

Fiscal Year 2008  
Annual Report of the  
Federal Library and Information Center Committee

---

Roberta I. Shaffer, Executive Director

## **Highlights of the Year**

During Fiscal Year 2008, the Federal Library and Information Center Committee (FLICC) continued its mission to foster excellence in federal library and information services through interagency cooperation and to provide guidance and direction for FEDLINK.

The FLICC membership focused their quarterly meetings on a variety of broad federal information issues including the future of bibliographic control, Internet Archive, federal library competencies, and future uses of library and information center physical space.

The FLICC working groups completed an ambitious agenda in Fiscal Year 2008. Notably, the Human Resources Working Group completed *The Federal Librarian Competencies* that define the knowledge, skills, and abilities (KSAs) needed to perform successfully as a federal librarian. The competency document includes many of the suggestions and comments from colleagues and supporters in the federal information community and will be vetted through the Department of Defense (DOD) validation protocol and then presented to the Office of Personnel Management (OPM) for acceptance. The Education Working Group presented a variety of seminars and workshops, including a week-long program for federal library technicians, and a variety of other workshops, seminars and institutes on data collection and program planning, talent mentoring, mining and management, writing for the Web, creating wikis and E-Newsletters, Issues in Federal and Armed Forces Libraries. The Libraries and Emerging Technologies Working Group sponsored a program as part of the ALA Annual conference with the ALA Federal and Armed Forces Libraries Round Table (FAFLRT) on Web 2.0 tools used in the Federal Government, and released the report, *Leadership in Uncertain Times: Federal Librarians Envision Use of Physical Space Through 2020*, the product of a survey of librarians, a literature review on the related subject areas, and the collective experiences of the authors of the paper. The result is an extensive review of issues facing federal librarians as they plan for the provision of services and collections within their own agency or departments.

The FLICC Awards Working Group announced the following awards: 2007 Federal Library/Information Center of the Year in the Large Library/Information Center Category (with a staff of 11 or more employees): The Combined Arms Research Library (CARL), U.S. Army Command and General Staff College, Fort Leavenworth, Kansas; in the Small Library/Information Center Category (with a staff of 10 or fewer employees): Landstuhl Regional Medical Center (LRMC) Library, Landstuhl, Germany; 2006 Federal Librarian of the Year: Thomas F. Lahr, deputy associate biologist for information, U.S. Geological Survey (USGS), Reston, Virginia; and 2006 Federal Library Technician of the Year: Jill Golden, federal library technician, Marshall Center Research Library, Garmisch-Partenkirchen, Germany. Looking forward, the working group also launched plans for the Fiscal Year 2008 awards cycle including a marketing campaign to raise awareness and highlight the importance of the different Awards, the creation of a new category to recognize outstanding contributions to the field and a redesign of the Awards brochure.

The Preservation and Digitization Working Group, formerly the Preservation and Binding Working Group, planned and sponsored a workshop on preserving architectural drawing and a symposium on disaster planning. Because of the interest generated by the symposium and the mandate for federal agencies to have continuity of operations plans (COOPs), a new working group, Disaster Preparedness, was formed. This group is charged with overseeing Safety Net, a group of federal libraries in the Washington, D.C. metropolitan area who have agreed to aid each other in the event of a regional disaster. The Disaster Preparedness Working Group sponsored a symposium on COOPs incorporating the care of collections and hosted the signing ceremony of the Charter for Mutual Disaster Assistance.

FLICC also continued its collaboration with the Library's General Counsel on a series of meetings between federal agency legal counsels and agency librarians. Now in their tenth year, these fora grew out of the recognition that federal attorneys and librarians share many of the same concerns regarding issues related to copyright law, privacy law, the Freedom of Information Act, and other laws in the electronic age, with regard both to using information within the agency and to publishing the agency's own information. These meetings have enhanced the relationship between agency attorneys and librarians and have helped them develop contacts with their counterparts at other agencies. This year's series featured discussions on legal issues related to digitization of archival holdings and federal development of and use policies for Web 2.0 technologies.

FLICC released its redesign of its Website at the end of summer. Now in full compliance with the Library's Web guidance and using the Office of Strategic Initiatives "SWAN" templates, staff members managed, converted, supported and updated the new FLICC/FEDLINK Web site that comprises more than 3,000 pages of content, video and resource links.

FLICC's cooperative network, FEDLINK, continued to enhance its fiscal operations while providing its members with \$70.8 million in Transfer Pay services, \$5.4 million in Direct Pay services, and an estimated \$34.1 million in the Direct Express services, saving federal agencies more than \$14.6 million in vendor volume discounts and approximately \$16.1 million more in cost avoidance.

To meet the requirements of the Fiscal Operations Improvement Act of 2000 (P.L. 106-481) that created new statutory authority for FEDLINK's fee-based activities, FEDLINK governing bodies and staff members confirmed plans were on track for the third year of its rolling five-year business plan from Fiscal Year 2006. They also began to explore the position of the FEDLINK program and its role in the federal sector of the commercial market. Budgeting efforts projected both costs and revenue, looking at private sector and historic costs with adjustments calculated based on vendor and GAO predictions. After examining program growth, realized savings through program management and program reserves, FLICC/FEDLINK's oversight groups recommended a 1 percent fee reduction for transfer pay services in Fiscal Year 2009.

In the winter of 2007, FEDLINK released, via the Web, its annual survey directed at FLICC/FEDLINK leadership and members. FLICC/FEDLINK management and staff further integrated their planning and reporting into the new Library of Congress strategic plans and performance measurement for Fiscal Years 2008 and 2009.

In Fiscal Year 2008, FEDLINK continued to give federal agencies cost-effective access to an array of automated information retrieval services for online research, cataloging and resource sharing. FEDLINK members also procured print serials, electronic journals, books and other publications, document delivery and preservation services via Library of Congress/FEDLINK contracts with more than 130 major vendors. The program obtained further discounts for customers through consortia and enterprise-wide licenses for journals, aggregated information retrieval services and electronic books. FEDLINK welcomed two new vendors to the program to meet Fiscal Year 2008 requirements, including a new service area, digitization and access for public domain documents. After working with Library of Congress Library Services to begin to meet their needs, FEDLINK staff consulted with five agencies to use the new contract to digitize their public domain documents and provide access via the Internet Archive. They also consulted with 21 agencies to procure services to meet their specialized requirements in four categories: serials subscriptions, digitization, preservation and conservation, and cataloging and technical processing. They issued a revised RFP for electronic retrieval services and awarded new contracts to 56 companies, including four new to the program.

In conjunction with the working groups, FLICC offered a total of 32 seminars, workshops and lunchtime discussions to nearly 1,000 members of the federal library and information center community. Institutes and workshops looked at cataloging, taxonomy, preservation and disaster planning, project management, copyright, digital content management, Web 2.0 and career development. FLICC also collaborated with CAPCON on educational events by co-promoting programs and opening events up to each other's members when additional registrations were available.

A new luncheon series, Learning@Lunch, began in Fiscal Year 2008 and featured a variety of topics and speakers. The series highlighted the Library of Congress Science, Technology and Business Division; Washington Research Library Consortium, and the Defense Technical Information Center and discussed topics including managing space and earth science information in a non-bibliographic environment; employment interviews; life as a lawyer, librarian and novelist; electronic journals and online databases, and the future of the peer-reviewed journal.

Staff members also served as principal speakers and leaders at a variety of national information community and professional association committees and conferences including the American Society for Information Science and Technology (ASIST), National Federation of Abstracting and Indexing Services (NFAIS), the Military Librarians Workshop (MLW), Computers in Libraries, Internet Librarian and FOSE.

FEDLINK also negotiated discounted rates for several national conferences with

Information Today, Inc. More than 335 attendees registered through FEDLINK to attend CILs2008, saving the government approximately \$80,000. More than 40 attendees registered through FEDLINK for WebSearch University, saving the government \$10,000. Three FEDLINK members registered for the Internet Librarian conference (held in Monterrey, CA), for a savings of \$1,000. FEDLINK also brokered member attendance at both the Joint Spring Workshop and the Special Libraries Association annual conference with 33 FEDLINK members registering through FEDLINK for the Joint Spring Workshop, saving \$1,000, and 8 attendees registered for SLA through FEDLINK to take advantage of an extended period of the early bird rate.

FEDLINK worked closely with its partner LC/ITS to complete the requirements documentation for the FEDLINK Customer Financial Management System (FEDLINK CFMS) that will significantly enhance the ability of vendors and member agencies to sell and buy information services online. FEDLINK CFMS will replace the program's On-line IAG Customer Registration System that continues to operate while LC/ITS develops and tests the new system.

The FEDLINK Systems Office (FSO) also successfully released of CCM Mercury, a document imaging and management system recommended by LC/ITS to replace the program's antiquated LAVA document system.

FEDLINK's continuing financial management efforts also ensured that FEDLINK successfully passed the Library's financial audit of Fiscal Year 2007 transactions.

### **FLICC Quarterly Membership Meetings**

Beyond regular FLICC Working Group updates and reports from FLICC/FEDLINK staff members, each FLICC quarterly meeting included a special meeting focus on a variety of broad federal information issues including strategic planning for federal information organizations and libraries with a showcase from the Library of Congress, Government Printing Office and the National Library of Medicine; the Library of Congress preservation strategy and disaster planning initiatives; skill sets and services for future federal librarians, and a variety of special reports on the National Agricultural Library, NASA Goddard Library, OCLC and a number of library association efforts.

### **FLICC Executive Board (FEB)**

The FEB focused its efforts on a number of initiatives related to the FLICC/FEDLINK Business Plan, the future of the EPA and NASA libraries and other agency libraries, the, a federal library census and FLICC's efforts with Safety Net and other preservation strategies and disaster planning. Early in the year, the board also selected the 2007 FLICC Awards winners.

**FLICC Working Group Highlights** (For a list of all working groups and chairs, see Figure A.)

### **FLICC Awards Working Group**

To honor the many innovative ways federal libraries, librarians, and library technicians

fulfill the information demands of government, business, research, scholarly communities and the American public, the Awards Working Group administered a series of national awards for federal librarianship.

#### *2007 Federal Library/Information Center of the Year*

**Large Library/Information Center Category (with a staff of 11 or more federal and/or contract employees):** The Combined Arms Research Library (CARL), U.S. Army Command and General Staff College, Fort Leavenworth, Kan., is recognized for its superior provision of a wide range of services to its 8,000 students, faculty, scholars, staff and the Army community at large. In 2007, the library system achieved its mission to promote the library as a network-centric learning and adaptive organization. CARL used creativity and innovation to reach its service goals with initiatives such as e-access to domestic and international audiences, promotion and marketing efforts, research and public services, space and technological upgrades, and professional development. Evidence of the CARL staff's energy, enthusiasm and success can be seen in a significant increase in customer satisfaction, evidenced by a 28 percent growth of database usage and a 76 percent increase in OPAC searches.

**Small Library/Information Center Category (with a staff of 10 or fewer federal and/or contract employees):** Landstuhl Regional Medical Center (LRMC) Library, Landstuhl, Germany, is recognized for its unique world-class research facility, specializing in medical and dental medicine and serving numerous additional military medical facilities in Europe, Africa and the Middle East. Serving approximately 3,000 medical professionals, the LRMC library embraced challenges in supporting the mission of the organization and embarked on a series of technology, training, outreach and service enhancement initiatives in 2007. In addition to its full-service library, the LRMC library created a worldwide reference program designed for patrons deployed in remote locations, a MedShare Intranet Web page, research online database classes, a term-paper assistance program, and an image-enhancing "Author Board," featuring publications by the center's medical staff. Customer-satisfaction tools indicated that the library was effective, versatile and dedicated to the customer.

#### *2007 Federal Librarian of the Year*

Thomas F. Lahr, deputy associate biologist for information, U.S. Geological Survey (USGS), Reston, Va., is recognized for his expertise and experience that were instrumental in new program development, such as science.gov and in program modifications for USGS. Lahr also contributed insight and expertise to the International Council for Scientific and Technical Information (ICSTI) and the Commerce, Energy, NASA, Defense Information (CENDI) Managers Group. As co-chair for the Science.gov Alliance, he saw to the expansion, funding and content for the Web site. During 2007, he collaborated with ICSTI to develop international science portals and create momentum for what is now known as WorldWideScience.org. At USGS, Lahr led the development of new ways to integrate and deliver information, and initiated and maintained USGS's public and private partnerships with a wide variety of organizations. Along with his excellent interpersonal and negotiation skills, Lahr has demonstrated

ability to manage the full lifecycle of information and build dynamic collections of information based on a deep understanding of clients' information needs.

#### *2007 Federal Library Technician of the Year*

Jill Golden, federal library technician, Marshall Center Research Library, Garmisch-Partenkirchen, Germany, is recognized for her commitment to service in support of the Marshall Center Research Library. During 2007, Golden implemented numerous new services, demonstrated an exceptional commitment to service and applied innovative thinking, technical skills and knowledge of library resources for the benefit of a diverse user community. In addition to demonstrating her many library skills on the job, she proactively continued her education by taking classes and enrolling in a library-science degree program.

#### **FLICC Budget and Finance Working Group**

The FLICC Budget and Finance Working Group developed the Fiscal Year 2009 FEDLINK budget and fee structure in the spring quarter. The group produced an online budget questionnaire for FEDLINK members and used the results to verify assumptions for the Fiscal Year 2009 budget. The final budget for Fiscal Year 2009 reduced membership fees for transfer pay customers 1 percent below Fiscal Year 2008 levels: 6.75 percent on accounts up to \$300,000 and 6 percent on amounts exceeding \$300,000, and 5 percent on amounts exceeding \$1,000,000. Direct pay fees remained at Fiscal Year 2008 levels, as did Direct Express fees of 0.75 percent for all participating commercial online information services vendors. The FEDLINK Advisory Council and FLICC Executive Board approved the budget in May, followed by the FLICC membership in June. Library officials approved the budget in September 2008.

#### **FLICC Consortia and InterAgency Cooperative Activities Working Group**

The mandate of the FLICC Consortia and InterAgency Cooperative Activities (CIC) Working Group is to look at consortial opportunities with publishers, in a given discipline, for consulting services, and for purchases of library technology or integrated library systems. Formed in 2007, during Fiscal Year 2008, the CIC further explored group purchases of selected services. They assisted FEDLINK staff and the FEDLINK Advisory Council to benchmark a national plan for one major scientific publisher, and recommended further discussions with another. They recommended establishing a temporary detail to FLICC/FEDLINK to help the program document and market existing consortia opportunities, establish more consortia discounts and improve internal record keeping and communication strategies for group discounts. The CIC Working Group and the FEDLINK Advisory Council also cooperated in an examination of ways FLICC/FEDLINK can assist federal libraries who need to improve how they automate in-house library functions.

#### **Disaster Preparedness Working Group**

This working group assists federal libraries and information centers in preparing for disasters by supporting and promoting cooperation among federal agencies, offering educational programs, and providing information resources for disaster recovery. The Disaster Preparedness Working Group oversees Safety Net, the Washington, D.C.

regional network for disaster response. The working group sponsored a symposium on COOPs incorporating the care of collections and hosted the signing ceremony of the Safety Net charter for mutual assistance.

### **FLICC Education Working Group**

During Fiscal Year 2007, the FLICC Education Working Group, in concert with other FLICC working groups, sponsored a total of 32 seminars, workshops and lunchtime discussions for members of the federal library and information center community. These programs focused on cataloging, taxonomy, preservation and disaster planning, project management, copyright, digital content management, Web 2.0 and career development.

### **FLICC Human Resources Working Group**

The working group completed *The Federal Librarian Competencies* that define the knowledge, skills, and abilities (KSAs) needed to perform successfully as a federal librarian. The competency document includes many of the suggestions and comments from colleagues and supporters in the federal information community and will be vetted through the Department of Defense (DOD) validation protocol and then presented to the Office of Personnel Management (OPM) for acceptance.

### **FLICC Libraries and Emerging Technologies**

The working group sponsored a program as part of the ALA Annual conference with the ALA Federal and Armed Forces Libraries Round Table (FAFLRT) on Web 2.0 tools used in the Federal Government, and released the report, *Leadership in Uncertain Times: Federal Librarians Envision Use of Physical Space Through 2020*, the product of a survey of librarians, a literature review on the related subject areas, and the collective experiences of the authors of the paper. The result is an extensive review of issues facing federal librarians as they plan for the provision of services and collections within their own agency or departments.

### **FLICC Nominating Working Group**

The FLICC Nominating Working Group oversaw the 2008 election process for FLICC rotating members, FLICC Executive Board members, the FEDLINK Advisory Council (FAC) and an OCLC Members Council Delegate. Librarians representing a variety of federal agencies agreed to place their names in nomination for these positions.

### **FLICC Policy and Advocacy Working Group**

The FLICC Marketing Subcommittee was tasked by the Policy and Advocacy Working Group to create materials for two different audiences, federal librarians and federal managers (non-librarians) who must communicate the value of libraries and the role libraries play in federal agencies. In early 2008, the Marketing Subcommittee delivered three important marketing products: marketing survey results of member marketing issues, best practices, benchmarking and return on investment information; marketing exemplars from the federal community that are now housed on the FLICC Web site, and the final Marketing and Advocacy Resources Bibliography publication.

### **FLICC Preservation and Digitization Working Group**

The working group changed its name from Preservation and Binding and adopted a new mission statement to reflect the importance of digital conversion and curation of digital assets. Binding is included as a traditional preservation service.

The Preservation and Digitization Working Group continued its oversight of FEDLINK's preservation basic ordering agreements (BOAs) with preservation services vendors. They also planned and sponsored a workshop on preserving architectural drawing and a symposium on disaster planning. Because of the interest generated by the symposium and the mandate for federal agencies to have continuity of operations plans (COOPs), a new working group, Disaster Preparedness, was formed.

### **FLICC Executive Director's Office**

In addition to strategic planning and administrative efforts, FLICC responded to a call from the Department of Homeland Security (DHS) Library Program Office to conduct a research study to develop a strategy and change management plan for establishing a library and information service to support the consolidation of the department's headquarters. FLICC collaborated with the Library of Congress' Federal Research Service (FRD) to conduct a comprehensive study and provide recommendations on the feasibility of functional integration of DHS library services, centralization of their collections and co-location of their staff and functions.

FLICC also sponsored its first annual Career/Job Fair for Information Professionals in the Federal Government with nearly 150 attendees, 15 exhibiting organizations and 24 organizational representatives from civilian and defense agencies. Follow-up surveys rated the fair as excellent and have sparked interested within the broader federal information community and academia.

Staff also participated in the annual Blacks in Government conference (BIG) and was active within the library's BIG chapter as well as the Diversity Advisory Council and the Cultural Observance Committee.

### **FLICC Publications and Education Office**

In Fiscal Year 2008, FLICC continued its publication program as a digital communication provider and used the FEDLIB listserv to communicate critical advocacy and program information to more than 3,000 electronic subscribers.

FLICC revised mission critical materials and developed targeted resources to support the FEDLINK program, including revisions to the Business Plan, and two FEDLINK Information Alerts. FLICC also produced the minutes of the four Fiscal Year 2008 FLICC Quarterly Meetings and six FLICC Executive Board meetings, and all FLICC Education Program promotional and support materials including the FLICC Forum announcement, forum attendee and speaker badges, press advisories, speeches and speaker remarks and forum collateral materials. FLICC produced 32 FLICC Meeting Announcements to promote FLICC education programs, FEDLINK membership and OCLC users' meetings, brown-bag discussion series and education institutes, along

with badges, programs, certificates of completion and other supporting materials. FPE staff members also participated in several strategic planning efforts, contributed an article to the LS Journal, created program management documentation for LS management reports and other programmatic support materials.

Of note in Fiscal Year 2008 was the release of FLICC and FEDLINK's redesign of the program Web site. Now in full compliance with the Library's Web guidance and using the Office of Strategic Initiatives "SWAN" templates, staff members managed, converted, supported and updated the new FLICC/FEDLINK Web site that comprises more than 3,000 pages of content, video and resource links.

FLICC staff members continued to convert all publications, announcements, alerts, member materials, meeting minutes and working group resources into HTML and PDF formats. Staff members maintained the many Web links throughout the FLICC/FEDLINK Web site, enhanced and expanded the site via an inter-unit Web team of content, design, editorial and technical personnel. Staff also participated in the Federal Consortium on Second Life as part of ongoing efforts to influence federal agency use of Web 2.0 emerging technologies.

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

To make the discussions and presentations at the FLICC quarterly membership meetings available for members at remote locations, staff members recorded these sessions and distributed copies in DVD format for viewing by members who were unable to attend. Staff members also tested several Web conferencing services to offer live and interactive attendance to these and other meetings to remote participants.

In collaboration with FEDLINK Network Operations staff members, the FLICC Publications staff continued to offer dynamic resources for the FEDLINK Members/Vendors Fora, OCLC Usage Analysis Reports, pricing data and many other new documents, including the Fiscal Year 2008 budget questionnaire and ballot, the FLICC/FEDLINK customer survey in support of the business plan, as well as a variety of training resources. Staff members also worked with Library of Congress Contracts and Gifts staff to make electronic versions of FEDLINK's Requests for Proposals available online for prospective vendors.

In Fiscal Year 2008, Publications staff members continued to support the Member Services Unit and their Online Registration/Online Interagency Agreement (IAG) system. As part of the inaugural of the Online Amendments module, staff redesigned and updated Online Registration Web resources and released a revised Online Registration Booklet to enable members to achieve seamless fiscal-year transitions.

In conjunction with the working groups, FLICC offered a total of 32 seminars, workshops

and lunchtime discussions to 999 members of the federal library and information center community. Institutes and workshops looked at Web writing, preservation and disaster planning, project management, copyright, digital content management, Web 2.0 and career development. FLICC also collaborated with CAPCON on educational events by co-promoting programs and opening events up to each other's members when additional registrations were available.

A new luncheon series, Learning @ Lunch, began in Fiscal Year 2008 and featured speakers from the Washington Research Library Consortium and the Defense Technical Information Center and topics including managing space and earth science information in a non-bibliographic environment, employment interviews, life as a lawyer, librarian and novelist, electronic journals and online databases, and the future of the peer-reviewed journal.

FLICC demonstrated its ongoing commitment to library technicians' continuing education by hosting its popular Institute for Federal Library Technicians and its annual teleconference series, "Soaring to... Excellence," produced by the College of DuPage. Federal and academic librarians also joined FLICC professionals to discuss various areas of librarianship, including peer reviewed literature, taxonomies, acquisitions, cataloging, copyright laws, reference and automation. The ongoing FLICC Great Escapes series returned in Fiscal Year 2008 with library tours at the U.S. Department of the Interior Library, the Holocaust Museum Library and the Brookings Institution.

FLICC also provided organizational, promotional and logistical support for FEDLINK meetings and events including: the FEDLINK Fall and Spring Membership Meetings; one FEDLINK OCLC Users Group meetings; and 74 vendor presentations with 318 customers attending. (See Figure C for a complete listing of educational programs.)

Staff members also continued to support the variety of initiatives and projects of all FLICC governing bodies including meetings, listservs, projects, graphic design initiatives, surveys and a variety of resource materials.

### **FEDLINK (Federal Library and Information Network)**

In Fiscal Year 2008, FEDLINK continued to give federal agencies cost-effective access to an array of automated information retrieval services for online research, cataloging, information management and resource sharing. FEDLINK members also procured print serials, electronic journals, print and electronic books, sound recordings, audio-visual materials, document delivery, technical processing services, digitization, preservation and conservation services via Library of Congress/FEDLINK contracts with approximately 130 major vendors. The program obtained further discounts for customers through consortia and enterprise-wide licenses for journals, aggregated information retrieval services and books.

Specifically, FEDLINK awarded new contracts for electronic retrieval services and competed requirements for serials subscription services for seven agencies under contracts with seven serial subscription agents. FEDLINK staff assisted seven

agencies to use the preservation contracts to digitize and conserve special collections, and create related metadata. They assisted seven more agencies to procure contract cataloging services.

The FEDLINK Advisory Council (FAC) met six times during the fiscal year. In addition to their general oversight activities, the council provided valuable insight into trends in the information industry and supported adoption of the proposed Fiscal Year 2009 budget. They welcomed the first member to hold a seat on the FAC as an Emerging Librarian. This additional seat, created on the recommendation of the FLICC Nominating Working Group, provides for input from and mentoring for federal librarians with 10 or fewer years experience as a professional librarian.

The annual fall FEDLINK Membership meeting featured an overview of SERU (Serials E-Resources Understanding), an alternative to license agreements between libraries and information providers, with an analysis of how federal agencies might adapt it for their use. The afternoon Vendor Forum provided a forecast of trends in publishing. The Spring FEDLINK Membership meeting featured MaryBeth Dowdell, chair of the FLICC Budget and Finance Working Group, who presented the proposed budget for Fiscal Year 2009, and a special town meeting on federal librarian competencies. The afternoon Vendor Forum presented a showcase of EbscoHost's Business Book Review product and a lesson on purpose alignment and positioning.

In support of outreach, FLICC/FEDLINK staff continued to support Web conferencing via the Elluminate application, and to produce a monthly electronic newsletter to communicate training opportunities and items of interest related to contracts and program activities. They visited 20 federal agencies around the country and in the DC area to provide consultation on site, sometimes in conjunction with workshops or conferences.

In the fall and spring, FEDLINK collaborated with CAPCON (now OCLC Eastern) to sponsor joint OCLC QuestionPoint Users Group meetings to help libraries share information about implementation and user training issues, and to provide updates on new functionality. They assisted the National Library of Education to implement Ask a REL using QuestionPoint; REL is a consortium of the ten regional educational laboratories, now providing reference support for research based education questions. They supported OCLC's demonstration of WorldCat Local in the FEDLINK training room and via web conferencing. They assisted libraries to continue consortial group purchases in OCLC and expanded cataloging, interlibrary loan and QuestionPoint groups. They assisted the Library of Congress Binding and Collections Care Division to formulate and execute a pilot project to test the use of OCLC Interlibrary Loan to obtain replacement pages to complete items for binding. The results were considered successful and the pilot team recommended implementation. They found opportunities to reduce OCLC subscription prices for libraries, answered questions and provided advice via phone, email and site visits, verified funds availability for money moves and orders, and helped federal libraries manage OCLC services totaling over five million dollars.

Eleanor Frierson, Deputy Director, National Agricultural Library, and Suzanne Ryder, Chief Librarian, Naval Research Laboratory Library, represented FEDLINK on the OCLC Members Council where they added a federal perspective to the larger issues in librarianship and information science and contributed to plans that meet the cooperative needs of libraries and similar institutions. They participated in discussions leading to the revision of OCLC's governance structure, planning for Members Council to broaden participation through additional regional meetings while reducing global meetings to one a year.

FEDLINK staff highlighted services at national conferences such as the American Library Association (ALA), Military Librarians Workshop (MLW) and Special Libraries Association (SLA), and regional events such as the Government Accountability Office Expo. They presented information about federal information needs at national conference such as the American Library Association and Special Libraries Association. During ALA's annual conference in Washington, D.C., FLICC joined with LC in welcoming attendees with an open and co-sponsored a very successful session on careers in federal libraries that more than 300 participants from library schools across the country using web conferencing technologies.

At the North American Serials Interest Group (NASIG), they represented federal libraries' needs in a discussion about increasing NASIG's relevancy to non-academic libraries. They also represented federal libraries' needs at national discussions focused on disaster recovery and preservation best practices.

Staff members also participated in additional national conferences, workshops and meetings, including CENDI, American Society for Information Science and Technology (ASIST), National Federation of Abstracting and Indexing Services (NFAIS), the Military Librarians Workshop (MLW), Computers in Libraries, Internet Librarian and FOSE. They also represented federal libraries' needs at national discussions focused on disaster recovery and preservation best practices and regional events such as the Government Accountability Office Expo.

Staff members held 24 on- and offsite trainings for 115 students on OCLC, MARC Record, WorldCat, Question Point and copy cataloging.

FEDLINK also negotiated discounted rates for several national conferences with Information Today, Inc. More than 335 attendees registered through FEDLINK to attend CILs2008, saving the government approximately \$80,000. More than 40 attendees registered through FEDLINK for WebSearch University, saving the government \$10,000. Three FEDLINK members registered for the Internet Librarian conference (held in Monterrey, CA), for a savings of \$1,000. FEDLINK also brokered member attendance at both the Joint Spring Workshop and the Special Libraries Association annual conference with 33 FEDLINK members registering through FEDLINK for the Joint Spring Workshop, saving \$1,000, and 8 attendees registered for SLA through FEDLINK to take advantage of an extended period of the early bird rate.

### **FEDLINK Fiscal Operations**

FLICC's cooperative network, FEDLINK, continued to enhance its fiscal operations while providing its members with \$70.8 million in Transfer Pay services, \$5.4 million in Direct Pay services, and an estimated \$34.1 million in the Direct Express services, saving federal agencies more than \$14.6 million in vendor volume discounts and approximately \$16.1 million more in cost avoidance.

FLICC's governing bodies and FEDLINK staff members revisited the five-year business plan to support requirements of the Fiscal Operations Improvement Act of 2000 (P.L. 106-481) that created revolving fund statutory authority for FEDLINK's fee-based activities. The focus of the review was to assess performance in Fiscal Year 2008 and update strategic initiatives and financial objectives for Fiscal Years 2009 thru 2013. Staff members supported business plan goals for improving processes and expanding the market for product and services through the following initiatives: reducing fees one percentage point for transfer pay customer procurements for fiscal year 2009, implementing procedures for using pay.gov to for federal customer credit card purchases under 100,000 dollars and vendor direct express payments to FEDLINK; streamlining invoicing and payment processes; meeting routinely with selected vendors to review requirements and acquire company data for electronic invoicing, and re-establishing partnership agreements with ITS to develop and upgrade critical components of the FEDLINK Subsidiary Financial System.

### **FEDLINK Vendor Services**

Total FEDLINK vendor service dollars for Fiscal Year 2007 comprised \$70.8 million for Transfer Pay customers, \$5.4 million for Direct Pay customers and \$34.1 million of estimated vendor billings to Direct Express customers. Database retrieval services, available only through the Transfer Pay and Direct Express options, represented \$31.8 million and \$34.1 million, respectively. Within this service category, online services comprised the largest procurement for Transfer Pay and Direct Express customers, representing \$29.2 million and \$34.1 million, respectively. Publication acquisition services, available only through the Transfer Pay and standard Direct Pay options, represented \$30.5 million and \$5.4 million respectively. Within this service category, serials subscription services comprised the largest procurement for Transfer Pay and Direct Pay customers, representing \$19 million and \$5 million, respectively. Library support and other miscellaneous services, available only through the Transfer Pay option, represented \$8.5 million. Within this service category, bibliographic utilities constituted the largest procurement area, representing \$5.8 million.

### **Accounts Receivable and Member Services**

FEDLINK processed Fiscal Year 2008 registrations from federal libraries, information centers, and other federal offices for 436 signed IAGs. In addition, FEDLINK processed 1,747 IAG amendments (843 for current year and 904 for prior year adjustments) for agencies that added, adjusted or ended service funding. These IAGs and IAG amendments represented 6,639 individual service requests to begin, move, convert or cancel service from FEDLINK vendors. FEDLINK executed service requests by

generating 6,172 delivery orders that LC/Contracts and Grants issued to vendors. For Fiscal Year 2009 alone, FEDLINK processed \$70.8 million in service dollars for 2,117 Transfer Pay accounts and \$5.4 million in service dollars for 16 Direct Pay accounts. Included in the above member service transactions were 83,679 member requests to move prior year (no-year and multi-year) funds across fiscal year boundaries. These no-year and multi-year service request transactions represented an additional contracting volume of \$16.9 million.

### **Transfer Pay Accounts Payable Services**

For Transfer Pay users, FEDLINK processed 45,976 invoices for payment during Fiscal Year 2008 for both current and prior year orders. Staff members efficiently processed vendor invoices and earned \$25,885 in discounts in excess of interest payment penalties levied for the late payment of invoices to FEDLINK vendors. FEDLINK rejected 2,340 invoices due to the following reasons: insufficient customer funds (50 percent); duplicate vendor invoices (31 percent); no authority, (i.e., IAG and/or delivery order) (5 percent) and unidentified customer/other (14 percent). FEDLINK continued to maintain open accounts for three prior years to pay publications service invoices ("bill later" and "back orders") for members using books and serials services. Staff members issued 76,357 statements to members (18,807 for the current year and 57,550 for prior years) and continued to generate current fiscal year statements for electronic information retrieval service accounts on the 30th or the last working day of each month, and publications and acquisitions account statements on the 15th of each month. FEDLINK issued final Fiscal Year 2003 statements in support of closing obligations for expired Fiscal Year 2003 appropriations and quarterly statements for prior fiscal years while supporting the reconciliation of Fiscal Year 2003-2008 FEDLINK vendor services accounts. FEDLINK issued the final call for Fiscal Year 2003 and 2004 invoices to vendors March 2007 and 2008 respectively.

### **Direct Express Services**

The FEDLINK Direct Express Program now includes nearly 70 vendors offering database retrieval services. The program is set up to provide customers with procurement and payment options similar to GSA in which the vendors pay a quarterly service fee to FEDLINK based on customer billings for usage. The advantage for the customers and the vendors is the elimination of the process steps for setting up an IAG for the direct purchase of online services citing FEDLINK contract terms and conditions. The Direct Express Program generated 59 percent of the fee revenue initially anticipated in the budget and the forecast for Fiscal Year 2008.

### **Budget and Revenue**

During Fiscal Year 2008, FEDLINK fee revenue from signed IAGs was approximately 0.2 percent, i.e., \$8,637, below Fiscal Year 2007 levels and was 3.2 percent, i.e., \$172,762 less than the Fiscal Year 2008 budget. The FEDLINK fee revenue is expected to exceed program Fiscal Year 2008 expenditure obligations by \$254,901. The program holds reserves for mandatory requirements of \$1,498,597 for shutdown and bankruptcy risks and continuity of operations requirements of \$980,000 for mission essential systems and compliance risk mitigation initiatives.

### **Financial Systems**

The FEDLINK program began undertaking several initiatives to upgrade and restructure its customer support systems to meet the objectives of the business plan and provide customers with a more secure and user-friendly environment to acquire FEDLINK services. FEDLINK worked closely with its partner LC/ITS to complete the requirements documentation for the FEDLINK Customer Financial Management System (FEDLINK CFMS) that will significantly enhance the ability of vendors and member agencies to perform online transactions for services. FEDLINK CFMS will replace the program's On-line IAG Customer Registration System that continues to operate while LC/ITS develops and tests the new system.

### **Financial Management, Reporting and Control**

FEDLINK successfully passed the Library of Congress Financial Audit of Fiscal Year 2007 transactions and completed vulnerability assessments of program financial risks for Library Services. As a follow-up requirement, staff members completed Detail Control Reviews of program financial operations for Library Services, OM&T and Office of the Inspector General's review. Support for these audits includes financial systems briefings; documented review and analysis of financial systems; testing and verification of account balances in the central and subsidiary financial system; financial statement preparation support; security briefings and reviews, and research and documented responses to follow-up audit questions and findings.

FEDLINK continued to provide central accounting for customer agency account balances to meet Treasury Department reporting requirements. Associated with this effort, FEDLINK invested significant energy and time in collaborating with Office of the Chief Financial Office to revise reconciliation reporting of SYMIN versus Momentum for customer advances. FEDLINK also completed all aspects of its revolving fund status reporting, including preparation, review and forecasts of revenue and expenses, for the accounting period.

## **Figure A: FLICC Working Groups**

### *FLICC Awards Working Group*

Chair: Mark Ziomek, U.S. Holocaust Memorial Museum

### *FLICC Budget and Finance Working Group*

Chair: Marybeth Dowdell, Naval Research Lab.

### *FLICC Consortia and Interagency Cooperative Activities*

Chair: Karen Kapust, Food and Drug Administration

### *FLICC Disaster Preparedness Working Group*

Co-chairs: Robert Schnare, Naval War College and Jeanne Drewes, Library of Congress

### *FLICC Education Working Group*

Chair: Helen Sherman, Defense Technical Information Center

### *FLICC Human Resources Working Group*

Acting Chair: Ann Parham, Army Librarian, U.S. Army

### *FLICC Libraries and Emerging Technologies Working Group*

Chair: James King, Naval Research Library

### *FLICC Nominating Working Group*

Chair: Suzanne Ryder, Naval Research Laboratory

### *FLICC Policy and Advocacy Working Group*

Chair: Paul Ryan, Administrator, Defense Technical Information Center  
Marketing Subgroup Chair: Blane Dessy, Department of Justice

### *FLICC Preservation and Binding Working Group*

Co-chairs: Joanne She, Department of Justice, and Myron Chace, Library of Congress

**Figure B:**

**FEDLINK Training Classes in FY2006**

	<b>#</b>	<b>#</b>	<b>#</b>	<b>#</b>
	<b>Local</b>	<b>Students</b>	<b>Onsite</b>	<b>Students</b>
OCLC Connexion Enhancements Demo	1	10		
OCLC Resource Sharing Update Demo	1	6		
OCLC Collection Analysis Demo	1	9		
OCLC WorldCat Local Group	1	3		
OCLC QuestionPoint Demo	2	7		
OCLC Open WorldCat Demo	1	6		
Intro to MARC Record	2	8		
Searching WorldCat for Resource Sharing	1	2	1	1
OCLC WorldCat Resource Sharing Basics	1	3	1	1
Searching the WorldCat for Cataloging	1	3		
Copy Cataloging	1	6		
OCLC QuestionPoint			7	52
<b>Training Totals</b>	<b>12</b>	<b>61</b>	<b>12</b>	<b>54</b>

<b>FLICC Educational Events for FY2008</b>	<b>Attendees</b>
Great Escape/LC Science, Technology & Business Division	39
L@L Managing Space and Earth Science Information	5
L@L Washington Research Library Consortium	9
L@L Tough Questions-Good Answers: Taking Control of Any Interview	15
Planning for Results: Making Data Work for You	24
Soaring to Excellence Session 1	20
Soaring to Excellence Session 2	20
Soaring to Excellence Session 3	20
L@L Librarians Novelist - Life as a Lawyer, Librarian and Novelist	10
Great Escape/The Brookings Institution Library	28
L@L Series DTIC: 60 Years of Providing Defense Information for All	10
The Art of Strategic Persuasion: Essential Skills for Leaders	5
Demystifying the Latest Business Literature	13
Joint Spring Workshop 2008	148
Talent Mentoring, Mining and Management in the Federal Sector	49
Writing for the Web	8
L@L Series: Electronic journals Online databases	9
Fall QuestionPoint Users Group Meeting	41
Spring QuestionPoint Users Group Meeting	31
Creating Wikis and E-Newsletters	18
Spring FEDLINK Membership Meeting	70
Purpose-Alignment-Positioning	13
Integrating Safety Net Tools into Your Agency's COOP	26
L@L: The Future of the Peer-Reviewed Journal	9
Issues in Federal and Armed Forces Libraries	34
The Institute for Federal Technicians	57
Great Escapes/The Holocaust Museum Library	46
Integrating Safety Net Tools into Your Agency's COOP	35
FLICC Forum on Federal Information Policies	109
Great Escapes/US Naval Observatory	20
Great Escapes/Department of the Interior Library	18
FEDScan Tours	50
<b>Educational Events Total</b>	<b>999</b>