

A person wearing a hard hat is seen from the back, looking at a glowing digital display. The display is set within a futuristic, dark environment with glowing orange lines. The display itself shows a blue sky with a forest silhouette at the bottom.

# **Digital Frontiers: Shaping the Future of Federal Libraries**

Virtual Fall Expo  
November 15, 2023

# Welcome to the FEDLINK Fall Expo

*Digital Frontiers: Shaping the Future of Federal Libraries*

W E L C O M E

# GAO's Artificial Intelligence Accountability Framework

*Morning Keynote*



**Dr. Farahnaaz Khakoo-Mausel**

Assistant Director

U.S Government Accountability Office (GAO)

[www.gao.gov](http://www.gao.gov)

# ARTIFICIAL INTELLIGENCE ACCOUNTABILITY FRAMEWORK



Farahnaaz Khakoo-Mausel Ph.D  
Assistant Director  
Science Technology  
Assessment & Analytics



## About GAO

The U.S. Government Accountability Office (GAO) is an independent, nonpartisan agency that works for Congress.

Often called the "congressional watchdog," GAO examines how taxpayer dollars are spent and provides Congress and federal agencies with objective, reliable information to help the government save money and work more efficiently.



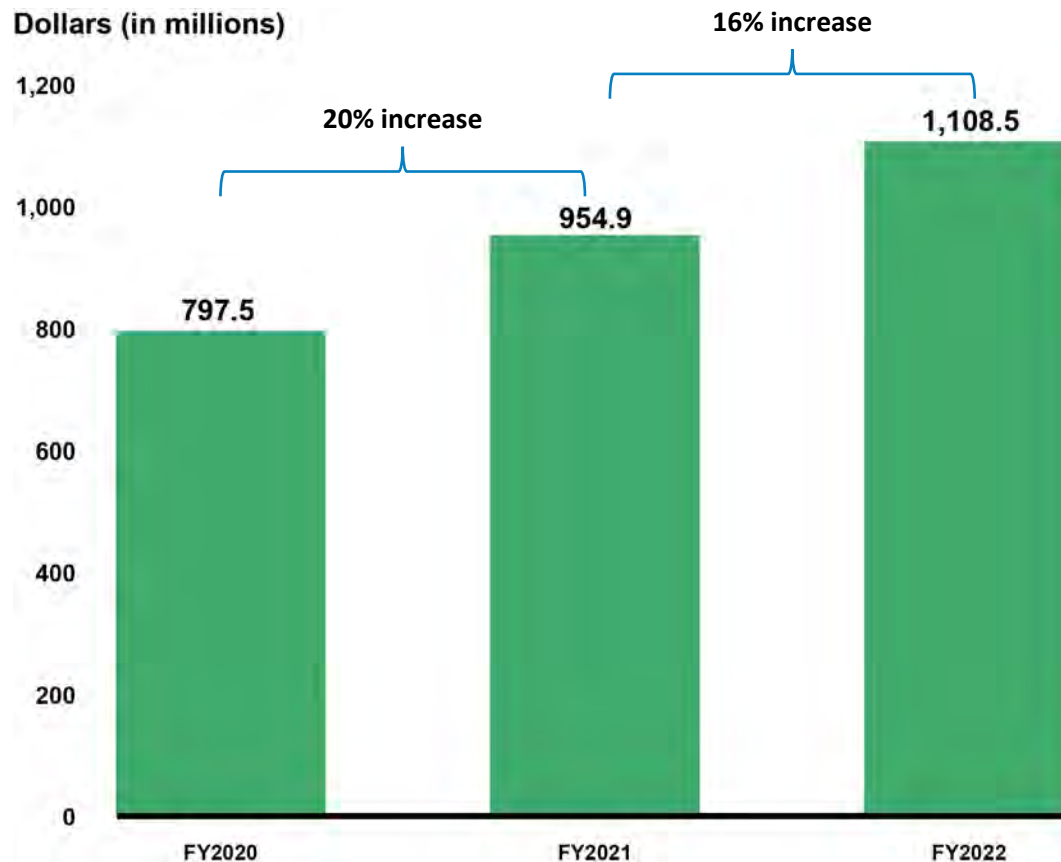
U.S. GOVERNMENT ACCOUNTABILITY OFFICE



Technology is advancing every day. We believe oversight should, too.

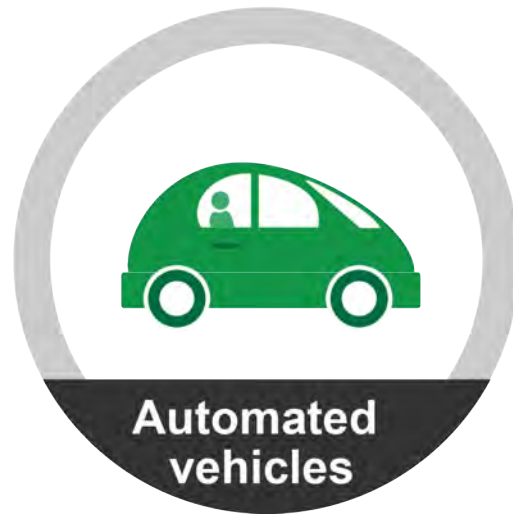


# Government Investment in AI



Examples of agencies
Department of Agriculture
Department of Commerce
Department of Energy
Department of Health and Human Services
Department of Homeland Security
Department of Veterans Affairs
National Science Foundation

# Why now?





# Defining AI



Section 5002 of the National Defense Authorization Act for Fiscal Year 2021, defines AI as:

“...a machine-based system that can, for a given set of human-defined objectives, make predictions, recommendations or decisions influencing real or virtual environments. Artificial intelligence systems use machine and human-based inputs to—(A) perceive real and virtual environments; (B) abstract such perceptions into models through analysis in an automated manner; and (C) use model inference to formulate options for information or action.”

### First Wave



#### **Expert knowledge or criteria and logical reasoning**

The first wave of AI is represented by expert knowledge or criteria developed in law or other authoritative sources and encoded into a computer program in the form of an expert system.

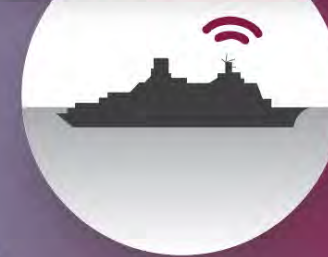
### Second Wave



#### **Machine/Statistical learning**

Second-wave AI technology is based on machine learning, or statistical learning, and includes voice recognition, natural-language processing, and computer-vision technologies, among others.

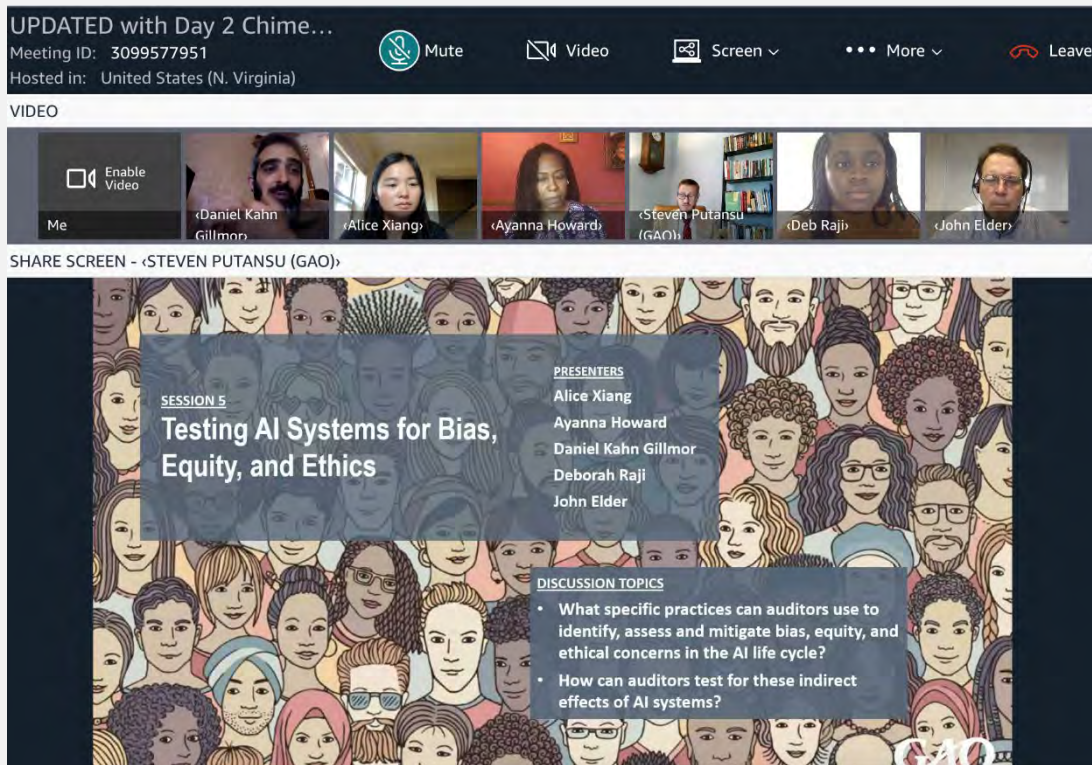
### Third Wave



#### **Contextual adaptation**

Third-wave AI technology combines the strengths of first- and second-wave AI, and is also capable of contextual sophistication, abstraction, and explanation.

# Comptroller General Forum on AI Oversight: September 2020



- Factors to consider when auditing AI
- Criteria and challenges associated with auditing AI systems
- Challenges with using and auditing AI systems in the public sector
- Possible sources of evidence for auditing AI systems
- Testing AI systems for bias and equity



# Artificial Intelligence: An Accountability Framework for Federal Agencies and Other Entities

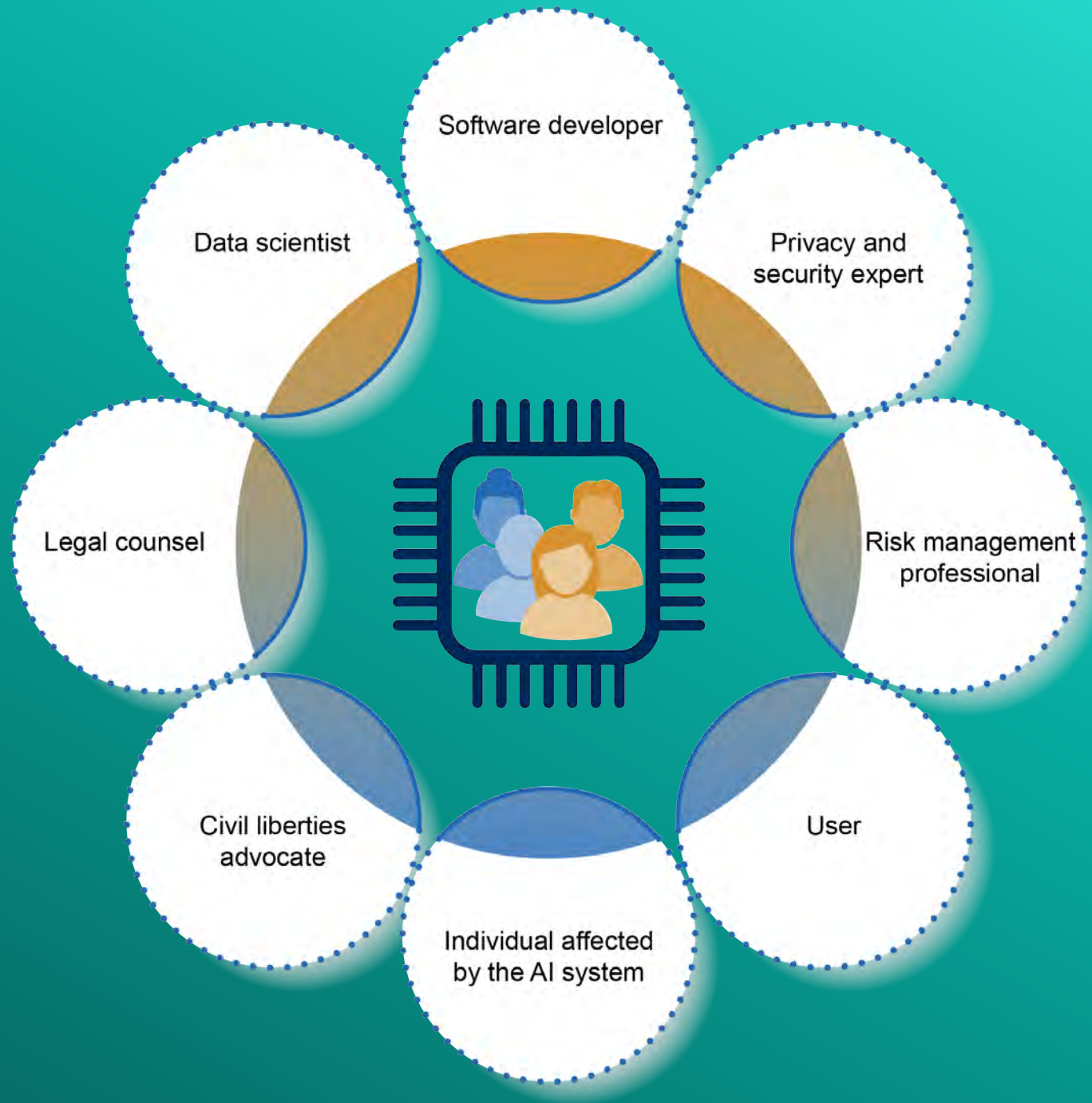


GAO: Oversight of federal Artificial Intelligence (AI) systems



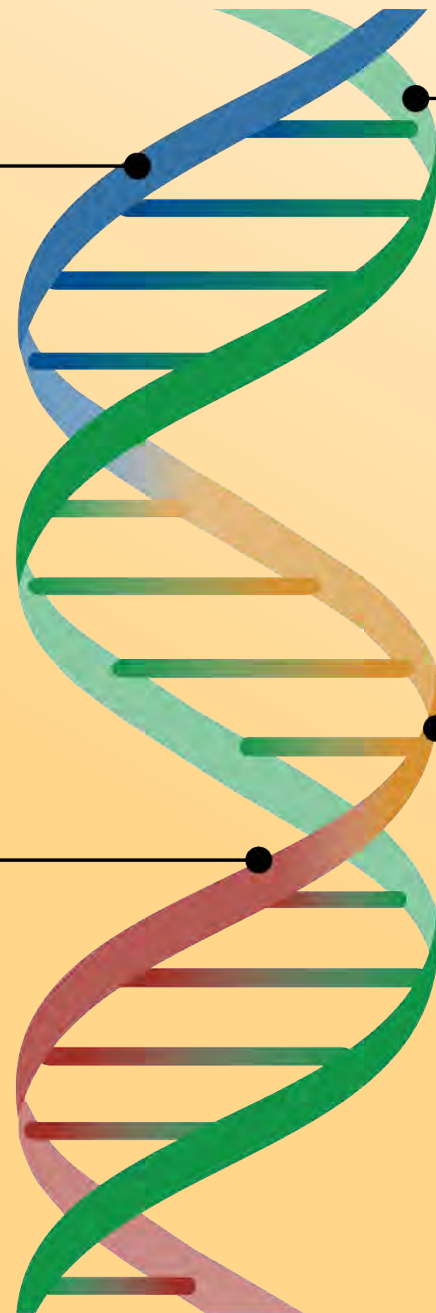


We are still early in the AI journey and its important that oversight is integrated into AI development now as complexities evolve



Human-centered,  
accountable AI must be  
treated as a team sports





## Data

Ensure quality, reliability, and representativeness of data sources and processing.

### Data Used to Develop an AI Model

Entities should document sources and origins of data, ensure the reliability of data, and assess data attributes, variables, and augmentation/enhancement for appropriateness.

### Data Used to Operate an AI System

Entities should assess the interconnectivities and dependencies of data streams that operationalize an AI system, identify potential biases, and assess data security and privacy.

## Monitoring

Ensure reliability and relevance over time.

### Continuous Monitoring of Performance

Entities should develop plans for continuous or routine monitoring of the AI system and document results and corrective actions taken to ensure the system produces desired results.

### Assessing Sustainment and Expanded Use

Entities should assess the utility of the AI system to ensure its relevance and identify conditions under which the AI system may or may not be scaled or expanded beyond its current use.

## Governance

Promote accountability by establishing processes to manage, operate, and oversee implementation.

### Governance at the Organizational Level

Entities should define clear goals, roles, and responsibilities, demonstrate values and principles to foster trust, develop a competent workforce, engage stakeholders with diverse perspectives to mitigate risks, and implement an AI-specific risk management plan.

### Governance at the System Level

Entities should establish technical specifications to ensure the AI system meets its intended purpose and complies with relevant laws, regulations, standards, and guidance. Entities should promote transparency by enabling external stakeholders to access information on the AI system.

## Performance

Produce results that are consistent with program objectives.

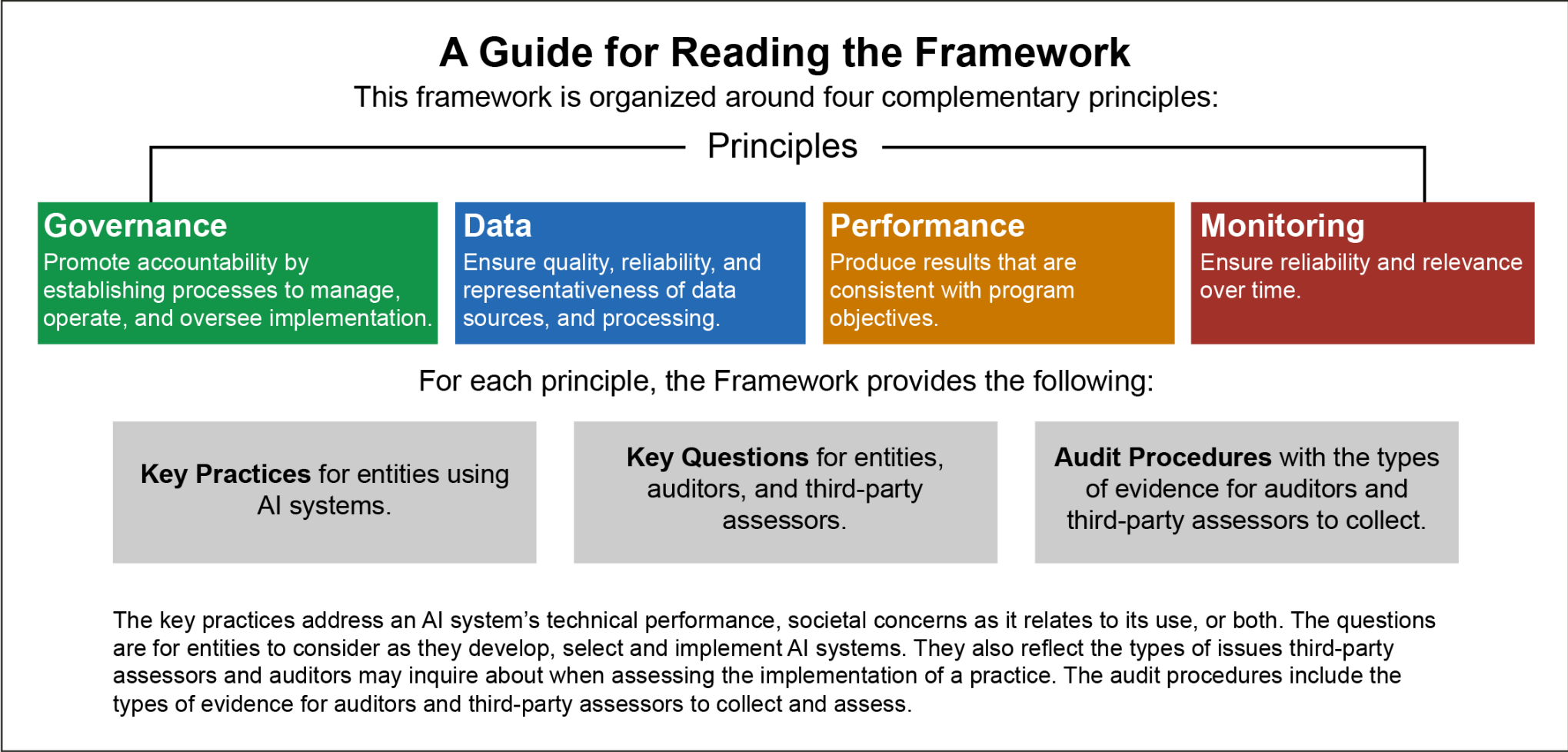
### Performance at the Component Level

Entities should catalog model and non-model components that make up the AI system, define metrics, and assess performance and outputs of each component.

### Performance at the System Level

Entities should define metrics and assess performance of the AI system. In addition, entities should document methods for assessment, performance metrics, and outcomes; identify potential biases; and define and develop procedures for human supervision of the AI system.

# How to Use the AI Accountability Framework



Source: GAO. | GAO-21-519SP





# Where do we go from here?

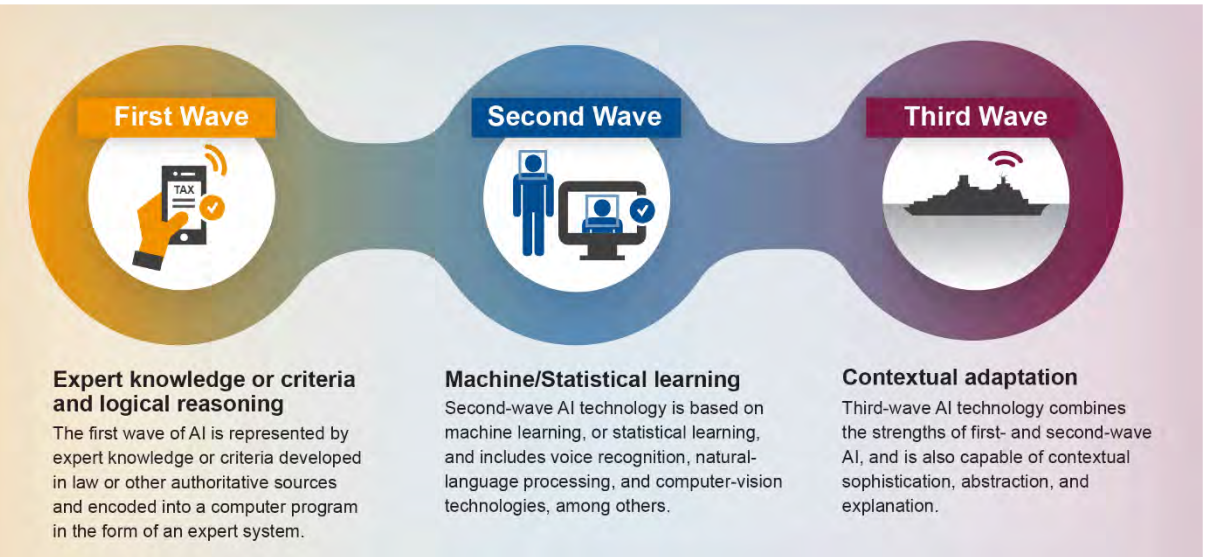
White House – Promoting the User of Trustworthy AI in the Federal Government

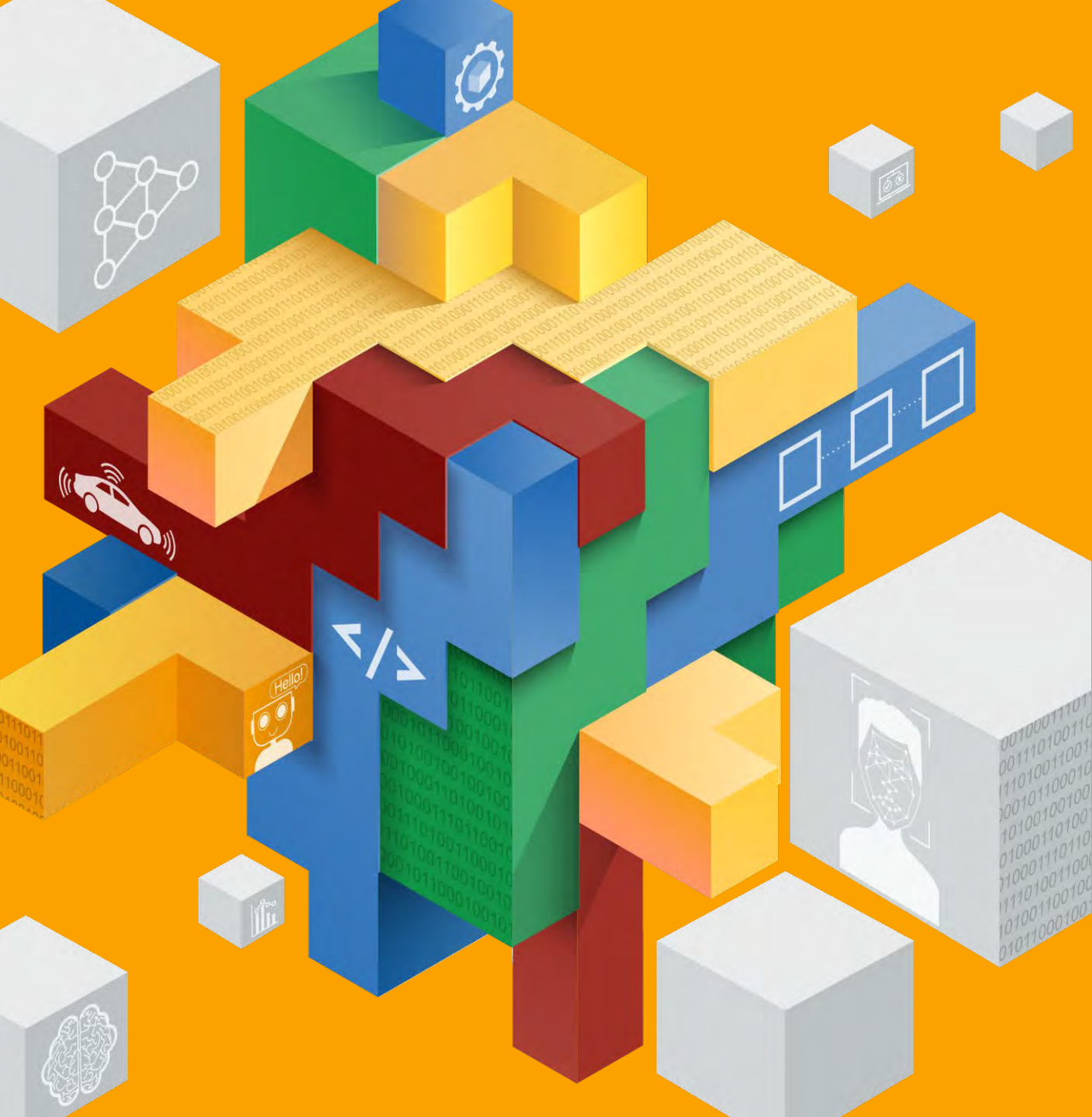
UK – Guidance on AI and Data Protection

Singapore – Model AI Governance Framework

OECD AI Principles

Canada – Directive on Automated Decision Making

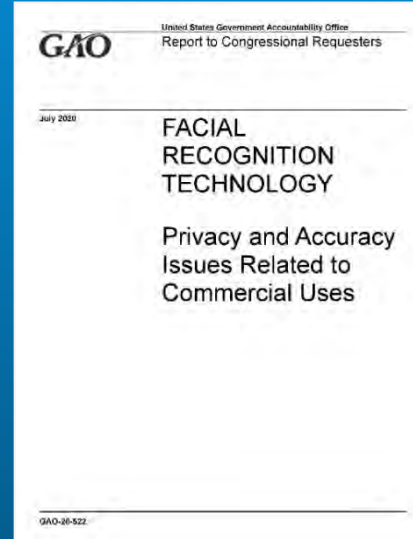
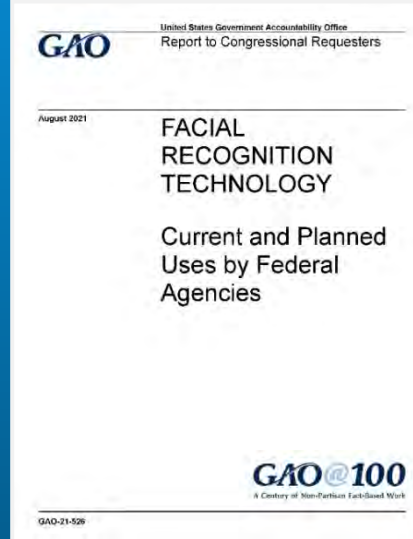
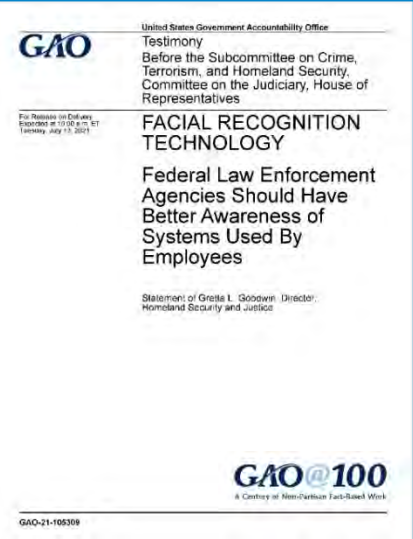
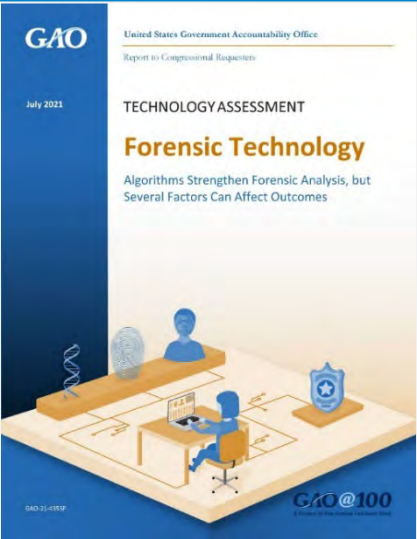
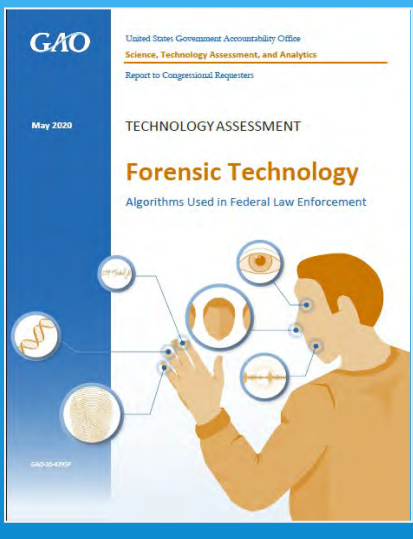




ONGOING OVERSIGHT,  
INSIGHT, AND FORESIGHT  
WORK RELATED TO AI



A sustained portfolio  
of in-depth  
technology  
assessments related  
to AI



## Advisory Board and Membership Meeting





# FEDLINK Vendor Virtual Exhibit Hall



# Data Analytics and the Customer Experience at the National Library of Medicine

*Afternoon Keynote*



**Adam Korengold**

Analytics Lead

National Library of Medicine



**Dan Wendling**

Technical Information Specialist

National Library of Medicine

# Customer Experience, Data Analysis, and Visualization

FEDLINK Fall Exposition

November 15, 2023



National Library of Medicine



# Who We Are

- Office of Computer and Communications Systems
- Analytics Lead

Adam  
Korengold



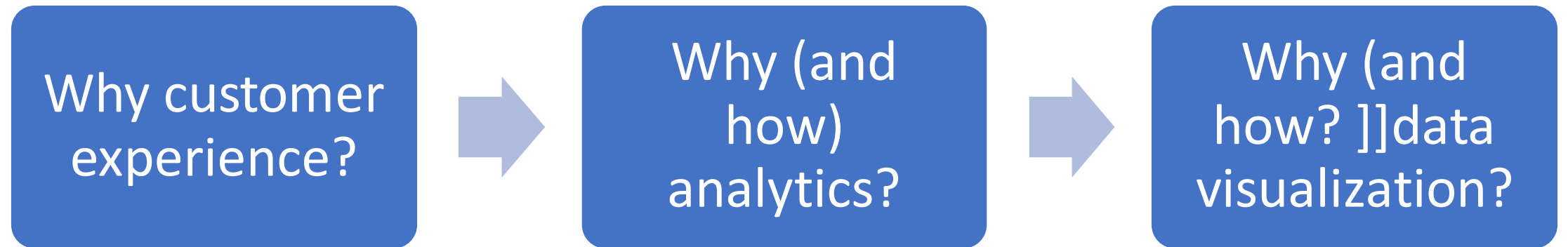
- Library Operations, Reference and Web Services
- Technical Information Specialist

Dan  
Wendling





# Plan for today



# Why CX?

The growing emphasis of customer experience in government

# What is customer experience (CX)

- The sum total of all of the customer's interactions with the product, or the company/organization providing the product. Think of:
  - All of a researcher's interactions with a national library including walking into the reading room, visiting the website, or calling the contact center; or
  - All of your experiences buying coffee from Starbucks, whether it's walking into a store, ordering from the mobile app, or ordering beans online.

# CX in Government

- NLM's mission is to serve society with medical information and insight. Like all federal agencies, HHS/NIH/NLM is expected to follow the growing body of guidance and policies focused on enhancing customer experience and service delivery. These include:
  - OMB Circular A-11, Section 280
  - OMB Memo M-23-22: directs agencies to undertake activities to deliver an integrated digital experience, including identifying each agency's top five tasks.
  - 21<sup>st</sup> Century Integrated Digital Experience Act
  - Evidence-Based Policy Making Act
  - President's Management Agenda and December 13, 2021 Executive Order



# Why Analytics?

Key principles and practices

# The analytics mindset is shifting

- Saying "we completed the project" is no longer enough.
- The "so what" (the outcome) is becoming ever more important.
- Audiences have ever-shorter attention spans, ever-greater demands on their time, and more choices to where they get their information.
- As a federal agency, we're required to track customer experience:

# Analytics and Strategy

- Align with strategic goals.
- How effectively is our work addressing our strategic goals?
  - What do the data tell us about our customers or patrons?
  - What improvements can we make?

# What an integrated analytics mindset looks like

## Digital volume and growth:

- Users
- Pageviews
- Sessions
- **More to be determined**

## Customer experience:

- Net promoter score
- Overall satisfaction
- Task accomplishment
- **Segmentation by role, task, other measures TBD**

Digital  
analytics



CX  
research



View of  
operational  
and  
customer  
experience

## Overarching insight:

- Scorecards and dashboards
- *Ad hoc* analyses
- A/B testing and other experiments




# What to Measure?

Questions	Tools	Comments
<b>Digital volume and growth measures</b>		
<ul style="list-style-type: none"><li>• How many people are looking at our website and content?</li><li>• What are people doing when they access our content?</li></ul>	<ul style="list-style-type: none"><li>• Digital analytics tools</li><li>• Visualization tools</li></ul>	Sometimes requires development work (for example, tagging Web pages to accept analytics).
<b>Experience measures</b>		
<ul style="list-style-type: none"><li>• What is the experience of the people viewing your content?</li><li>• What words to people use when they describe their experience?</li></ul>	<ul style="list-style-type: none"><li>• Survey tools</li><li>• Focus groups</li><li>• In-depth interviews</li><li>• Usability studies</li></ul>	<ul style="list-style-type: none"><li>• May require approval for information collection.</li><li>• May require development to field surveys on websites.</li><li>• Need to follow best practices for survey design and management.</li></ul>


# Personas: Whom Do We Serve?

Think about the kinds of people whom you serve.

- Focus on needs, wants, motivations, and characteristics – not demographics.
- Some find it helpful to name personas – this facilitates discussion and thinking about them. *On the other hand, naming personas might be more limiting because they are constrained by assumptions about names, gender identity, and other characteristics.*
- Use your personas to define your customers and what their needs are:
  - What are they trying to accomplish?
  - What is easy or hard for them?
  - What frustrates them?


Maks Giordano · 3rd+ · 20h ·  + Follow

Perfect reminder - [King](#) ...see more



**Prince Charles**

- Male
- Born in 1948
- Raised in the UK
- Married twice
- Lives in a castle
- Wealthy & famous



**Ozzy Osbourne**

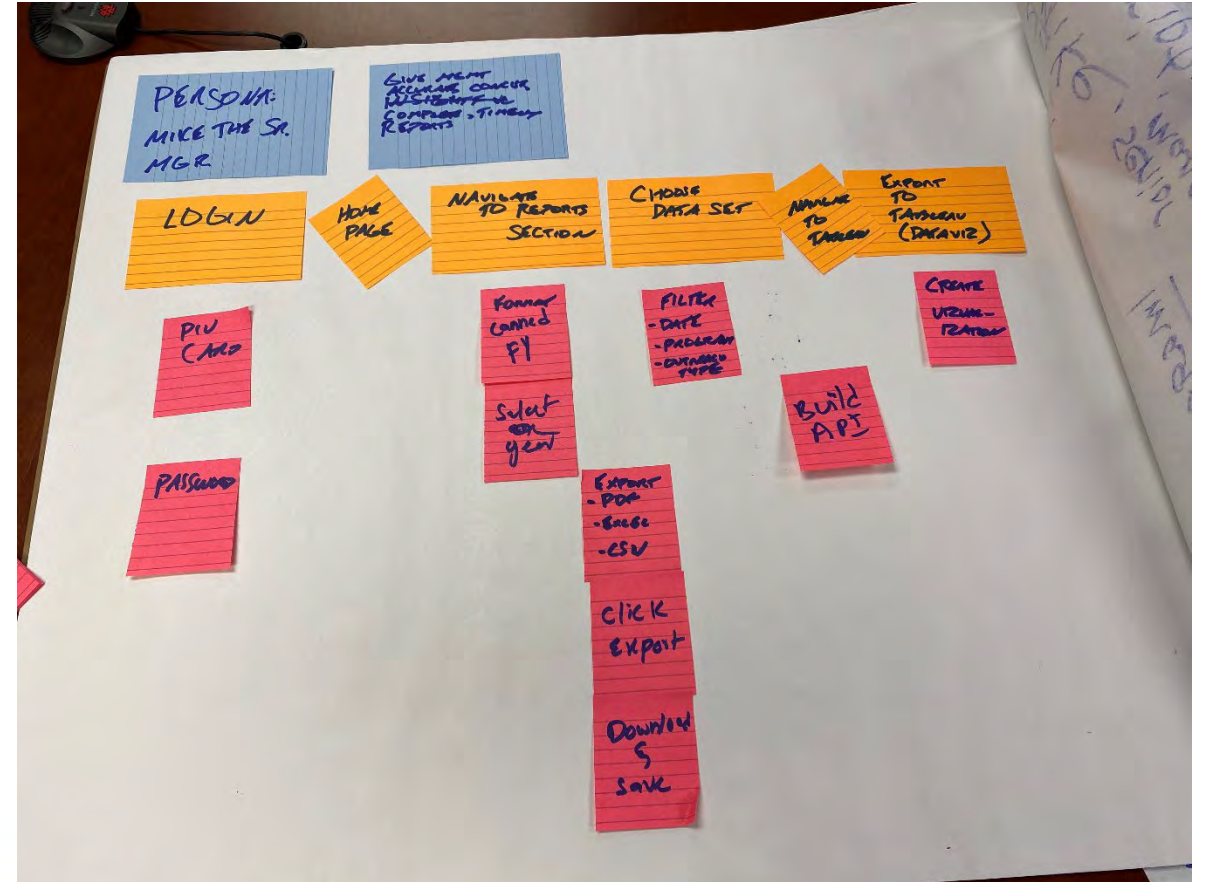
- Male
- Born in 1948
- Raised in the UK
- Married twice
- Lives in a castle
- Wealthy & famous

\* Personas shouldn't be about demographics. Personas should be about the problems & challenges people face.

# Journeys: What Are They Doing?

Think about the individual actions that your stakeholders—internal or external—need to take in order to accomplish a specific goal or meet a specific need.

- What is easy for them? What is hard for them?
- How can you map their process through your product?
- *What development tasks should your product team prioritize?*





# Why data visualization?

Both the “first mile” and the “last mile”

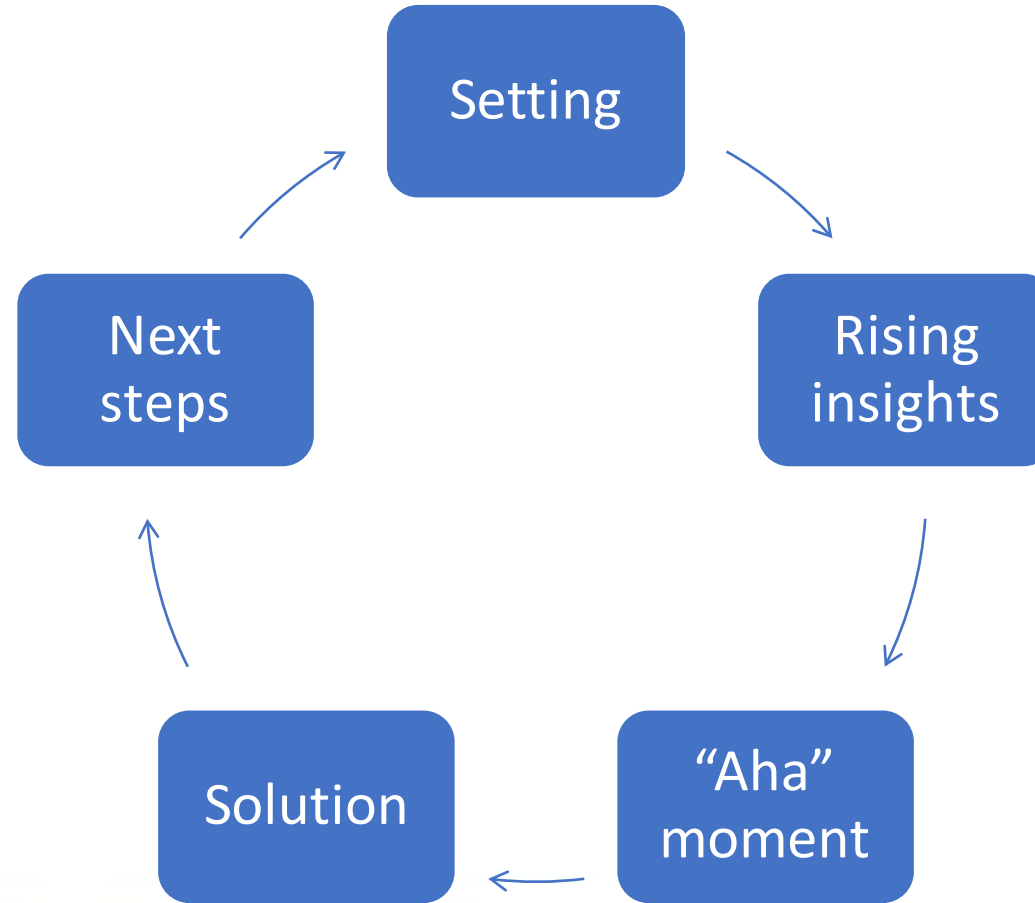
- The “first mile”

- At the beginning of the research process: useful for exploring opportunities
- Good for brainstorming
- Good for identifying trends and patterns to analyze more deeply

- The “last mile”

- At the end of the research process; useful for making research insights accessible and understandable
- Many different ways to visualize
- Keep in mind interactivity, accessibility, and inclusivity

# Data visualization is storytelling (as narrative)



# Making sense of customer comments

## Customer experience themes from customer comments

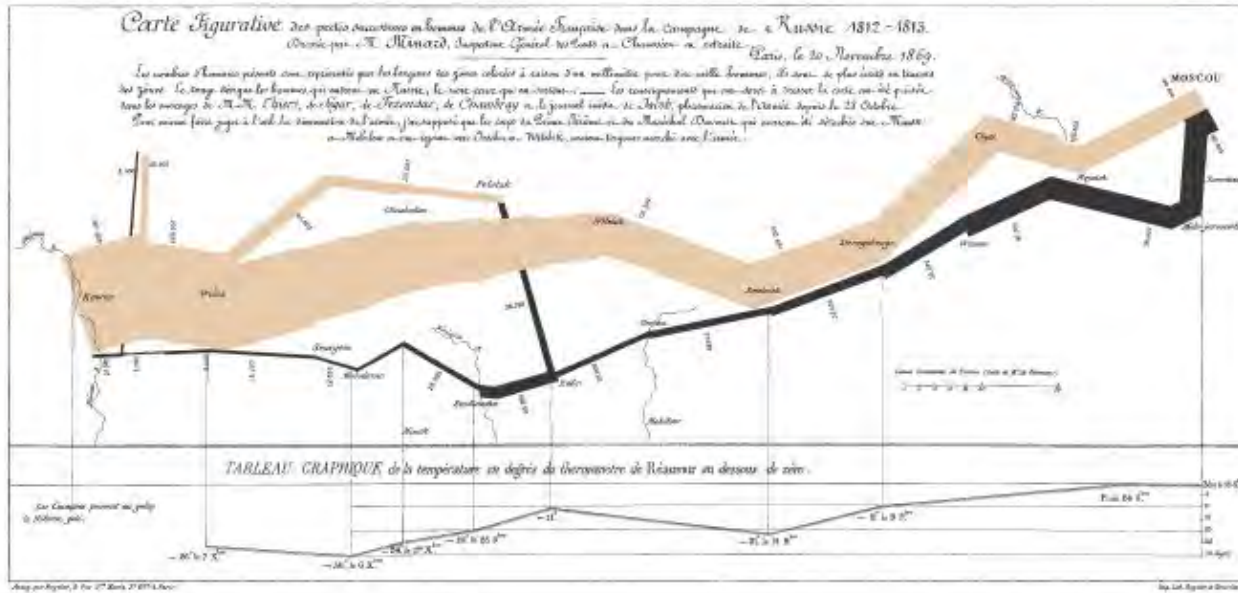
Of 573 comments, 161 might be actionable.

CX "Actionability" category	Count
Educate – They've <u>ask</u> for something that's there but they couldn't find	58
Investigate – might be something	38
Thanks / Follow the bright spots	19
Find and fix	17
Streamline an existing interaction / Add a feature	15
Unmet opportunity to enhance services	14
<b>Total of potentially actionable surveys</b>	<b>161</b>

In this analysis, the vendor's machine learning had identified 573 survey comments as potentially actionable, down from several thousand total surveys. And then using these CX optimization categories, we brought the number down to 161, which is a much more workable number, and now we can start visualizing what our CX work might be.

# Data visualization is storytelling (as process)

Minard, 1834



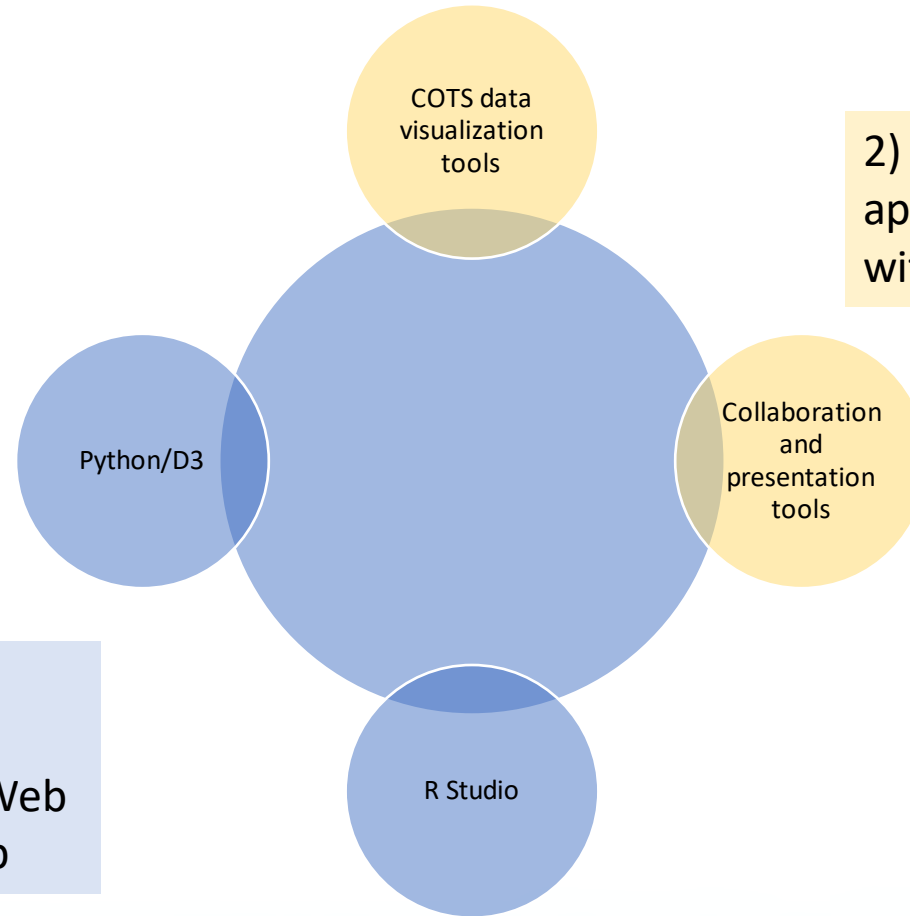
Source: Edward Tufte, The Visual Display of Quantitative Information.

NLM event path, 2023





# Data visualization tools



1) Open source software packages that let you create analyses, visualizations, and Web interfaces from the ground up

2) Commercial off-the-shelf applications that let you work with data with minimal coding

# Simplicity versus complexity

Think of the dashboard in a car...



Source: <http://www.lightmatter.net/gallery/albums.php>

Source:  
[https://www.launchphotography.com/Endeavour\\_Flight\\_Deck.html](https://www.launchphotography.com/Endeavour_Flight_Deck.html)  
(Ben Cooper).

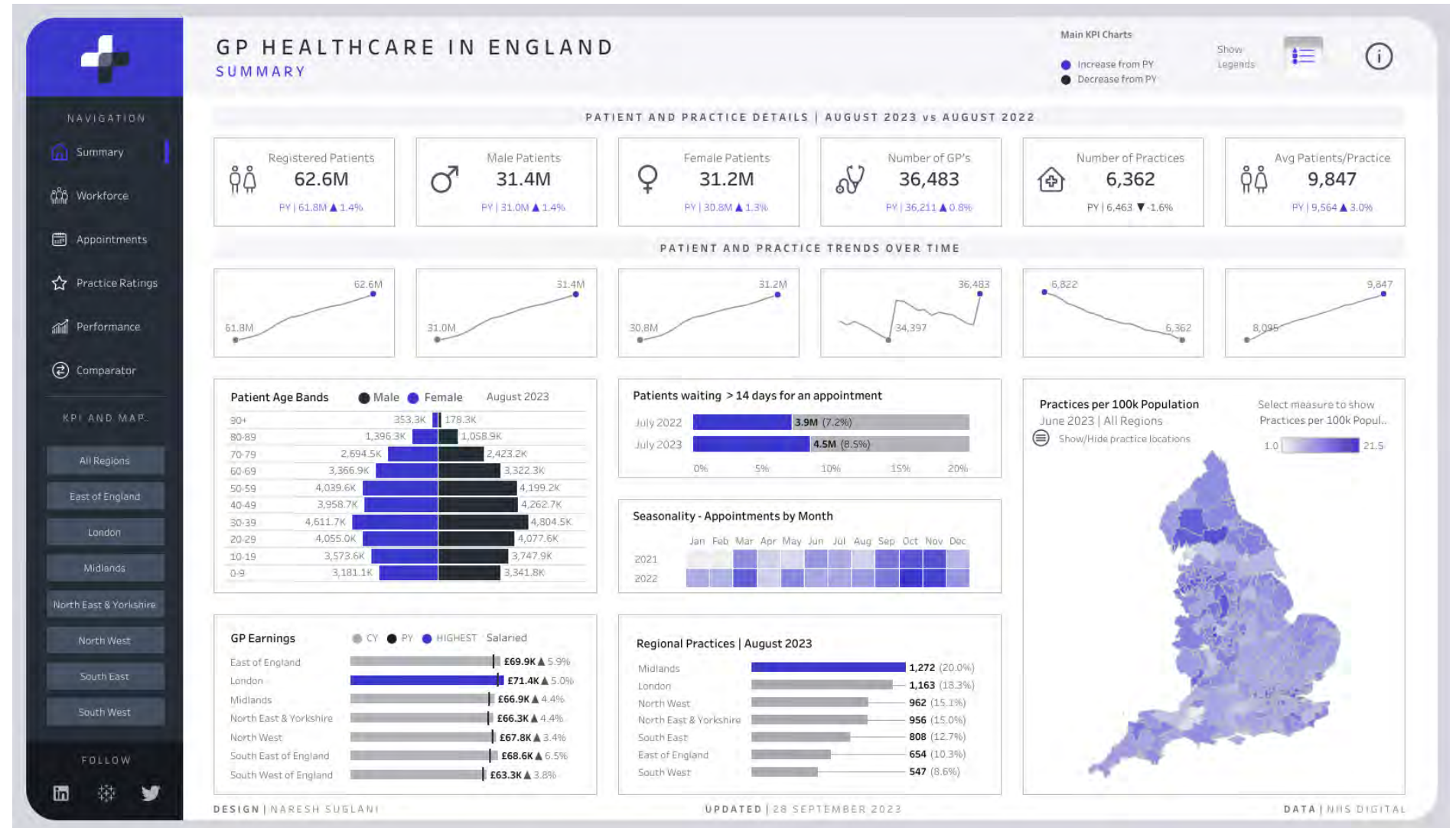
...rather than the Space Shuttle.





# Healthcare dashboard

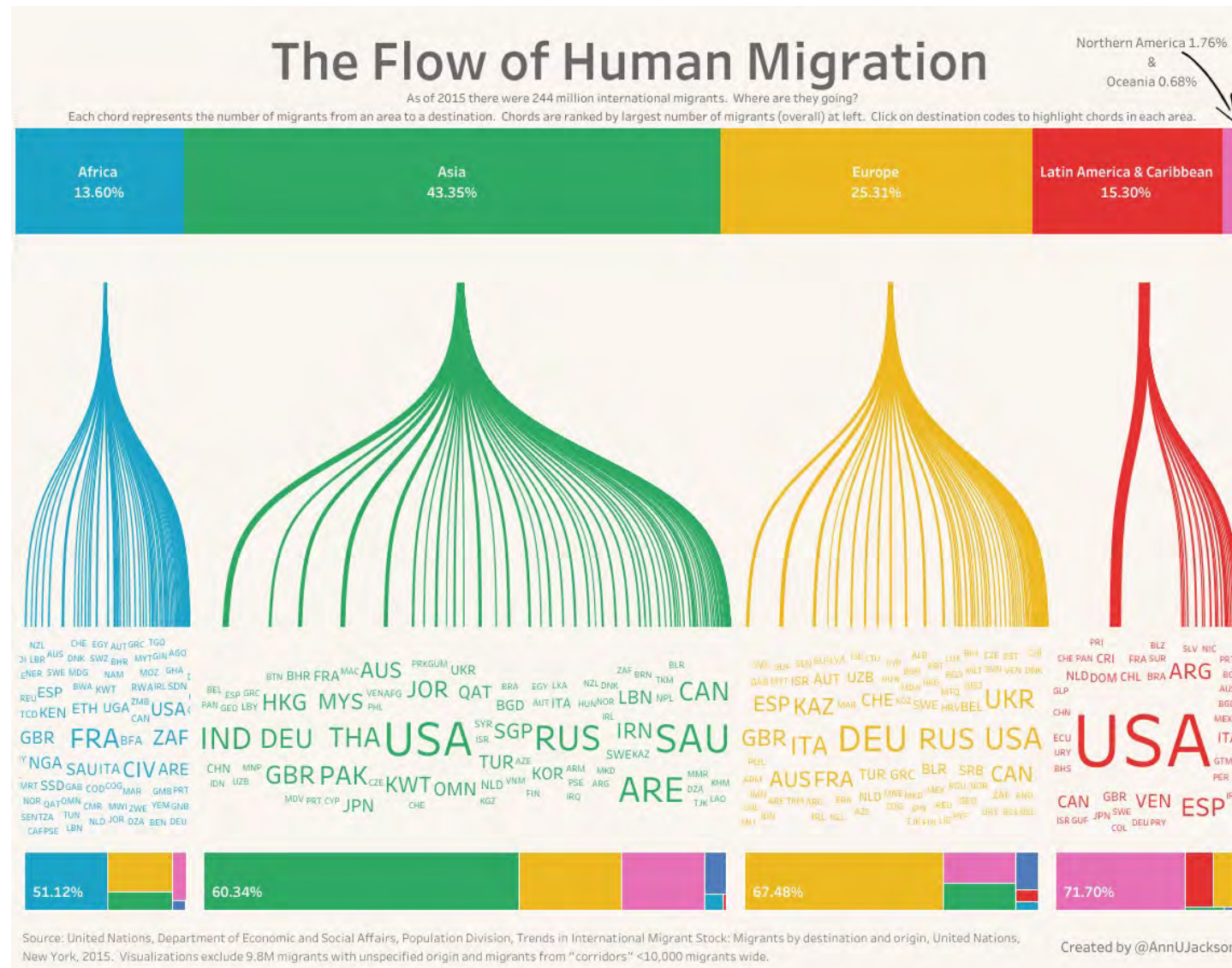
- How many?
- How old?
- When?
- How much?
- Where?



Source: [GP Healthcare in England #ProjectHealthViz / Tableau Public](#) (Naresh Suglani, [tableaupublic.com](#))

# Flow diagram

- From?
- Where?
- How many?



Source: [The Flow of Human Migration | Tableau Public](https://public.tableau.com/viz/1234567890) (Ann Jackson, [tableaupublic.com](https://tableaupublic.com))



# Network diagram

- What is related to what?



Source: [Beverages network diagram | Tableau Public](#) (Polina Kopteva, tableaupublic.com)

# Questions and Discussion

Adam Korengold

[adam.korengold@nih.gov](mailto:adam.korengold@nih.gov)

# Analytics just short of AI

[dan.wendling@nih.gov](mailto:dan.wendling@nih.gov)

November 15, 2023



National Library of Medicine

# Agenda

- See the system
- Build a roof that covers all silos
- Package the results



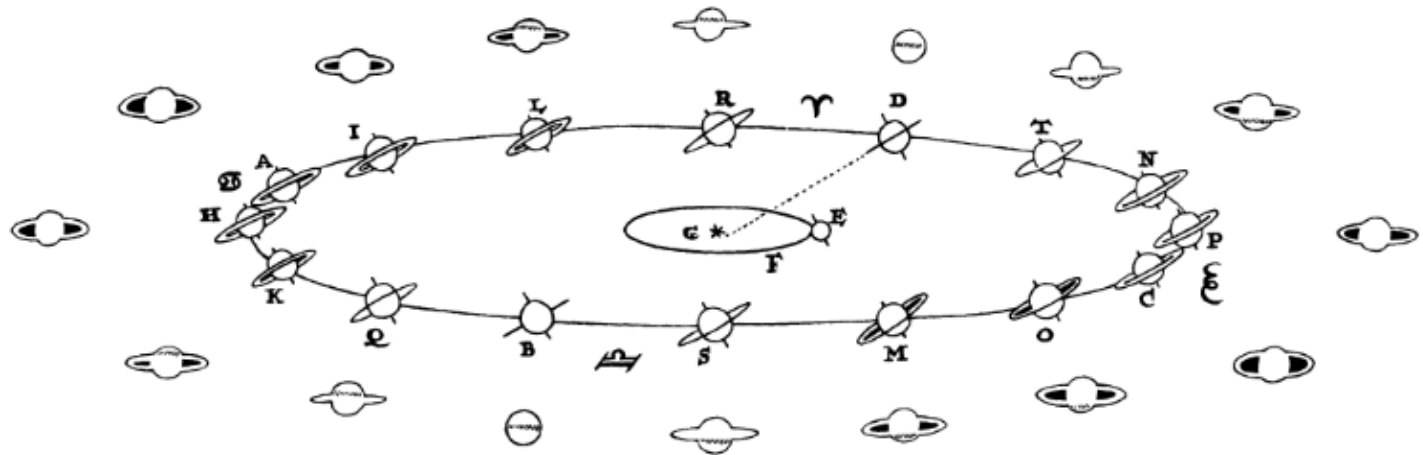
See the system

# Yay technology! Let's stack up some data!

We could do this, but...



Try getting to this:

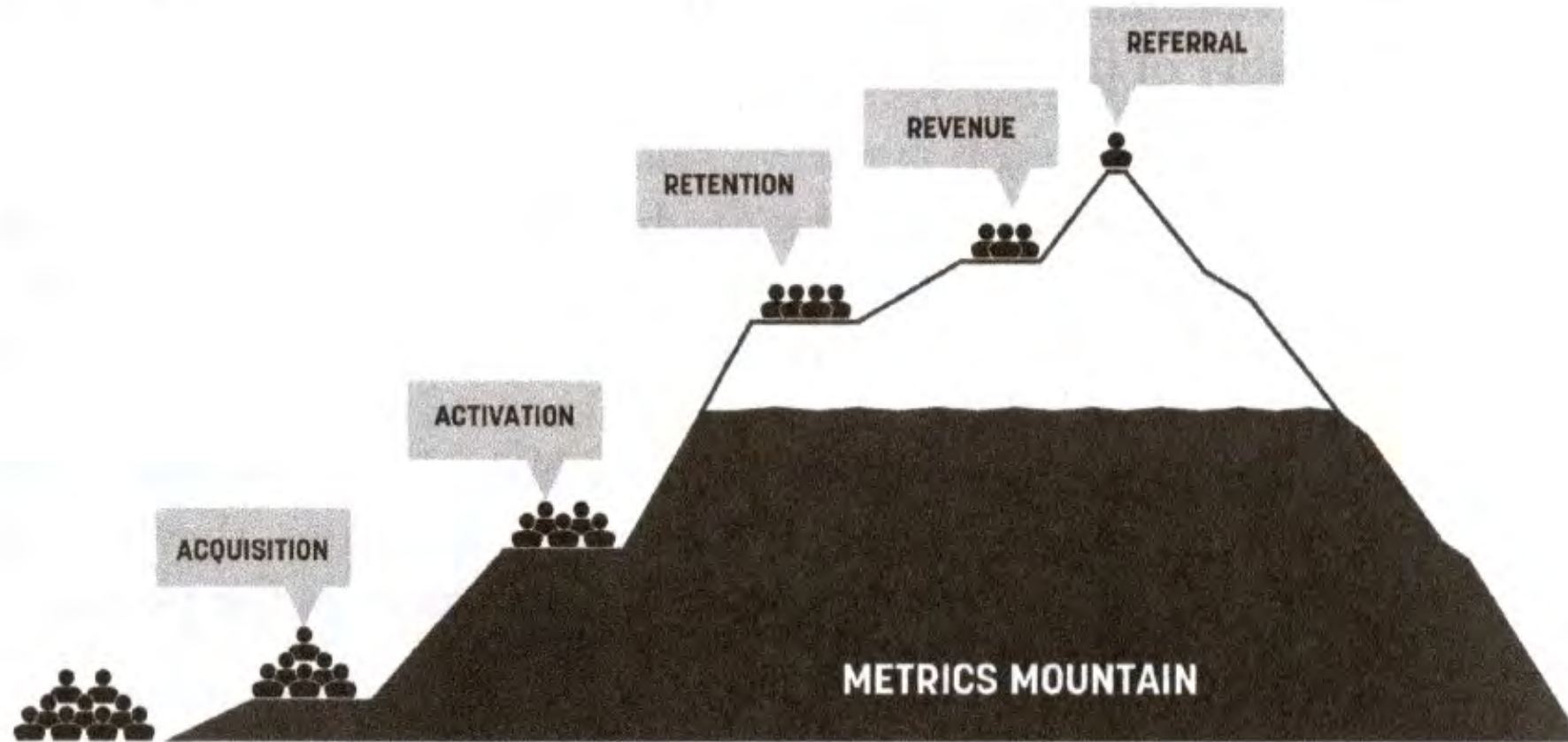


Edward Tufte, *Envisioning information*  
From Huygens

# CX in Government

- Like all federal agencies, HHS/NIH/NLM is expected to follow the growing body of guidance and policies focused on enhancing customer experience and service delivery. These include:
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  - Evidence-Based Policy Making Act
  - President's Management Agenda and December 13, 2021 Executive Order

# What might help, for web products and services?



Gothelf & Seiden (2021),  
*Lean UX*, 3rd Ed., p. 50



Analysts spot interesting patterns in data faster than statisticians or data scientists.

Running through a dark warehouse, analysts swing a flashlight back and forth, and look.




They exit the building and summarize for those outside, what might need more attention.

Cassie Kazyrkov, “What Great Data Analysts Do”

Build a roof that covers all silos

# The foundation for a 'Stats Blaster'

...is a good product inventory



Element	Example text
<b>organizational_owner</b>	OD-LO-PSD-RWS-USU
<b>line_of_business</b>	Library Services
<b>product_name</b>	Electronic Databases and Directories
<b>product_home_page</b>	<a href="https://www.nlm.nih.gov/services/databases_abc.html">https://www.nlm.nih.gov/services/databases_abc.html</a>
<b>retrieval_strat-most_reports</b>	<a href="https://www.nlm.nih.gov/services/databases_abc.html">www.nlm.nih.gov/services/databases_abc.html</a>   <a href="https://www.nlm.nih.gov/services/databases_subject.html">www.nlm.nih.gov/services/databases_subject.html</a>
<b>analytics_system_identifier</b>	GTM-MT6MLL
<b>product_owner_manager</b>	- Hidden -
<b>analytics_compiler_reporter</b>	- Hidden -
<b>program_owner</b>	- Hidden -

# Machine learning and AI will require great data labeling

Product/service optimization scheme from XM Institute / Matty Wishnow

Customer comment:	Classify as:
Your PDF link is broken.	<b>Find and fix</b> Don't wait for 'statistical significance.'
I can't find your journals.	<b>Educate</b> the customer, if their expectation is wrong; adjust your content navigation if people can't find things.
Thanks, great job with [resource].	<b>Follow the bright spots</b> Consider doing more of what customers love.
Wish you had more information for [specialty / trend].	<b>Unmet opportunity</b>

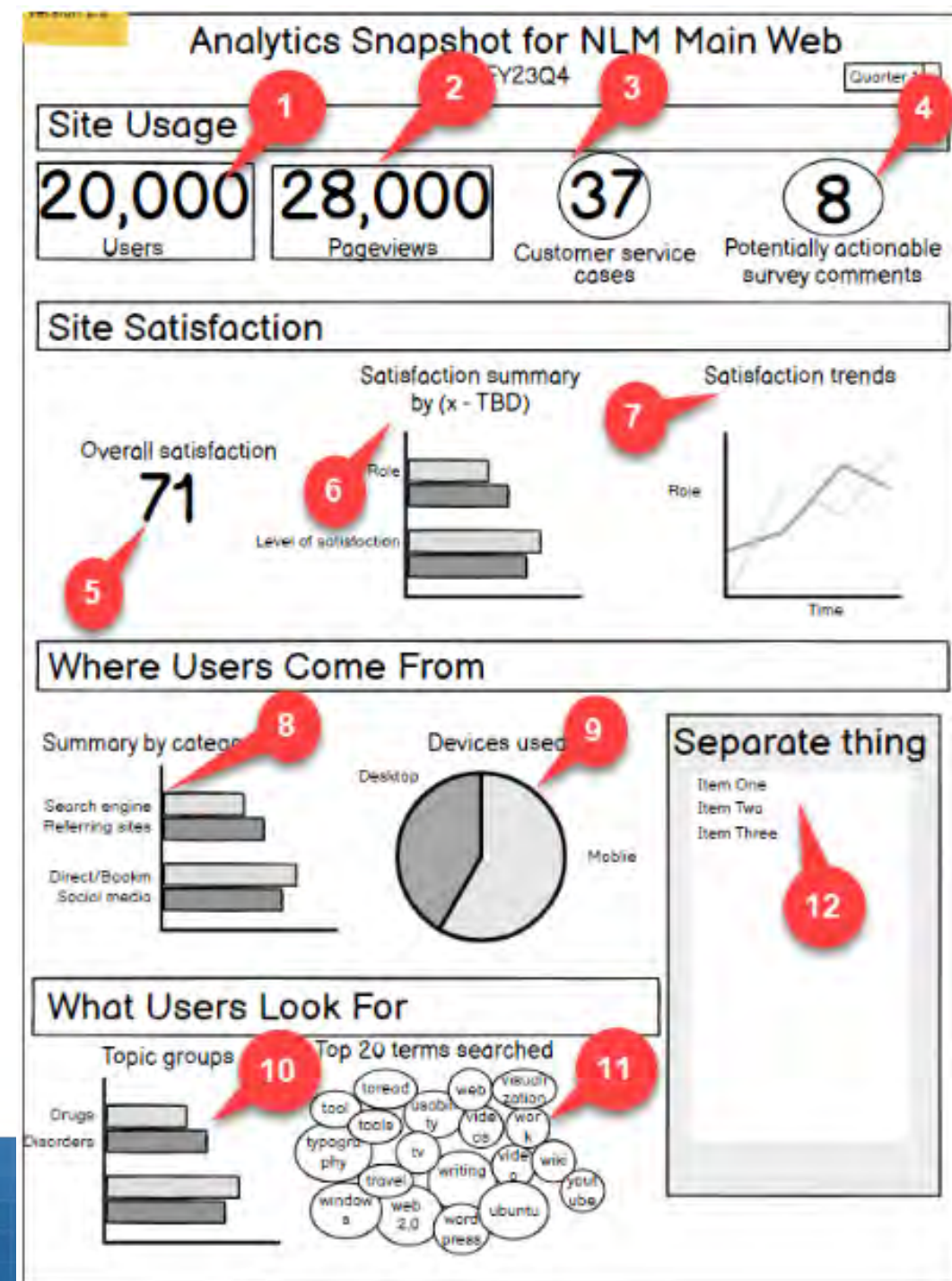


# Package the results

# Vizathon design challenge:

How might we make life easier for staff who are interested in analytics reporting?

(With a special focus on customer experience reporting.)



# Considerations

- Have a content strategy statement; say what success looks like
- Site usage (Views, Sessions, Users)
- Acquisition: Where customers come from and what device
- Customer retention over time
- Overall satisfaction
- Net Promoter Score
- Task accomplishment / time to complete task
- Word cloud of search terms
- Customer comments that appear to be actionable
- Usage of the U.S. Web Design System (mobile first and accessible)

# Federal resources

- [digital.gov's Web Analytics Playbook](#)
- [Web Analytics Community of Practice](#)
- GSA Centers of Excellence
  - [Customer Experience](#)
    - [CX Playbook](#)
    - [CX Maturity Model](#)
    - [Thirteen Plays](#)
  - [Data and Analytics](#)
    - [Data and Analytics Playbook](#)



# “Data without action is just a cost.”

- Steen Rasmussen

DATA



SORTED



ARRANGED



PRESENTED  
VISUALLY



EXPLAINED  
WITH A STORY



USED FOR  
ACTIVATION



# Therefore...

- See the system
- Build a roof that covers all silos
- Package the results

# Q&A

[adam.korengold@nih.gov](mailto:adam.korengold@nih.gov)  
[dan.wendling@nih.gov](mailto:dan.wendling@nih.gov)

# Solo Librarians from Around the Federal Sphere

Moderator: **Kera A. Winburn**

Branch Chief for Information Services, Ralph J. Bunche Library,  
U.S. Department of State

**Eric Erickson**

Librarian, US Department of Housing & Urban Development

**Edward “Ted” McClure**

Librarian, Grand Canyon National Park Research Library

**Laura Moorer**

Law Librarian, DC Court of Appeals



National Park Service  
U.S. Department of the Interior  
Grand Canyon National Park



## A library in the middle of noplace, Arizona

- Nearest academic library is a two hour drive
- No broadband access (yet)
- Inadequate access to online information
- Supports ~350 staff



# The Organization of Libraries in the National Park Service

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# Origin of the Research Library

- 1919: Founding of Grand Canyon National Park
  - “Library” consists of a shelf of miscellaneous books in the Superintendent’s office
- 1928: Organization of the Grand Canyon Natural History Association (now Grand Canyon Conservancy)
  - To publish scholarship about Park geology and zoology *and*
  - **To buy books for the Library**
- 1955: Superintendent’s stenographer placed in charge of the Library; Library gets a room in new Headquarters Building
- 1965: Full-time librarian position created

# Hybrid Funding

- Funded by the Park:
  - Librarian (GS-11)
  - Volunteer assistant (when housing available)
  - Facilities, furnishings, communications, IT
  - Postage and copy paper
- Funded by Grand Canyon Conservancy:
  - Everything else, including the collection



# Research Library

- Primary mission: Provide the Park staff with the published information it needs to accomplish its missions
- Organization: Part of the Interpretation Division, but serves everyone
- Main office and stacks in the Park Headquarters Building, branches at North Rim, Desert View, Flagstaff Offices, Havasupai Gardens, Phantom Ranch, Visitor Center, and (someday) Cottonwood/Roaring Spring, and several remote special collections

# What we do

- Content
  - Physical collection (~12,000 items)
  - Local digital collection
  - Online resources
    - *BioOne* for the entire National Park Service
- Services
  - Current awareness
  - Get stuff / interlibrary loans (OCLC member)
  - Research and reference
  - Instruction in how to find stuff for yourself
- Support to other parks

# Research Library People

- Librarian, currently working remotely
  - [edward\\_mcclure@nps.gov](mailto:edward_mcclure@nps.gov)
- Collateral duty assistant
  - [mary\\_zylo@nps.gov](mailto:mary_zylo@nps.gov)
- Volunteer assistant (when things get back to “normal”)
  - [grca\\_library@nps.gov](mailto:grca_library@nps.gov)

# Discovery by Design



**Maddie Hines**

Head of Digital Strategy

Montgomery County Public Libraries



# Discovery by Design

Conducting user research to amplify digital discovery in alignment with organizational strategy

[mcpl.link/ddpres](https://mcpl.link/ddpres)

Maddie Hines  
Head of Digital Strategy



# The problem with public library websites...

Content  
Management  
System



Catalog



Discovery



eResources



Apps

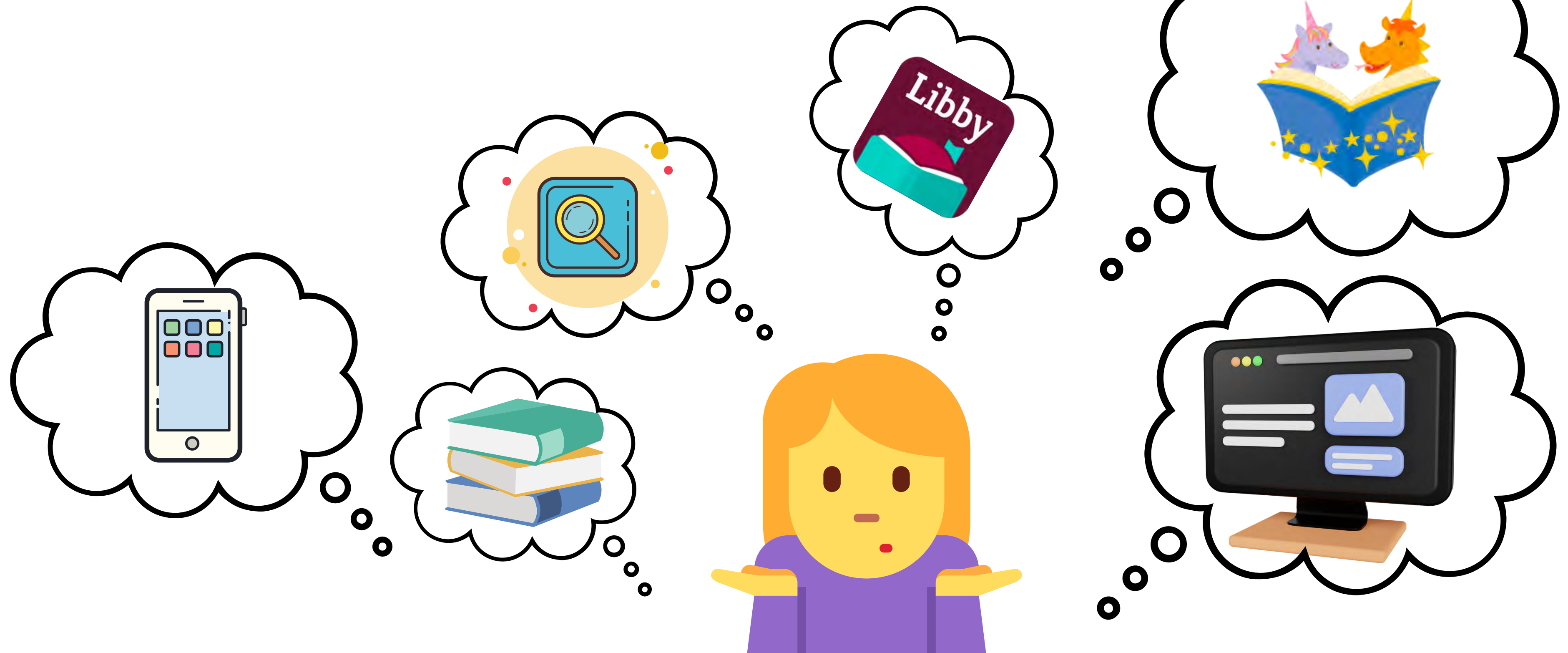


Calendar





# How do MCPL customers experience our website?





## Increasing Equity in Access & Opportunity



**A Community-Centered Vision**  
Strategic Plan  
FY 2023–FY 2026

# Why Now?

- New Strategic Plan
- New Open Source ILS Implementation
- New Open Source Discovery Layer
- Re-evaluating digital services in a post-pandemic world



**Aspen  
Discovery**

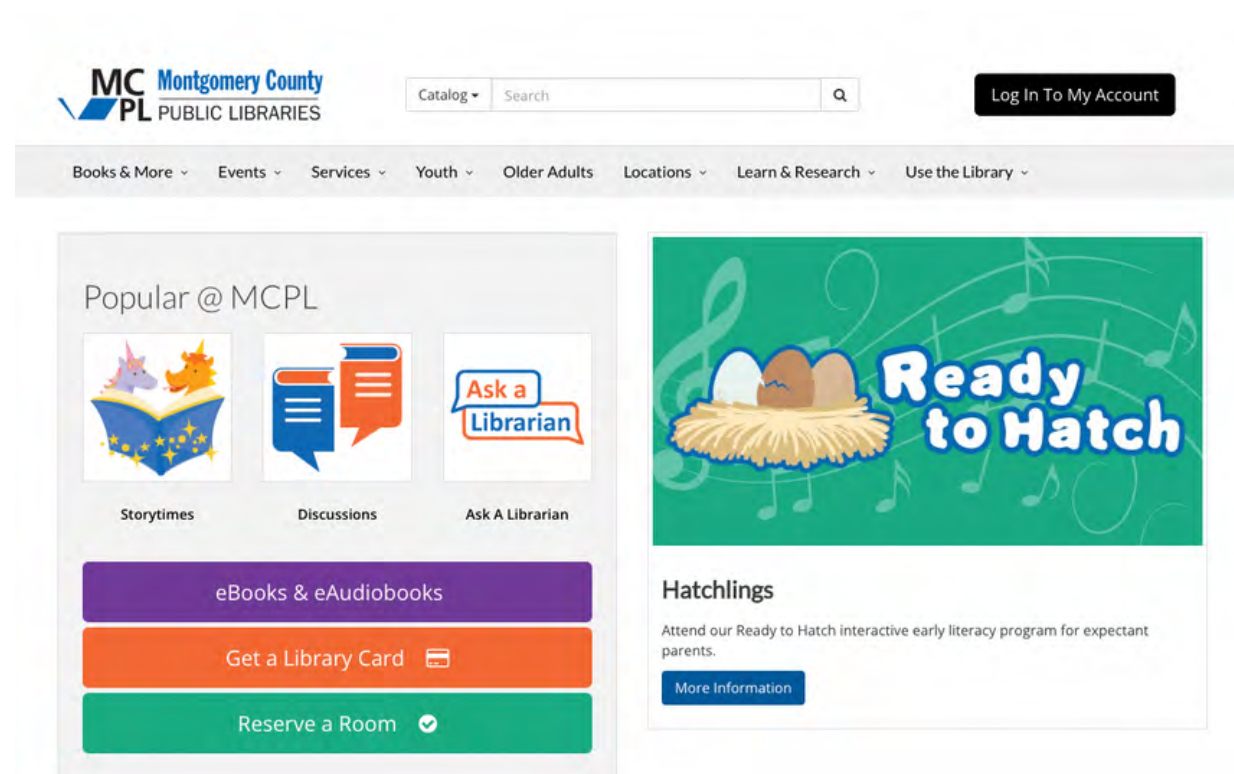




# OBJECTIVES

- Conduct qualitative user research in order to understand our customers' experience navigating the library website and catalog.
- Develop a data-driven design plan that expands customer access to library resources and services in a way that aligns with the new Strategic Plan.
- Implement web changes in iterative and incremental sprints in order to reduce the disruption of services.

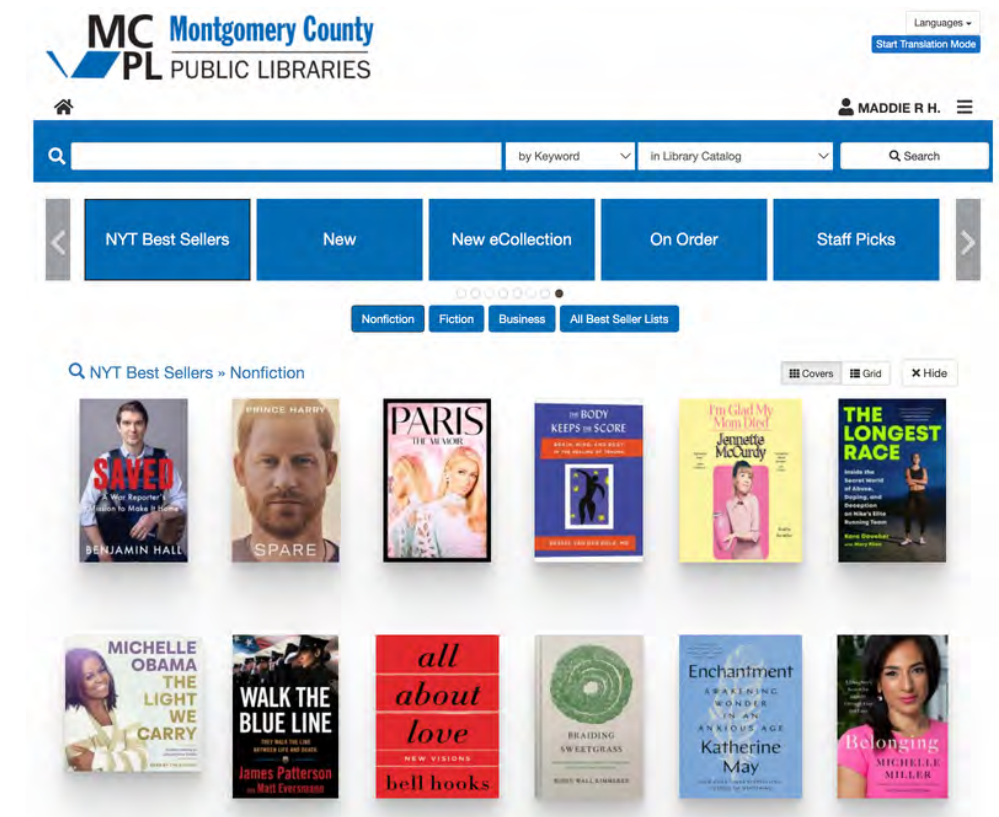
# Scope



Home Page



Targeted subsites

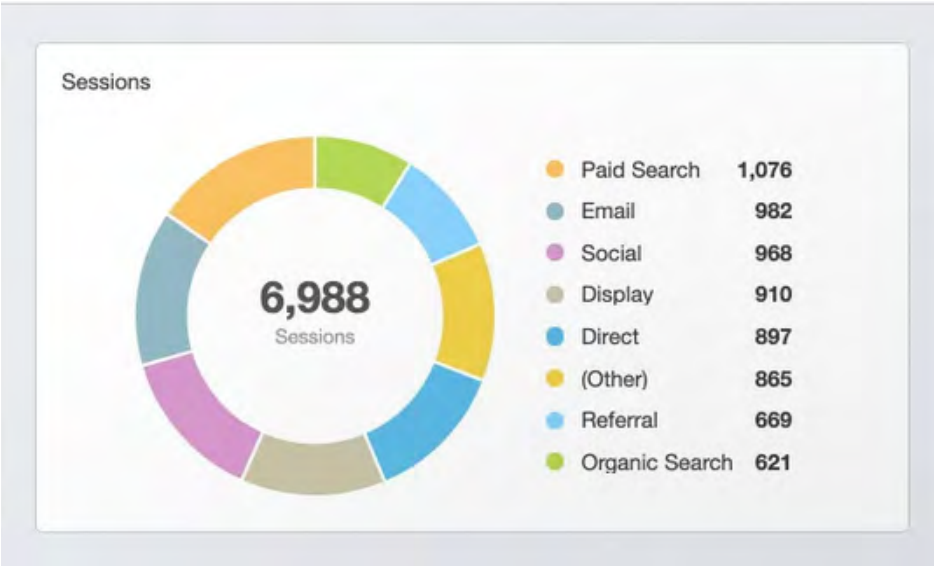


Customer-facing  
discovery Layer



# Phase 1: Gather and Launch

- Engage stakeholders
- Gather web analytics
- Conduct competitor audit
- Get buy-in from organization




A	B	C	D	E	F
Competitive audit	Data Source: <a href="#">IMLS.Gov/search-compare</a> 2020				
Library System	General information				
	Competitor type	Website	Budget	Loactions	Service Area Population
MCPL		<a href="#">mcpl.link</a>	\$41m	21	1 mil
PGCMLS	Neighboring System, Comprable System, Partner System	<a href="#">https://www.pgcmls.info/</a>	\$34m	18	912,756
Austin Public Library	Comprable System	<a href="#">https://library.austintexas.gov/</a>	\$52m	21	980,000
Cuyahoga Public Library	Partner System, Comprable System	<a href="#">https://cuyahogalibrary.org</a>	56m	27	1.2 mil
San Antonio Public Library	Comprable System	<a href="#">https://www.mysapl.org/</a>	\$41m	29	1.8 mil
NYPL	Industry Lead	<a href="#">https://www.nypl.org/</a>	280 mil	92	3.4 mil





# Phase 2: User Research



**Website Survey**

Take this survey and help MCPL with our upcoming website redesign!

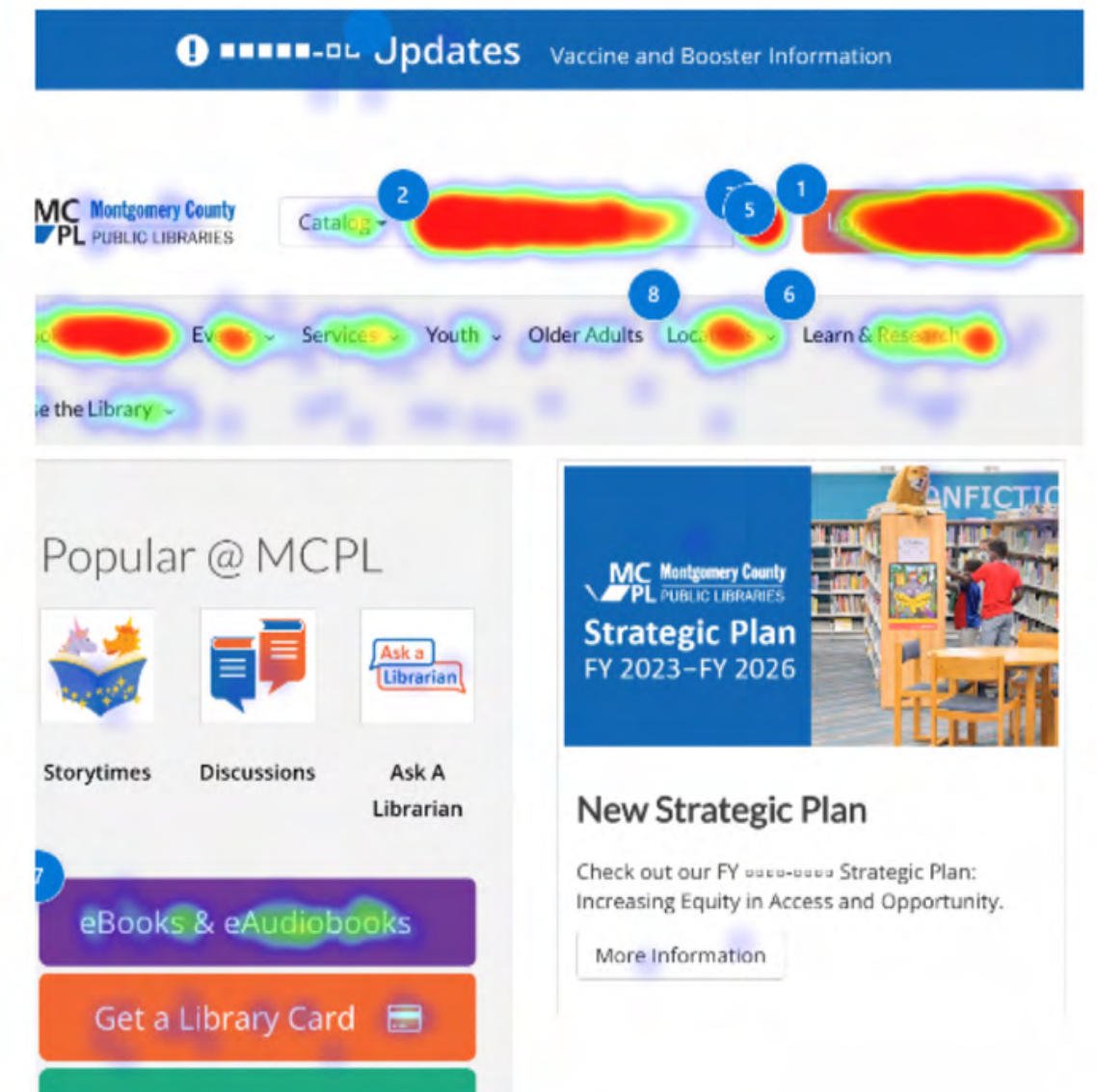
English Spanish Chinese

## Website Survey for Montgomery County Public Libraries

Thank you for taking the time to fill out this brief survey. Your responses will help us

What is your main goal when visiting MCPL's website today?

Answer



Updates Vaccine and Booster Information

MCPL Montgomery County Public Libraries

Catalog

Events Services Youth Older Adults Local Learn & Research

Popular @ MCPL

Storytimes Discussions Ask A Librarian

eBooks & eAudiobooks

Get a Library Card

Strategic Plan FY 2023-FY 2026

New Strategic Plan

Check out our FY 2023-2026 Strategic Plan: Increasing Equity in Access and Opportunity.

More Information



# Designing the Customer Survey

## Question Types

- Getting to know the user
- Gathering user behavior
- Gathering opinions
- Gathering user awareness
- Questions about the user's goals

Source: <https://usability.yale.edu/>

## Racial Equity and Social Justice:

- Translate the survey into multiple languages
- When is it appropriate to ask demographic questions?




# Asking demographics questions


- If you ask for something, you better use it.
- What will we use it for?
- What happens if the information looks like “this”?

# Questions to gauge “tech-savviness”

- What’s your favorite website?
- What’s your favorite thing on the front screen of your phone?
- How comfortable are you with technology?


# Marketing Campaign



**Montgomery County Public Libraries**  
January 27 · 🌐

MCPL customers, please take this survey and help MCPL with our upcoming website redesign! And then share with a friend! It's available in English, Spanish & Chinese.

Click here: <https://mcpl.link/Website-Survey>




**We're making changes and we need your help!**

Montgomery County Public Libraries  
Library


Learn more

17


6




**We're making changes and we need your help!**




english




español




中文

**mcpl\_libraries**



**We're making changes and we need your help!**

22 likes




**MCPL Newsletter**

**Message from the Director**



Watch on our YouTube Channel!



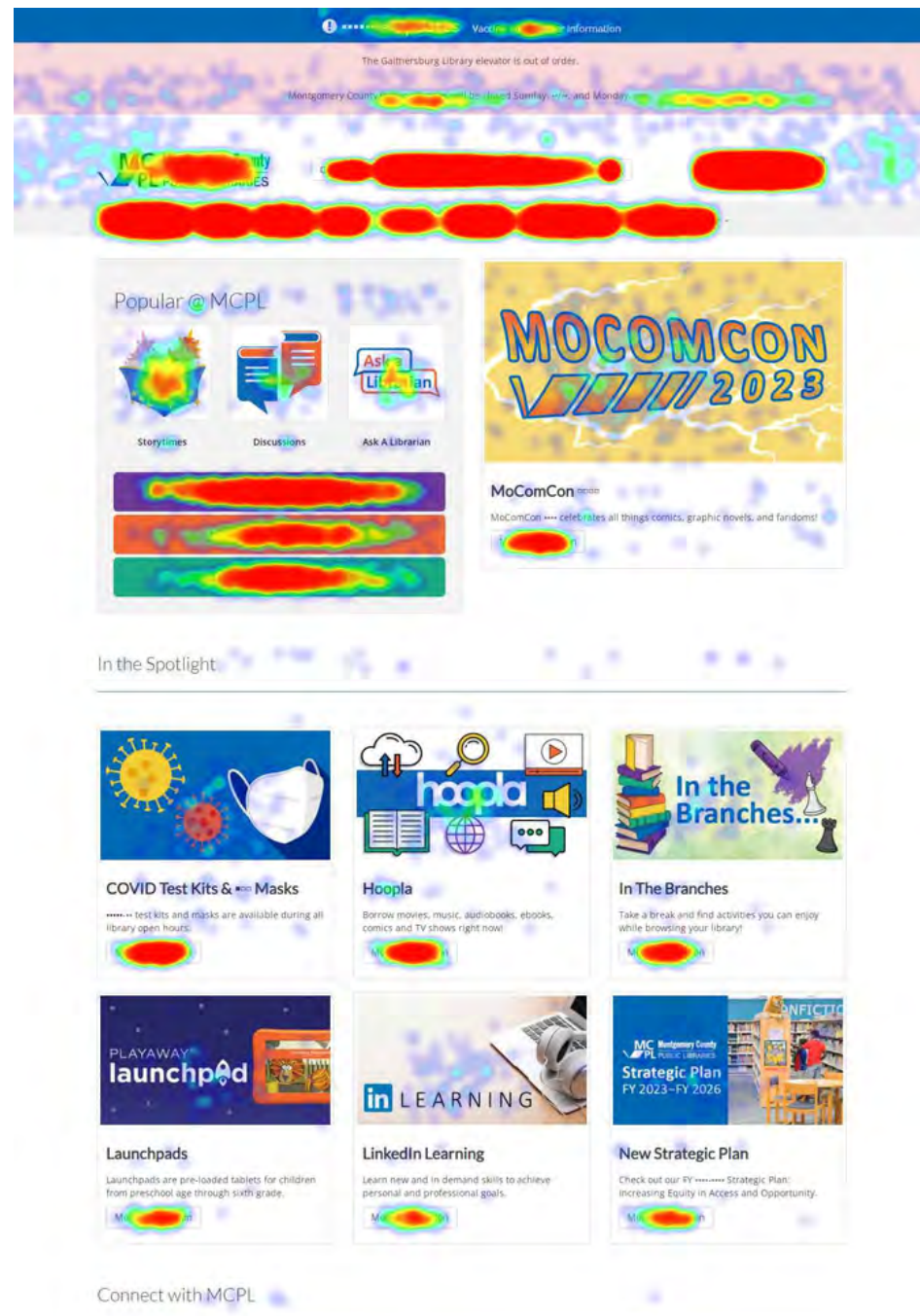
**We're making changes and we need your help!**

MCPL customers, please take this survey & help MCPL with our upcoming website redesign! And then share with a friend! It's available in [English](#), [Spanish](#) & [Chinese](#).

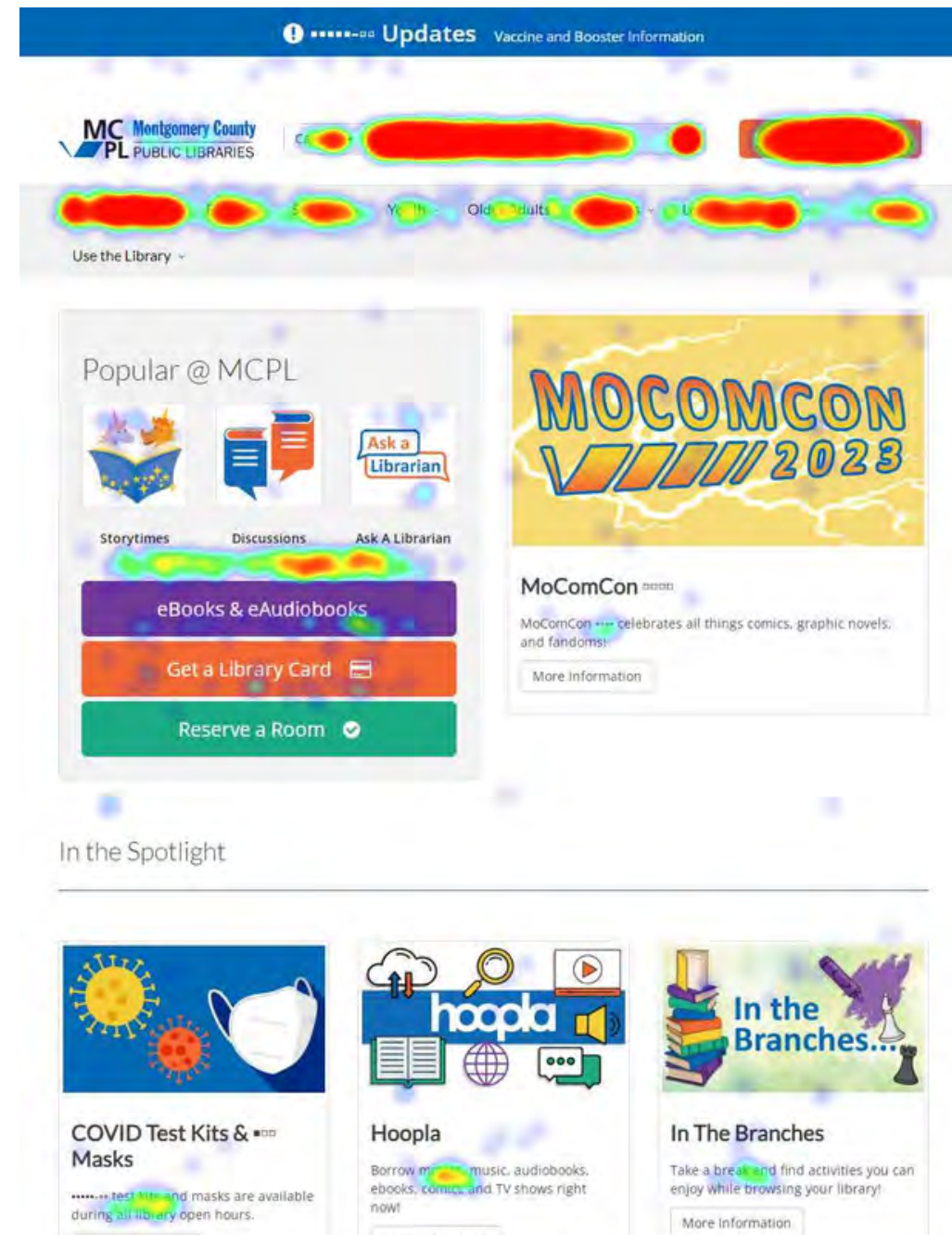
**OrangeBoy** inc.



# Heat Maps



Desktop



Tablet

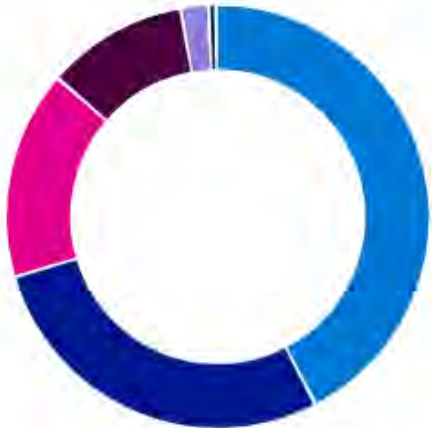


Mobile



# Dashboards

## Operating systems



Windows	42.93%	271,200 sessions		
iOS	28.25%	178,476 sessions		
MacOS	15.95%	100,766 sessions		
Android	10.72%	67,703 sessions		
ChromeOS	1.87%	11,840 sessions		
Other	0.28%	1,794 sessions		

## Browsers



Chrome	40.23%	156,498 sessions		
MobileSafari	21.38%	83,196 sessions		
ChromeMobile	12.77%	49,677 sessions		
Safari	9.11%	35,454 sessions		
Edge	7.06%	27,483 sessions		
Other	9.44%	36,738 sessions		

## Referrers

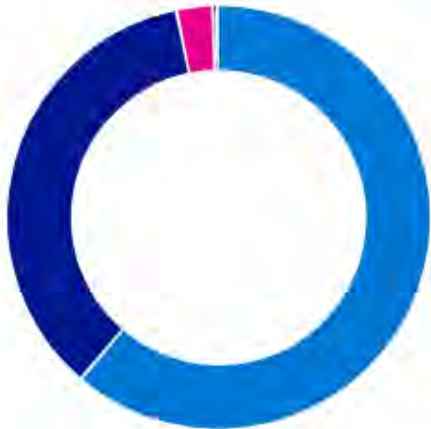
www.google.com	148,844		
www.montgomerycountymd.gov	55,095		
mcpl.aspendiscovery.org	31,926		
montgomerycountymd.gov	14,206		
www.bing.com	10,251		

## Popular pages

URL parameters ☐ Off

https://www.montgomerycountymd.gov/library/	215,135		
https://www.montgomerycountymd.gov/library/catalog/login.html	41,244		
https://montgomerycountymd.gov/library/catalog/login.html	10,989		
https://www.montgomerycountymd.gov/library/collection/downloads-and-streaming.html	10,300		
https://montgomerycountymd.gov/library/index.html	9,943		

## Devices



PC	61.81%	241,671 sessions	
Mobile	35.64%	139,372 sessions	
Tablet	2.52%	9,860 sessions	
Other	0.03%	107 sessions	



# Phase 3: Thematic Analysis

"Nugget, Quote or Finding"	Secondary	
How would you describe your experience using the MCPL website?	Column1	Column2
90% of what I want a library website to do. I wish MARINA was easier to find. I wish Hoopla allowed more checkouts per month. I wish it was easier to search by subject on Libby and Hoopla. I would like better help with using Hoopla (I sometimes need to use my laptop to access hoopla and I haven't been able to figure out how to log onto hoopla.)	#Apps	
A mobile app would be so helpful!	#MobileUX	
About uses of other services, Hoopla, Kanopy, etc. I know of these because I have been a library volunteer. Most people have no idea.	#FindingResources	#Apps
accessibility to books is greatly improved with audio books on Libby. Thank you	#Apps	
always have difficulty getting to the - apparently - separate resources for periodicals	#FindingResources	
another county library system I frequent uses "search our catalog" and I think MC had "find ..." so I'm happy that the search is at the front rather than in a drop down.	#SearchBar	
As long as we're talking about technology, the ebook offerings are pitiful. When I first moved to Montgomery County, I still had an active library card from my previous home in Florida. I coul almost always get books more quickly from Hillsborough than I could from Montgomery. If I could get the book at all.	#Materials	#Apps
Buying more books; enabling Hoopla to go to Kindles	#Apps	



## Research Nugget:

the smallest amount of information  
that provides an insight.



# Themes

## What customers want:

- Mobile-first user experience
- A mobile app
- Clarity about how to use our apps: Kanopy, Overdrive, Libby, Hoopla
- Clearer, simpler paths to using our online resources

## What customers think:

- No distinction between our website and the catalog
- They love periodicals (as noted both in the survey and in link analytics)
- They favor simplicity in design

## What customers do:

- Catalog is King
- Mobile use is increasing
- Finding us through Google

# Proposed solutions for redesign



Restructure the site map and menu architecture: bring forward popular resources and search paths while highlighting strategic priorities for the library.



Design for Mobile: Bring the discovery layer forward, reduce touchpoints for "on-the-go" resources: eBooks, eAudio, eMusic



Incorporate user feedback on design and functionality: use plain language, logical information architecture and minimize assets to increase loading speeds and decrease data useage.

A large blue triangle graphic pointing to the right, located on the left side of the slide.

# Implementation and next steps

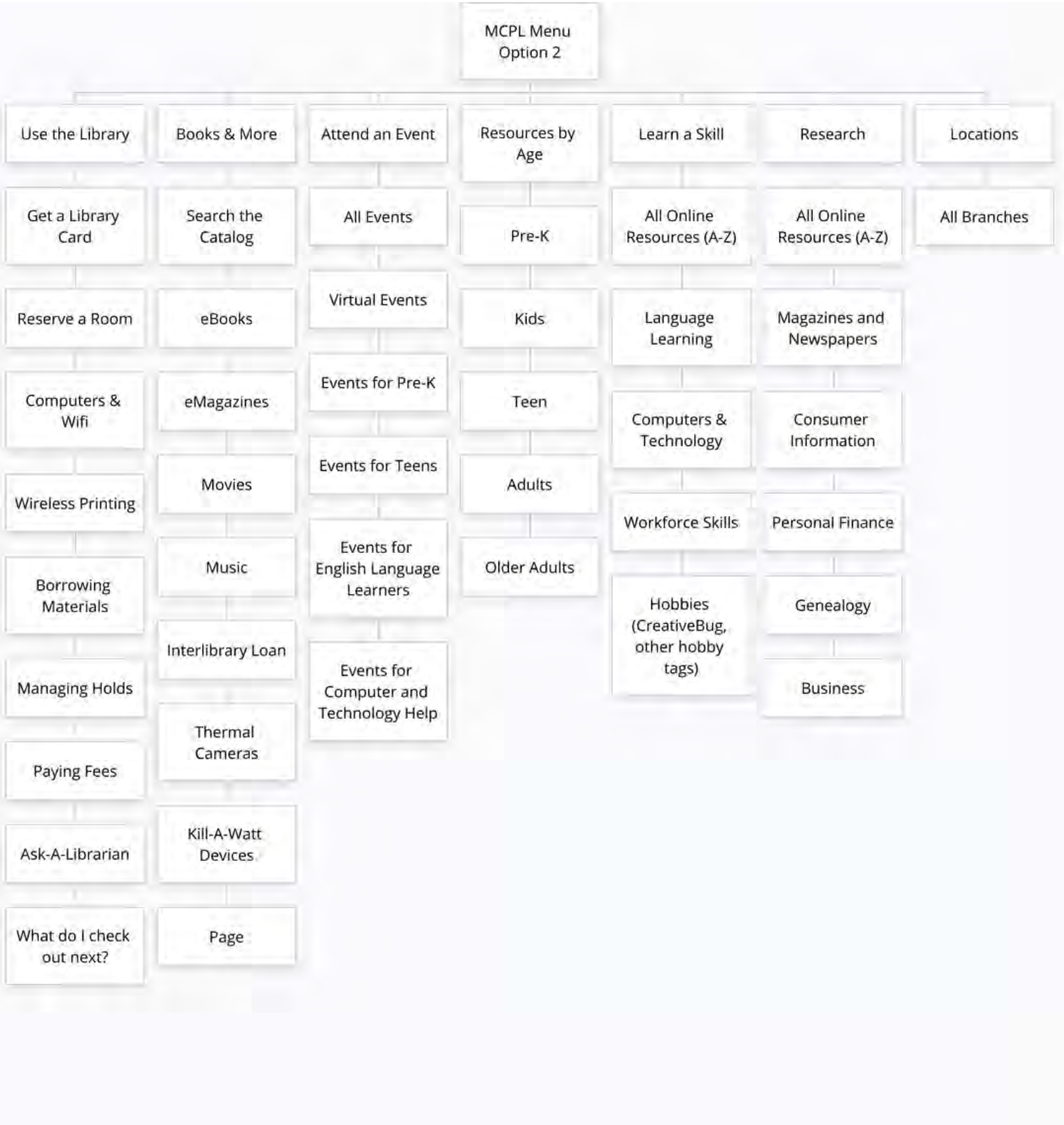
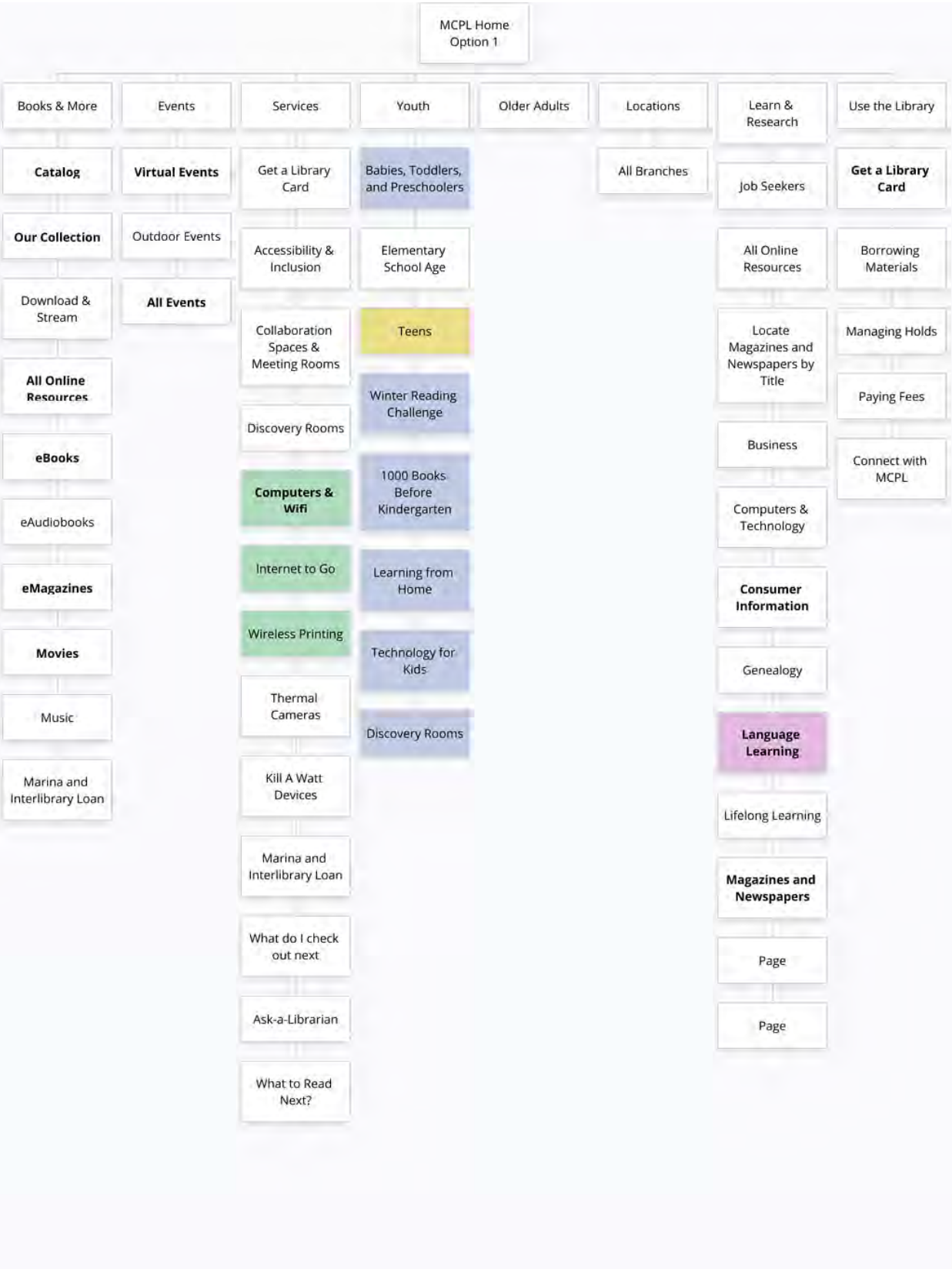
## **March:**

- Begin making small iterative changes to the menu, site map, and overall design
- Implement Communication Plan, Change Log, and Newsletter

## **April-December:**

- Test assumptions
- Follow up with survey respondents for focus groups and usability testing
- Keep feedback loops open and continue to iterate on the design

# Site Map Mock Ups





# New Menu Architecture



Catalog ▾

Search



Log In To My Account

Use the Library ▾

Books & More ▾

Attend an Event ▾

Resources by Age ▾

Learn a Skill ▾

Research ▾

Locations ▾

Attend an Event ▾

Resources by Age ▾

All Events

Virtual Events

Events for Babies, Toddlers, and Preschoolers

Events for Kids

Events for Teens

Events for English Language Learners

Events for Computer and Technology Help

Research ▾

Locations ▾

All Online Resources (A-Z)

Magazines & Newspapers

Consumer Information

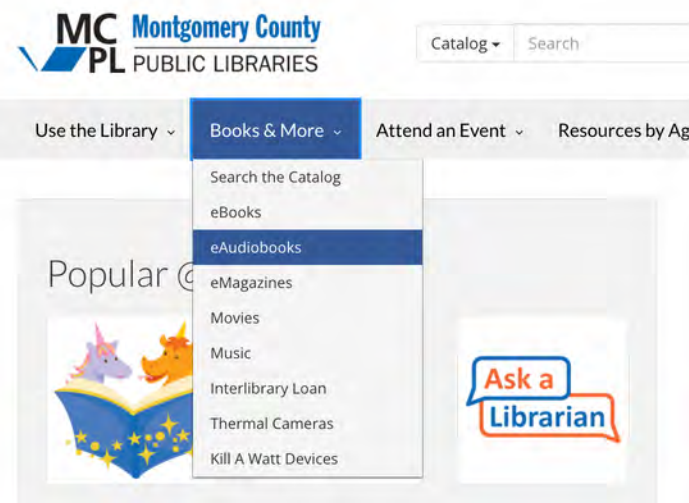
Personal Finance

Genealogy

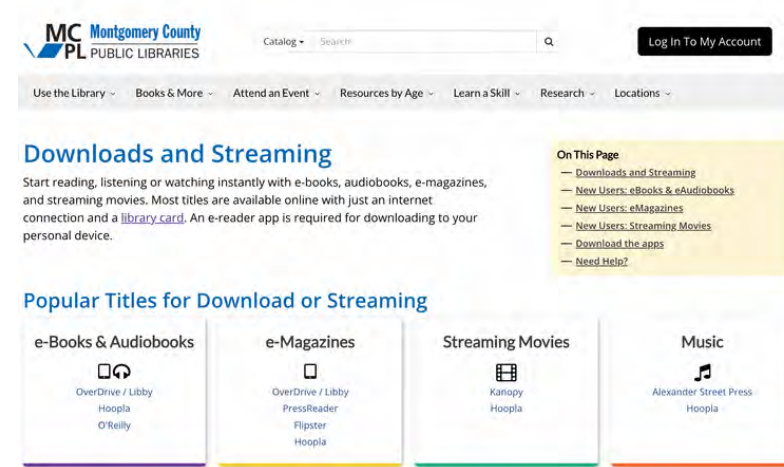
Business

# Checking out an eAudiobook BEFORE... (and limited to a single vendor in the collection)

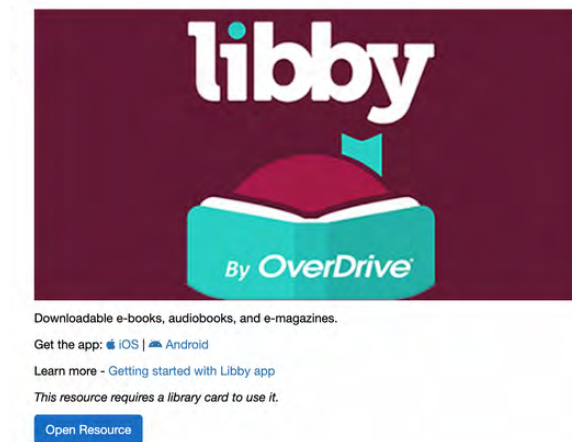
1



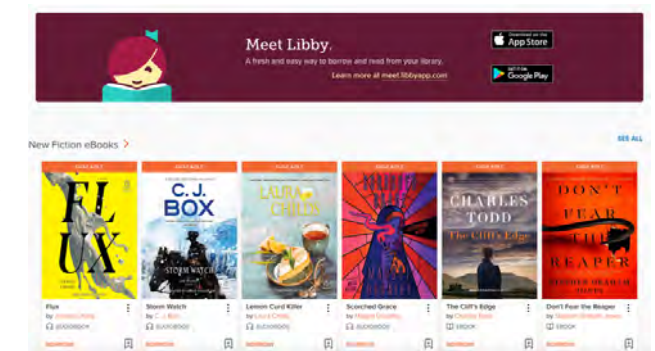
2



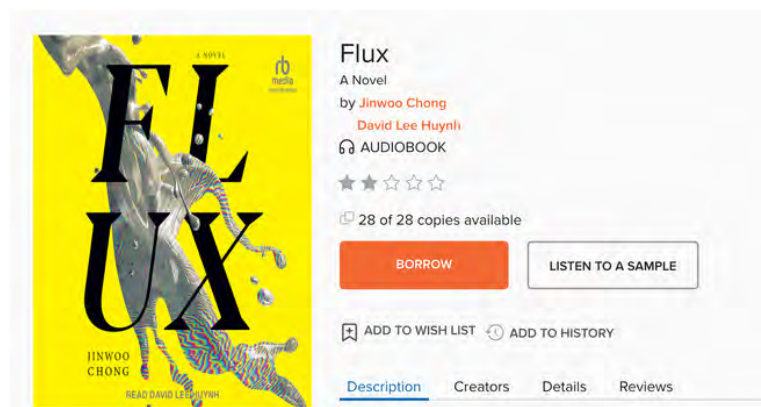
3



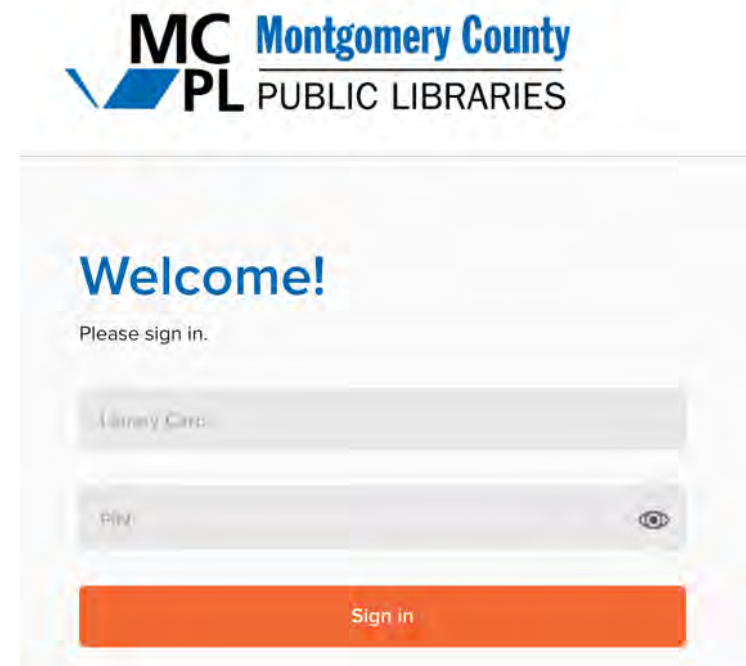
4



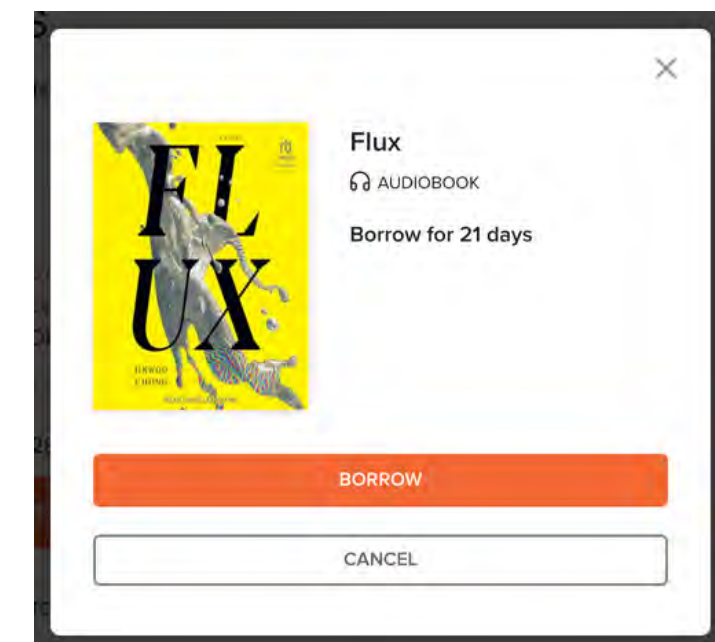
5



6

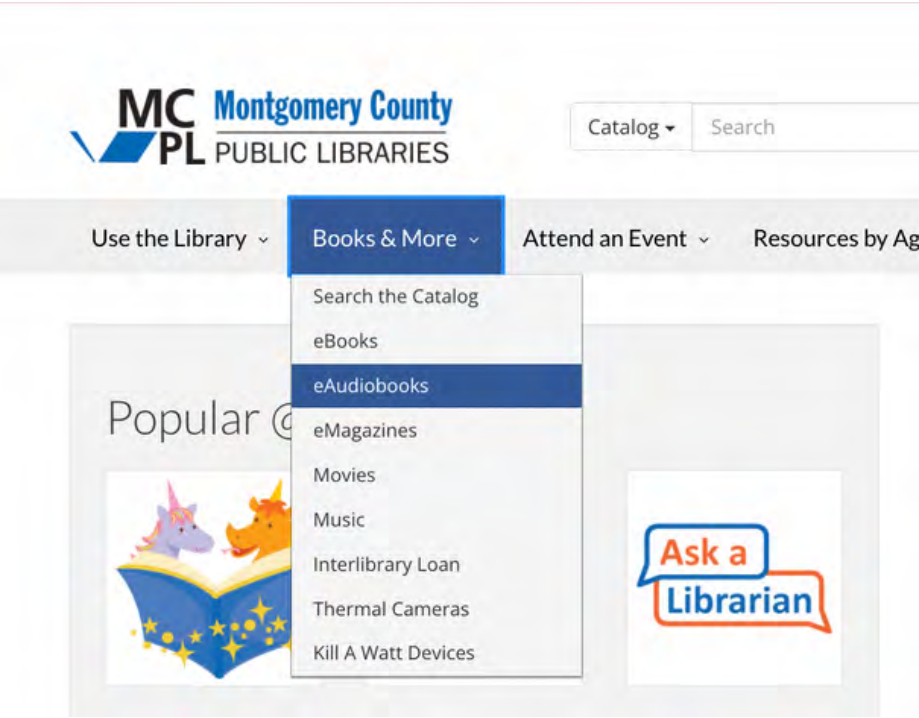


7

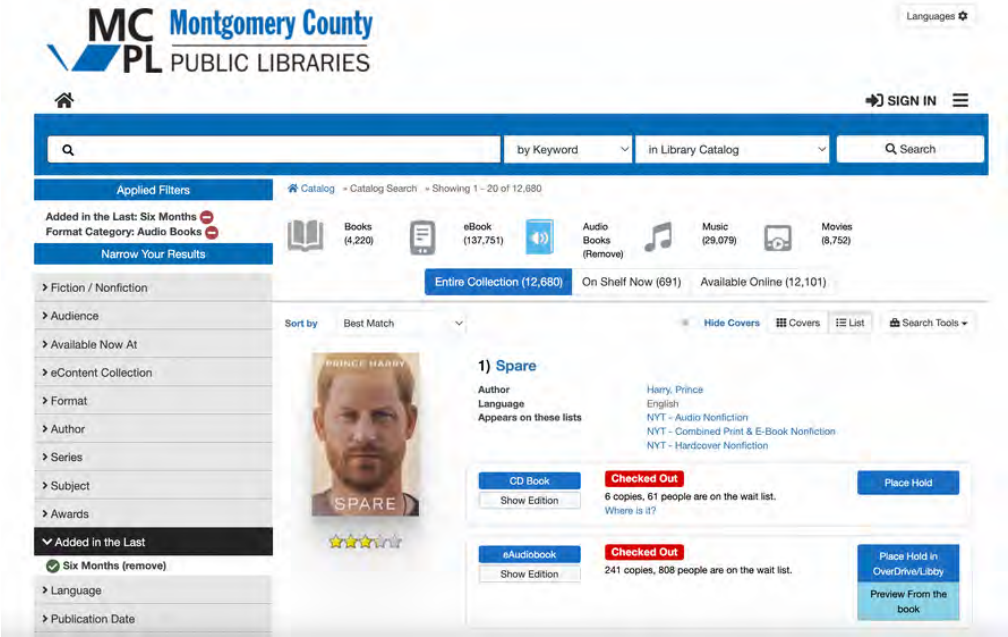




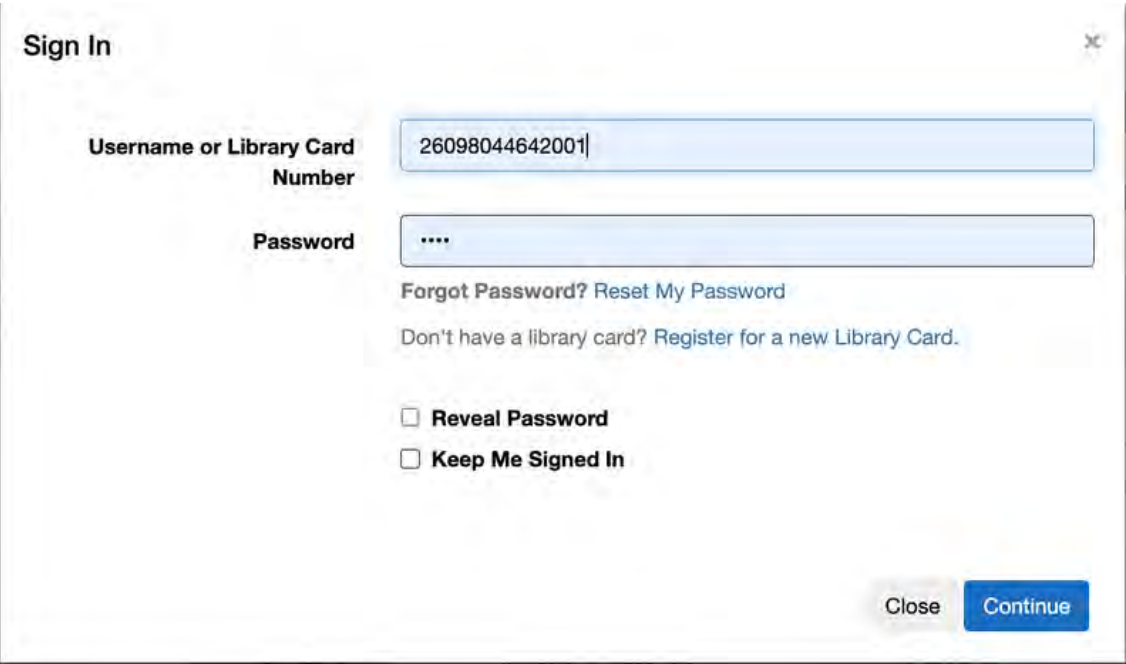
# Checking out an eAudiobook AFTER: Full catalog view (not just Overdrive)



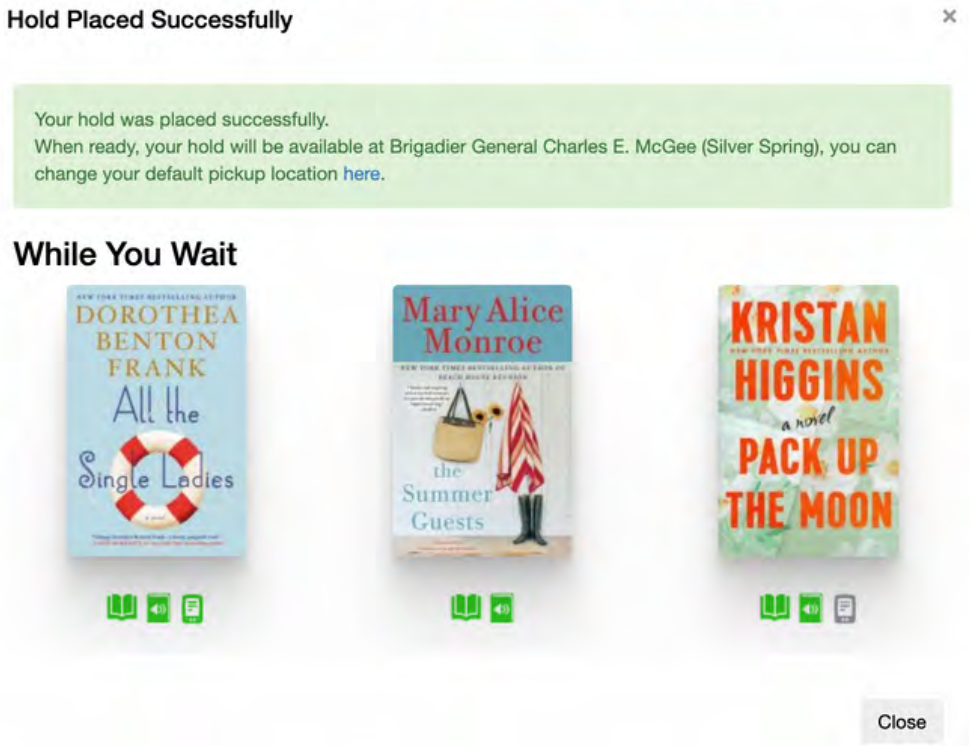
1



2

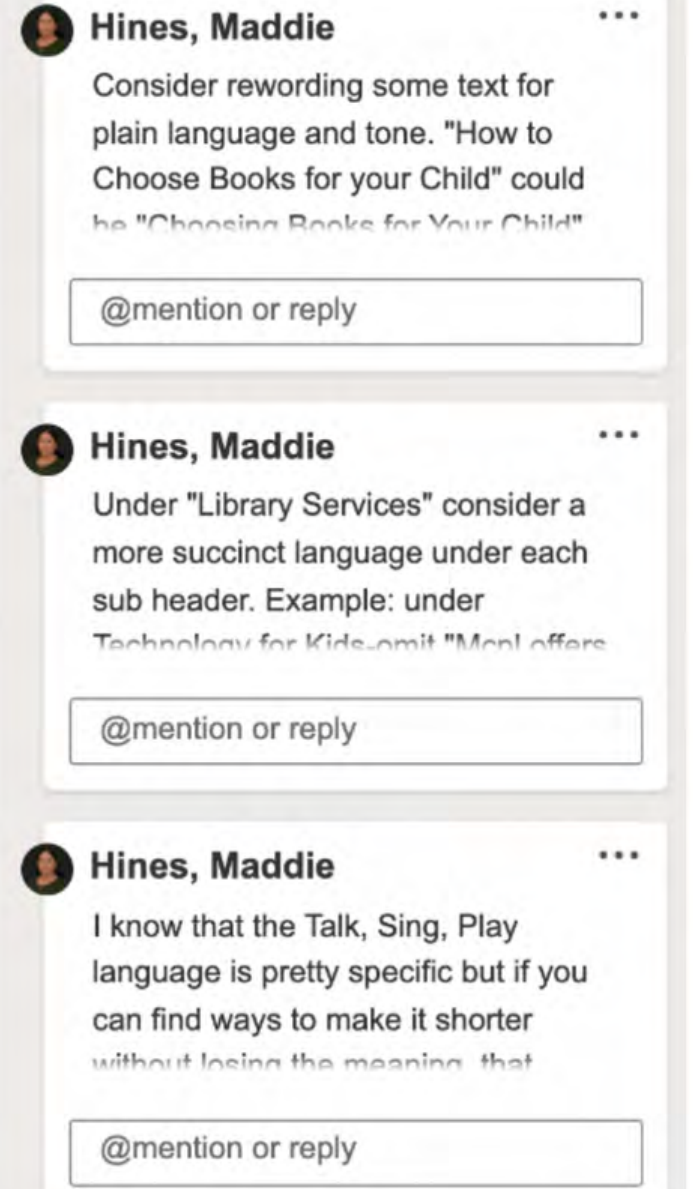
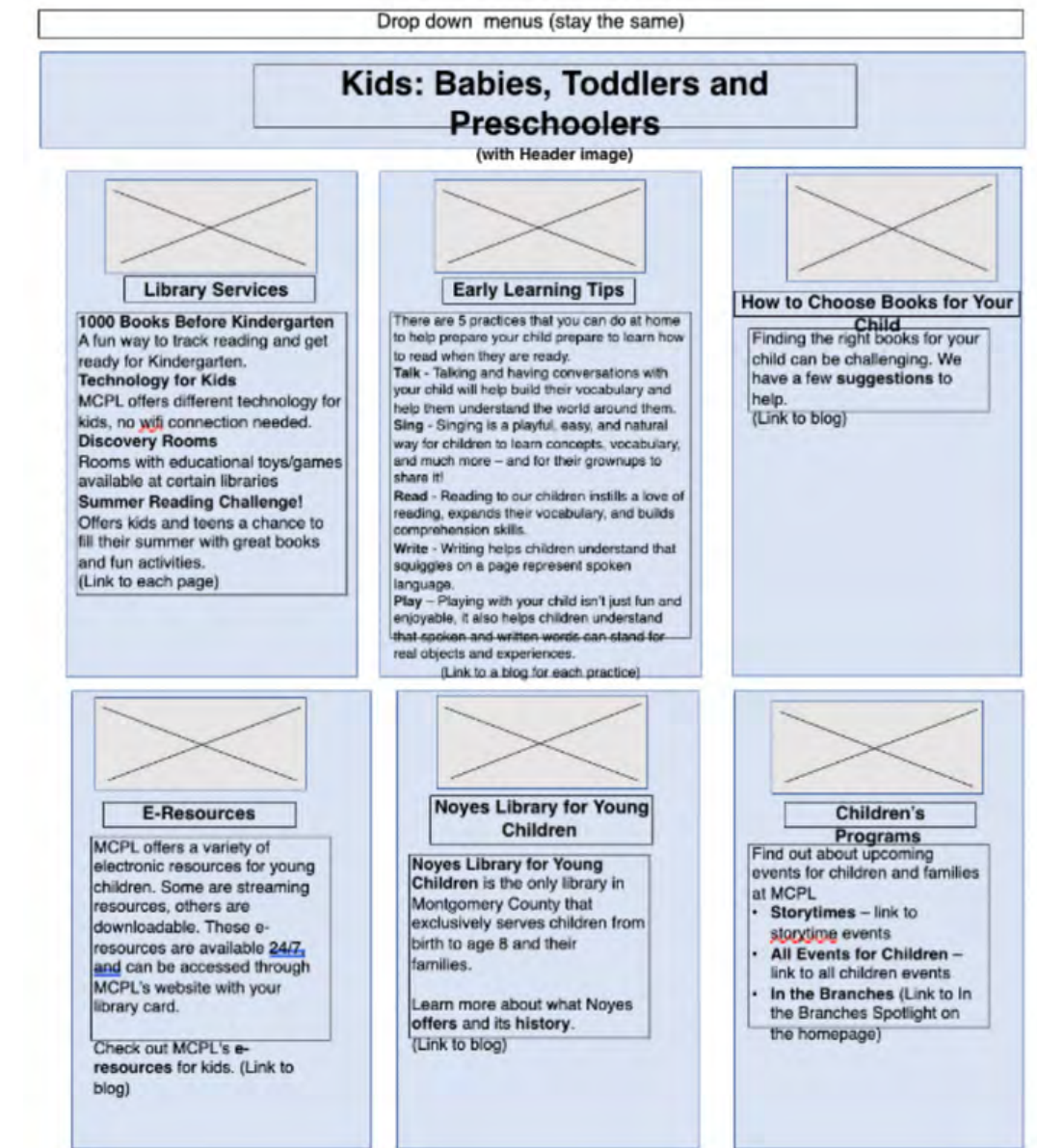
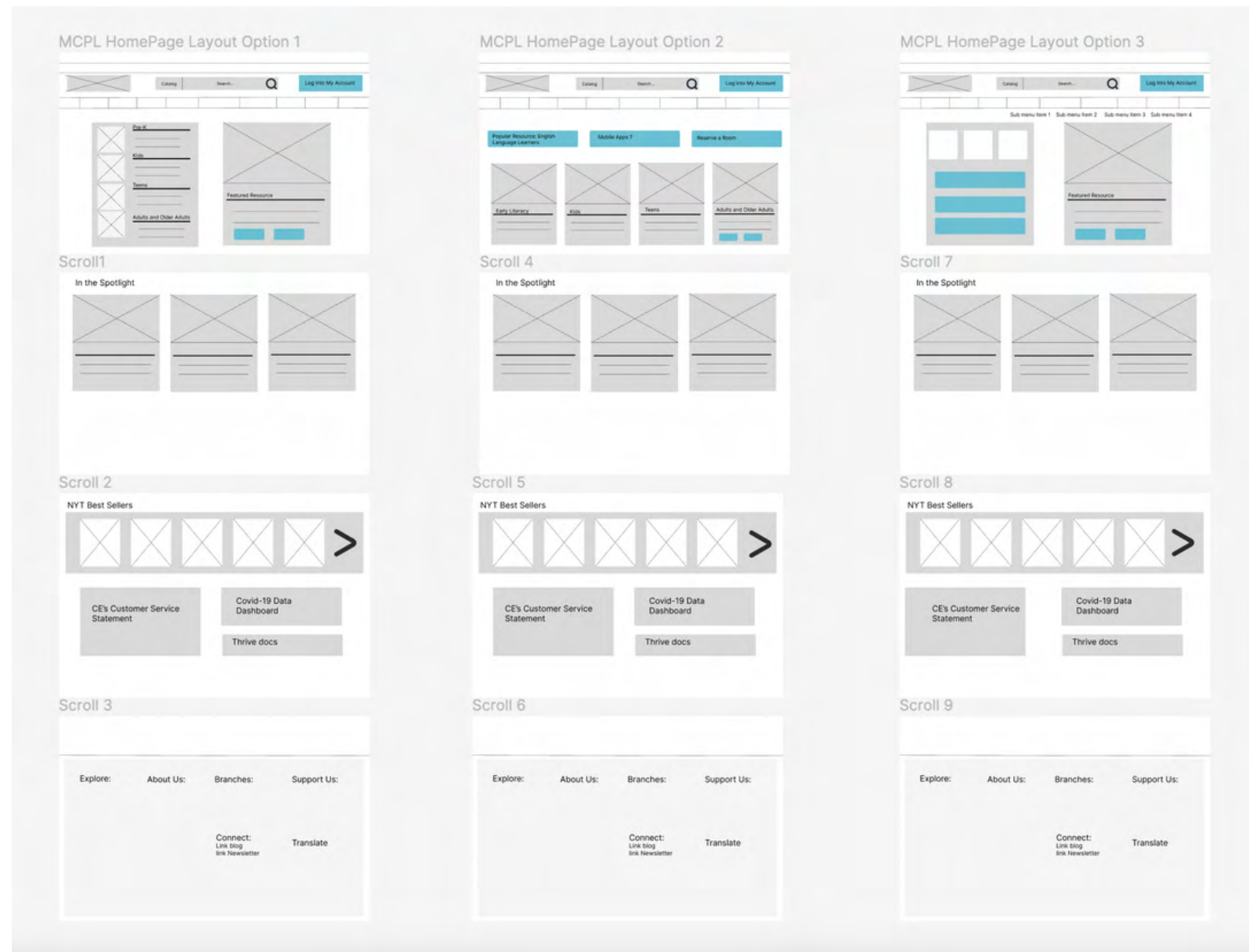


3



4

# Working Wireframes for Homepage and New Kids Page






# Redesigned Kid's Page: now called Babies, Toddlers and Preschoolers

## Babies, Toddlers, and Preschoolers

Explore all MCPL has to offer for you and your young child. Find [library services](#), [early learning tips](#), [early literacy reading lists](#), [online resources](#), [information about the Noyes Library for Young Children](#), [storytimes](#) and more!




### Library Services

[1000 Books Before Kindergarten](#) - A fun way to get your child ready for Kindergarten.

[Technology for Kids](#) - Tablets, computers and more; no wifi connection needed.

[Discovery Rooms](#) - Spaces to learn and play.

[Summer Reading Challenge!](#) - Fill the summer with great books and fun activities.



### Early Learning Tips

Five ways to help get your child ready to read.


[Talk](#) - Introduce new words by talking with children about everything in their world.

[Sing](#) - A playful, easy way for children to learn concepts, vocabulary, and more.

[Read](#) - Create a love of books, discover new words, and build comprehension.


[Write](#) - Connect squiggles on the page to spoken or signed words.

[Play](#) - Connect real objects/experiences with spoken, signed, or written words.




### Choosing Books For Your Child

Finding the right books for your child can be hard. We have [a few suggestions to help](#).



### Online Resources


Check out [MCPL's e-resources for kids](#). Available 24/7 with your library card, stream and download content for young children.



### Noyes Library for Young Children

Noyes Library for Young Children is the only library in Montgomery County that serves children from birth to age 8 exclusively and their families.

Come visit [Noyes Library for Young Children!](#)



### Children's Programs

[Storytimes](#)

[All Events for Children](#)

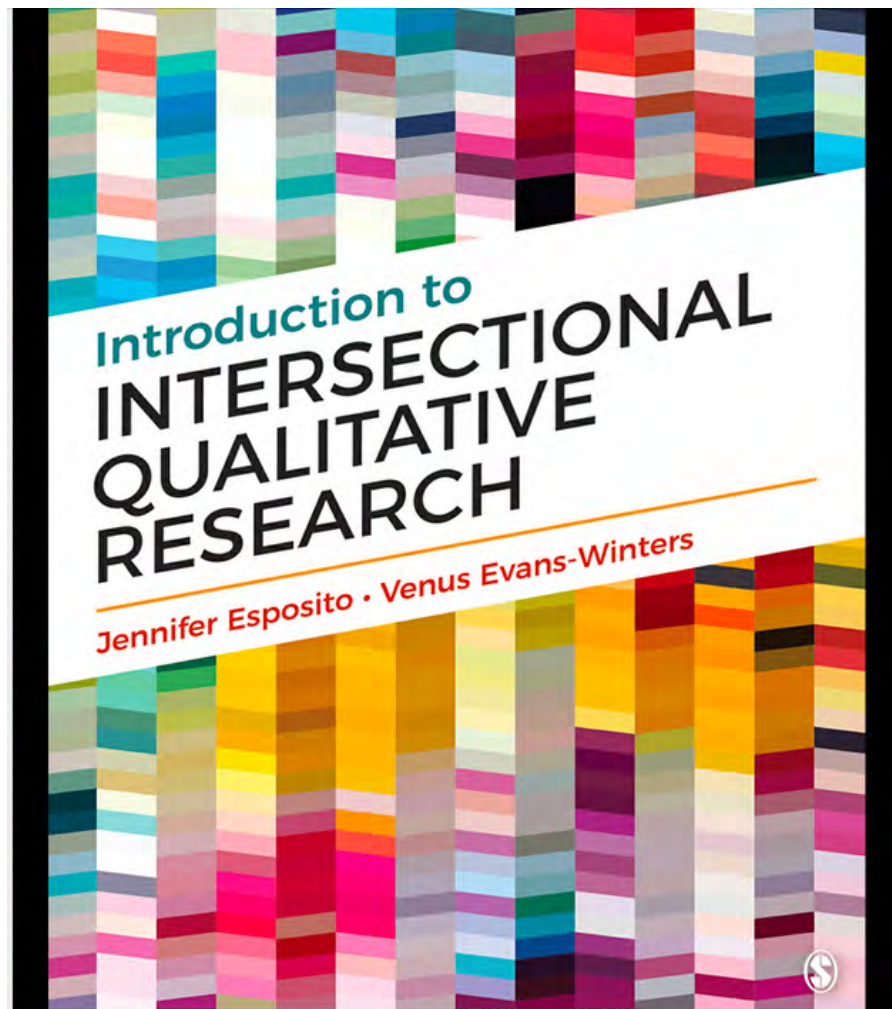
[In the Branches](#)

# Team, Partners and Mentors

- Ray Bryson, Jason Turner, and Laurie White: **MCPL Digital Strategies Team**
- Boon Sheridan-UX Research mentor from **GSA.gov**
- Felicity Brown and Emily Lamancusa: **Koha and Aspen Team**
- Evan Chan: **Montgomery County Government Innovation Team**
- Susanne Brunhartt-Wiggins- **MCGOV Web Dev**
- Rachel Rappaport: **Racial Equity and Social Justice Team**
- Central Programming Team- **Subject Matter Experts**
- Director's Team- **Graphic Design and External Comms**
- MCPL Staff at Large



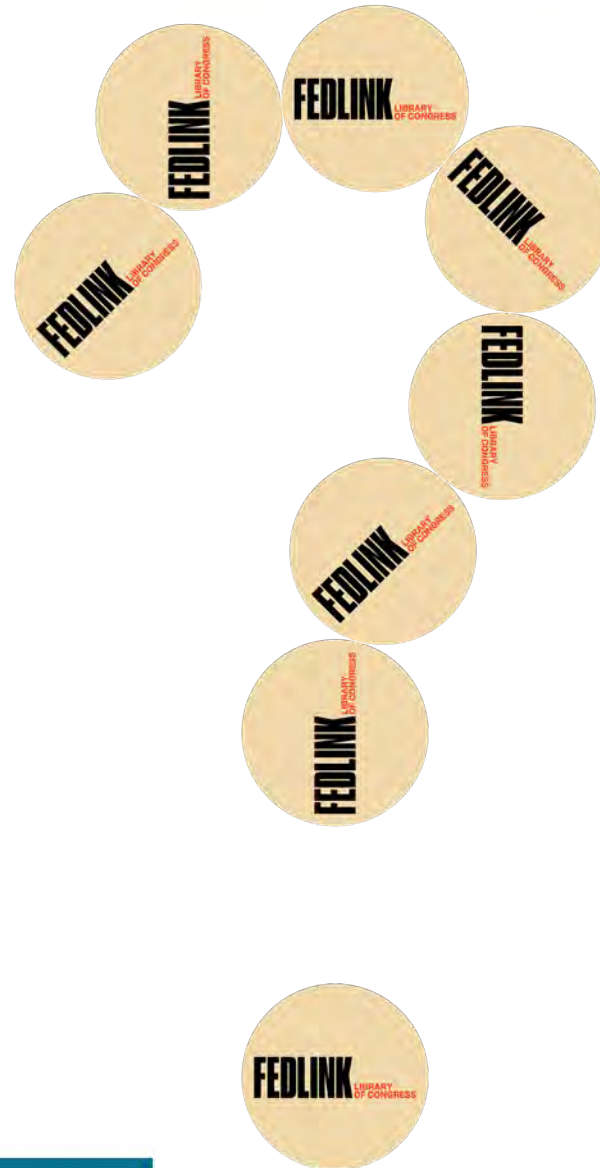
# Resources



[usability.yale.edu](https://usability.yale.edu)



# Ask FEDLINK





The background image shows a person from behind, wearing a white hard hat and safety glasses, looking at a glowing rectangular screen. The screen displays a forest scene at dusk or dawn. The room is dark, with light trails from the screen and other light sources creating a futuristic or industrial atmosphere.

# Making the Most of FEDLINK Funds

# Today's Goals

- Recognize key terms for understanding your accounts
- Learn how to manage accounts to your best advantage

# Why is this important?

- Actively managing accounts helps you:
  - Utilize money before it expires
  - Plan effective strategies to meet your library's needs
- Any funds that go unused after 5 years are returned to the Treasury
  - FY24 is the final year to utilize unexpired FY19 funds:
    - March 1, 2024: Deadline for requesting de-obligations of FY19 funds
    - May 1, 2024: Deadline for placing orders using FY19 funds

A person wearing a white hard hat and safety glasses is seen from the back, looking at a large, illuminated screen. The screen displays a landscape of tall evergreen trees against a twilight sky. The text "Understanding Key Terms" is centered on the screen. The entire scene is framed by a thick blue border.

# **Understanding Key Terms**



# Types of Funds

- **Annual:** Funds that expire in the same fiscal year in which they originate (Ex. FY24 annual funds expire on 9/30/24)
- **No-Year:** Funds that have no expiration date\*
- **Multi-Year:** Funds that are valid for more than one fiscal year (Ex. FY24 funds that expire on 9/30/25)\*

\*Any funds that go unused after 5 years will be returned to the Treasury, regardless of funding type.  
Member may also request a refund.\*

# Status of Funds

- **Available:** Default status of new funds; can be moved/used as desired
- **Committed:** Funds are on hold for an order in progress; cannot be moved or used on other orders
- **Obligated:** Funds change from committed to obligated once order is completed (for vendor to invoice FEDLINK); cannot be moved or used on other orders
- **Expired:** Funding end date has passed; cannot be used on new orders

# Are my funds usable?

- In order for funds to be usable, they must be:
  - Available (not obligated or committed), and
  - Unexpired

A person wearing a white hard hat and safety glasses is seen from the back, looking at a large, illuminated screen. The screen displays a dark forest scene at night with the text 'Managing Your FEDLINK Account' in white. The screen is framed by a glowing orange border, and the surrounding environment is dark with some vertical light strips on the right.

# **Managing Your FEDLINK Account**



# Review Accounts Regularly

- Not sure what you have?
  - Request account balance report from FEDLINK's Fiscal team at [fliccffo@loc.gov](mailto:fliccffo@loc.gov)
- Any funds that are available and unexpired may be used on new orders

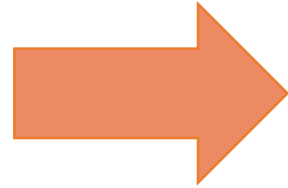
# Which funds to use next?

- “First expiring, First out” is the best policy for FEDLINK funds
- Using up the oldest funds first helps to:
  - Clean out older accounts,
  - Streamline future purchasing, and
  - Avoid funds expiring

\*Any funds that go unused after 5 years will be returned to the Treasury, regardless of funding type.  
Member may also request a refund.\*

# Fund Actions

- Adding funds
- Moving funds
- Refunds



Forms available here:

[www.loc.gov/flicc/onlinedoc/online\\_index.html](http://www.loc.gov/flicc/onlinedoc/online_index.html)

- Tips:
  - Always submit new quote(s) or IGCE(s) when adding or moving money
  - Have unexpired funds available from multiple fiscal years?
    - Funds from multiple fiscal years can be used on a single order → submit a separate Move Funds form for each fiscal year

# De-Obligating Funds

- De-obligation is a “negotiated modification”
  - This is a contract action that changes the status of funds from obligated to available, thus enabling them to be used on a new order
  - Only possible when vendor verifies no further invoices are due
- PALT to de-obligate is 60-90 days
- Tip: Request de-obligation(s) as early as possible to allow time for separate PALTs on the de-obligation(s) and any subsequent order(s)



# Managing “Odds and Ends”

- Have older obligated funds that are unexpired?
  - These may be eligible for de-obligation so they can be used towards a new order. Please reach out!
- Not enough available in one fund to cover a purchase?
  - Request a funds move to consolidate money, and/or
  - Utilize funds from multiple fiscal years on a single order, and/or
  - Add enough funds to augment existing account balances

# Stay aware of important dates

- Expiration dates – funds must be used before their expiration date
- Fiscal Years – funds must be used within 5 years
  - Last day to submit orders using available FY19 funds is May 1, 2024
- End-of-Year Deadlines – released in Spring each year

## Need help? Contact FEDLINK!

- Fiscal team: [fliccfo@loc.gov](mailto:fliccfo@loc.gov)
- Books: [fedlinkbooks@loc.gov](mailto:fedlinkbooks@loc.gov)
- Electronic Resources: [fedlinkir@loc.gov](mailto:fedlinkir@loc.gov)
- Library Support Services: [fedlinkls@loc.gov](mailto:fedlinkls@loc.gov)
- Preservation: [fedlinkpres@loc.gov](mailto:fedlinkpres@loc.gov)
- Serials: [fedlinkserials@loc.gov](mailto:fedlinkserials@loc.gov)
- Training: [fedlinktraining@loc.gov](mailto:fedlinktraining@loc.gov)

Thank you for attending!

*Save the Date*

FEDLINK Spring Expo

**May 15, 2024**







## **Digital Frontiers: Shaping the Future of Federal Libraries**

Virtual Fall Expo  
November 15, 2023

**GUIDE FOR PARTICIPANTS**

**FEDLINK** LIBRARY  
OF CONGRESS

[www.loc.gov/flicc](http://www.loc.gov/flicc)

# Digital Frontiers: Shaping the Future of Federal Libraries

<b>Agenda for November 15, 2023</b> <b>FEDLINK Fall Expo</b>	
9:00–9:05 am	<b>Welcome</b>
9:05–10:00 am	<u>Morning Keynote</u> <b>GAO’s Artificial Intelligence Accountability Framework</b> Dr. Farahnaaz Khakoo-Mausel, Assistant Director U.S Government Accountability Office
10:00–10:30 am	<b>FEDLINK Joint Advisory Board and Membership Meeting</b>
10:30–10:45 am	Break
11:00 am–12:00 pm	<b>Vendor Virtual Marketplace</b>
12:00–1:00 pm	Lunch break
1:00–2:00 pm	<u>Afternoon Keynote</u> <b>Data Analytics and the Customer Experience at the National Library of Medicine</b> Adam Korengold, Analytics Lead, NLM Dan Wendling, Technical Information Specialist, NLM
2:00–3:00 pm	<b>Solo Librarians from Around the Federal Sphere</b> <ul style="list-style-type: none"><li>• Moderator: Kera A. Winburn, Branch Chief for Information Services, Ralph J. Bunche Library, U.S. Department of State</li><li>• Eric Erickson, Librarian, US Department of Housing &amp; Urban Development</li><li>• Edward “Ted” McClure, Librarian, Grand Canyon National Park Research Library</li><li>• Laura Moorer, Law Librarian, DC Court of Appeals</li></ul>
3:00–3:45 pm	<b>Discovery by Design</b> Maddie Hines, Head of Digital Strategy Montgomery County Public Libraries
3:45–4:15 pm	<b>Ask FEDLINK</b>

## Fall Expo Call

The semi-annual Fall Expo focuses on the library professional and their response to both the challenges of emerging technologies and the growing demand for innovation and flexibility in program and project planning.

Please complete the [post-event evaluation survey](#).

## 2023 Fall Expo Speakers

### Gregory T. Abraham, Director, Library Enterprises, Library of Congress

Greg Abraham brings nearly 40 years of experience in leadership, operations, budgets, finance, and acquisitions to his position as Director Library Enterprises. Before arriving at FEDLINK, he served with the Chief Operating Officer for over a decade as a Supervisory Program Specialist, then as the Director Library Enterprises where he oversaw acquisition planning, contracting, revolving fund programs, and a multimillion-dollar annual budget. Prior to joining the Library, Abraham served 30 years in key management positions in private sector retail and manufacturing organizations. Abraham earned his bachelor's degree in Business Administration from Youngstown State University.

### Michael Bates, Supervisory Contract Specialist, FEDLINK

For the third year, Michael Bates serves as the Section Head of FEDLINK's Network Operations. He brings more than a decade of federal acquisition and procurement experience, managing portfolios in excess of \$1B for agencies in all three branches of government, including the Veterans Administration, Administrative Office of the U.S. Courts, and Department of Defense. Bates holds a Master's Certificate in Contract Management, a Master of Science degree in Enterprise Business Management, and a Master of Business Administration in Operations and Supply Chain Management.

### Melissa Blaschke, Executive Director, FEDLINK

A seasoned manager and librarian at FEDLINK since 2016, Melissa Blaschke has 15 years of experience at the Library of Congress. Before joining FEDLINK, she first served in the Library's Collections Conservation Section of the Preservation Directorate before becoming a contract specialist in its Office of Contracts and Grants Management. Blaschke started her library career at the University of Chicago Special Collections Research Center processing archives and manuscripts. 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.

# Digital Frontiers: Shaping the Future of Federal Libraries

## **Eric Erickson, Librarian, US Department of Housing & Urban Development**

Eric Erickson has served as the HUD Librarian since 2016. He was program manager for Knowledge Management for human resources professionals at the U.S. Department of Veterans Affairs. He was the Electronic Resources Librarian for the Pentagon Library. He earned his MLIS at McGill University, an MA in International Relations at George Washington University, and a BA in History from Brigham Young University.

## **Maddie Hines, Head of Digital Strategy, Montgomery County Public Libraries**

Maddie Hines is a senior digital strategist working in public libraries with a passion for centering library users at every online touchpoint. Dynamic, inclusive and accessible public libraries are essential to thriving communities, and her role focuses on ushering the customer through online services, resources and applications that improve lives, create joy and generate equity.

## **Dr. Farahnaaz Khakoo-Mausel, Assistant Director, U.S Government Accountability Office**

Farahnaaz is an Assistant Director with the U.S Government Accountability Office (GAO), an independent, nonpartisan agency that works for Congress. Since 2019, she manages a portfolio area in the Science, Technology Assessment and Analytics team, where she leads work on U.S. research security, oversight and accountability of federal implementation of artificial intelligence systems, and government-wide efforts to harmonize regulations and administrative tasks in the research environment. Farahnaaz also represents GAO in the International Organization of Supreme Audit Institutions, where she supports efforts for the Working Group on Science and Technology. Farahnaaz received a Ph.D. in Public Policy and Political Economics, Masters of Science in Applied Economics and Masters of Public Affairs from the University of Texas at Dallas. She received a Bachelor of Arts degree in Political Science from the University of North Texas.

## **Adam Korengold, Analytics Lead, National Library of Medicine**

Adam Korengold is a contractor Analytics Lead with the National Library of Medicine (NLM), one of 27 institutes of the National Institutes of Health in Bethesda, Maryland. With more than twenty years of experience in analytics, research, insight generation, and data visualization, he leads NLM's efforts to drive data-based decision making across product teams. He holds an MBA from The George Washington University and a marketing research certificate from the University of Georgia, and he teaches in the graduate Data Analytics and Visualization program of the Maryland Institute College of Art in Baltimore, Maryland.



## **Edward “Ted” McClure, Librarian, Grand Canyon National Park Research Library**

Ted McClure has served as the Librarian for the Grand Canyon National Park Research Library, Arizona, since 2012. Before he joined the National Park Service, Ted was the Faculty Services Librarian at Phoenix School of Law, Phoenix, Arizona. He is a 2002 graduate of the School of Library and Information Science at Catholic University of America, Washington, DC, and holds a JD from Campbell University, an MA in International Relations from the University of Southern California, an MS in Industrial Administration from what is now the Tepper School of Business at Carnegie Mellon University, and his BA in Communications from CMU.

He was commissioned into the U.S. Army through ROTC in 1971 and was awarded the Legion of Merit on his retirement in 1998 after serving his last five years in the Pentagon. He is a “recovering attorney,” having been admitted to the bar in North Carolina, Virginia, and the District of Columbia. He and his wife Bobbie have been married for 52 years and live near Sierra Vista, Arizona.

## **Laura Moorer, Law Librarian, DC Court of Appeals**

Laura Moorer is the Law Librarian for the D.C. Court of Appeals. She joined the Court in 2019 and prior to that was the Law Librarian for the Public Defender Service for D.C. for almost fourteen years. Laura received her MLS from the University of Maryland, her JD from Mercer Law School, and her Bachelors of Science from Virginia Tech, Magna Cum Laude. Laura is barred in Maryland, the District of Columbia, and Georgia. Laura enjoys providing legislative history assistance and training sessions to the Court’s clerks and especially enjoys studying D.C. history, especially as it relates the Courts and the creation of D.C.’s unique court history. Laura is married to Richard Moorer, a park ranger at Pinnacles NP, and is the proud mom to two kids. Laura also maintains an Instagram account re: the library, and it can be found @dcalibby.

## **Jocelyn Shapiro, Supervisory Librarian, FEDLINK Network Operations**

Prior to joining FEDLINK in 2022, Jocelyn was Head of the Geography, Political Science, and Education Section within the Acquisitions and Bibliographic Access Directorate. She co-founded the Women’s Forum for Growth and Networking at the Library of Congress and serves as Vice President of the Library of Congress Professional Association.

Shapiro’s experience outside the federal government includes nearly a decade in federal contracting where she was Executive VP at LAC Group, leading federal business operations and development. A certified COR and PMP, Shapiro combines her expertise and experience to ensure FEDLINK members have the resources and information they need to make the best purchasing decisions for their agencies. She earned her MLS from the University of Maryland and her BA in Linguistics from Portland State University.

# Digital Frontiers: Shaping the Future of Federal Libraries

## **Maria Markham Thompson, Financial Manager, FEDLINK**

Maria Markham Thompson, CPA, CFA, CGFM is the Financial Manager for FEDLINK. She has been with the Library of Congress for almost ten years, during which she has worked on many interesting financial assignments such as division operating budgets, financial statement preparation, leases for new space, internal control manuals, and FEDLINK's migration from a standalone accounting system into the Legislative Branch Financial Management System.

Prior to joining the Library, Thompson had 30 years of experience in financial management in state and local governments and financial sector firms, with a specialty in financing infrastructure with tax-exempt bonds from small water systems to nuclear power facilities. Her career includes service as the CFO of an investment manager and as the portfolio manager for ethically screened mutual funds.

Ms. Thompson earned a BS in Public Administration and Economics at the New York University Stern School of Business and a Master of Urban Planning from NYU's Wager Graduate School of Public Service. She is licensed as a certified public accountant in Maryland and holds the designations of Chartered Financial Analyst and Certified Government Financial Manager.

## **Dan Wendling, Technical Information Specialist, National Library of Medicine**

Dan Wendling, MLS, is a member of the National Library of Medicine's Web and Information Management Unit, Public Services Division. He has been exploring and summarizing customer experience and analytics data for many years. He is a graduate of the University of Maryland College of Information Studies and is a Certified Usability Analyst.

## **Kera A. Winburn, Branch Chief for Information Services, Ralph J. Bunche Library, U.S. Department of State**

Before becoming the Branch Chief for Information Services at the Ralph J. Bunche, U.S. Department of State Library, Kera Winburn was a law librarian at the U.S. Department of Justice. She has a Masters of Library and Information Science from The Catholic University of America. In her spare time, she enjoys hiking, knitting, and making cards.

## FEDLINK Advisory Board Members

### Chair

**Dr. Carla Hayden**  
Librarian of Congress

### Vice Chair

**Julie Arrighetti**  
U.S. Department of State

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### Appointed Members

**Jennifer McMahan** (2021-2023)  
Deputy Library Director  
U.S. Department of Justice

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### Elected Members

**Julie Arrighetti** (2019-2023) (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** (2022-2023)  
Director  
Darnall Medical Library  
Walter Reed National Military  
Medical Center

**Ben Hope** (2019-2023)  
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** (2019-2023)  
Preservation Librarian  
Library Services and Content Management  
Government Publishing Office

**Andrew Young** (2021-2023)  
Librarian  
Treasury Library

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### 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 Membership and Advisory Board Meeting

**Agenda: November 15, 10:00-10:30 a.m.**

- 1. Call to Order and Executive Director's Report**  
Melissa Blaschke (FEDLINK)
- 2. Committee and Working Groups**  
Awards Committee  
Education Working Group  
eResources Working Group  
Information Technology Working Group  
Leadership Working Group  
Preservation Working Group  
Research and Metrics Working Group
- 3. FEDLINK Assisted Acquisitions and Programming**  
Assisted Acquisitions Update – Michael Bates (FEDLINK) and Jocelyn Shapiro (FEDLINK)  
Financial Update – Maria Thompson (FEDLINK)  
Education and Publication Updates – Robin Harvey (FEDLINK)
- 4. Reports from Liaison Organizations**  
IMLS – Madison Bolls  
NISO – Todd Carpenter
- 5. State of the Profession Survey**  
Annie Rorem (FRD)



## Virtual Vendor Exhibits

### Clarivate

Clarivate is a global leader in information services, serving the public sector for over 60 years. Together with ProQuest and ExLibris, both part of Clarivate™, we equip government libraries and information centers with extensive dissertation-to-publication, open access, and multi-media curated content; premier library discovery and workflow management tools; and trusted research evaluation capabilities led by Web of Science best-in-class publication and citation data.

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### Elsevier Inc

Elsevier Research Intelligence is a platform developed by Elsevier, a leading global information analytics company specializing in science and health. It provides comprehensive and sophisticated solutions for research institutions, funding agencies, and policymakers to analyze research performance, assess research impact, and make data-driven decisions.

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### FiscalNote

FiscalNote is a leader in policy and global intelligence. By uniquely combining data, technology, and insights, FiscalNote empowers customers with critical insights and the tools to turn them into action. Home to CQ.com, FiscalNote.com, Oxford Analytica and many other industry-leading brands, FiscalNote helps organizations stay ahead of political and business risk with information and knowledge management services.

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### IEEE

The IEEE Xplore® Digital Library is your gateway to trusted research—journals, conferences, standards, eBooks, open science solutions, and educational courses—with nearly 6 million documents to help you fuel imagination, build from previous research, and inspire new ideas. Visit [innovate.ieee.org](https://innovate.ieee.org) or email [a.bhorkar@ieee.org](mailto:a.bhorkar@ieee.org).

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## LexisNexis

LexisNexis is a leading global provider of information and analytics. The company offers innovative tools for law firm, corporate, tax, government, academic and non-profit organizations that help customers increase productivity, improve decision-making, access essential insights and advance the rule of law around the world.

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## Midwest Library Service

For more than a half-century, Midwest Library Service has been defined by its superior service to libraries. Our comprehensive range of products, services, and resources includes books supplied from more than 15,000 U.S., Canadian, and U.K. publishers and an out-of-print service. We are committed to fulfilling your entire order, not just those books that are easily obtained, substantially reducing the time and effort you would otherwise expend reordering books. Midwest has a dedicated Fedlink customer service expert to assist with your orders. MLS can provide an on-line ordering system, standing order services, and customized cataloging & processing services.

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## Military Periscope

For over 30 years, Military Periscope has put facts and information for more than 165 nations and 7,500 weapons systems at the fingertips of our users. MP's database provides information on the following:

- » Nation's Armed Forces – Features complete details about air, ground, naval, special warfare, para-military and strategic forces for 165 nations. Plus, information on deployment plans, programs and budgets.
- » Weapon Systems – Provides detailed overview and illustrations of more than 7,500 weapons, systems and platforms from across the globe.
- » Terrorist Organizations (Archived Info).

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## POLITICO Pro and E&E

POLITICO Pro is a customizable policy intelligence platform that arms professionals with the intelligence, workflow tools, and news they need to stay ahead. E&E News, a POLITICO subsidiary, provides essential energy and environment news for professionals. Access to both POLITICO Pro and E&E are subscription based platforms that are relied on by professionals in most federal and state government organizations, for profit companies, associations, and non-profits.

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## Sage Publishing

Sage is a global academic publisher of books, journals, and library resources with a growing range of technologies to enable discovery, access, and engagement.

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## Unison Virtual Acquisition Office LLC

Developed by acquisition professionals for acquisition professionals, the Virtual Acquisition Office™ (VAO) is a total workforce development solution, providing a common platform to facilitate expanded acquisition knowledge and productivity. With more than 65,000 subscribers across all cabinet-level agencies, the VAO is the government's trusted source for up-to-date federal acquisition news, research, training and tools that enable acquisition managers and the workforce to stay on top of the latest news and developments, maximize efficiency and effectiveness, and engage in continuous learning.

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## Zimmerman Associates, Inc.

Zimmerman Associates, Inc. (ZAI) was founded in 1977 as a library services and information management company and has a 40+ year history of successfully enhancing both traditional and virtual libraries for our Federal Government customers through flexible staffing, responsive management, and innovative approaches that help them navigate and adapt to a rapidly changing information landscape.

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## 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 build 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 nearly 50 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.
- » Elimination of the high cost of duplicating contracting cycles and the cost associated with individual orders.

### FEDLINK assisted acquisition products and services:

- » Books and media
- » Electronic resources
- » Library support services
- » Preservation and digitization
- » Serials

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 2024.](#)

### 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 [Acquisitions FAQ](#) to learn about buying products and services through FEDLINK.

### Vendor Services

- ➔ Review the latest vendor products and services available in the [FEDLINK Vendor Services Directory](#).

**Thank you for attending!**

The next FEDLINK Expo is **May 15, 2024.**