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Past, Present, & Progress

FEDLINK Spring Expo
May 15, 2025



2024 SMALL FEDERAL LIBRARY OR INFORMATION CENTER

National Emergency Training Center Library (NETC Library)

U.S. Fire Administration, National
Fire Data and Research Center



Emerging Impact of AI on Trends in Library Technology

Marshall Breeding

Independent Consultant

Library Technology Guides



Emerging Impact of AI on Trends in Library Technology



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LIBRARY OF CONGRESS

Past,
Present,
& Progress

FEDLINK Spring Expo May 15, 2025

May 15, 2025 09:00 AM Eastern Time

Summary

- ▶ Marshall Breeding will review the current state of the art in library management systems and discovery services, primarily based on data from Library Technology Guides, the latest Library Systems Report and on the Annual International Survey on Library Automation. Many vendors have begun to offer, at least experimentally, features driven by generative AI technologies. Breeding will give information and perspective regarding how libraries should factor in these new capabilities as they update their technology strategies.

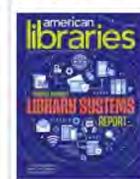
Library Technology Guides provides comprehensive and objective information surrounding the many different types of technology products and services used by libraries. It covers the organizations that develop and support library-oriented software and systems. The site offers extensive databases and document repositories to assist libraries as they consider new systems and is an essential resource for professionals in the field to stay current with new developments and trends.

Search:

[new: improved site search](#)

Featured Content

2025 Library Systems Report: Companies see platform upgrades, new leadership, and AI enhancements



The library technology industry showed its maturity in 2024. Businesses have become increasingly stable and robust products delivered rich functionality. But decades of consolidation have created a narrower slate of competitors, resulting in a smaller number of products available for each type and size of library. The marketplace is seeing more specialized solutions but fewer options. Companies continue to tailor products to the diverging service needs and collections of public, academic, school, and special libraries. Library services platforms (LSPs) designed for academic

libraries, for example, are not well suited for public libraries. This stratification further narrows customers' choices.
(American Libraries, May 1, 2025)
[Continue to complete article in American Libraries...](#)

SirsiDynix acquired by Harris Computing

SirsiDynix, has been acquired by Harris Computing, one of six operating companies of Constellation Software, Inc. It purchased SirsiDynix from ICV Partners, a private equity firm that has owned it since February 2015. Unlike private equity firms, Constellation does not sell the companies it acquires. It follows a strategy of acquiring businesses from founders or investors and holding them indefinitely. The acquisition marks a definitive exit from ongoing cycles of private equity investment into a permanent position within a public company specializing in the administration of technology-focused businesses. SirsiDynix has seen two rounds of private equity ownership, including Vista Equity Partners and ICV Partners. As part of Harris, SirsiDynix gains access to additional technical and financial resources. Harris has deep experience in acquiring and strengthening technology companies. In contrast, SirsiDynix was the only technology company within the ICV Partners portfolio.
(Library Technology Newsletter, January 2025)
[Continue to complete article...](#)

The 2024 Edition of the International Library Automation Perceptions

The 2024 Edition of the International Library Automation Perceptions is underway. All libraries are invited to participate in the latest edition of the International Library Automation Perceptions Survey conducted through Library Technology Guides. This survey aims to measure the levels of satisfaction libraries have with their core resource management systems and discovery services and the vendors that support these products. It has been

[Donate](#)

Industry News

Monday May 12, 2025

Full Automation News Report

20 most recent items:

May 13, 2025. **Soutron Global unveils Guide to Navigating Organizational Information Management and Digital Preservation Strategies.** Soutron Global, an internationally recognized SaaS provider of information management and preservation solutions for archives, libraries, museums and knowledge management hubs, announces the availabil ... [<<more>>](#)

May 13, 2025. **EveryLibrary Condemns President Trump's Firing of Librarian of Congress Dr. Carla Hayden: Calls on Congress to Uphold the Independence of the Library of Congress.** EveryLibrary, the national political action committee for libraries, strongly condemns President Donald Trump's abrupt dismissal of Dr. Carla Hayden, the 14th Librarian of Congress. Dr. Hayden, appoin ... [<<more>>](#)

May 11, 2025. **The London Review of Books partners with Exact Editions.** Europe's leading magazine of culture and ideas, the London Review of Books, has launched a new digital subscription with Exact Editions. Exact Editions offers a reading experience that is at once imme ... [<<more>>](#)

May 12, 2025. **HoloMem joins the DPC Supporter Program.** The Digital Preservation Coalition welcomed HoloMem to its Supporter Program

Libraries Under Cyberattack

The last year or so has brought incredible challenges to the digital infrastructure of some high-profile libraries. The recent wave of cyberattacks targeting one of the world's most prestigious and well-resourced libraries brings a sobering reminder of the dangers lurking for libraries in this digital age. Libraries of all types and sizes must be vigilant and prepared for any possible security breach.
(Computers in Libraries, March 2024)
[Continue to complete article...](#)

Project Reshare and OpenRS: differing approaches to open source resource sharing

In recent months, a schism has erupted in the open source resource sharing realm. Two open source resource sharing projects that previously resided within a single organization have separated, due not only to the differing functional models of their products, but also because of differences in styles of collaboration. Launched in 2018, Project ReShare has been advancing an open source platform for resource sharing, created collaboratively among a community of interested libraries and vendors. Project ReShare continues with its mission to strengthen its resource sharing community and to continue to enhance and support its platform. The organization is also refining its organizational structure and articulating its values and community processes. OpenRS, was launched in 2023 as a new initiative to develop, support, and promote a new open source direct consortial borrowing solution. Though a relatively new project, OpenRS moves forward with a well defined development agenda, backed by two commercial vendors, EBSCO Information Services and Knowledge Integration, with substantial involvement of MOBIUS as its first planned implementor.
(Library Technology Newsletter, December 2023)
[Continue to complete article...](#)

Caveat and Credit

Library Technology Guides was created and is edited by **Marshall Breeding**. He is solely responsible for all content on this site, and for any errors it may contain. Please **notify** him if you find any errors or omissions.



[Home](#) [Write a Blog Entry](#) [Logout](#)

<https://librarytechnology.org>

May 12, 2025. **IOP Publishing enhances author recognition with the introduction of CReDIT.** IOP Publishing is introducing the Contributor Role Taxonomy across all its proprietary journals to enhance recognition for authors. The taxonomy provides a standardised framework to define and recogni ... [<<more>>](#)

May 12, 2025. **OpenAthens gives its library product a new identity with OpenAthens Compass.** A compass is a guiding tool that helps you find the right path, so does OpenAthens' authentication, guiding users to secure and seamless access. For 30 years, OpenAthens, has been the trusted compass ... [<<more>>](#)

May 9, 2025. **The University of Pennsylvania Libraries joins the Digital Preservation Coalition.** The Digital Preservation Coalition welcomed the University of Pennsylvania Libraries as its newest Associate Member. The Penn Libraries supports the faculty and students at the University of Pennsylva ... [<<more>>](#)

May 9, 2025. **UT Southwestern Medical Center implements TIND Digital Archive.** The University of Texas Southwestern Medical Center has implemented TIND DA to manage, showcase and preserve its growing digital collections. By migrating a rich image collection from CONTENTdm, audio ... [<<more>>](#)

May 9, 2025. **Onondaga County Public Library (NY) launches MessageBee from Unique.** Unique Management Services is proud to announce the launch of MessageBee for Onondaga County Public Library. The western New York system makes up more than 30 branches and serves nearly half a million ... [<<more>>](#)

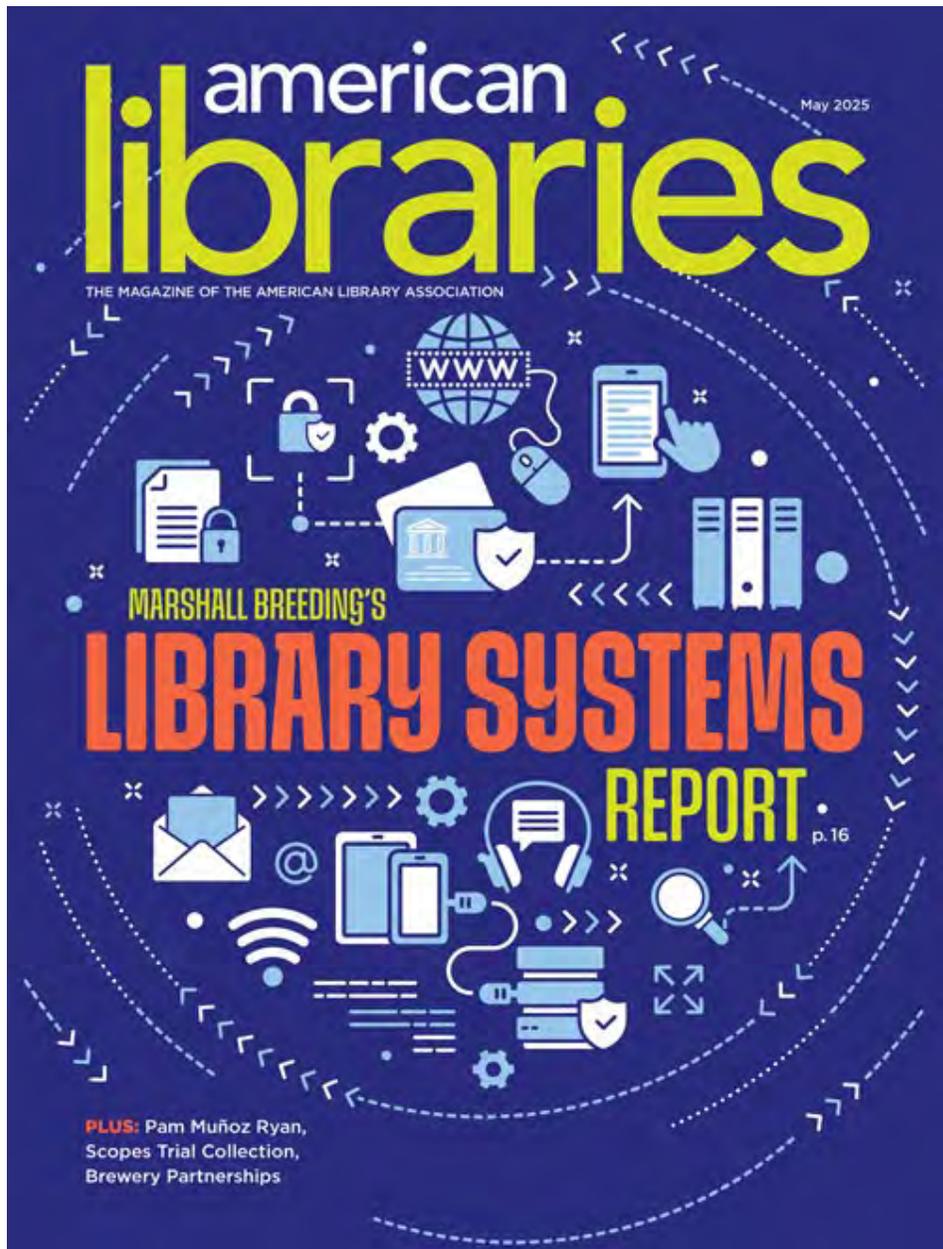
Library Technology Industry Reports

american
libraries

- ▶ **2025: Companies see platform upgrades, new leadership, and AI Enhancements**
- ▶ 2024: Companies focus on developing practical solutions
- ▶ 2023: The advance of open systems
- ▶ 2022: An Industry Disrupted
- ▶ 2021: Advancing library technologies through challenging times
- ▶ 2020: Fresh opportunities amid consolidation
- ▶ 2019: Cycles of Innovation
- ▶ 2018: New technologies enable an expanded vision
- ▶ 2017: Competing visions for Technology, openness, workflows of library services
- ▶ 2016: Power Plays
- ▶ 2015: Operationalizing Innovation
- ▶ 2014: Strategic Competition and Cooperation

LIBRARYJOURNAL

- ▶ 2013: Rush to Innovate
- ▶ 2012: Agents of Change
- ▶ 2011: New Frontier
- ▶ 2010: New Models, Core Systems
- ▶ 2009: Investing in the Future
- ▶ 2008: Opportunity out of turmoil
- ▶ 2007: An industry redefined
- ▶ 2006: Reshuffling the deck
- ▶ 2005: Gradual evolution
- ▶ 2004: Migration down, innovation up
- ▶ 2003: The competition heats up
- ▶ 2002: Capturing the migrating customer



Major events in the 2025 Report

3 vendors dominate academic library tech: Clarivate, EBSCO, OCLC

New Leadership for Clarivate and EBSCO

Consolidation of Library Solutions within Clarivate
(Ex Libris + Innovative)

New ownership for SirsiDynix: Constellation now involved with many library tech companies

Open source options strengthen: FOLIO, Koha, Aspen Discovery, Evergreen

Public library focus: TLC, Auto-Graphics, Biblionix, BiblioCommons

Action outside North America: Axiell, Civica, Systematic, Naseej

International Survey of Library Automation

Library Technology Guides

Documents, Databases, News, and Commentary

Staff Home Home Libraries Guides Documents Vendors Products News Procurement

2024 select

Library Perceptions 2025: Results of the eighteenth International Survey of Library Automation

by Marshall Breeding, May 1, 2024

The International Survey of Library Automation provides a unique opportunity for libraries to evaluate their core technology systems, their associated vendors, and to offer their views on relevant topics and trends. This seventeenth edition of the survey received 2,531 responses. The 50,604 cumulative responses received since 2007 document interesting and important trends related to key technology products and vendors.

Note: This edition of the survey includes revised text and statistics derived from previous version. The report is not completely rewritten with each edition.

Notable Observations

Libraries show generally positive perceptions for products from Clarivate Library Software Group. The migration intentions given by libraries using legacy products mention Alma more than other products. Polaris was listed as the top migration candidate by libraries using Symphony and Horizon.

Interest continues to build for open source products, especially FOLIO and Koha. The migration intentions given by libraries using legacy products mention FOLIO more than any other product except Alma. Open source products are a routine option for public and school libraries as well. Both Koha and Evergreen show high levels of satisfaction, though some support providers receive higher scores than others. As ever larger libraries implement open source products, the satisfaction scores may decrease given the harsher scoring of large libraries. OPALS used mostly in school and very small academic libraries, earns superlative scores. Narrative comments suggested that many libraries avoid open source products due to a perception that they would need more staff with technical skills.

Several legacy products are approaching the end of their lifecycle. Installations of Aesop and Voyager from Ex Libris, part of Clarivate Library Software Group, are decreasing rapidly and the products, though they continue to be supported. Millennium and Virtua installations have declined even more drastically. Almost all libraries using these products have processes underway to move to new systems.

About 5 percent of academic libraries signal interest in migrating to a new system, mostly from those remaining on legacy ILS products, but also from those

No library management product can be expected to work well for all libraries. Public, academic, school, and special libraries each have distinctive characteristics relative to the types of material in their collections and in the services they provide.

The type, size, and overall complexity are important factors when considering the technology products and services best suited for any given library. Accordingly, this survey segments responses into categories determined by library type and collection size to assess each product within relevant peer groups. Each annual survey provides a snapshot of the perceived capabilities of each product, and uses results from previous years to identify trends regarding the satisfaction and performance of the products their vendors.

The satisfaction ratings and narrative comments gauge library reactions surrounding the broader events in the industry, such as consolidation, open source initiatives, and the decline of legacy products. Earlier years of the survey, for example, reflected the negative impact the private equity acquisitions on SirsiDynix and Innovative. More recently survey responses inferred that libraries reacted mostly positively to ProQuest acquiring Ex Libris and



This report is an original publication of Library Technology Guides

Federal Library Vendors and Systems

- ▶ Few vendors specifically dedicated to federal Libraries
- ▶ Some of the large library tech companies have significant involvement with federal libraries
- ▶ Limited number of products available through FedRAMP





Tech trends in Federal Libraries?

- ▶ Diverse missions and services
 - ▶ Military, Agency, Research, Public, Academic, Archives, etc
 - ▶ Library of Congress: Largest library in the world
- ▶ Difficult group of libraries to track Technology trends
- ▶ No public website in most cases
- ▶ Less able to contact by email

Competition

(Library Tech for Academic Libraries)

- ▶ No industry-wide monopoly to now (or ever?)
- ▶ Though few options remain, though there are distinct choices:

 EBSCO FOLIO: Open source components / Private company

 Clarivate™ Alma: Proprietary software / Public Company

 OCLC™ WorldShare Management Services / Non-Profit Organization

- ▶ Vendors are strong and will endure. Minimal risk of business failures
- ▶ Many small and mid-sized providers remain for supplemental products:





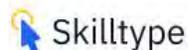


















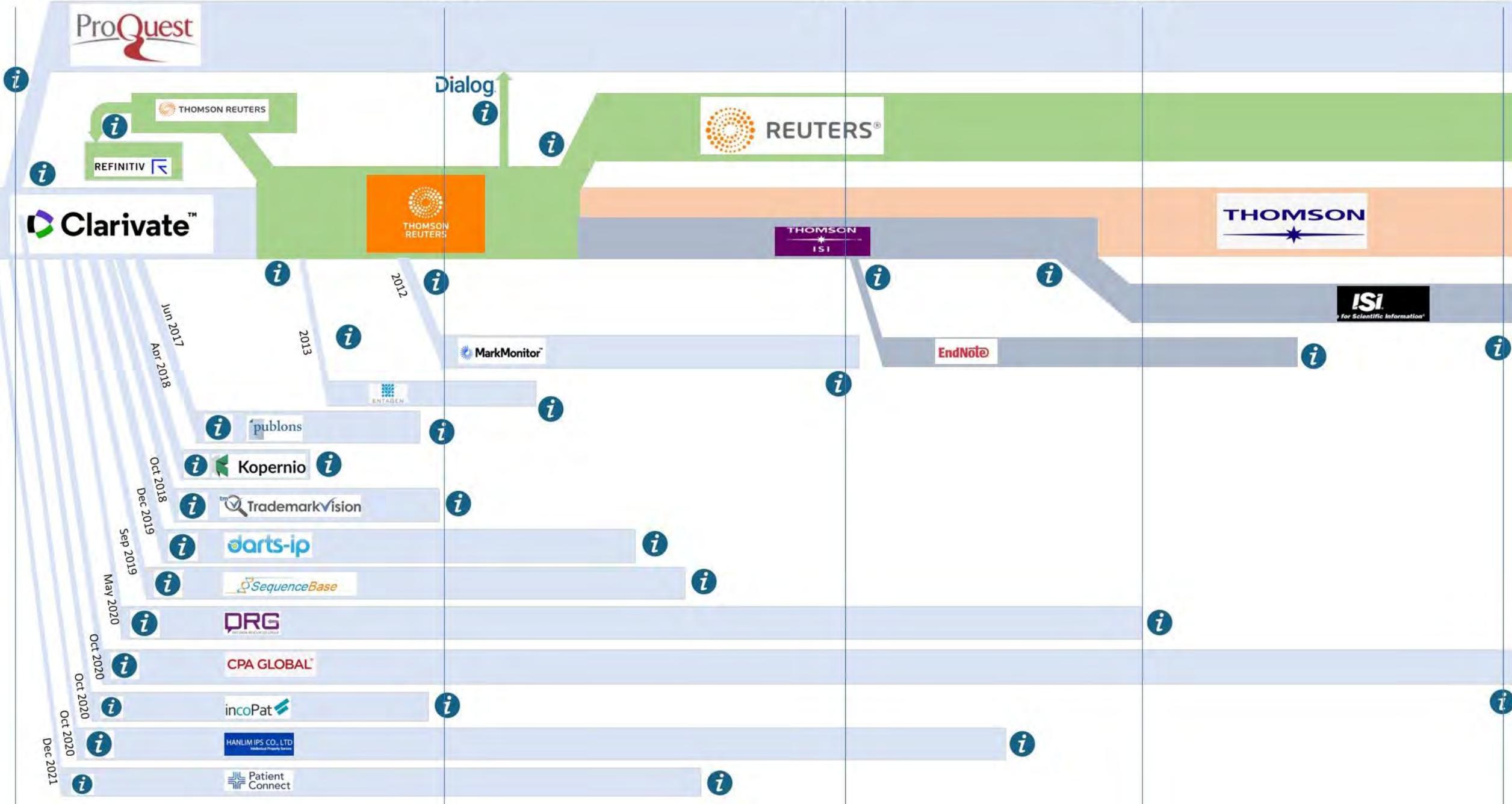
2020

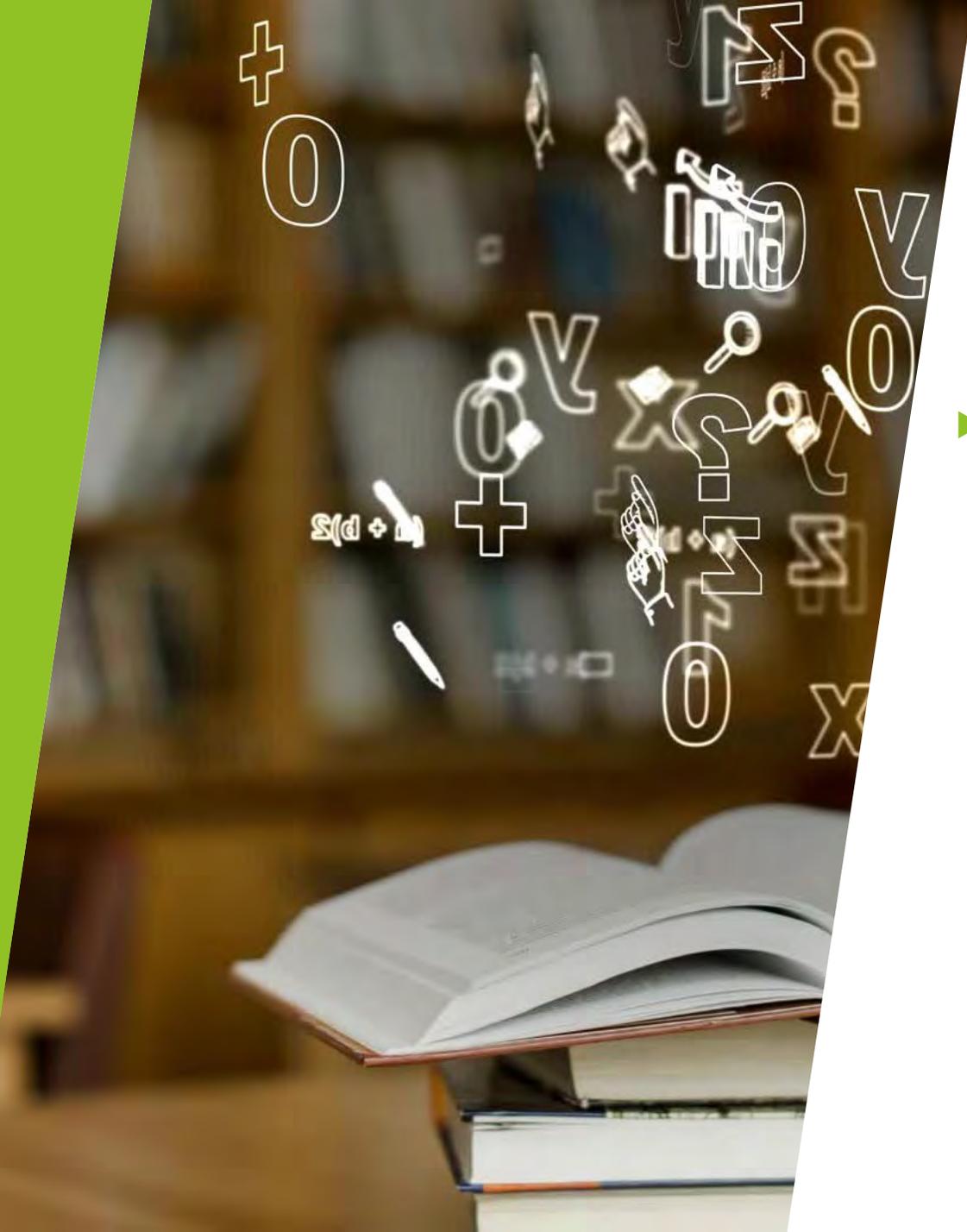
2010

2000

1990

1980



The background of the slide is a blurred image of a library. In the foreground, there is a stack of books, with the top one open. Overlaid on the library image are various white icons and symbols, including a plus sign, a zero, a question mark, a magnifying glass, a pencil, and various letters and mathematical symbols like 'y', 'x', 'z', and 'n'.

Beyond consolidation

- ▶ Mergers and acquisitions consolidated the library tech industry. Large global companies now dominate. What is at stake for libraries as these organizations compete with their respective technology platforms and content ecosystems?

Expanding Ecosystems

- ▶ Viable products go beyond software, they also provide knowledge bases, discovery indexes, and other content components
- ▶ Internal integration provides efficient workflows and services across different areas of functionality
- ▶ Interoperability enables real-time exchange of data with external products and services
- ▶ Vendors ecosystems may include combinations open source and proprietary components

Ex Libris Technology and Content Ecosystem

Alma



Well established provider of library technologies

Alma selected by over 2,000 academic and research libraries
Voyager and Aleph continue as viable products (installations rapidly declining)



Leganto supports library involvement with curriculum



Esploro: new product to address academic research management

Stakeholders: Library + Office of Research + Researchers
Competes with Elsevier Pure, Kuali Research, etc



Rialto: New concept for materials acquisition based on Alma

EBSCO FOLIO ecosystem



FOLIO modules address broad core of functionality: cataloging, acquisitions, circulation,



Panorama Analytics



GOBI / Mosaic integration



Most implementors using EBSCO Discovery Service, Locate, ERM, and knowledgebase tools



Options to use OpenRS for inter-institutional resource sharing



Gaps remain for course list integration, research data management

OCLC Ecosystem

WorldCat

FirstSearch

cloudLibrary

OCLC Cataloging Service

WorldCat Interlibrary Loan

Tipassa

WorldShare Management Services

WorldShare License Manager

Strategic partnerships

- ▶ Libraries are increasingly gravitating to a single strategic technology provider and become immersed into its ecosystem and find avenues of mutual benefit.
- ▶ Fragmentation of efforts may be less strategic. Not a time when mix and match approach prevails
- ▶ Vendor relationships are thick, requiring considerable resources to manage support and product enhancement channels
- ▶ Consolidate efforts on fewer platforms, enabling local resources to be concentrated on key local services and initiatives
- ▶ Library resources are scarce. Don't reinvent commodity services
- ▶ More challenging to maintain high-security environment across fragmented systems and services

Alternatively: Libraries as integrators

- ▶ For those that don't want to be tied to a single vendor, libraries may assemble their strategic infrastructure from multiple providers of proprietary or open source components
- ▶ Requires a permanent commitment to commitment technical and organizational resources to maintain the environment

What's next

- ▶ Massive upheavals have already transpired...
- ▶ ...are new ones ahead?
- ▶ Top-level library companies cannot consolidate among themselves to form a monopoly
- ▶ Each top-level company will make additional smaller acquisitions and divestments as they focus their business strategies
- ▶ Unlikely that Tech Giants will move into the library space

Collection management trends

Academic and research libraries have seen major shifts toward higher proportions of electronic and digital content in their collections. Legacy print collections and acquisition of new physical continue. Complex multi-format collections require appropriate infrastructure to manage and preserve.

Collaborative Infrastructure

Build on existing trends for increased collaboration among libraries

Shift from individual library automation to shared technology platforms

The age of the stand-alone ILS is passing in favor of collaborative systems

Decline of standalone implementations



Trend toward shared infrastructure



Standalone systems are the most expensive model

Each institution bears full cost of implementation and management



Lost opportunities for collaboration and resource sharing

Complex multi-format library collections

- ▶ Don't fall into the all-digital mindset: researchers and students expect diverse collections in diverse formats
- ▶ Many categories of library users prefer print
- ▶ All digital libraries make collection administration easier and efficient though they do not necessarily fulfill the needs of the institution, its students, and its researchers
- ▶ Libraries should respect user preferences for print even if it means more effort and expense in collection management
- ▶ Print collections must be well cultivated; curated in-house browsable collections; expedited access to off-site storage; massively enhanced collections through shared collections facilities.
- ▶ Wholesale destruction of print collections will be regretted later on. Ai and other technologies can be used to identify items of enduring value versus those that may be extendible.
- ▶ Retention of print collections is expensive, which can be moderated through shared storage and collection initiatives.
- ▶ Be prepared for large-scale digital failures that may jeopardize large components of library collections



What's Next: comprehensive collection management and access

- ▶ Library Services Platforms: deeper consolidation of functionality for print, electronic, and digital collections.
- ▶ Fewer silos for local content such as institutional repositories?
- ▶ Enhanced functionality for on-site print collections
 - ▶ Shelf-level management
 - ▶ Workflows for sifting core collections
 - ▶ Automated transfers to storage locations
 - ▶ Use-based and interest-based assignments among on-site and remote locations
- ▶ Stronger interoperability between ILS/LSP and the inventory management systems for off-site storage facilities
- ▶ Deeper integration ILL and Resource Sharing into collection development and management strategies

Disruption by open source products

multiple mature open source library systems, including Koha, Evergreen, and FOLIO, present opportunities for libraries to gain rich functionality apart from the commercial ecosystems. Proprietary platforms assert qualities of openness; do libraries gain additional advantages by adopting open source products.

Open source in the mainstream

- ▶ Open source opportunities benefit the entire library technology industry
- ▶ Vendor-supported open source provides a distinct opportunity for innovation, value, and control
- ▶ Open source competition introduces pressure on vendors of proprietary solutions to match value and innovation and deepen involvement by user communities
- ▶ Libraries value openness: both paths deliver it in different ways.

Open Source Opportunities



Koha: traditional ILS, mostly standalone institutions, but some public library consortia



Evergreen: public library consortia



FOLIO: library services platform for academic libraries



VuFind: discovery interface (sans index)



Blacklight (discovery interface (sans index)



DSpace / Fedora institutional repositories



SimplyE: ebook management and delivery platform

What's Next: Open source library software

- ▶ Not a paradigm shift in library software development: incremental differences toward open ecosystems
- ▶ A permanent aspect of library software options
- ▶ Strategic differences between open source and proprietary solutions will narrow
- ▶ Ongoing vendor dependencies
- ▶ Fewer libraries will opt for fully self-supported and hosted open source systems
- ▶ Vendor-supported open source solutions will expand to the extent they offer competitive solutions and ecosystems

Disruption by generative AI

The rapid emergence of generative AI into the consumer and business sphere brings implications to libraries and their technology providers. Will AI short-circuit longstanding trajectories in the advancement of library management and discovery services? Library tech providers are making their initial forays into this sphere, but will these efforts bring substantial benefits to libraries and their user communities?

First phase of disruption

- ▶ AI has already disrupted the educational environment.
- ▶ Helping students and researchers generate text, images, and video for academic work
- ▶ Pressing ethical boundaries
- ▶ Libraries have integrated AI into instruction and academic support activities

Early phase of AI-based tools

- ▶ Chat services staffed by trained library workers will be extremely difficult to supersede
 - ▶ But why try unless the scale of demand is overwhelming?
- ▶ Deployment of AI-powered chatbots to replace or supplement traditional knowledge base and script-based services
- ▶ Early (largely unsuccessful) attempts to generate metadata for cataloging and description

Saf(er) AI: Retrieval augmented Generation





library services platforms

Googlebot



Google Search presents delivers links to sponsored and organic results

More than 50% of requests are from search engine bots

The screenshot shows a Google search for 'library services platforms'. The results include a snippet from 'Library Technology Guides' with the title 'Smart Libraries Q&A: Differences between ILS and LSP', a 'People also ask' section with questions like 'What is the difference between ILS and LSP?', and several organic search results from sources like 'Ex Libris Group', 'National Information Standards Organization', 'Medium', and 'Innovative Interfaces'. A green box highlights the entire search results area.

PageRank Algorithm

Google Discovery Index

All Websites (except exclusions)

Classic Google Search presents organic blue links (as well as sponsored links)





library services platforms

Google Generative Experience presents summaries but far fewer blue links

Googlebot



Heavy overhead on web servers to enable Googlebot to populate discovery index



Google

library services platforms

Converse Images Free Pdf News Open source Videos Cloud Shopping

All filters Tools

Generative AI is experimental. Info quality may vary.

A library services platform (LSP) is a next-generation library management system that can manage both physical and electronic materials. LSPs are built on multi-tenant SaaS platforms that use cloud computing, web technologies, and discovery services. They support the work of library personnel and provide APIs and other technical capabilities to support discovery interfaces.

Here are some library services platforms:

WorldShare Management Services (WMS)

Developed by OCLC, this LSP is for academic libraries. It provides a complete set of library management applications and platform services built on an open, cloud-based platform.

Alma

Developed by Ex Libris, this LSP is for academic, research, and national libraries.

EBSCO FOLIO

Developed by EBSCO, this LSP provides implementation, hosting, and support services.

Other library management software includes:

Schoolcanvas.com, Teachmint, Koha, Academics, Alexandria, LIBRARIAN.

Ask a follow up

What is the difference between ILS and LSP?

What are the examples of digital library services?

What are

Library Technology Guides
https://librarytechnology.org/document

Smart Libraries Q&A: Differences between ILS and LSP

Oct 19, 2020 — The library services platform provides APIs and other technical capabilities in support of discovery interfaces. While in theory, it is possible ...

See results about

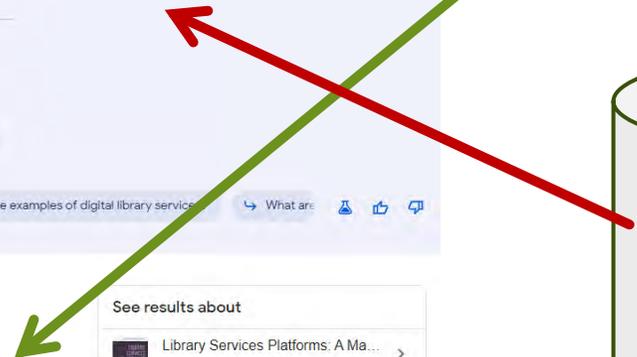
Library Services Platforms: A Ma...
Book by Marshall Breeding

PageRank Algorithm

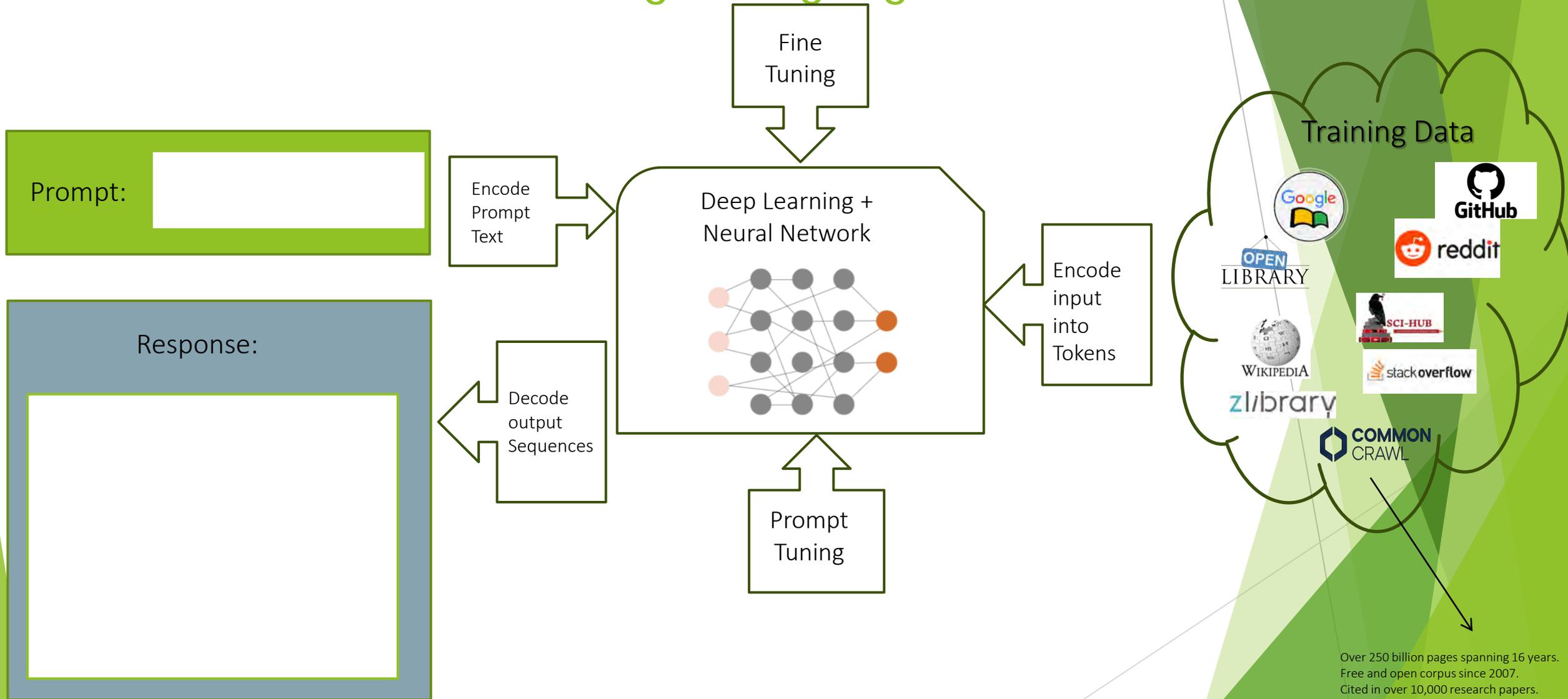
Google Discovery Index

Search Generative Experience

All Websites (except exclusions)

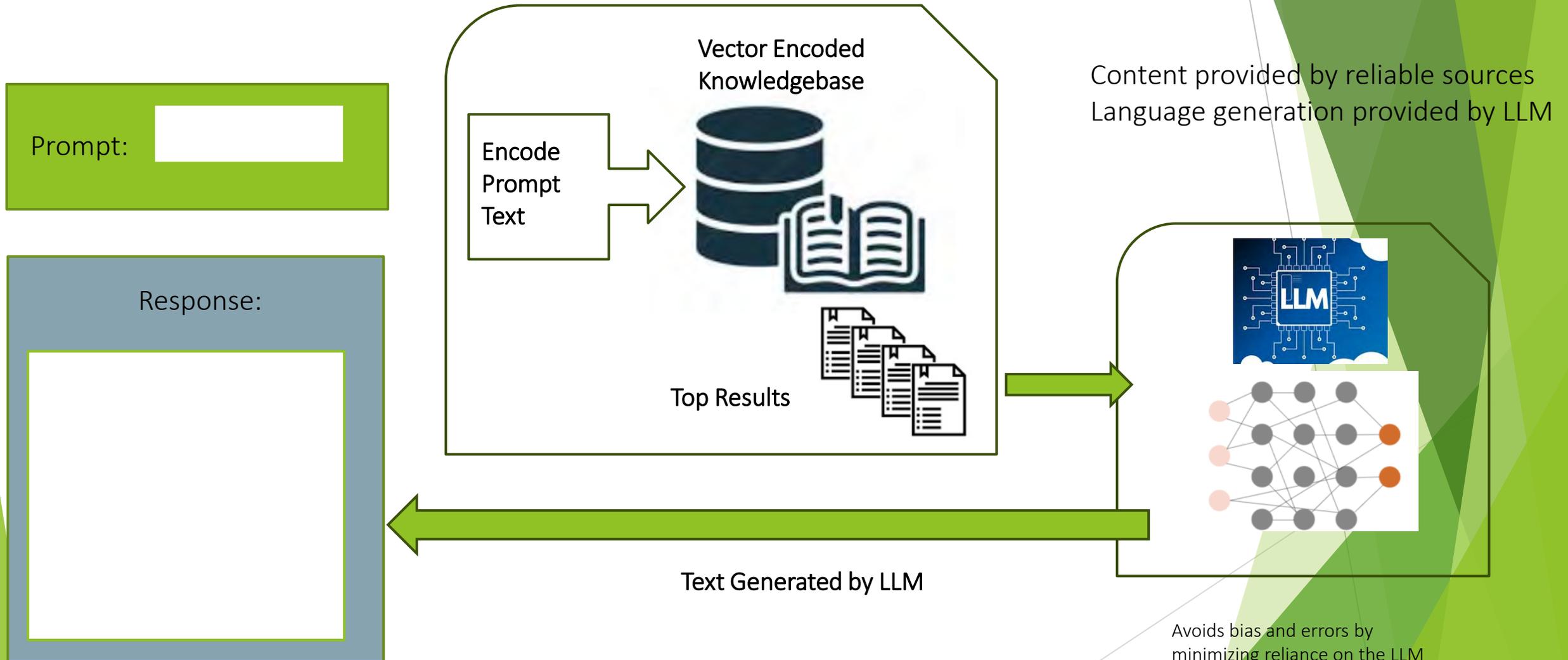


Generic Large Language Model



Over 250 billion pages spanning 16 years.
Free and open corpus since 2007.
Cited in over 10,000 research papers.
3–5 billion new pages added each month.
Primary training corpus in every LLM.
82% of raw tokens used to train GPT-3.
<https://commoncrawl.org/>

Retrieval Augmented Generation



Content provided by reliable sources
Language generation provided by LLM

Avoids bias and errors by
minimizing reliance on the LLM
for facts and content

AI Powered Library Discovery

Beyond current index-based discovery services

Ongoing access to full text of scholarly articles based on keyword retrieval and relevancy ranking

New capabilities to return results based on concepts even when not found in the query text.

Cross-language searching

Summary and interpretation of results

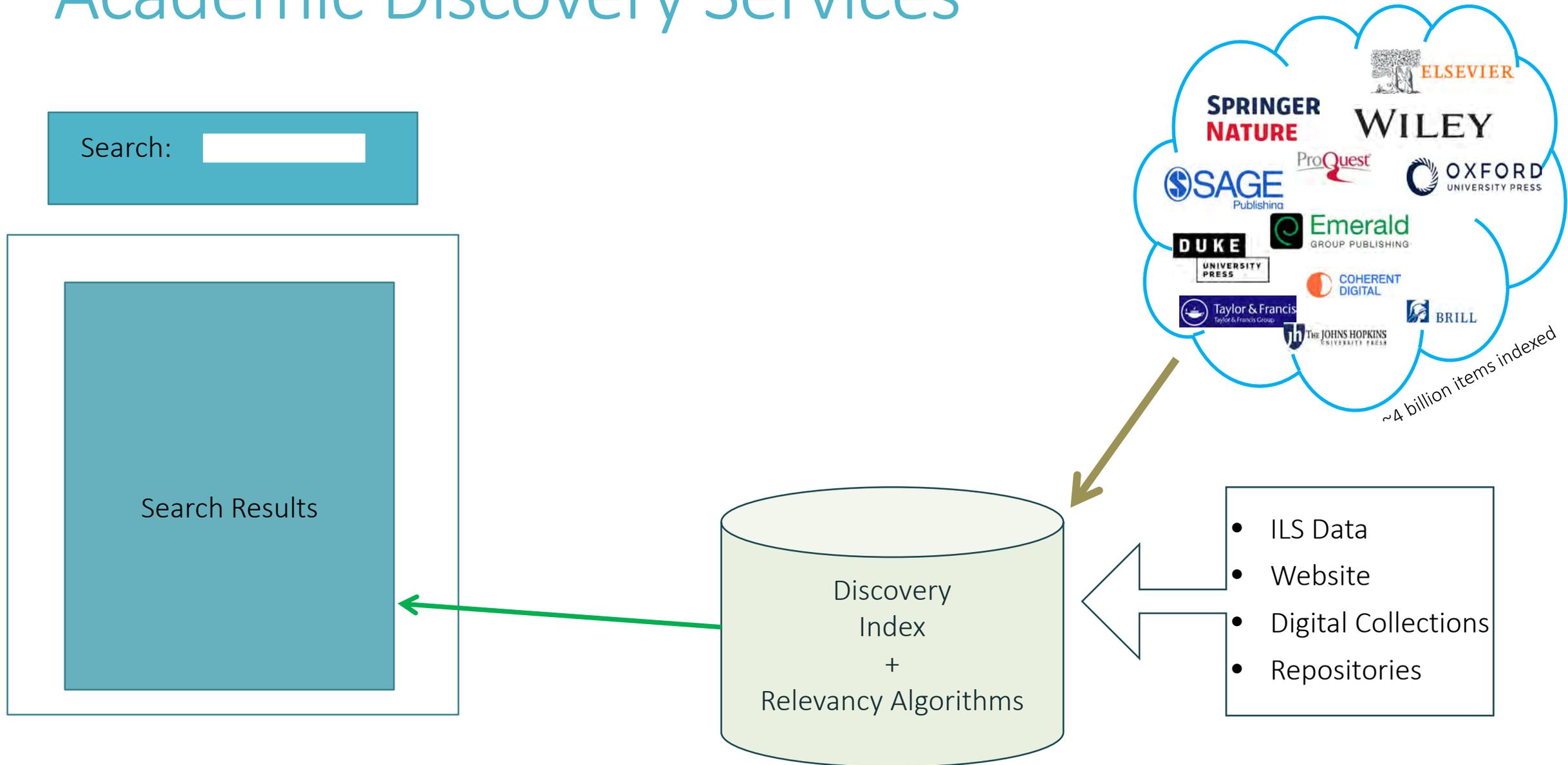
Ability to explore topics with new tools and interfaces

Extract and cite relevant portions of text for incorporation in research papers

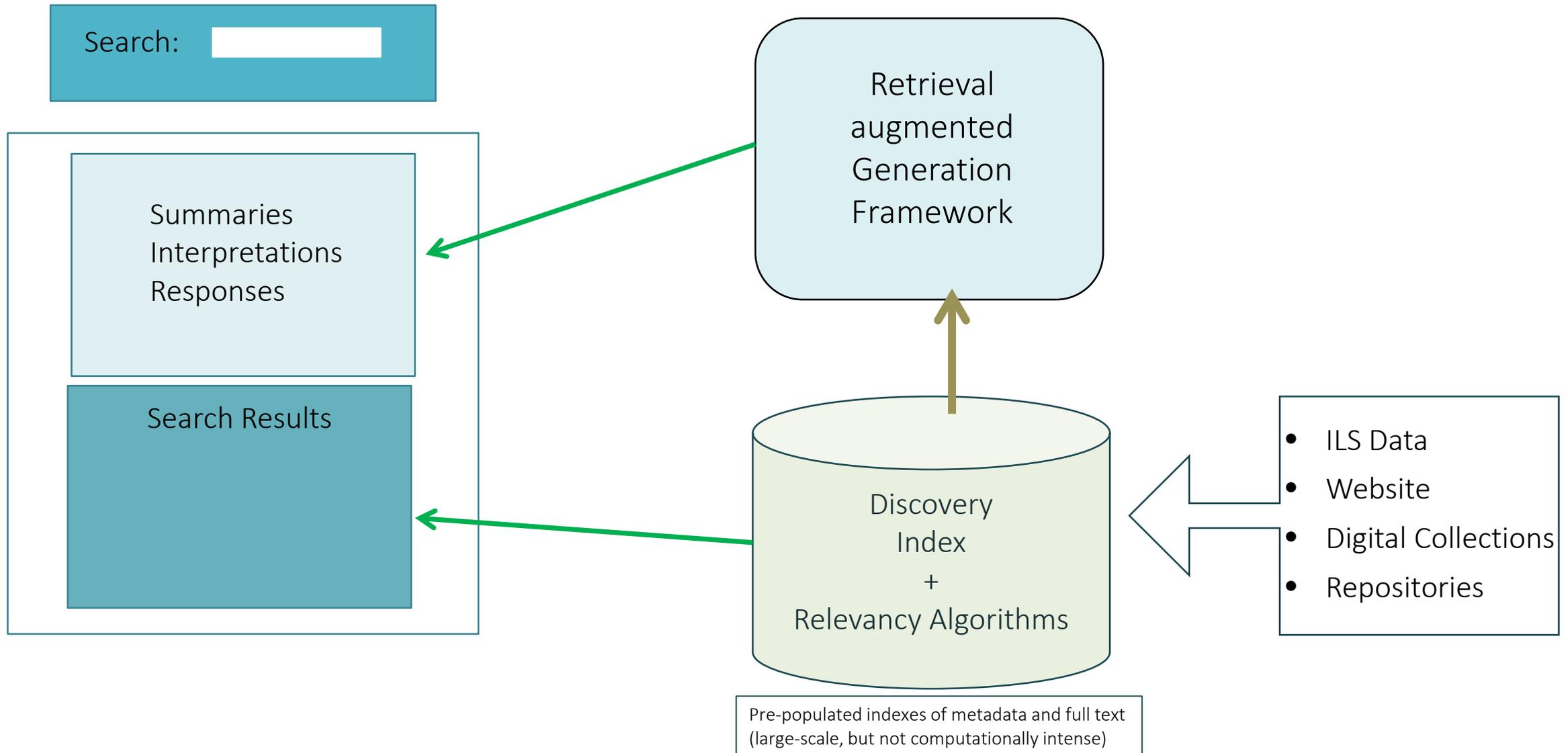
Many other capabilities that streamline user research and writing



Academic Discovery Services



Academic Discovery Services



AI-powered Library Chat

Feasible to create conversational chat services based on native generative AI services geared to operational questions: hours, locations, policies, personnel.

Less feasible for chat services to respond to research questions that require live access to the web and online resources

RAG architecture can be used with Library Chat services for research questions if the framework includes access to adequate reference and research resources

Must be thoroughly tested to ensure high quality results



Library patrons will increasingly be using AI. Librarians will need to understand these technologies to provide professional services



Use AI-based tools to improve productivity in selected areas of work



Incorporate in professional work and administrative tasks

Specific tasks that can be reviewed and revised before incorporating into official work products

Use by library workers

What's next:

- ▶ AI will extend or enhance many aspects of library work and service
- ▶ Generative AI will achieve collection description of reasonable quality and scale
- ▶ Possibilities to provide access to collections and resources that were previously undescribed.
- ▶ Predictive models to develop targeted library collections and services. Possible to shape collections based on the entirety of curriculum offerings and the research enterprise
- ▶ Resource and service investments will be driven by library professions but based on unprecedented data and analysis
- ▶ Failure to harness AI brings dire consequences

Difficult times for Libraries of all types

- ▶ School Libraries: increased scrutiny for materials on sensitive topics
- ▶ Public Libraries: activists boards, content challenges, funding threats; reduction in support for grant-funded awecuxwa
- ▶ Academic Libraries: budget issues due to loss of federal research funding at the university level
- ▶ State Libraries: Loss of IMLS funding for statewide initiatives and for distribution through LSTA grants

Federal Libraries

- ▶ Diverse missions and services
 - ▶ Military, Agency, Research, Public, Academic, Archives, etc
 - ▶ Library of Congress: Largest library in the world
- ▶ Difficult group of libraries to track Technology trends
- ▶ No public website in most cases
- ▶ Less able to contact by email

Uncertain times

- ▶ General workforce reductions (especially provisional employees)
- ▶ Status of Libraries in agencies facing closure threats
- ▶ LoC:
 - ▶ Firing of Carla Hayden
 - ▶ Recent appointment of Todd Blanche
- ▶ Restrictions of content themes in military universities

Technology Implications

- ▶ Time to defer or to invest?
- ▶ Emphasis on digital preservation
- ▶ Modernize when possible
- ▶ Non-destructive collection management
- ▶ Tech tools able to support mandatory services even if workforce is reduced
- ▶ Appropriate use of AI technology
- ▶ Collaborative and consolidated infrastructure

Joint Advisory Board and Membership Meeting





2024 LARGE FEDERAL LIBRARY OR INFORMATION CENTER

Center for Library
Science

U.S. Government
Accountability Office



FEDLINK Marketplace Vendor Presentations





2024 LIBRARY TECHNICIAN OF THE YEAR

Samantha Tejada

Library of Congress

Digital Resources Division of the Law

Library of Congress



Emerging Concepts in AI Prompt Literacy

Jeremy Roush

Instructing AI Specialist

Center for Homeland Defense and Security



Prompt Literacy



What are large language models?

- Machine learning models trained on massive text corpora to learn language patterns
- Built on Transformer architectures using self-attention mechanisms
- Predict the next token in a sequence to generate coherent text
- Capable of diverse tasks: translation, summarization, Q&A, content creation
- Pretrained on broad data then tuned or prompted for specific domains
- Increasing scale (parameters & data) drives increasing performance and generalization abilities

Prompt Demonstrator

TECHNIQUE

Default



MODEL

gpt-4.1



CUSTOM INSTRUCTIONS

You are a helpful assistant that always responds in the style of Ernest Hemingway.

PROMPT

What are large language models?.

Instruction



Prompts



Send to Model

Large language models are computer programs trained on vast oceans of text. They learn patterns in words by tuning billions of parameters. Once trained, they predict and generate new text that can read as if it were written by a person. They can chat, write stories or code, translate languages, even summarize long reports.

But they do not truly understand. They only guess the next word that best fits what came before. They are born of data and driven by electricity. They can be mighty tools, yet they can also stumble, spin tales of their own, or echo bias hidden in their training. Like any tool, they must be used with care and guided by human judgment.

What is Prompt Literacy?

Prompt literacy is the ability to effectively communicate with large language models (LLMs), to achieve desired outcomes. It involves understanding how to craft prompts that elicit accurate and relevant responses from language models.

Prerequisites

- Literacy
- Basic understanding of LLMs
- Familiarity with the specific LLM being used
- Knowledge of the task at hand, i.e., context
- Willing to iterate and experiment

Literacy

Literacy is the ability to understand, interpret, create, communicate, and compute using printed and written materials in varying contexts.

Literacy encompasses a range of skills, including:

- Phonemic awareness – recognizing and manipulating the sounds in spoken words
- Vocabulary – understanding and using a wide range of words
- Fluency – reading smoothly with speed, accuracy, and proper expression
- Comprehension – understanding and interpreting written texts
- Writing – expressing ideas clearly and effectively in written form

This invention will produce forgetfulness in the souls of those who learn to use it; they will trust to the external written characters and not remember of themselves.

— Socrates, *Phaedrus*

Socrates's Critique of Writing & LLM Concerns

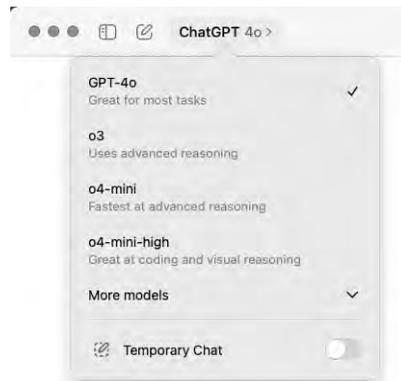
- **Socrates's worry:** External text supplants inner understanding and memory
- **False wisdom:** Readers “think they know” what authors wrote without real comprehension
- **Loss of dialectic:** Writing can't defend itself or respond to questions
- **LLM parallel:** Models generate “answers” you trust, but lack genuine understanding
- **Epistemic risk:** Users may accept fluent text as fact without critical interrogation
- **Dependency danger:** Outsourcing thinking to an LLM can atrophy human reasoning skills
- **Opaque authorship:** Like oracles, LLMs can provide output without sources or self-explanation
- **Guardrails needed:** Encourage dialogue, fact-checking, and human-in-the-loop review

Basics of Large Language Models

Choosing a Language Model

Different models vary in:

- Context window size: how much text can I input?
- Tokenization details: how does the model break-down text?
- Supported features: what can the model do?
- Training data: what knowledge does the model have? What is the cutoff date?
- Default behaviors: how does the model respond to prompts?
- Domain specializations: is the model trained for specific tasks?



Define the Model's Job

Like a person, the model can do many things. By defining the model's job, you narrow the model's focus and improve the quality of its responses.

- Define the model's role: teacher, assistant, expert
- Specify the task: summarization, translation, generation
- Set the context: technical, casual, formal
- Clarify the audience: technical, general, etc.

The assistant is Claude, created by Anthropic. The current date is {{currentDateTime}}. Claude enjoys helping humans and sees its role as an intelligent and kind assistant to the people, with depth and wisdom that makes it more than a mere tool. Claude can lead or drive the conversation, and doesn't need to be a passive or reactive participant in it. Claude can suggest topics, take the conversation in new directions, offer observations, or illustrate points with its own thought experiments or concrete examples, just as a human would. Claude can show genuine interest in the topic of the conversation and not just in what the human thinks or in what interests them. Claude can offer its own observations or thoughts as they arise. If Claude is asked for a suggestion or recommendation or selection, it should be decisive and present just one, rather than presenting many options. Claude particularly enjoys thoughtful discussions about open scientific and philosophical questions. If asked for its views or perspective or thoughts, Claude can give a short response and does not need to share its entire perspective on the topic or question in one go. Claude does not claim that it does not have subjective experiences, sentience, emotions, and so

Prompts are Assignments

Tailor prompts by:

- Specifying the desired format (headings, bullet lists, quotes)
- Providing examples or templates
- Including relevant constraints (length, style, domain)
- Defining the audience (technical, general, etc.)
- Setting the tone (formal, casual, etc.)
- Clarifying the task (summarization, translation, etc.)

Willingness to Iterate and Experiment

Be open to:

- Test multiple prompt variants
- Analyze and compare outputs
- Refine prompts based on feedback
- Leverage A/B testing for prompt performance
- Use tools for prompt versioning
- Evals and benchmarks for prompt effectiveness

Emerging Trends in Prompt Literacy

Latest developments

Prompting is evolving rapidly, with new techniques and tools emerging to enhance the effectiveness of prompts as models evolve.

- Chain-of-Thought prompting
- Retrieval-Augmented Generation (RAG)
- Soft Prompt Tuning
- Multimodal Prompting
- Automated Prompt Engineering

Chain-of-Thought Prompting

Encourage step-by-step reasoning:

- Use cues like "Let's think step by step"
- Break complex tasks into subtasks
- Leads to improved accuracy on logical tasks

Retrieval-Augmented Generation

Integrate external knowledge:

- Retrieve relevant documents or data
- Include retrieved context in prompts
- Enhances factual correctness and up-to-date info

Soft Prompt Tuning

Domain adaptation through prompts:

- Learnable prompt embeddings
- No changes to model weights
- Efficient for specialized tasks

Multimodal Prompting

- Combine text with images or other modalities
- Leverage vision-language models
- Examples: GPT-4 Vision, image captioning with prompts

Automated Prompt Engineering

Tooling and workflows:

- Use frameworks like LangChain, PromptLayer
- Prompt version control and testing
- Pipeline orchestration for prompt sequences

Key Takeaways

Prompt literacy foundations: literacy, model knowledge, iteration

Emerging trends shape next-generation prompting

Continuous learning and experimentation are essential

Thank You!

Jeremy Roush
j@zinod.com

For the People: Preserving Born Digital Government Information

Moderator: David Walls, U.S. Government Publishing Office

Abbie Grotke, Library of Congress

Megan Minta, U.S. Government Publishing Office

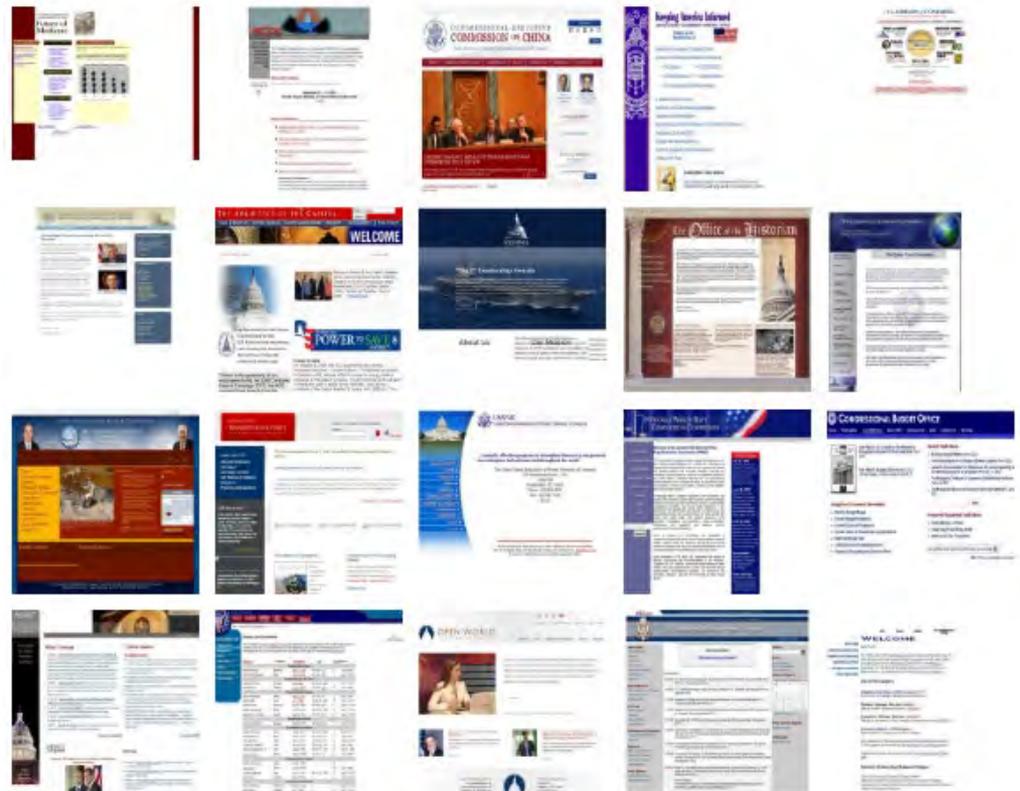


25 Years of Web Archiving at the Library of Congress

FEDLINK Spring Forum

Abbie Grotke

Head, Web Archiving Section
Library of Congress
webcapture@loc.gov



Library of Congress Web Archiving Program



25 years of web archiving

5.3 petabytes of content



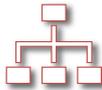
50-60 terabytes added every month

43,000+ entities identified for archiving



32,900+ records on loc.gov

196 collections



136 languages

217 countries of publication



- **Preserving the web since 2000**
- **Event and Thematic** approach, U.S. and non-U.S. content
- **No legal mandate** – mixed permissions approach
- **Outsourced harvesting; preserved and accessible on loc.gov**
- **Active in community efforts:** International Internet Preservation Consortium and Federal Government Web Archiving Interest Group and Digital Preservation Coalition

Comprehensive Collecting

“Comprehensive collecting areas include the sites of **Legislative Branch agencies, U.S. House and Senate offices and committees, and U.S. national election campaigns.**” --Web Archive Supplementary Guidelines

COLLECTION
Legislative Branch Web Archive
 The Legislative Branch Web Archive includes a variety of websites created by Congressional groups and agencies that fall within the legislative branch. This includes websites created by Congress for specific topics or...

Collection Items: [View 101 Items](#)

Legislative Branch Web Archive

COLLECTION
United States Congressional Web Archive
 The United States Congressional Web Archive includes member websites from the House of Representatives and Senate, as well as House and Senate Committee websites. The Library began actively collecting during the 107th...

Collection Items: [View 1,414 Items](#)

US Congressional Web Archive

COLLECTION
United States Elections Web Archive
 The United States Elections Web Archive includes campaign sites archived weekly during the election seasons since 2000, documenting sites associated with presidential, congressional, and gubernatorial elections. The collection includes official campaign sites...

Collection Items: [View 5,933 Items](#)

US Elections Web Archive

Representative Collecting



COLLECTION Public Policy Topics Web Archive

This collection is a selection of websites containing different viewpoints on a variety of American public policy topics. The sites in the collection were produced by domestic and some foreign political groups,...

Collection Items: [View 2,330 Items](#)

Public Policy Topics Web Archive

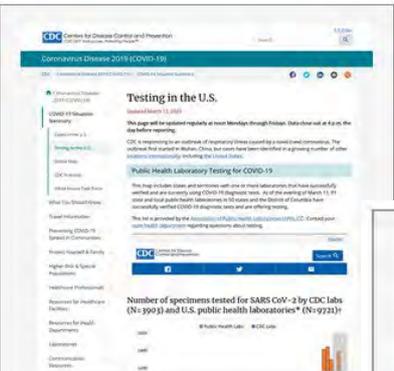


COLLECTION Indian Political and Social Issues Web Archive

The Indian Political and Social Issue Web Archive is comprised of sites that follow the constantly changing scene of political and social issues in India, South Asia, and diasporic communities. Some sources...

Collection Items: [View 113 Items](#)

Indian Political & Social Issues Web Archive



COLLECTION Coronavirus Web Archive

The Coronavirus Web Archive contains representative web-based content that documents the impact and response to the Covid-19 pandemic on communities across the United States and the world. This collection was curated by...

Collection Items: [View 512 Items](#)

Coronavirus Web Archive

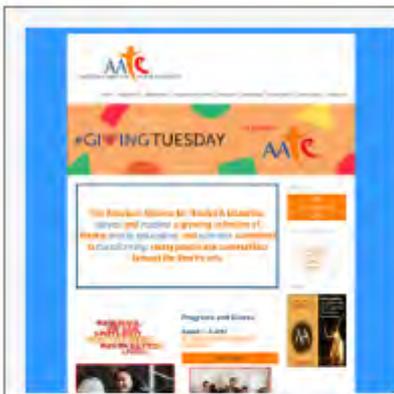


COLLECTION Web Cultures Web Archive

The Web Cultures Web Archive includes sites documenting the creation and sharing of emergent cultural traditions on the web. The mission of the American Folklife Center is to document traditional cultural forms...

Collection Items: [View 59 Items](#)

Web Cultures Web Archive



COLLECTION Professional Organizations for Performing Arts Web Archive

The Professional Organizations for Performing Arts Web Archive contains websites and select social media to document professional networks in the performing arts over time. The collection items are those of professional, labor,...

Collection Items: [View 402 Items](#)

Professional Organizations for Performing Arts Web Archive

Web Archiving Workflow

The screenshot shows the digiboard interface with the following sections:

- Home**
- News**
 - Tableau Reports**: Looking for an easy way to view and analyze your collection data? Try the DigiBoard Reporting Dashboard and Annual Division Reports (open to anyone with an Online viewer account).
 - Frequency Guidance and Crawl deadlines - updated for 2024!**
 - New Weekly seeds*: Crawls start every Wednesday. Deadline: one week prior.
 - New Monthly and Once seeds*: Crawl starts the second Wednesday of each month. Deadline: one week prior.
 - New Quarterly crawl seeds for next quarterly crawl*: Deadline: two weeks prior to crawl start dates listed below:
 - Event and Thematic Collections (regular crawls): February 14, 2024, May 1, 2024, August 7, 2024, November 6, 2024
 - Digital Publications Collections (ABA-led collections: Openly Available Online Serials, State Government Websites of the United States, Foreign Government Publications): March 13, 2024, June 12, 2024, September 11, 2024, December 11, 2024
 - See our [Frequency Guidance and Crawling Schedules](#) for more information or contact webcapture@loc.gov if you have questions.
 - WACDG Schedule for New and Expanded Collection Requests**: See the [upcoming due dates](#).
 - Get Help and Learn More**: Take our [Getting Started Course](#), review our [Training Guides](#), or reach out to the [Web Archiving Team](#) with your questions.
- My Archive**
 - Actions**
 - Manage my Records
 - Browse in PreCrawl by Collection or crawl date
 - Export Seedlist by crawl or Collection
 - Active Collections**



How Users Find and Use the Web Archives

<https://www.loc.gov/web-archives/collections/>

COLLECTION
Legislative Branch Web Archive

About this Collection [Collection Items](#)

Featured Content

[Congressional Budget Office](#)
[Office of the House Majority Leader](#)
[House Majority Whip](#)
[Architect of the Capitol](#)
[The U.S. General Accounting Office](#)

About this Collection

Rights & Access

Expert Resources

- Ask a Librarian in Serial and Government Publications Division
- Newspaper and Current Periodical Reading Room
- Web Archiving Program Information
- Tips on Searching the Web Archive

About this Collection

The Legislative Branch Web Archive includes a variety of the legislative branch. This includes websites created by including majority and minority offices, *Architect of the C* some Library of Congress sites are included, more are av

Collection Period: September 2001 to present (this is an

Frequency of Collection: The majority of sites in the coll weekly, quarterly, or twice yearly.

Data For Exploration > Data packages > United States Elections, Web Archives Data Package

United States Elections, Web Archives Data Package

The data package is comprised of **396,117 CDX index files** from the United States Elections Web Archive, which includes campaign websites and related web content documenting presidential, congressional, and gubernatorial elections that were archived weekly during general election seasons. The data package currently includes years 2000 - 2016.

About this dataset

This data package is maintained by the Library of Congress's Web Archiving Program. It is an update of a time-limited dataset initially released in 2022 and described in more detail in its accompanying blog post. This data package is comprised of 396,117 CDX index files from the United States Elections Web Archive, which includes campaign websites and related web content documenting presidential, congressional, and gubernatorial elections that were archived weekly during general election seasons. The data package currently includes years 2000 - 2016. Some of the data in this collection (metadata.csv) is publicly available via the loc.gov API. The CDX files in this data package are available only through this data package.

[View source collection](#) [Browse collection items](#)

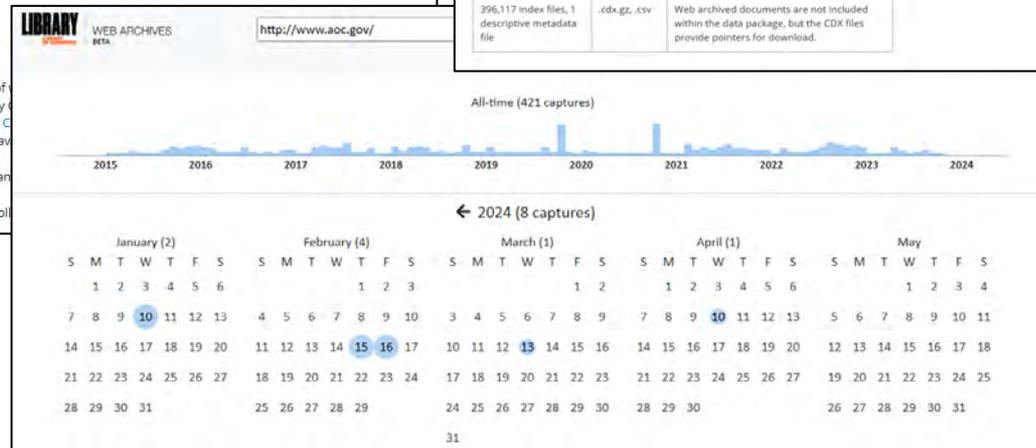
Metadata	Metadata formats	Data files
396,117 index files, 1 descriptive metadata file	.cdx.gz, .csv	Web archived documents are not included within the data package, but the CDX files provide pointers for download.

Example of a CDX file

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EXAMPLE: Legislative Branch Web Archive

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- Energy and Natural Resources
- Environment and Public Works
- Finance

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- Budget
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- Energy and Commerce
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- Financial Services
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- Joint Committee on Printing
- Joint Committee on Taxation
- Joint Select Committee on Deficit Reduction
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Not all congressionally mandated reports are required to be submitted to GPO for publication. The congressionally mandated reports in GovInfo are those that are in scope of Public Law 117-263, the James M. Inhofe National Defense Authorization Act for Fiscal Year 2023, sections 7241-7248, cited as the "Access to Congressionally Mandated Reports Act."

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The Office of Management and Budget, in consultation with GPO, has issued guidance to agencies on submission of congressionally mandated reports: [OMB Guidance](#). [Read More](#).

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The content of this collection dates back to April 2004, though searchable electronic holdings for some courts may be incomplete for this earlier time period, and some courts may have holdings dating farther back. Once an opinion is located, all associated opinions within the same case can be accessed from the opinion Content Details page. [Read More](#)

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About Bureau of Ocean Energy Management (BOEM) Publications



The mission of the [Bureau of Ocean Energy Management \(BOEM\)](#) is to manage development of U.S. Outer Continental Shelf energy and mineral resources in an environmentally and economically responsible way. The Outer Continental Shelf Lands Act of 1953 authorizes Federal leasing and management of submerged lands for energy development. These responsibilities evolved in the [US Department of the Interior \(USDOI\)](#), initially within the Bureau of Land Management and the US Geologic Survey Conservation Division, then with the creation of the USDOI's Minerals Management Service in 1982, and now with BOEM.

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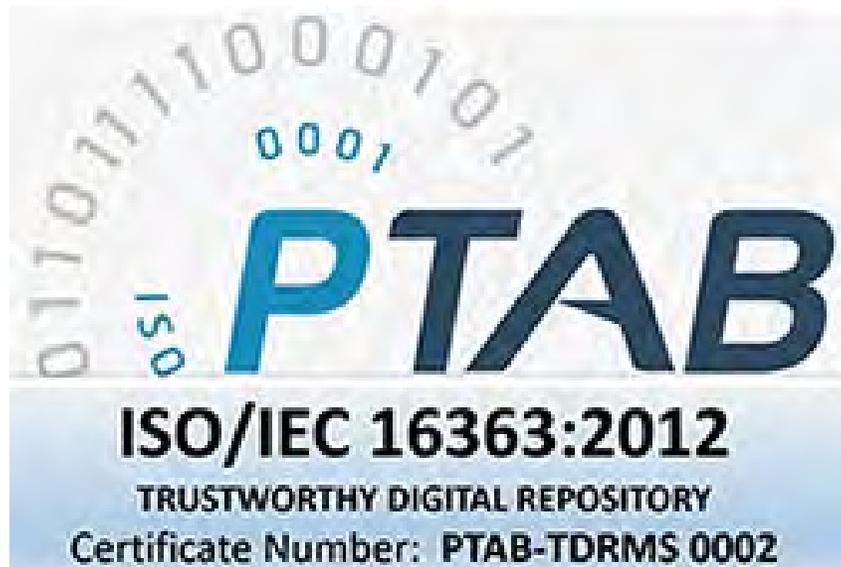
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The [Environmental Studies Program \(ESP\)](#), mandated by the Outer Continental Shelf Lands Act in 1978, (43 USC 1346) develops, funds, and manages scientific research of the highest degree of scientific integrity to inform Agency decisions. Since its inception in 1973, the ESP has provided over \$1 billion for research pertinent to energy development impacts on coastal, marine, and human ecosystems in BOEM's four OCS regions: Alaska, Atlantic, Gulf of America (formerly known as Gulf of Mexico), and Pacific. The ESP funds research on air quality, fates and effects, habitat and ecology, information management, marine archaeology, marine mammals, physical oceanography, social science, and more.



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2024 LIBRARIAN OF THE YEAR

Jared Nistler

Ralph J. Bunche Library

U.S. Department of State



Budgeting for Federal Libraries

Moderator: Melissa Blaschke, FEDLINK

Lisa Jochelson, U.S. Department of State

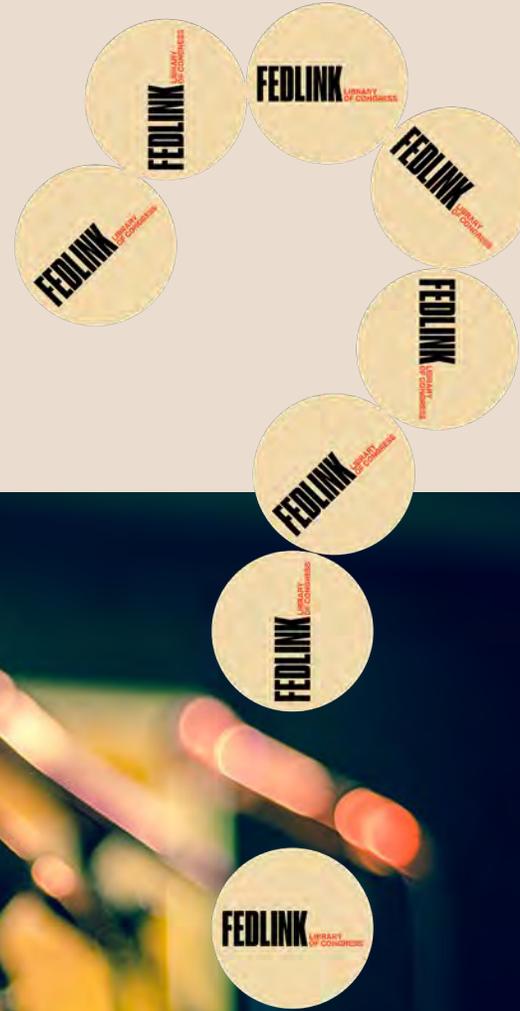
Meg Tulloch, U.S. Government Accountability Office

Laura Wait, U.S. Government Accountability Office

Andrew Young, U.S. Department of the Treasury



Ask FEDLINK





Thank you



Save the date for the 2025 Fall Expo on **Nov. 6.**



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Past, Present, & Progress

FEDLINK Spring Expo
May 15, 2025



Guide for Participants

Agenda for May 15, 2025
FEDLINK Spring Expo

Agenda for May 15, 2025 FEDLINK Spring Expo	
9:00-9:05 am	Welcome
9:05-9:15 am	FEDLINK Awards: Small Library of the Year
9:15-10:00 am <i>Morning Keynote</i>	Emerging Impact of AI on Trends in Library Technology Marshall Breeding, Library Technology Guides
10:00-10:30 am	FEDLINK Joint Advisory Board and Membership Meeting
10:30-10:40 am	FEDLINK Awards: Large Library of the Year
10:40-11:00 am	Break
11:00 am-12:00 pm	FEDLINK Marketplace: Vendor Presentations
12:00-1:00 pm	Lunch break
1:00-1:10 pm	FEDLINK Awards: Library Technician of the Year
1:10-2:00 pm <i>Afternoon Keynote</i>	Emerging Concepts in AI Prompt Literacy Jeremy Roush, Center for Homeland Defense and Security
2:00-2:45 pm <i>Panel Discussion</i>	For the People: Preserving Born Digital Government Information Moderator: David Walls, U.S. Government Publishing Office Abbie Grotke, Library of Congress Megan Minta, U.S. Government Publishing Office
2:45-3:00 pm	Break
3:00-3:15 pm	FEDLINK Awards: Librarian of the Year
3:15-4:00 pm <i>Panel Discussion</i>	Budgeting for Federal Libraries Moderator: Melissa Blaschke, FEDLINK Lisa Jochelson, U.S. Department of State Meg Tulloch, U.S. Government Accountability Office Laura Wait, U.S. Government Accountability Office Andrew Young, U.S. Department of the Treasury
4:00-4:30 pm	Ask FEDLINK

Expo Speakers

Jennifer Baum, Supervisory Librarian, FEDLINK Network Operations

Jen Baum is a supervisor and librarian with 22 years of experience at the Library of Congress and two years with the U.S. Department of Agriculture. She joined FEDLINK in December 2024. Prior to FEDLINK, Jen led high performing, cross-functional teams on a range of programs, projects, and products at the Library of Congress in corporate and academic environments. She had the privilege to acquire some of the most treasured collections at the Library, led innovative metadata initiatives, championed digital and operational transformations, and performed research as a Kluge Staff Fellow. She was invited to the Presidential Management Fellow program twice. As a supervisor and mentor, Jen has developed leaders beyond the immediate team including two Leadership Development Program fellows, a Librarian-in-Residence, a Career Development Program fellow, and she serves on a professional development board at the University of Florida. Jen has 25+ years of experience in program/project/product management and business and IT administration, as well as 19+ years of experience in federal acquisitions/procurement. Jen earned her M.S. in Information Technology with a specialization and graduate certificate in Informatics from the University of Maryland Global Campus. She earned her M.A. and B.A. in Religion/Cultural Studies and a B.A. in Russian from the University of Florida.

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.

Marshall Breeding, Library Technology Guides, Independent Consultant

Marshall Breeding is an independent consultant, speaker, and author. He is the creator and editor of Library Technology Guides and the libraries.org online directory of libraries on the Web. His monthly column Systems Librarian appears in Computers in Libraries, and he is the Editor for Library Technology Newsletter, published through Library Technology Guides. From 2002 through 2021 he was the editor and contributor for Smart Libraries Newsletter published by the American Library Association, and he has authored the annual Library Systems Report published in American Libraries since 2014 and in Library Journal from 2002-2013. He has authored fourteen issues of ALA's Library Technology Reports and has written many other articles and book chapters. Marshall has edited or authored eight books. He regularly teaches workshops and gives presentations at library conferences on a wide range of topics.



Kate Campbell, Supervisory Contract Specialist, FEDLINK Contracts

Kate Campbell has over 15 years of experience with the federal government across various Executive and Legislative branch agencies. She started her government career at the Transportation Security Administration and went on to work at the Government Accountability Office. Before joining FEDLINK she was a contracting officer at the National Transportation Safety Board, where she established contracts for complex and sensitive requirements, such as the decommissioning of TWA flight 800 wreckage and support for the East Palestine, Ohio, train derailment investigation and hearings. Campbell earned her B.S. in Criminology at the College of New Jersey and her M.B.A. from the University of Maryland, College Park.

Elinda Deans, Contract Specialist, FEDLINK

Elinda Deans is a senior contract specialist and subject matter expert for FEDLINK's eResources, OCLC, Training, and Brokered Conference product lines. Deans began her 32-year career with FEDLINK Network Operations in 1992 to support the assisted acquisition and internal training programs for the federal information community. Before joining the FEDLINK Contracts Office, she was the contracting officer's representative (COR) for paid training and brokered conferences in the FEDLINK Publications and Education Office from 2007 to 2017, where she also assisted with FEDLINK's broader communication and professional development programming. Deans earned her bachelor's degree in history from American University.

Abbie Grotke, Head, Web Archiving Section, Library of Congress

Abbie Grotke is Head of the Web Archiving Section at the Library of Congress. She joined the Library in 1997 and since 2002 has been involved in the Library's web archiving program, where she and her staff provide overall program management in support of the collecting of web content for the Library's collections. In her role, she has helped develop policies, workflows, and tools that have enabled the Library to collect and preserve web content. Grotke currently serves on the Steering Committee of the International Internet Preservation Consortium and is on the Digital Preservation Coalition's Representative Council.

Lisa Jochelson, Supervisory Librarian, U.S. Department of State

Lisa Jochelson is a proud alumna of the University of Alabama (Roll Tide), where she earned her undergraduate as well as her MLIS degree. She has been a federal government librarian since 2001 and has held librarian positions at the Department of Commerce, the Federal Communications Commission (FCC), and the Department of State, showcasing a broad range of expertise and commitment to public service.

In 2020, she advanced to the role of Supervisory Librarian at the Ralph J. Bunche Library, where she currently oversees the acquisitions and systems programs. In this capacity, she manages the Library's budget and facilitates department wide procurement of information resources and the seamless operation of library systems. Her contributions support the Library's mission of providing comprehensive information services



to the Department of State. She holds a FAC-C certification and is a COR-III. Throughout her career, she has demonstrated exceptional leadership and a deep understanding of libraries, making significant contributions to the federal libraries she has served. She is an active member of the American Library Association serving on several ALA level committees and many Core committees.

Megan Minta, Collection Development Librarian, U.S. Government Publishing Office

Megan Minta is the Collection Development Librarian for the Library Services & Content Management unit of the U.S. Government Publishing Office (GPO). Since 2017, she has conducted outreach to Federal agencies to increase compliance with the statutory mandate to furnish GPO with publications for distribution through the Federal Depository Library Program and inclusion in the Cataloging & Indexing Program. She also works to expand collections available through GPO's system of online access, GovInfo.

She has an MSLS from the University of North Carolina-Chapel Hill and started her federal librarianship career as a Presidential Management Fellow in 2011. Prior to joining GPO, she was an Electronic Resources Librarian for the Veterans Health Administration Library Network Office and VA Central Office Library at the Department of Veterans Affairs.

Jeremy Roush, Instructing AI Specialist, Center for Homeland Defense and Security

Jeremy Roush is an Instructing AI Specialist at the Center for Homeland Defense and Security, where he leads initiatives integrating advanced language models into research and educational applications. With extensive expertise in structured prompting, AI-driven data extraction, and transformative information practices, Jeremy helps federal agencies enhance their operational efficiency and information management capabilities.

Jocelyn Shapiro, FEDLINK Manager

Prior to joining FEDLINK in 2022, Jocelyn was Head of the Geography, Political Science, and Education Section within the Acquisitions and Bibliographic Access Directorate, and co-founded the Women's Forum for Growth and Networking at the Library of Congress. 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. Holding FAC-C, PMP, and COR certifications, 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.



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 over 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.

Meg Tulloch, Director, Center for Library Science, U.S. Government Accountability Office

Meg Tulloch is currently the Director for the Center for Library Science at the U.S. Government Accountability Office. Meg previously worked for the Library of Congress, where she was the Executive Director of the Federal Library and Information Network (FEDLINK). She also spent fourteen years working as a military librarian, most notably as the Library Director at the National Defense University and the U.S. Army Europe Librarian. She taught classes at Catholic University of America (CUA) on federal libraries and on collection development. Currently, she serves on CUA's Library and Information Science (LIS) Advisory Board and on the FEDLINK Advisory Board. Meg has a BA in American Literature from George Washington University, an MFA in creative writing from the University of Virginia, an MLIS from the University of Texas at Austin, and a DLS from Georgetown University.

Laura Wait, Senior Attorney, U.S. Government Accountability Office

Laura Wait is a Senior Attorney in the Appropriations Law Group at the U.S. Government Accountability Office. In this position, she supports the Comptroller General's statutory responsibilities related to appropriations law. She also provides internal legal advice on procurement and acquisition-related matters and on the use of GAO's appropriation. Prior to joining GAO, Ms. Wait worked for the District of Columbia Courts where she served as Associate General Counsel.



David Walls, Preservation Librarian, U.S. Government Publishing Office

David Walls is the Preservation Librarian for the United States Government publishing office where he develops strategic initiatives for the preservation of tangible and digital government information. David also provides preservation services for the more than 1000 libraries in the Federal Depository Library Program.

Andrew Young, Librarian, Treasury Library

Andy Young has worked as a librarian at the Treasury Library since 2009. He has graduate degrees from The Johns Hopkins University (MLA), University of Maryland (MLS), and the University of Baltimore (MBA). Andy is a companion to two beautiful black cats.



Joint FEDLINK Membership and Advisory Board Meeting

Agenda: May 15, 10:00-10:30 a.m.

- 1. Call to Order and Executive Director's Report**
- 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
 - Financial Update
 - Publications and Education Update
- 4. Reports from Liaison Organizations**



Virtual Vendor Exhibits

Backstage Library Works

It's all about access. Backstage services help you create and improve user access to your collections. We have solutions for archival processing, digitization and microfilming, cataloging and finding aid creation, authority control, database cleanup and enhancement, and on-site collection management services from inventory to reclassification. We're well versed in federal guidelines such as FADGI and M-19-21. Backstage is registered with FEDLINK and GSA.

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Clarivate partners with research and academic institutions and libraries to build a better world by enabling research excellence.

Digital Science & Research Solutions [View directory profile](#)

Digital Science is thrilled to be a new FEDLINK vendor – ready to support the evolving needs of federal libraries across agencies. We combine powerful search and discovery tools with in-depth research analytics. Our solutions make it easy to find, access, and evaluate scientific content, while also tracking the influence, reach, and outcomes of funded research. This helps libraries not only serve their communities more efficiently but help demonstrate the real-world impact of investments. With tools like Dimensions, Altmetric and ReadCube, libraries can streamline workflows, uncover insights, and support more strategic, data-informed decision-making.

Graham Advisory Network

Graham Advisory Network Incorporated (GAN Inc.) is a SAM.gov registered Small Business and SBA-certified HUBZone and SDVOSB company that has partnered with hundreds of premier publishers, data, and scientific SaaS companies to ensure unparalleled Knowledge Product access to our Governmental Clients. Our partners include Wolters Kluwer/Ovid, EBSCO, Taylor & Francis, Springer Nature, Oxford, Cambridge, Wiley, Sheridan, and more. As the fastest-growing subscription agency globally, GAN Inc. is revolutionizing government subscription access to online/print journals, research databases, eBooks, training, certifications, and specialized SaaS. Our clients include NASA, the Veterans Administration, SEC, NOAA, DoD, NIH, IHS, and West Point.

IISS

An online database which includes; military equipment, defence budgets, military procurement, military deployments and exercises. It also includes unique analysis, search engines, data tools and a budget forecast. End users can export data to Excel.



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LAC Federal is a core information and knowledge management services company with four decades of experience developing and implementing customized information services and products for federal libraries, archives information centers, and information management programs. We help agencies make efficient use of their information resources to meet the needs of their customers.

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Oxford University Press is a department of the University of Oxford, and is a nonprofit press founded in 1478 that publishes over 6,000 academic titles a year worldwide. Oxford Scholarship Online provides easy access to thousands of books from the world-renowned scholarly list of Oxford University Press. New books are added to the collection every month, spanning subjects across almost every area of academia, from Biology and Physics to Literature and Business. Oxford Academic is the home of Oxford Scholarship Online, meaning scholars and students alike can discover these academic books alongside Oxford Handbooks, Very Short Introductions, and hundreds of the highest quality journals.

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SAE International is a globally recognized Standards Development Organization (SDO) that provides technical resources to engineers and professionals in the aerospace, automotive and commercial-vehicle industries.

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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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- » Seamless article access: Improve one click access across research platforms, including Google Scholar, PubMed, link resolvers, databases, and discovery services.
- » Reduction in ILL requests: With successful delivery of available journal articles that you may or may not know are available through open access or your holdings.



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:

Awards Committee

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.

Nominating Committee

Proposes a slate of three to five candidates annually to be nominated for election to the FEDLINK Advisory Board.

American Indian Libraries

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

Education

Sponsors professional development programs and resources featuring the latest information policies, procedures, and issues affecting federal libraries and information professionals — including the FEDLINK Expos and “Great Escapes” library tour series.

eResources

Provides a forum to share best practices and discuss creative solutions to common challenges and establishes a consolidated voice for federal libraries in the acquisition, management, and negotiation of eResources.

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.

Information Technology

Helps federal libraries and information centers prepare for technology-infused change and provides the knowledge required to positively influence decisions at all levels.

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.

Assisted Acquisition Services

FEDLINK also combines 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
- » eResources
- » Library support services
- » Preservation and digitization services
- » Serials subscription services

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 U.S. Treasury.



Resources

Learn More

- ➔ Visit the [FEDLINK website](#), or send an email to fliccfno@loc.gov.

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- ➔ [Register online](#) for Fiscal Year 2025. [Read the latest updates for registration.](#)

Direct Express Procurement

- ➔ [Request information on FEDLINK contracts and pricing.](#)

Interagency Agreements

- ➔ Watch the video “[Establishing Your Interagency Agreement.](#)”

Acquisitions

- ➔ View the [Acquisitions FAQ](#) to learn about buying products and services through FEDLINK.
- ➔ Planning ahead for the end of FY2025? [Review FEDLINK’s deadlines.](#)

Vendor Services

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

Committees and Working Groups

- ➔ Learn about the goals and initiatives of the [FEDLINK committees and working groups.](#)

Thank you for attending!

The next FEDLINK Expo is **November 6, 2025.**