

Fiscal Year 2013
Annual Report of the
Federal Library and Information Network
FEDLINK

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Executive Summary

During fiscal 2013, the Federal Library Information Network (FEDLINK) began operating under the organization's new bylaws. The bylaws created a single organization, authorized by the FEDLINK statute, which performs both the FEDLINK tasks as well as incorporating the FLICC responsibilities.

FEDLINK's Advisory Board (FAB) focused its bimonthly meetings on a variety of broad federal information issues including strategic sourcing and the Office of Management and Budget (OMB) Data Call, the Digital Public Library of America (DPLA), federal library shared collection management, FEDLINK's research agenda, federal science, technology, engineering and medicine (STEM) collections, access to federally funded scientific research, the National Digital Stewardship Alliance (NDSA), and support of Native American Tribal Libraries.

The new governing body structure of FEDLINK also includes a number of committees, working groups and ad hoc committees that all completed an ambitious agenda in fiscal 2013. Notably, the FEDGrey working group identified the Fall Exposition keynote speaker, Benjamin B. Fischer, who spoke on "Before the Internet, Facebook, and Twitter: How Solidarity Used Western Technology to defeat Communism." The working group also sponsored "The Grey Boot Camp," which included a live beta test of the online Grey Repository by GreyNet International and the Science and Technology Institute of the National Research Council of Italy.

The Awards Committee announced the following awards: 2012 Federal Library/Information Center of the Year in the Large Library/Information Center Category (with a staff of 11 or more employees): Research Library, Board of Governors of the Federal Reserve System; in the Small Library/Information Center Category (with a staff of 10 or fewer employees): RAF Alconbury Base Library, 423d Force Support Squadron, U.S. Air Force, Huntingdon, England; 2012 Federal Librarian of the Year Joyce C. Greene, George C. Marshall European Center for Security Studies, Garmisch-Partenkirchen, Germany, and 2012 Federal Library Technician of the Year Tiffany Hughey, U.S. Army Garrison Kaiserslautern Library, Landstuhl, Germany.

The Human Resources Working Group has begun rewriting of the Office of Personnel Management's 1410 Librarian Series by collecting curricula from top library schools, selected Knowledge, Skill and Ability statements (KSAs), and sample job postings.

The Preservation Working Group focused on providing a number of educational programs featuring events from their Safety Net program of risk assessment, emergency preparedness, and disaster response, including presentations from the Library of Congress Preservation Directorate on best practices for planning and mitigating the damaging effects of water on the various types of collections materials. They also sponsored a session on disaster recovery after Hurricane Sandy and co-sponsored a session with the New Feds Working Group on digital preservation, curation, and stewardship, followed by a panel of new federal librarians in non-traditional positions working on a variety of digital repository issues.

In conjunction with the Education Working Group and other working groups, FEDLINK offered 32 seminars, workshops brokered conferences and lunchtime discussions to more than 1,800 members of the federal library and information center community.

FEDLINK's research efforts continued in fiscal year 2013 with several papers and a poster session accepted for presentation at local and national conferences. FEDLINK Research presented original research at the American Library Association's Data Driven Services Research Round Table, Special Libraries Association, Medical Library Association, and Catholic University's "Bridging the Spectrum" research symposium. FEDLINK also presented research on the information marketplace, collections management, and demonstrating value.

FEDLINK completed a pilot bibliographic analysis project with 11 federal libraries with a focus on Science, Technology, Engineering, Mathematics, and Medical (STEM) collections. Data from this analysis has implications for current collection and preservation policies and for future research and analysis of holdings across federal libraries and information centers.

FEDLINK continued to enhance its fiscal operations while providing its members with \$81.6 million in Transfer Pay services, \$7 million in Direct Pay services, and an estimated \$78 million in the Direct Express services, saving federal agencies more than \$32.9 million in vendor volume discounts and approximately \$39.6 million more in cost avoidance.

FEDLINK continued work with the OMB and the General Service Administration (GSA) to develop further strategic sourcing of information resources for federal agencies. OMB and FEDLINK issued a data call to obtain more granular information than is reported in the Federal Procurement Data System, the database used by the Federal Research Division to analyze federal procurement of information resources. FEDLINK held regular meetings with the two commodity councils; one for legal information resources and one for resources focused on STEM subjects. FEDLINK incorporated input from these councils, the vendor community, OMB and GSA into the Request for Proposals (RFP) issued in the spring with awards made for fiscal years 2014-2018 acquisitions. FEDLINK representatives also attended regular meetings of OMB's Strategic Sourcing Leadership Council and worked with OMB to improve usability of their OMB Max tool for procurement-related data gathering and analysis.

FEDLINK gave federal agencies cost-effective access to automated information retrieval services for online research, cataloging, and resource sharing. FEDLINK members procured print serials, electronic journals, books and other publications, document delivery, online language learning systems, digitization, preservation and other library support services via Library of Congress/FEDLINK contracts with approximately 150 companies. The program obtained further discounts through consortia and enterprise wide licenses for journals, aggregated information retrieval services, and electronic books.

FEDLINK awarded 10 new contracts to support serials, information resources, preservation, conservation, and digitization services, cataloging and other library staff support services. FEDLINK renewed a contract with Information International Associates to support CENDI, the interagency working group of senior scientific and technical information managers from 16 federal agencies. FEDLINK established an interagency agreement with the Office of Science and Technology Information at Department of Energy to support Science.gov, a web portal integrating access to federal science and technology information.

FEDLINK Executive Report

With the new FEDLINK bylaws in play, FEDLINK formed an advisory board, reclassified working groups into standing committees, working groups and ad hoc committees. Staff also created a complete rebranding effort for the organization and revised all of its front facing graphics.

With the expanded definitions for FEDLINK membership eligibility under the new bylaws, FEDLINK invited 64 quasigovernmental organizations to join the membership. Staff also met with several agencies as a follow up to the initial invitation.

FEDLINK's Advisory Board (FAB) focused its bimonthly meetings on a variety of broad federal information issues including strategic sourcing and the Office of Management and Budget Data Call, the Digital Public Library of America (DPLA), federal library shared collection management, FEDLINK's research agenda, federal science, technology, engineering and medicine (STEM) collections, access to federally funded scientific research, the National Digital Stewardship Alliance (NDSA), and support of Native American Tribal Libraries.

FEDLINK held its second exposition "Building Foundations" in November 2012. In the spring of 2013, the FEDLINK Expo "Channeling Content in an Integrated World," completed the goal of FEDLINK hosting semiannual expositions.

The Strategic Sourcing Initiative continued throughout the fiscal year with regular research reports on federal spending on information and efforts with OMB and GSA to develop further strategic sourcing of information resources for federal agencies. OMB and FEDLINK issued a data call to analyze federal procurement of information resources. FEDLINK also held regular meetings with the two commodity councils, one for legal information resources and one for resources focused on science, technology, engineering and mathematical (STEM) subjects.

FEDLINK's research efforts continued in fiscal year 2013 with several papers and a poster session accepted for presentation at local and national conferences. FEDLINK Research presented original research at the American Library Association's Data Driven Services Research Round Table, Special Libraries Association, Medical Library Association, and Catholic University's "Bridging the Spectrum" research symposium. FEDLINK also presented research on the information marketplace, collections management, and demonstrating value.

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FEDLINK Working Group Highlights

FEDLINK Awards Working Group

To honor the many innovative ways federal libraries, librarians, and library technicians fulfill the information demands of government, business, research, scholarly communities and the American public, the Awards Committee administered a series of national awards for federal librarianship.

The award winners for the fiscal year 2012 Award, awarded in fiscal year 2013, are

2012 Federal Library/Information Center of the Year

Large Library/Information Center (with a staff of 11 or more federal and/or contract employees):

Research Library, Board of Governors of the Federal Reserve System, is recognized for its leadership role in initiating new data services (including sophisticated data-discovery tools) and its rapidly growing data-reference service. The library improved data discovery by releasing an enhanced library catalog, which includes metadata for datasets as well as traditional library materials. Staff also began offering data-reference assistance in addition to traditional reference services. This included locating specific data points in the datasets to match customer research needs. The library also initiated and launched an end-user intellectual property education campaign focused on data and information best practices, using the library's catalog to detail permitted and prohibited uses and citation requirements. The library also developed innovative tools in response to community needs and created a mobile site for staff access to research databases, e-journals, news, and working papers on Internet-enabled devices including tablets and smartphones.

Small Library/Information Center (with a staff of 10 or fewer federal and/or contract employees):

RAF Alconbury Base Library, 423d Force Support Squadron, U.S. Air Force, Huntingdon, England, is recognized for providing outstanding library services, collection development, space design, and innovative programming and budgeting. In support of the 38 education degrees offered by five accredited schools, the library vigorously promoted its electronic resources, College Level Exam Program (CLEP) testing materials, and Tutor.com program. The expansion of the graphic novel collection encouraged reluctant readers of all ages, while a vibrant collection of bestselling books, just-out-of-the-theater films, and the latest video games attracted patrons of all ages. Recognizing the importance of people far from home having a safe and welcoming place, the library creatively improved the design of its facilities. Not only were staff members able to rework the layout ergonomically, the redesign led to measurable increase in customer satisfaction for its 6,600-person base population. By pursuing alternative lease and purchase programs, the library reduced its acquisition costs to free up funds for both traditional services and community-building events.

2012 Federal Librarian of the Year

Joyce C. Greene, George C. Marshall European Center for Security Studies, Garmisch-Partenkirchen, Germany, is recognized for promoting the full value of the resources of the Marshall Center Research Library and the capabilities of its professional staff while working behind the scenes to preserve the facility's valuable resources. Through her visionary leadership and innovative solutions, Greene demonstrated her awareness of recent and emerging trends across the information profession, applying change-management principles to prepare the library

for the future by creating foundational support for those changes today. Greene championed the development of a new Content Management Office, which has increased the center's momentum toward organizational change, and developed a digital library and repository with six unique collections. To respond to the multilingual nature of the library and its bibliographic records requiring data in several languages, Greene spearheaded work on a future library delivery system. Through her work on this initiative in fiscal year 2012, she designed an evaluation process for library products, services, and systems, while overseeing testing of indexing and records processing, including those in Cyrillic. Her combined efforts have helped ensure that the library remains a capable and valued part of the Marshall Center.

2012 Federal Library Technician of the Year

Tiffany Hughey, U.S. Army Garrison Kaiserslautern Library, Landstuhl, Germany, is recognized for improving the quality of life for her military community by supporting educational advancement, military reference and research, and leisure-needs activities. Hughey combines her efforts to provide high-quality customer service with expert technical competency to develop programming and training opportunities in an environment of reduced budget and staff. Hughey created an in-house sponsor program for new overseas staff and developed a series of trainings and guides for adult and teen library volunteers. Her enthusiastic reader-advisory services raised reserve requests by 40 percent and her work at a one of the branch libraries led to a demonstrable increase in circulation efforts. She also created a number of workflow processes to streamline resource and supply systems. She has seamlessly combined her professional technician skills with a thorough knowledge of Army policies and procedures, allowing her to improve programming and services in the garrison and in Army Europe Libraries.

FEDLINK Education Working Group

During fiscal year 2013, the FEDLINK Education Working Group, in concert with other FEDLINK working groups, sponsored 32 seminars, workshops, and brokered conferences for members of the federal library and information center community. The working group also sponsored sessions at both FEDLINK Expositions on the Google Books case and the Government Printing Office's FDsys program. The working group also sponsored a series of orientations to libraries and information centers to provide the opportunity for federal librarians to become acquainted with a variety of institutions and collections in the Washington, DC, area: Naval Observatory, Pentagon Library, Smithsonian (Natural History), Library of Congress/Packard Campus, NASA, and the National Oceanic and Atmospheric Administration Library.

FEDLINK FedGrey Working Group

The FedGrey Working Group focused its efforts on contributions to the FEDLINK Expositions. At the Fall 2012 Expo, the working group focused on Cold War Grey Literature, and invited the event's keynote speaker, Benjamin B. Fischer, who spoke on "Before the Internet, Facebook and Twitter: How Solidarity Used Western Technology to defeat Communism." Their breakout session featured a demonstration of their Cold War Grey Literature virtual brochure and an update from GreyNet's director, Dominic Farace on grey literature collections. At the Spring Expo, the working group sponsored a session on "The Emerging Repository Landscape in Support of Open Access to Federally Funded Science" with Don Hagen, Associate Director for

Product Management and Acquisition at NTIS, and Gail Hodge, Sr. Project Manager with Information International Associates, Inc. (IIa)). In the summer, the group also hosted the Grey Boot Camp on “Exposure to the Field of Grey Literature through Mind Mapping and Good Practice.”

FEDLINK Human Resources Working Group

The Human Resources Working Group (HRWG) worked on two major projects for fiscal year 2013. The first being the rewriting of the OPM 1410 Librarian series where the subcommittee collected curricula from top library schools, knowledge, skills and abilities (KSA) statements, and job postings in order to update and draft the final document. The second project was the Federal Librarian Professional Development Roadmap, which is an attempt to collect information as to where federal librarians could find training or classes that focus on the Federal librarian competencies. The roadmap is currently located on the Library of the Marine Corp LibGuides platform.

FEDLINK Preservation Working Group

The Library of Congress Preservation Directorate, the FEDLINK Preservation Working Group, and the Federal Library Safety Net, a voluntary federal library network for disaster response, regularly collaborate to present disaster planning and response educational opportunities. In fiscal year 2013, the groups sponsored “Getting Your Feet Wet: Emergency Planning and Disaster Response,” to introduce federal library staff to the topics of risk assessment, emergency preparedness, and disaster response through discussion, case studies, and hands-on exercises. Library of Congress Preservation Directorate Staff presented best practices for planning and damage mitigation and facilitated hands-on exercises focusing on the damaging effects of water on the various types of collections materials (both print and non-print) found in most libraries and archives. The working group also presented two sessions at the fall and spring FEDLINK exposition. The fall session, co-sponsored a session with the New Feds Working Group, reviewed digital preservation, curation, and stewardship, followed by a panel of new federal librarians in non-traditional positions working on a variety of digital repository issues. At the spring expo, the working group hosted a panel of preservation professionals discussed and illustrated disaster response and recovery assistance to cultural institutions after hurricane Sandy.

FEDLINK Library Technicians Working Group

FEDLINK newest working group presented a number of programs to the library technicians’ community. The group’s first event “Professional Development through Self Development” featured discussion on continuing education, cross training, technology developments, individual development planning. With more than 50 members, participating from around the world, the group formed committees that mirrored FEDLINK’s working groups while maintaining a smaller core group.

The working group also sponsored a brown bag session on “Tips and Tricks of Public Speaking” and a KSA Resume Workshop for Library of Congress technicians and Future Bridge participants. At the FEDLINK Spring Expo, the working group offered a “Flash Mentoring” session.

FEDLINK Publications and Education Office

In fiscal year 2013, FEDLINK continued its publication program as a digital communication provider and used the FEDLIB listserv to communicate critical advocacy and program information to more than 3,000 electronic subscribers.

In response to the revised bylaws, FEDLINK rebranded the organization and updated its public-facing materials. The program continued to develop targeted resources to support the FEDLINK program, including strategic sourcing communications, development of supporting materials for both exposition programs and working group events. FEDLINK produced the minutes of the six FEDLINK Advisory Board meetings, and all FEDLINK program promotional and support materials.

FEDLINK staff members continued to convert all publications, announcements, alerts, member materials, meeting minutes, and working group resources into accessible PDF formats and created new graphics for exhibits. New resources for fiscal year 2013 included expanding the federal library affiliate's page and a number of research documents. Staff members worked on quality assurance efforts with Library Services and the Office of Strategic Initiatives, enhanced, and expanded the site via an inter-unit Web team of content, design, editorial and technical personnel. FEDLINK staff members also supported photographic coverage of all FEDLINK programs.

FEDLINK supported distance-learning offerings by using Web conferencing software for a number of its free events and routinely incorporated electronic versions of PowerPoint and other presentation materials to enhance access to the resources available at educational programs.

In conjunction with the Education Working Group and other working groups, FEDLINK offered 32 seminars, workshops, brokered conferences, and lunchtime discussions to more than 1,800 members of the federal library and information center community. FEDLINK staff also hosted 24 vendor sessions with more than 160 attendees. Throughout the year, FEDLINK offered a 13-part Webinar series from the National Information Standards Organization (NISO). FEDLINK also provided organizational, promotional, and logistical support for FEDLINK meetings and events.

FEDLINK Network Operations

In fiscal year 2013, FEDLINK continued to provide federal agencies cost-effective access to an array of automated information resources for online research and support for federal library functions. FEDLINK members procured an array of publications in various formats: print and electronic journals, print and electronic books, sound recordings, audio-visual materials, items via document delivery and interlibrary loan, and access to databases of full text, indices, abstracts, and a variety of other data. Federal libraries obtained support for many functions such as acquisitions, cataloging and related technical processing services, staffing support, information management, resource sharing, copyright royalty payment, information industry market research and library services benchmarking, integrated library systems, digitization, digital archiving, preservation and conservation services via Library of Congress/FEDLINK contracts with more than 150 information vendors.

FEDLINK issued many Requests for Proposals (RFPs) and Requests for Quotes (RFQs). An RFP “open season” established new agreements for preservation, conservation, and digitization services with six companies, bringing the total to 27, and expanding the range of services available. Two other “open season” RFPs added a serials subscription agent and information retrieval vendor to the team. FEDLINK issued an RFP and awarded a contract for staffing support and another for cataloging services. FEDLINK issued 40 RFQs for agencies’ requirements for these services.

FEDLINK renewed approximately 140 contracts and agreements, including a contract to support CENDI, an interagency working group of senior scientific and technical information (STI) managers from 14 U.S. federal agencies representing 97 percent of the federal research and development budget, and an Interagency Agreement with Department of Energy to support Science.gov. FEDLINK also renewed an agreement with National Archives to support a new print repository for federal libraries.

FEDLINK continued work with the Office of Management and Budget (OMB) and the General Services Administration (GSA) to develop further strategic sourcing of information resources for federal agencies. OMB and FEDLINK issued a data call to obtain more granular information than is reported in the Federal Procurement Data System, the database used by the Federal Research Division to analyze federal procurement of information resources. FEDLINK held regular meetings with the two commodity councils, one for legal information resources and one for resources focused on science, technology, engineering and mathematical (STEM) subjects. FEDLINK incorporated input from these councils, the vendor community, OMB and GSA into the Request for Proposals (RFP) issued in the spring with awards made for fiscal years 2014-2018 acquisitions. FEDLINK representatives also attended regular meetings of OMB’s Strategic Sourcing Leadership Council and worked with OMB to improve usability of their OMB Max tool for procurement-related data gathering and analysis.

FEDLINK staff highlighted services at national conferences such as the American Library Association (ALA), Special Libraries Association (SLA), Computers in Libraries and the National Contracts Management Association World Congress, and regional events such as the House of Representatives Subscription Fair and Pentagon Technology Exposition. They also assisted the ALA Federal and Armed Forces Librarians Round Table (FAFLRT) track activities affecting federal libraries and host programs at the annual conference on working in a federal library and best practices for library internships. Staff members also participated in additional national conferences, workshops, and meetings, including CENDI, Computers in Libraries, FOSE, and the national Digital Preservation Conference.

FEDLINK Fiscal Operations

FEDLINK continued to enhance its fiscal operations while providing its members with \$81.6 million in Transfer Pay services, \$7 million in Direct Pay services, and an estimated \$78 million in the Direct Express services, saving federal agencies more than \$32.9 million in vendor volume discounts and approximately \$39.6 million more in cost avoidance.

FEDLINK issued a report analyzing the cost benefits of FEDLINK procurement vehicles and compared them to other acquisition resources. The report provides a transparent framework for

agencies to analyze their costs and benchmark against a generalized standard. FEDLINK presents this updated framework to Library of Congress management each year.

Throughout fiscal year 2013, FEDLINK researched and began work on both its performance standards and the criteria for its Balanced Scorecard dashboard. By the end of the year, staff members established all criteria and began developing measurement tools for each discrete item. Efforts on planning e-invoicing implementation and studying options under its projected new fiscal systems also continued.

FEDLINK Fees

The final budget for fiscal year 2014 held membership fees steady for transfer pay customers to 6 percent on amounts exceeding \$100,000, 6.75 percent on amounts below \$100,000, and 4 percent on amounts exceeding \$1,000,000. Direct pay fees remained at fiscal year 2009 levels, as did Direct Express fees of 0.75 percent for all participating commercial online information services vendors.

Accounts Receivable and Member Services

FEDLINK processed registrations from federal libraries, information centers, and other federal offices for a total of 369 signed interagency agreements (IAAs) and more than 1,000 IAA amendments for agencies that added, adjusted, or ended service funding. FEDLINK executed service requests by generating 2,937 delivery orders that LC/Contracts and Grants Management issued to vendors.

Transfer Pay Accounts Payable Services

Staff members efficiently processed vendor invoices and earned \$22,940 in discounts in excess of interest payment penalties levied for the late payment of invoices to FEDLINK vendors. FEDLINK continued to maintain open accounts for three prior years to pay publications service invoices for members using books and serials services. FEDLINK completed the closing of the fiscal year 2008. Statements are issued to members for the current year and prior years.

Direct Express Services

The FEDLINK Direct Express Program now includes 90 vendors offering database retrieval services. The program is set up to provide customers procurement and payment options similar to GSA in which the vendors pay a quarterly service fee to FEDLINK based on customer billings for usage.

Budget, Revenue and Risks Reserves

In fiscal year 2013, FEDLINK Fee Revenue from signed IAAs was approximately \$245,000 higher than in fiscal year 2012. The expenditures for fiscal year 2013 were slightly higher due to system implementation and improvement. FEDLINK's Reserve requirement for fiscal year 2013 continued to be solvent. The program hold reserves for: 1) mandatory requirements for shutdown and bankruptcy risks, 2) continuity of operations requirements for mission essential systems, and 3) compliance risk mitigation initiatives.