFA/2FA	Bank Accounts	YES	YES	YES	YES
VPN	Internal Network, Home network	YES	YES	YES	YES
REMOTE STORAGE	Shared Drive, Dropbox Account, Folder Features	YES	Maybe	Maybe	YES

PASSWORD SECURITY

	VIRTUAL	PHYSICAL
Who needs it?	Everyone	Everyone
Options	 Premium Password Managers: RoboForm, Keeper Browsers: Firefox, Safari, Chrome, Edge Contacts: Outlook Spreadsheet with password protection in secure storage 	 Flash drive with encryption and a strong password Printout in a sealed envelope or opaque folder with clasp
Risk	Low	Medium

Strongly consider
having both
a virtual and
a physical option
for when the
virtual option
becomes
unexpectedly
inaccessible.

FAVORITES & BOOKMARKS & PHONE NUMBERS

- ➤ Human Resources Sites digital time sheet and leave systems (HRMIS), benefits enrollment, benefits provider directories, your TSP, W-2
- > Your Organization's Sites library, public-facing sites, internal network, VPN login, email, remote storage
- Administrative Systems finance management and purchasing systems (JIFMS), equipment inventory applications, catalog and discovery layer management
- > Research Resources You know what you need!



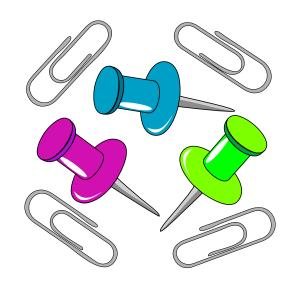


Can't access the virtual directory? Keep these numbers handy:

- Your Organization's IT HelpDesk
- Customer Service for Vendors
- Supervisor
- Colleagues
- > Frequent Customers

OFFICE SUPPLIES

- > 5 Ps pens, pencils, paper/pads, paper clips, push pins (if you have a memo board)
- Stapler, Staples, Staples Remover an alternative to paper clips
- ➤ Filing Supplies a few folders and maybe a folder holder rolling cart or cabinet if you're be gone long-term
- > Calendar Outlook or your favorite app
- > To do list simple online list or app, notepad, bullet journal, whatever works for you









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11	12	13	14	15	16	17
18	19	20	21	22	23	24
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December 2022

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2022 DEIA Reading List Now with WiFi! We have Overdrive!



- Databases Find a Journal ■ The Bunche Report Speaker Series Instructional Videos Research Guides
- Popular News & Magazines

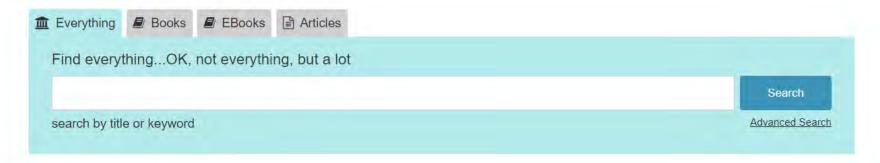




GO BROWSER / OFF-PREM ACCESS

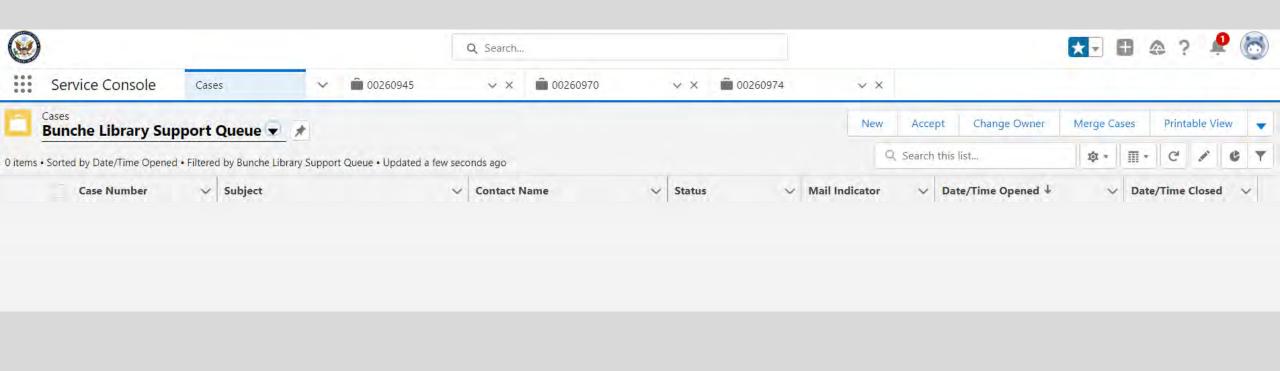
The Library has arranged remote access for several databases.

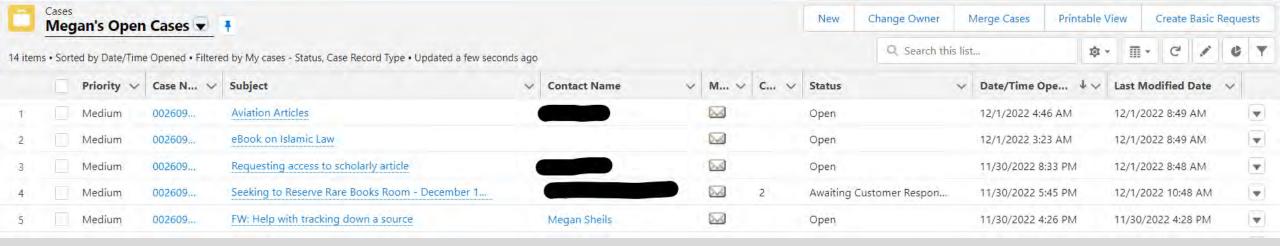
Contact LibraryHelp@state.gov if you need assistance accessing Library resources.

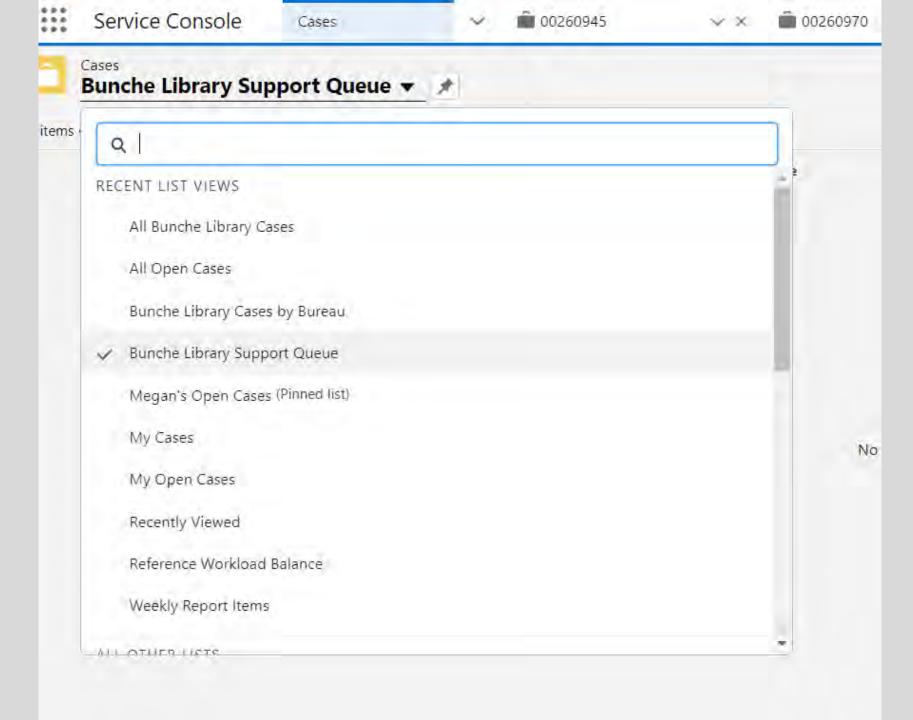


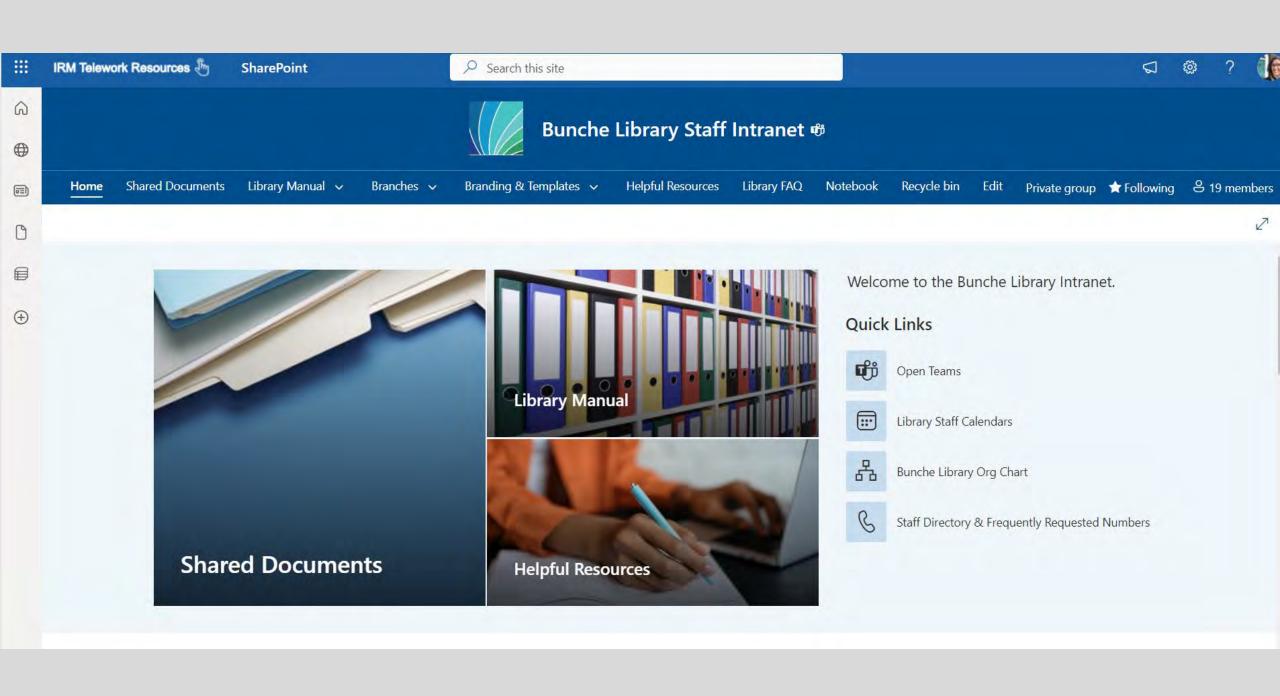
The Bunche Library is open Monday through Friday from 8:15AM to 5PM.

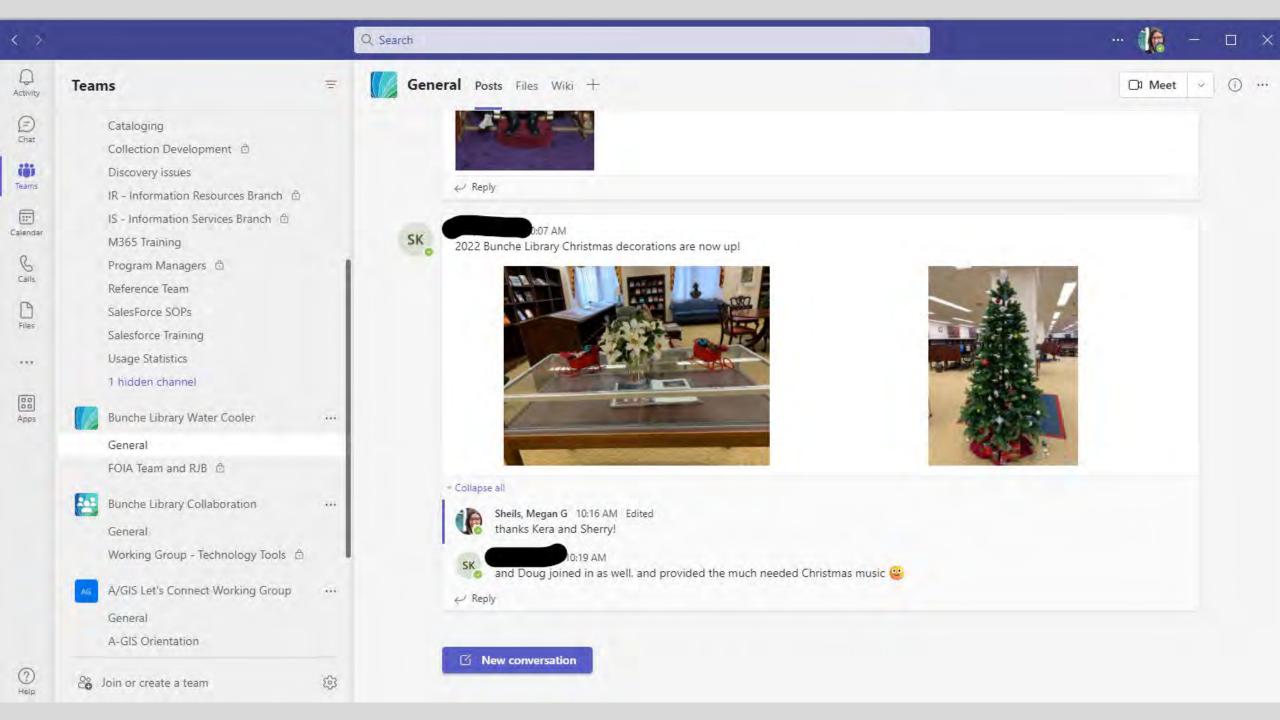
Research services are available during normal business hours by contacting LibraryHelp@state.gov.













Bunche Library - Instruction

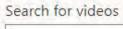
A series of how-to / instructional videos from the Bunche Library





x 6

Before uploading videos, Please read and accept our company policy.





Search for videos

26:27

Sort by Views



Using Library Resources from Home

104 ⓑ 0 ♡ 0 □ 6/15/2021

Bunche Library Instructional Video



PressReader Training: International Newspapers through the Bunche Library

Bunche Library Instructional Video



Powerful Search Tool Training Finding USG Documents & Doing In-Depth Legal R...

Bunche Library Instructional Video

NATIONAL *** LIBRARY WEEK

APRIL 3-9, 2022

CONNECT WITH YOUR LIBRARY

Want to know more about National Library Week? Contact Library Help@state.gov.

Best of the Bunche!

Your Top Library Books and Services!

Have you ever wondered what the most popular books and services are at the Bunche Library? Wonder no more! We've compiled lists of the top books and services and how to access them. What are you waiting for?





Virtual Coffee Hour

Join the Librarians for a Virtual Coffee Hour!

Drop by any time during the hour to chat, hear what's new in the Library, and maybe even learn a new research trick that will save you time in your work. The session is informal so come with questions if you have them!

Join us on Teams or call in (audio only) +1 509-824-1908, phone conference ID: 571 169 74#.

Join Session



Bunche Speaker's Series

Delphine Minoui - The Book Collectors

Award-winning journalist Delphine Minoui narrates a riveting account of a band of young rebels, a besieged Syrian town, and an underground library built from the rubble of war. The Book Collectors is a testament to bravery and a celebration of the power of words.

- · Dial-in number: 1-415-527-5035
- · Access code: 2763 171 1532
- · Event password: j9Mud86X383 (59683869 from phones)

Join Session





24-31 VIRTUAL FUN!

OCT 2022 OPEN TO ALL EMPLOYEES! SEE BELOW FOR RULES

Want to know more about the Trick or Treat Event? Contact LibraryHelp@state.gov.



Virtual Reference Services at the Library of Congress

Where we are and where we could go



Dennis Clark
Chief, Researcher & Reference Services

Virtual Reference at the Library of Congress

Brief Overview



16 reading rooms

Participate in email reference through Libanswers



2 reading rooms



100+ librarians

Participate in chat reference: 20 hours per week each Answer questions between 6 am & 10 pm, 6 days a week

FY 2021

Virtual Reference Statistics

Caveat!

It was a really weird year

Total Reference Questions

75,373 questions answered

Web/Email Questions

87% (65,541)

Average per day

218

Future Possibilities



Scheduling

Currently scheduling inperson appointments for onsite use. A possibility is allow user-scheduled chat consultations.



🕂 Video

A video option (Zoom/Teams/FaceTime) would allow subject librarians to connect when a longer consultation is needed



Experts

Getting our Librarians out front is essential. Users should be able to get direct connection to the right expert.



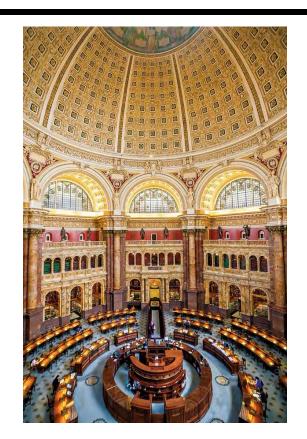
Text

An option for quick questions and responses that would put the "Library in your pocket." (202) TEXT-LOC!



Let's Discuss!

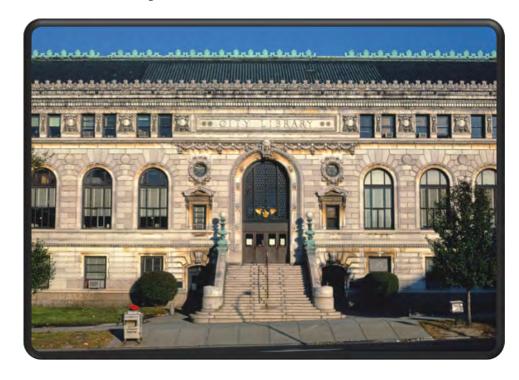
Dennis Clark
Chief, Researcher & Reference Services
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@dennistclark



FEDLINK Fall Exposition

Using Web Analytics Data to Demonstrate Value







Web Metrics & Analytics Service
Library of Congress Office of the Chief Information Officer



About today's presentation

Today, we'll discuss the types of data that you can access through web metrics, and how to use that data to show the value you provide to your patrons and community.

- What do we measure with web metrics?
- Measuring Impact & Setting Goals
- Forecasting Model
- Integrating web metrics into program evaluations
- Sample dashboard report
- Sample Google Search Console data
- Your Questions



Photo: https://www.loc.gov/item/90712184/



What do we measure with web metrics?

Web Metrics can be used to answer five central questions about your web sites:

- 1. How much traffic did we get?
- 2. How did users find our site?
- 3. What content did they view?
- 4. How long did they stay?
- 5. What actions did they take while they were here?



Photo: https://www.loc.gov/item/2003681501/



1. How Much Traffic Did We Get?

Understanding the overall flow of traffic to your site can help you....

- Determine traffic patterns:
 - Daily which hours are busiest?
 - Weekly which days of the week get the most (and least) traffic?
 - Monthly which days or weeks of the month that have more traffic?
 - Quarterly and Beyond which parts of the year tend to be busier? Does traffic align with school or government calendars?
 - Other events that bring up traffic announcements, events, news stories, etc.



Photo: https://www.loc.gov/item/2016646536/



1. How Much Traffic Did We Get?

Once you understand the overall traffic patterns, then you can...

- Discover causes for hours, days, weeks, or months that are busier than others.
- Calm stakeholders who are nervous when traffic decreases on your site by explaining its seasonality and traffic flow.
- Identify unusual traffic patterns.
- Focus your investigations into factors that contribute to these changes.
- And once you figure out why you're getting more traffic, you can look for ways to repeat those results.



Photo: https://www.loc.gov/item/2004676826/



2. How Did Users Find Our Site?

It's important to know what's driving traffic to your site, including:

- Types of referrers how much traffic from search, social media, or other web sites?
- Which search engines, social networks, or referring web sites drive the most traffic?
- Are there sources of traffic where most or all users are on mobile devices? How is their experience?
- Do certain sources always refer users to the same types of resources?
- Is there a match between what users are likely looking for and what you provide? Or are users getting something unexpected?



Photo: https://www.loc.gov/item/2011649840/



3. What Content Did They View?

Once you understand what content is used most, you can:

- Determine what's meeting users needs most.
- Determine what users expect from you.
- Identify pieces of content which could be useful to these users, but are too hard for them to find.
- Consider if your site navigation and user experience design make it easy for users to find this content or make their journeys more difficult.
- Better describe the value you bring to users with these resources.
- Inform your content strategy. Based on what users are most likely to view, what new content should be developed using your limited resources?



Photo: https://www.loc.gov/resource/highsm.52801/



4. How Long Did they Stay?

Engagement Metrics Include:

- Time spent on Site
- Actions taken
- Pages per visit
- Most common paths taken through site
- New or returning user?
- Anecdotal information from user surveys



Photo: https://www.loc.gov/item/2014635510/



5. What did they do while they were here?

Types of Actions Include:

- Performing a search
- Watching a video
- Listening to audio
- Downloading a file
- Signing up for an event
- Subscribing to a publication
- Adding something to a shopping cart
- Purchasing something
- Completing a form

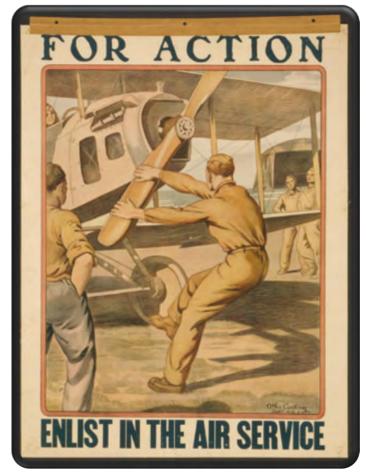


Photo: https://www.loc.gov/item/00651829/



To measure impact, answer these questions:

- 1. What user actions qualify as impact?
- 2. What is the level of activity for these actions now?
- 3. How can you create growth?

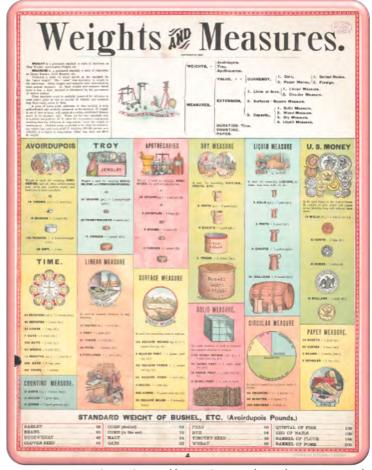


Photo: https://www.loc.gov/item/2018757077/



What user actions qualify as impact?

What is impactful? Where do you want to grow?

Examples:

- Registering for a webinar
- Signing up for an email bulletin
- Downloading a resource
- Commenting on a blog post
- Something else?



Photo: https://www.loc.gov/resource/mrg.03472/



What is the level of activity for these actions now?

- Is this currently being measured?
- If not, can you start measuring?
- What metrics and reporting will you use?
- Is regular reporting doable?

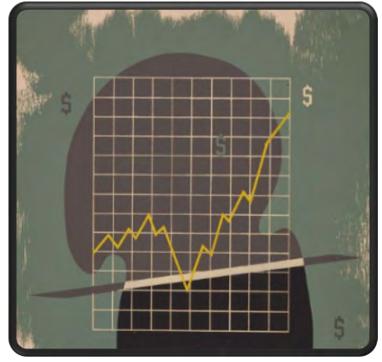


Photo: https://www.loc.gov/resource/cph.3g11889/



How can you create growth?

- To drive up levels of impactful user actions, what will you do?
- Will these actions impact the metrics we determined in the last step?
- Are these actions realistic? Remember to focus on actions that are DOABLE.
- Can you implement your plan without major changes to your organization, job role, or workload?
- Try not to commit to anything for which you won't have the budget or staff needed to take some action.





There are three major factors to include in your forecasting model:

- 1. Seasonality
- 2. Traffic to similar products
- 3. Outreach Strategy



Photo: https://www.loc.gov/item/2017856747/



1. Seasonality and Other Traffic Events:

- What is traffic like at the time of year for which you're forecasting?
- What are typical patterns for the days, weeks, and months of your promotion?
- What special events for your organization happen during this time?
- What about world or news events that could impact your traffic (elections, bill votes, etc.)





2. Traffic to similar content:

- What is traffic like to similar resources?
- What about other types of resources that cover the same subject matter?
- What about other resources that are the same format?



Photo: https://www.loc.gov/item/2016888453/



3. Outreach Strategy:

- How will you tell users that this resource is available?
- How have similar resources been promoted in the past?
- What new communities can you reach and how?
- What resources are needed? What resources are available that can be committed to this?

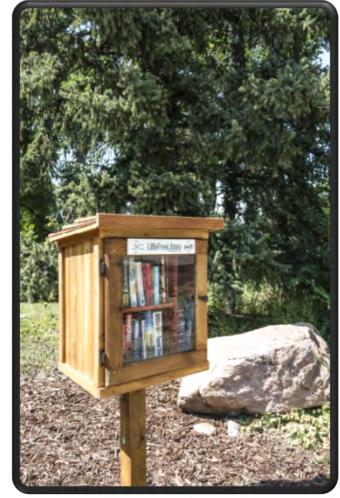


Photo: https://www.loc.gov/resource/highsm.33989/



Integrating Metrics into Program Evaluations

You can add metrics data into your program evaluations by including this kind of information about your site:

- What resources are used most?
- What's the seasonality of your site? What times of day/week/month/year is it busiest? Why?
- How do users find your content? What search terms and referring sites are most likely to drive traffic?
- How engaged are your site users? How long do they tend to stay on your site? What are they most likely to search for?
 What other actions might they take?

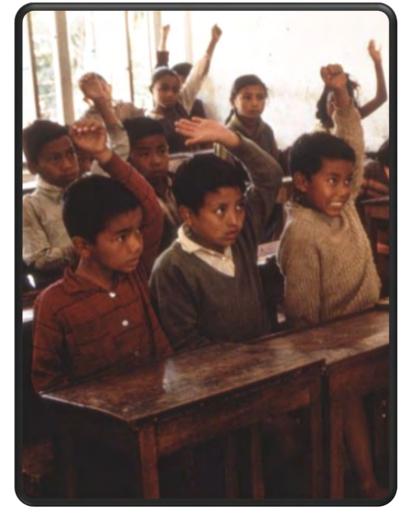


Photo: https://www.loc.gov/item/2011646408/



Integrating Metrics into Program Evaluations

Now that you've answered these questions, you can also offer opportunities to enhance user experience, like:

- How do we make top resources easier to find?
- Does our seasonality on-line match our busy times on other channels (telephone, in-person)?
- What can we do to help users more during busy times?
- When users land on our site after using a search engine, are they getting what they expect?
- How can we increase engagement? Are there targeted actions (signing up for an email newsletter, downloading a document, doing a search) that we want to identify and improve?
- How can we increase the impact of our most effective outreach strategies? What resources will we need to do that?



Photo: https://www.loc.gov/item/89710868/



Thank you for attending!



The next FEDLINK Expo is May 10-11, 2023

Ma	y					2023
Sun	Mon	Tue	Wed	Thu	Fri	Sat
	1	2	3	4	5	6
7	8	9	10	11	12	13
14	15	16	17	18	19	20
21	22	23	24	25	26	27
28	29 Memorial Day	30	31			



Embracing the Permanence of Change



LIBRARY OF CONGRESS



Embracing the Permanence of Change



Embracing the Permanence of Change



December 7

9:00 a.m.-4:30 p.m. (ET) Virtual Conference

Agenda

9:00 – 9:05am Welcome: Laurie Neider, FEDLINK Executive Director 9:05 – 10:00am Keynote Address: What's New, What's Now, What's Next: How do we thrive in our information future reality? Dr. Julie Todaro Dean, Library Services Austin Community College 10:00 – 10:45am FEDLINK Joint Advisory Board and Membership Meeting 10:45 - 11:00am Break 11:00am - 12:00pm FEDLINK Vendor Presentations 12:00 – 1:00pm Lunch Break 1:00 – 1:30pm Mapping the Federal Information Community Annie Rorem Chief, Federal Research Division Library of Congress 1:30 – 2:15pm **Keynote Address: The Current State of Blockchain and the Information Ecosystem** Jason Griffey **Director of Strategic Initiatives** National Information Standards Organization 2:15 – 2:30pm **Ask FEDLINK** 2:30 – 2:45pm Break 2:45 – 3:30pm Virtual Reference for Federal Librarians 3:30 – 4:15pm Measuring Impact with Web Metrics Data Leah Ibraheem **Digital Analytics Lead** Library of Congress

Fall Expo Call

The semi-annual Fall Expo will focus on library professionals and their responses to balancing the challenges of providing virtual and onsite services with the demand for innovation and flexibility in federal library programs and project planning.

2022 FEDLINK Fall Expo Speakers

Laurie Neider

Executive Director, FEDLINK

Laurie Neider brings nearly 40 years of experience in leadership and acquisitions to her position as FEDLINK's Executive Director. Before arriving at FEDLINK, she served with the Congressional Research Service (CRS), with more than a decade as head of the CRS Procurement and Administrative Services Section, where she oversaw acquisition planning, contracting, and a multimillion-dollar annual procurement budget. Prior to joining the Library, Neider served 14 years as an information specialist in the private sector, including eight years as the Chief of the Acquisitions Section for the International Monetary Fund, Joint Bank Fund Library. Neider earned her master's degree in library science from Syracuse University and began her career as an acquisitions librarian at the Executive Office of the President Information Center in the White House.

Michael Bates

Supervisory Contract Specialist, FEDLINK

Michael Bates is FEDLINK's new Supervisory Contract Specialist. Prior to serving as a supervisor, Michael worked as a Program Analyst, Contracting Officer, and Contracting Officer's Representative (COR) for the Veterans Benefits Administration, Administrative Office of the U.S. Courts, the Department of Education, and Department of Defense. In addition to his 9+ years of federal procurement and acquisitions experience managing contract portfolios in excess of \$1B, Michael earned a Master's Certificate in Contract Management from The George Washington University in 2018, his M.S. in Enterprise Business Management from Stratford University in 2016, and his M.B.A. in Supply Chain and Operations Management from Stratford in 2014. Michael's background will help ensure that members receive excellent customer service, value, and business outcomes from their FEDLINK managed contracts.

Melissa Blaschke

FEDLINK Manager, FEDLINK

Melissa Blaschke is the FEDLINK Manager overseeing FEDLINK's Network Operations and Contracts Sections. Prior to serving as the FEDLINK Manager, she was supervisor of the Network Operations team, a Librarian/Network Program Specialist for FEDLINK and a certified Contracting Officers Representative (COR). Having worked as both a contracting officer and a COR, Blaschke combines her expertise and experience in ensuring FEDLINK members have the resources and information they need to make the

best purchasing decisions for their agencies. Blaschke started her library career processing archives and manuscripts at the University of Chicago Special Collections Research Center. In late 2008, she came to the Library of Congress to work in the Collections Conservation Section of the Preservation Directorate before becoming a contract specialist in the Office of Contracts and Grants Management. Blaschke earned her M.S. in Library and Information Science at the University of Illinois and her M.A. in Divinity at the University of Chicago. She received her B.A. in Religious Studies from the University of Southern California.

Dennis T. Clark

Chief of the Researcher and Reference Services Division, Library of Congress

Dennis T. Clark is currently Chief of the Researcher and Reference Services division at the Library of Congress, where he oversees the historic Main Reading Room of the Thomas Jefferson building. Prior to his appointment at the Library of Congress, Dennis was Dean of Libraries and Professor at the University of Arkansas, where he oversaw a library system supporting an "R1" land-grant flagship university with an \$19 million-dollar budget. He has served as an Associate University Librarian over research, learning, and spaces, at Virginia Commonwealth University (VCU) and at the University of Virginia. He was an Association of Research Libraries (ARL) Leadership Fellow for 2016-2017.

Kelly Devlin

Digital Services Librarian, Eleventh Circuit Court of Appeals

Kelly Devlin likes to refer to herself as a "recovering" attorney with a strong interest in technology and legal research – especially how they can be leveraged to increase efficiency and improve work outcomes. She has worked in court, corporate, and law firm libraries. When Kelly realized she preferred libraries to courtrooms, she switched professions, attended Simmons, and never looked back. Currently, she is the Eleventh Circuit's Digital Services Librarian. In addition to managing the Jacksonville Branch, Kelly is the webmaster for the circuit library's in-network portal and Circuit CALR Coordinator.

Jason Griffey

Director of Strategic Initiatives, National Information Standards Organization (NISO)

Jason Griffey is the Director of Strategic Initiatives at NISO. Prior to joining NISO, Jason ran his own technology consulting company for libraries, has been both an Affiliate at metaLAB and a Fellow and Affiliate at the Berkman Klein Center for Internet & Society at Harvard University, and was an academic librarian at the University of Tennessee at Chattanooga. Jason has written multiple books and a series of full-periodical issues on technology topics, most recently AI and Machine Learning in Libraries. He has spoken internationally on topics such as artificial intelligence and machine learning, the future of technology and libraries, and decentralization and the Blockchain.

Leah Ibraheem

Digital Analytics Lead, Library of Congress

Leah Ibraheem joined the Library in 2015 and serves as Digital Analytics Lead in the IT Design & Development Division in the Office of the CIO. Her work includes teaching and advancing web metrics concepts across the Library community, providing training on metrics tools, managing changes to measurement tool configuration, producing a suite of metrics reporting products, and handling service requests from stakeholders in all LC offices, services, units, and divisions. Prior to the Library, Leah worked with the Pew Charitable Trusts, Smithsonian Institution, and Nextel Communications. In her spare time, she's an active volunteer with the Fairfax County Animal Shelter and an enthusiastic vegetable gardener.

Jennifer McMahan

Deputy Library Director, U.S. Department of Justice

Jennifer McMahan has been with the Justice Libraries since 1999, first as a law librarian, then as Supervisory Librarian. She became Deputy Director in 2012, overseeing collections, digital initiatives, and research projects across Justice Libraries. She received her MLS from Catholic University and her undergraduate and graduate degrees in Russian Studies from Georgetown. A member of AALL since 2008, she is chair of the Federal Law Librarians Caucus. She is currently a member of the FEDLINK Advisory Board and chairs FEDLINK's Education Working Group. She is a member of FEDLINK's Research/Metrics, Leadership, and Awards Committees, as well as the Law Librarians' Society of Washington, DC.

Annie Rorem

Chief of the Federal Research Division, Library of Congress

Annie Rorem is Chief of the Library of Congress' Federal Research Division (FRD). She has built her career on translating research findings for effective, practical policy implementation. Her previous leadership positions include director of policy and research for the National Women's Business Council and deputy director of research and analysis for the National Commission on Military, National, and Public Service. Annie holds a BA and MA in mathematics from Wesleyan University and an MPP from the University of Virginia.

Shun Fong Seto

Financial Manager, FEDLINK

Shun Fong Seto is the Financial Manager for FEDLINK's Fiscal Operations Section. Prior to serving as a manager of the team, she was a Fiscal Analyst/Accountant for FEDLINK for over 20 years. She has a wide range of accounting and budget experiences both in the private and public sectors. Her focus is to deliver better customer service and provide accurate and timely accounting services for our members. She is a certified public accountant (CPA). She earned her B.A. in Finance at the University of Illinois and B.A. in Accounting at the University of Maryland.

Megan Sheils

Reference & Research Program Manager, Bunche Library, U.S. Department of State

Megan Sheils manages the reference and research program at the Bunche Library, the main library of the U.S. Department of State, where she has been a research librarian for 18 years. She earned her MLS at the University of Maryland with additional certification as a school library media specialist, a specialization that came in handy when she helped found the nonprofit music education organization Girls Rock! DC. She was also a part of the inaugural cohort for UMD's post-masters certificate in Curation and Management of Digital Assets, which she completed in 2015. She is a past President of the District of Columbia Library Association and a past ALA Emerging Leader.

Julie Todaro

Dean, Library Services, Austin Community College

Dr. Julie Todaro has been an academic library manager (middle manager, Dean); a library educator (management focus.) a public librarian (children, youth) and has her alllevel school library certification. In her role as community college library dean (ACC serves 40k students) she manages 170 employees providing library resources and services throughout eleven campus libraries in 8 counties. She is the author of the 2014 Library Management for the Digital Age: A New Paradigm, the 2020 Emergency Preparedness for Libraries, Bernan Press 2nd ed. and the 2022 The Post Pandemic Library Handbook, Rowman & Littlefield Publishers, Inc. Julie is the author of many articles and has had columns in a community college journal and ALA's LLAMA journal. She consults in, designs curriculum and delivers workshops, training and education for employees in and stakeholders in all types and sizes of libraries in areas that include: managing change; the future of library services; strategic planning and the new organization: management and leadership (in-person and remote:) facilities design: operations; customer service; the value of librarians, library services and libraries; and emergency management. She has served on design and implementation teams and has led a variety of national initiatives including activities for the White House Conference, Information Literacy Immersion, statewide standards for school libraries, LSTA Boards, Cooperative Library Boards, her local public library advisory and foundation board and has been active in community organizations. Julie served as the president of the Texas Library Association, the Association of College & Research Libraries and the American Library Association.

FEDLINK Advisory Board (FAB) Members

Chair

Dr. Carla Hayden

Librarian of Congress

Vice Chair

Julie Arrighetti

U.S. Department of State

Appointed Members

Bebbie Rhodes (2020-2022)

Senior Librarian

Nuclear Regulatory Commission

Jennifer McMahan (2021-2023)

Deputy Library Director U.S. Department of Justice

Elected Members

Julie Arrighetti (2019-2022) (Chair)

Chief Librarian

Ralph J. Bunche Library

U.S. Department of State

Robin Miller Dixon (2022-2024)

Head of Knowledge Resources and

Library Services Branch

NASA Goddard Space Flight Center

Ann Holman (2021-2022)

Director

Darnall Medical Library

Walter Reed National Military

Medical Center

Ben Hope (2019-2022)

Information Architect/Office of Operations

FDA Library

U.S. Food and Drug Administration

Michael McNulty (2021-2023)

Librarian of the Army

Beata Moore (2021-2023)

Associate Director

Data Production Division

National Agricultural Library

Karen Tate (2021-2023)

Director

National Library of Education

David Walls (2019-2022)

Preservation Librarian

Library Services and Content

Management

Government Publishing Office

Andrew Young (2021-2023)

Librarian

Treasury Library

Organizational Observers

Madison Bolls

Senior Program Officer, Grants to States Institute of Museum and Library Services

Todd Carpenter

Executive Director National Information Standards Organization

Joint FEDLINK Advisory Board (FAB) and Membership Meeting

1. Call to Order and Executive Director's Report

2. Committee and Working Groups

- Awards Committee
- Education Working Group
- IT Working Group
- Leadership Working Group
- Preservation Working Group
- · Research and Metrics Working Group

3. FEDLINK Assisted Acquisitions and Programming

- Assisted Acquisitions Update
- Contract Update
- Education and Publication Update
- Financial Update

4. Other Business

Virtual Vendor Exhibits

Backstage Library Works

It's all about access. Backstage services help you create and improve user access to your collections. We have solutions for archival processing, digitization, and microfilming, cataloging, finding aid creation, authority control, database cleanup and enhancement, and on-site collection management services from inventory to reclassification.

Copyright Clearance Center (CCC)

A pioneer in voluntary collective licensing, CCC helps organizations integrate, access, and share information through licensing, content, software, and professional services. With expertise in copyright and information management, CCC collaborates with stakeholders to design and deliver innovative information solutions that power decision-making by helping people integrate and navigate data sources and content assets. We're pleased to offer RightFind Suite of content services such as document delivery, licensing, and discovery services to FEDLINK agencies.

The Crowley Company

For nearly 40 years, The Crowley Company has provided government entities with comprehensive archival-quality digitization services and scanners. Learn more about our experienced, award-winning services bureau, FADGI-compatible services, and more capture offerings.

Data Axle

Data Axle, formerly Infogroup, is a leading provider of big data and intelligence. As an original compiler of both consumer and business information, Data Axle has developed sophisticated data sourcing, compilation, and aggregation processes based on our intimate knowledge of raw sources and decades of experience. With over 16MM verified businesses and 170MM households, Data Axle can offer comprehensive coverage of nearly every address in the United States. Our records are 100% geocoded with no geographic or categorical bias within the database. Data Axle provides government entities with the intelligence, tools, and insights they need to effectively meet their missions.

EBSCO

EBSCO Information Services is the industry's preeminent provider of Subscription Management Services, Online Research Content and Search Technologies serving libraries and Federal Government agencies around the world. EBSCO is a well-established service organization that is both diverse and financially stable with a primary focus on our customer's needs.

Economist Intelligence Unit

The Economist Intelligence Unit (EIU), an integrated strategic advisory division of The Economist Group (London, England), offers global business intelligence on economics, government policy, business outlooks, market intelligence, country risk and industry dynamics. Demonstrated success in managing, developing, and expanding sales with US Federal Government Agencies, Multi-National Corporations, International Institutions, Associations, Foundations and NGOs.

Elsevier

As a global leader in information and analytics, Elsevier helps researchers and healthcare professionals advance science and improve health outcomes for the benefit of society. We do this by facilitating insights and critical decision-making for customers across the global research and health ecosystems. In everything we publish, we uphold the highest standards of quality and integrity at scale to ensure value to our customers. We bring that same rigor to our analytical solutions for researchers, health professionals, institutions, and funders.

HeinOnline

HeinOnline is a premier online research platform that provides more than 202 million pages of multidisciplinary periodicals, essential government documents, international resources, case law, and much more. Composed of fully searchable image-based PDFs and available at an affordable price, the wealth of material allows academic institutions, government agencies, law firms, court systems, corporations, and other organizations access to authoritative, true-to-print digital material without the hassle or cost of using multiple research databases.

Kelly Services/Kelly Government Solutions

Kelly Services has been connecting talented people with industry-leading companies for more than 75 years. Through industry and talent expertise we bring tailored and scalable project-based solutions to our partners. Kelly's history of supporting libraries has been an evolution of growth on the type, size, and location. Today, we support a more than 90 libraries and information centers across 25 states to include: Public, Academic, School and Specialty Libraries at federal agencies. For the Library of Congress FEDLINK contract, we are focused on Lot 1, all labor categories from Librarian to Archivist.

LexisNexis

LexisNexis powers our solutions with advanced technologies and more than 60,000 sources of legal, legislative, news, business, company, financial, medical, and public records content. To help our customers receive maximum value from our services, we provide custom training and consulting, expert account management, and 24/7 Customer Service and Technical Support.

PTFS

PTFS provides digitization services on Lot 1 Preservation with specialty in dealing with fragile, rare, and unique one-of-a-kind collections. Our services include inventory, prep, scan, metadata capture and the highest quality outputs with rigorous QC. To compliment these services PTFS offers two platforms for hosting the information, Knowvation CSP, for digital objects, and Bibliovation LSP, for library holdings both digital and physical. We offer our services to the Federal Government including the U.S. Military, Intelligence, and other DoD entities along with our Nation's Civilian Agencies. PTFS is equipped with Open Storage TS Safeguarding with FADGI compliant equipment and processes.

SAGE Publishing

For more than 50 years, SAGE has helped inform and educate a global community of scholars, practitioners, researchers, and students by publishing innovative and high-quality research and teaching content. Today, we publish over 1,000 journals, more than 900 new books per year, and a growing range of library products on a wide range of subject areas across the social sciences, business, the humanities, and science, technology, and medicine.

TDNet

Used by thousands of libraries worldwide, TDNet's Discovery to Delivery Suite provides a tailored solution for their content and services discovery, management and linking and a rich delivery hub for their continuous workflow needs. At the click of a single comprehensive Discovery Search bar or with the Library e-Resources A-Z access portal, users quickly and expediently find any article or item they need and link to full text with an OpenURL Resolver, or use our tailored, customized workflow options for document delivery, rights check, citing, bookmarking, alerting and more. TDNet is one hub for a broad range of library workflows.

Third Iron

Third Iron is a leading library technology company whose services simplify workflow, accelerate discovery, and better connect your users with content. BrowZine presents your ejournal collection visually and arranged by subject, enabling users to quickly find journals of interest. Users may easily browse titles of interest, then use a personal account to follow titles and be notified when new content is available. Our groundbreaking LibKey technology delivers article-level intelligence for the fastest, most reliable, and informed full text linking from any point of discovery, including discovery services, databases, and sites on the open web like PubMed, Wikipedia, and publisher pages.

FEDLINK Background

The Federal Library and Information Network (FEDLINK) is an organization of federal agencies working together to achieve optimum use of the resources and facilities of federal libraries and information centers by promoting common services, coordinating and sharing available resources, and providing continuing professional education.

Since 1965, FEDLINK has served as a forum for discussion of the policies, programs, procedures and technologies that affect federal libraries and the information services they provide to all branches of the federal government and the American people.

Federal information professionals join together to support the common goals of information access, library service, and collection stewardship. Current programs and working groups support the following initiatives:

American Indian Libraries

Identifies federal efforts to support American Indian Libraries in their preservation, digitization, cataloging, and reference services efforts.

eResources

Provides a forum to share best practices and discuss creative solutions to common challenges in eResources acquisitions and management. The Working Group works in synergy with the FEDLINK Advisory Board and other federal and non-federal groups interested in increasing pricing transparency, open access, and the acquisition and management of eResources.

FEDLINK Awards

Makes annual awards to recognize the innovative ways that federal libraries, librarians, and library technicians fulfill the information demands of government, business and scholarly communities, and the American public.

Education

Sponsors professional development programs including the semi-annual FEDLINK expositions featuring topics for federal librarians and technicians on the latest information policies, procedures, and issues affecting federal libraries and information centers. Hosts the "Great Escapes" program offering numerous tours and orientations to federal and special collection libraries.

Federal Library Leadership

Provides a forum for library leadership to share best practices and discuss creative solutions to common problems, establish a consolidated voice that advocates for the interests of federal libraries, and builds a strong and sustainable future for federal libraries.

Preservation and Digitization

Develops strategies for long-term preservation and access to federal library resources by promoting adherence to standards and recommended practices in federal preservation, digitization, and stewardship of federal digital assets.

Research and Metrics

Coordinates research across the federal enterprise using relevant metrics, data sets, analysis, training, and education to ensure that federal libraries and information centers have the expertise and resources necessary to make critical decisions about their services and programs.

FEDLINK also combines 47 years of experience in purchasing and managing library and information services with the buying power of a consortium of federal agencies. FEDLINK streamlines procurement for commercial information services and products for federal agencies in all three branches of government, tribal governments, and the District of Columbia.

FEDLINK offers:

- simplified acquisition of commercial information services and products,
- negotiated discounts and volume pricing, and
- elimination of the high cost of duplicating contracting cycles and the cost associated with individual orders.

FEDLINK Assisted Acquisition Products and Services

- Books & Media
- Electronic Resources
- Foreign Language Learning
- Library Support Services
- Preservation/Digitization
- Serials Subscriptions

FEDLINK is a revolving fund (Section 103 of Public Law 106-481 (2 U.S.C. 182c)) and follows the Federal Acquisition Regulations (FAR) and the rules and procedures of GAO, OMB, and US Treasury.

Resources

Learn More

Visit the FEDLINK website.

Registration

Register online for fiscal year 2023.

Direct Express Procurement

■ Request information on FEDLINK contracts and pricing.

FEDLINK Interagency Agreements

■ View the Interagency Agreement FAQ to answer questions about IAA forms and policies.

Acquisitions

■ View the <u>Acquisitions FAQ</u> to answer questions about buying products and services through FEDLINK.

Vendor Services

• Review the latest vendor products and services available in the <u>FEDLINK Vendor Services</u> Directory.



Thank you for attending!
The next FEDLINK Expo is May 10-11, 2023.