

Beyond Virtualization: Transforming the Law Library

Feit
CONSULTING

MARKET
TRENDS
SERIES 



As a thought leader and partner to firms in managing their legal information, Feit Consulting developed the **Market Trends Legal Information Series** with the intention of providing objective guidance to administrators and librarians at large and medium sized law firms on best practices relating to the management of legal information resources. This unique set of resources provides law firm administrators and librarians with market analysis, expertise, and future trend forecasts.

In each report and resource, the collected data is synthesized with knowledge from leaders in the legal information market, with a goal of providing clear, reasoned counsel. Each report covers a current topic, pertinent to both administrators and librarians. Collectively, the *Market Trends Legal Information Series* explores the most important components integral to a law firm's legal information strategy.

The current resources in the Series include:

Westlaw & Lexis: Path to Commoditization

Westlaw & Lexis Sentiment Survey Results

Sole Provider Viability Decision Guide

The Sole Provider Playbook

Sole Provider Survey Results

Optimizing Legal Information Pricing

Beyond Virtualization: Transforming the Law Library

BEYOND VIRTUALIZATION: TRANSFORMING THE LAW LIBRARY

Confidentiality

This document contains work product that is legally privileged and confidential. As a reminder, to receive this product you have agreed to Feit Consulting's Terms of Service which prohibits the dissemination, distribution or copying of this information to or for any unauthorized individuals.

Disclosure

Comments and opinions shared by our survey respondents do not reflect the opinions of Feit Consulting.

Feit Consulting, 2018. *Beyond Virtualization: Transforming the Law Library*, Estero, FL.

Introduction

What exactly is a modern law library? What steps does an organization need to consider if it wants to modernize its law library? How is its return on investment measured?

When defining the modern law library, a few descriptions come to mind: Cutting Edge, State of the Art, Unconventional, Effective, Best Practices, Innovative Technology, Value Based Metrics, ROI.

The concept of library modernization is more than downsizing space, cancelling print and right sizing resources. It is a paradigm shift in the way law librarians and knowledge managers assess and deliver information to support their organizations. As clients demand better value for the dollars they spend, firms are taking a hard look at how they do business; analyzing their organizational structure and evaluating the way services are delivered with an eye towards process improvement.

The role the library plays has shifted. No longer passively awaiting requests for assistance, librarians have taken on the role of innovator and change agent as they assist their organizations in assessing and creating information strategies to improve workflow and cut expense. Librarians are interdepartmental collaborators taking on new roles in competitive intelligence, client intake, and knowledge management to name a few. Staffing models now run the gamut from embedded researchers in practice groups to reliance upon Membership Libraries for additional research support. As library responsibilities continue to evolve, so do the core competencies demanded of the library staff.

In this white paper, our team of experts discuss challenges and opportunities for becoming a Modern Law Library as well as the various approaches to the changing role librarians and administrators play in the context of the Modern Law Library.

Don't discount what your law library can do. If you are an administrator, be open to considering business cases for new ideas, products, or processes. If you are a librarian, think about what solutions or new value the law library can bring. As an attorney, consider the roles your legal researcher can support in terms of business development and the general business of law.

The Modern Law Library continues to evolve to meet the changing needs of its organization. By being proactive to change, the law library can help its organization identify needs and solutions to aid in facilitating the flow of information to streamline workflow. Are you ready to take the challenge?



Michael Feit, J.D.
Founder & President



Monice M. Kaczorowski, M.L.S.
Vice President, Library Strategy and Innovation

TABLE OF CONTENTS

Section I	Process & Methodology, p. 6
Section II	What is the Modern Law Library?, p. 7
Section III	Status of the Library Today, p. 9
Section IV	Library Structure & Responsibilities, p. 16
Section V	Embracing Change Management, p. 26
Section VI	Essentials of a Modern Law Library, p. 27
Section VII	Additional Considerations, p. 48
Section VIII	Going Forward, p. 53
Appendix I	ILS Checklist, p. 54
Appendix II	ERM Checklist, p. 56
Appendix III	Library Modernization Survey Results, p.58

Section I Process & Methodology

This report is a culmination of intel from a wide array of individuals and resources. Going beyond our own scope of thinking of what defines a Modern Law Library, we interviewed and surveyed law librarians, attorneys, administrators and individuals in various departments. Interviews were conducted with leading experts in the field. Our team of Legal Information Expert Panelists provided input on topics throughout the report.

Just as the Modern Law Library is multi-faceted and ever-changing, we took a multi-faceted approach to develop an expansive definition and perspective provided here.

Market Research Approaches

Data and insights were collected through the following methods:

Interviews: Conducted in October 2017 with 12 librarians, 24 attorneys and 15 administrators in the legal information arena, including leading experts. These interviews revolved around how the Modern Law Library is defined, what steps the modern law librarian and administrator should take to modernize their library, and how best to overcome obstacles to library modernization.

Surveys: The Library Modernization Survey was conducted from July through October 2017 and was open to legal information professionals. The survey was conducted online. There were 80 total responses to the survey. Survey results and responses are located in Appendix I. Additional surveys were conducted with the following number of respondents: 102 attorneys, 13 respondents in the Marketing Department, and 6 administrators.

Legal Information Expert Panel: Feit Consulting has a team of experts who provided further detail and input on key topic areas covered in this report.

Accuracy

To ensure accuracy, online surveys required individuals to share their contact name and firm/organization. Any survey with erroneous information was deleted and discounted from the survey data.

Feit Consulting has taken additional steps to ensure accuracy through random verification checks. In the verification, Feit Consulting followed up with individuals who had been surveyed. Any discrepancy was reviewed and corrected.

Confidentiality of Clients

No data was utilized directly from any specific Feit Consulting engagement, although clients of Feit Consulting were offered the opportunity to participate.

Faced with obstacles of economic change, declining recovery rates, increased costs, and lack of understanding of the library's role within the firm, change is becoming necessary. This change begins with utilizing metrics to make tough choices, embedding the library talent into other areas of business, transforming library work products to serve new areas of the firm business and aligning the library goals with the firm's strategic plan. This is the Modern Law Library.

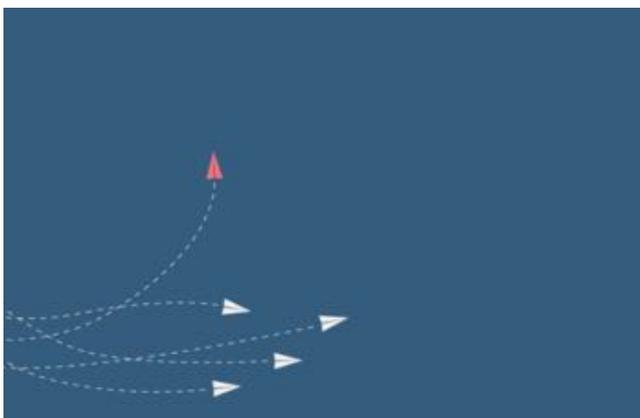
A Modern Law Library takes a multi-faceted approach to the delivery of information. Whether materials are accessed in onsite collections, via organizational dashboards or portals, or by way of laptop or other devices, resources should be easily accessed on demand. A Modern Law Library is positioned to meet the organization's changing needs and demands.

**“The Library is not a place any longer,
resources should be where the attorney is.”**

- Partner, Large Law Firm

The Modern Law Library should be seen as a trend setter; evaluating and embracing new techniques, ideas and technology to help support all aspects of critical research. The librarian becomes the developer and implementer of new solutions, the creator of new models, and the evaluator of technology; ever evolving, innovating and collaborating. The Modern Law Library needs to be at the technological forefront of its organization.

A key step to modernizing the law library is open-mindedness to the value potential the library can bring to the firm. Everyone managing legal information, i.e., librarian, administrator, CKO, CIO, plays a part in transforming a law library to Modern Law Library.



For those who are embarking on the journey to library modernization, forgo the status quo, set aside the necessary time to plan, embrace change, savor even the slightest wins, and build on success. Effective change does not happen overnight. Slow as it may seem at first, value will build over time.

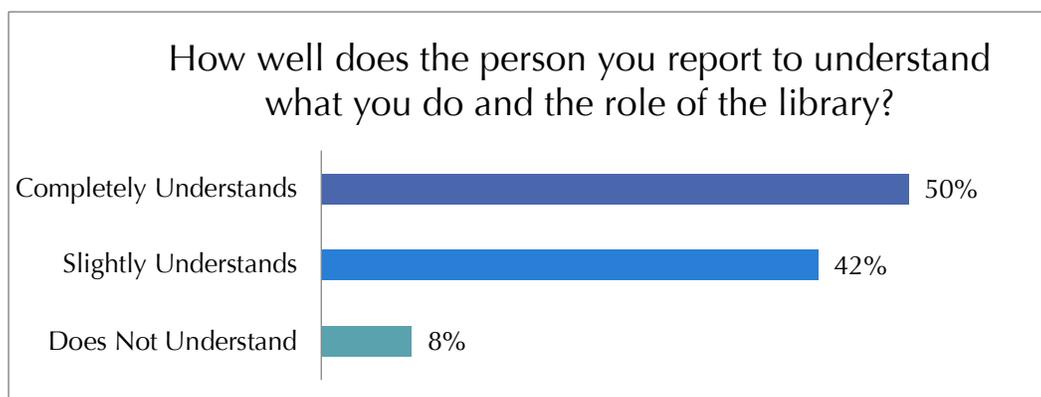
Section III Status of the Library Today

Feit Consulting surveyed librarians, administrators and legal information specialists to assess the current status of law libraries and better understand, confirm or dispel the issues surrounding the move towards modernization. Presented here is a snapshot of the current law library today, providing insights into:

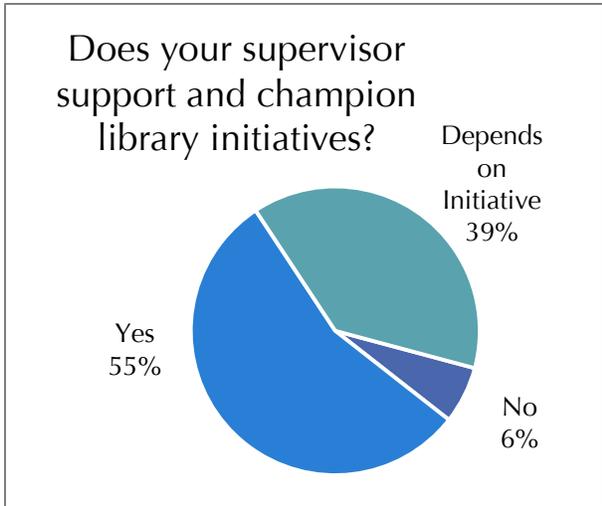
- How well the role of the law library is understood
- The extent to which a strategic plan is utilized
- Current changes in staffing, budget, space, print, and outsourcing
- Library billing practices and cost recovery
- Existing obstacles in modernizing the law library
- Resources employed for modernizing the law library

Understanding the Current Role of the Library

A common theme amongst administrators interviewed in our research is, “I don’t know what I don’t know. I rely on my librarian to tell me.” This sentiment is reflected in our survey in which 50% of respondents indicated that the person they report to either “slightly understands” or “does not understand” the role of the library, revealing a serious disconnect.



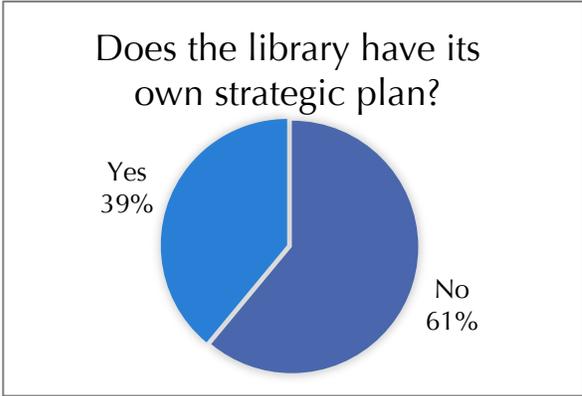
To address this communication gap, librarians need to consider their current messaging to administrators, and reframe those messages to better convey the value of the library. Administrators also need to rethink the questions they ask their library team, to understand the return on investment in the library. Transforming the library into the Modern Law Library will require new ways of presenting information and thinking about how that information can be used to illustrate value.



There is a clear connection between those who understand the role of the librarian in a firm and how that translates into management support. Of the 50% of respondents who reported to someone who “Clearly Understood” the role of the library, more than half (55%) saw management as supportive of the library and its staff (depicted in the chart to the left).

Strategic Plan

While a library can modernize without a strategic plan, having a strategic plan provides direction and concrete goals and objectives to reaching this vision. A surprising 61% of survey respondents indicated the library does not have its own strategic plan. (shown right)



Surprisingly, only 37% of respondents indicated the library’s strategies are derived from the firm’s larger strategic plan as illustrated below.

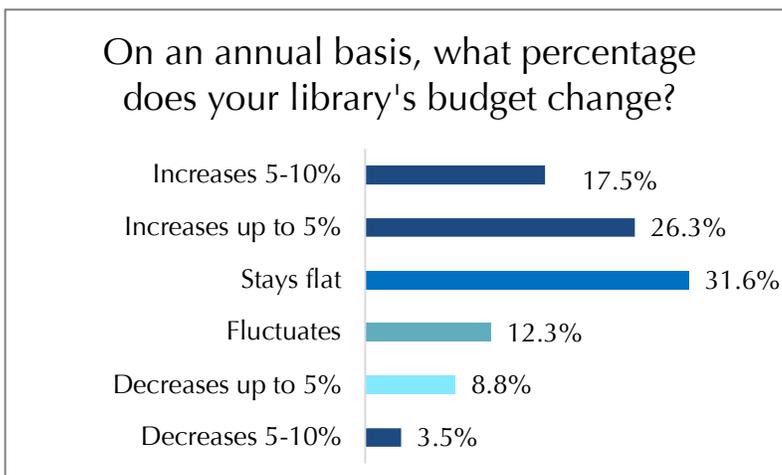


In our analysis, Feit Consulting examined two data points: *how modern their library is* and *whether these libraries have a strategic plan*. Interestingly, this analysis showed a correlation. Of the surveyed law libraries that consider their library more than half-way to being modern, 60% have either a strategic plan or have strategies in line with the firm's larger strategic plan.

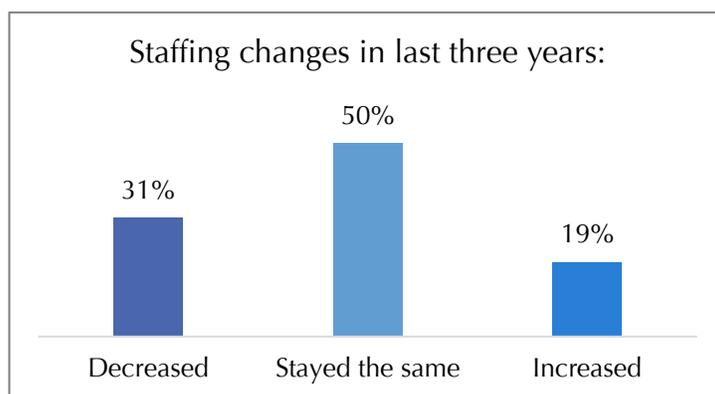
Staffing & Budget

In 2009, AALL conducted a survey of law library directors to better understand how the 2008 economic crisis was affecting the profession. According to the AALL Economic Outlook Follow Up Survey, private law librarians were the hardest hit with 30% reporting staff reductions and 72% reporting full hiring freezes.¹

In 2017, Feit Consulting's Survey reveals a normalization in both law library staffing and budgets. Current survey results indicate that 43.8% of respondents have budgets that have increased. Conversely, only 12.3% of survey respondents indicated that library budgets have decreased over the last 3 years.



Regarding staffing changes in the last three years (as seen below), 19% indicated an increase. A majority, 50% remained flat; and only 31% indicating a decrease.



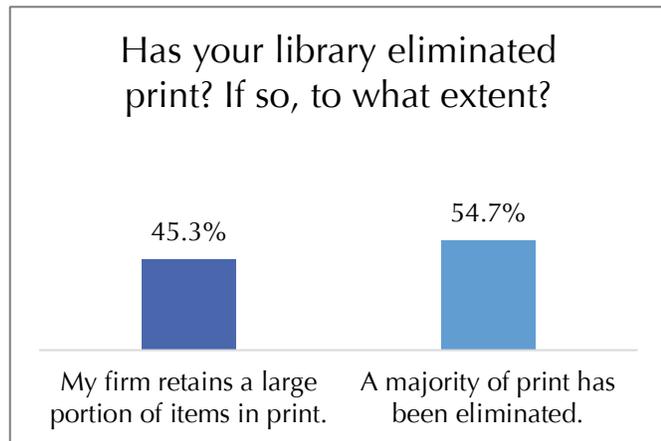
¹ <https://www.aallnet.org/mm/leadership-governance/strategic/strategic-direction-2010-2013/economic-outlook-survey.pdf>

Space

Reduction in library space continues, with respondents reporting 21-33% reductions this year. Very few (<5%) reported complete virtualization.

Print versus Online

While law firms continue to cut print, there is a core set of print resources perceived to be so important and necessary that firms continue to support the cost of print. 55% of survey respondents reported eliminating a majority of print, with 45% retaining a large portion. For a further in-depth view, refer to comments in the Appendix III, Survey Results.

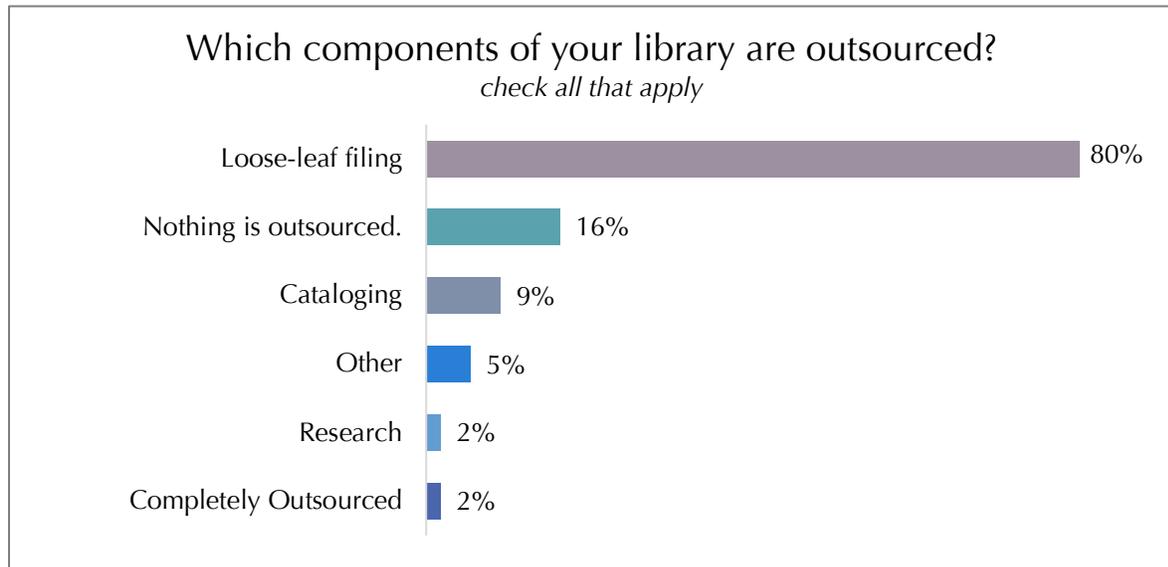


There is a significant difference between virtualization and modernization. The Modern Law Library focus is best served by understanding the needs of its users. For example, in the recent Feit Consulting Survey, some attorneys reported reliance on print and actually opted to keep print materials in their office. The decision to keep print or move to electronic versions requires the Modern Law Library to consider attorney needs, cost for each product or service and whether there is a business case to maintain a resource in both formats.



Outsourcing

Traditional outsourcing is still in place, with a majority of outsourced tasks being loose-leaf filing and cataloging, almost 90% combined. Feit Consulting's research shows a limited number of libraries being completely outsourced this past year, 2%. However, this is expected to increase two-fold in the next three years.

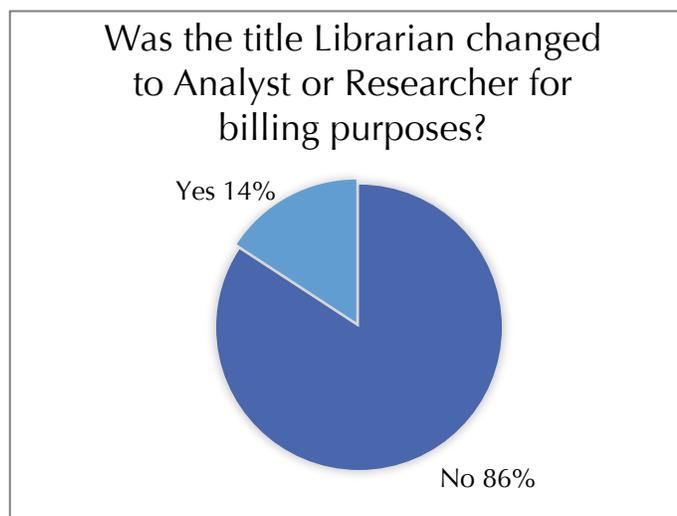


Billable Hours

When it comes to the way libraries handle the billing for librarian services, 49% of respondents indicated that the library's time is billed to clients. 33% indicated their time is not billed, generally written off or moved to overhead. The remaining respondents reported having a mix of some limited billing with a majority of research time moved to firm overhead.

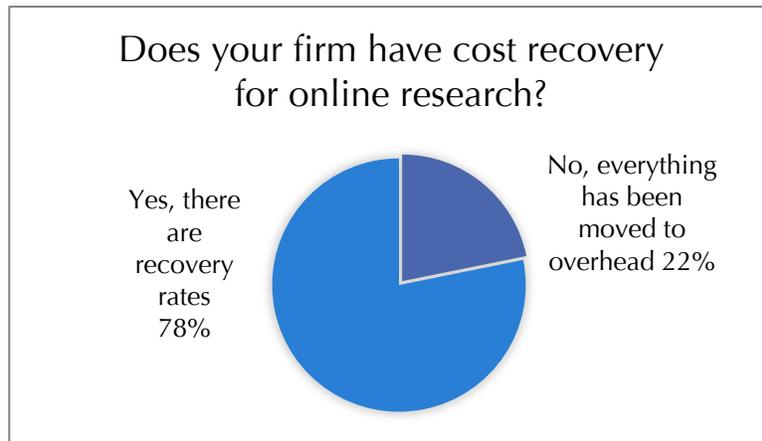
A related survey question asked if the librarian title was changed from "Librarian" to "Analyst or Senior

Analyst" for the purposes of client billing. 14% reported having a title changed for billing purposes. A few respondents indicated this is under discussion at their firm.

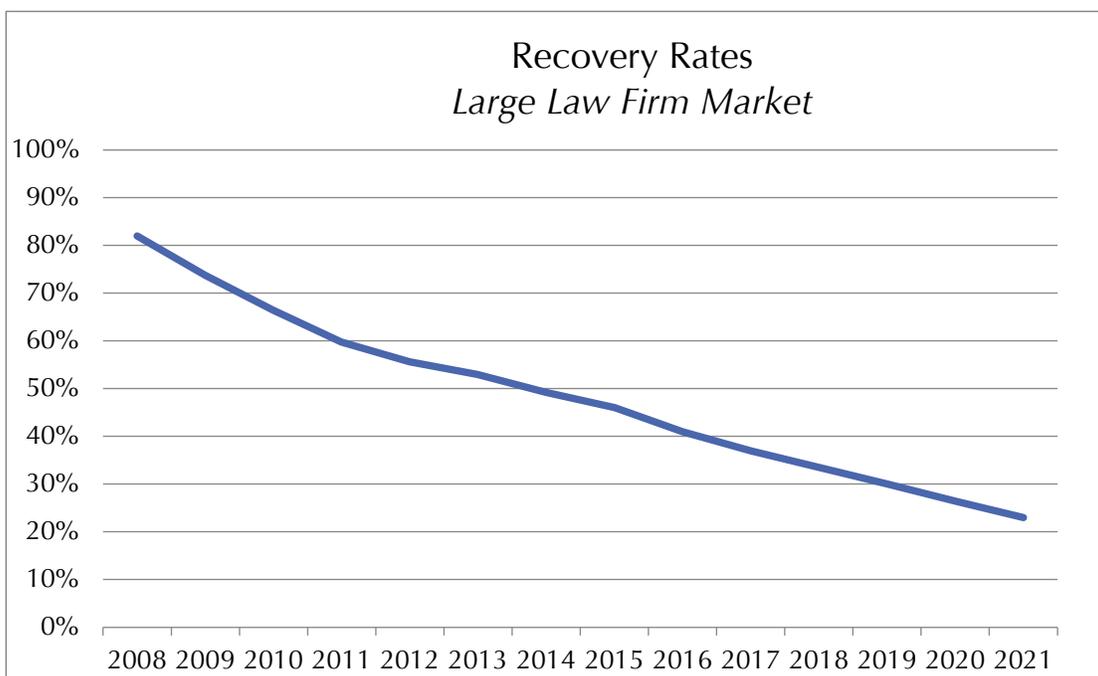


Cost Recovery

A large number (78%) of firms surveyed are recovering some costs. However, the amount being recovered is “very little” or “rapidly diminishing”. Survey results showed that the average recovery for Lexis usage is 23.3%, 38 % for Westlaw, with no recovery of costs for BBNA and Wolters Kluwer usage.

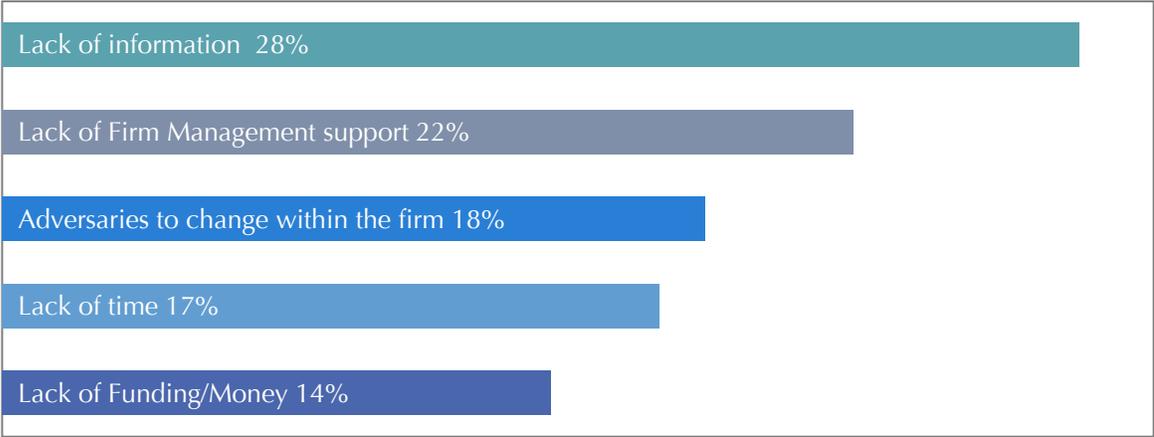


This new data concurs with Feit Consulting’s ongoing research on recovery rates, showing a continual decline since 2008. In Feit Consulting’s larger research study, current recovery is projected to be 34% in 2018. Feit Consulting forecasts recovery will continue to decline, as depicted in the chart below.



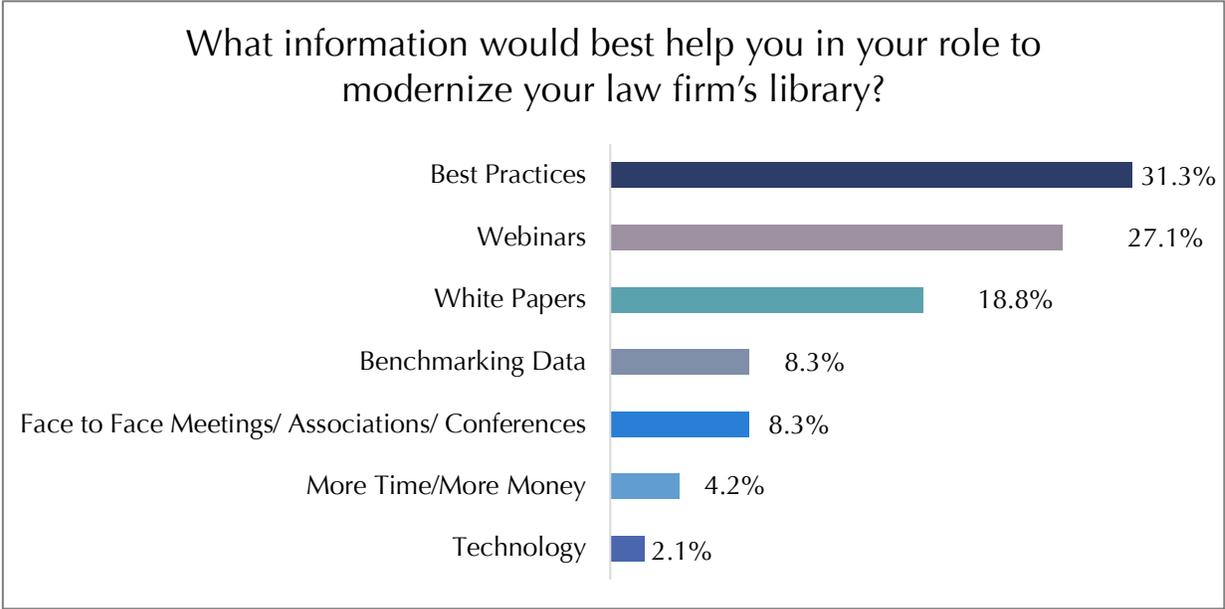
Obstacles to Becoming a Modern Law Library

In Feit’s Survey, respondents were asked to rank the obstacles that prohibit realizing a fully Modern Law Library. “Lack of information” on how one goes about the modernization process was ranked the highest obstacle by respondents, 28%. Lack of management support was the second greatest obstacle with 22% reporting. Adversaries to change was ranked third by 18% of respondents.



Resources for Modernizing

While “Lack of Information” ranks as the greatest obstacle to modernizing, it is no surprise that “Best Practices” was ranked as the key resource to understanding the modernization process. Webinars and white papers are also popular resources on library modernization. The goal of this white paper is to present an additional resource in the area of modernization.

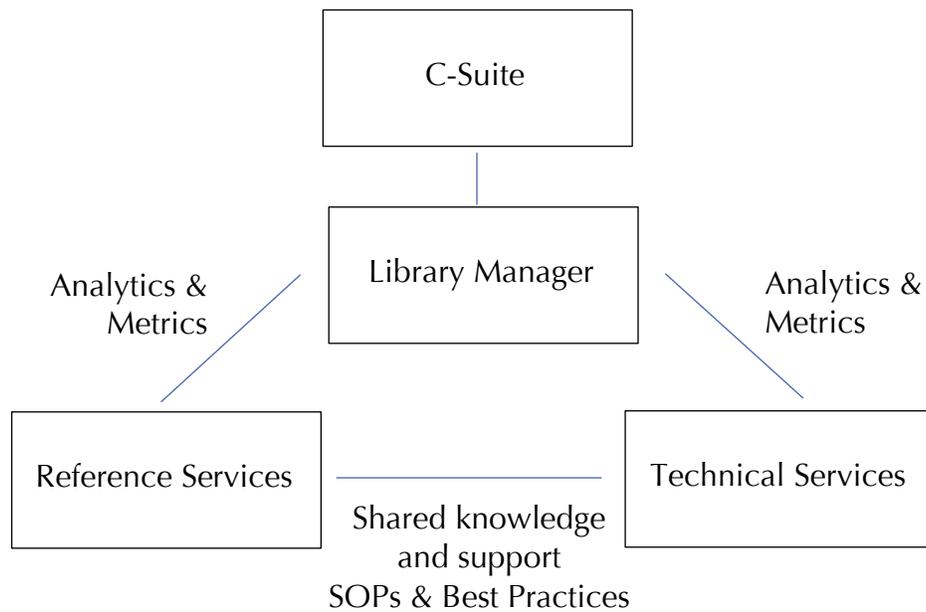


Section IV Library Structure & Responsibilities

No discussion of the Modern Law Library would be complete without addressing the reporting structure both within the library and within the firm. Like all other components of the Modern Law Library, the structure will vary depending on organizational needs.

Historically, the Library Director reported to a Library Partner. That Library Partner understood the role(s), value and work product of the library and, with a seat at the management table, the Library Partner was also the library advocate. However, as firms continue their efforts to streamline processes and improve their bottom line, libraries have most recently been tucked under administrators and C-Suite, with no dedicated library champion.

It is important that firm management understands how the library is staffed and the roles they play in delivering value to the firm. Presented below is the typical structure for a Modern Law Library.



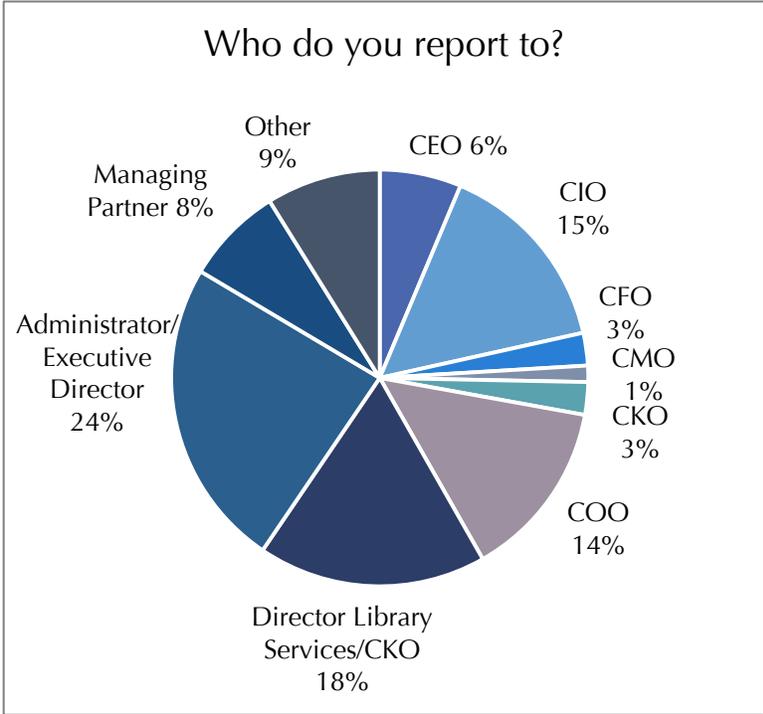
The key components of the Modern Law Library structure include Management Reporting, Reference Services, and Technical Services. There is an emphasis on processes and the utilization of metrics and technology. This overview is intended to shed light on the structure of the Modern Law Library for the Administrator, and to highlight additional areas of focus for the librarian or manager.

Reporting

In the last twenty years, it was common for a director level position to head the library. However, in the last five years this trend has shifted. As staffing models changed, the Director-level position within the library has often times been eliminated and renamed as Manager.

Feit Consulting’s research shows that approximately 73% of library managers are now reporting to C-Suite, Managing Partners or Administrator/Executive Director positions; and a mere 18% reporting to a Director of Library Services.

Whether one reports to the CMO, CIO, CFO or COO, it is important that the C-Suite understands the library reporting structure and the role that reference and technical services plays in embracing new opportunities to deliver new value to the firm.



Reference Services

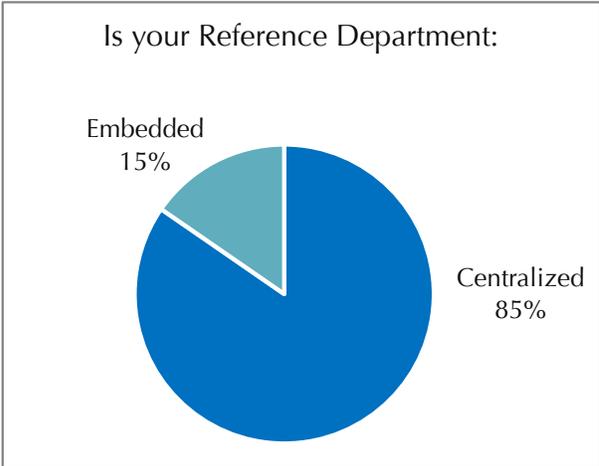
Reference Services have up-leveled to meet the firms changing needs beyond the traditional role of legal research, becoming an Information Broker. Whether embedded in a practice group, supporting an attorney team or partnering with Marketing for business development, the Modern Law Library Information Broker searches, gathers and integrates information to help attorneys and management make informed decisions.

To better understand the current status of Research Services, respondents in Feit Consulting’s survey were asked to describe structure, time and billing practices, and how ROI is captured in the reference department.

Embedded versus Centralized

Being embedded in a practice group or department requires a different approach to research services. While the concept of “being embedded” is not new, it is still an approach that is slow to be adopted. 85% of survey respondents reported that their library services are still centralized.

Embedded positions are viewed differently than the generalist or Research Librarian position. In these positions, individuals are embraced as part of the “team.” They have a deeper understanding of what is trying to be achieved and can proactively recommend products and services. This deeper understanding saves time and streamlines workflow because being embedded also makes this individual a subject specialist.



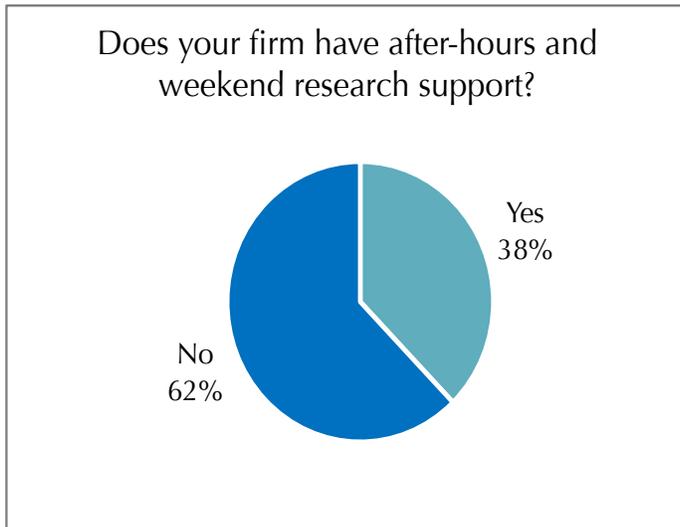
At the practice group level, the embedded librarian can have a positive impact on revenue, as billable time is more likely to be passed on to the client in this fashion. Making a librarian a subject specialist can also support business development initiatives and helps to bring in new client business.

This is not to dispel the importance of centralization. The generalist that supports all practice areas and departments often is the conduit bringing work to the library and marketing library services to the entire organization. Determining whether to have embedded or centralized research services depends on the structure of the firm and organizational reporting lines.

After-Hours Research Support

A majority of survey respondents do not provide after-hours and weekend research support. However, 38% of respondents shared that they provide on-call support via email or respond to urgent requests on evenings and weekends.

A precursory step to adding additional after-hours and weekend support might be the use



of Membership Libraries and outsourced services. By measuring usage of these options, the Modern Law Library can determine if and when to bring on additional firm staff for this purpose.

Whether pushing resources through portals and dashboards, or onto mobile devices – the Modern Law Library utilizes technology and creative staffing solutions to run well beyond a 9am to 5pm day.

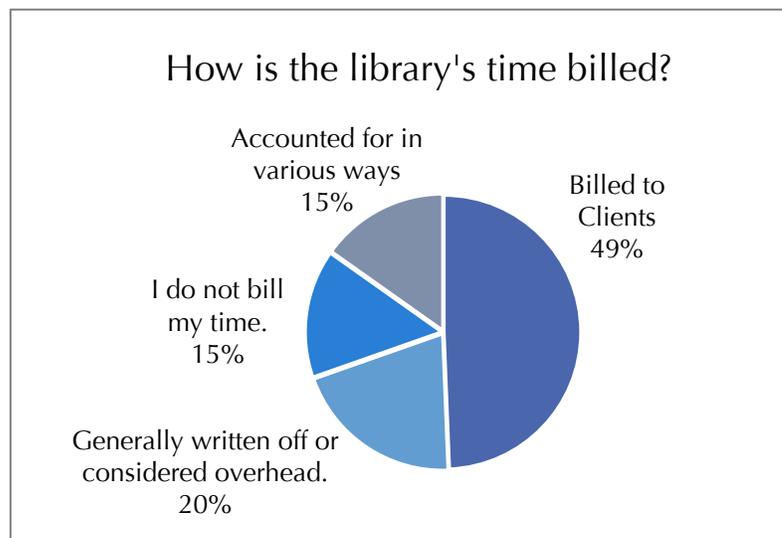
Time & Billing Practices

Roughly 50% of libraries responding to our survey bill out their time. 35% of survey respondents shared that the library's time is not billed out or is generally written off. Writing off or simply not billing the library's time undermines the value proposition and is a missed opportunity.

A recommendation for the Modern Law Library is to establish a formal billing policy for library supported research. Providing policy and documentation during library orientation sets the tone on the value of library services to attorneys and laterals joining the firm.

Engage Finance and practice group leaders to create billing guidelines. Establish research descriptions and titles attorneys

want to appear on billing statements. Understand what can and cannot be billed for



research services. This is an approach that can be utilized by both centralized or embedded librarians.

Explaining how online contracts are billed to clients will help attorneys understand pricing and content that best fit the parameters of each research project. This results in decreased write-offs and write-downs.

Interdepartmental Non-Billable Support

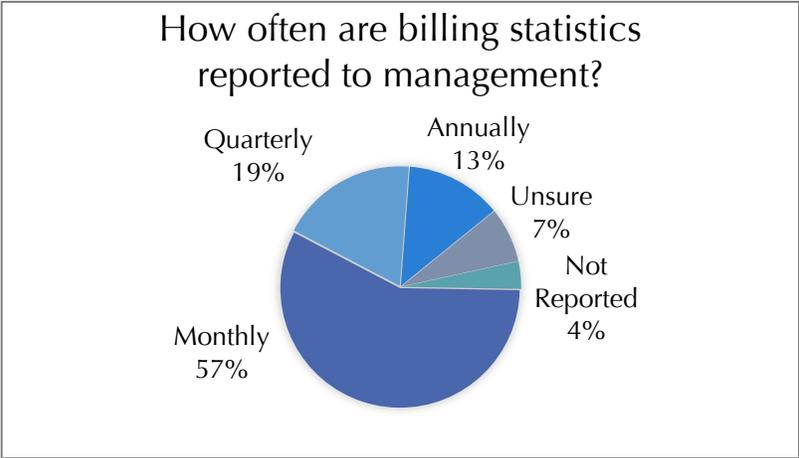
Non-billable research time is just as important to show value, and therefore should be recorded. Here are some suggestions to showcase this time as a value proposition.

- For hours provided to Marketing support, track time and resources. Make sure to track new clients the library helped to bring into the firm to prove ROI.
- Research time allocated to Risk Management, Conflicts, New Client intake or other interdepartmental collaboration should be tracked and analyzed. Significant hours may result in additional staffing or shared staffing costs between departments.



Reporting Billing Statistics to Management

A majority (57%) of survey respondents shared that billing statistics are reported to management monthly. Other respondents (24%) indicated that either they have not been asked to provide billing statistics, or that billing statistics are only shared when requested or during an annual review.



These statistics are essential underpinnings of any evaluation of return on investment, and they should be compiled and ready to present each month. These should be reviewed monthly by the librarian to set internal metrics and ensure goals are being met.

In addition to billing statistics, the Modern Law Library should compile metrics from external and internal resources to further elaborate on ROI to Management. Develop procedures and add technology to help facilitate the task of compiling metrics, making it easier and less time consuming.



As collaboration becomes the norm, the Modern Law Library should work to expand the cost sharing model. As in any business, costs should be allocated among specific benefitting different departments, depending on demand. For example; adding a code to the current timekeeping tracking system ensures that value-added interdepartmental collaboration, such as branded reporting for Marketing, is documented for future budget planning metrics and ROI. Accurate cost-allocation will make library budgeting easier and more precise.

Technical Services

In order for reference to do its job efficiently, a strong Technical Services department is crucial. Library Technical Services has taken on a much more holistic function with its myriad of responsibilities. As firms review their organizational structures and more software becomes cloud based, library support departments are now “located” in the office that best supports the role. This may result in placement outside the main location, out-posting or even outsourcing.

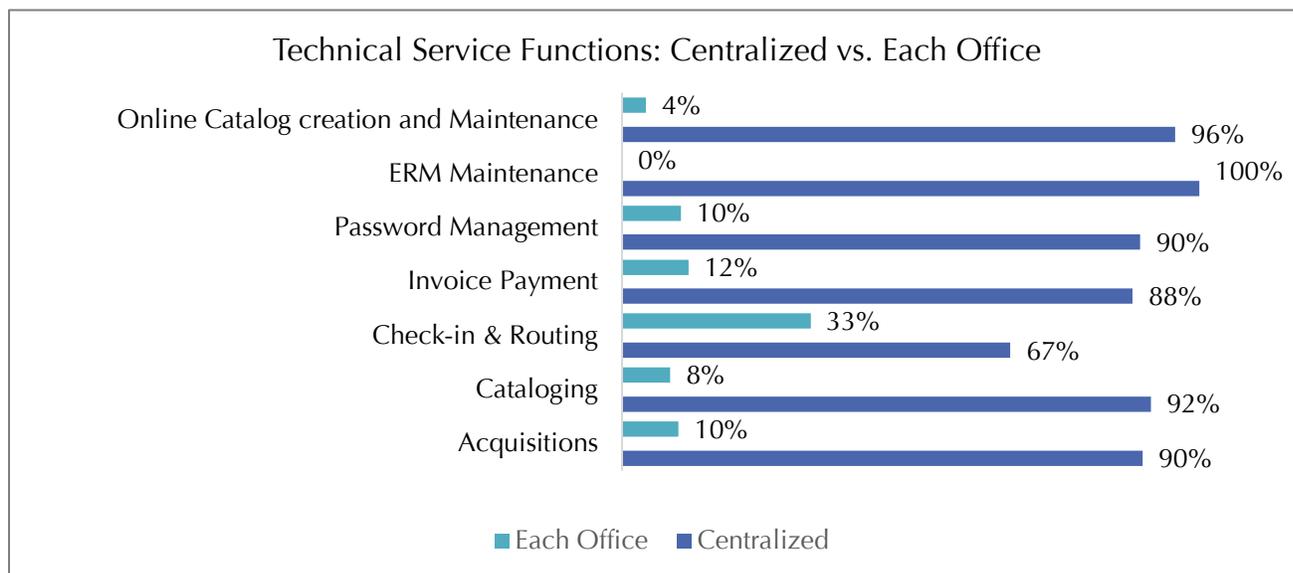
Modern Technical Services departments are faced with problems of not having physical contact with the collection, whether it’s virtual or print. Technical Services must use technology to bridge the widening gap between the Technical Services department and collection management. The “word-cloud” below depicts the scope of work for the Technical Services.



As Technical Services takes on the responsibility of website/portal/ERM maintenance, reference staff must make time to support Technical Services with content for portal, user feedback and vendor news (from trainers, reps, conferences, etc.). Keeping Technical Services in the loop is a proactive approach to smooth operations. They may see solutions to issues/problems that Reference does not see using the existing tools and systems. Similarly, Reference may have information that will solve a problem facing Technical Services.

Wherever located, Technical Services oversight remains centralized for firm-wide issues like selection and maintenance of Integrated Library Systems (ILS) and Electronic Resource Management System (ERM). In contrast, specific tasks like check-in and routing remain tied to specific locations. Regardless, it all helps to make the Modern Law Library run.

Shown below are the functions performed by the Technical Services team, as indicated by survey respondents. These are broken out to highlight which functions are preformed centrally versus in individual offices. Interestingly, survey respondents indicated a majority of functions are centralized.



Technical Services departments are continuous problem solvers and solution seekers, analyzing everything (even when sorting the daily mail). In thinking about best practices for the Modern Law Library, Technical Services goes beyond acquisitions, serial check-in and cataloging. Below are additional responsibilities to consider:

Establish Standard Operating Procedures (SOPs)

- Document existing processes and efficiencies
- Maintain SOPs as part of Firm Disaster Recovery Plan
- Document how the physical and technological tools will be utilized to perform outside of the normal parameters and procedures

Relationship with Reference Services

As Technical Services takes on the responsibility of website/portal/ERM maintenance, Reference staff must make time to support Technical Services with content for portal, user feedback, and vendor news (from trainers, reps, conferences, etc.). Keeping Technical Services in the loop is a proactive approach to smooth operations. Technical Services may see solutions to issues/problems that Reference does not see using the existing tools and systems. Reference may have information that will solve a problem facing Technical Services. This relationship should encompass:

- Shared defined responsibilities
- Open communication by sharing best practices between departments
- Consideration for how Technical Services can best support Knowledge Services, and how Knowledge Services can best support Technical Services

Utilize Metrics

Compile metrics from external and internal resources to provide ROI to Management. Develop procedures and discover technology that will consolidate the tasks of compiling metrics from external and internal resources, making it easier and less time consuming.

- ERM Utilization Reports
- Portal User Statistics
- Practice Group Resource Allocation
- Budget Analyst
- Check in/Routing/ Processing of invoice and material statistics
- Cost Recovery



Software Audit on New or Existing Solutions

- Evaluate the effectiveness of existing solutions prior to renewing ongoing maintenance fees
- Identify improvements or additional features/modules to existing systems to enhance productivity
- Consider third party applications/hardware as alternatives

Oversight of Integrated Library Systems (ILS)

- Use system features to maintain standards and quality of data in ILS
- Extend the use of the ILS beyond the management of the collection and the Library
- Utilize the ILS to bridge the gap between Technical Services and collection management
- Continuously evaluate and adjust system procedures to meet the needs of the staff, library, and the firm
- Link existing systems in firm with ILS to assist in the maintenance of routing, user data, and acquisitions

Oversight of Electronic Resource Management System (ERM)

- Facilitate ease of generating reports and retrieving statistics
- Ensure regular maintenance and updates will prolong the usefulness and value of the ERM; necessary for increasing ROI
- Manage Library Contracts and track renewal dates
- Link existing systems in firm with ERM to assist in the maintenance of contracts, password, client/matter validation, etc.
- Collaborate with the vendor to keep resources up to date

The Modern Law Library has not only changed its focus, but refined its structure. Both Reference and Technical Services have identified and embraced new opportunities to provide additional value to the organization.



Section V Embracing Change Management

Change Management is the process and plan for transitioning something from one state to another. The process includes clear steps and expectations and offers support and trainings to the individuals involved. Transitioning a law library to a Modern Law Library requires change management. Simple to understand, time-consuming to implement.

There are changes that can be forecasted, and there are those to which one must react. Changing how the library operates within the firm is a change management process. Utilize metrics and analytics to frame the rationale and highlight goals necessary for improved value. This data can come from an array of sources: Budget, Electronic Resource Management (ERM), User Feedback, and even Associations Surveys.

In the beginning, start with small initiatives or changes to gain momentum. After a few small successes, it is beneficial to develop a plan with clear goals of modernization. When planning for change, whether it be a new innovation or implementing a software upgrade, develop a clear plan with a timeline. Outline the details of each stage in the process to ensure everyone impacted has a clear understanding of what is expected of them and how their deliverables impact the larger project deliverables. Take time to send updates throughout the process. By keeping everyone up to date, assumptions and confusion are kept to a minimum and equally importantly people feel connected to the change that will affect them.



It is well-known that attorneys are not often willing agents for change. When discussing the Modern Law Library and its role in supporting both research and the business of law, it is important for administrators to understand and clearly outline how these changes and solutions will improve the day to day support of both attorneys and management.

Word of mouth is a powerful driving force. With a significant amount of practice area crossover among attorneys, what is done for one practice area or attorney can catch wind amongst other attorneys. This is a very real value-add for the Modern Law Library and supporting the attorney practice of law.

Section VI Essentials of a Modern Law Library

To modernize, both Administrators and Librarians need to consider the new ways the Law Library can bring value to the firm. The core essentials of the Modern Law Library include Innovation, Collaboration, Leveraging Technology, Utilizing Metrics and Communicating Value.

Innovation

The path to Modernization is paved with innovation. Innovation, in the context of the Modern Law Library, is the process of transforming existing resources to support new or different firm functions. Where once a legal information tool was used only for research, the Modern Law Library often repurposes it for other capacities, such as due diligence or risk management. The end result transforms existing resources into new advantages for the firm.



Innovation requires innovators, and innovators think outside the box. They consider how things can be done differently, more efficiently, with added value. They find ways to work smarter, not harder, while developing ways to shift the firm-wide perception of the library as a cost center to that of a business partner. Innovation requires changing habits, improving processes and rethinking the way one works. While there is the chance that these changes will go unrecognized initially, the benefits far outweigh the cost of inertia.

Innovation means not always doing the same thing, not being afraid to try, determining why something failed and giving it another go from a different angle.

- Director of Information Resources, Large Law

Innovation will mean something different to each organization. The most important thing one can do when managing legal information is to develop an annual innovation goal. Here are a several ways to begin the innovation journey:

Highlight the library's value in a new way. Demonstrate the library's increased value by sharing statistics to showcase demonstrable return on investment. Present the library as a time saving tool for attorneys and staff, and a risk management tool for the firm as a whole.

Brainstorm or survey library staff. Host a brainstorming session with library staff or, alternatively, offer a survey. Inviting involvement and creativity is an excellent team building exercise and creates pride in ownership when an initiative is implemented. Host these meetings regularly and focus on specific areas, practice groups or known firm-wide challenges.

Survey users. Frame the survey using the theme of improved customer focus and delivery. Discover what new ways the library can bring value. The survey may return a list of items that may require reverse engineering to determine how to reach the goal.

Gain senior management buy-in. Develop a business case to present to management regarding possible investments in new or expanded resources.

Expand onboarding. Develop new elements to include in the education program for new associates. Establish a library mission statement highlighting how the library supports the firm and attorneys and weave it into onboarding and training manuals.

Develop vendor relationships. Be willing to meet with vendors (new and established) to ensure awareness of new product offerings - aligning those product capabilities and solutions with both the library and organization's strategic plan.

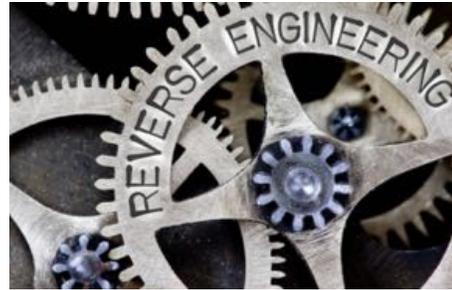
Optimize contract renewals. Prepare differently for upcoming contract renewals by changing the way you have approached contract negotiations in the past. It may include starting earlier, or utilizing new metrics derived from tools such as an ERM. Gather usage, recovery, discount and other available data to determine negotiation goals. Consider engaging a consultant to provide market metrics and negotiate your contracts on your behalf.

Utilize membership libraries. A time and money saver, the delivery of information from a Membership Library can be made to appear as though the information is coming from the firm's own library.

Reduce redundancies. Assess the needs and value of print versus online resources offered by the law library. Research possible alternative options or replacements.

Reduce redundancies whenever possible. Offer solid explanations to end users when making decisions around cutting collections or moving from one format to another.

Apply reverse engineering. Tailor your library services creatively to intersect with the firm's marketing strategy and new clients. The library can help the firm capture new business opportunities and design appropriate resources and services to support changing business initiatives.



To embrace the concept of the Modern Law Library, both the administrator and librarian must not be afraid to push the envelope, question the status quo and showcase innovation.



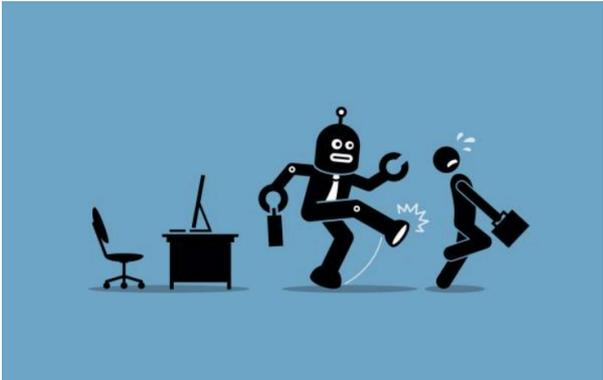
Collaboration

With innovative thinking, the Modern Law Library is better suited to take on new roles by collaborating with other departments. It becomes an integral component within the firm/organization, not only providing information but also aligning with other departments to support strategy. By building relationships, new ways to deliver support to other areas of the firm can be identified. This will, in turn, increase the value of the library.

At the organizational level, the Modern Law Library needs to embrace the concept of the *Linchpin Librarian* - someone that becomes an indispensable and integrated resource within the organization. Whether embedded in a practice group to assist attorney teams or partnering with client development to support business development and increase revenue streams, the Modern Law Library plays a vital role. High-level collaboration and

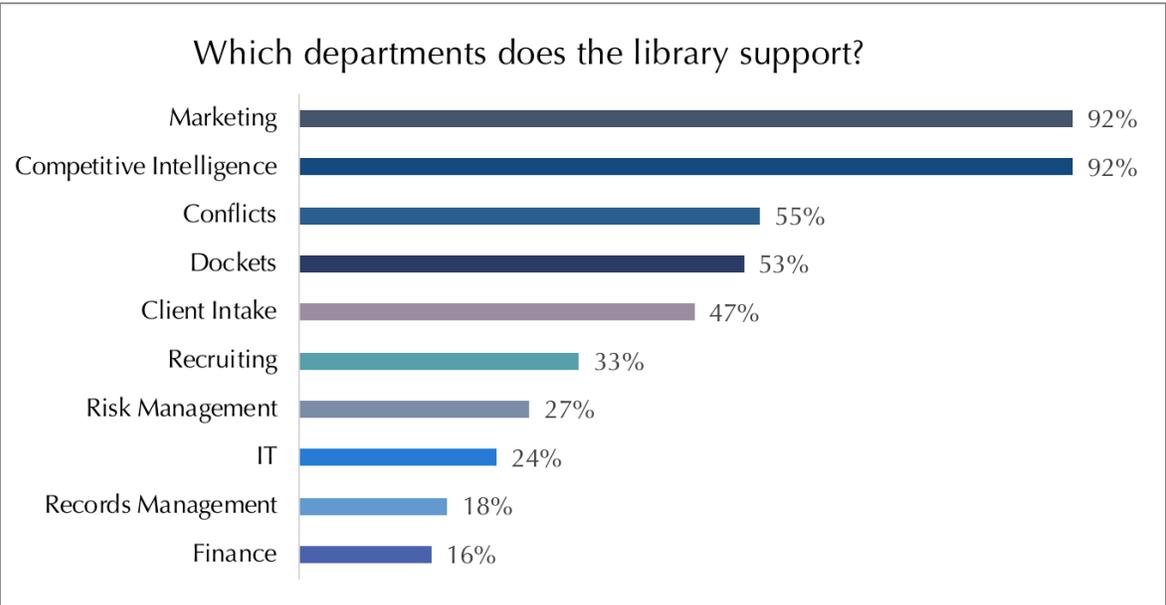
interdepartmental support will chip away at the librarian stereotype and perceived silo mentality by fostering relationship building.

Assessing current organizational structure and firm strategic goals provides a roadmap for identifying who to support, how to support and why to support various areas of the business. Once those questions are answered, the library resources, both financial and human, can be assigned. While it is critical for the librarian to play a significant leadership role in this process, it is essential that all areas of law firm leadership are on board.



Example: How not to collaborate.

Collaborating with department heads allows the librarian to better understand current needs and functions of the department. Feit Consulting’s survey asked participants to indicate which departments or functions the library supports. 92% of respondents indicated both Marketing and Competitive Intelligence as the top areas of support. Conflicts and Dockets followed, 55% and 53% respectively.



While not an exhaustive list for Modern Law Library collaborations, here are several opportunities for both librarians and administrators to consider:

Conflicts Support for New Business Intake

The Modern Law Library may consider adding the function of vetting potential new clients for the firm. This support contributes to risk management, showcases a new way to use information to support the firm and begins to position the Modern Law Library as a trusted partner. Beyond the immediate need to vet potential new clients, this participation gives the librarian another way to keep a finger on the pulse of new business that will likely present additional opportunities for library support.

The Modern Law Library takes information to the next level. Once the conflict search is complete, it is time to consider what resources might need to be added to the collection if a new area of practice has been added to the firm. Examine the practice areas listed below that were not around ten plus years ago.

- Cannabis Laws
- Assisted Reproductive Technology
- Genetic Counseling and Discrimination
- Crowdfunding
- Crypto Currencies
- Tiny House Law



Embedded Librarians or Subject Specialists

Being embedded in a practice group allows the Modern Law Library to support client related research and identify and support business development needs. Librarian attendance at practice group meetings gives the Modern Law Library a deeper view into attorney strategy for client support and business development. Embedding a librarian into a practice area sharpens the librarian's focus and establishes an area of expertise. The modern librarian can use that focus and expertise to provide new levels of support to that practice group. It allows the library to showcase products and services attorneys might not be aware of, as well as taking a proactive rather than reactive approach to identifying resource needs. At the practice group level, the Modern Law Library can have a positive impact on revenue. As a subject specialist, billable time is more likely to be passed on to the client rather than being moved to overhead or written off. These billable and business development metrics are meaningful in proving ROI for library resources and staffing. They should be a part of monthly, quarterly and annual reports to management.

Partnering with Marketing

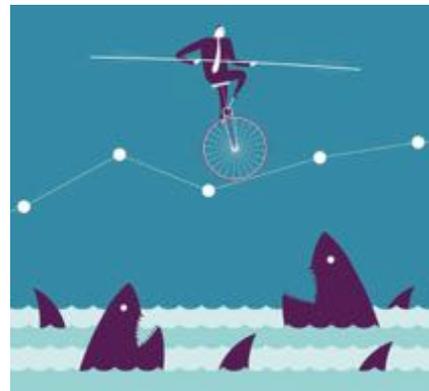
The Modern Law Library can support the marketing staff by identifying and utilizing library resources to support the RFP process for new business and provide Competitive Intelligence (CI) to prepare attorneys for potential client pitches. An essential component is establishing curated docket and news alerts on existing clients, as well as identifying new business opportunities to optimize costly library resources and create cost sharing opportunities between departments.

As many marketing departments move attorneys towards client teams, CI librarians are being called upon to create dashboards with real time data on litigation, deals, intellectual property assets, and company information – becoming an essential part of the marketing team. These CI positions positively impact the firm revenue stream, helping to bring in new business and aiding cross-selling of services to existing clients.

The Modern Law Library can help support current clients by identifying competitors, market trends, legislation and litigation affecting their business. Creating curated newsletters as a part of a current awareness service may be considered an optional billable service. Branding all reports and content compiled and presented by the Modern Law Library outwardly positions the Modern Law Library as an essential partner in this valuable marketing tool.

Risk Management

The Modern Law Library plays an important role in providing the C-Suite with timely and relevant information to make informed decisions and aid in risk management. Establishing the library as the point of contact for due diligence on prospective vendors helps the firm investigate the fiscal integrity of the vendor and verifies the facts they are presenting. This is another great way for the Modern Law Library to show value and another good way to utilize costly online resources often questioned in the library budget.



Lateral Hires and Onboarding

The Modern Law Library should also consider expanding its functions to assist HR in recruiting by vetting the portfolio of business of lateral attorneys under consideration. Additionally, supporting the onboarding process of new attorneys, providing training and library orientation is a collaboration opportunity.

Knowledge Management and Information Technology

Building on knowledge of search strategy, taxonomy and attorney research patterns, the Modern Law Library is best suited to work with IT to help manage a firm's knowledge assets. Librarians easily fill the role of evaluating and implementing Knowledge Management (KM) solutions to enhance the storage and sharing of knowledge, to improve workflow and help further the organization's strategic plan.

In Feit Consulting's interviews with firm and IT administrators, it was shared that they sometimes felt librarians shied away from being the point person for solutions other than online services offered by Lexis, Westlaw and BBNA. Oftentimes solutions are identified by attorneys or IT who do not have a clear understanding of how these ancillary products fit together, nor understand whose budget will be impacted by the solution, or in some cases if they are duplicative.

“When introducing new technology...software solutions need to be piloted to identify issues prior to release. Identify beta testers, create procedures and identify workflow that will be changed. Work with, not against your IT folks and remember training is important.”

- *IT Administrator, Large Law*



The Modern Law Library teams up with IT, working together to ensure library-related solutions can be supported by and/or fit within the overall IT strategy for the firm. Partnering with IT to help identify software solutions and help facilitate relationships with existing library vendors is essential. Many online vendors already have KM, data analytics, artificial intelligence, litigation support and CRM solutions available for implementation in other departments in the firm. The Modern Law Library serves as a conduit or touchpoint for these vendor introductions. The Modern Law Library may consider offering to be a beta tester for new software under consideration by the IT Department. It can also help IT identify software solutions that might improve delivery of legal services and improve workflow.

Software are solutions for the Modern Law Library begin with a high-level review to ensure that the library software under consideration fits well within the overall IT plan for the firm. Tech solutions are costly decisions that require buy-in from administrators, CIOs and CFOs. By partnering with IT, the Modern Law Library will

have a seat at the table and will be well-positioned to discuss new expenditures and investments with the leadership team.

The Modern Law Library strives to change the way the library is viewed, identifying new collaborative roles and embracing change in ways that demonstrate the Modern Law Library is innovative and capable of far more than the perceived basic research of the past.

Leveraging Technology

Technology continues to be a powerful driver, offering up efficiencies in both the access and delivery of information. At the same time, libraries are facing unprecedented challenges due to pressure of increased resource costs, declining recovery rates, the possibility of being outsourced, and doing more with less. In the Modern Law Library, administrators, CIOs and librarians join forces and recognize ways that current IT resources can be better used to support the changing library needs. Additionally, there is no better time to entertain new library software options than while IT is searching for the latest technology improvements. Shedding light on technology that can cross over various areas of the business is a win for all departments involved.

“A modern library can be accessed anywhere, anytime. It uses technology to create efficient processes which help clients access content when needed.”

- Solo Librarian



Technology offers librarians the opportunity to innovate, streamline processes, measure success, and better align services with the priorities of the firm or organization. If utilized properly, technology can serve as an avenue for librarians to reinvent themselves as visible, valuable, and essential partners in the business of law.

The utilization of technology can assist with tackling big data, pushing curated content to a client team dashboard or ensuring your ILS or ERM is meeting expectations. Consider the possibilities; a simple upgrade can be a worthwhile investment to optimizing the use of a current solution.

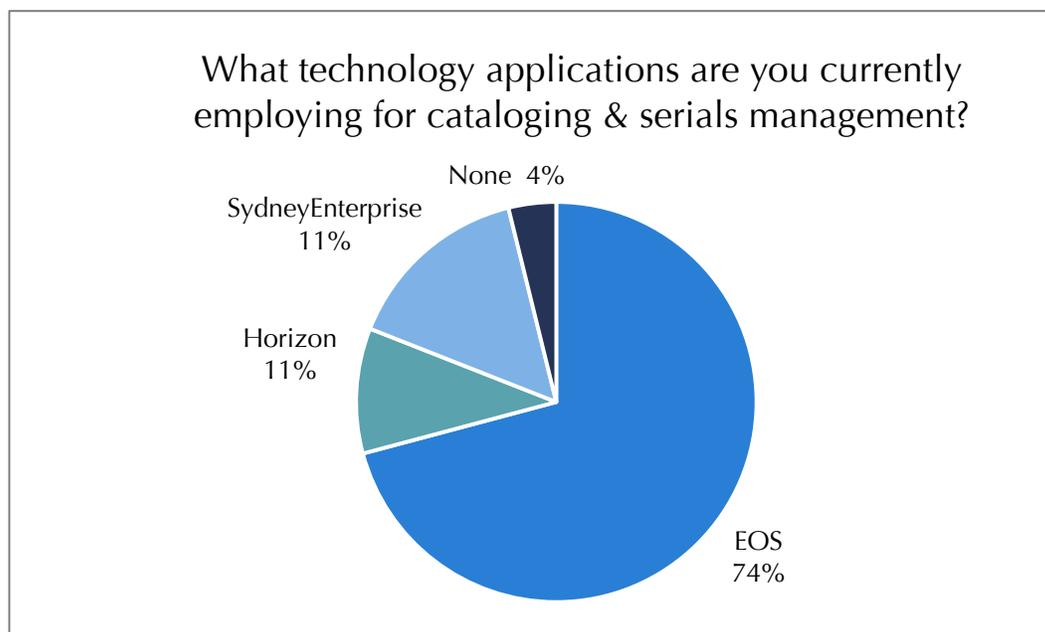
Shared here are the various technologies a Modern Law Library must assess and evaluate for use in the organization. As firm needs and technology change, re-examining these options on a continuous basis is a component to modernization.

Integrated Legal Information Systems (ILS)

ILS have long been the backbone of library support as an enterprise resource used to track purchases and record invoices, items owned and patron use. The ILS should never fall into the one and done category of library purchases. Once a static resource to record library holdings, today's ILS is a series of integrated modules allowing the Modern Law Library (depending on the ILS) the ability to plug in membership library content as its own, embed URL links for accessing electronic content, create specialized databases of firm knowledge, and run sophisticated reports to monitor costs and demonstrate ROI.

The ILS, while an expensive purchase for any library, is essential to supporting the functions of a Modern Law Library. The thought of a major upgrade or change of an ILS can be daunting. When evaluating and purchasing an ILS, include both present and future needs in the equation. What are the plans for the Modern Law Library and how can the ILS grow to support future strategies and initiatives?

In Feit Consulting's Librarian Modernization Survey, respondents identified the following ILS systems in use:



Included in Appendix I is a checklist helpful when considering an ILS.

Electronic Resource Management System (ERM)

As publishers move away from print to electronic resource delivery, the costs of publications and negotiated seat licenses continue to escalate. For the most part, publishers of electronic subscriptions include few metrics to measure usage. As a result, ERMs are essential in the library arsenal of tools.

The data analysis and insight that an ERM tool provides in evaluating electronic subscriptions for renewal or cancellation may in fact help to offset the actual costs of the ERM purchase. In terms of contract negotiations for electronic subscriptions, ERMs provide raw data regarding actual usage of online vendors. This is powerful information and can help guide your decisions on whether to retain or cancel an expensive subscription, or serve as leverage for negotiating lower fees if usage is low.

ERMs have morphed beyond just monitoring electronic subscriptions. They are multi-functional in support of tracking reference requests, aiding client matter validation, etc.

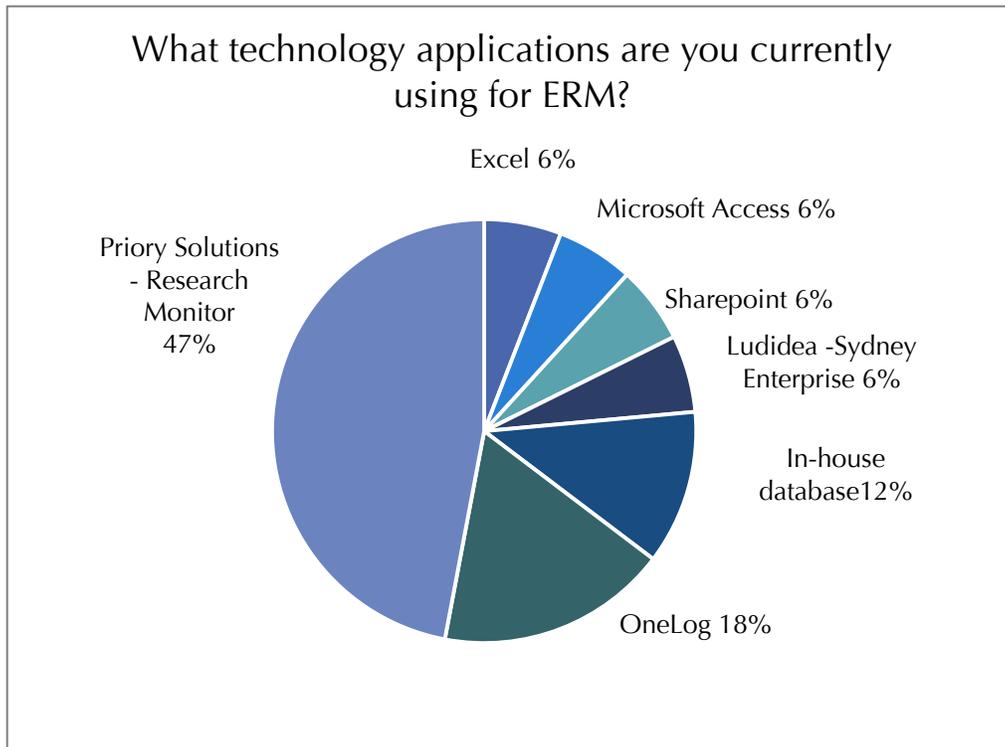
In the Modern Law Library, one needs to be able to produce and analyze real-time data on online subscriptions and library services to demonstrate how they are being utilized. But ERMs have morphed beyond just monitoring electronic subscriptions. An ERM is a robust tool that has a myriad of capabilities, allowing one to:

- Manage contracts.
- Review research queries within databases to identify user training needs.
- Utilize password management, allowing users instant access to firm-wide resources.
- Identify the top users of online resources to inform them of database enhancements and additional training.
- Analyze usage, allowing the library to market any under-utilized online resources.
- Avoid out-of-contract costs by including warning screens and messaging in online databases to direct your users to alternate resources when they go to excluded content.
- As many ERMs allow for client/matter number validation, track and bill clients for time spent performing research on databases.
- Promote mobile research and access to online resources and passwords.
- Track research and reference queries with online submission of research requests, which provides a centralized place to manage library research requests and allows for easy reporting of statistics.
- Track metrics that make it easier to communicate the value of the library to firm management.

The key players in this space are Priory Solutions (ResearchMonitor), OneLog, and Lucidea (LookUp Precision). As described above, the ERM product suite is robust. Not all modules are necessary initially. Reassess after implementation to determine the value of the metrics derived. Understanding and promoting the learnings will make future ERM module

purchases easier for management to understand because they are already seeing the power of the tool.

In Feit Consulting's Librarian Modernization Survey, respondents identified the following ERM systems in use:

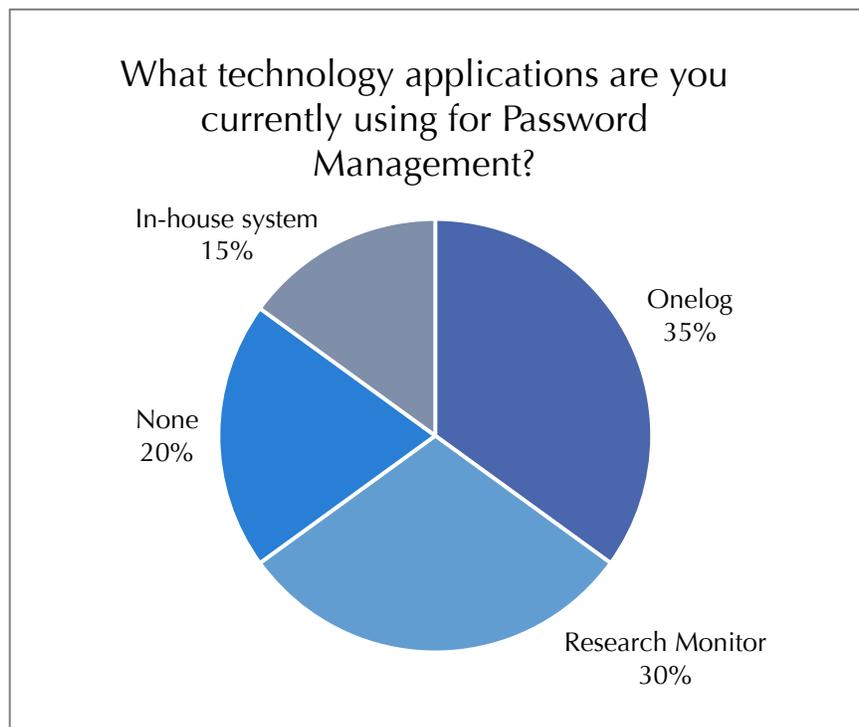


Included in Appendix II is a checklist for evaluating ERM options.

Password Management

Password management, if not created in house, is often a module of the ERM system. Explore the possibility of integrating the password module into the firm's intranet, enabling staff to access passwords as part of their profile. Not all password management systems are created equal and one will need to evaluate what works best for the firm or organization. Check with the IT Department and verify if Active Directory is in place and can be utilized to streamline password management. Determine if the password management system under consideration is compatible with the existing IT structure and can be pushed to the firm intranet. The goal is to streamline access to passwords across the organization, not cause road blocks by incorporating disparate systems that do not talk to each other.

In Feit Consulting's Librarian Modernization Survey, respondents identified the following password management systems in use:

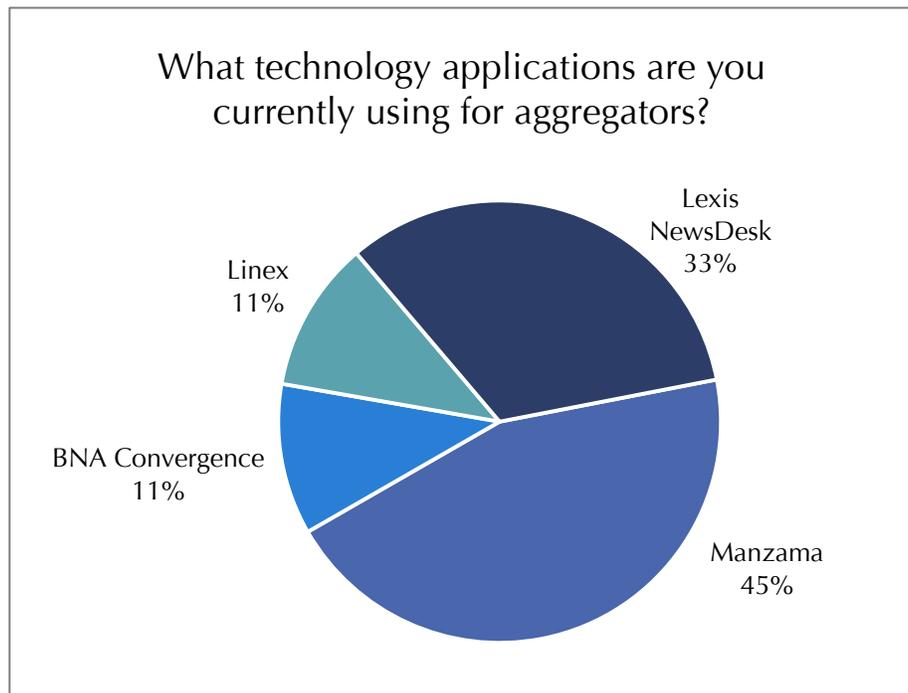


Aggregators

Long a marketing tool of the library, client-focused news and docket alerts are a value-added library service providing real time information for attorneys to use for client contact. While valuable as a library service, the management of alerts is time and labor intensive. As information proliferates, the library no longer has the option of flooding firm mailboxes with alerts, adding to the information overload of those attorneys the library is trying to help. Alternatively, an alert that is accessed a week after it is sent provides value to neither the library nor person receiving the information.

Recognizing the need for targeted, curated information alerts created an opportunity for vendors. How an aggregator organizes, creates and pushes out alerts are all things to consider when evaluating an aggregator for purchase. Will the aggregator under consideration work with subscription content? Can the content be pushed out to mobile devices? Vendors are actively working with modern librarians to show how this new technology solution can be leveraged in a way to show ROI and mitigate the expense of the purchase. Time is money and the ability to curate content and streamline workflow of the library current awareness service is worth investigating.

In Feit Consulting's Librarian Modernization Survey, respondents identified the following aggregators in use:



Mobile Applications

The Modern Law Library provides information and support regardless of where the patron is located. Mobile content, while exciting, also needs to be accessible in full format. Additionally, the ability to track usage on mobile devices is essential to Modern Law Library metrics.

“I like being able to read my alerts and routings wherever I am, but it is frustrating if I can only see headlines and not access the full article because I need a password.”

- *Attorney, Large Law*

Artificial Intelligence

Artificial Intelligence (AI) has been around since the 50's, ebbing and flowing with success and failure as research and development continues. The Modern Law Library is no stranger to AI, because it is the algorithmic approach to natural language searching on Lexis and Westlaw. Until recently, AI was utilized by law firms subscribing to software that incorporated it for document review.

The advent of e-discovery has shown that AI is an important solution in the legal industry and will continue to be implemented into the framework of managing legal information. Today's law firms are using AI to create their own tools and solve long-intractable problems. It is imperative that the modern law librarian keep abreast of leading AI technology as it becomes accepted as the new industry standard. Legal information professionals have a unique understanding of their organization and an ability to recommend and train attorneys in the use of AI solutions.

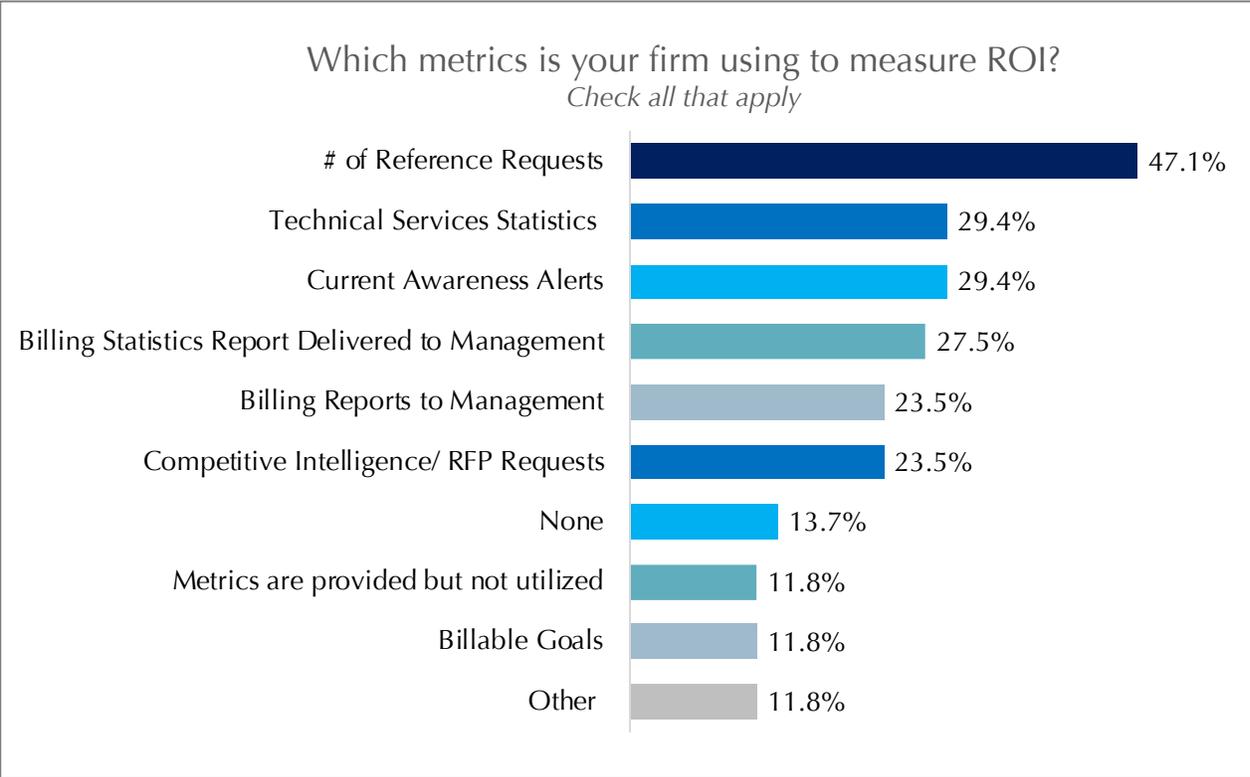
As more online vendors add AI options and analytics to their products, the Modern Law Library must take the lead in presenting solutions to practice groups and departments that will benefit most. This is a new niche for the Modern Law Library. Ride the wave and create it.

Utilizing Metrics

The concept of the Modern Law Library goes hand in hand with running your library like a business. Running a business requires being fiscally responsible and profitable.

Metrics are tools that can be utilized for monitoring usage, adjusting a law library’s portfolio of products and content, and are instrumental in reporting usage and trends. Utilizing metrics provide an accurate measure of ROI and showcase the true value of content and services provided. Additionally, metrics provide concrete data for leverage in negotiations, whether contracts or staffing.

In Feit Consulting’s Library Modernization Survey, respondents were asked to indicate which of the following metrics they use to monitor ROI. The number of reference requests was by far the most utilized.



Prioritize which tools are within the current scope of available resources (time and personnel), which tools are within the firm's or library's budget, and which tools may require the development of a business case for acquisition in the future.

Consider the following metrics:

- Budget
- Statistics: Reference & Technical Services
- ERM Reports
- Billable Hours
- User Feedback
- Billing Invoices & Cost Recovery
- Association Surveys



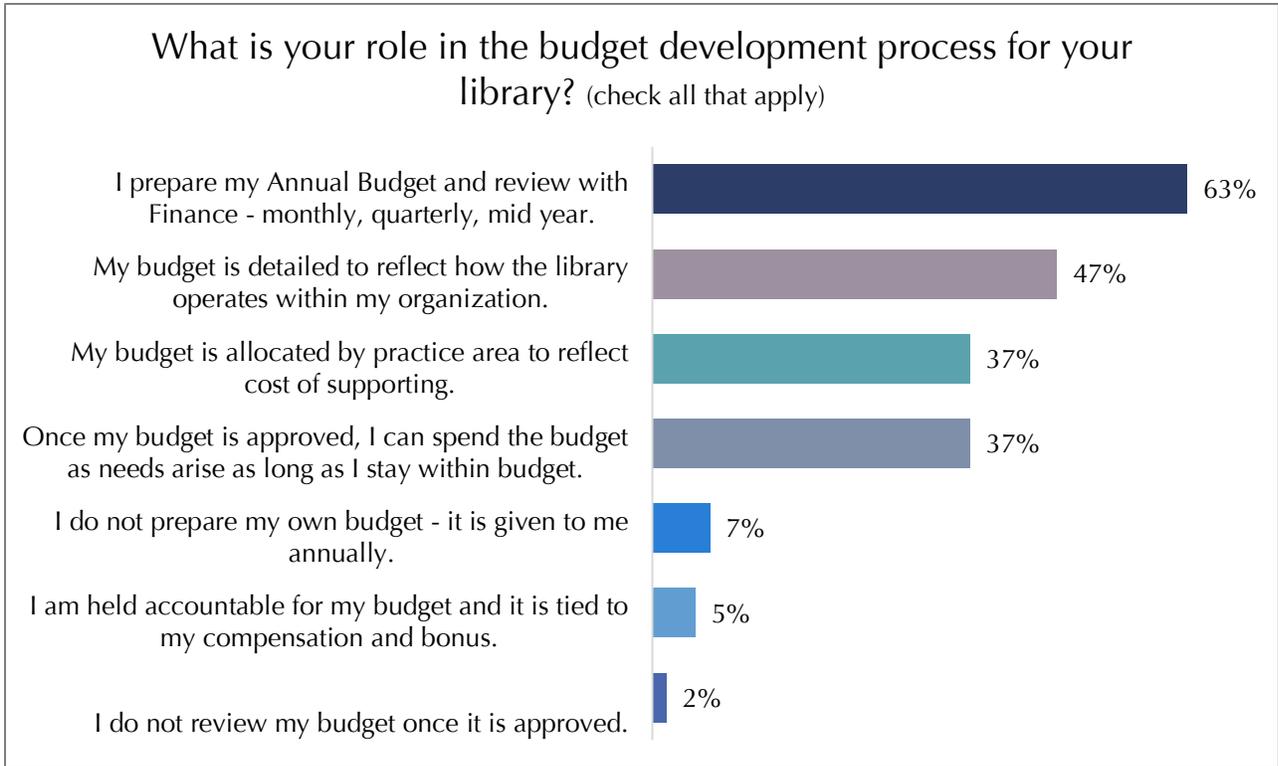
Budget

A well-developed budget can serve as a metric tool in itself throughout the year. It defines the library's goals and can be utilized to measure progress. It allows one to measure whether funds are being spent as planned, and whether costs were accurately budgeted.

If the library is to be viewed as fiscally responsible and a gatekeeper of the firm's bottom line, analyzing spend and revenue to accommodate changing needs should be ongoing and a part of library modernization.

The budget lines reported to Finance are often rolled up into a higher-level budget. The library budget should be a clear reflection of the actual library revenue and expense. Included should be sub-budget lines that reflect the detail necessary to explain the total library operation. In working with Finance, the result should be fine-tuned monthly reports. Beyond informing both the administrator and librarian, these reports demonstrate the fiscal responsibility of the Modern Law Library.

To understand the role of the library in the budget process, Feit Consulting asked survey participants for an explanation of their role. A majority surveyed prepare and monitor their budgets either monthly, quarterly or mid-year, indicated by 63%. Informed budgeting is critical for operating your library like a business.



Library managers should be in the know. Continuously collecting data and preparing a budget to meet identified needs is the mark of a fiscally responsible business owner. Below are considerations when preparing a law library budget. Thorough budgeting leads to successful planning and operations. Asking questions and investigating potential financial impacts is critical to accurate budgeting:

- Does it reflect the organization’s strategic initiatives?
- Am I capturing and monitoring all revenue streams?
- Am I capturing all costs?
- Am I playing it safe or taking a risk for greater returns?

Shape the budget with new solutions to match the organization’s anticipated needs in the coming year. Optimize the utilization of financial information, both expense and revenue, in running the library as a business.

As a business unit within the firm, the Modern Law Library should be instrumental in driving the firm’s strategic plan. As annual budgets are prepared, the expense of resources and initiatives should be evaluated to make sure they are in support of the firm’s or organization’s strategic plan.

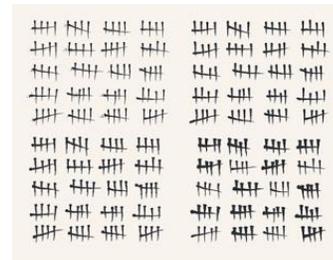
Operating a Modern Law Library requires looking beyond the dollars associated with anticipated expenses. Timing of payments affects the firm's cash flow. Consider if the timing of invoice payments are truly reflected in the library's budget.

Statistics: Reference & Technical Services

Compiling statistics by type of questions, practice group and users provides intel for identifying heavy users of library services. Those heavy users can be rallied as library champions when support is needed to get budgets passed, purchase new products and support new initiatives. These same statistics can also be used for administrators wanting practice area feedback on the value of library services.

Run statistics on Technical Services such as:

- Items Cataloged
- Number of Alerts
- Items Processed
- Items Checked In
- Items Routed



Such statistics not only illustrate the value of what the library does but can be used to justify non-billing positions. Utilize these statistics in annual reporting to management, or in marketing the services and solutions of the library.

ERM Reports

As budgets shrink and resource costs escalate, utilizing ERMs to actively monitor practice group resources and changing content is a go-to metric tool for collection management. The reporting capabilities are useful in annual budget preparation. Being able to show infrequent usage to an attorney who swears they cannot live without a resource may support the eventual cancellation of little used, costly items.

In terms of contract negotiations for electronic subscriptions, ERMs provide raw data regarding actual usage of online vendors. This is powerful information and can help guide decisions on whether to retain or cancel an expensive subscription or serve as leverage for negotiating a lower fee if usage is low. The data analysis and insight an ERM provides in evaluating electronic subscriptions for renewal or cancellation may in fact help to offset the actual costs of the ERM purchase.

An ERM allows for pulling reports and charting usage with ease based on a wide variety of criteria, including office location, practice group, individual user, and date ranges. The canned reports allow for great flexibility of charts and graphs to help explain to management library expenses, especially at budget time.

Billable Hours

Not all law libraries bill for research services, however billing for library time is powerful for illustrating use and ROI. Work with Finance to obtain monthly billing reports. Analyze these monthly reports to learn which attorneys are billing library time and which are not. This information can serve as a starting point for conversations with attorneys to explain the value of library services. For some, the title of librarian is not optimal for client billing and may warrant a change in title for billing purposes.

Seeking out new ways to recoup billable hours is a core element of library modernization. Feit Consulting's research found that 94% of libraries that deem themselves "modern" are billing for their time.



User Feedback

Another real time metric used in the Modern Law Library is user feedback. While the library provides many services, soliciting user feedback is valuable in determining what is and isn't bringing value. User feedback is a vital component in the Modern Law Library's Annual Report to management. Methods of User Feedback include:

- Conducting surveys to gather input from particular practice groups or the entire firm.
- A simple "how are we doing" at the end of every fulfilled library request.
- Holding focus groups for new initiatives.
- One on one interviews with users to gather input on a certain topic, product or content use.

Billing Invoices & Cost Recovery

Billing statements from Westlaw and Lexis were reported to be the most important tool for assessing usage and cost recovery. Monitoring usage can inform the modern librarian on what education is needed for users. Reviewing costs and catching errors in advance can eliminate billing debacles before the cost hits the client's bill. Additionally, reviewing costs and usage aids in understanding the value of content by vendor and is beneficial in negotiating new contracts. Work with Finance to procure monthly billing reports for cost recovery.

Association Surveys

With the recent publication of the 2017 Biennial AALL Salary Survey & Organizational Characteristics, valuable metrics regarding salary, staffing patterns and librarian-attorney ratios are available, allowing you to benchmark your library. This is an excellent resource for evaluating staffing and salaries at your firm against the market. Staffing and salary metrics are important and should be continually analyzed. If new services and support is to become a goal of the Modern Law Library, staffing and salaries should be appropriately matched.

Communicating Value

The Modern Law Library can benefit greatly from producing an internal marketing strategy that includes library specific events and library branded collateral. Used appropriately, this strategy will provide opportunities to market the library, highlight library services and generate awareness of the libraries evolving value. Including vendor supported activities and promoting industry events such as National Library Week encourage participation, bring attention to services, and peak interest all while promoting the library and vendor solutions.



Modern Law Librarians can host internal activities such as presentations, workshops and webinars. Individual departments within the firm often have scheduled meetings on a regular basis. These departments are inherently organized into groups with specific research needs and are often receptive to short presentations on what the library can offer.

This is a wonderful opportunity to craft a presentation, workshop or webinar for that specific department and promote the value of the Modern Law Library. Position the library as a knowledge center delivering time and cost saving options. Users should view the library as an asset that generates revenue and supports the goals of the organization as a whole.

During the orientation process, all new firm members should be made aware of the value of the law library through promoting the many supporting functions the library provides. Market the Modern Law Library as a go-to, indispensable and integrated resource within the organization.

Success breeds success; word of mouth can be a driving force. With a significant amount of practice area crossover among attorneys, a beneficial outcome for one practice area or attorney can attract other attorneys or practice groups. Additionally, communicating or promoting enhancements can later win over groups or individuals who may be change averse.



Even with successful innovation and collaboration, a Modern Law Library can fail if not properly promoted in the organization. Management must believe the efforts in progress are yielding a positive effect and benefitting ROI. For both administrators and librarians, it is beneficial to be able to share where and in what ways money was saved or profit enhanced. Include statistics to showcase concrete value. Highlight the library's new value to the whole firm. Management must understand how library changes and solutions have improved the day to day productivity of attorneys and management. All the success of the modern library is worthless if management is unaware.

Section VII Additional Considerations

A few more tools and resources to consider on the road to modernization include:

- Contract Management & Renewals
- Membership & CLE
- Business Case
- Succession Planning

Contract Management & Renewals

A firm's legal information collection is typically a by-product of many random organic events. Decisions were based on varying vendor relationships, strategies and personnel. The need for regular audits and culling of unnecessary or over-priced products is critical.

Conducting a *Collection Audit* is one aspect of optimizing legal information resources. Consider having the library survey the heaviest users or talk with practice groups, individuals, information managers and/or IT directors about which products they are interested in procuring. Specifically inquiring, "*What resources are missing that could add value or efficiencies?*". By eliminating redundant or unnecessary resources, there is freed up dollars to procure relevant products.

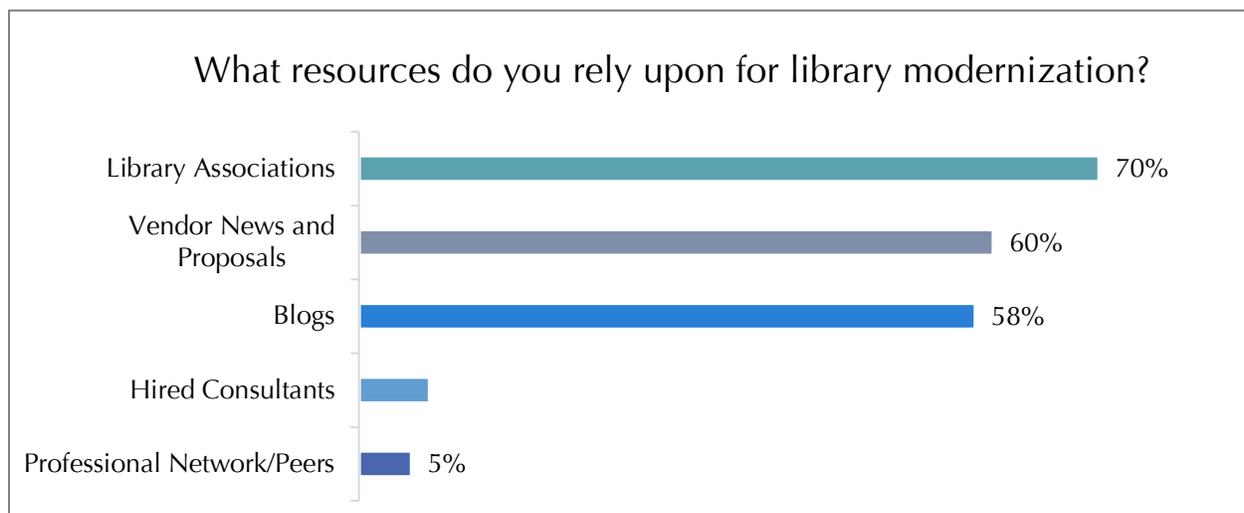
When annual contract renewals come up, it is not enough to look at the renewal, approve the % increase and sign on the dotted line for another 1 to 3 years. Vendor content is constantly evolving as are the needs of the organization. Is your firm moving into an emerging area of law? If so, then make sure the contracts being renewed include resources and licenses that can support those needs.

Develop or revise the firm's legal information strategy. Contract expiration dates can serve as a target date, however the process of preparing for contract negotiations begins far in advance. For firms planning to retain current vendors, eight to twelve months in advance to develop a negotiation strategy and collect data on internal metrics is sufficient. Organizations considering the elimination of a vendor need to prepare further in advance, twelve months to two years depending on the vendor. This allows for troubleshooting content issues, gaining buy-in and a soft switchover.

Part of contract negotiation preparation includes collecting information on the internal metrics of the firm. Internal metrics such as number of users, usage, costs to support, and how these have changed at your firm since the last negotiation are critical for assessing and strategizing leverage for negotiations. Lastly, consider having the firm's legal information contracts benchmarked to ensure current pricing is on par with the market. For more information on contract negotiations and optimizing results, check out Feit Consulting's white paper, [Optimizing Legal Information Pricing](#).

Membership & CLE

Modernization requires librarians and administrators to keep abreast of the latest trends. In asking survey participants where they go for resources and information, Membership Associations figured prominently by 70% of respondents. A Modern Law Library supports staff enrichment and continuing education. Librarianship is an ever changing, ever evolving profession. Association meetings and annual conferences present timely information and present the opportunity to connect with colleagues on what is and is not working at their firm. Membership and CLE of each staff should be included in the annual library budget as well as being included in the staff's annual goals and objectives.



When considering membership, not everyone needs to belong to the same association. Spread the dollars out to reflect staff preference and specialties: AALL, SLA, SCIP, local chapters to name a few. This allows the library to access multiple resources. In planning projects and initiatives, look to webinars, annual meetings, white papers and colleagues for information and best practices.



Often times, webinars are low cost or free as part of membership and can be assimilated into the work day easily. Webinars require no hotel or travel expense. Local association meetings or after-work meet and greets may also be valuable networking events.

Annual Meetings and educational events provide opportunities to network, demo new products, discuss new services among

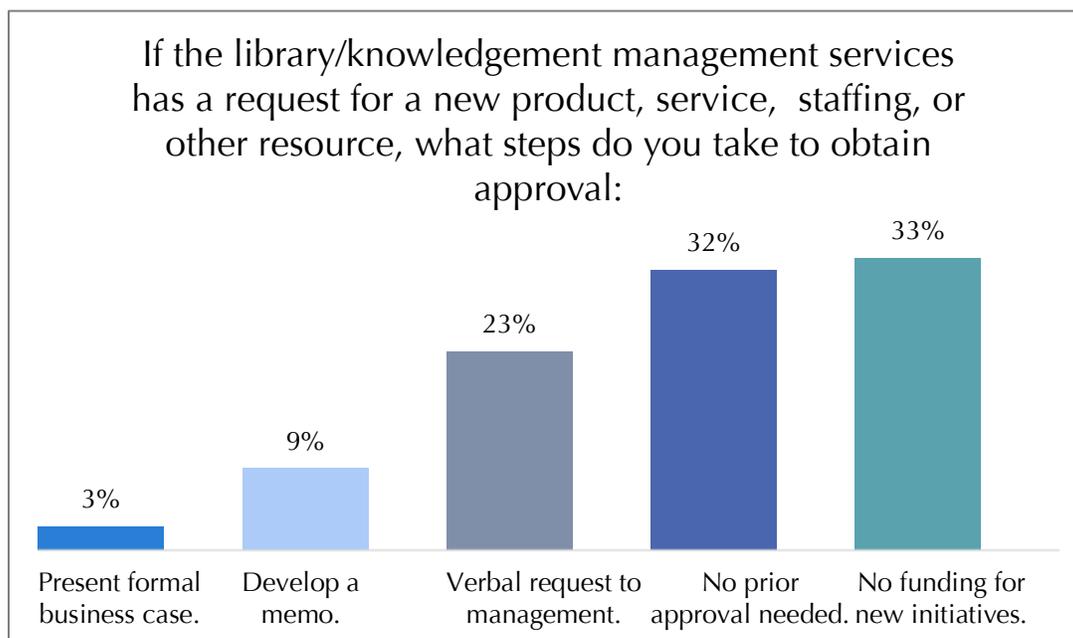
peers and often spur on new ways of thinking. In a profession where knowledge and information are at the core, management should consider supporting attendance at these events if the Modern Librarian is able to clearly define the benefit to the firm.

Business Case

Another effective and essential component to building a Modern Law Library is a comprehensive business case. This serves as a useful tool for the librarian to present an idea to their administrator and furthermore an administrator being able to share it with the management team (depending on the size and scope).

A solid business case is the product of an issue being thoroughly researched and all possible solutions considered. Emphasis is placed on how the proposed change will improve the bottom line for the firm. Highlight innovation and collaboration. As much as possible, utilizing metrics and concrete data helps to illustrate a clear need and how the proposed improvements will fill this need.

The Modern Law Library Business Case should include the factors driving the reason for the proposed idea and identify the problem to be solved. Specificity and clarity are essential. Include a financial analysis with competitive alternatives. State all options and include recommendations for resolution. Provide back-up documentation. Survey or interview current or potential users or recipients of the proposed idea to provide additional support for the business case.



Following is a proposed list of components to include in the Modern Law Library Business Case:

- Executive Summary: Recap of objectives, proposed solution, benefits, costs, and timeline
- Objectives: What are you trying to achieve/change? i.e., current state/future state
- Analysis: Including cost benefits
- Conclusion: Recommendation and next steps
- Appendix: Supporting documents



Budget season can serve as an optimal time to deliver business cases. Feit Consulting asked survey participants to share what steps they take for new initiatives. Surprisingly, less than 15% develop a memo or business case. When planning new initiatives, do not expect more money or support without giving management an explanation. Utilize the power of the business case. Explain the proposed change, emphasize the benefit to the organization, and express costs in terms of ROI. Do not be put off if asked to tweak the business case. Questions about the business case equates to being taken seriously.

Initiatives for which developing a business case might be worthwhile:

- ✓ *ERM*: If an ERM is not already in place, it may be time to consider.
- ✓ *Content Aggregators*: Influencing the firm's bottom line with current awareness on clients and potential business.
- ✓ *Library Membership Fees*: Save on subscription costs, fill content gaps at a lesser cost, access to archival and historical collections and just-in-time document delivery.
- ✓ *New Software*: Consider software that offers newer efficiencies, extensive analysis and taming big data.
- ✓ *Outside Services*: Budget for consultancy services or to purchase resources that will provide critical insights on pricing, creating efficiencies and library modernization to name a few. Tap into Feit Consulting's white papers or similar resources.
- ✓ *Conferences and Events*: Be thoughtful about conference attendance. Research who may also attend and use these events as valuable networking opportunities. Specialized topics covered by ILTA or the Ark Group offer valuable takeaways on timely topics that often affect a firm's bottom line. Discounts may be available for multiple firm attendees.
- ✓ *Staffing*: Identify needs related to staffing and develop substantiating documentation. Creative approaches with mixes of temporary staff, consultants and contract employees demonstrate an understanding and appreciation for budgets and planning.

Succession Planning

A Modern Law Library should always be ready to react to the unexpected and provide uninterrupted service to the organization. Draft a succession plan and revisit it often. The final document should be akin to a disaster preparedness plan that documents standard operating procedures (SOPs) and is open ended to account for organizational change. A well-developed succession plan includes input from key staff including Human Resources, emphasizing the proactive approach being taken.

A succession plan includes an analysis of key positions. It identifies potential internal candidates who are suitable for promotion should a vacancy arise. It assumes training and cross training are regularly occurring and that 360 reviews are in place and mentors are identified and being utilized on a regular basis.

Good succession plans leave successful legacies. Succession planning allows the Modern Law Library to remain agile, but most importantly, it allows the Modern Law Library to seamlessly continue supporting the firm well beyond current leadership.



PLANNING

Section VIII Going Forward

“A Center of Excellence (COE) is a team, a shared facility or an entity that provides leadership, best practices, research, support and / or training for a focus area.”

– Mark O. George, *The Lean Six Sigma Guide To Doing More With Less*²

The top challenges facing law firms today have little to do with actually practicing law. As costs and expenses rise and revenue drops, law firms are facing major hurdles in efficiently supporting everyday business practices in a cost-effective manner. From this the Modern Library emerges.

By moving towards a COE approach, the Modern Law Library can provide “sufficient and easily accessible legal and business research” so that decision makers have intelligence to make informed decisions for positive results.

Both librarians and administrators have a role in Library Modernization. Today’s Librarian is no longer just the keeper of books, but instead a conduit by which information flows to the organization. The Administrator holds the power to enable the library to move towards modernization, providing the librarian a seat at the table and leading the charge to embrace change and champion new initiatives. Together they can create positive disruption to enhance support for the business of law, while increasing the value of a current resource (the Library).

For the Administrator, begin by providing space for the librarian to be heard and allowing the librarian’s unique skillset to be considered in new ways. Review what current metrics and reporting is in place that could be up-leveled. For librarians, begin with examining what small changes can be made.

Library Modernization is to be seen as an approach, not a destination. The target or end goal is continuously moving. In the Modern Law Library, both administrators and librarians are committed to process improvement and an investment in time to implement change. It is the mindset of committing to continual growth and change in how a library functions.

Contemplating old habits and facilitating necessary change brings about new alternatives and solutions for improved value. The new value offered by the library will move management and attorneys to see the library in a new way.

Embody modernization.

² Mark O. George (2010), *The Lean Six Sigma Guide To Doing More With Less*, John Wiley & Sons.

Appendix I

Selecting an Integrated Library System (ILS) Checklist

Function	Description
Pre-planning	<ul style="list-style-type: none"> ▪ Perform needs assessment ▪ Perform staffing and workflow assessment ▪ Investigate various products ▪ Confer with IT Department
Vendor Vetting	<ul style="list-style-type: none"> ▪ Investigate company background and experience ▪ View live demonstration of product ▪ Contact current customers for references
Technical Specifications and System Requirements	<ul style="list-style-type: none"> ▪ Local or SaaS ▪ Network requirements supplied and checked ▪ Hardware requirements supplied and checked ▪ Workstation requirements supplied and checked ▪ Browser requirements supplied and checked ▪ Specifications for mobile devices supplied and checked ▪ Compatibility checked with barcode readers, scanners, and printers ▪ Integrates with Library website/portal ▪ Supports MARC data compliance and Z39.50 ▪ Integration with existing systems (Accounting/HR/ERM/Citrix) checked ▪ IT Department supplied with Technical Specifications
Access Control (Security)	<ul style="list-style-type: none"> ▪ Security protocols supplied and checked
Costs	<ul style="list-style-type: none"> ▪ Installation: data migration, testing, training ▪ Hardware / software ▪ Peripherals: Barcode readers, scanners, and label printers ▪ Licensing, maintenance agreement, upgrades ▪ Optional modules/features ▪ Discounts
Installation	<ul style="list-style-type: none"> ▪ Installation procedure and estimated timeline supplied ▪ Pre-implementation procedure supplied and checked ▪ IT Department notified about timeline and schedule

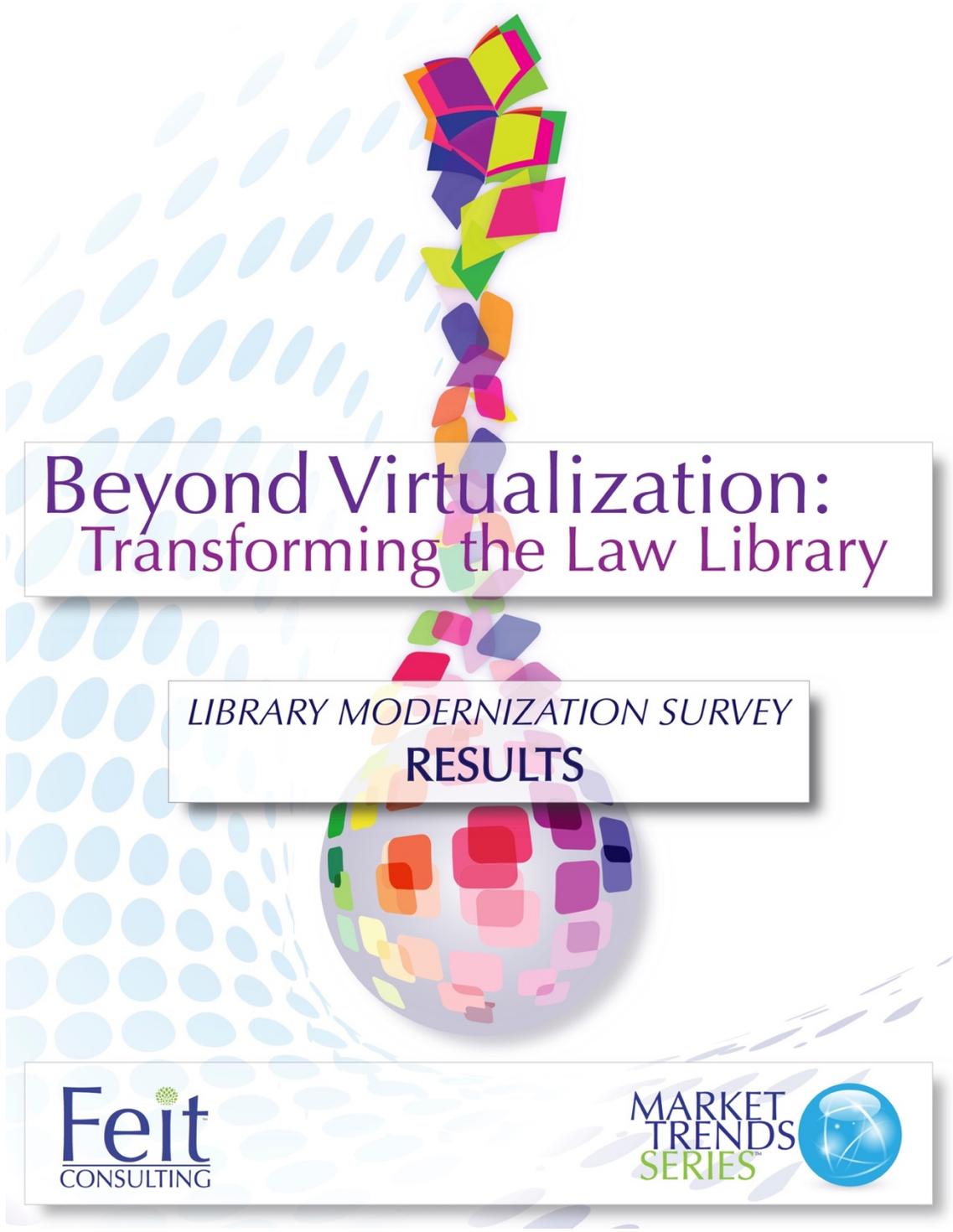
Features / Modules	<ul style="list-style-type: none"> • Modular or full feature system • System is functional and flexible • System provides connectivity to internet and local data • Includes quick and powerful search options • Fulfills needs noted in assessment and improves material access and processing • Basic and optional features/modules available: cataloging, circulation, acquisitions, serial management, OPAC, ILL, vendor management, borrower management, electronic content management, research tracking • Provides real time metrics and oversight with Admin dashboards • Integrates with Library intranet portal, ERM, HR and Accounting systems • Able to customize access to system features, functions, and workflows
Usability	<ul style="list-style-type: none"> • Displays are friendly and intuitive • Easy to use navigation • Seamless movement between functions • Able to import / export in various file formats • Easily and quickly customize forms, reports, edit screens, and query screens
Reports	<ul style="list-style-type: none"> • Prepackaged and custom report options in all modules and between modules • Offers display options: bar charts, pie charts, line charts • Prints reports to screen, printer, and file
Support Services	<ul style="list-style-type: none"> • User manuals available in print and online • Training options explained: initial installation and ongoing, online and onsite • User groups and forums • Helpdesk hours, costs, response time

Appendix II

Selecting an Electronic Resource Management System (ERM) Checklist

Function	Description
Preplanning	<ul style="list-style-type: none"> • Perform needs assessment • Perform staffing and workflow assessment • Investigate various products • Confer with IT Department
Vendor Vetting	<ul style="list-style-type: none"> • Investigate company background and experience • View live demonstration of product • Contact current customers for references
Technical Specifications and System Requirements	<ul style="list-style-type: none"> • Local or SaaS • Network requirements supplied and checked • Hardware requirements supplied and checked • Workstation requirements supplied and checked • Browser requirements supplied and checked • Specifications for mobile devices supplied and checked • Confirmation that ERM works with existing systems (accounting/HR/ILS/Citrix) • IT Department supplied with Technical Specifications
Access Control (Security)	<ul style="list-style-type: none"> • Security protocols supplied and checked
Costs	<ul style="list-style-type: none"> • Contract clearly states cost of installation, testing, training, optional modules, licenses, discounts, and initial resources to be tracked • Cost of additional services beyond contract • Hardware / software • Cost of maintenance agreement and upgrades • Cost of optional modules/features after initial installation
Installation	<ul style="list-style-type: none"> • Installation procedure and estimated timeline supplied • Pre-implementation procedure supplied and reviewed • IT Department notified about timeline and schedule
Features / Modules	<ul style="list-style-type: none"> • Modular or full feature system • System is functional and flexible • Verified basic and optional modules/features: resource tracking, license management, contract management, client/matter validation, username / password authentication and management, user tracking, usage/cost analysis, mobile devices, website control, research tracking • Fulfills needs noted in assessment • Provides real time metrics with Admin dashboards • Integrates with ILS, HR and Accounting systems
Usability	<ul style="list-style-type: none"> • Low impact on user experience • Admin and report screens are friendly and intuitive • Easy to use navigation • Able to import / export in various file formats • Easily add and configure newly tracked resources

<p>Reports</p>	<ul style="list-style-type: none"> • Prepackaged and custom report options • Offers display options: bar charts, pie charts, line charts • Able to generate resource, user, usage, cost recovery, and research reports • Perform cost per use data analysis • Tracks usage from mobile devices and remote login • Prints reports to screen, printer, and file
<p>Support Services</p>	<ul style="list-style-type: none"> • User manual available in print and online • Training options explained: initial installation and ongoing, online and onsite • User groups and forums • Helpdesk hours, costs, response time



Beyond Virtualization: Transforming the Law Library

LIBRARY MODERNIZATION SURVEY
RESULTS

Feit
CONSULTING

MARKET
TRENDS
SERIES 



Thought leaders committed to challenging existing paradigms, Feit Consulting partners with law firm administrators and legal information professionals to optimize the management and delivery of legal information resources by providing leading-edge, customized solutions.

Confidentiality

This document contains work that is legally privileged and confidential. As a reminder, to receive this product you have agreed to Feit Consulting's Terms of Service which prohibits the dissemination, distribution or copying of this information to or for any unauthorized individuals.

Disclosure

Comments and opinions shared by our survey respondents do not reflect the opinions of Feit Consulting.

Feit Consulting is committed to uncovering challenges and issues facing legal information professionals and developing solutions to these issues.

The *Library Modernization Survey* provided a format for legal information professionals to share their experiences with and results of library modernization. The survey was open from July through October 2017.

Provided here are the survey questions, analyzed data, and selected verbatim comments that highlight the overall tone of the responses. Completed survey results from 80 respondents were utilized in the development of this report.

Feit Consulting took steps to ensure accuracy through random verification checks and auditing surveys. Any discrepancy was reviewed, corrected or excluded.

The data and input collected from this survey informed *Beyond Virtualization: Transforming the Law Library* white paper.

We asked our survey participants “How do you define a modern library?” Here are some of the definitions provided:

- “One that reflects the needs, both content-wise, and access -wise which allows for different formats in the type of material, so that the user can obtain the information necessary for his/her practice and clients.”
- “A space - physical or virtual - that is constantly evolving to suit societal, community, academic, and or/ business information needs in a creative way.”
- “A library that fulfills the firm's needs with the best possible resources at the least expensive prices.”
- “Provides access, provides space, provides clarity, provides corroboration, inspires critical thought, embodies resourcefulness and creativity.”
- “A library is a service rather than space. It offers information, no matter the format in which it appears, as well as research and analysis. The library works as part of the organization, not its own fiefdom.”
- “It is an organization that is streamlined and efficient, proactive more than reactive, tied to the organization's strategic plans/goals, and always looking for that next idea/thing.”
- “A library that is increasingly connected with internal data, analytics, and electronic offerings from both internal and external sources.”
- “RESOURCE CENTER.”
- “One that uses the capabilities of a staff trained and educated in both hard copy and electronic sources. Physical holdings may no longer be a priority, but getting the attorneys the information they need is.”
- “Equipped to serve the needs of our users.”
- “A library that takes full advantage of current and emerging technologies but doesn't forget that a library is made up of people and patrons.”
- “Places emphasis on service, rather than physical books.”
- “A library where the contents of the collection and the staff in the library can be everywhere and anywhere.”

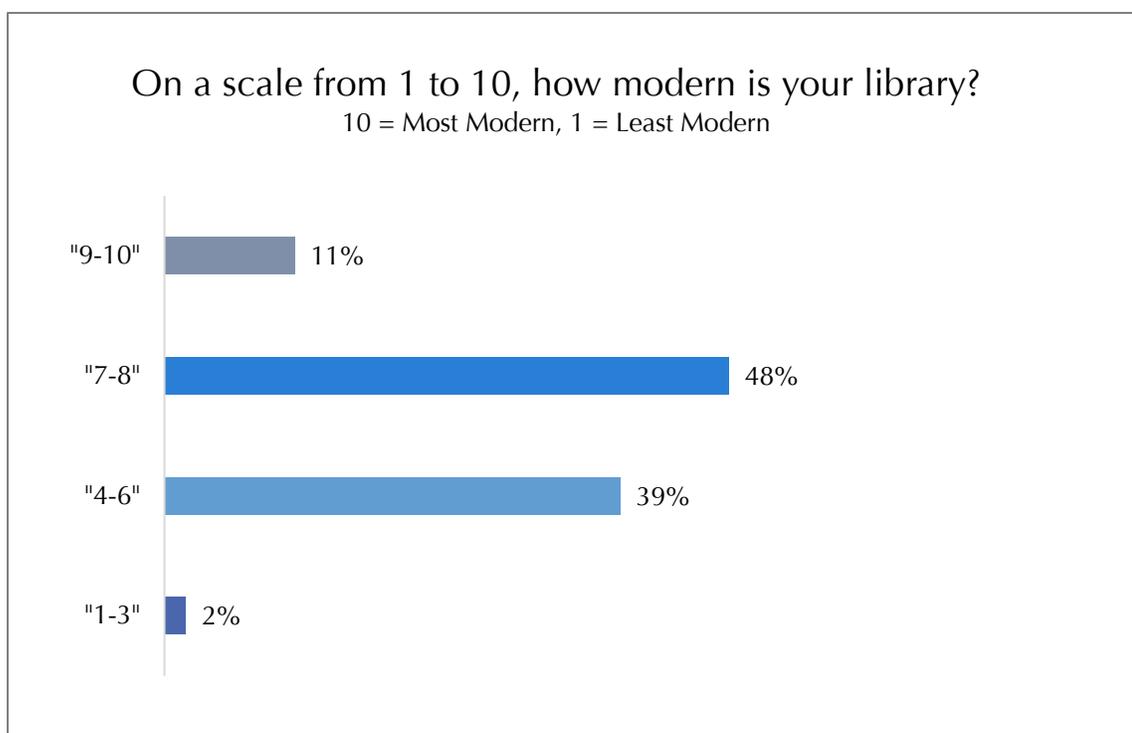
continued...How do you define a modern library?

- “Location for knowledge management.”
- “The library is a service not a place, with multiple formats and delivery options customized to the nature of the request and the needs of the consumer.”
- “Not bound by physical footprint or walls; primarily electronic; uses and supports technology.”
- “The source for reputable information.”
- “One that is mostly electronic access via a highly effective and integrated intranet. Is extremely relevant and valuable to patrons and considered as part of the client and practice team.”
- “A modern library connects the user to knowledge.”
- “A library that can cope with the increasingly different needs of its users, who may now be remote workers or hot-desking and so not able to access hard copy material. A library that also works with other support teams such as marketing to provide client and business intelligence and not just legal research. A library that can facilitate access to materials in the way that users need them, whether hard copy or electronic.”
- “Not a physical place but a team of trusted information experts offering research and analysis, access to vetted information sources, training in best practices for research tasks.”
- “One that is not bound to a physical location. One where reliable information can be accessed at any time and from any place.”
- “A collaborative team that uses their skills and expertise to provide meaningful and actionable information to their clients/customers.”
- “One that is integrated well with all other areas of practice, meeting needs efficiently and completely.”
- “In firms, there are fewer physical libraries, so I define library as a service rather than a place. It is also important to align the concept of ‘modern library’ with ‘research’ or Knowledge Management. Library is really a research/knowledge management service that searches databases, builds databases and delivers strategic information content.”
- “A library that stays current with the research trends and client/ attorney needs and optimizes resources accordingly.”

continued...How do you define a modern library?

- "Wide-ranging collection of print and electronic resources that meet continually changing needs of a "modern law firm." It should include staff that understands how to meet the needs and provide work on a wide range of requests to provide information to the firm's attorneys, paralegals, or management. Staff needs to understand how to constantly review resources, to add or cull as necessary."
- "A modern library is one that is looking at information and knowledge in new and different ways and trying to organize all of the disparate resources into a cohesive framework that makes them easily usable and consumable."
- "A professional research and information service, aligned with the goals of the organization, to promote the firm's mission and success."
- "The modern library partners fully with all professional support departments to serve its client seamlessly, stays on top of changes to its client's business requirements, and delivers services proactively where it is possible to anticipate needs."
- "Have found the perfect balance of electronic and print to best suit users' needs and preferences balanced with cost considerations."
- "One that can provide for the information need of its patron efficiently."
- "Get the right information to the right person for the right cost at the right time."
- "A unit comprised of talented group of highly skilled, highly trained experts using the best tools to help the firm deliver the best legal product out the door."
- "A modern library is a resource where expertise is provided for their patrons and where patrons trust the expertise provided to them."
- "I would say that a modern library is no longer a physical space with books but a place for individuals to access information electronically with the help of expert research librarians. Research Librarians are a gateway to information. I would say the modern library is more collaborative than it was in the past."
- "Information services."
- "Researchers, technologists and knowledge workers collaborating to reveal and identify information and package it for actionable intelligence."
- "Modern library is a centralized service to acquire, organize and disseminate information."
- "The modern library is staffed by professionals with post-graduate education who provide excellent service and a focused, analytical product."

- “A service which provides the resources (print, online, LIBRARIANS) that enable patrons to have their research needs met timely and accurately.”
- “People skilled and committed to researching, analyzing, organizing and delivering knowledge to whoever needs it.”
- “A place where resources, (mostly online), training, and customer focused services all converge.”
- “A modern library provides both current and historical information in a variety of formats and works collaboratively with other libraries and librarians to maximize access to that information.”
- “A storage place for all types and forms of information.”
- “A combination of print and online resources serving the information needs of the patrons.”
- “The "go to" resource for all firm information needs - CI, research, business development.”
- “A collection of resources accessible from a variety of electronic platforms with a staff of professionals to guide customers to needed information”
- “A resource for researchers to access a wide variety of online and print materials, training services and research staff to assist the customers.”
- “Print is no more, everything is online.”
- “Has the latest technology.”
- “Provides an ever-evolving optimized collection of tools, technologies and resources to help customers gain a knowledge advantage and achieve better outcomes.”
- “A modern library is a virtual concept more than a physical space.”



Comments:

"1-3" Comments:

- "Architect cluelessly designed it (2013) on mistaken premises, e.g., that library usefulness is best demonstrated by book usage, that book usage is enhanced by foot traffic, that nobody wants to spend time in the library other than to grab a book and go, that furniture and electronic equipment are not necessary."

"4-6" Comments:

- "We are trying, but culture is hard to change."
- "We have the talent but need to strengthen the skills and build a firmer foundation for the services we deliver."
- "Lack curated news ability and resources."
- "We have many databases and retain historical print materials, but budgets and priorities are an issue."
- "Our challenge is enabling our attorneys to access the wealth of our resources easily."
- "Lack of funding, firm prioritization, and employee bandwidth to accomplish."
- "Our attorneys are very print oriented. They don't want to look at the eBook software. They would rather 'just practice law.' Cost of technological advancements are expensive for the small, medium-sized multi-practice area firm."
- "We're currently working to shift our emphasis from books to online resources."
- "We need to use the internet (and our own intranet) to promote the library and make more library resources, including human ones, available online."
- "Have a fair amount of electronic resources, but reliant on print for several vendors because we do not have online access/contracts with all publishers."
- "We have downsized our libraries substantially (print materials and physical size), however, we have done very little to promote or create a new image for our department."

There is a lot more that can and should be done, however, it is difficult to get this accomplished without the support of the firm's administration."

- "It's not us, it's them. We are truly the "go to" resource but we are not valued. Business development, growth & expansion, and other departments routinely call on us for help but seriously doubt we get the credit. Many attorneys still see us as a space. There doesn't seem to be enough internal marketing on earth that we can do to get beyond this image."
- "Good at responding to requests but lacks online infrastructure for providing information proactively (e.g., current awareness, knowledge management)."
- "We have only just begun to bring the services in this region up to Big Law standards and expectations. More basic work still needs to be done."
- "We are restricted by the firm's intranet."
- "Still have books for attorneys who refuse to use computers"
- "Just now getting others to see the need to upgrade and integrate materials and programs."
- "We are transitioning to more digital access and stopping print. However, it is a long and complicated process."
- "Lots of dead wood retained per partner preference. Generational gap in working with different kinds of resources - print or online. Solo librarian multi-tasks daily."
- "Most of what we do is still reactive - answering research requests/pulling information. We don't have much time to determine how to be proactive or even what to choose to be proactive about."
-

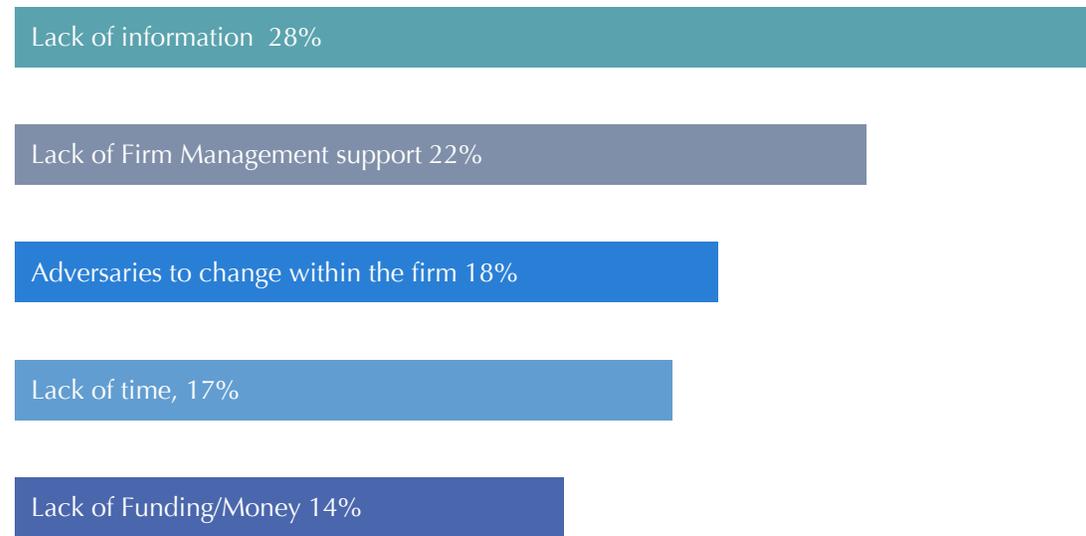
"7-8" Comments:

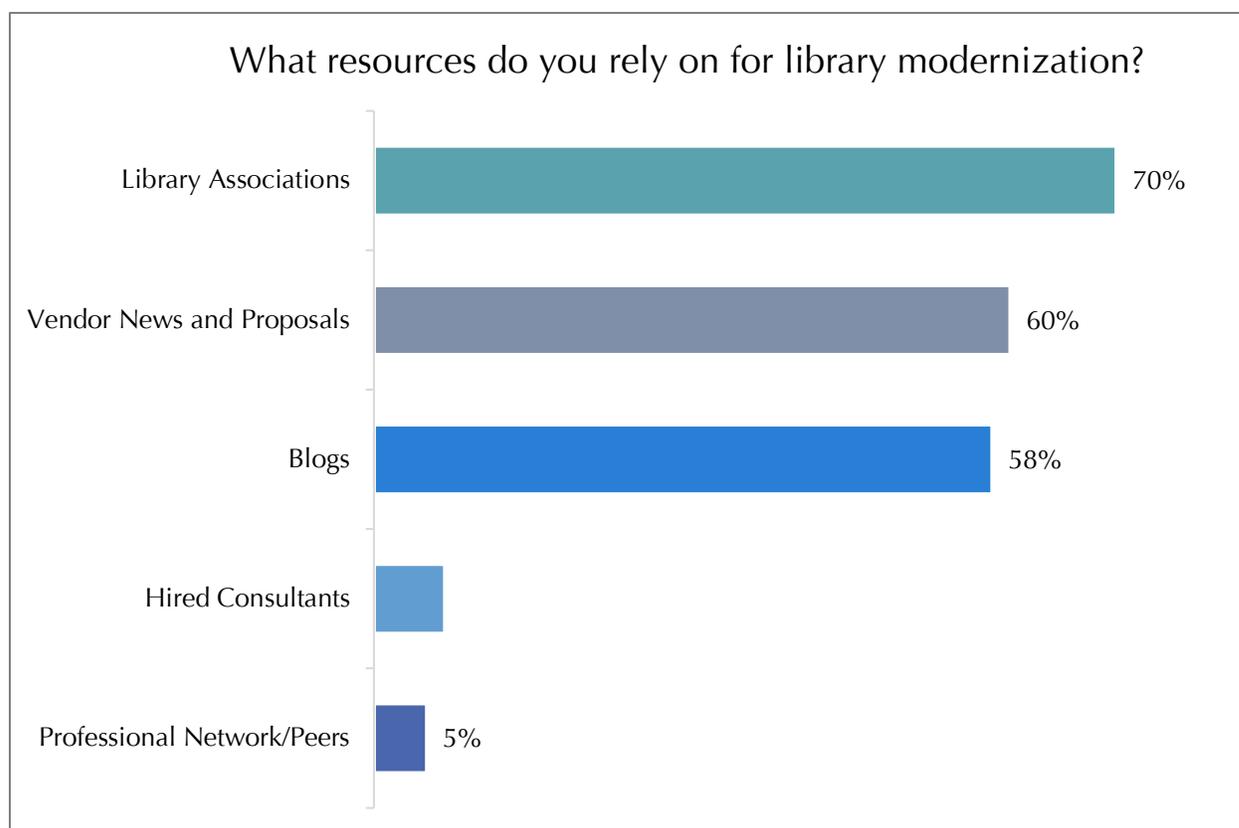
- "The physical space, although small, is not quite modern, but my personal approach to the role is more modern. I take a more holistic interest in the needs of my patrons (law firm lawyers) than I do just the resources."
- "We're making progress, but change comes slowly and is often expensive."
- "We still have lots of work to do. Would love to have an integrated search of all of our online resource subscriptions in a single place to save our users time."
- "We work closely with marketing on pitches and BD initiatives. We are moving online where it makes sense to do so but also listening to our users to find out how they work best and so provide them with the best resources in the best format."
- "We are currently centralizing our library and creating a digital collection. We are making progress but still have some work ahead of us."
- "Many resources can be accessed from anywhere on any type of device."
- "To me, modern is a moving target and we will always be working toward it."
- "We have most of the tools in place, we just need more visibility. Some of our marketing attempts have not been sustained."

"9-10" Comments:

- "We are trusted experts offering research and analysis, access to vetted information sources, and training in best practices for research tasks. The last part, training in best practices, is the hardest part, and we are still learning current practices for our internal clients and helping them improve as needed."
- "Our Knowledge & Research Services department is the go to resource for our attorneys' legal and non-legal research needs and training. We offer a large variety of online resources and services and do our best to stay on the cutting edge of technology to best meet our customers' and clients' needs."

Rank the obstacles to becoming a fully modern library.
(check all that apply)





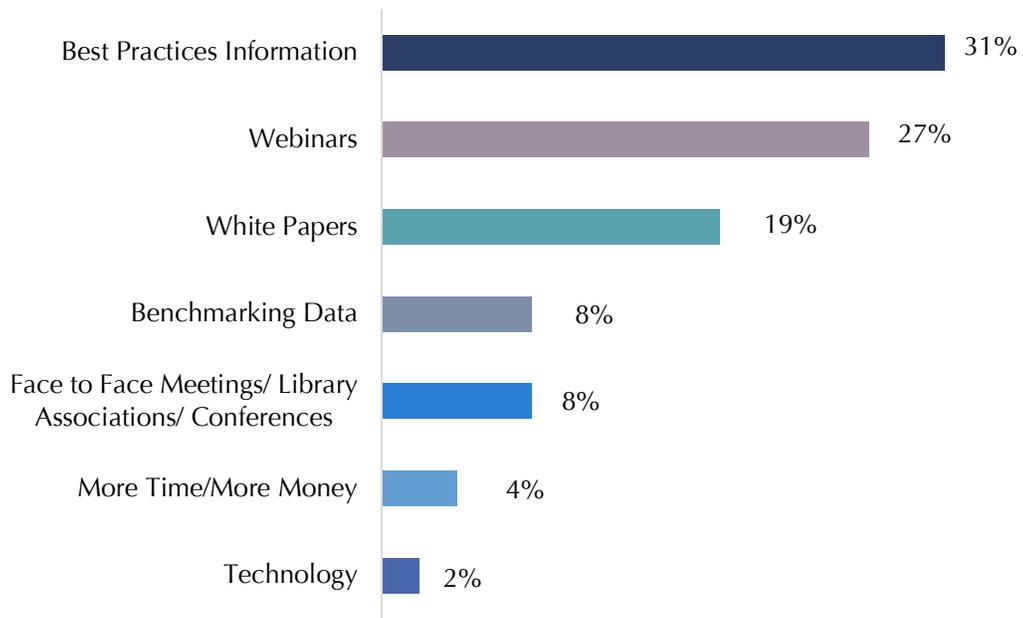
Comments:

- "AALL/ILTA"
- "I trust my colleagues and their opinions. There is always someone willing to share their experiences."
- "Blogs help me keep informed about what is new / or what is trending in the field."
- "In terms of keeping up with new technologies, blogs are good as they tend to be timely and they tend to be approached by companies trying to get in front of decision makers."
- "The most valuable resource I have is other librarians."
- "I prefer to read about what my peers are doing than hearing from vendors, even though I have good, long-standing relationships with vendors and use them to solicit new modernization ideas."
- "Basically, listen to what I hear others are doing via postings or discussion at meetings."
- "There are so many new products on the market, I rely on vendors showing me demos."

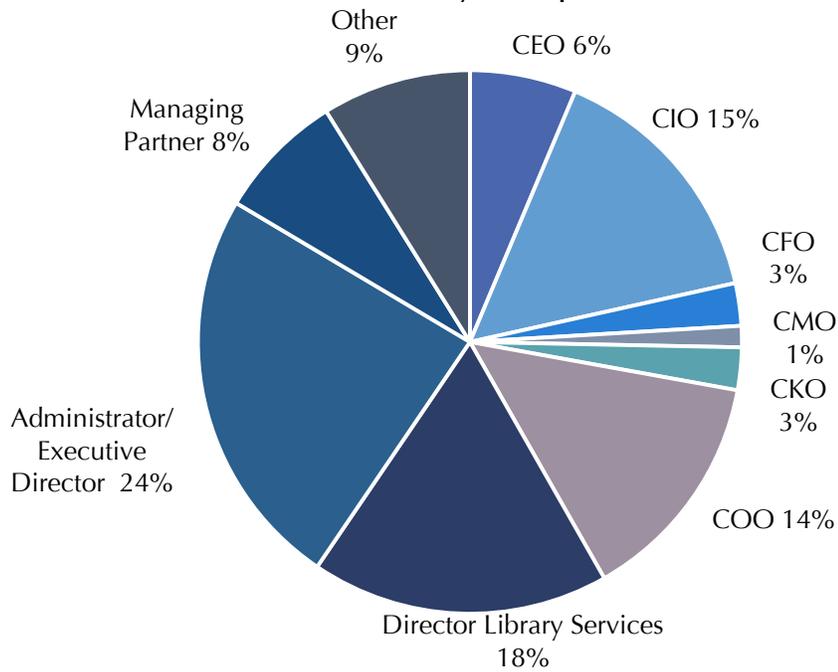
continued...Comments:

- “Networking with colleagues and input from attorneys on what is needed.”
- “I also rely on articles and conversations with colleagues but vendor news and proposals (and trial passwords) give me some concrete experience with the various options.”
- “A mix of everyone - vendor, librarians, etc. presenting views.”
- “Blogs that review vendor news and address law firm library issues specifically. Also the Private Law Libraries and Information Professionals Special Interest Group within AALL. They provide on point, smart and actionable information and suggestions.”
- “I don't have the time so I utilize the blogs to point me in the right direction. And then go to vendors for ways to implement modernization.”
- “We actually rely on all of the above, depending on the area. Library associations for our own professional development, vendor news and proposals when we want to partner with them to develop a new tool, blogs for keeping up to date, and hired consultants when we need a hand and/or want a 3rd party opinion.”
- “My peers in the profession are my best resource. They understand my issues and concerns and often have found innovative ways to solve these issues.”
- “I review many resources in order to understand all the options.”
- “Reps usually have the latest technology and want to sell it.”
- “I would add colleagues, conferences and non-library associations (ILTA) to this list. Learning from your peers and other departments (IT, KM) is a great way to get new ideas.”
- “Our peers are constantly innovating, as are we. Collaboration is one of our greatest resources.”
- “Information from my peers and AALL meetings and webinars.”
- “The ever-changing environment requires us to constantly scan the blogosphere for new ideas and trends.”
- “Library peer groups. We need to know not only what's new but what works and what is true.”

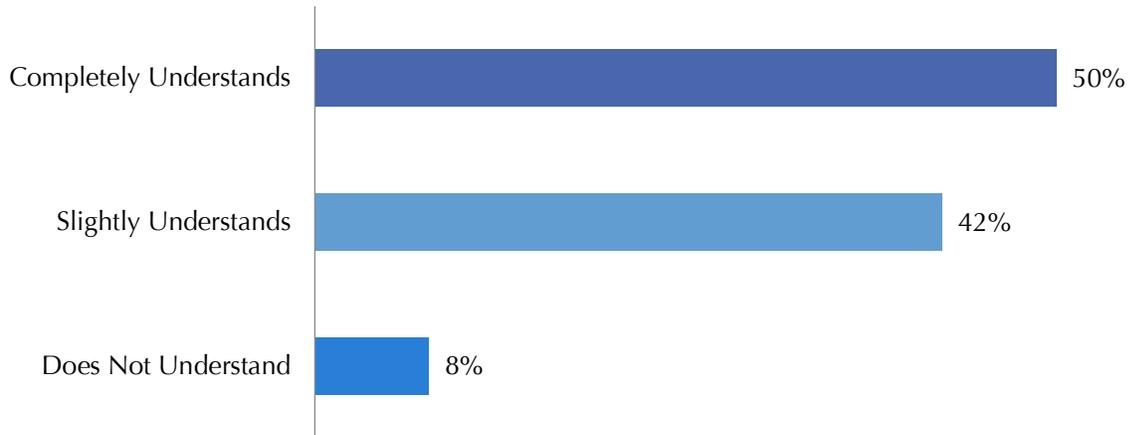
What information would best help you to modernize your law firm's library?



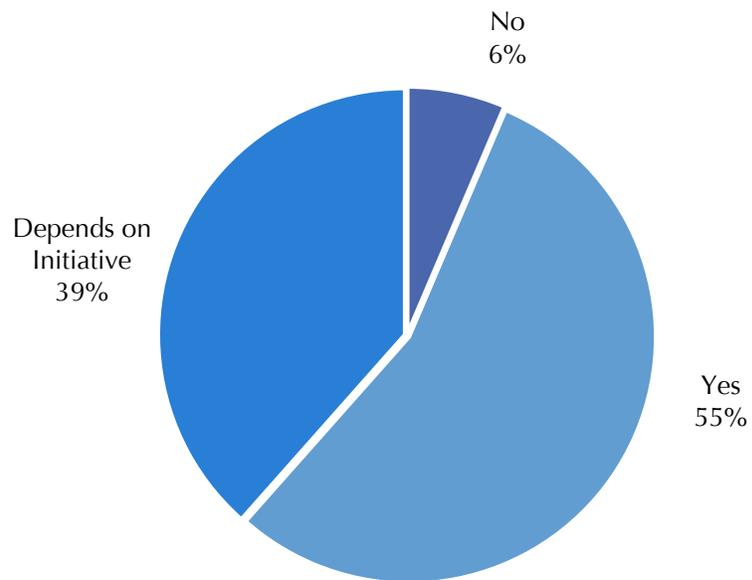
Who do you report to?



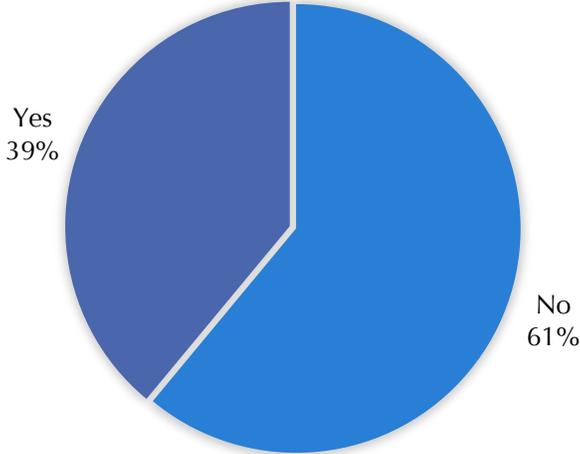
How well does the person you report to understand what you do and the role of the library?



Does your supervisor support and champion library initiatives?



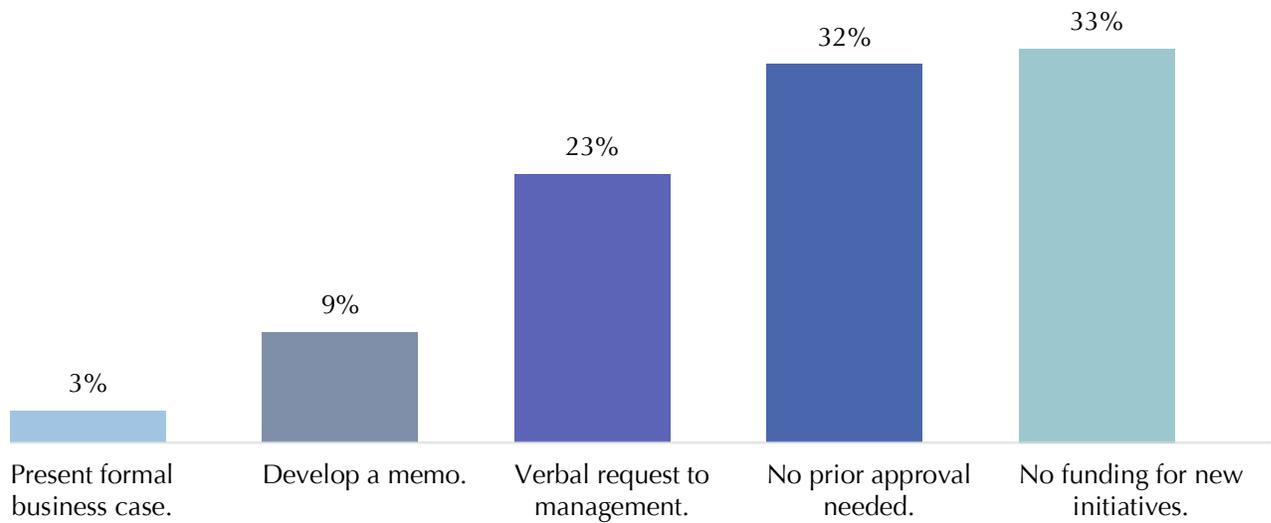
Does your library have its own strategic plan?



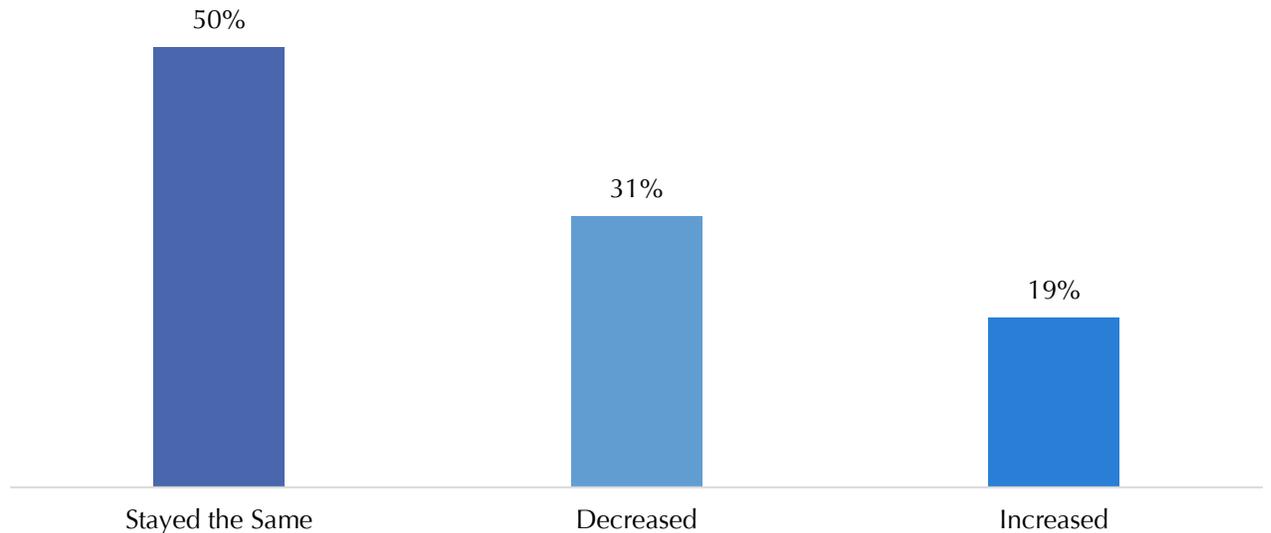
Do you align the library's functions with your firm's strategic plan?



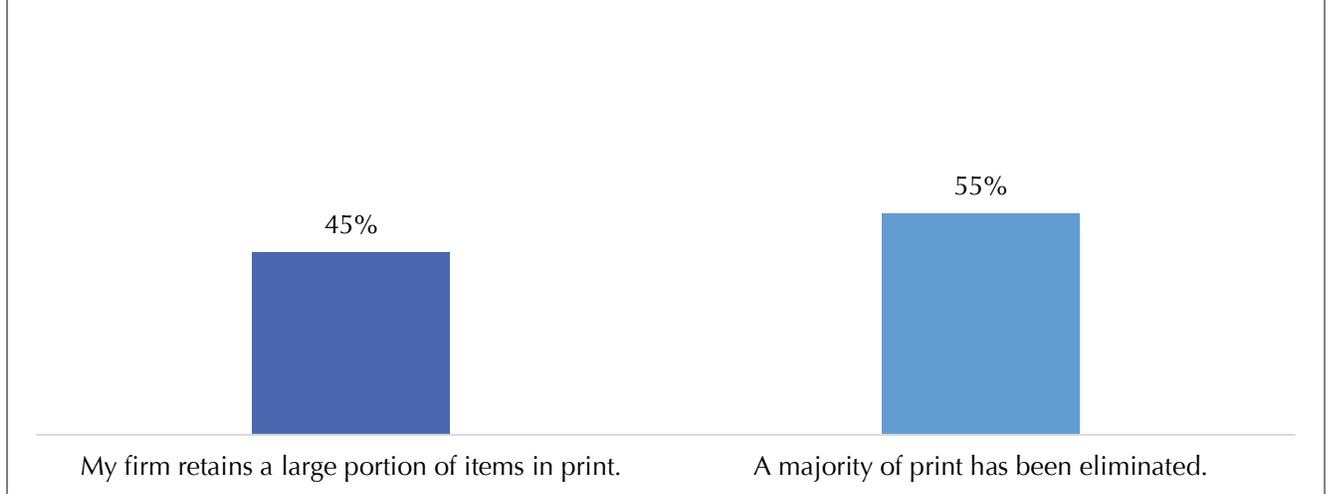
If the library/knowledge management services has a request for a new product, service, staffing, or other resource, what steps do you take to obtain approval?



How has the size of your staff changed in the last 3 years?



To what extent has your library eliminated print?



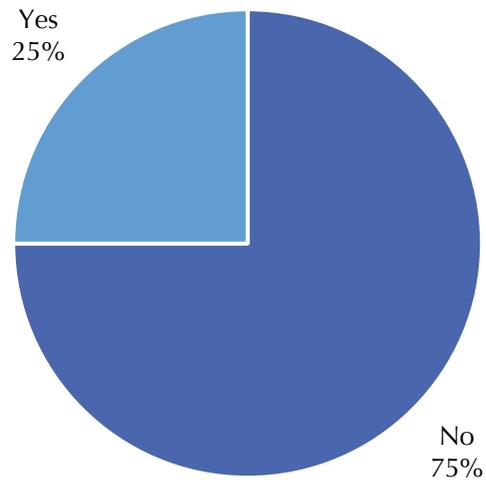
Comments:

- "State statutes. State historical materials that are not available digitally. State practice series (not available on our current electronic databases). Some BNA books. Some LexisNexis treatises (we do not subscribe to LexisNexis). USCA – current. CFR – current. A variety of medical texts. Tax portfolios, despite also having access online."
- "Local statutes, codes CFR, ABA treatises BNA materials (portfolios, treatises) Some small publishers CEB Desk books."
- "Core treatises for various practices."
- "Some secondary sources because of attorney preference or not available online through approved vendors."
- "We are going title by title weeding our collection before a move. If it is online we don't keep it in print."
- "It is a continual balancing act. Major print materials are: Idaho Digest; Idaho Reports USCA limited number of full sets of Idaho Code; with certain individual volumes for specific attorney offices. certain practice area treatises. We retain a large portion of outdated print material. My caveat is always, verify currency of case law/statutes online. "
- "The ONLY print material kept up-to-date are the NY Consolidated Laws (a full set in each office). We have one up-to-date set of the NY Code of Rules and Regulations. The other print materials on the shelves in offices with library space are not up-to-date (most cancelled as recently as 2015) and are in the nature of legal encyclopedias. Signage reminds attorneys to update their research on Lexis Advance (we are Lexis only)."

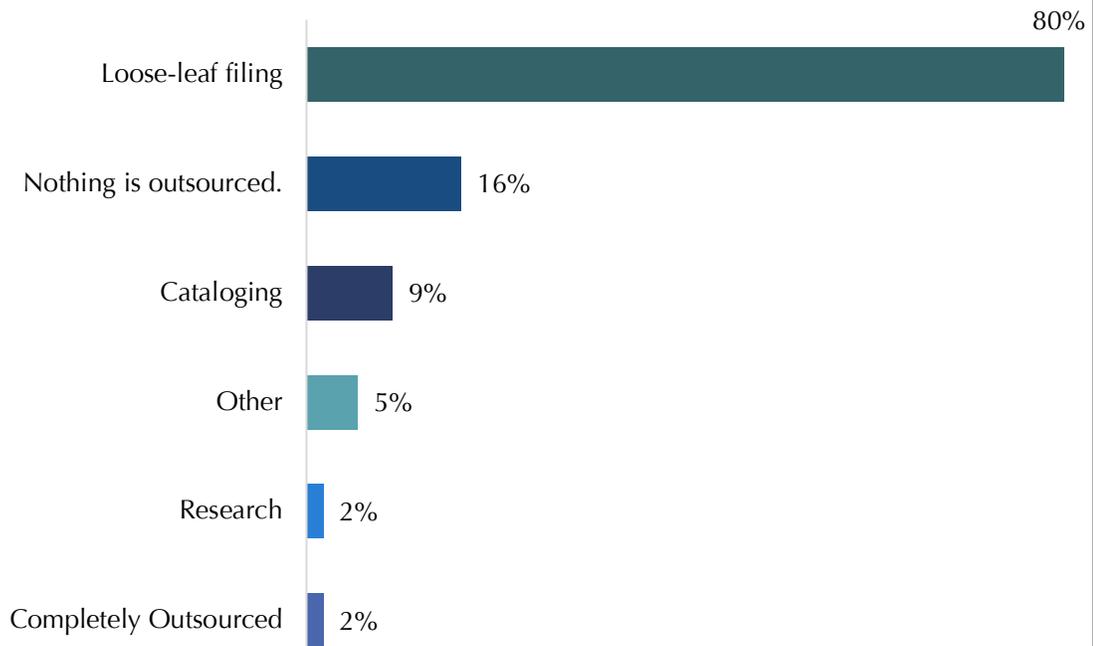
continued...Comments:

- "Rules of Court, few publications in Attorney's Offices."
- "Titles that are not available online through Westlaw or that are not available in online format. "
- "Most treatises not found online or those the attorneys prefer in print such as the Rutter guides."
- "Legislative History materials; Statutes; anything not available online "
- "All old legislative histories, a few loose-leaf services, some out of print editions that have been cited in court cases, dictionaries, some topic specific secondary sources."
- "Since we do not have a Lexis contract, we retain print materials published by Lexis Publishing. We also retain print materials from vendors other than Westlaw. We are no longer supplementing West Publishing print materials."
- "Desk copies for court rules and some statutes-some Matthew Bender treatises since we do not have lexis.com, West publications that are under an LMA (will not renew upon expiration of agreement), misc. titles that are not available electronically, some BNA & CCH publications which are heavily discounted because we have corresponding digital product."
- "Select Lexis titles (we do not have online access to Lexis). Select CCH/ WK titles (we have a limited online subscription). Bloomberg BNA portfolios. Select practice-specific handbooks and treatises; some available on Westlaw/ Checkpoint/ CCH/ Bloomberg but preferred usage is in print."

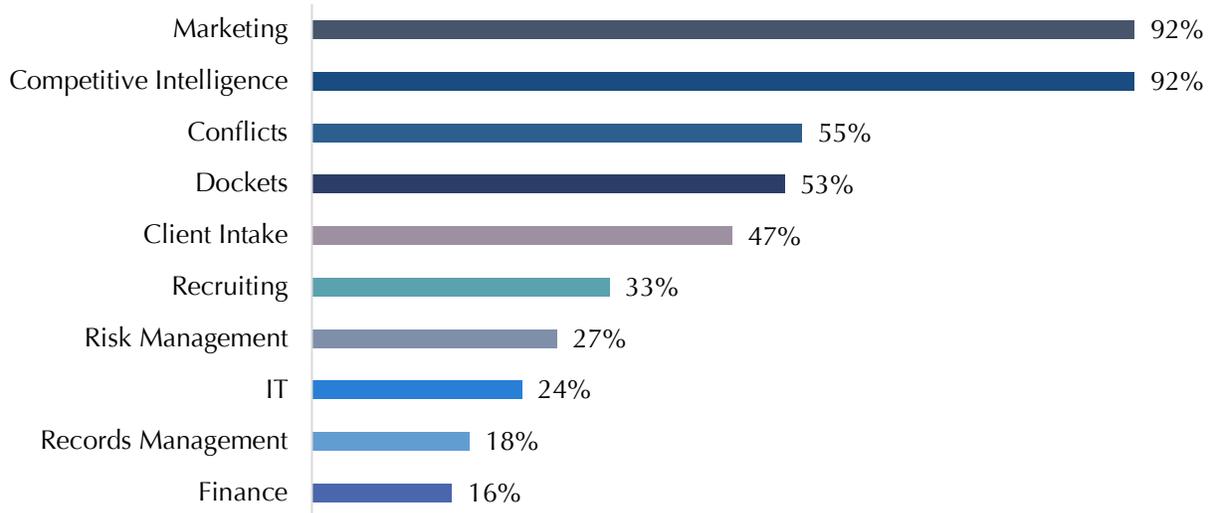
Has your library joined a membership library (i.e. NYLI or similar) to support loss of print or collection support?



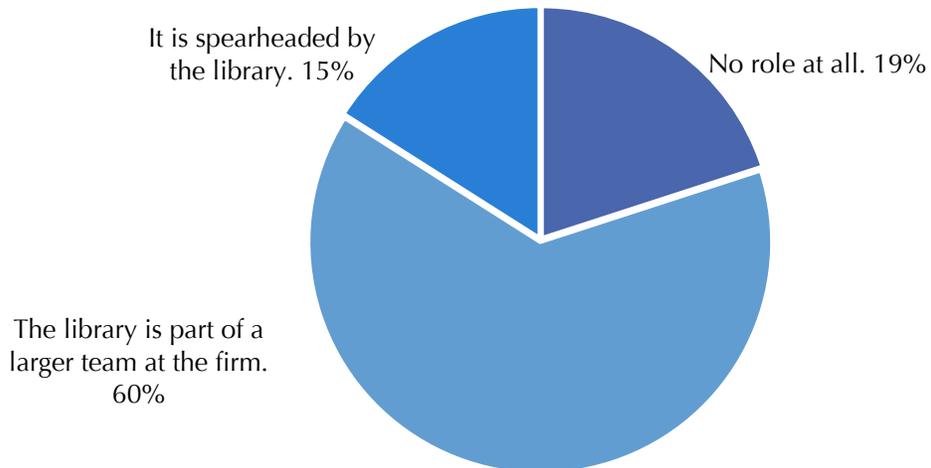
Which components of your library are outsourced?



Which departments does the library support?



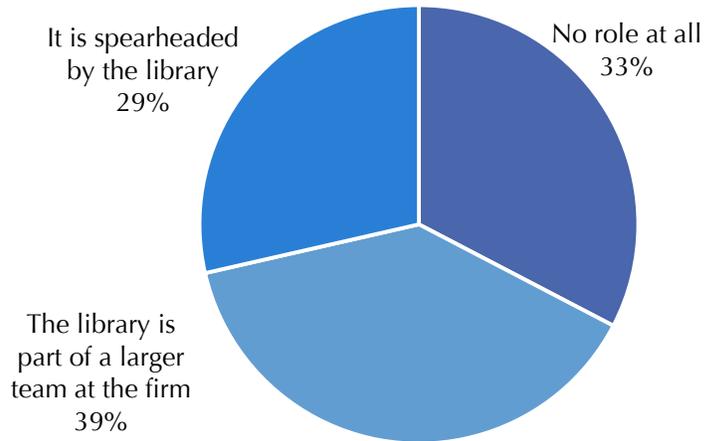
What role does the library play in the curation of the Intranet/portal?



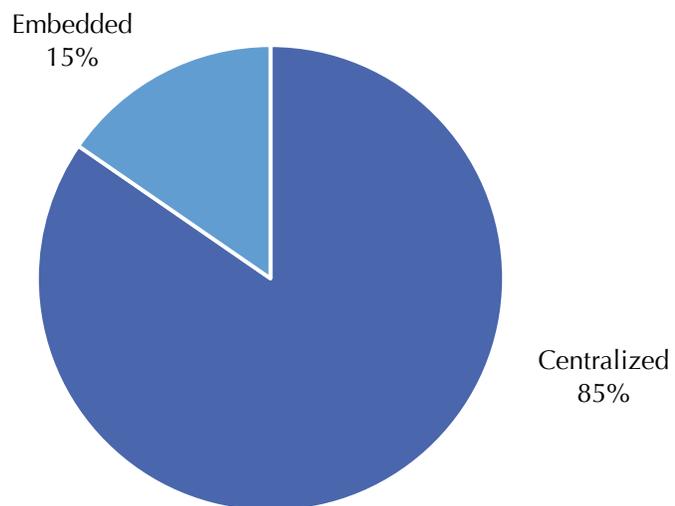
What role does the library play with regards to technology within your organization? (Include everything from beta testing, identifying technology for workflow)

- “Beta testing, identifying and proposing, negotiating, innovating and integrating with existing technology”
- “I work with IT on library resource implementation as needed”
- “Our electronic services librarian works very closely with our tech department as a liaison and is part of a technology round table. We participated in the pilot for a desktop refresher and work with tech's training and help desk teams to resolve problems.”
- “I am on the Technology Committee and we all are part of the IS Department.”
- “Involved, but not the main driver of technology innovation at the firm.”
- “The Library Committee was merged into the Technology & Information Systems Committee, but I don't feel we are integrated.”
- “Beta testing new desktops, browser, apps, enterprise search”
- “We are beta testers and promoters and trainers”
- “Beta testing, identifying and proposing, negotiating, innovating and integrating with existing technology”
- “Involved in due diligence, beta testing”

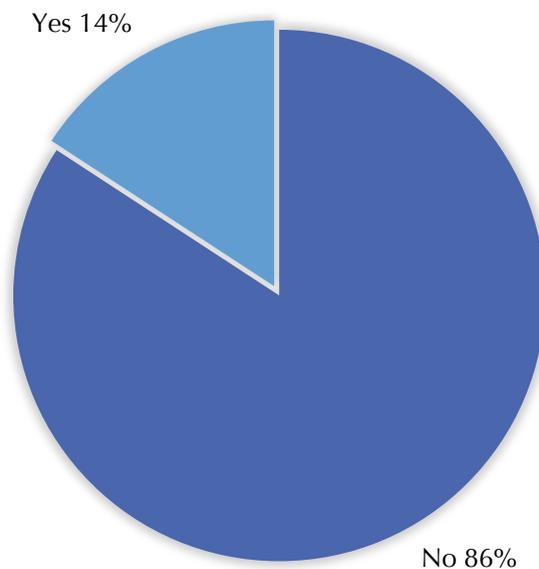
What role does the library play in the firm's Knowledge Management?



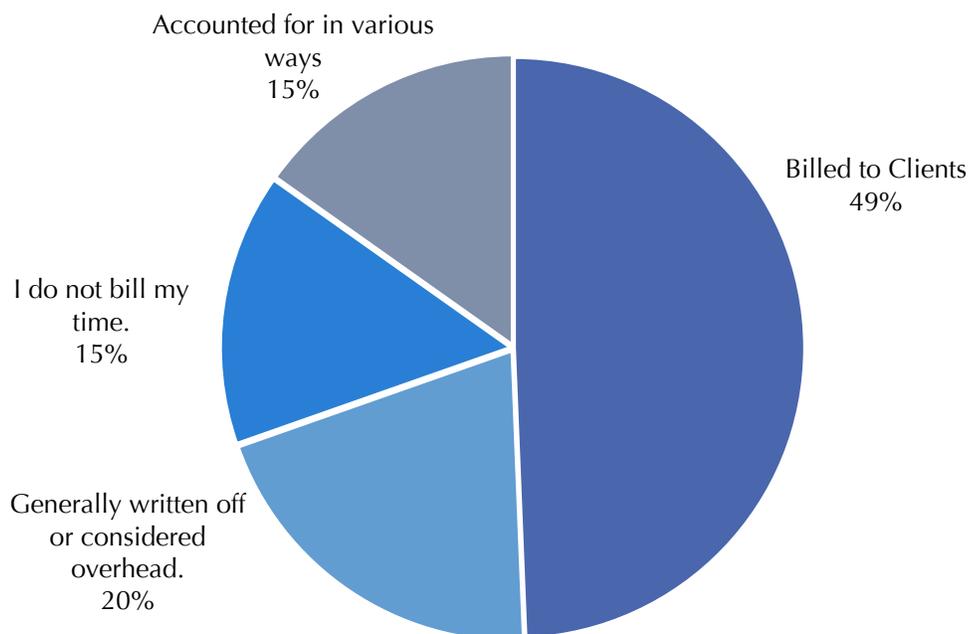
Is your Reference Department embedded or centralized?



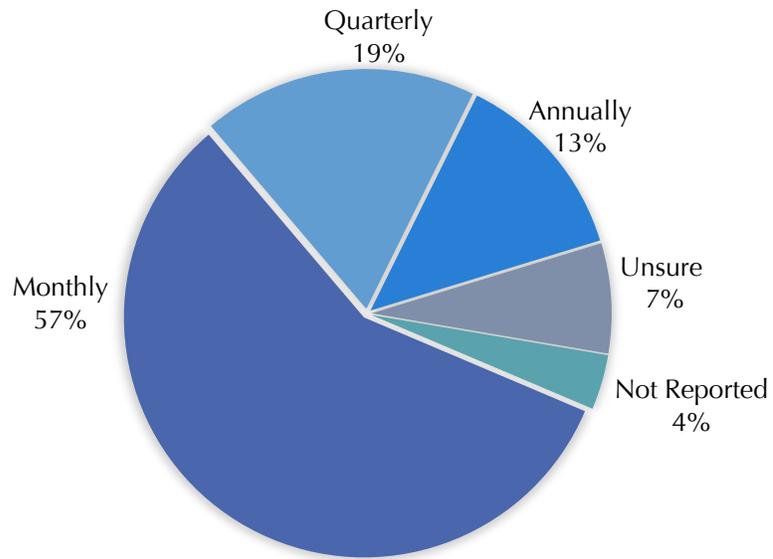
Was the Librarian's title changed to Analyst or Researcher for billing purposes?



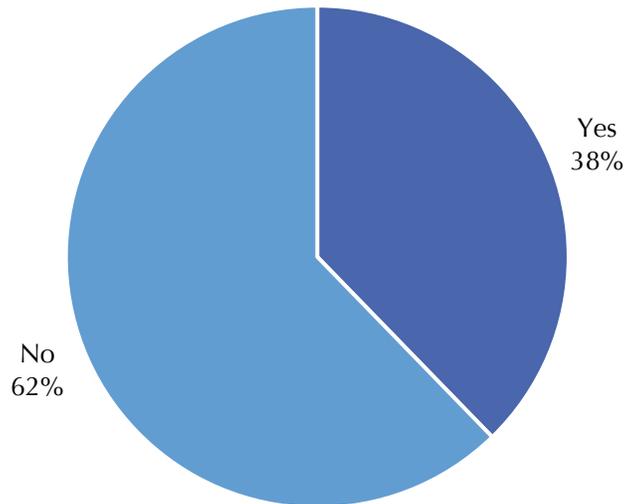
How is the library's time billed?



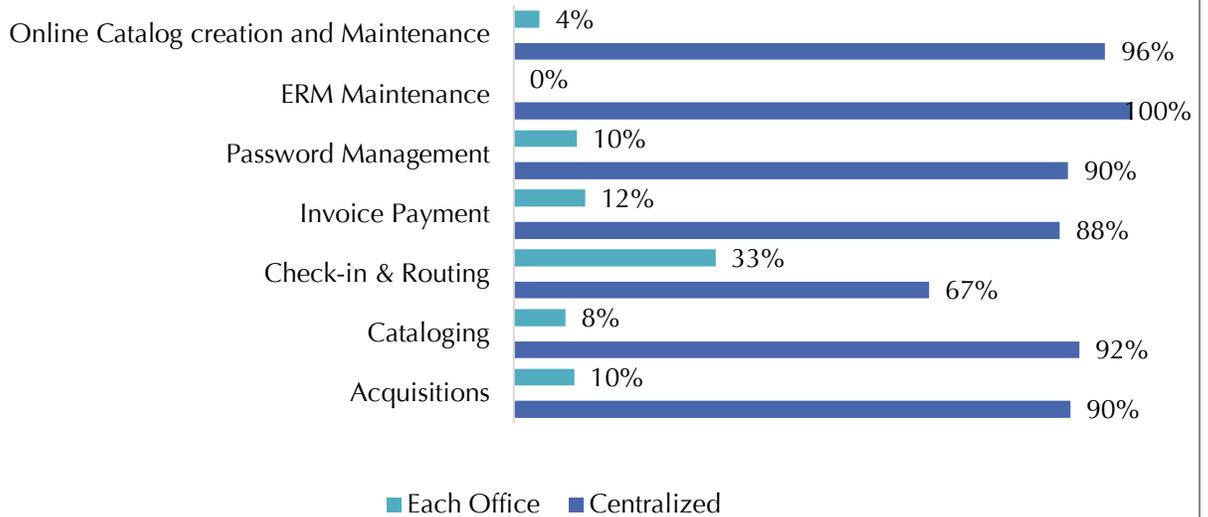
How often are billing statistics reported to management?



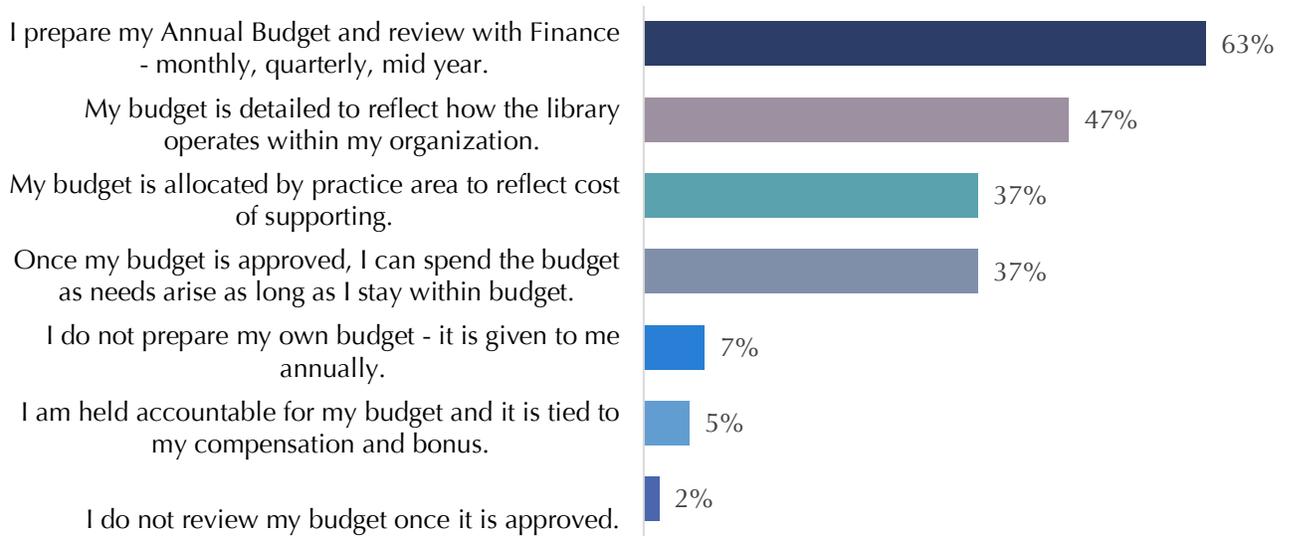
Does your firm have after-hours and weekend research support?



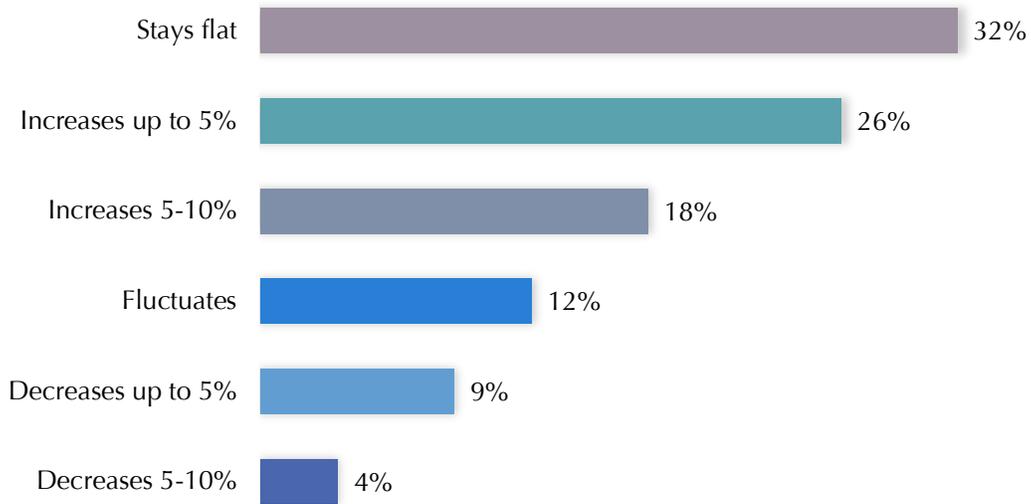
Technical Service Functions: Centralized vs. Each Office



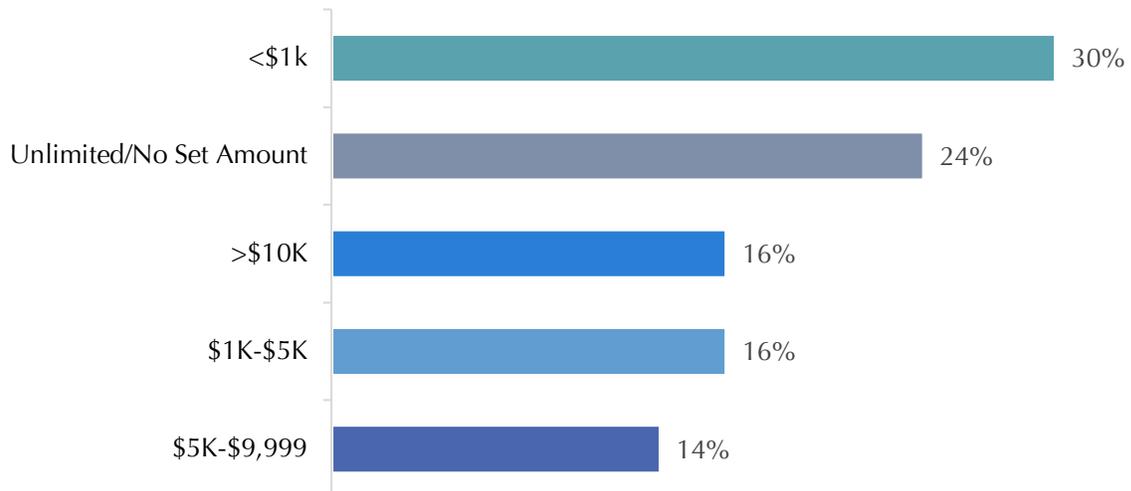
What is your role in the budget development process for your library?



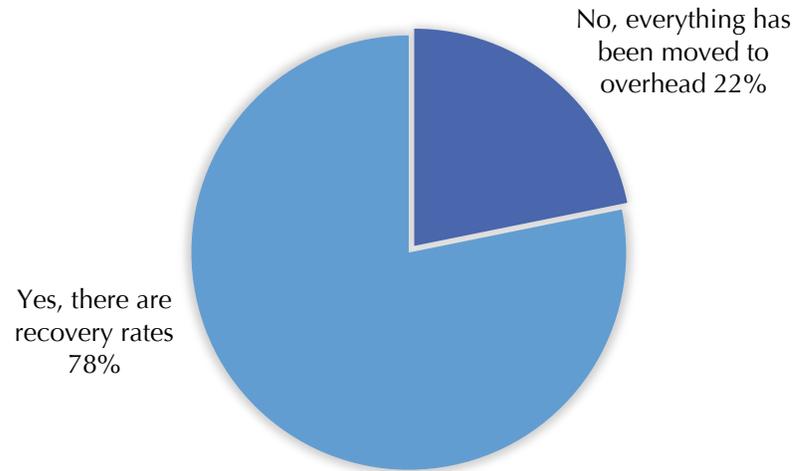
On an annual basis, what percentage does your library's staffing budget change?



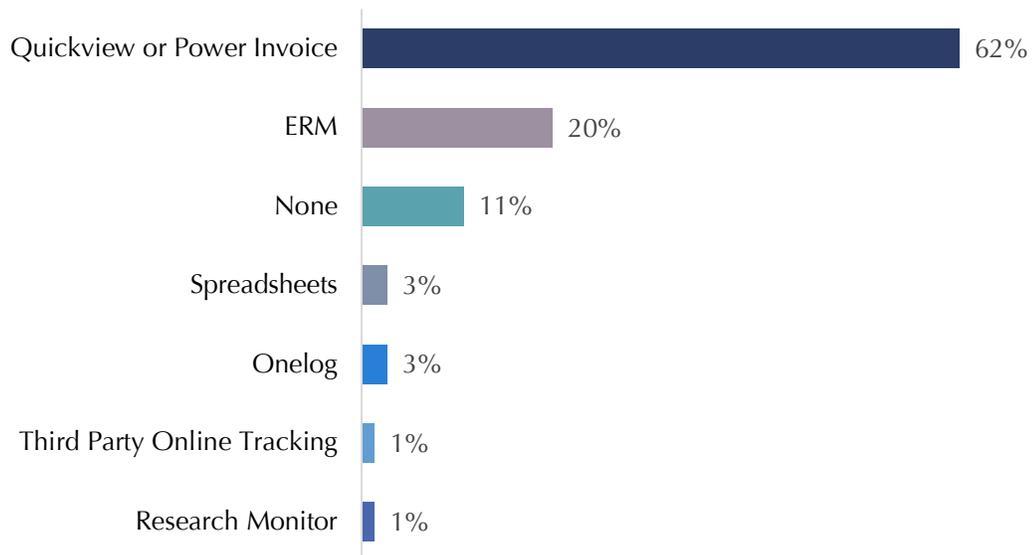
If an unexpected expense occurs, what is the dollar amount that you are allowed to sign off on?



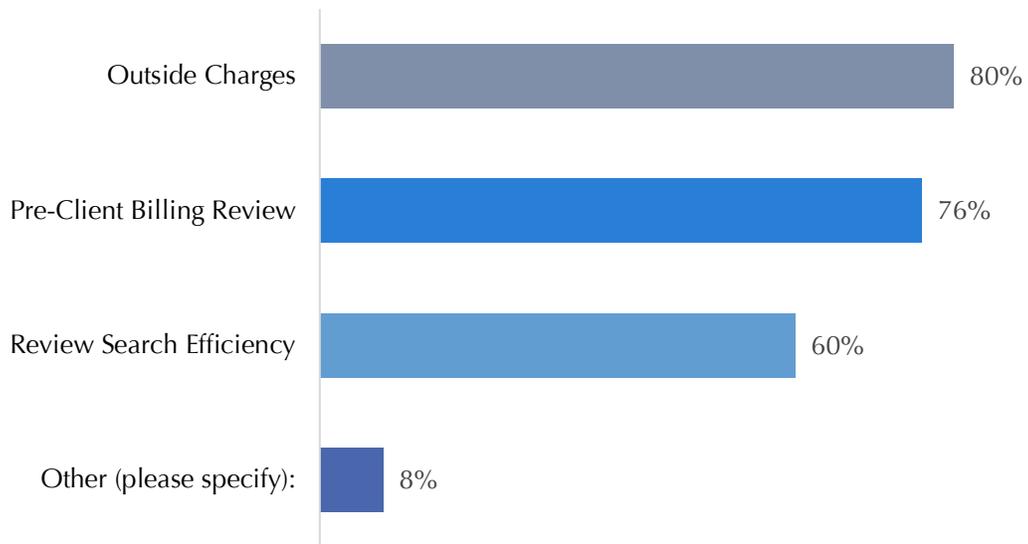
Does your firm have cost recovery for online research?



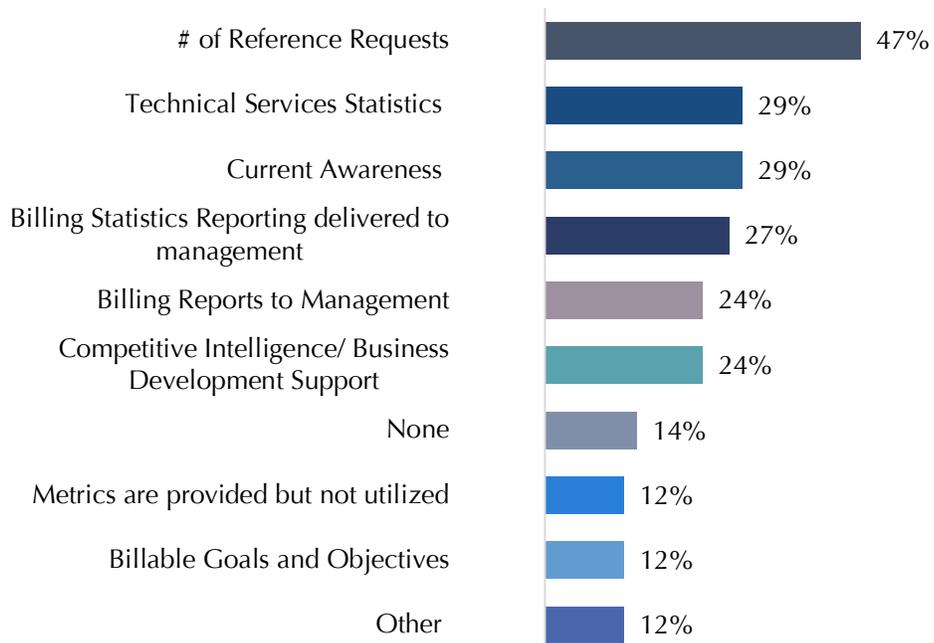
Which tools do you utilize at your firm to assess usage and cost recovery?



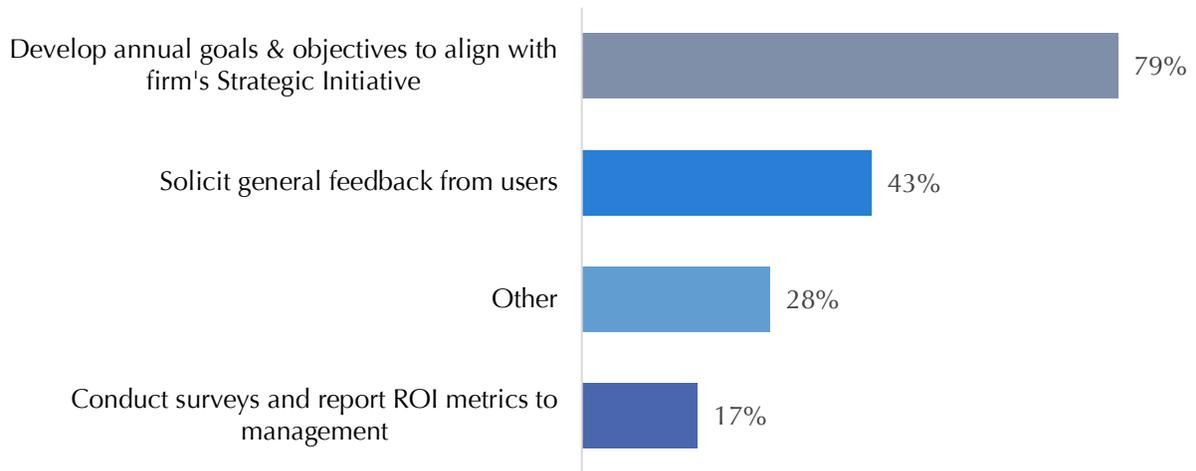
When you review e-billing or paper invoices what are you looking for?



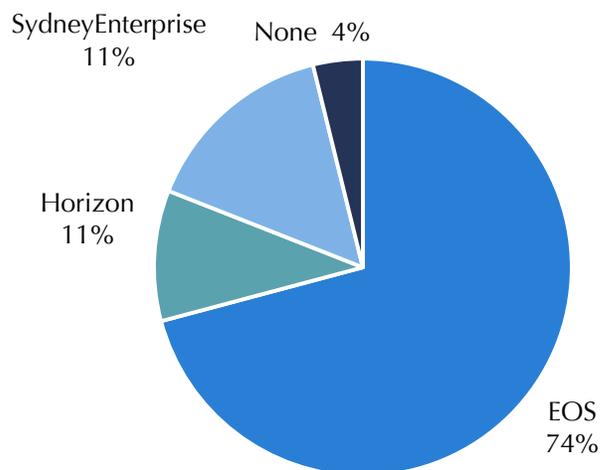
Which metrics does your firm utilize in monitoring library ROI?



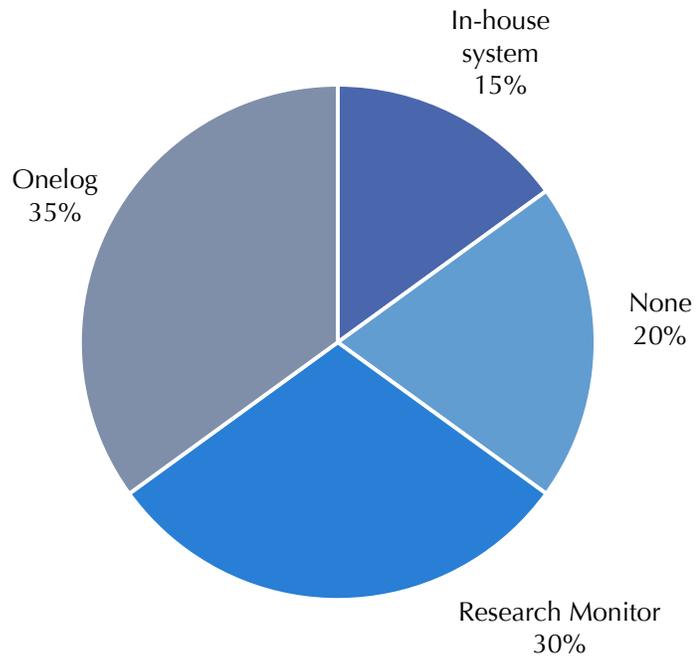
What steps do you take to illustrate the library's effectiveness and value to management?



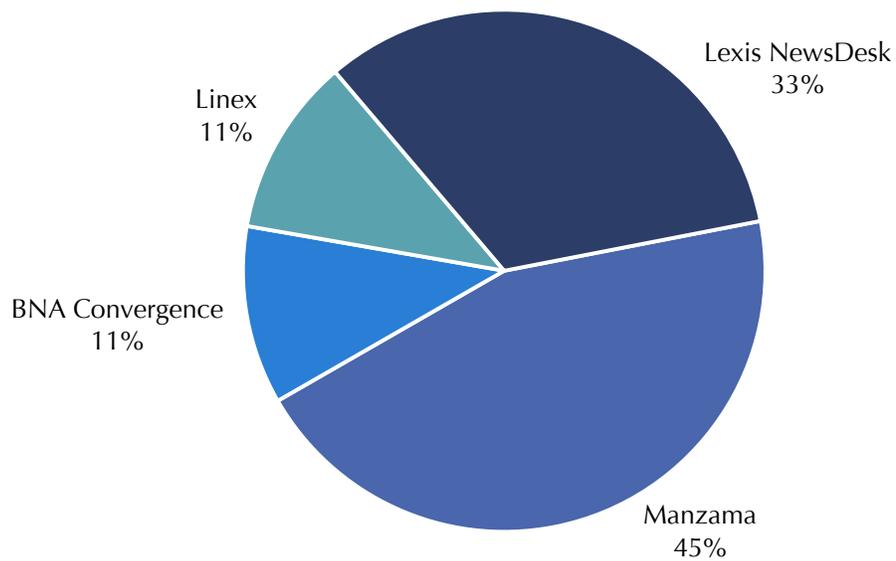
What technology applications are you currently employing for cataloging & serials management?



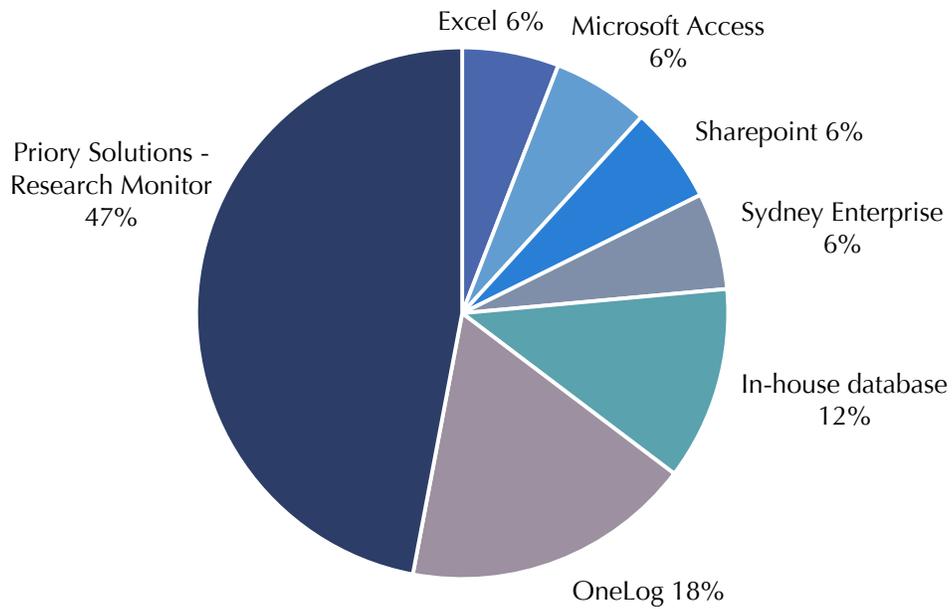
What technology applications are you currently using for Password Management?



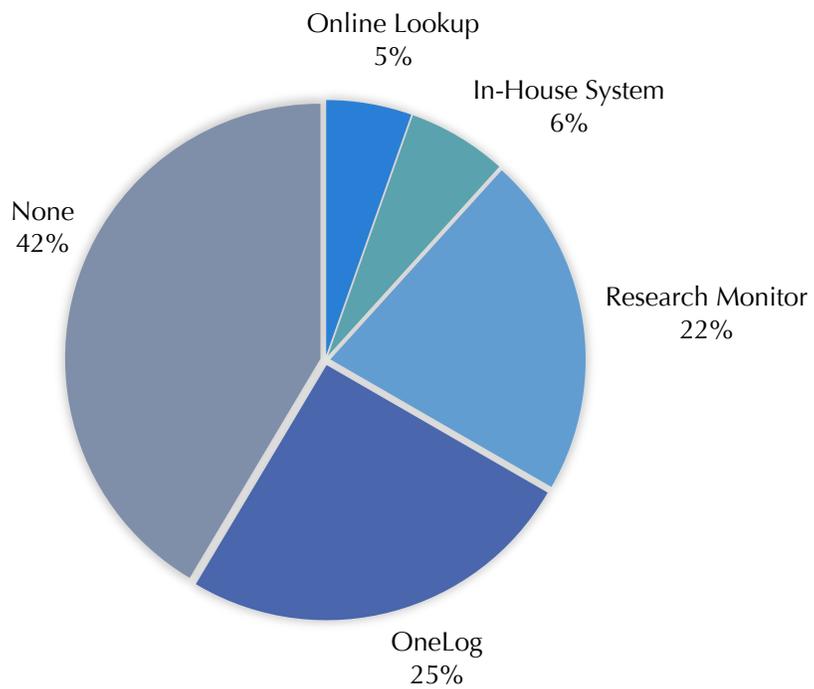
What technology applications are you currently using for aggregators?



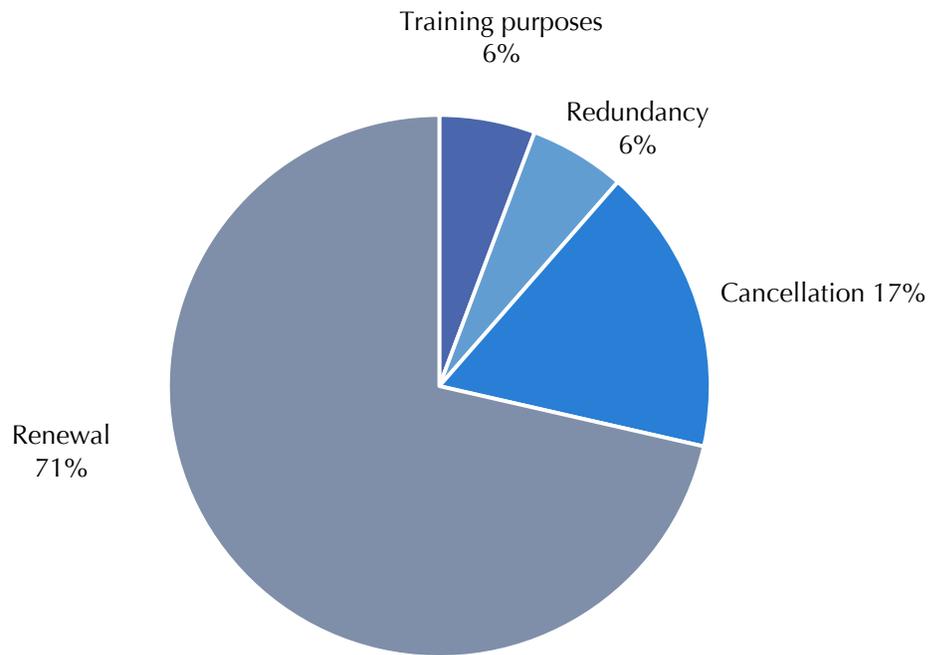
What technology applications are you currently using for Electronic Resource Management?



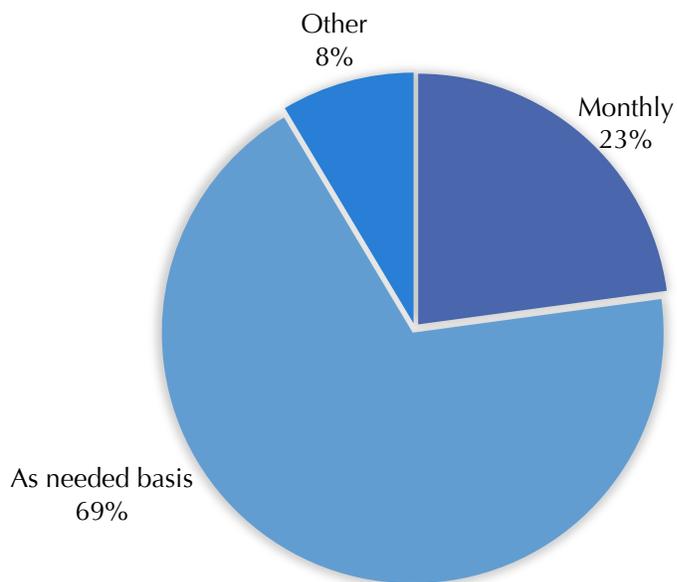
Which tool does your firm utilize to monitor electronic subscriptions?



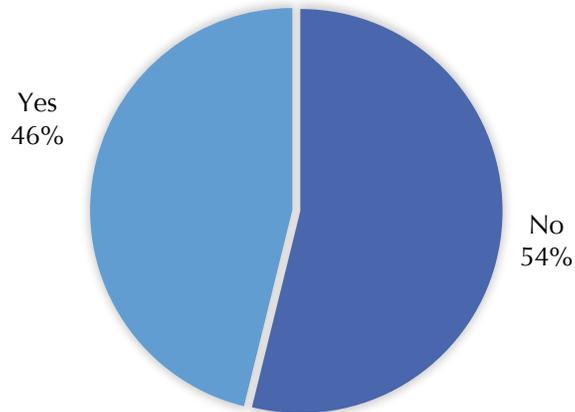
Which resources do you use these reports to assess?



How often do you pull these reports for analysis?



Do you utilize surveys to gauge the effectiveness of library services offered?

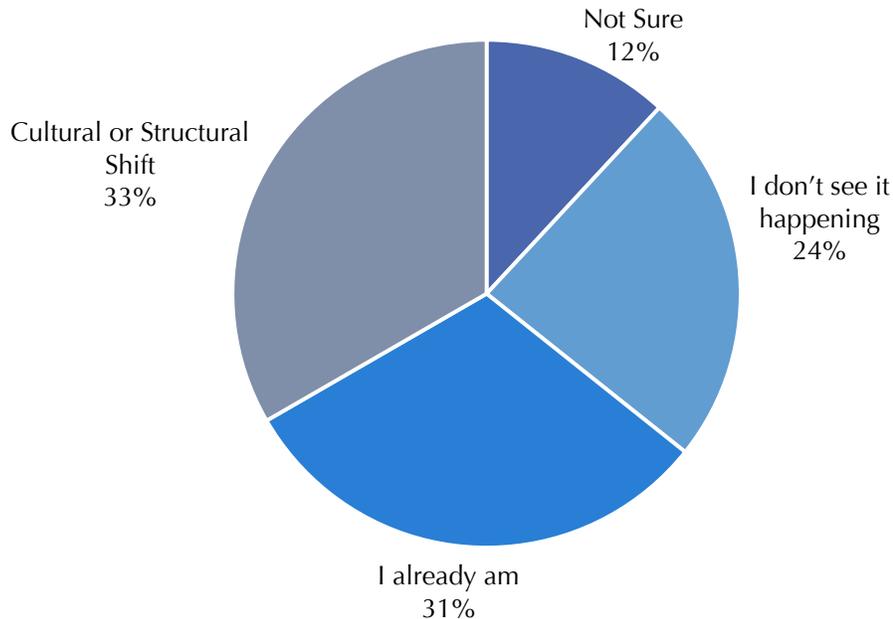


If you could tell your firm management one thing about the value the library brings to the firm, what would it be?

- “We bring efficiency in a variety of ways.”
- “We provide exceptional service at a lower rate and save the firm time and money when locating materials.”
- “We can find any type of information faster, better, and cheaper than anyone else at the firm.”
- “Contract management to avoid funds wasted on long-term contracts, duplicative resources and lack of innovative products.”
- “We add intelligence, value and efficiency to every matter and many firm processes in general.”
- “We are worth 10x our cost.”
- “I would like them to easily bill clients for research time. It seems they are often skittish and write it off or charge to bus dev/office. The billing rate is comparatively low with my colleagues in the area.”

- “With the ever-increasing availability of new information resources, the library can help to evaluate and distinguish between what is worth an attorney's time or not, beyond providing information useful to their everyday practice.”
- “I'm an innovative resource always willing to try!”
- “Provides researchers who are focused on the art of research and able to sift through sources for most value-added results.”
- “Knowledge is power. Our resources and services provide that knowledge.”
- “We support the firm's information needs: for researching attorneys, New Business, Legal Talent vetting, Competitive Intelligence.”
- “We make what seems like the impossible possible.”
- “Go-to for both business and legal information research and intelligence.”
- “We help win cases and bring in clients.”
- “We assist attorneys in their service to clients, saving them time and mitigating risk.”

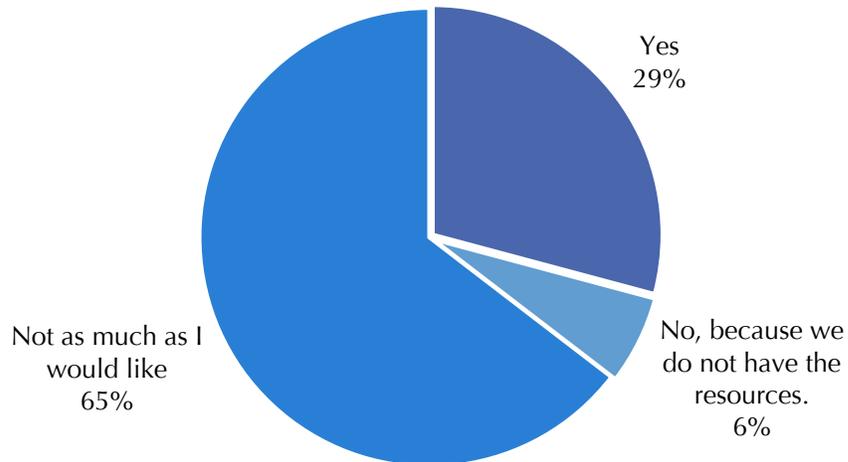
What would it take for the library to get a seat at the firm's management table?



Comments:

- "Cultural change"
- "I am part of a management team; everyone at my level - highest management staff - meets monthly with the firm's managing principal"
- "I have a seat. I participate in regular meetings with firm management and have access to the managing partner as needed."
- "Library has a seat via CKO"
- "A greater push by our Library Director to make the case that we are a department that provides as much to the firm as Marketing, IT or HR."
- "We are a very attorney driven firm where most ideas/innovations have to be vetted by an attorney first."
- "Change of perceptions"
- "A change in title from Manager to Director."
- "Complete change in mindset and organizational structure."

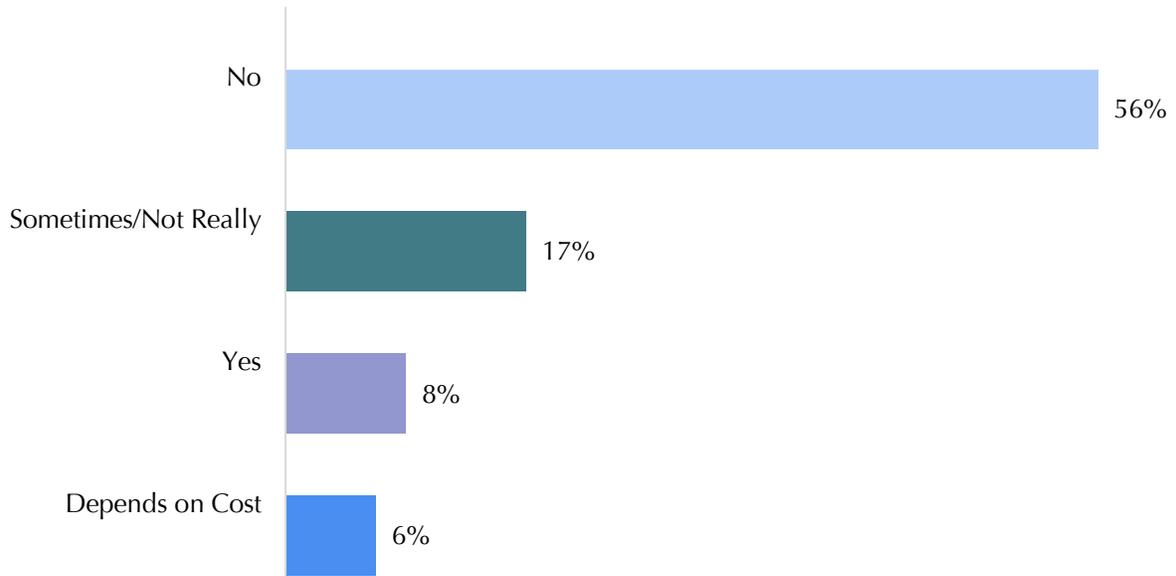
Is the library seen as an innovator within your organization?



Comments:

- "I think that is what they want, but then they still stereotype us as something else."
- "We are beginning to work on process innovation with different practice areas, which definitely meets a firm need, and allows us to help with innovation."
- "Have demonstrated some recognized innovations in the last number of years, but mostly relating to efficiency. Need to do a better job of getting out of the library and pivoting to more proactive service delivery."

Is your library viewed as a disruptor, i.e., do you innovate first and ask for permission later?





MODERN LIBRARY SOLUTIONS

Feit Consulting can fully support the shifting role of your Firm's Library.
Some of the Library Modernization Services we offer:



Modern Library Audit

An evaluation of all legal information functions in the library and the support provided for various departments and practice groups. Receive a detailed plan with clear action steps and ROI for improving your Law Library's value and role.



Collection Audit

Evaluation of content and usage to ensure proper collection mix for online and print resources. The goal is to mitigate the redundancy of resources to save your firm money.



Library Support Services

Includes: Assistance with onboarding and training of staff, a Virtual Library Consultant available for on-call questions about Library management, or guidance on the development of standard operating procedures and best practices.



Metrics Development & Reporting

A key component to running the library as a business within a business is metrics. Feit Consulting partners with Administrators and Librarians to review current metrics and develop new metrics for improved reporting and assessing ROI of the Library.



Technical Library Services Support

Providing support and planning to ensure your organization's technology is optimally working for the Library and its users; such as evaluating workflow or maximizing the functions of your Electronic Resource Management (ERM) or Integrated Library System (ILS).



ERM Selection Assistance

An Electronic Resource Management (ERM) tool is a worthwhile investment, but there are many elements to consider. Our team provides an agnostic view, and shares guidance on what your firm needs to consider when evaluating options and upgrades.

Learn more here: <http://www.feitconsulting.com/consulting/modern-library-solutions/>

p 646.546.5110 | info@feitconsulting.com | www.feitconsulting.com

FEIT SOLUTIONS

Feit Consulting advises law firms directly on all issues related to legal information. Services are customized uniquely to fit a firm's needs, short-term or long-term. Feit Consulting helps firms look at the full picture, not just the financial costs associated with their decisions.

Online Legal Information Contract Services, including:

- *Benchmarking*: Assessment and analysis of firm specific metrics, including spend per attorney, usage, discount, and other factors for Lexis and Westlaw contracts
- *Market Overview*: Presentation of current market trends including pricing stats, strategies and anticipated outcomes for upcoming contract negotiations
- *Legal Information Strategy Development*: Evaluate legal information resources and usage, with consideration of firm culture to provide two to three-year strategic plan
- *Online Vendor Audits*: Reviewing contracts for errors, saving firms thousands of dollars
- *Contract Negotiations*: Lead strategy and direct negotiations with legal information vendors
- *Negotiation Coaching*: Coach clients through contract negotiations, supporting the client who is directly negotiating with vendors

Full Vendor Elimination Services, including:

- *Sole Provider Viability Analysis*: Evaluation of usage, pricing, current content mix, and vendor preference to determine the cost/benefit analysis for eliminating or flipping a vendor
- *Implementation Plan*: Direction and guidance in eliminating a vendor and transitioning staff to new provider outlining clear timelines and improved efficiencies

Law Library Services, including:

- *Modern Law Library Audit*: Conduct thorough assessment of all legal information functions in the library and the support provided for various departments and practice groups
- *Library Collection Audit & Rightsizing*: Evaluation of content and usage to ensure proper collection mix for online and print resources
- *Library Support Services*:
 - Provide assistance with the onboarding and training of staff
 - Virtual Library Consultant support for on-call questions for library management
 - Technical Solutions Consultant Support to manage evaluation and implementation of integrated library systems and ERM solutions
 - Development of Standard Operating Procedures and Best Practices to support library processes and improve work flow efficiencies.